



City Hall  
208 North First Avenue  
Alpena, Michigan 49707  
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## *Planning & Development*

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### **AGENDA**

#### **City of Alpena Planning Commission**

Regular Meeting

Tuesday, September 15, 2020, 7:00 p.m.

Alpena, Michigan

CALL TO ORDER:

ROLL CALL:

PLEDGE OF ALLEGIANCE:

APPROVAL OF AGENDA:

APPROVAL OF MINUTES: Regular meeting July 22, 2020

PUBLIC HEARING AND COMMISSION ACTION:

BUSINESS:

Discuss possible zoning text amendments

COMMUNICATIONS:

REPORTS:

Update on Recreational Plan

CALL TO PUBLIC:

MEMBERS' COMMENTS:

ADJOURNMENT:



MINUTES  
City of Alpena Planning Commission  
Regular Meeting  
July 22, 2020  
Alpena, Michigan

CALL TO ORDER:

The regular meeting of the Planning Commission was called to order at 7:08 p.m. by Paul Sabourin, Planning Commission Chair.

ROLL CALL: PLANNING COMMISSION

PRESENT: Wojda, Sabourin, VanWagoner, Gilmore, Kirschner

ABSENT: Austin, Lewis, Boboltz

STAFF: Don Gilmet (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:

June 16, 2020 minutes was approved as printed.

PUBLIC HEARING AND COMMISSION ACTION: None

BUSINESS:

Final Draft Comprehensive Plan

Gilmet states that what we are doing with this plan is just reviewing edits and changes that Denise from NEMCOG has put in the plan from our input. We are not adopting it we are just approving it tonight to be sent up the chain to the City Council. City Council will then approve the plan for distribution to the adjacent communities and stakeholders to review via email. This will include Alpena County, Alpena Township and the Transportation Agencies. They will then have 63 days to review and respond to the plan. After that period is up, the Planning Commission will hold the public hearing. When that date is scheduled, Gilmet stated he will put a 15 day notice of the hearing date in the paper and then at the public hearing meeting, the Planning Commission will then adopt the Comprehensive Plan by resolution, followed by the City Council adopting it as well by resolution and then the adopted plan will then get distributed out.

***Motion made by Wojda*** to approve the document as presented, ***seconded by Kirschner***.

Gilmore added that the bio refinery is still mentioned in the document but Gilmet added that he believes is still ongoing but he is going to check with Denise tonight. Gilmore also stated that under the economic development, renaissance zones, there are expiration dates that are listed. Gilmet stated that it is being displayed as past tense.

***Motion amended by Wojda*** to approve as printed but to submit a question to Denise related to the bio refinery issue brought up by Gilmore. ***Seconded by Kirschner***.

Ayes: Sabourin, VanWagoner, Kirschner, Gilmore, Wojda

Nay: None

Absent: Austin, Lewis, Boboltz

Motion approved by a vote of 5-0.

COMMUNICATIONS: None

REPORTS:

Commission discussion on Zoning Text changes for vehicles and vegetation.

Gilmet stated that Denise is looking into some zoning text changes to help clear up some of the problems with blight in the city and also with milk weed located around town in people's yards and in vacant lots that people are getting upset about because if it gets cut it is disturbing the monarch population. Gilmet also added that better clarification should be addressed in response to demo derby repairs happening in the city and how quickly cars are started to accumulate in peoples yards and becoming an eyesore.

Gilmet stated that five candidates so far have been interviewed for the planner-economic development position for the city with one more being interviewed on July 31<sup>st</sup>.

CALL TO PUBLIC: None

MEMBER'S COMMENTS: None

ADJOURNMENT: There being no further business, the meeting was adjourned at 7:22 p.m., by Sabourin, Planning Commission Chair.

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Wayne Lewis, Secretary

## Yellowbox Fireworks

Yellowbox Fireworks would fall under the category of “Seasonal Use Sales”: Sales establishments which exist on a temporary basis based on seasonal events such as Christmas tree sales, seasonal produce, and fireworks. Seasonal Use Sales are currently listed as permitted uses in B-1, B-2 and B-3 Districts and are listed as special uses in the WD, CBD, and CCD Districts.

### NOTE:

1. *Is a special use feasible to do each time there is a seasonal use in the WD, CBD, or CCD?*
2. *Are these uses only allowed on private property or also on public property or R.O.W.? Is there a different approval process for public property?*

## Section 7.31 Seasonal Use Sales

A. **Time Limits.** Time limits for seasonal uses and for tent sales shall be as follows:

1. Time limits for a tent or sidewalk sale shall be no longer than five (5) days. No more than three (3) tent sales or sidewalk sales shall be allowed for a given location within a single calendar year. However, no tent sale or sidewalk sale for any given location shall occur for three (3) consecutive time periods. A one-week period shall lapse between each such successive tent or sidewalk sale.
2. The time limit for the sale of seasonal items such as Christmas trees, pumpkins, or similar uses shall be for no longer than forty (40) days within a single calendar year.
3. The time limit for the sale of plants, vegetables, fruit, or other produce shall be for no longer than fourteen (14) weeks. Not more than one (1) fourteen-week sale of plants, vegetables, fruit, or produce shall occur for any given location within a single calendar year.
4. The time limit for the sale of fireworks and other tangible pieces of property (whether homemade, new, or used) shall be for no longer than thirty (30) days within a single calendar year.

B. **Standards.** The proposed use, including the erection of any temporary building or structure, will be allowed if the seasonal user does the following:

1. Provide adequate light and ventilation between buildings and structures.
2. Provide adequate automobile and pedestrian traffic flow.
3. Provide adequate off-street parking.
4. Provide adequate lot access for fire protection purposes.



5. Not adversely affect the stability and integrity of the zoning plan prescribed by this ordinance or otherwise interfere with the protection of public health, safety, and general welfare.
6. Not be incompatible with or otherwise adversely affect the physical character of the community and, in particular, the surrounding area within a distance of three hundred (300) feet.
7. Refuse shall be properly disposed of.
8. Each Seasonal Use Sales location shall require a separate zoning permit whether or not it is owned or operated by the same person. Each operator of a Seasonal Use Sales establishment shall be allowed only two (2) zoning permits for Seasonal Use Sales at different locations in the city any one time.

**C. Approval.**

1. Seasonal Use Sales are reviewed and approved by the Building Official after submission of a plot plan. In addition to the requirements listed in Section 6.1, the plot plan shall show traffic and pedestrian circulation areas.
2. The Building Official may limit the hours of operation.
3. The permitted operator of the Seasonal Use Sales shall be the owner of the seasonal business or an applicant with the owner's permission.

### **Repair/Storage of Demolition Derby Vehicles at a Residence**

#### **Section 3.12 Accessory Uses**

**B. SALE/STORAGE OF VEHICLES:**

1. A resident of a dwelling unit may have not more than two (2) motorized vehicles for sale on the site of such dwelling unit at any time and in no instance shall vacant residential lots or parcels be utilized for the sale of vehicles.
2. A resident may repair vehicles of the resident on the property of the resident's dwelling unit; however, in no instance shall a resident repair the vehicles of other than a resident of the dwelling unit on said property.
3. In no instance shall vehicles for sale be displayed in a front yard other than on the driveway portion of such yard.
4. No more than one (1) inoperable vehicle may be stored outside the dwelling or the garage of the dwelling. Any such inoperable vehicle stored outside the dwelling or garage of the dwelling shall not be stored in the front yard and must be properly covered.
5. Vehicles utilized for demolition derbies shall not be stored or repaired in a front or side yard.

## Natural Gardens

### Add Section 3.34 Natural Gardens

OPTION 1: All property owners shall conform to the City of Alpena Code of Ordinances Chapter 102, Article III (Noxious Vegetation). Property owners may keep up to twenty-five (25%) percent of their rear yard as a natural garden of unmown native vegetation for the purpose of providing a natural ecosystem for insects and wildlife. Said natural garden shall maintain side and rear principal building setbacks. At no time shall this natural garden become a nuisance to neighboring property owners due to the proliferation of natural vegetation, insects, or wildlife into the neighboring yards. *Is 25% too much?*

*Or should this be completely prohibited:*

OPTION 2: All property owners shall conform to the City of Alpena Code of Ordinances Chapter 102, Article III (Noxious Vegetation). Natural gardens of (unmown native vegetation for the purpose of providing a natural ecosystem for insects and wildlife) are not permitted.

## Section 2.1 Definitions

*(Add this definition)* **SECONDARY DWELLING UNIT:** A secondary residential dwelling unit located on the same lot as a single-family dwelling unit, either within the same building as the single-family dwelling unit or in a detached building. Secondary dwelling units shall be developed in accordance with the standards set forth in Section 7.32 and only in those zoning districts where the use is listed.

*(Amend this definition to be in line with state law definitions. In addition, which district(s) should these be listed in?)* **ADULT FOSTER CARE:** ~~See State Licensed Residential Facility~~

A governmental or non-governmental establishment that provides foster care to adults. It includes facilities and foster care homes for adults who are aged, mentally ill, developmentally disabled, or physically disabled who require supervision on an ongoing basis but who do not require continuous nursing care.

A. The following additional definitions shall apply in the application of this Ordinance.

1. **ADULT DAY CARE FACILITY:** A facility receiving adults for care for periods of less than twenty four (24) hours in a day, for more than two (2) weeks in any calendar year. Care for persons related by blood or marriage to a member of the family occupying the dwelling is excluded from this definition.
2. **ADULT FOSTER CARE FAMILY HOME:** A private residence with the approved capacity to receive six (6) or fewer adults to be provided supervision, personal care, and protection in addition to room and board, twenty-four (24) hours a day, five (5) or more days a week and for two (2) or more consecutive weeks. The adult foster care family home licensee must be a member of the household and an occupant of the residence.
3. **ADULT FOSTER CARE SMALL GROUP HOME:** An adult foster care facility with the approved capacity to receive twelve (12) or fewer adults who are provided supervision, personal care, and

protection in addition to room and board, for twenty-four (24) hours a day, five (5) or more days a week, and for two (2) or more consecutive weeks.

4. **ADULT FOSTER CARE LARGE GROUP HOME:** A facility with approved capacity to receive at least thirteen (13) but not more than twenty (20) adults to be provided supervision, personal care, and protection in addition to room and board, twenty-four (24) hours a day, five (5) or more days a week, and for two (2) or more consecutive weeks.
5. **ADULT FOSTER CARE CONGREGATE FACILITY:** An adult foster care large group home with the approved capacity to receive more than twenty (20) adults to be provided with foster care.
6. **STATE-LICENSED RESIDENTIAL FACILITY:** A structure constructed for residential purposes that is licensed by the State under the **Adult Foster Care Facility Licensing Act, 1979 PA 218**, MCL 400.701 to 400.737, or **1973 PA 116**, MCL 722.111 to 722.128, and provides residential services for six (6) or fewer individuals under twenty-four (24) hour supervision or care. The licensee is NOT a member of the household nor is an occupant of the residence.

B. An adult foster care facility does not include the following:

1. A nursing home licensed under Article 17 of the **Public Health Code, 1978 PA 368**, MCL 333.20101 to 333.22260.
2. A home for the aged licensed under Article 17 of the **Public Health Code, 1978 PA 368**, MCL 333.20101 to 333.22260.
3. A hospital licensed under Article 17 of the **Public Health Code, 1978 PA 368**, MCL 333.20101 to 333.22260.
4. A hospital for the mentally ill or a facility for the developmentally disabled operated by the department of community health under the **Mental Health Code, 1974 PA 258**, MCL 330.1001 to 330.2106.
5. A county infirmary operated by a county department of social services or family independence agency under Section 55 of the **Social Welfare Act, 1939 PA 280**, MCL 400.55.
6. A child caring institution, children's camp, foster family home, or foster family group home licensed or approved under **1973 PA 116**, MCL 722.111 to 722.128, if the number of residents who become 18 years of age while residing in the institution, camp, or home does not exceed the following:
  - a. Two (2), if the total number of residents is ten (10) or fewer.
  - b. Three (3), if the total number of residents is not less than eleven (11) and not more than fourteen (14).

- c. Four (4), if the total number of residents is not less than fifteen (15) and not more than twenty (20).
  - d. Five (5), if the total number of residents is twenty-one (21) or more.
7. A foster family home licensed or approved under **1973 PA 116**, MCL 722.111 to 722.128, that has a person who is eighteen (18) years of age or older placed in the foster family home under section 5(7) of **1973 PA 116**, MCL 722.115.
  8. An establishment commonly described as an alcohol or a substance abuse rehabilitation center, a residential facility for persons released from or assigned to adult correctional institutions, a maternity home, or a hotel or rooming house that does not provide or offer to provide foster care.
  9. A facility created by the **Michigan Veteran's Facility Act 1885 PA 152**, MCL 36.1 to 36.12.
  10. An area excluded from the definition of adult foster care facility under Section 17(3) of the **Continuing Care Community Disclosure Act, 2014 PA 448**, MCL 554.917
  11. A private residence with the capacity to receive at least one (1) but not more than four (4) adults who all receive benefits from a community mental health services program if the local community mental health services program monitors the services being delivered in the residential setting.

**MDNRE:** Michigan Department of Natural Resources and the Environment or any subsequently named agency.

*(Replace all instances of MDNRE with EGLE in Sections 3.21, 3.33, 5.20.C)*

**EGLE:** Michigan Department of the Environment, Great Lakes and Energy or any subsequently named agency (such as the Department of Environmental Quality).

*(Add to Sexually Oriented Businesses definitions)*

**HUMAN:** Besides the customary meaning, the term "human" shall also include non-living anthropomorphic devices, both physical and digital.

**ESCORT AGENCY:** Any business, agency, or person who, for a fee, commission, hire, reward, or profit, furnishes or offers to furnish names of persons, or who introduces, furnishes, or arranges for persons, who may accompany other persons to or about social affairs, entertainments, or places of amusement, or who may consort with others about any place of public resort or within any private quarters.

~~State-Licensed Residential Facility: A structure constructed for residential purposes that is licensed by the State pursuant to Act No. 218 of the Public Acts of 1979 (Adult Foster Care Licensing Act), as amended, being Sections 400.701 to 400.737 of the Michigan Compiled Laws, or Act No. 116 of the Public Acts of 1973 (Child Care Organizations), as amended, being Sections 722.111 to 722.128 of the Michigan Compiled Laws, which provides resident services or care for six (6) or fewer individuals under twenty four (24) hour supervision for persons in need of that supervision or care.~~

*Add to Telecommunications Towers:*

8. **SMALL CELL WIRELESS FACILITY:** A wireless facility that meets both of the following requirements:

1. Each antenna is located inside an enclosure of not more than six (6) cubic feet in volume or, in the case of an antenna that has exposed elements, the antenna and all of its exposed elements would fit within an imaginary enclosure of not more than six (6) cubic feet.
2. All other wireless equipment associated with the facility is cumulatively not more than twenty-five (25) cubic feet in volume. The following types of associated ancillary equipment are not included in the calculation of equipment volume: electric meters, concealment elements, telecommunications demarcation boxes, grounding equipment, power transfer switches, cut-off switches, and vertical cable runs for the connection of power and other services.

A small cell wireless facility is not considered an accessory building or accessory structure.

### Section 5.13 Downtown Overlay District

*The following subsections might be something you want to talk about eliminating. Note that there is section stating that Planning Commission can make modifications of design standards, so that is good. This is also located in the CCD.*

B. Design Standards.

10. Primary Façade.

e. ELEMENT OF FAÇADE.

The ground level façade shall be designed to include the elements that make up a traditional storefront including:

- (1) A base panel between the sidewalk and the windows
- (2) Windows and an entry framed by piers/pilasters
- (3) A sign band
- (4) A middle cornice separating the ground level façade from the upper stories

Building facades along a street block will form a street edge that frames the public space. Horizontal elements should be reflected in the design including lintels, windowsills, cornices, transoms, etc. but the vertical character of traditional storefronts as expressed by entries, window openings, and building height is emphasized. Walls along the public right-of-way shall include windows and architectural features such as awnings, cornice work, columns, edge detailing or other decorative finish materials. Wall massing shall be broken up with architectural elements to reduce scale.

Each primary facade shall incorporate a minimum of three of the following design treatments from items 1-10 and at least one from items 11-12 within fifty percent (50%) of its area for buildings in excess of ten thousand (10,000) square feet, and within thirty-three percent (33%) of its area for buildings of less than ten thousand (10,000) square feet.

f. DESIGN TREATMENT CHOICES:

- (1) Arcades with a minimum width of eight (8) feet clear for buildings in excess of ten thousand (10,000) square feet and six (6) feet clear for buildings of less than ten thousand (10,000) square feet.
- (2) Color banding through the use of colored exterior building materials or paint.
- (3) Canopies or porticos.
- (4) Roofs which extend (overhang) at least eight (8) inches beyond the wall.
- (5) Sculpted art work.
- (6) Raised cornice parapets over doors.
- (7) Arches.
- (8) Towers.
- (9) Significant shifts in the plane of the building face.
- (10) Variations in color.
- (11) Change in the exterior building material.
- (12) Vertical or horizontal banding of architectural (not color) features.

## Section 5.26 Use Matrix

*The uses in red should be added to the appropriate districts (and to the individual use tables).*

TABLE OF PERMITTED USES & SPECIAL LAND USES																	
R = Permitted by right S = Permitted with a Special Use Permit	R1	R2	RT	RM 1	RM 2	OS1	CBD	CCD	B1	B2	B3	I1	I2	P1	WD	CR	PR
COMMUNICATIONS																	
Amateur Radio Antennae (roof- or ground-mounted)	R*	R*	R*	R*	R*	R*	R*	R*	R*	R*	R*	R*	R*		R*		R*
Small Cell Wireless Facilities																	
Telecommunications antennas (located on existing attachment structures) 35' or less						R*	R*	R*		R*	R*	R*	R*		R*		
Telecommunication antennas attached to monopole 75' or less						R*	R*			R*	R*	R*	R*		R*		
Telecommunications Towers & Facilities & Alternative Tower Structures (over 75')						S*					S*	S*	S*				
Telecommunications Businesses (w/vehicle storage)								S		R	R	R	R				
Television/Radio Broadcasting Stations						R	R	R		R	R	R			R		
Video & Sound Recording Studios						R	R	R		R	R	R			R		
HUMAN CARE AND SOCIAL ASSISTANCE																	
Adult Day Care Facilities (in private home)																	
Adult Day Care Facilities (not in private home)																	
Adult Foster Care Family Homes (6 or less adults)																	
Adult Foster Care Small Group Home (7-12 adults)																	
Adult Foster Care Large Group Home (13-20 adults)																	
Adult Foster Care Congregate Facilities (over 20 adults)																	
Child Day Care Services (see following)																	
Family Child Care Home	R*	R*	R*	R*	R*												
Group Child Care Home	S*	S*	S*	S*	S*												
Child Care Center	S*	S*	S*	S*	S*	R*			R*	R*	R*						

Nursery Schools	S*	S*	S*	S*	S*	R*			R*	R*	R*						
Health Care /Dental /Optical Clinics						R	R	R	R	R	R				R		
Hospitals						S*				S	S						
Assisted Living Home				S*	S*	R*		R*									
Nursing/Convalescent Home				S*	S*	R*		R*									
Residential Human Care Facility				S*	S*	S*		S*		S*	S*						
State-Licensed Residential Facilities (Adult Foster Care - 6 or less adults)	R	R	R	R	R												
Individual & Family Services						R		R		R	R						
Community/Emergency/ Relief Services						R		R		R	R						
Vocational Rehabilitation Services						R		R		R	R						

## Section 7.37 Telecommunications Facilities

(Add)

### J. Small Cell Wireless Facilities,

1. **Exempt Small Cell Wireless Facilities.** The co-location of a small cell wireless facility and associated support structure within a public right of way (ROW) is not subject to zoning reviews or approvals under this Ordinance to the extent it is exempt from such reviews under the **Small Wireless Communications Facilities Deployment Act, 2018 PA 365**, as amended. In such case, a utility pole in the ROW may not exceed forty (40') feet above ground level and a small cell wireless facility in the ROW shall not extend more than five (5') feet above a utility pole or wireless support structure on which the small cell wireless facility is co-located.
2. **Special Land Use Approval for Non-Exempt Small Cell Wireless Facilities.** The modification of existing or installation of new small cell wireless facilities or the modification of existing or installation of new wireless support structures used for such small cell wireless facilities that are not exempt from zoning review in accordance with **2018 PA 365**, as amended shall be subject to review and approval by the Planning Commission as a Special Land Use in accordance with the following procedures and standards:
  - a. The processing of an application is subject to all of the following requirements:
    - (1) Within thirty (30) days after receiving an application under this Section, the Planning Staff shall notify the applicant in writing whether the application is complete. The notice tolls the running of the 30-day period.
    - (2) The running of the time period tolled under **subsection (1)** resumes when the applicant makes a supplemental submission in response to the Planning staff's notice of incompleteness.
    - (3) The Planning Commission shall approve or deny the Special Land Use application and notify the applicant in writing within ninety (90) days after an application for a modification of a wireless support structure or installation of a small cell wireless facility is received or one hundred fifty (150) days after an application for a new wireless support structure is received. The time period for approval may be extended by mutual agreement between the applicant and Planning Commission.

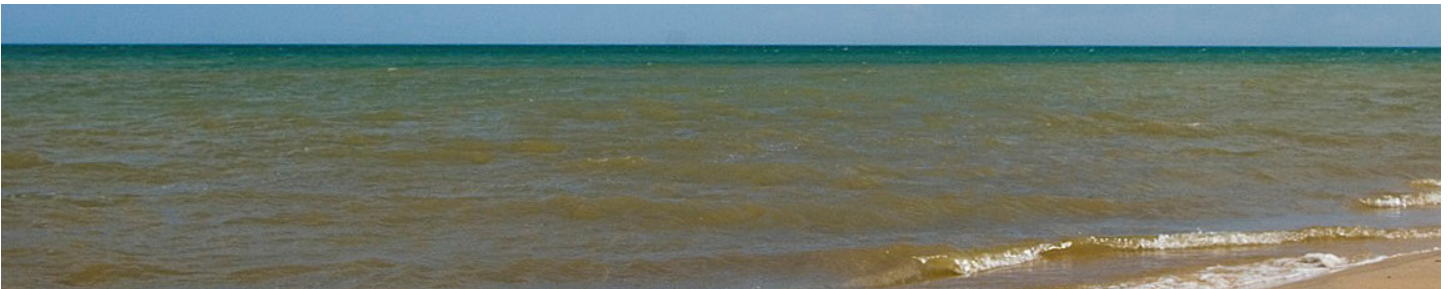
- b. The Planning Commission shall base their review of the request on the standards contained in **Sections 6.6** and **Section 6.12** provided, however, that a denial shall comply with all of the following:
  - (1) The denial is supported by substantial evidence contained in a written record that is publicly released contemporaneously.
  - (2) There is a reasonable basis for the denial.
  - (3) The denial would not discriminate against the applicant with respect to the placement of the facilities of other wireless providers.
- c. In addition to the provisions set forth in **subsection b**, in the Planning Commission's review:
  - (1) An applicant's business decision on the type and location of small cell wireless facilities, wireless support structures, or technology to be used is presumed to be reasonable. This presumption does not apply with respect to the height of wireless facilities or wireless support structures.
  - (2) An applicant shall not be required to submit information about its business decisions with respect to any of the following:
    - (a) The need for a wireless support structure or small cell wireless facilities.
    - (b) The applicant's service, customer demand for the service, or the quality of service.
  - (3) The Planning Commission may impose reasonable requirements regarding the appearance of facilities, including those relating to materials used or arranging, screening, or landscaping.
  - (4) The Planning Commission may impose spacing, setback, and fall zone requirements substantially similar to spacing, setback, and fall zone requirements imposed on other types of commercial structures of a similar height in a similar location.
- d. Within one (1) year after a zoning approval is granted, a small cell wireless provider shall commence construction of the approved structure or facilities that are to be operational for use by a wireless services provider, unless the Planning Commission and the applicant agree to extend this period or the delay is caused by a lack of commercial power or communications facilities at the site. If the wireless provider fails to commence the construction of the approved structure or facilities within the time required, the zoning approval is void.

#### **K. Exemptions (Single-Use Towers and Masts).**

Antenna towers and masts erected and operated as a residential or commercial accessory use serving only that property (such as but not limited to Amateur Radio Service Station Antenna and other "customer end" devices



covered by 47 CFR Section 1.4000) are exempt from this Section. An amateur radio service station antenna structure is regulated by Section 7.3. Other wireless structures may be erected at the minimum heights and dimensions sufficient to accommodate other such wireless transmissions. See **Over-the-Air Reception Devices (47 CFR Section 1.4000)**. Single-use tower and masts shall comply with all FCC rules and regulations in effect at the time they are erected. Property owners who erect single-use towers and masts shall notify the City prior to erecting such a tower. This exemption does not cover antennas used to transmit signals to and/or receive signals from multiple customer locations.



# Comprehensive Plan 2020

## City of Alpena, Michigan



## CITY OF ALPENA COMPREHENSIVE PLAN

### **City of Alpena**

Alpena County, Michigan

### **City Council**

Mayor Matt Waligora  
Mayor Pro-Tem Cindy Johnson  
Councilman Mike Nowak  
Councilwoman Amber Hess  
Councilman Danny Mitchell

### **City of Alpena Planning Commission**

Paul Sabourin, Chair  
Randy Boboltz, Vice-Chair  
Wayne Lewis, Secretary  
Blake Austin  
Steve Gilmore  
Gretchen Kirschner  
Clayton VanWagoner  
Matthew Wojda

Assisted by:

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Adopted:

Planning Commission: \_\_\_\_\_

City Council: \_\_\_\_\_



# **CITY OF ALPENA COMPREHENSIVE PLAN**

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2018 Online Public Input Survey Results available online at:

[www.alpena.mi.us/departments/planning](http://www.alpena.mi.us/departments/planning)

- 1 - Affidavit of Service: Notice of Intent to Prepare a Master Plan
- 2 - Copy of Notice of Intent to Prepare a Master Plan
- 3 - Planning Commission minutes - transmit draft plan to City Council for distribution to adjacent communities
- 4 - Transmittal Letter of Draft Plan to City Council
- 5 - City Council Minutes: Approval of Distribution of Draft Plan to Adjacent Communities
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- 8 - Affidavit of Publication - Public Hearing
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- 10 - Copy of Notice of Public Hearing - Adjacent Communities
- 11 - Resolution of Adoption - Planning Commission
- 12 - Minutes of Meeting - Planning Commission
- 13 - Resolution of Adoption - City Council
- 14 - Minutes of Meeting - City Council

# Chapter 1

## Introduction

### Purpose of the Comprehensive Plan

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The purpose of the City of Alpena Comprehensive Plan is to provide guidelines for future development within the community, while protecting existing development areas such as residential, recreational, institutional, commercial and industrial. The intention is to strike a balance between development and protecting key natural resources and small town character. The plan further provides a vision for the future, as expressed by the citizens of the community, and looks at a 10 to 20 year planning horizon.

The City of Alpena derives its authority to prepare a Comprehensive Plan from the Michigan Planning Enabling Act, P.A. 33 of 2008, as amended. As stated in the act, "*A planning commission shall make and approve a master plan as a guide for development within the planning jurisdiction.....*"

The Comprehensive Plan serves many functions:

- The Plan is a general statement of the City's goals and objectives. It provides a single, comprehensive view of the community's vision for the future.
- The Plan is a guide for day to day decision-making. The goals and policies outlined in the Plan guide the Planning Commission and City Council in their deliberations on zoning, subdivision, capital improvements and other matters relating to land use and development.
- The Plan provides for a stable, long-term decision-making basis to address desired housing, commercial and industrial land uses.
- The Plan provides the statutory basis upon which zoning decisions are based. The Michigan Zoning Enabling Act, P.A. 110 of 2006 requires that the zoning ordinance be based upon a plan designed to promote the public health, safety and general welfare. It is important to note that the Comprehensive Plan and accompanying maps do not replace other City Ordinances. Zoning is only one of the many legal devices used to implement the Comprehensive Plan.
- The Plan attempts to coordinate public improvements and private development.
- Finally, the Plan serves as an educational tool and gives citizens, property owners, developers and adjacent communities a clear indication of the City's direction for the future.

In summation, the City of Alpena Comprehensive Plan is an officially adopted document that sets forth an agenda for the achievement of goals and policies. It is a long range statement of general goals and policies aimed at the unified and coordinated development of the City of Alpena. The intent is to foster orderly change in a deliberate and responsible manner. As such, it provides the basis upon which zoning and land use decisions are made. The City of Alpena Comprehensive Plan shall serve as the City's official Master Plan as authorized by P.A. 33 of 2008, as amended.

## The Planning Process

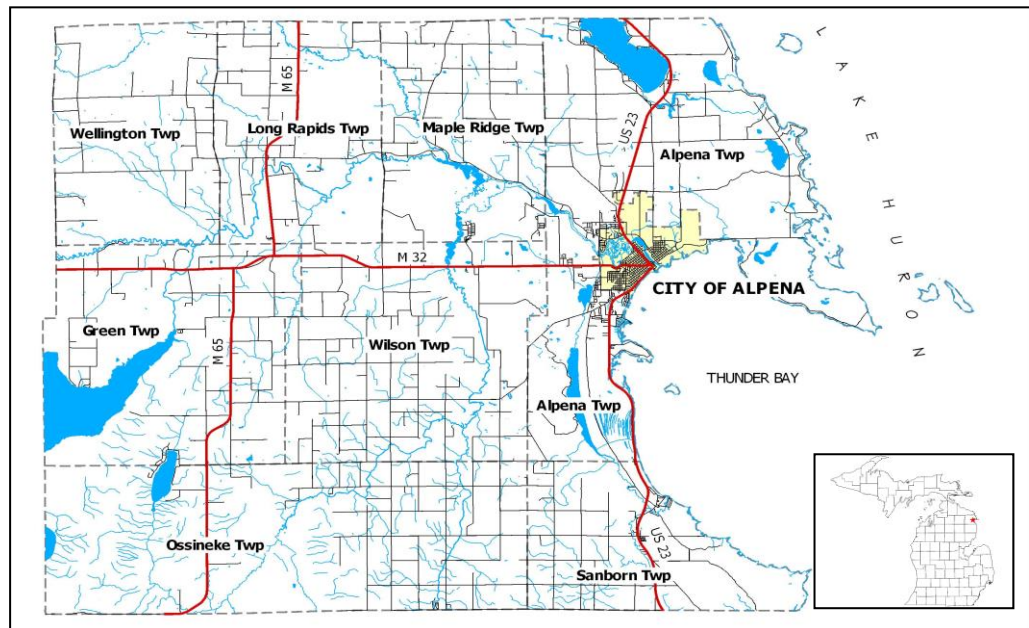
This plan presents background information on social and economic data, natural resources, existing community services and facilities, and existing land uses. The background information is used to identify important characteristics, changes and trends within the City of Alpena and county.

The City of Alpena has used various forms of public input over the three Comprehensive Plan updates. In September of 2006, the Planning Commission sponsored a community-wide visioning workshop. As a follow-up to the community-wide session, a series of ten small focus sessions were held in the community. With guidance from the community input effort, the Planning Commission established goals and objectives. Draft goals and objectives were distributed for review and comment to City Council, City Departments, residents and businesses. These goals and objectives, along with a series of maps including soils, ownership, existing land use, and zoning, provide the basis for the Future Land Use Map. The future land use map recommends locations for various types of future development within the City. For the 2013 update, the City published an online survey to gather input which resulted in 148 responses. From these survey results, goals and objectives were reviewed and modified. In 2018, the City published an online survey to gather input. The survey resulted in 208 responses, which were used to guide the Planning Commission's review and modification of the goals and objectives.

After the draft Comprehensive Plan was compiled, the Planning Commission distributed to local communities, utilities and railroads. After the required coordination effort, the Planning Commission held a public hearing and adopted the plan. The plan was transmitted to the City Council and adopted by the Council.

## Location and Regional Setting

The City of Alpena is located in the eastern side of Alpena County and borders Lake Huron (**Figure 1.1**). The County is located in the northeastern lower peninsula of Michigan. The City is surrounded by Alpena Township, the largest township in Alpena County.



**Figure 1.1 Location Map**



## Brief History<sup>1</sup>

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In the spring of 1840, the Surveyor General gave contracts to survey the area originally named "Anamakee" after a Chippewa Chief who signed the Treaty of 1826 which was negotiated by Henry R. Schoolcraft. The word "Anamakee" means "Thunder" and corresponds to the French "Anse du Tonners" ("Bay of Thunder") which appears on a French map dated 1688. In September 1844, the government lands in Alpena were offered by sale by the United States. Commercial fishing attracted the first European/American settlers to the area in the mid-1830s. Lumbering was responsible for the early growth and development of the city. The Thunder Bay River was the basic transportation from logging sites to sawmills located in the city and its port on Lake Huron. Because the harbor is protected by Thunder Bay it became a commercial fishing center.

In October 1856, after selecting the mouth of the Thunder Bay River, the City founders named their community Fremont as it was the year of the Fremont presidential campaign. They brought with them a Fremont flag to honor the occasion. Late in 1857, a petition was sent to Washington asking for a Post-Office at Fremont. On the 15<sup>th</sup> of January the papers arrived establishing a Post-Office. Soon after the operation of the Post Office had commenced, it was found there was another Fremont in the state and that letters went astray. By act of Legislature in February 1859, Fremont was changed to Alpena. Alpena was incorporated as a city in 1871. The population at the time was approximately 3,500.

With the Thunder Bay River, Lake Huron, and the coming of the Detroit and Mackinac Railroad in 1887, Alpena became a hub of transportation. Logging and milling activities flourished. In the early 1900's, companies related to paper production and limestone were formed. The city was laying the foundation of the diversified industries it has today. In 1899, a process for turning limestone into cement was introduced. This innovation led to the formation of the Huron Portland Cement Company and the Besser Manufacturing Company – the largest companies in their field. The addition of the Fletcher Paper Company in 1886 and Abitibi Ltd. in 1955 solidified Alpena as an industrial town. As homes, businesses, schools, and recreation began to develop and thrive, Alpena became established as the “hub” of northeast Michigan.

## The Status of Planning and Zoning

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The City of Alpena Planning Commission is a Mayoral-appointed nine-member commission which has the responsibility to prepare the Comprehensive Plan, guide planning and development in the city, and carry out certain administrative responsibilities of the Zoning Ordinance including site plan review, special land use approval, and the recommendation of zoning amendments. The City of Alpena Zoning Ordinance was adopted on January 18, 2010. There are 23 zoning districts and overlay zones in the City of Alpena.

The Zoning Board of Appeals (ZBA) is a seven-member body appointed by the City Council. The ZBA is responsible for Zoning Ordinance interpretation, the granting of variances, and hearing and deciding appeals of decisions of the Building Official or other administrative officials in carrying out or enforcing provisions of the Zoning Ordinance.

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<sup>1</sup> Information provided by George N. Fletcher Public Library, the Alpena Area Convention & Visitors Bureau, 1925 Alpena Home Coming and Visitor's Bureau, and the Alpena County Master Plan.

The City employs a full-time Planning and Development Director, who is responsible for city planning functions, assists the Planning Commission, coordinates the development and maintenance of the City's Comprehensive Plan and Zoning Ordinance.

The City Building Official and Building Inspector report directly to the City Manager and enforce the building code and administer the Zoning Ordinance.

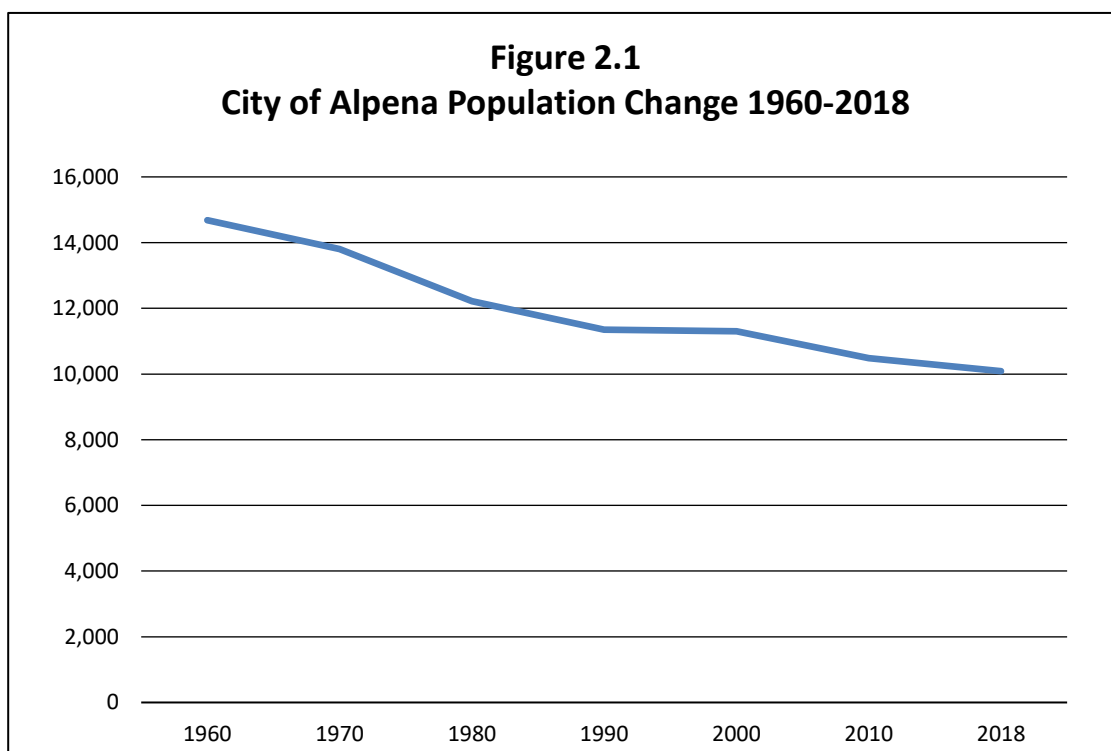
## Chapter 2

# Demographics and Housing

### Population

Although the population in the State of Michigan rose steadily from 9.2 million in 1980 to nearly 10 million in 2018, it declined by 55,183 individuals (-0.6%) from 2000-2010. During this same time period, Alpena County saw a general decrease (11.5%) in population (**Table 2.1**). The City of Alpena has also recorded a steady decline in population from 14,682 in 1960 to 10,086 individuals in 2018 (**Figure 2.1**). From 2010-2018, the City lost 3.8% of its population, which is a slower rate of decline than previous decades.

In 1960, the population of Alpena County was 28,556, and over half of those persons resided within the City of Alpena. By 2000, the County's population had grown to 31,314, but the City of Alpena comprised only 36% of the County's population. The City of Alpena saw its largest decrease in population (11.5%) in the 1970's, with the rate of decline slowing to approximately seven percent in the 1980's then to 0.4% in the 1990's. In the 2000's, the population decline increased to 7.3% and then declined to 3.8% from 2010-2018. While the City lost its population during 2010-2018, it still comprises 35% of the County's population due to population declines in other areas in the County.



**Table 2.1**  
**Population 1980-2018**

Municipality	1980 Pop.	1990 Pop.	Percent Change '80-'90	2000 Pop.	Percent Change '90-'00	2010 Pop.	Percent Change '00 – '10	2018 Pop.	Percent Change '10 – '18	Percent Change '80 – '18
<b>City of Alpena</b>	<b>12,214</b>	<b>11,354</b>	<b>-7.0%</b>	<b>11,304</b>	<b>-0.4%</b>	<b>10,483</b>	<b>-7.3%</b>	<b>10,086</b>	<b>-3.8%</b>	<b>-17.4%</b>
Alpena Twp	10,152	9,602	-5.4%	9,788	1.9%	9,060	-7.4%	8,785	-3.0%	-13.5%
Green Twp	1,083	1,095	1.1%	1,205	10.0%	1,228	1.9%	1,117	-9.0%	3.1%
Long Rapids Twp	1,006	1,021	1.5%	1,019	-0.2%	1,010	-0.9%	925	-8.4%	-8.1%
Maple Ridge Twp	1,572	1,514	-3.7%	1,715	13.3%	1,690	-1.5%	1,714	1.4%	9.0%
Ossineke Twp	1,607	1,654	2.8%	1,761	6.5%	1,675	-4.9%	1,839	9.8%	14.4%
Sanborn Twp	2,297	2,196	-4.4%	2,152	-2.0%	2,116	-1.7%	2,026	-4.3%	-11.8%
Wellington Twp	286	269	-5.9%	296	10.0%	307	3.7%	258	-16.0%	-9.8%
Wilson Twp	2,098	1,902	-9.3%	2,074	9.0%	2,029	-2.2%	1,862	-8.2%	-11.2%
Alpena County	32,315	30,605	-5.3%	31,314	2.3%	29,598	-5.5%	28,612	-3.3%	-11.5%

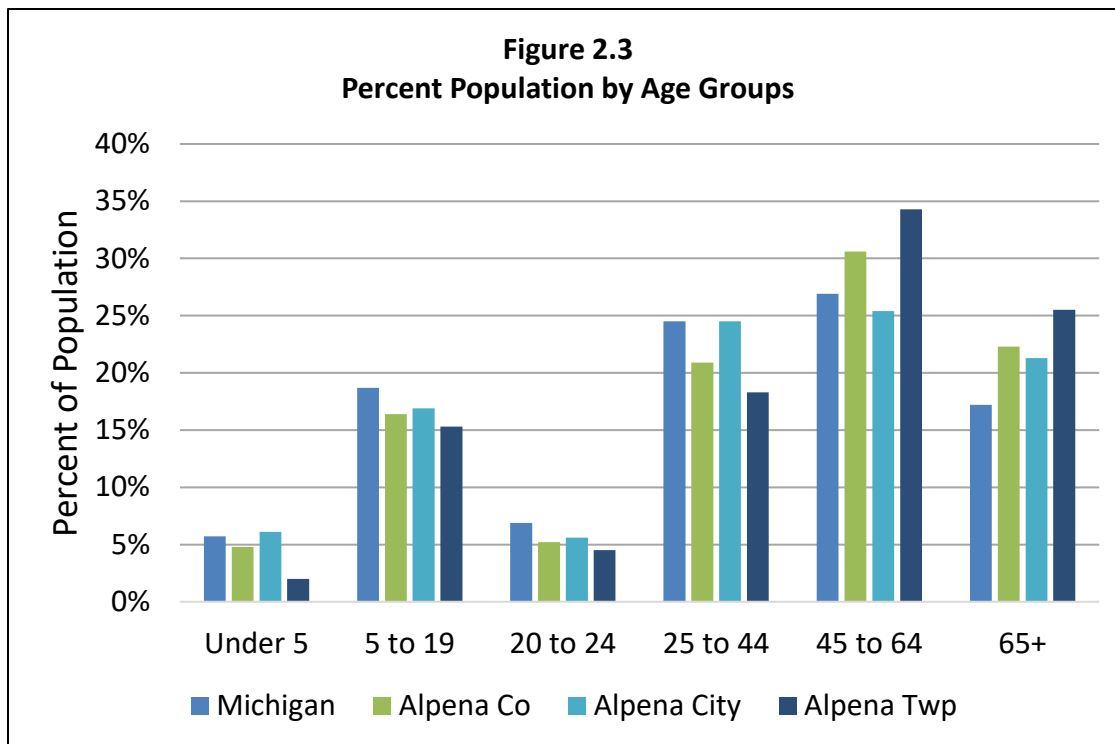
Source: U.S. Census Bureau (2018)

## Age Distribution

Over the last decade, the population of Michigan has grown older by 5.3 years on average. The median age for residents in the City of Alpena was 42.2 years, which is a slight decrease from 2010 (0.3 years). The County's median age is 47.8 (an increase of 2.2 years), and the State's median age is 39.8 years (**Table 2.2**). Reflective of the increasing age of Michigan residents is that adults aged 25 to 44 are no longer the largest segment of the population at the City, County or State levels (**Figure 2.3**). Adults aged 45 to 64 years now make up the largest segment of the population for City, County, and State (25.4%, 30.6% and 26.9% of the respective populations). Persons aged 25 to 44 years make up 24.5% of the City's and State's population, while in Alpena County the figures are significantly lower (20.9%). These figures illustrate the demographic trend of an aging population where retirees and young people are leaving the area (**Figure 2.5**).

Approximately 17.2% of the State's population was 65 and older in 2018, while a higher percentage of the population in the City of Alpena (21.3%) and Alpena County (22.3%) were 65 and older (**Table 2.2, Figure 2.3**). Nearly 6% of the City's population is aged 85 and older. This population segment experienced a 37.0% increase from 2010-2018 (**Table 2.3**). This population of elderly may be due in part to the presence of nursing homes, senior apartments and assisted living facilities located within the City, which tend to draw clients from outside the City boundaries.

At the other end of the age spectrum are children under the age of five (**Figure 2.4, Table 2.2**). Percentages of this age group are very similar for State (5.7%), County (4.8%) and the City (6.1%). Since the last plan update, the City has seen a 13.0% increase in this age group. The City of Alpena's Comprehensive Plan should take into consideration the needs and interests of all age groups.



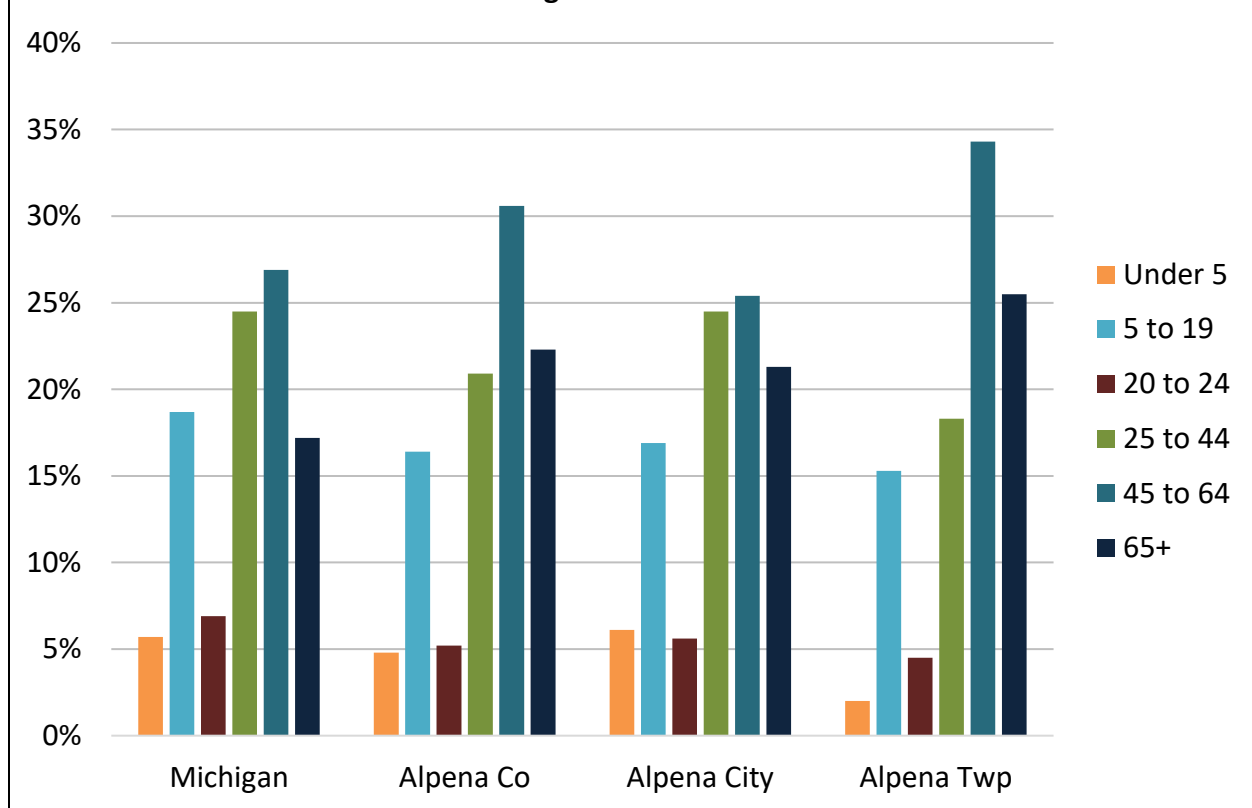
**Table 2.2**  
**Age Distribution 2018**

	< 5 Yrs	%*	5-19 Yrs	%*	20-24 Yrs	%*	25-44 Yrs	%*	45-64 Yrs	%*	65 Yrs & >	%*	Median Age
<b>City of Alpena</b>	<b>617</b>	<b>6.1</b>	<b>1,704</b>	<b>16.9</b>	<b>569</b>	<b>5.6</b>	<b>2,484</b>	<b>24.5</b>	<b>2,563</b>	<b>25.4</b>	<b>2,149</b>	<b>21.3</b>	<b>42.2</b>
Alpena Twp	177	2.0	1,350	15.3	397	4.5	1,612	18.3	3,011	34.3	2,238	25.5	52.6
Green Twp	43	3.8	204	18.3	35	3.1	203	18.2	376	33.7	256	22.9	48.9
Long Rapids Twp	45	4.9	86	9.3	82	8.9	156	16.9	365	39.4	191	20.6	51.8
Maple Ridge Twp	100	5.8	365	21.3	50	2.9	383	22.4	506	29.5	310	18.2	42.9
Ossineke Twp	177	9.6	280	15.2	89	4.8	403	21.9	476	25.9	414	22.6	44.2
Sanborn Twp	144	7.1	449	22.1	100	4.9	420	20.7	565	28.0	348	17.2	40.3
Wellington Twp	7	2.7	27	10.4	8	3.1	41	15.9	97	37.6	78	30.3	54.7
Wilson Twp	64	3.4	183	12.2	146	7.8	261	14.0	752	40.4	411	22.1	51.5
Alpena Co	1,374	4.8	4,693	16.4	1,476	5.2	5,963	20.9	8,711	30.6	6,395	22.3	47.8
Michigan	5.7%		18.7%		6.9%		24.5%		26.9%		17.2%		39.8

Source: U.S. Census Bureau (2018)

\*Figure shows the percentage each age grouping represents of the local unit's total population.

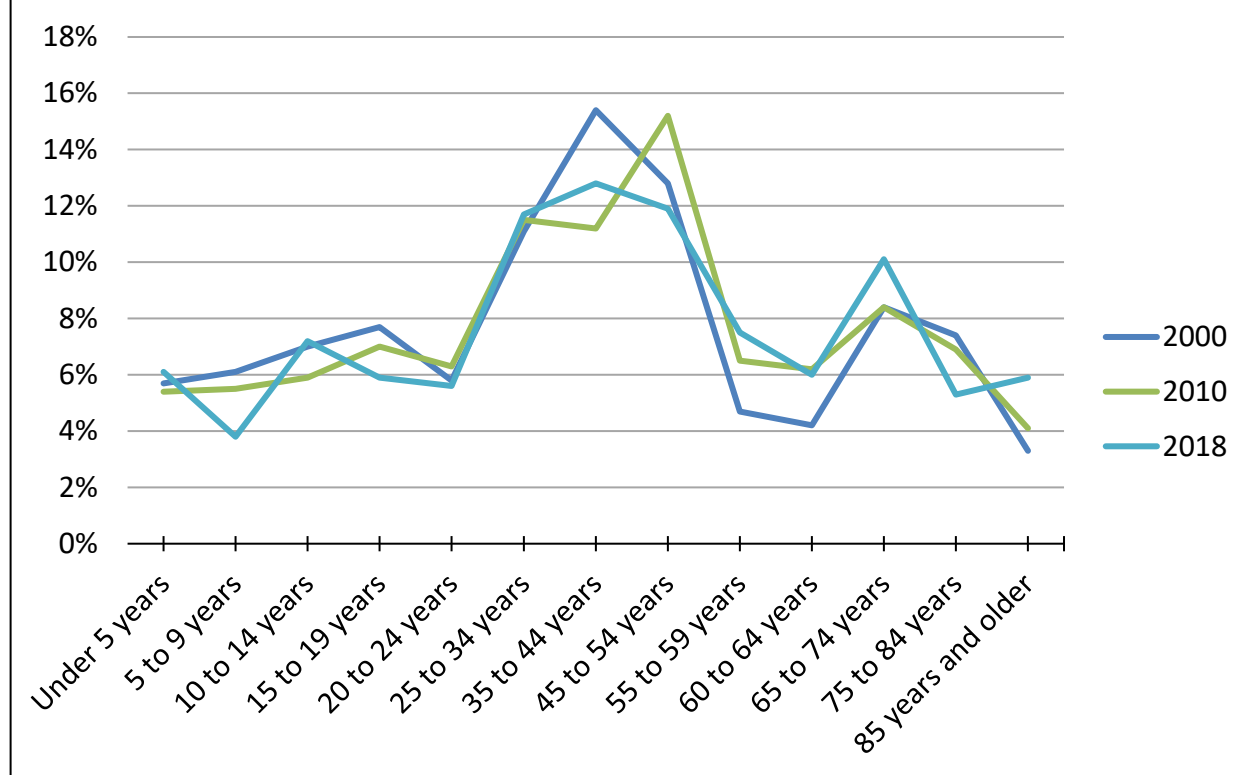
**Figure 2.4**  
**Age Distribution**



**Table 2.3**  
**Population Change by Age: City of Alpena**

	2010		2018		Percent Change 2010-2018
<b>Total Population</b>	<b>10,483</b>	<b>100%</b>	<b>10,086</b>	<b>100%</b>	<b>-3.8%</b>
Under 5 years	561	5.4%	617	6.1%	10.0%
5 to 9 years	576	5.5%	381	3.8%	-33.9%
10 to 14 years	616	5.9%	726	7.2%	17.9%
15 to 19 years	733	7.0%	597	5.9%	-18.6%
20 to 24 years	664	6.3%	569	5.6%	-14.3%
25 to 34 years	1,208	11.5%	1,188	11.7%	-1.7%
35 to 44 years	1,170	11.2%	1,296	12.8%	10.8%
45 to 54 years	1,592	15.2%	1,206	11.9%	-24.2%
55 to 59 years	684	6.5%	754	7.5%	10.2%
60 to 64 years	645	6.2%	603	6.0%	-6.5%
65 to 74 years	876	8.4%	1,023	10.1%	16.8%
75 to 84 years	726	6.9%	534	5.3%	-26.4%
85 years and older	432	4.1%	592	5.9%	37.0%
Source: U.S. Census Bureau (2018)					

**Figure 2.5**  
**Population Change by Age**



## Disability Status

Data relating to disabled status is estimated by the American Community Survey (ACS)<sup>1</sup> and is based on a self-reported sample. Over 18.3% of Alpena County's population had a disability of some kind in 2018 (**Table 2.4**). Over half of the County's population aged 18-64 have some type of disability with cognitive disabilities being the most common (1,376 individuals) (**Table 2.5**). The County's population aged 65 and older saw a 12.2% increase in disabilities between 2011 and 2018 with hearing (1,160 individuals) and ambulatory difficulties (1,320 individuals) being the most common. This increase in disabilities may partly be attributed to the presence of several nursing homes and assisted living facilities in the City.

In the 18-64 age group, 2,798 individuals with reported disabilities were cognitive, self-care or independent living disabilities (**Table 2.5**). Cognitive, self-care or independent living disabilities comprise only 1,767 individuals in the 65 years and over population. However, individuals aged 65 years and over with reported ambulatory and hearing disabilities was higher than individuals aged 18-64 years (2,486 and 1,898 individuals, respectively). Nonetheless, cognitive, physical, and self-care limitations greatly influence a person's mobility, which makes it difficult for this segment of the population to access community services and take advantage of recreational/social opportunities. These factors should be taken into consideration when planning for community facilities, such as public transit and recreation projects.

<sup>1</sup> The ACS is an ongoing statistical survey sent to approximately 250,000 addresses across the US monthly.

**Table 2.4**  
**Alpena County**  
**Disability Status of the Civilian Non-Institutionalized Population**

Total with a disability	18.3%
Under 18 years with a disability (of total disabled)	5.3%
18 to 64 years with a disability (of total disabled)	50.7%
65 years and over with a disability (of total disabled)	44.0%
Source: U.S. Census Bureau (2018)	

**Table 2.5**  
**Disability Status in Alpena County**

Population under 5 years	
With a hearing difficulty	15
With a vision difficulty	15
Population 5-17 years	
With a hearing difficulty	11
With a vision difficulty	31
Population 18-64 years	
With a hearing difficulty	612
With a vision difficulty	430
With a cognitive difficulty	1,376
With an ambulatory difficulty	1,286
With a self-care difficulty	478
With an independent living difficulty	944
Population 65+ years	
With a hearing difficulty	1,160
With a vision difficulty	394
With a cognitive difficulty	516
With an ambulatory difficulty	1,320
With a self-care difficulty	379
With an independent living difficulty	872
Source: U.S. Census Bureau (2018)	

## Race and Hispanic Origin

There is very little racial or ethnic diversity in the City of Alpena (**Table 2.6**). Less than four percent of the City's and a little over three percent of the County's population belong to a minority group. Although large communities of Ottawa and Chippewa Indians inhabited the Thunder Bay Area prior to the arrival of European settlers, today Native Americans make up 0.4% of the City of Alpena's population. Persons of Hispanic or Latino origin make up 2.3% of the City's and 1.3% of the County's populations.



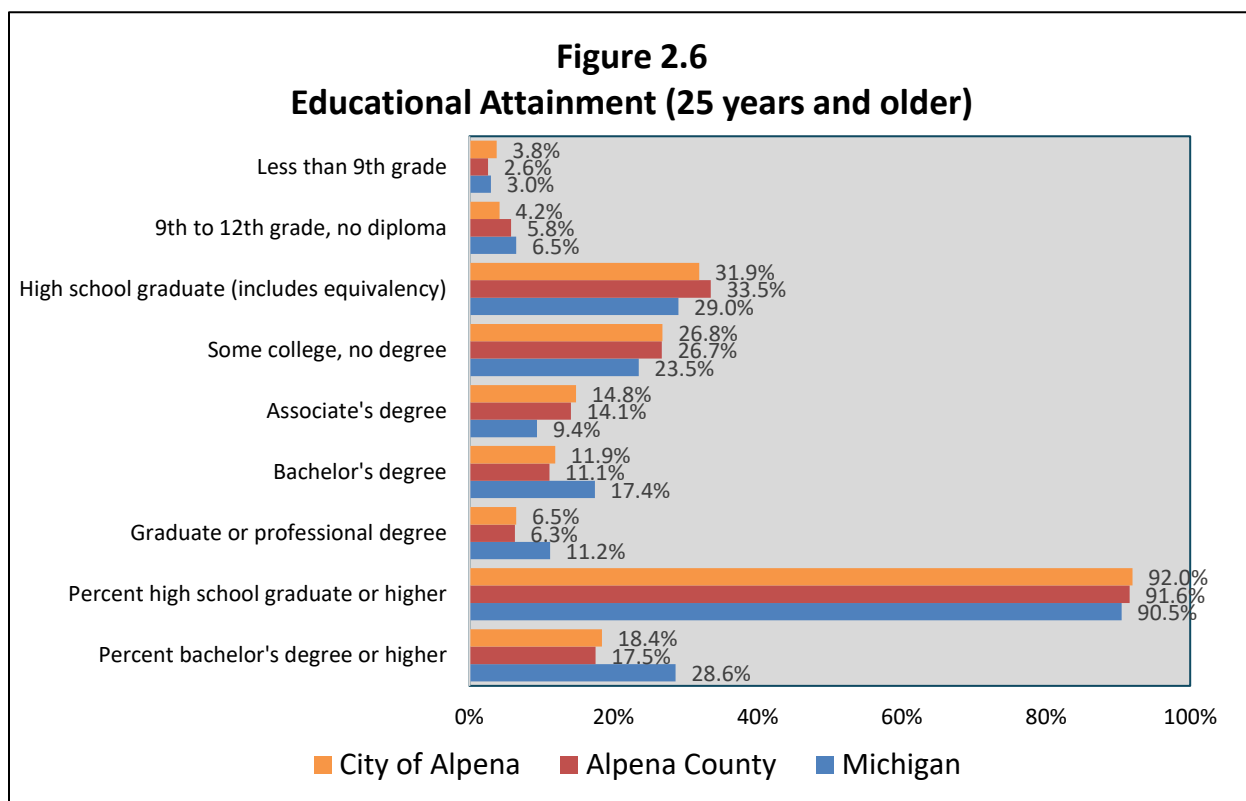
**Table 2.6**  
**Population by Race and Hispanic Origin - 2018**

Race or Hispanic Origin	City of Alpena		Alpena County		Michigan
White	9,706	96.2%	27,720	96.9%	78.5%
Black/African American	111	1.1%	149	0.5%	13.8%
American Indian/Alaska Native	38	0.4%	152	0.5%	0.5%
Asian	59	0.6%	141	0.5%	3.1%
Native Hawaiian/Other Pacific Island	0	0.0%	20	0.1%	0.1%
Some other race	16	0.2%	31	0.1%	1.2%
Two or more races	156	1.5%	399	1.4%	2.8%
Hispanic or Latino*	235	2.3%	382	1.3%	5.0%
<b>Total Population</b>	<b>10,086</b>	<b>100%</b>	<b>28,612</b>	<b>100%</b>	<b>100%</b>

Source: U.S. Census Bureau (2018)  
\*May be of any race

## Educational Attainment

When comparing the number of high school diplomas or associate degrees earned between the State of Michigan, the County, and the City, the differences are small (**Figure 2.6**). The percent of the City's population with some college (but no degree) and college graduates with associate degrees were considerably higher than the County or the State, partly due to the presence of a large two-year community college located within the City. However, the educational gap increases dramatically for numbers earning bachelor's degrees and higher, with Alpena County lagging behind both the City and the State. Only 17.4% of Alpena County's population have earned a bachelor's degree or higher compared to the City's 18.4% and the State's 28.6%. Since the County's population with a bachelor's degree has declined over time, it may reflect retirees and college graduates leaving the county.



## Housing Characteristics

Housing characteristics for the City of Alpena and Alpena County are found in **Table 2.7**. Most notably, the County has an increasing but still relatively limited amount of seasonal housing (12.6%), an increase of three percent from 2010. In the City of Alpena, seasonal housing remains almost nonexistent at 2.3%, which is a 76.9% increase from 2010.

In all of the Townships, over 80% of the occupied housing units are owner occupied. This rate was 63.3% in the City for 2018, which is four percent lower than in 2010. Owner vacancy rates and renter vacancy rate are low in the City (0.7% and 5.9% respectively). These figures indicate there is a need for additional owner occupied and renter occupied housing to be built in the City. In order to ensure existing rental properties are maintained, the City of Alpena operates a rental inspection program. Benefits of the program include the maintenance of quality residential rental structures and a leveling of the playing field among landlords.

The types of dwellings available are another important factor in the City's housing demographics. Single unit homes, duplexes, apartment buildings, and manufactured housing units provide living quarters for a variety of lifestyles and income ranges. **Table 2.8** tabulates the numbers of various types of housing units available in the City and County. The data indicates the City of Alpena has 74.5% of single unit homes (3.2% decline since 2010) compared to 82.6% in Alpena County (1.1% increase since 2010). The City has significantly higher percentages of 2 unit and 3-4 unit homes than Alpena County. The City also has approximately double the percentage of 5-9 unit structures (3.6% vs. 1.9% respectively). These differences are likely reflective of the presence of nursing homes, affordable apartment buildings and assisted living facilities located within the City. The data also indicates the City of Alpena has virtually no manufactured housing units (13 units) compared to Alpena County (1,000 units). Manufactured housing units comprise the largest percentage (6.2%) of housing structures, aside from single unit structures, in Alpena County.

**Table 2.7**  
**Housing Characteristics - 2018**

Municipality	Total Housing Units	Total Occupied Housing Units	Percent of Owner Occupied	Percent of Renter Occupied	Total Vacant Housing Units	Percent of Seasonal *	Homeowner Vacancy Rate (%)	Renter Vacancy Rate
<b>City of Alpena</b>	<b>4,996</b>	<b>4,507</b>	<b>63.3</b>	<b>36.7</b>	<b>489</b>	<b>2.3</b>	<b>0.7</b>	<b>5.9</b>
Alpena Twp	5,224	4,227	81.9	18.1	997	9.6	6.0	5.8
Green Twp	843	459	96.9	3.1	384	40.2	5.5	0.0
Long Rapids Twp	660	434	95.4	4.6	226	22.6	0.0	0.0
Maple Ridge Twp	879	661	89.9	10.1	218	16.8	0.0	0.0
Ossineke Twp	1,086	680	87.6	12.4	406	31.2	4.9	0.0
Sanborn Twp	1,016	763	81.0	19.0	253	17.6	3.3	0.0
Wellington Twp	240	126	84.9	15.1	114	37.9	1.8	0.0
Wilson Twp	1,100	860	89.4	10.6	240	13.9	0.0	0.0
Alpena County	16,044	12,717	77.5	22.5	3,327	12.6	3.2	5.0

Source: U.S. Census Bureau (2018)

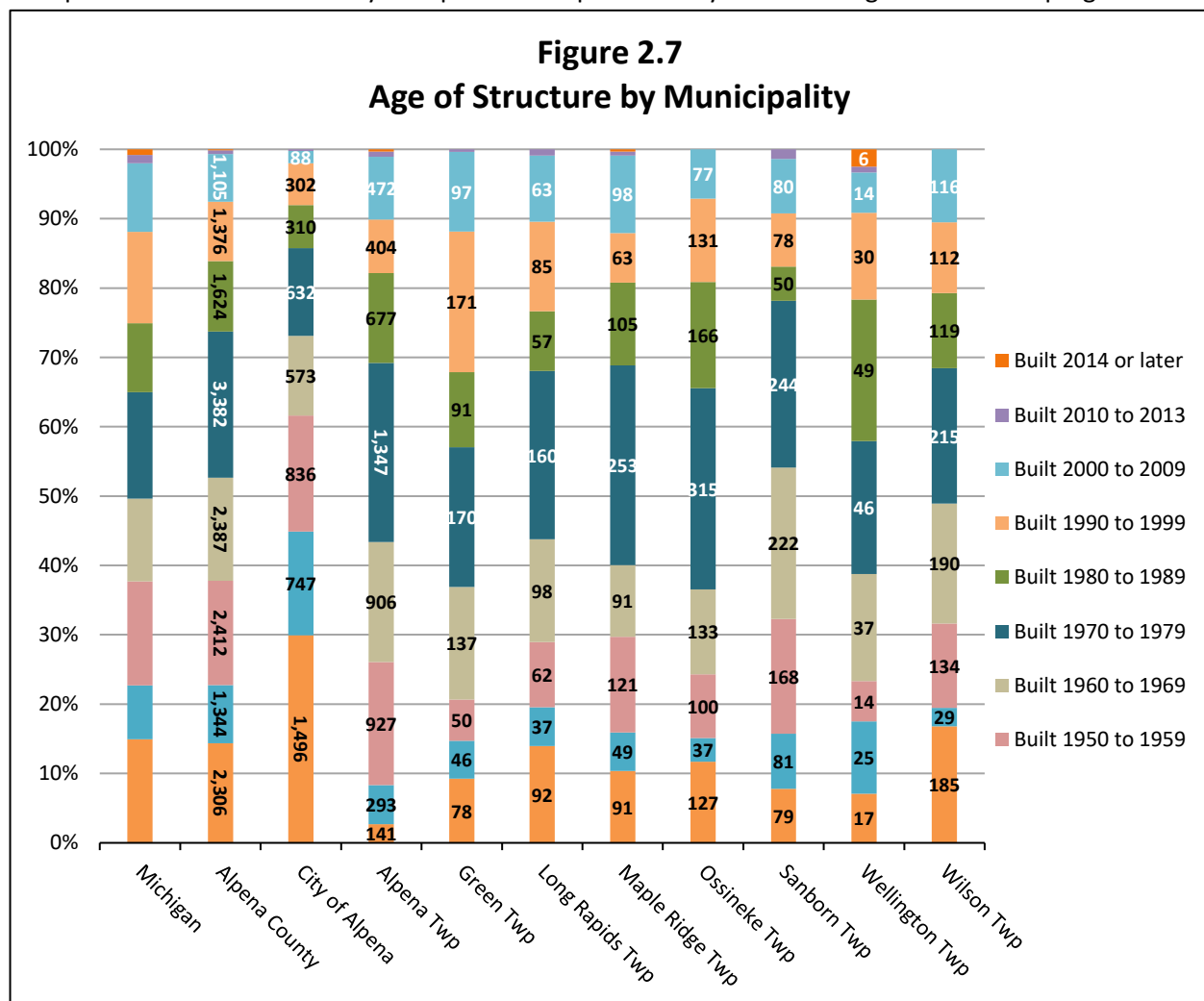
\*Figure shows the seasonal housing units as a percentage of the municipality's total housing units.

**Table 2.8**  
**Housing Units in Structures**

Housing Units in Structures	City of Alpena		Alpena County	
<b>Total Housing Units</b>	<b>4,996</b>	<b>100%</b>	<b>16,044</b>	<b>100%</b>
Single unit	3,724	74.5%	13,243	82.6%
2 units	364	7.3%	474	3.0%
3-4 units	342	6.8%	447	2.8%
5-9 units	180	3.6%	303	1.9%
10-19 units	83	1.7%	182	1.1%
20 or more units	290	5.8%	395	2.5%
Manufactured housing unit or other	13	0.3%	1,000	6.2%

Source: U.S. Census Bureau (2018)

Information found in **Figure 2.7** compares the year housing units were built by jurisdiction. Generally, housing units older than 50 years may need some repairs and renovations. Data indicates the City of Alpena has the largest percentage of older housing units within the county; 61.6% of the City's housing stock was built before 1960 (85.7% before 1980). Conversely, 37.7% of the County's housing stock was built prior to 1960, with only 12.6% built before 1940. By comparison, the State has only 37.4% of its entire housing stock built prior to 1960. Both the City of Alpena and Alpena County have housing rehabilitation programs that



help lower-income homeowners undertake needed repairs on their houses. The City of Alpena has been the recipient of federal housing renovation funds as it continues to support renovation of its older housing stock.

The percentage of household income spent on housing costs is often looked at in order to measure the possible need for additional affordable housing stock. Widely accepted standards hold that for housing to be considered affordable, no more than 30% of a household's gross income should be spent on housing costs. **Table 2.9** indicates owner occupied housing is generally affordable throughout most of the County. In Alpena County, nearly 23.5% of households pay more than 30% of their Gross Rent as a Percentage of Income (GRAPI) toward housing costs. In the City, 18.4% of households pay more than 30% GRAPI toward housing costs. Comparatively, both of these percentages are lower than the statewide average of 24.0%. As such, over 75% of all owner-occupied households in the City and the County had monthly owner costs less than 30% of their household incomes.

Table 2.9 Owner Costs by Percentage of Household Income						
Municipality	Less than 20%		20-29.9%		30% or more	
	Number of Households	Percent of Total	Number of Households	Percent of Total	Number of Households	Percent of Total
City of Alpena	926	56.2	419	25.4	304	18.4
Alpena County	2,797	50.8	1,418	25.7	1,293	23.5
Michigan	857,621	51.2	414,436	24.8	401,920	24.0
Source: U.S. Census Bureau (2018)						

While affordability for those purchasing a home does not seem to be an issue in either the City or the County, there does seem to be a shortage of affordable rental housing (**Table 2.10**). Over 47% of households in the City and 44.1% of households in the County pay over 30% of their income for rent. However, both percentages are lower than the State average of 49.6%. The possibility of constructing more affordable rental housing in the City should be considered in the near future.

Table 2.10 Rent by Percentage of Household Income						
Municipality	Gross Rent as a Percentage of Household Income in 2018					
	Less than 15%	Percent of Total	15-29.9%	Percent of Total	30% or greater	Percent of Total
City of Alpena	171	11.1	644	41.7	729	47.2
Alpena County	346	13.6	1,080	42.4	1,124	44.1
Michigan	140,907	13.5	385,679	36.9	518,287	49.6
Source: U.S. Census Bureau (2018)						

# Chapter 3

## Economic Profile

### Overview

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Since its early years, the economic base for the City rested on its close proximity to abundant natural resources. Strategically sited at the mouth of the Thunder Bay River and along the shores of Lake Huron, it was the optimum location to process raw materials into a marketable product and then ship the product off to distant markets. Resource based industries, starting in the late 1800's, were the driving force of economic growth. Starting around 1980, large employment-based heavy industry underwent a manpower reduction as modern automated systems displaced the workforce.

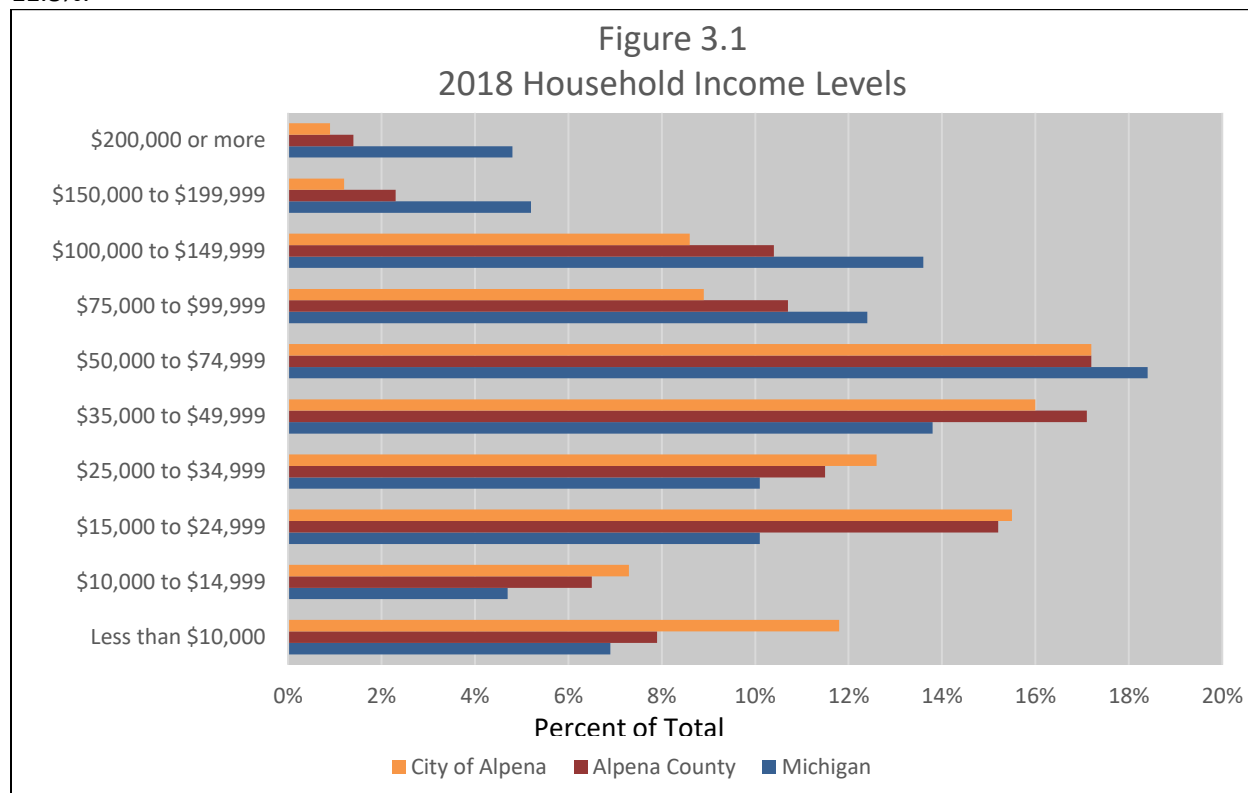
The 1990's saw the community focus on new efforts to diversify the local economy. Today, Alpena serves as the commercial and healthcare hub for a four-county area. National retailers and service providers have opened and created employment. Healthcare services have produced the largest growth. In 2016, the Alpena Regional Medical Center joined MidMichigan Health and changed its name to MidMichigan Medical Center – Alpena. The facility has grown from a local primary care county-based hospital into a regional secondary healthcare center. The Medical Center has an annual operating revenue of over \$125 million, providing well-paid and stable jobs. Total annual operating expenses (including salaries, wages, benefits, medical supplies, and other fees) total over \$119 million. In 2017, the Medical Center was recognized as a Top Rural Community Hospital and received Michigan's Quality Improvement Organization Governor's Award for Excellence.

Education, small-specialized industries and tourism are other sources of new jobs and economic development. Alpena Community College has averaged 1,972 students since 2000 (peaking at 2,077 students in 2009; with a low of 1,853 students in 2004). Fairly steady enrollment has allowed the college to create more jobs and train many people to take advantage of new technology, healthcare, marketing, and new industrial applications. Likewise, organizations like the Alpena Area Convention and Visitors Bureau, the Alpena Downtown Development Authority, and the Alpena Area Chamber of Commerce have created and promoted many successful tourist events that include the Michigan Brown Trout Festival, Great Lakes Lighthouse Festival, Maritime Festival, and other similar events that attract tourism dollars to the community's motels, eateries and specialty shops. Efforts are being made to attract new technology and specialized industries to new industrial and commercial parks, as well as Renaissance Zones in the City and at the Alpena County Regional Airport.

Local Property Taxes and State Revenue Sharing Funds are the primary source of local government revenue. The City of Alpena will collect 16.1066 mils for operations in fiscal year 2021, which is the same as fiscal year 2020. This tax revenue funds a projected budget of \$9.904 million for fiscal year 2020-2021, with a fund balance of \$2.7 million. The City also will levy 1 mil for Dial-A-Ride operations and an additional 1.9812 mils in the Downtown Development District area. The County currently levies 4.8004 mils, which have been rolled back from 5.4 mils allowed under State Law by the Headlee Amendment. This has limited County government by restricting expansion of non-mandated services, unless provided by voter approval (EMS millage, 911 surcharge, Senior Citizen millages, etc.). The County also levies 1 mil for library services, 1 mil for jail operations, 0.9720 mils for ambulance services, 0.55 mils for senior services, 0.2100 mils for veterans' services and 0.5 mils for recreation.

## Income and Poverty

The U.S. Census Bureau defines a household as all the people who occupy a housing unit. Over 34% of the households in the City of Alpena and nearly 30% of the households in Alpena County earn less than \$25,000 a year compared to 21.7% of households for the State (**Figure 3.1**). Since the 2011 ACS 5-year household income data, households earning less than \$10,000 in the City of Alpena has increased from 10.8% to 11.8%.



Median estimated 2018 household income for the City of Alpena is \$37,706 which is 26% lower than the State's average of \$50,803 and 37% lower than the national average of \$60,293. Alpena County has the third lowest median household income out of the eight counties in Northeast Michigan (**Table 3.1**).

Lower income levels correlate with higher rates of poverty. The estimates for 2018 indicate that about 10% of families live below the poverty line in the State of Michigan, but nearly 16% of families live below the poverty line in the City of Alpena. The Census Bureau uses a set of money income thresholds that vary by family size and composition to detect who is poor. If the total income for a family or unrelated individual falls below the relevant poverty threshold, then all family members or unrelated individuals living in that household are classified as being "below the poverty level."

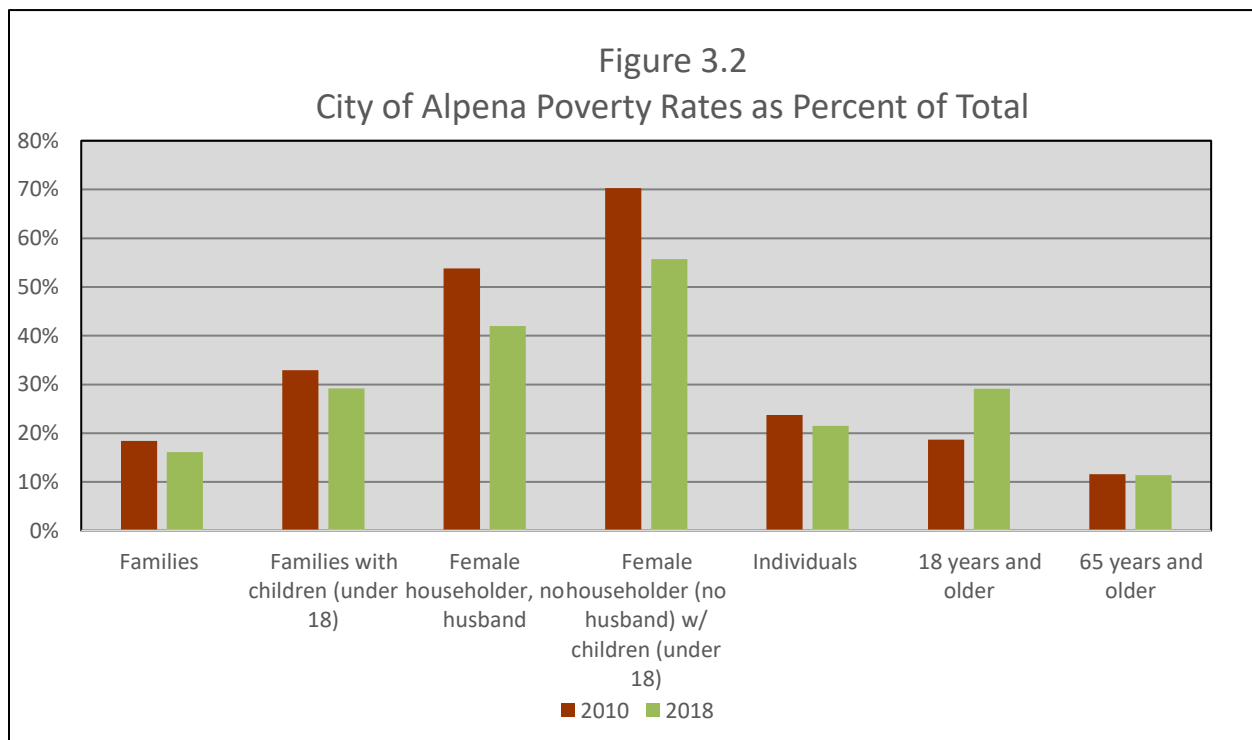
**Table 3.1**  
**2018 Median Household Income**

United States	\$60,293
State of Michigan	\$54,938
Otsego County	\$52,645
Crawford County	\$47,443
Presque Isle County	\$46,439
Cheboygan County	\$46,161
Montmorency County	\$42,305
Alpena County	\$41,991
Oscoda County	\$40,255
Alcona County	\$39,735
<b>City of Alpena</b>	<b>\$37,706</b>

Source: American Community Survey 2018 5 –Year Estimate

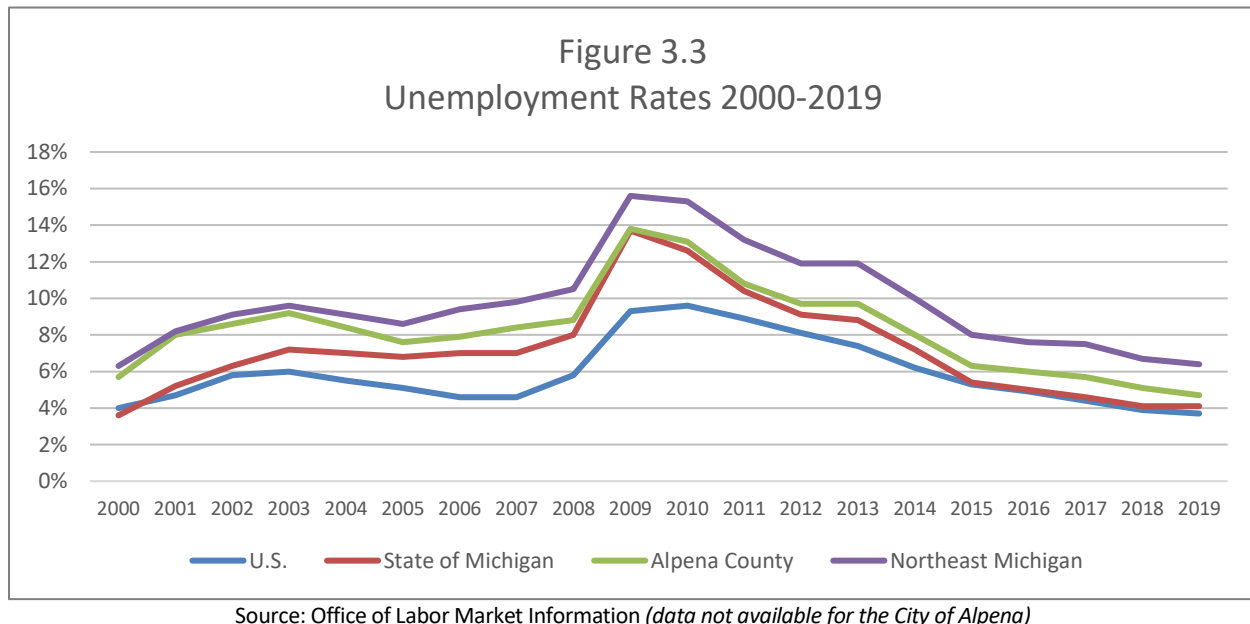
The U. S. Census Bureau breaks the total number of individuals living in poverty into various categories, such as *Families*, *Families with Children*, or *Female Head of Household*. During the decade from 2000-2010, the data shows a marked increase in the number of individuals living in poverty. However, there has been a noticeable change to this trend. **Table 3.2** shows the poverty distribution in the State, County, and City for 2010 and 2018. Although the City of Alpena still has higher poverty rates than the County and the State, there is no longer a marked increase. In fact, there has been a decrease in poverty rates since 2010 for households where females are the heads of households including the subgroup of female heads of households with children under 18 (**Table 3.2, Figure 3.2**). The subgroup category, “female heads of household with dependent children,” has the highest rate of living below the poverty line at the City, County, and State levels. The total number of families living below the poverty line in the City of Alpena was 16.1%, a 2.3% decrease since 2010. The number of families with dependent children (29.2%) and individuals (21.5%) living in poverty are also higher than those recorded for the State.

Table 3.2 Poverty Distribution (as percent of total) – 2018						
Living Below Poverty Level	City of Alpena		Alpena County		State of Michigan	
	2010	2018	2010	2018	2010	2018
Families	18.4	16.1	11.7	10.1	10.6	10.4
With children (under 18)	32.9	29.2	22.5	18.3	17.0	17.5
Female householder, no husband	53.8	42.0	46.3	32.4	31.8	29.8
With children (under 18)	70.3	55.7	62.8	46.3	41.1	40.7
Individuals	23.7	21.5	15.9	14.4	14.8	15.0
18 years and older	18.7	29.1	13.5	18.1	13.0	20.8
65 years and older	11.6	11.4	8.6	8.0	8.3	8.3
Source: U. S. Census Bureau (2010) and American Community Survey 5-Year Estimates 2018						



## Labor Force and Unemployment

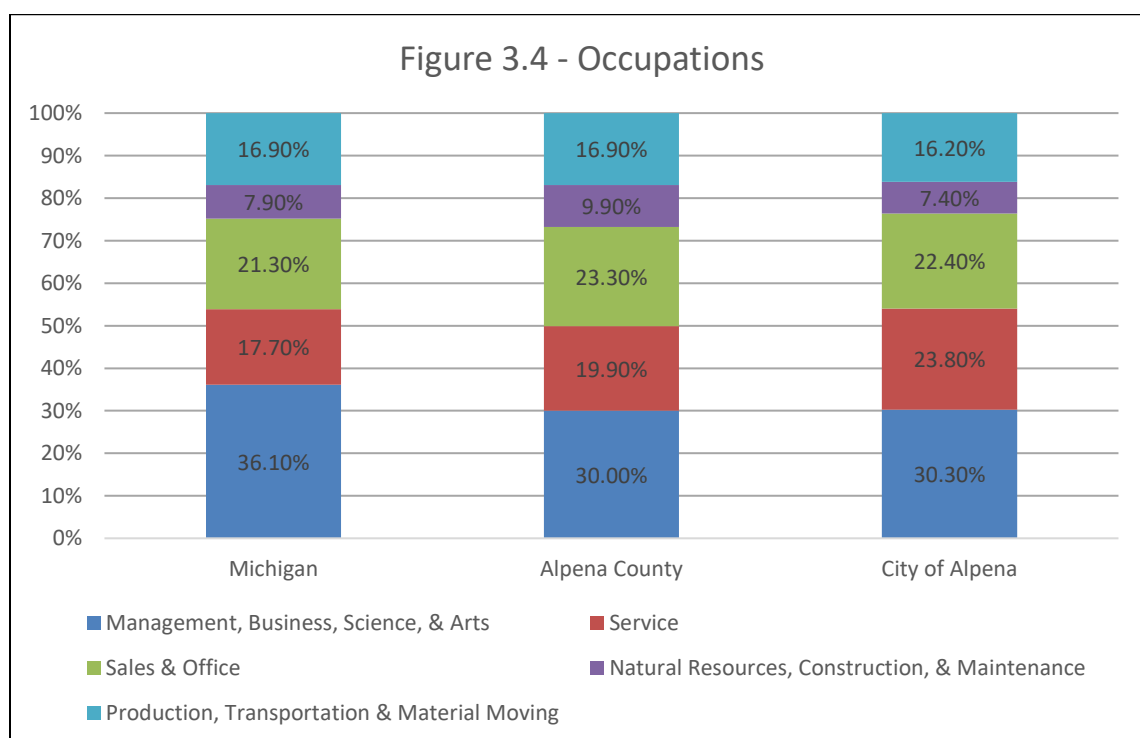
Alpena County and all of Northeast Michigan have had higher unemployment rates than the State for the majority of the past two decades (**Figure 3.3**). Unemployment rates for the County and region have been consistently above 7% between 2001 and 2015, when the county dipped to around 6%, which is higher than the State, but better than the region. Rates peaked in 2009, when the region had an average unemployment rate of 15.9% and Alpena County had an average unemployment rate at 13%. Since then, rates have declined significantly with the county at 4.7% and the region at 6.4% in 2019. The Covid-19 pandemic has significantly increased unemployment in 2020, however the lasting economic effects are not known at this time.



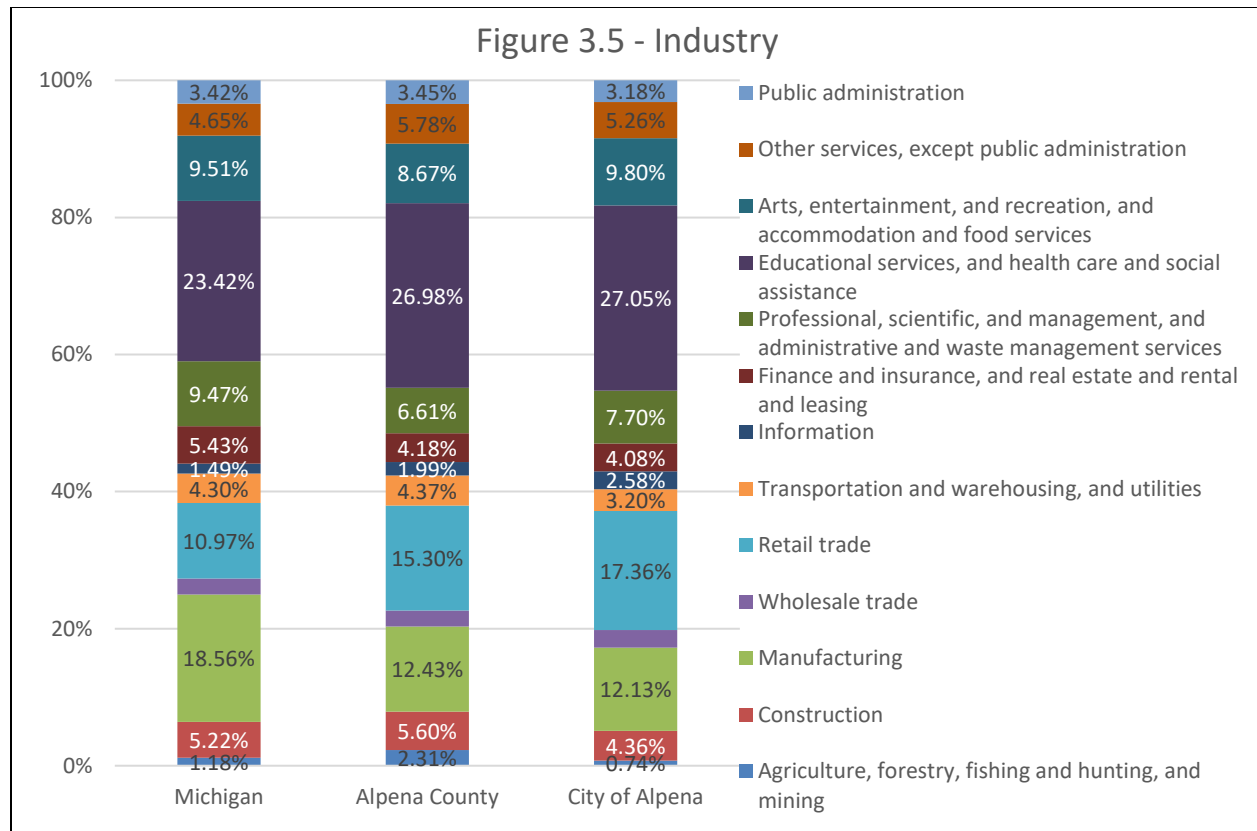
**Table 3.3** shows the percent of the population in the labor force is fairly similar for the City and the County (56.5% and 55.9% respectively), but both percentages are lower than the State's labor force (61.5%). **Figure 3.4** shows the percentage of workers in different occupations remain fairly consistent at all three levels, but some differences can be noted when the type of work prevalent at State and local levels is taken into consideration. In 2018, the top three occupations in the State and County included management and professional jobs, sales and office occupations, and service jobs (**Figure 3.4**). Since the 2000 Census, service jobs became the third largest occupation sector in the State. In the City, the top three occupations included management and professional jobs (30.3%), sales and office occupations (22.4%), and service jobs (23.8%) (**Figure 3.4**). This shows that over 76% of the workforce is employed in these occupations. Generally, these jobs require an advanced degree and provide a higher pay scale than retail, service, and manufacturing jobs. **Figure 3.5** depicts a more detailed breakdown of this information. Comparing the employment statistics (**Table 3.3**), poverty statistics (**Table 3.1**, **Figure 3.2**), household income levels (**Figure 3.1**), and unemployment rates (**Figure 3.3**) shows that the economic distress is higher for the City and the County than for the State.



Table 3.3 Employment Statistics – 2018					
	City of Alpena		Alpena County		State of Michigan
<b>Population 16 years and over</b>	8,241	100%	23,893	100%	100%
<b>Employment Status</b>					
<b>Labor Force Participation Rate</b>	4,656	56.5%	13,556	55.9%	61.5%
<b>Employed</b>	4,334	52.6%	12,519	52.4%	58.2%
<b>Unemployed</b>	552	6.7%	1,433	6.0%	5.3%
Source: 2018 American Community Survey 5-Year Estimates					



Source: 2018 American Community Survey 5-Year Estimates.



Source: 2018 American Community Survey 5-Year Estimates

According to the 2018 American Community Survey, 75.3% of the residents in the City work in the private sector, which has decreased from 80.6% in 2010 (**Table 3.4**). Approximately 8.5% work for a unit of government, which has decreased from 11.3% in 2010 and workers classified as self-employed has decreased from 8.1% in 2010 to 3.9% in 2018.

Table 3.4 Employment Statistics for Class of Worker: City of Alpena		
Class of Worker	Number	Percent
Private Wage & Salary Workers	3,264	75.3%
Government Workers	369	8.5%
Self-employed Workers (not incorporated business)	168	3.9%
Private Not for Profit Wage & Salary Workers	536	12.4%
Source: 2018 American Community Survey 5-Year Estimates		

## Economic Sectors

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Looking at Alpena County as a whole, the major sectors which make up the county's economy are health care, industrial, retail, service, governmental and agricultural. **Table 3.5** shows the area's business patterns and **Table 3.6** shows how the patterns have changed between 2009 and 2018. A brief analysis of each sector is found in the following sections.

### Health Care & Social Assistance

The Health Care and Social Assistance industry is one of the largest economic sectors in the City of Alpena. Over 2,600 people are employed countywide at 85 establishments, making up a payroll of just over \$109 million, an increase between the years 2009 and 2018. In this same timeframe, the number of firms in this sector increased by 3.

### Construction

Consolidation of firms was a theme between 2009 until 2018. In the construction sector, there was a consolidation of firms (-11%), but an increase in total employees.

### Industrial Development

Data found in **Table 3.5** shows the county's manufacturing sector had the third largest number of employees (1,163) in 2018. Until the mid-1980's, Alpena County's economy was centered in the manufacturing sector with a few large industries making up a majority of the industrial base. Although the large industrial plants are still a vital component to the regional economy, the recent trend has been towards the development of smaller businesses with fewer employees. Between 2009 and 2018, the number of manufacturing firms increased by 27%, total employees by 18%, and annual payroll increased by 25%.

The manufacturing sector was made up of 52 separate establishments. **Table 3.7** shows 15 facilities had less than five employees and approximately half of the establishments have less than ten employees. This indicates the area is not dependent on one or two manufacturers for all of the area's employment in that sector.

### Retail

Alpena County, especially the City of Alpena and Alpena Township, serves as a regional shopping destination for residents of nearby counties. The importance of retail trade for the area's economy is shown in **Table 3.5**. As of 2018, this sector was comprised of 139 establishments and employed 1,819 persons, which is the second largest number of employees by sector. **Table 3.7** shows 51 retail establishments employ less than five individuals. In 2018, 68% of retail establishments employed less than ten individuals.

### Government

The government sector makes up another important economic sector of the county. **Table 3.4** shows that governmental employment comprises about 8.5% of total employment, the second largest employment classification. The City of Alpena, Alpena County, and Alpena Township account for the majority of governmental workers within the county. Governmental employees also make-up a large segment of the highly-skilled, professional worker category. Engineers, planners, administrators, and information technology workers are examples of the type of governmental worker that constitute the "knowledge worker" classification.

**Table 3.5**  
**Alpena Area Business Patterns**

	Number of employees	First-quarter payroll (\$1,000)	Annual payroll (\$1,000)	Number of establishments
Total for all sectors	10,211	94,563	370,707	814
Agriculture, forestry, fishing and hunting	22	167	570	10
Mining, quarrying, and oil and gas extraction	17	231	1,261	3
Utilities	66	1,209	5,118	6
Construction	567	5,494	23,584	81
Manufacturing	1,377	19,487	68,941	52
Wholesale trade	560	7,948	26,426	33
Retail trade	1,819	11,500	48,478	139
Transportation and warehousing	214	2,280	9,244	30
Information	165	1,418	5,841	15
Finance and insurance	330	4,271	14,816	39
Real estate and rental and leasing	123	645	2,817	20
Professional, scientific, and technical services	280	4,940	14,929	36
Administrative and support and waste management and remediation services	272	1,676	8,258	36
Educational services	30	71	333	7
Health care and social assistance	2,690	26,133	109,497	85
Arts, entertainment, and recreation	99	416	2,430	13
Accommodation and food services	992	3,234	14,460	75
Other services (except public administration)	517	2,930	11,762	103
Industries not classified	44	84	325	30

Source: County Business Patterns, U.S. Census Bureau 2018 Does not include public sector jobs.

**Table 3.6**  
**Alpena Area Business Patterns - Percent Change 2009-2018**

Industry code description	Paid employees	First-quarter payroll (\$1,000)	Annual payroll (\$1,000)	Total establishments
<b>Total for all sectors</b>	5%	38%	22%	-2%
Agriculture, forestry, fishing and hunting	(too few firms to list in 2009)			66%
Mining, quarrying, and oil and gas extraction	37%	-26%	-18%	0%
Utilities	0%	18%	17%	50%
Construction	64%	86%	52%	-11%
Manufacturing	18%	51%	25%	27%
Wholesale trade	23%	90%	42%	-11%
Retail trade	-0.5%	18%	16%	-8%
Transportation and warehousing	-24%	27%	6%	8%
Information	-16%	3%	-6%	-38%
Finance and insurance	-13%	40%	14%	-17%
Real estate and rental and leasing	14%	25%	40%	0%
Professional, scientific, and technical services	32%	210%	104%	-20%
Management of companies and enterprises	(too few firms to list in 2009 and 2018)			
Administrative and support and waste management and remediation services	39%	52%	64%	38%
Educational services	15%	-27%	17%	-11%
Health care and social assistance	-6%	15%	7%	-6%
Arts, entertainment, and recreation	48%	69%	82%	0%
Accommodation and food services	8%	49%	43%	3%
Other services (except public administration)	-4%	57%	16%	-9%

Source: County Business Patterns - U.S. Census Bureau – 2010 and 2018

**Table 3.7**  
**Alpena Area Businesses by Size of Establishments as of 2018**

Industry code description	Total	1 to 4	5 to 9	10 to 19	20-49	50-99	100-249	250-499	500-999
<b>Total for all sectors</b>	814	405	167	139	71	21	7		
<b>Agriculture, forestry, fishing and hunting</b>	10	9	0	0	0	0	0	0	0
<b>Mining, quarrying, and oil and gas extraction</b>	3	0	0	0	0	0	0	0	0
<b>Utilities</b>	6	3	0	0	0	0	0	0	0
<b>Construction</b>	81	53	14	6	7	0	0	0	0
<b>Manufacturing</b>	52	15	7	15	8	4	0	0	0
<b>Wholesale trade</b>	33	9	9	7	6	0	0	0	0
<b>Retail trade</b>	139	51	44	28	11	0	0	0	0
<b>Transportation and warehousing</b>	30	15	7	6	0	0	0	0	0
<b>Information</b>	15	4	5	3	3	0	0	0	0
<b>Finance and insurance</b>	39	18	12	5	3	0	0	0	0
<b>Real estate and rental and leasing</b>	20	16	0	0	0	0	0	0	0
<b>Professional, scientific, and technical services</b>	36	16	7	10	3	0	0	0	0
<b>Administrative and support and waste management and remediation services</b>	36	25	0	6	0	0	0	0	0
<b>Educational services</b>	7	5	0	0	0	0	0	0	0
<b>Health care and social assistance</b>	85	31	20	21	5	4	0	0	0
<b>Arts, entertainment, and recreation</b>	13	6	3	0	0	0	0	0	0
<b>Accommodation and food services</b>	75	31	10	16	13	5	0	0	0
<b>Other services (except public administration)</b>	103	67	22	9	5	0	0	0	0
<b>Source: County Business Patterns - U.S. Census Bureau - 2018</b>									

## **Tourism**

With over 13,000 acres of lakes, 300 miles of streams and tributaries and 61 miles of Lake Huron shoreline, Alpena County's water resources are a major tourism attraction with fishing and hunting playing a vital role in the economy. The tourism sector is a subset of both the retail and service sectors of the county's economy. However, it is difficult to find exact numbers regarding the impact of tourism on an economy.

In addition to water activities, the City of Alpena offers recreational opportunities in a natural setting, including Island Park and the 350-acre Wildlife Sanctuary. An 18.5 mile Bi-Path travels through the majority of Alpena's scenic parks and beaches as it winds through the City and along the Thunder Bay River and the Lake Huron shoreline. Alpena County also has two state parks, two state forest campgrounds, three county campgrounds and four commercial campgrounds, with a combined total of 412 campsites.

Spending at tourism-related business is at its highest between June and September, peaking in July. Tourism spending declines in the fall and then has a significant increase in December. Receipts are at their lowest levels in January and February and then begin to increase again in the spring.

Golf courses and tennis courts provide outdoor recreation. The Thunder Bay Recreation Center and Northern Lights Ice Arena provide a combination of indoor recreation. Two live performance theatres and provide indoor entertainment. Two movie theatres in downtown Alpena are currently not open for business but have future development potential. The Besser Museum of Northeast Michigan, the Alpena County George N. Fletcher Library, the Thunder Bay National Marine Sanctuary and Underwater Preserve, and the Great Lakes Maritime Heritage Center offer cultural and historical opportunities. Tourists arriving along the City's major corridors will also view historic homes that have been restored and preserved. Many of these homes are typical of the early lumbering era and date back to the 19<sup>th</sup> century.

Organizations in Alpena County sponsor several annual festivals and other activities. These special events attract large groups of tourists to the City. Annual festivals held in the City include the Michigan Brown Trout Festival, Art on the Bay, the Great Lakes Lighthouse Festival, the Alpena Blues Festival, the Maritime Festival, and many others. The Alpena County Fair also takes place within the confines of the City limits at the Alpena County Fairgrounds.

### **Maritime Heritage Tourism**

Maritime Heritage Tourism has become a significant economic driver in the Alpena area. Almost 94,000 people visited the Maritime Heritage Center in 2017. Alpena Shipwreck Tours launched in 2011. Owned by John Madigan of Picture Rocks, Apostle Island, and Sleeping Bear Dunes Boat Tours, the tours were enthusiastically received.

### **Trails**

The North Eastern State Trail (NEST) was completed in 2011. Users can walk, bicycle, horseback ride or snowmobile 71 miles from Alpena to Cheboygan. The trail runs from Woodward Avenue in the City of Alpena to Lincoln Street in the City of Cheboygan where it merges with the North Central State Trail, which runs south 45 miles to Gaylord or northwest 16 miles to Mackinaw City. The NEST has a 10' wide packed crushed limestone surface with two foot shoulders, new safety signs, access control features and mile marker posts. The trail use, determined by the DNR, is for all non-motorized users year round and snowmobiles from December 1 through March 31. This project was collaborative between two state departments, local governments and a non-profit organization. The Top of Michigan Trails Council (TOMTC)

led the effort to help assemble a \$3.1 million funding package, which included gaining 5% of the project costs from local governments, individuals and organizations. The Michigan Department of Transportation completed the engineering and project oversight while the Michigan Department of Natural Resources oversaw the project implementation and will continue to manage and maintain the facility. The trail now creates a link across Northeast Michigan on the former Detroit to Mackinaw Railroad connecting Alpena, Posen, Hawks, Millersburg, Onaway, Aloha and Cheboygan.

Other notable trail systems within Alpena County include Norway Ridge Pathway, Rockport Trails, Chippewa Hills Pathway, and a snowmobile trail system throughout the county.

### **Alpena Area Convention & Visitors Bureau – Official Destination Marketing Organization for Alpena**

The Alpena Area Convention & Visitors Bureau (CVB) is the official tourism destination marketing organization for the Alpena Area, including the City of Alpena. The CVB manages a diverse portfolio of marketing partnerships, advertising programs, and publicity throughout the year for the purpose of increasing business and leisure travel to the Alpena area for the benefit of increased revenue at local restaurants, retail stores, and lodging properties, which in turn provides a mechanism for improving local infrastructure and increases in tax revenue for local governments. Highlights include the CVB-hosted Major League Fishing television series, which filmed their early 2018 season in Alpena. This program is America's #1 ranked outdoor sport show on TV and provides the CVB (and Alpena) with the equivalent of \$500,000 in marketing coverage for the community on the Outdoor Channel, CBS, and the Discovery Channel. Alpena was also featured on PBS in the U.S. and Canada, CBS – Chicago market, and various other channels featuring outdoor recreation. Site visits hosted by the CVB for group travel to Alpena were up 66% in 2018. Social media followership increased by 34% in 2018. The CVB pays for many programs that market the Alpena Area including display, digital and video advertising, trade show representation, Pure Michigan cooperative marketing, Michigan DNR partnership program to market fishing and trails, MLive media marketing program; content creation for publication in magazines and newspapers, and interviews for state-wide radio, print, television and podcasts. As a result, the 2018 summer tourism season saw a 14.9% increase in overnight lodging from 2017.

### **Opportunity Assessment/Branding**

In 2011, Destination Development International (DDI) was hired to conduct an Opportunity Assessment product development program to give the community an objective look through the eyes of a visitor. The second phase, Destination Brand Camp, took place in 2012. This program resulted in a specific, identifiable brand and marketing plan to allow the CVB and the community to market the Alpena area more effectively. This brand – Alpena: Sanctuary of the Great Lakes – is now being utilized to identify Alpena as the haven from the stresses of everyday life and a culturally-rich place to relax, rejuvenate, and inspire.

### **U.S. 23 Heritage Route**

The U.S. 23 Heritage Route extends 200 miles from Standish to Mackinaw City and is a tourism-focused promotional program. Each county along the route has an active Heritage Route Team and participates in an overseeing Management Council. The Alpena County Heritage Route Team consists of volunteers interested in tourism and history. Each year, the county teams and the Management Council work toward implementing projects, which are stated in the U.S. 23 Heritage Route Management Plan. A landmark project has been the award-winning website, [www.heritage23.com](http://www.heritage23.com), which provides an interactive one-stop shop of things to see and do along the countywide Heritage Route corridor. In addition, the Heritage Route publishes maps and brochures highlighting recreational amenities. Therefore, the U.S. 23 Heritage Route program assists with promotion of public and private recreational facilities in the county.



## City of Alpena Economic Development Activities

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There are a number of economic development activities administered by the City. Staff responsible for these efforts includes the City Manager, City Planning and Economic Development Director and City Engineer. Programs include brownfield redevelopment, renaissance zones, infrastructure improvements, and the use of CDBG grants.

### Brownfield Redevelopment

The Alpena City Council established an Authority for Brownfield Redevelopment with the adoption of Resolution 1997-7 on March 17, 1997, pursuant to the Brownfield Redevelopment Financing Act, Michigan Public Act 381. The Council designated its incorporated boundaries as the boundaries of the brownfield zone. The City is considered a “core community” by the State and is able to offer financial assistance through the brownfield program for cleanup and revitalization activities on three categories of eligible properties (blighted property, contaminated property and functionally obsolete property). Costs associated with cleanup and redevelopment of an eligible property is funded through Tax Increment Financing.

Alpena developed a Brownfield Redevelopment Plan in 2001. The plan identified eight perspective eligible properties. Projects have been developed for the former Fletcher Paper Mill property at 318 W. Fletcher Street (site of the Great Lakes Maritime Heritage Center project and Fletcher Street Brewing Company project), Lafarge Midwest, Alpena Site at 1435 Ford Avenue, and Dean Arbor Ford on U.S. 23 North. Brownfield Redevelopment activities have yielded tangible successes and supported economic growth in the core of the City, particularly along the waterfront.

### Renaissance Zones

At one time there were up to seven Renaissance Zones designated by the State in Alpena County. Although they have all since expired, these were economic development tools utilized to spur growth on particular properties. The Renaissance Zone designation promotes economic development through tax exemptions from State Income Tax, the Single Business Tax, General Property Tax (not including debt retirement and special assessments), and the Education Tax for eligible businesses. Business property owners and residents located in a Renaissance Zone are exempt from State taxes for a period of up to 15 years. Although that time period begins at the time of the State designation, extensions can be requested. There was one Renewable Energy Renaissance Zone to assist the Alpena Biorefinery, but it was revoked in 2016 due to compliance issues.

Other sites that utilized the Renaissance Zone program within the city of Alpena include:

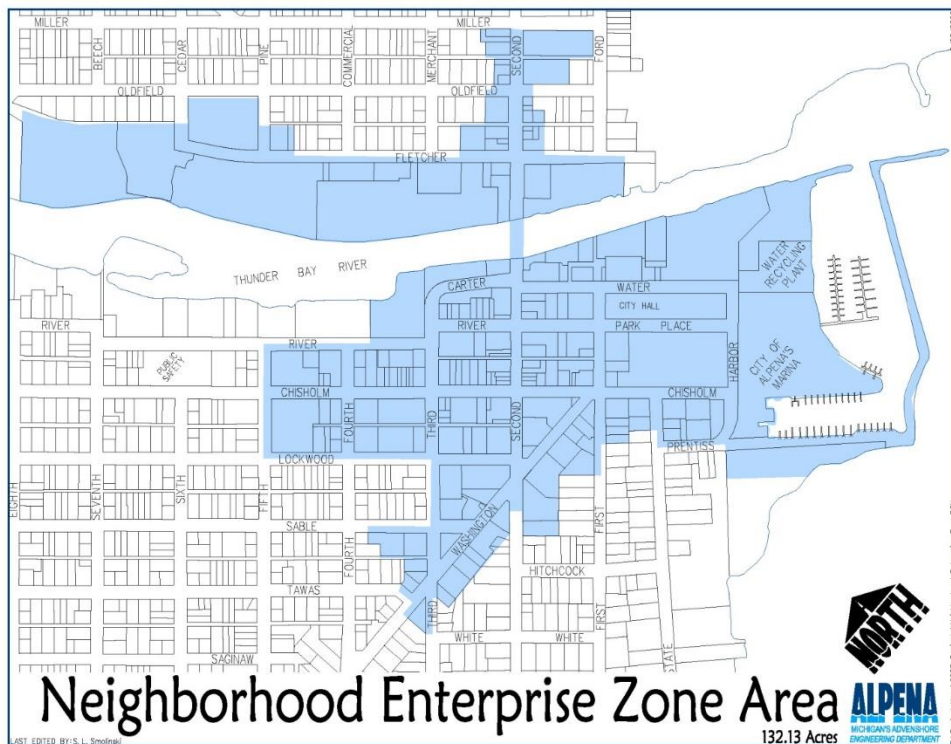
- Commerce Industrial Park Sub Zone 1 (expired in 2014), a 21.76 acre light industrial park owned by Target Alpena Development Corporation, a Michigan Certified Business Park.
- Oxbow Park Sub Zone 2 (expired in 2017), a 39.7 acre former City landfill was owned by the City of Alpena but sold to a private developer in 2002.
- National Guard Armory Site Sub Zone 3 (expired in 2017), a historic structure dedicated in the 1920's as Memorial Hall, in honor of the veterans of World War I. In the 1950's, this 0.70 acre site became a state-owned National Guard Armory Building.
- Southwest Residential Site Sub Zone 4 (Expired in 2014), a city-owned 14.85 acre site originally platted in 1893.

## Residential Programs

Alpena has initiated several residential rehabilitation and development programs. MSHDA grants through the Community Development Block Grant (CDBG) program support the Downtown Rental Development Area and Lincoln School Neighborhood Target Area projects. The purpose of the Downtown Rental Development program is to increase the downtown's residential population by creating rental housing units for moderate and market rate income households in vacant or underutilized areas of the upper floors of existing commercial buildings (retail, office or institutional use) within a designated portion of the City's downtown. Increasing residential populations in business districts tends to increase business activity and growth, while creating a healthy, more vibrant downtown.

Under the Downtown Residential Rental Development Program MSHDA provides 70% of the cost, up to \$35,000 to develop new residential rental units in vacant or underutilized downtown buildings. The City applies for funding every two years based on interest of downtown property owners. Thirteen units have been constructed with five more planned.

The City has also established Neighborhood Enterprise Zones under P.A. 147 of 1992. Neighborhood Enterprise Zones promote neighborhood revitalization and encourages owner-occupied housing and new investment in core communities. The revitalization and new construction programs focus on the central business district to encourage a mixed-use development pattern.



## Fiber Optic Plan – NEMiFC

In January 2005, the Alpena City Council's Vision Statement and Goals document included the development of a "wired city" and the relocation of all new or reconstructed utilities underground. This led to the development of a plan to develop a fiber optic conduit network that would not only provide the backbone for high-speed telecommunications (voice, video, and data transfer), but would also provide a readymade system within which to place new or relocated aerial utilities.

The City pursued the sharing of these resources within the public/nonprofit sector through the creation of a fiber optic consortium. The City of Alpena, Michigan Works!, Alpena County, Alpena Community College, the Thunder Bay National Marine Sanctuary, Northland Library Cooperative, and Alpena Regional Medical

Center were the charter members of this consortium. The consortium's purpose is to enhance voice, video and data communications among all public/non-profit entities and develop a redundant network throughout the greater Alpena area to ensure reliability of service. To further the development of this fiber optic network, the City also adopted a policy to develop this underground conduit system as part of other road construction projects within the City.

To accelerate the development of both the network and the consortium, the City applied for and received a 2006 Center for Regional Excellence designation from the State of Michigan. This designation included a \$25,000 micro-grant, which targeted network development in three key target zones (City Hall/City Marina/Northland Library Target Zone; the Community Development Building Target Zone; the ARMC/Civic Center Target Zone). All construction projects were completed within one year and educational activities were completed by the end of 2007.

In 2011 the group reorganized under a new name, the North East Michigan Fiber Consortium (NEMiFC). NEMiFC amended its Articles of Association and By-Laws in order to add additional members, gain the ability to own its own fiber optic networks, apply for grant funding and offer more support to its members. NEMiFC also developed a policy by which its members can install and own fiber and choose to lease dark fibers to other entities to support the maintenance and expansion of the broader fiber network.

## **Economic Development Organizations**

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Housed under the umbrella of the Alpena Chamber of Commerce, Target Alpena Development Corporation is the primary economic development organization in the county. Both the City of Alpena and Alpena Township also have Economic Development Corporations (EDC), formed under Act 347. Sporadically, issues arise that require tax-exempt bonds and the EDC's are used as the mechanism to obtain them.

The Alpena Chamber of Commerce and Michigan State University Extension partner with other organizations to promote general economic development in the area. Other more specialized economic development entities include Alpena's Downtown Development Authority and the Alpena Convention and Visitor's Bureau.

### **Target: Alpena Development Corporation**

Founded in 1989, Target Alpena Development Corporation (Target Alpena) is a 501(c)3 non-profit corporation that was established for economic development purposes in Alpena County. It is the primary conduit for economic activity in Northeast Michigan including a partnership with Presque Isle County that started in 2014. Target Alpena is supported entirely by voluntary contributions from financial institutions, businesses, individuals, governmental entities, foundations, utilities, and grants. Target Alpena operates in partnership with the Alpena Chamber of Commerce.

North Industrial Park was created by the Greater Alpena Industrial Corporation. In the mid-1990's the corporation was absorbed by Target Alpena which received the assets of the corporation and assumed the responsibility of recruiting business into the industrial park. Since that time, Target Alpena filled eight of the remaining nine lots. In a cooperative effort with the City, Target Alpena also developed the Commerce Industrial Park. Development of the park was financed by lot sales in North Industrial Park, a Rural Development grant, and a CDBG infrastructure grant.

Target Alpena activities focus on the following areas:

1. Business development and assistance using a regional, collaborative perspective.
2. Job creation through retention and expansion of local businesses, attraction of new compatible businesses, and business start-ups.
3. Providing assistance to governmental entities on issues, such as grant programs concerning infrastructure and transportation, revitalization projects and other relevant economic development issues.
4. Ongoing marketing and promotion of Alpena to cultivate growth potential for the Alpena area.
5. Education on current economic trends and policies as they relate to Alpena.
6. Providing financial assistance to area businesses through the Alpena County Revolving Loan Program and the Target Alpena Micro Revolving Loan Program.
7. Linking businesses by facilitating networking.
8. Developing new markets.
9. Liaison to state and federal governments.

Target Alpena's Revolving Loan Fund Programs have played a key role in economic growth in the community. Target Alpena's small business loan portfolio coupled with its partnership with the Small Business Development Center has enabled hundreds of new business startups and existing business expansions both in the city and across Northeast Michigan.

## Alpena Area Chamber of Commerce

The Alpena Area Chamber of Commerce is an organization that serves and represents its business members. It is a 501(c)(6) structured to be a lobbying organization. Founded over 90 years ago and officially incorporated in 1947, the organization has a long history of community involvement and creating a stimulus for community growth. Its mission statement is *"by serving our members, the Alpena Area Chamber of Commerce actively champions' economic development and the advancement of the community's quality of life."* The chamber partners with local governments, Alpena Community College, Target Alpena, the Alpena Downtown Development Authority, and the Alpena Convention and Visitors Bureau to work towards its mission. Services for members include a group health care plan, reduced credit card processing fees, insurance discounts for cars and homes, and a small business loan program through a local bank. The Chamber works to create a positive business climate in Northeast Michigan, is a member of the Northern Michigan Regional Chamber Alliance, promotes Alpena, and provides networking and affordable education opportunities to its members.

The 2012 merging of the Chamber and Target Alpena:

- ◆ presents a stronger relationship with a variety of partners
- ◆ is a full service stop for entrepreneurs and existing businesses looking for assistance
- ◆ has a more streamlined approach to assisting business start-ups and expansions
- ◆ has a combined financial audit
- ◆ builds a stronger effort for economic development in the region
- ◆ has a more efficient internal system

## Alpena Downtown Development Authority

The Alpena City Council adopted Ordinance No. 110 on April 21, 1980, creating a Downtown Development Authority (DDA) under Public Act 179 of 1975. The intentions were to strengthen the downtown business district, promote economic growth and revitalization, encourage commercial revitalization, and historic preservation. The DDA provides the community with the necessary legal, monetary, and organizational tools to revitalize economically distressed areas either through public-initiated projects or with private development projects. The initial DDA district covered the core downtown area. Since that time, the boundaries have been expanded to include properties along Washington Street, Fifth Street and the old Fletcher Paper Mill site on the Thunder Bay River. In July 1981, the first Development Plan and Tax Increment Financing Plan were adopted for the DDA. These plans were amended in January 2005. Traditional brick and mortar projects as well as historic preservation activities have remained key elements of the DDA's initiatives.

In 2013, the DDA was selected as an Associate Member of the Michigan Main Street Program. According to the organization:

*The Main Street Four-Point Approach® is a community-driven, comprehensive strategy that encourages economic development through historic preservation in ways that are appropriate for today's marketplace. The four points include:*

- *Design: Enhancing the downtown's physical environment by capitalizing on its best assets including historic buildings, and creating an inviting atmosphere through attractive window displays, parking areas, building improvements, streetscapes and landscaping. The Main Street program also focuses on instilling good maintenance practices in the commercial district, enhancing the physical appearance of the district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems and integrating long-term planning.*
- *Economic Restructuring: Strengthening a community's existing economic base while also expanding and diversifying it. By helping existing businesses expand and recruiting new businesses to respond to today's market, the Main Street program helps convert unused spaces into productive properties and sharpens the competitiveness of business enterprises.*
- *Promotion: Marketing a downtown's unique characteristics to residents, visitors, investors and business owners. The Main Street program develops a positive, promotional strategy through advertising, retail activities, special events and marketing campaigns to encourage commercial activity and investment in the area.*
- *Organization: Involving all of the community's stakeholders, getting everyone working toward a common goal and driving the volunteer-based Main Street program. The fundamental organizational structure consists of a governing board and four standing committees. Volunteers are coordinated and supported by a paid program director or Main Street manager. This structure not only divides the workload and clearly defines responsibilities; it builds consensus and cooperation among the various stakeholders.*

The DDA works to promote activities in the business district by selling the image and promise of Downtown to all prospects by marketing the district's unique characteristics to shoppers, investors, new businesses, and visitors. An effective promotion strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns.

The parking committee continues to review the downtown parking plan for all day and two hour parking. The two hour parking zones were established to guarantee a regular turn-over in the most convenient spaces on the streets and in parking lots, so visitors can be assured a convenient parking space will be available when they come to downtown.

In Fall 2004, the DDA initiated a Façade Grant Program that provides a 50% match from a minimum award of \$500 up to a maximum award of \$5,000 for exterior renovations of store fronts and backs. Renovations must be made in the historical context of the building. A design committee meets with the landowner to review and approve proposed renovations. Grant applicants must provide a matching amount for their grant request based on a dollar for dollar basis. An applicant's proposed improvement project total can exceed \$ 10,000; however, the DDA's participation is still limited to a maximum amount of \$5,000.

The DDA worked with the City of Alpena to initiate the Neighborhood Enterprise Zone (NEZ) and the downtown rental rehab grant program. In addition, the DDA offers a downtown business support team and provides a retail incentive program. A program called Downtown Dollars incentivizes gift cards, which can be given to promote more downtown shopping.

In Fall 2017, the DDA completed a Strategic Plan & Market Analysis that included a survey of households' shopping activities. The plan indicated the following:

- Overall Economy- natural resource and extraction, wholesaling, transportation and logistics, medical, retail, and recreation and entertainment were all identified as weak sector groups compared to similar communities.
- Research and Development Potential- Alpena has rich opportunities for wildlife and natural resources research in the area surrounding Thunder Bay River, particularly in relation to the NOAA International Research Laboratory and Northern Michigan Unmanned Aerial Systems Consortium. The area's prevalent agricultural sector has potential for an increased research and development sector, particularly in pharmaceuticals and food systems research.
- Housing- While the recession contributed to a significant decline in new housing builds, the majority of issued new building permits continue to be for single-family dwellings as opposed to attached residential. Without the attraction of one or more large employment generators, major shifts in the current residential permitting pattern remain unlikely. An increasing share of the Alpena area and larger market residents desire a different housing pattern in the future that Downtown can provide. Creating the desired active walkable environment and housing downtown may facilitate the purchase of existing homes by young child-bearing age families elsewhere in Alpena.
- Non-retail Goods and Service-related Office Space- In addition to traditional non-retail goods and service-related office space, there is untapped potential for new industrial/emerging tech uses that can be safely integrated into a modern living environment. It is anticipated Downtown can capture between 56,000-69,000 square feet of traditional non-retail space by 2020 alone,

with as much as double that amount of occupied space through capitalizing on uses associated with emerging technologies.

- Commercial Demand and Retail Spending- market activity is comprised of both locals who live and spend money in the area, and those who live outside the area but choose to spend money here. Downtown Alpena is expected to capture roughly 250,000 square feet of retail goods and related services.
- Entertainment Spending- Area residents spend an estimated \$48 million on entertainment activities annually, roughly 15% of which includes spending associated with food service such as live music performances, smaller clubs, and similar venues.

## Redevelopment Ready Community

In June 2018, the City of Alpena received official designation as a Redevelopment Ready Community (RRC). This program works with Michigan cities, villages, and townships to ensure the city is ready for growth. An RRC certified community attracts and retains businesses, offers superior customer service and has a streamlined development approval process making pertinent information available around-the clock for anyone to view.

## Alpena Area Convention and Visitors Bureau

The Alpena Area Convention and Visitors Bureau (CVB) was created in 1984 under Public Act 59 of 1984. The organization is funded primarily from a five percent assessment on rooms in hotels with 10 or more rooms. The organization markets Alpena County and the eastern coastal areas of Presque Isle County to bring visitors into the region. The CVB works with convention groups to provide a “packaged” event experience. Marketing is accomplished through a visitor’s guide, web site, travel writers, participation in the Pure Michigan campaign, and other media. Marketing strategies focus on maritime heritage, parks and trails, and local attractions. The bureau partners with other community organizations such as the Chamber of Commerce and DDA. As the community has expanded its tourism base, the Convention and Visitors Bureau has taken on an increasingly important role in economic development and function as a “Destination Marketing Organization.”

## Economic Summary

### Summary Statistics from the Edward Lowe Foundation

The Edward Lowe Foundation provides job data for counties through the Your Economy website. In the data sets below, it should be noted that “resident” refers to stand-alone establishments in the local area or one that reports to another business in the same region. The resident sector is subdivided into employment stages with the number in parenthesis denoting the number of employees. “Nonresident” refers to establishments that are located in the area but are headquartered out-of-region. “Noncommercial” refers to educational institutions, post offices, government agencies and other nonprofit organizations. According to **Table 3.8**, from 2010-2016, jobs in Alpena County increased by 30% and sales increased by 33.3%.

**Table 3.8**  
**Alpena County Jobs Summary**  
2010-2016

JOB	2010	Percent of Total	2016	Percent of Total	Percent Change
ALL	15,291	100	19,898	100	30%
Self-Employed (1)	342	2.2	455	2.3	33%
Stage 1 (2-9 Employees)	4,267	27.9	6,011	30.2	41%
Stage 2 (10-99 Employees)	6,824	44.6	8,245	41.4	21%
Stage 3 (100-499)	2,908	19	3,337	16.8	15%
Stage 4 (500+ Employees)	950	6.2	1,850	9.3	95%
RESIDENT	10,568	69.1	14,126	71.0	34%
NONRESIDENT	2,954	19.3	3,692	18.6	25%
NONCOMMERCIAL	1,769	11.6	2,080	10.5	18%

During the same timeframe, the total number of establishments increased by 34% and there was growth in all sizes of establishments (**Table 3.9**). The highest levels of growth occurred in Stage 2 companies (37%), except for very large Stage 4 companies, which increased from 1 to 2 establishments. The data implies a shift from larger employers to smaller, more locally based employers, which has been a long-term trend.

**Table 3.9**  
**Establishments Summary**  
2010-2016

BUSINESSES	2010	Percent of Total	2016	Percent of Total	Percent Change
ALL	1,794	100	2,405	100	34%
Self Employed	342	19.1	455	18.9	33%
Stage 1 (2-9 Employees)	1,135	63.3	1,556	64.7	37%
Stage 2 (10-99 Employees)	301	16.8	376	15.6	25%
Stage 3 (100-499)	15	0.8	16	0.7	7%
Stage 4 (500+ Employees)	1	0.1	2	0.1	100%
RESIDENT	1,440	80.3	1,951	81.1	35%
NONRESIDENT	143	8.0	192	8.0	34%
NONCOMMERCIAL	211	11.8	262	10.9	24%

This shift is further reflected by analyzing the sales summary for the same timeframe (**Table 3.10**). Total sales increased by 65%. No sector experienced a decline in sales between 2010 and 2016. The noncommercial sector experienced significantly less growth in sales when compared to commercial sectors



(1% and 83% respectively). Stage 3 establishments had sales declines of 63.1%. Interestingly, Stage 2 and Stage 4 establishments showed the fewest losses in sales and non-resident establishments showed increasing sales during this timeframe.

Table 3.10 Sales Summary 2010-2016					
SALES	2010	% of TOTAL	2016	% of TOTAL	% Change
ALL	\$2.6B	100	\$4.3B	100	65%
Self Employed	\$57.1M	2.2	\$76.4M	1.8	34%
Stage 1 (2-9 Employees)	\$904.5M	34.9	\$1.4B	33.7	55%
Stage 2 (10-99 Employees)	\$1.0B	40.1	\$1.7B	39.3	70%
Stage 3 (100-499)	\$491.4M	18.9	\$860.6M	20.1	75%
Stage 4 (500+ Employees)	\$100.7M	3.9	\$220.6M	5.2	119%
RESIDENT	\$1.9B	72.0	\$3.0B	70.4	58%
NONRESIDENT	\$710.9M	27.4	\$1.3B	29.2	83%
NONCOMMERCIAL	\$15.0M	0.6	\$15.2M	0.4*	1%

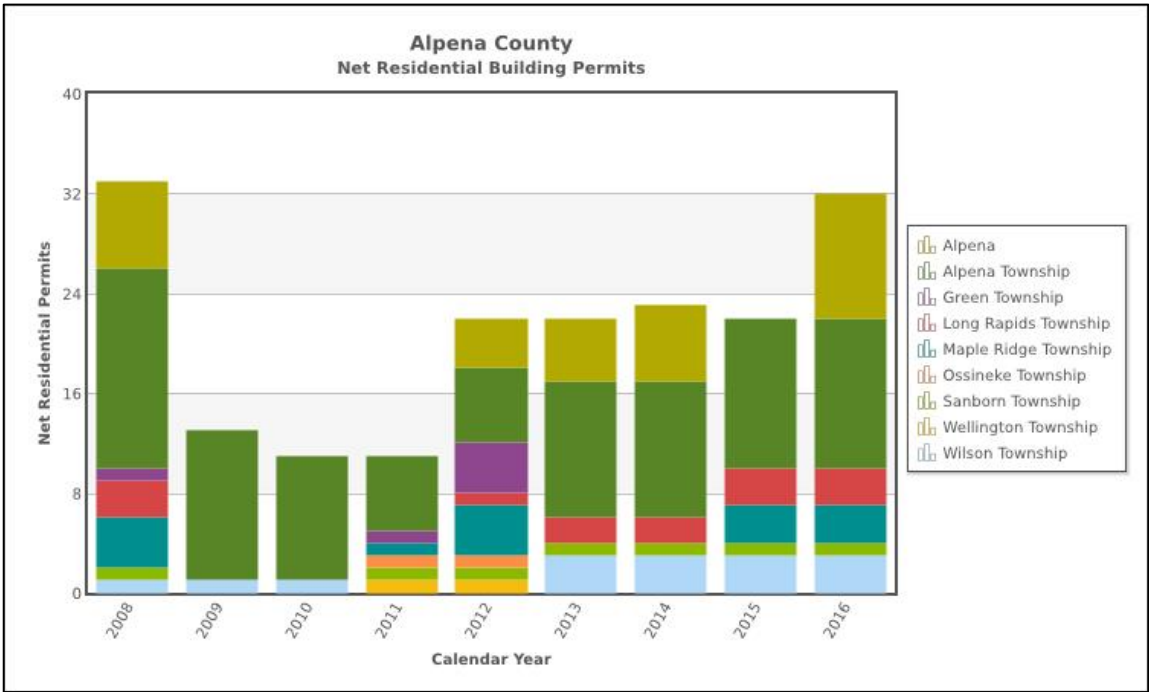
Breaking down sales per business, the greatest growth from 2010-2016 occurred in the larger Stage 3 businesses (64%) (**Table 3.11**). There was minimal growth in sales by self-employed businesses (0.5%).

Table 3.11 Sales Per Business Alpena County 2010-2016			
SALES	2010	2016	% Change
SALES PER BUSINESS	\$1,446,192	\$1,780,272	23%
Self Employed (1)	\$167,032	\$167,813	0.5%
Stage 1 (2-9 Employees)	\$796,957	\$926,915	16%
Stage 2 (10-99 Employees)	\$3,457,425	\$4,472,601	29%
Stage 3 (100-499)	\$32,760,800	\$53,789,938	64%
Stage 4 (500+ Employees)	\$100,700,000	\$110,292,000	10%
RESIDENT	\$1,297,644	\$1,544,938	19%
NONRESIDENT	\$4,971,028	\$6,521,698	31%
NONCOMMERCIAL	\$71,104	\$58,069	-18%

## Building Activity

In 2009, the number of building permits issued in Alpena County took a sharp hit; however, in 2016, the numbers have recovered to near 2008 levels (**Figure 3.6**).

Figure 3.6 - Building Permits

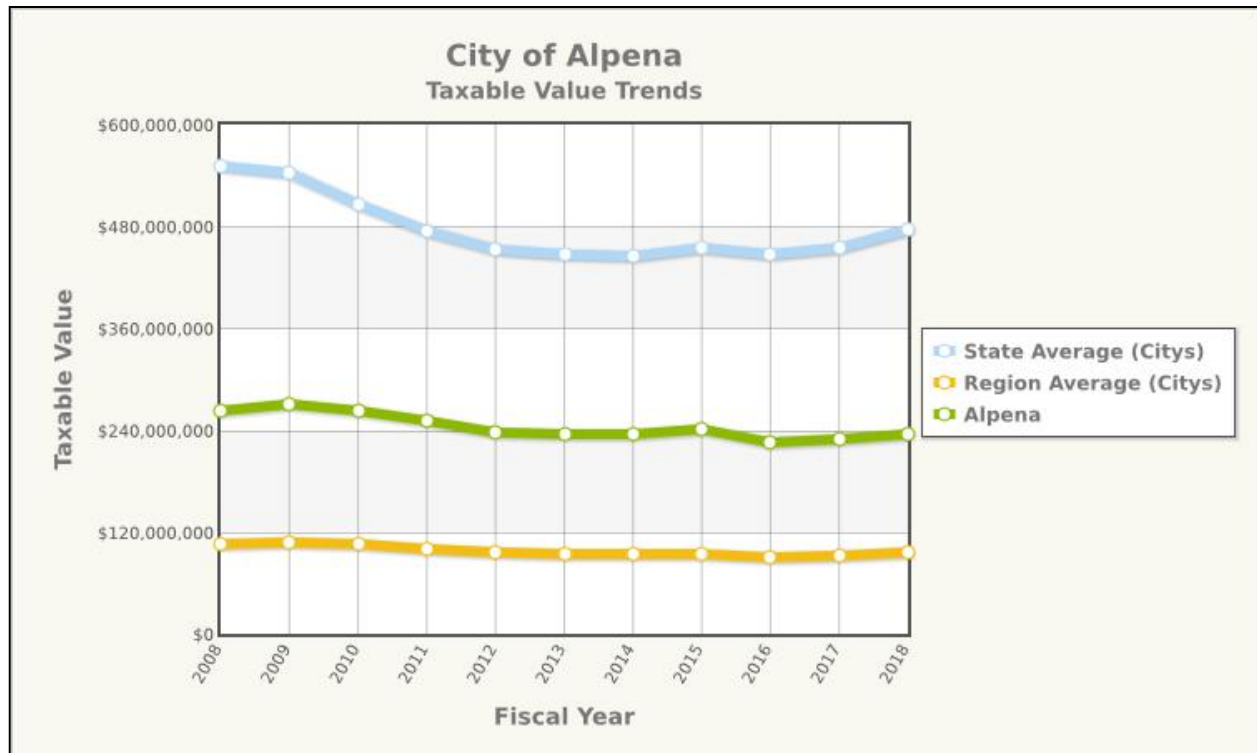


## Land Values

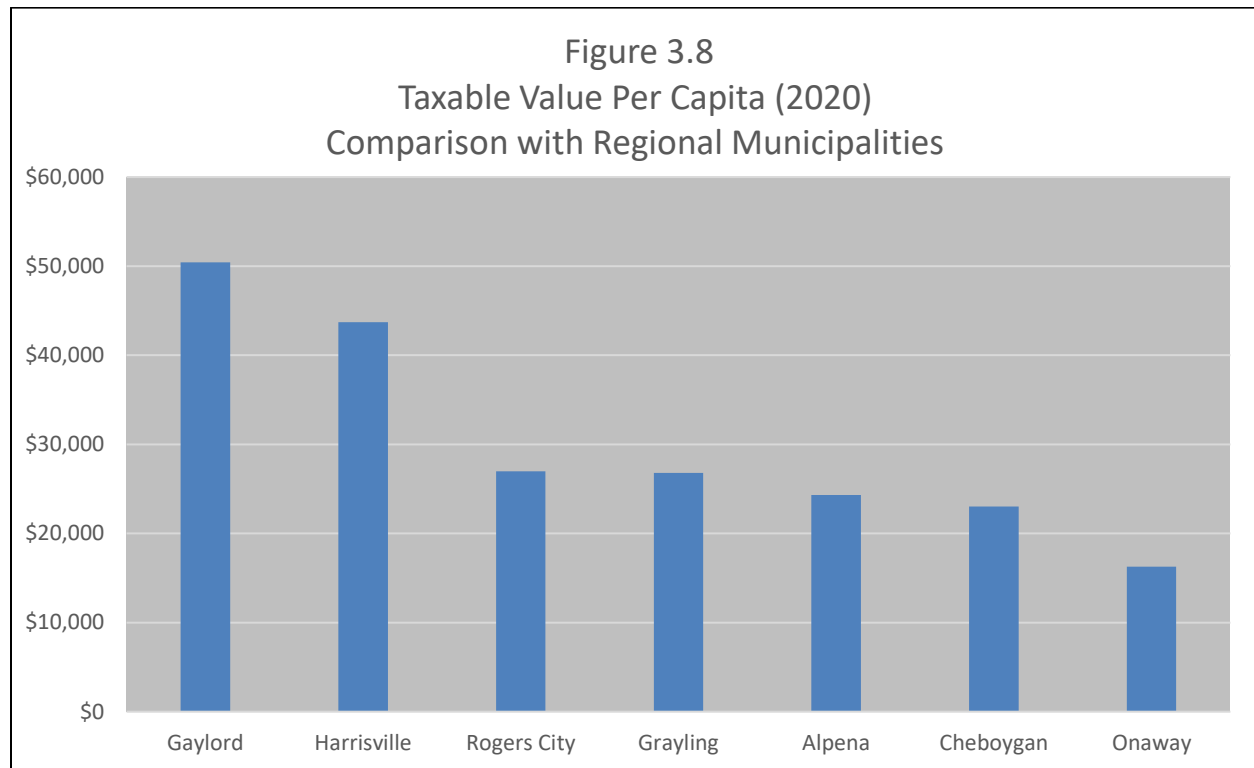
The City Assessor’s Office reports on the taxable values of properties in the community. Taxable value includes real property (land and buildings) and personal property (equipment, furniture, and fixtures, etc.). Compared to other municipalities in Northeast Michigan, Alpena had the highest taxable values in 2020. Taxable growth was relatively flat in the 1980’s but showed a steady increase in value from about 1991 to 2002, when there was a loss of taxable value, likely due to plant closings. Growth returned after 2002, but at a lower rate. Since 2010, the City of Alpena taxable valuation has gone up and down but, overall, has decreased by 6%. **Figure 3.7** illustrates the history of taxable value in the community, region, and state.

Table 3.12 2017 Taxable Values	
Municipality	Taxable Value
Alpena	\$ 245,369,635
Gaylord	\$ 184,897,041
Cheboygan	\$ 108,848,239
Rogers City	\$ 72,692,412
Grayling	\$ 49,474,432
Harrisville	\$ 17,307,344
Onaway	\$ 12,739,851

Figure 3.7 – Taxable Value Trends



**Figure 3.8** illustrates the regional taxable values for other municipalities per capita for 2020. Gaylord has a taxable value that is significantly higher than other cities in Northeast Michigan.



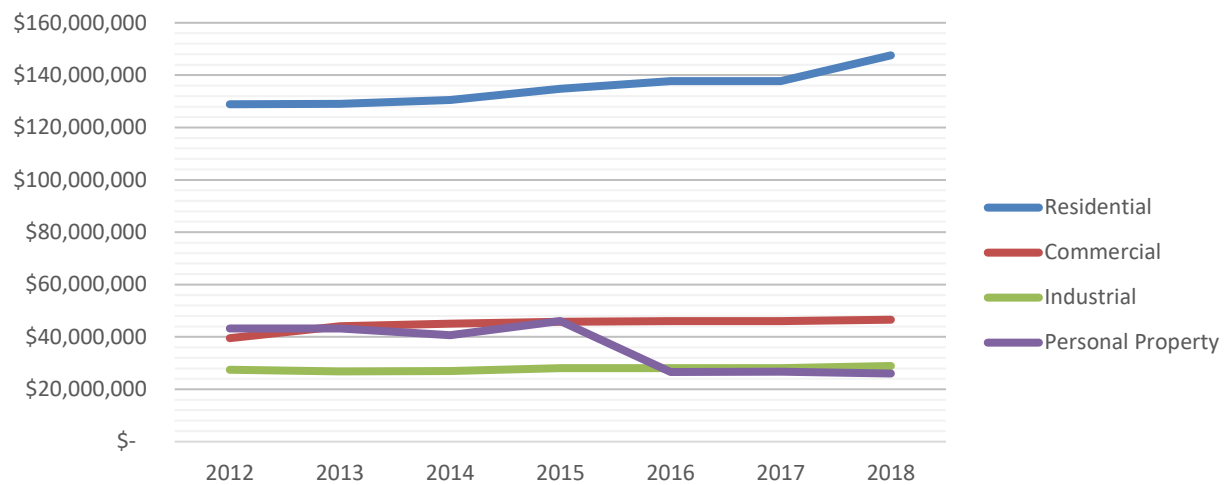
## State Equalized Value (SEV)

By analyzing the State Equalized Value (SEV), characteristics of property values can be obtained. Within the City of Alpena, SEV values between 2012 and 2016 show some interesting trends (**Figure 3.9**). During this timeframe, Industrial Property values remain generally level. The greatest percentage increase is with commercial valuation (18%). Most of that increase occurs between 2012 and 2013 with an 11% increase in one year. Values in all three categories are higher in 2012 than in 2000. Personal property SEV values, however, increase significantly (-40%) with a significant drop occurring between 2015 and 2016.

**Figure 3.10** illustrates changes in SEV values for all of Alpena County between 2000 and 2020. During this period, Alpena Township experienced the steepest growth in SEV values but also the sharpest decline. SEV values in Alpena Township peaked in 2008; by 2011 values had declined to around 2005 levels. However, the trend since 2018 has been upward.

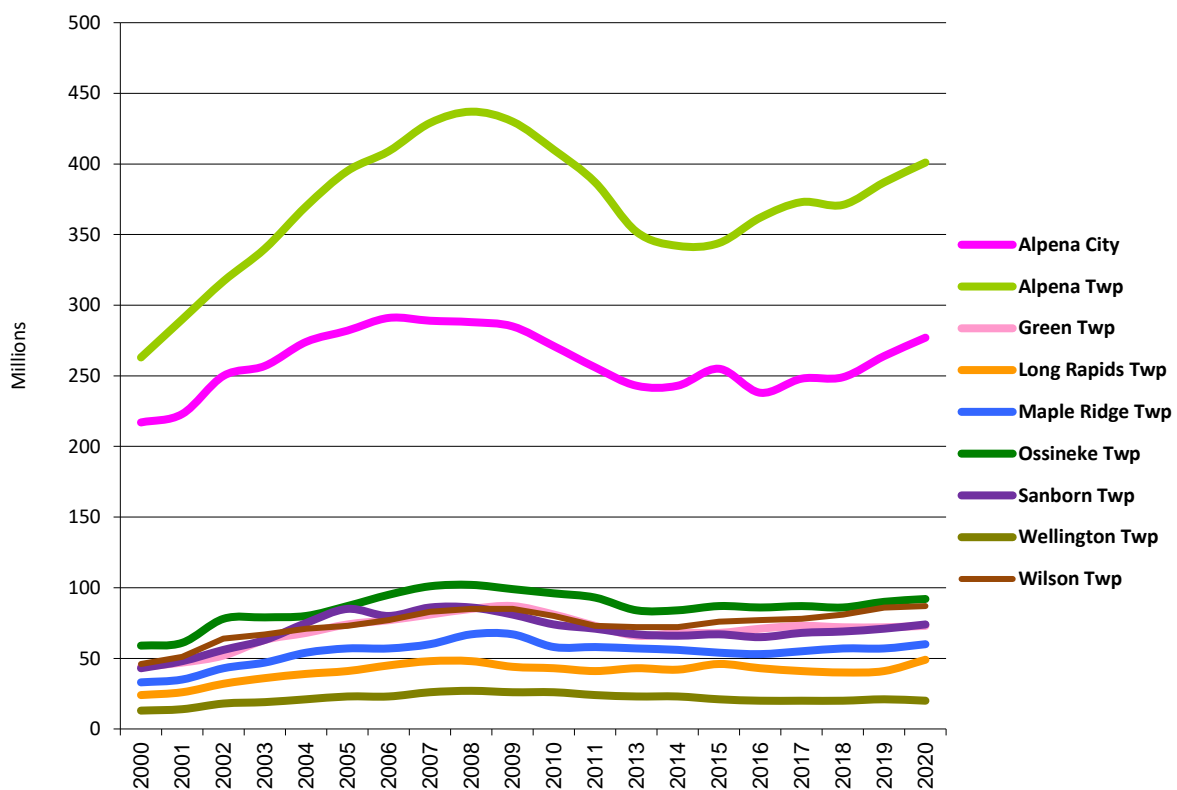
The City of Alpena followed a similar, but much shallower growth curve. SEV values in the City peaked in 2006 and by 2011 had declined to around 2003 levels. An upward trend has been happening since 2018. All other communities followed a similar pattern, but on a much smaller scale.

### Figure 3.9 City of Alpena SEV 2012-2018



SOURCE: MICHIGAN DEPARTMENT OF TREASURY

### Figure 3.10 - SEV by Municipality

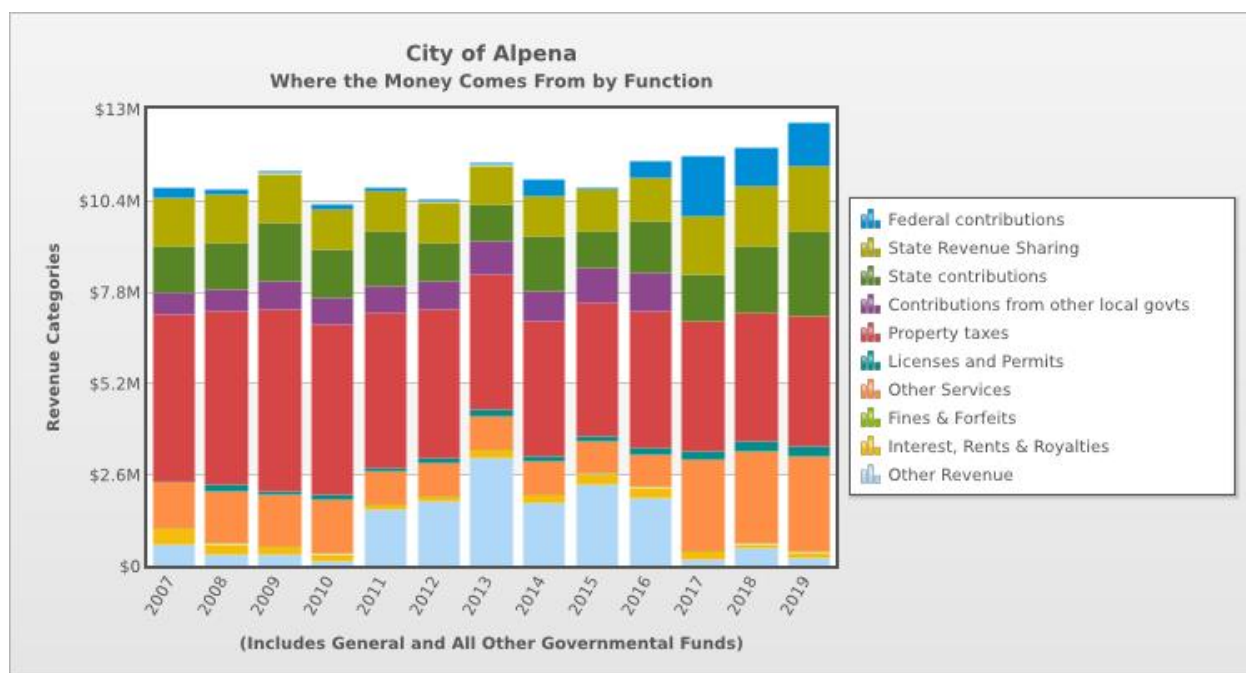


## City of Alpena Finances

Munetrix ([www.munetrix.com](http://www.munetrix.com)) is an online system which displays fiscal data for local units of government in order to provide transparency and an understanding of local unit finances to the public. Information provided in this section was generated from F65 forms to give a summary of the City of Alpena's financial health (Northeast Michigan Council of Governments sponsored the Munetrix data). This section is intended to give a summary of the financial health of the City of Alpena.

### Revenue

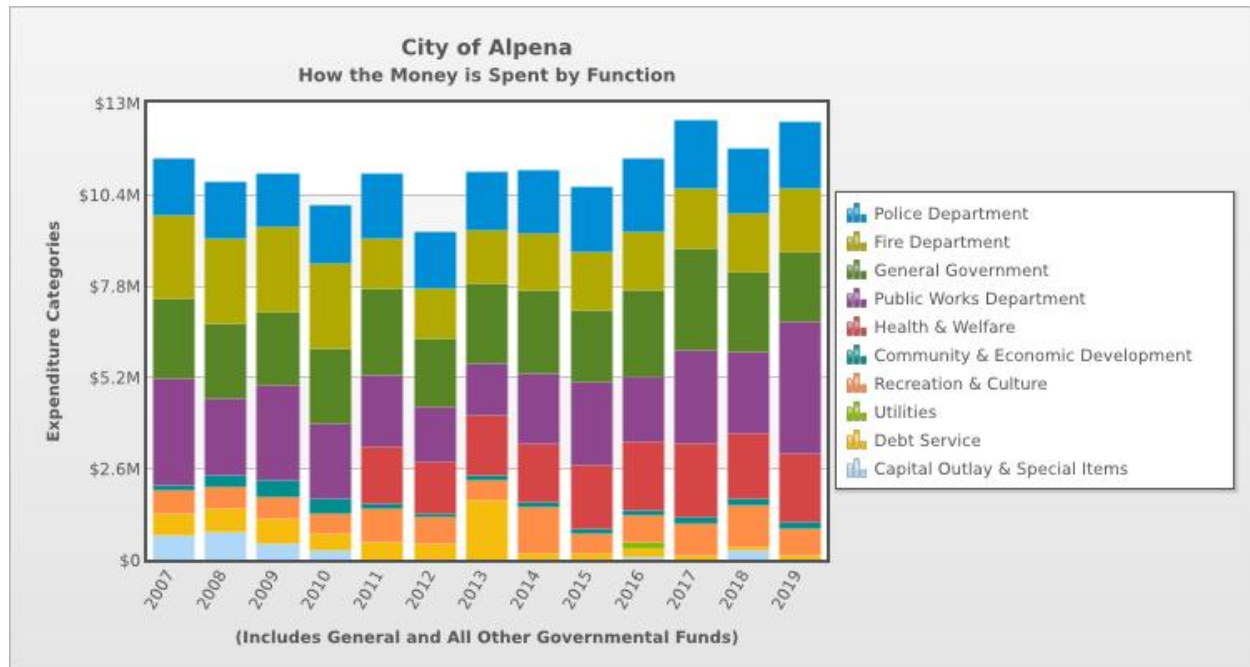
Revenue is generated from tax dollars received from residents and businesses, which are generated from the millage rate multiplied by property valuations. Revenue is also generated from other sources such as State and Federal grants, permits, and fees. **Figure 3.11** shows the sources of revenue for the City of Alpena. The largest revenue source is property taxes and other services.



**Figure 3.11: City of Alpena Revenue Breakdown**

## Expenditures

As a service provider for the City, expenses cover the costs associated with operating the City Government. In 2019, Public Works, General Government, Health and Welfare, and the Police and Fire Departments comprised the largest areas of expenditure (**Figure 3.12**).

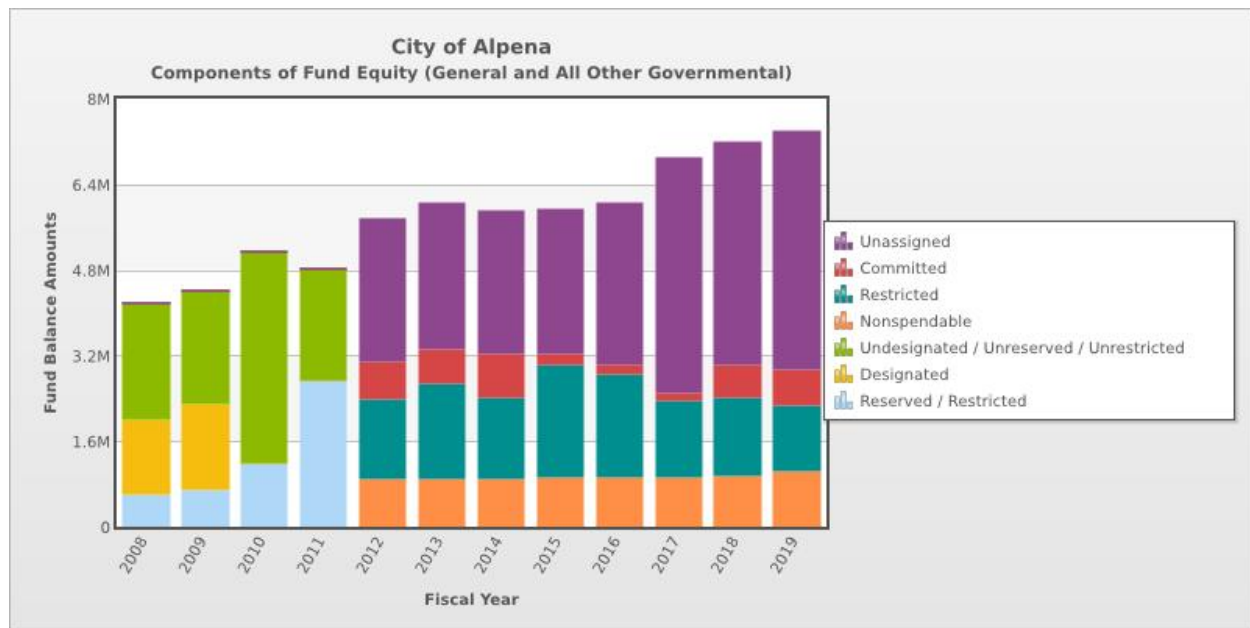


**Figure 3.12: Expenditures**

## Fund Equity

Fund balance is an accounting term in which total liabilities are subtracted from total assets to get the Fund balance. Fund balance is not solely cash but can include other assets. **Figure 3.13** shows components of fund equity for the City. The fund balance has fluctuated in either direction year to year.

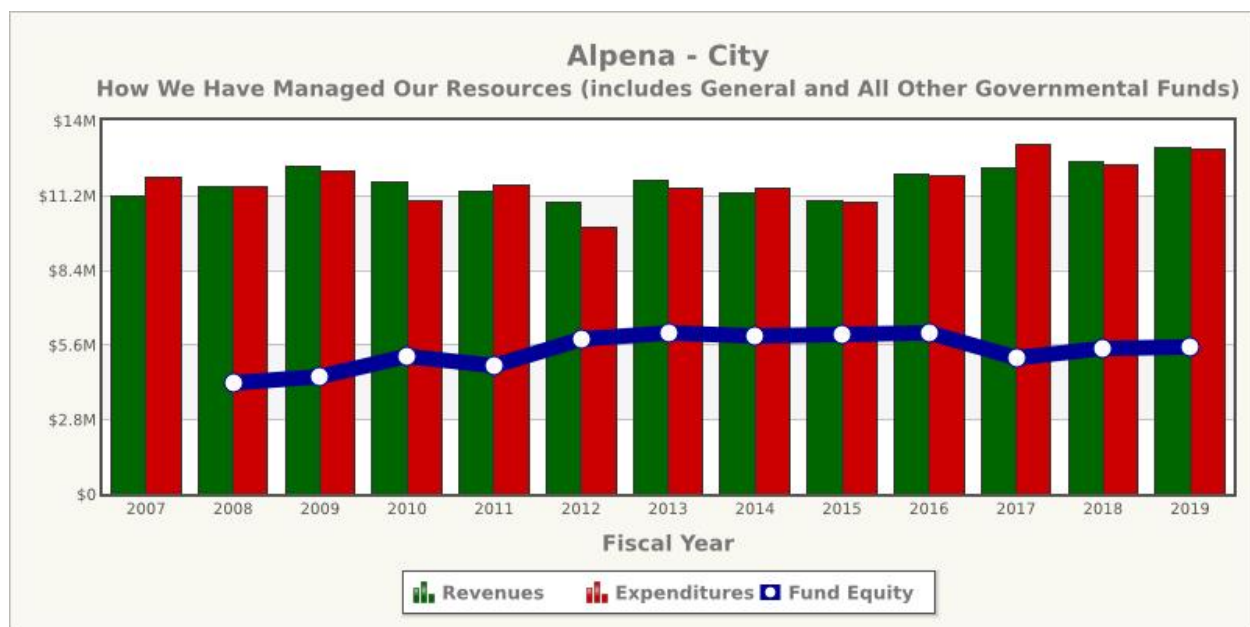
If the city is receiving more revenue than it needs to pay its bills its fund balance (net worth) will increase. If the city is paying out more money on its bills than it is receiving, then its fund balance will go down. If the fund balance goes down far enough, it creates a negative fund balance called a deficit. Beginning in 2012, accounting procedure changes dictated the categories of fund balance increase from 3 to 5 and the names changed, thus the difference in chart colors.



**Figure 3.13: Components of Fund Equity**

## Cash Investments

Another sign of a community's fiscal health is how well it manages its cash reserves and invests these funds. **Figure 3.14** illustrates revenues versus expenditures versus fund equity between 2007 and 2019. There were four out of the last thirteen years where expenditures exceeded revenue. Fund equity remained somewhat consistent between 2012 and 2016, then dropping off between 2016 and 2017. In 2017, the city witnessed the highest level of expenditures. Further analysis of **Figure 3.14** suggests the city remains in generally good fiscal health.

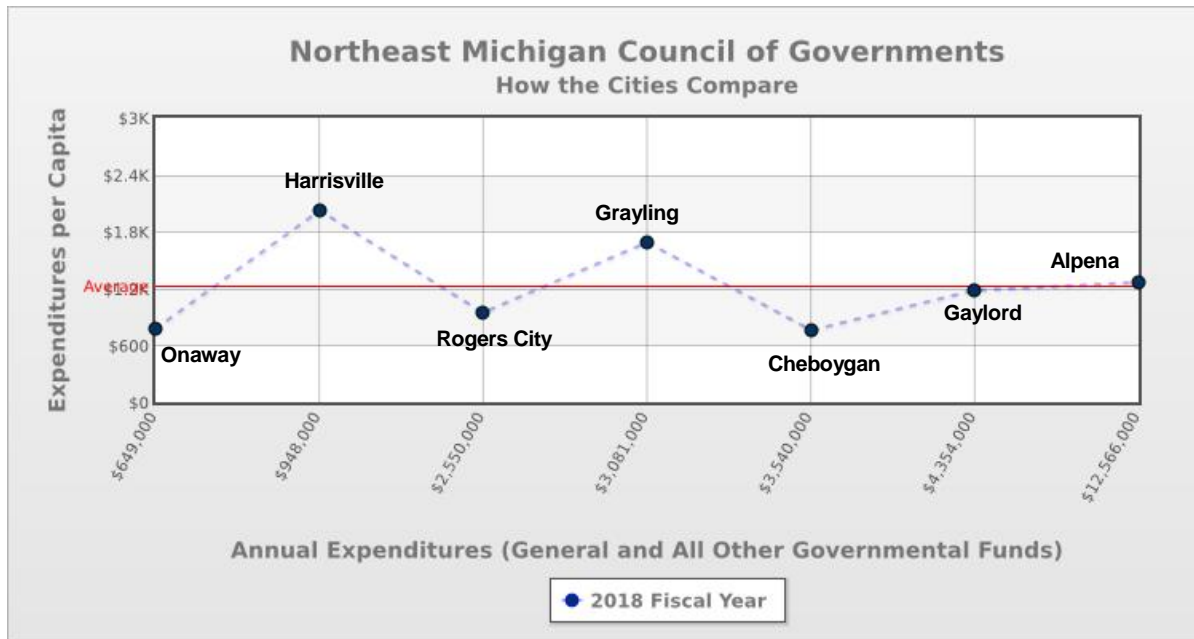


**Figure 3.14: Fund Equity**



## Spending Per Capita

**Figure 3.15** shows the spending per capita on services for citizens in selected communities within the NEMCOG region. In 2018, the spending per capita for the City of Alpena was \$1,261 per capita, which is average. Four communities (Rogers City, Cheboygan, Gaylord and Onaway) were below average spending, while two cities (Harrisville, and Grayling) were above the average.



**Figure 3.15: Spending Per Capita - 2018**

## Financial Stress

The "Stress Meter" provides an overview of Indicator Scores used by the State of Michigan to calculate the financial stress of a municipality. The Indicator Score gives an overall picture of the soundness of local governments, the trend of stability over time, and allows the identification of local units that are most in need of help. Scores are generated based on the criteria of population growth, real taxable value growth, large real taxable

value growth, general fund expenditures as a percent of taxable value, general fund operating deficit, prior general fund operating deficit, size of general fund balance, fund deficits in current or previous year, and general long-term debt as a percent of taxable value. The lower the number, the more fiscally sound a local unit is determined to be. There are three score categories: Fiscally Neutral (stress scores of 0-4), Fiscal Watch (stress scores of 5-7), and Fiscal Stress (stress score of 8-10) (**Table 3.13**). The State Department of Treasury uses these indicator scores to determine those communities in Michigan which are under the most extreme financial stress. **Table 3.14** shows the fiscal scores for the City of Alpena. Between 2011 and 2016, the City has never exceeded the *Fiscally Neutral* category. **Figure 3.16** shows the indicator scores for all municipalities in Alpena County. The graph shows a rather stable indicator score of low risk.

Table 3.13 State of Michigan Fiscal Distress Indicator System		
Points from Scale	Category	State Action
0-4	Fiscally Neutral	No State action needed
5-7	Fiscal Watch	Unit of local government is notified of its relatively high score and is placed on a watch list for the current and following year.
8-10	Fiscal Stress	Unit of local government is notified of its high score, is placed on a watch list for the current and following year, and receives consideration for review.
Source: Munetrix, 2012		

Table 3.14 City of Alpena Fiscal Indicator Scores	
2019	1
2018	1
2017	2
2016	2
2015	1
2014	2
2013	1
2012	3
2011	1

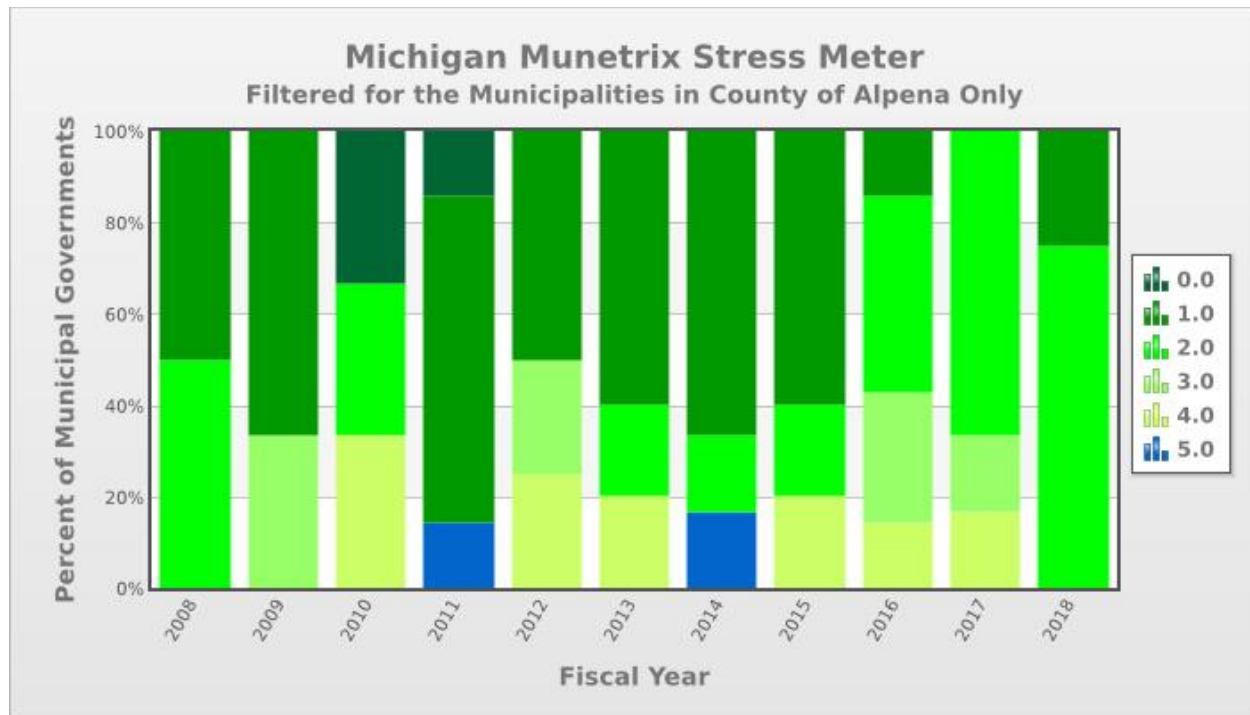


Figure 3.16: Fiscal Stress Meter

## Fiscal Distress Indicator Factors

### Population Growth

It can be argued there is a correlation between population loss and fiscal problems. Population loss can result in a general weakening of a locality's economy and could be caused by a loss of a major employer, demographic shift or other factors. Local governments are often unable to reduce expenditures to match a growth decline or loss of revenue due to departing taxpayers. This first indicator measures population change. If a unit lost population from the previous year it scores a 1, otherwise it is assigned a 0. **Figure 3.17** clearly shows the City of Alpena's overall decline in population since 2006.

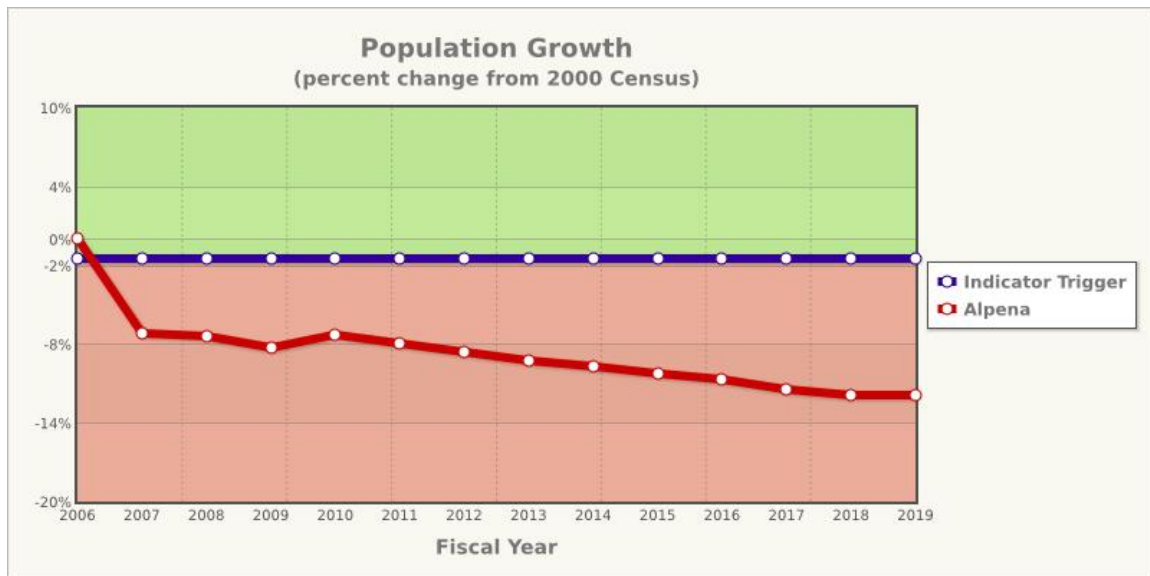


Figure 3.17: Population Growth Indicators

### General Fund Expenditures as Percent of Taxable Value

This indicator assesses the size of a unit's public sector relative to its ability to generate revenues. A unit that scores relatively high on this variable indicates a unit that has a large public sector relative to the size of its tax base. Units with high scores on this indicator may wish to decrease this ratio through cutting expenditures, providing more efficient delivery of services, and/or attracting new residents or businesses that will increase the tax base. This indicator has no time lag and deals solely with data from within the same year. **Figure 3.18** suggests the City of Alpena efficiently utilizes its resources and reflects the increasing expenditures relative to the taxable value.

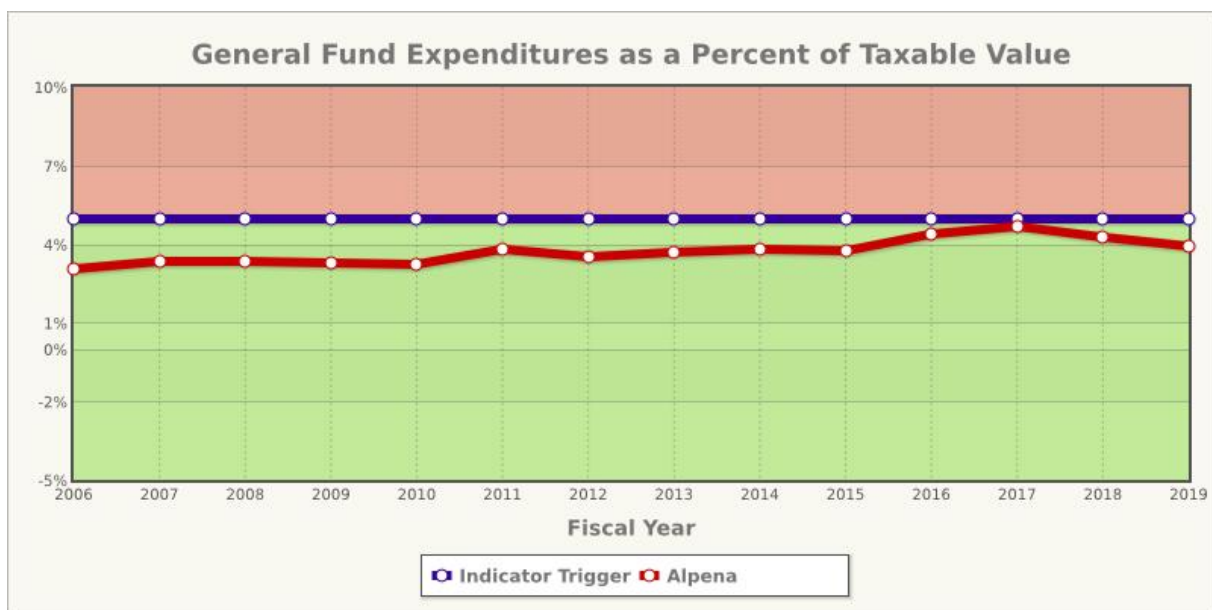
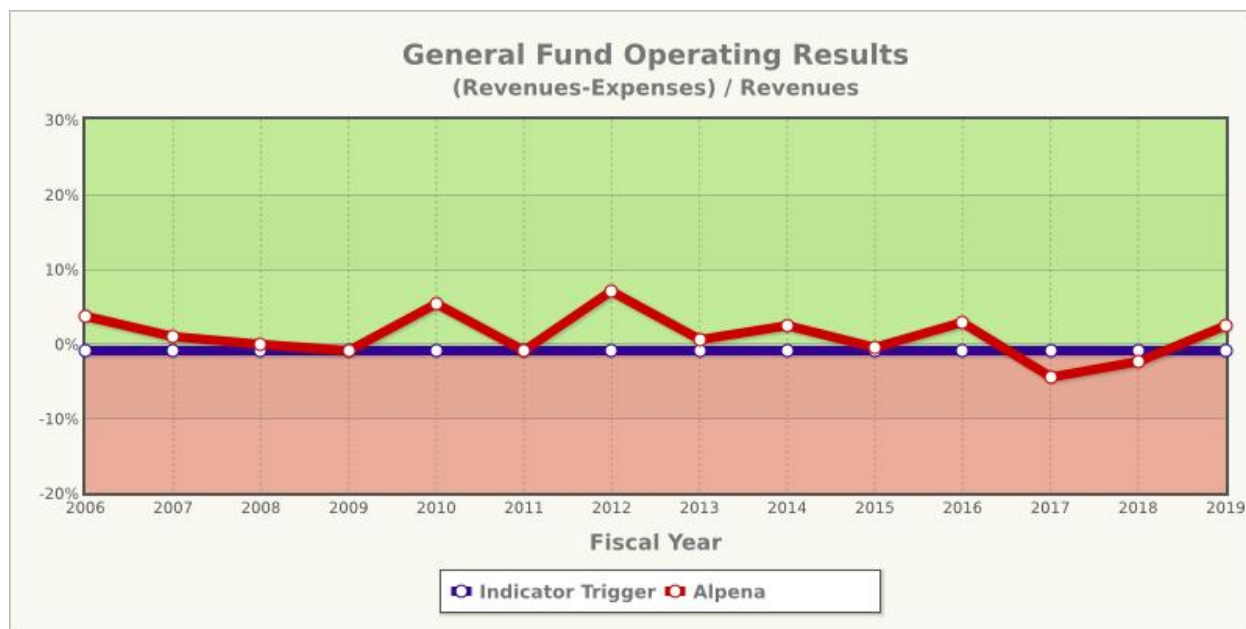


Figure 3.18: Expenditures as a Percent of Taxable Value

### Operating Results

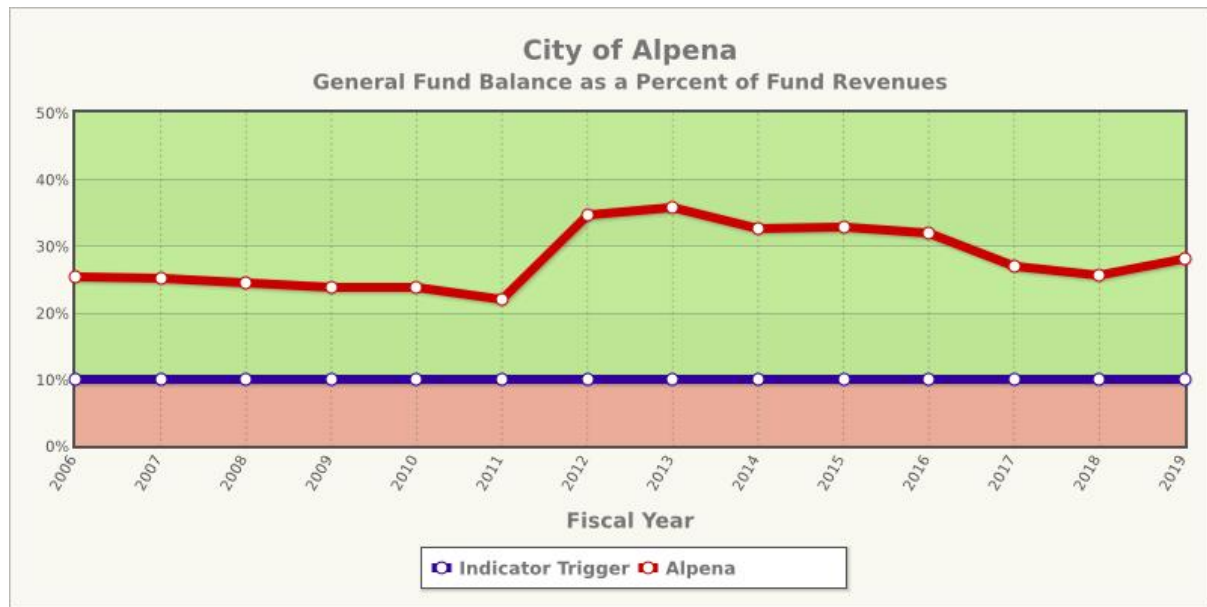
This variable is computed by subtracting general fund expenditures from general fund revenues for a given year. This figure is then divided by general fund revenues. If the resulting number is less than -0.01, this indicates a unit has a nontrivial operating deficit and this unit received a score of 1. If the unit does not have a general fund operating deficit, or if this deficit is trivial, the unit is given a 0. **Figure 3.19** shows the City of Alpena does not have issues related to an operating deficit, but expenditures did exceed revenues in 2017.



**Figure 3.19: Operating Deficits**

### Size of Fund Balance

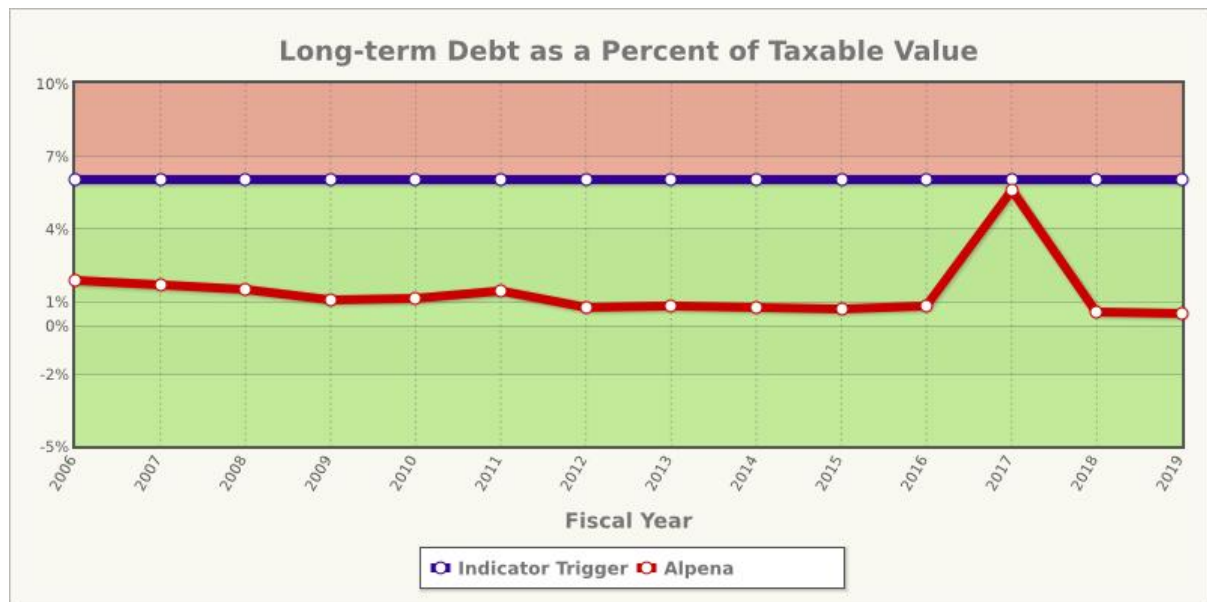
Most units maintain a positive fund balance, and it is a sign of fiscal distress if the fund balance is negative. Units typically find it beneficial to keep the fund balance from declining too greatly as this inhibits their ability to cope with unexpected circumstances in either the revenue or expenditure stream. The actual variable constructed for this indicator is the general fund balance as a proportion of general fund revenue. If a unit maintains a general fund balance less than 13% of its general fund revenue, it scores a 1. Conversely a general fund balance above the 0.13 level scores a 0. The City of Alpena has an established policy that governs the amount of Fund Balance that must be retained. **Figure 3.20** shows the City is following this policy and its levels of Fund Balance are adequate.



**Figure 3.20: Fund Balance as a Percentage of Revenues**

### Long-Term Debt as a Percent of Taxable Value

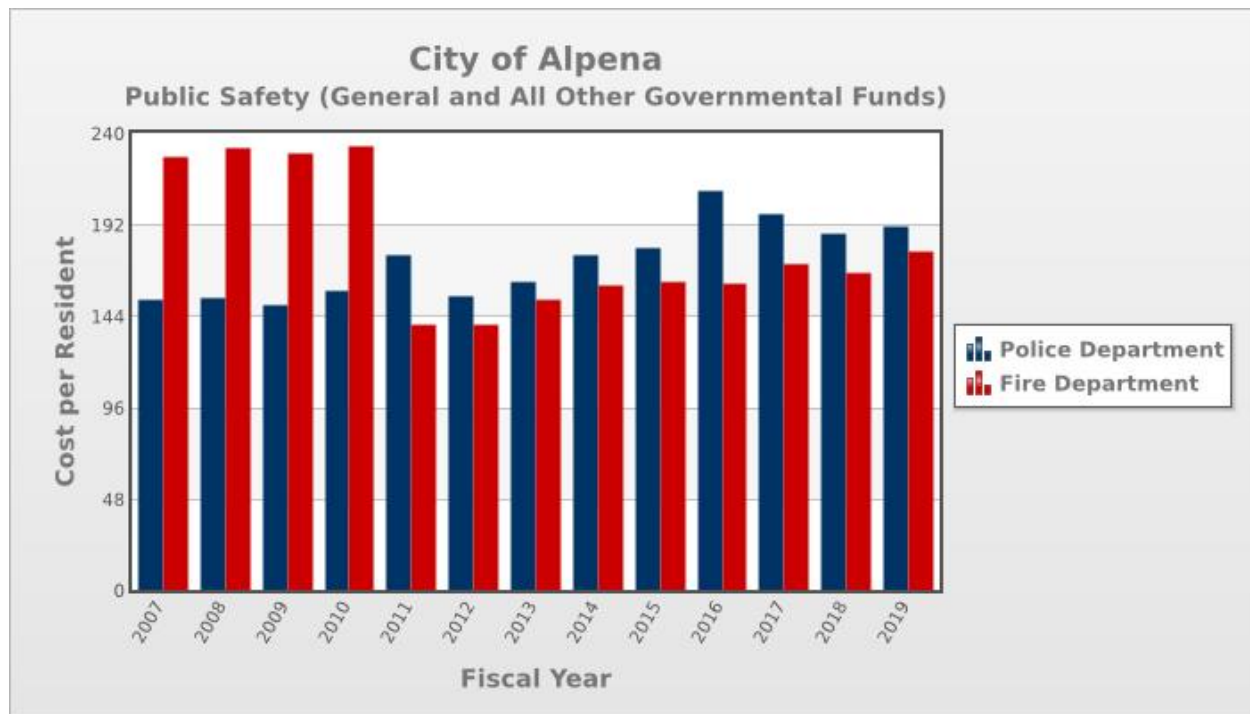
Large debt levels relative to the ability of a unit to generate revenue are a clear sign of fiscal distress. This variable is constructed by taking general long-term debt and dividing it by the taxable value of the unit. Any unit with a debt to taxable value ratio above 6% is scored a 1 and those beneath it a 0. **Figure 3.21** shows the City does not have any significant long-term debt issues that will impact its ability to generate revenue.



**Figure 3.21: Long Term Debt**

## Public Safety Cost per Resident

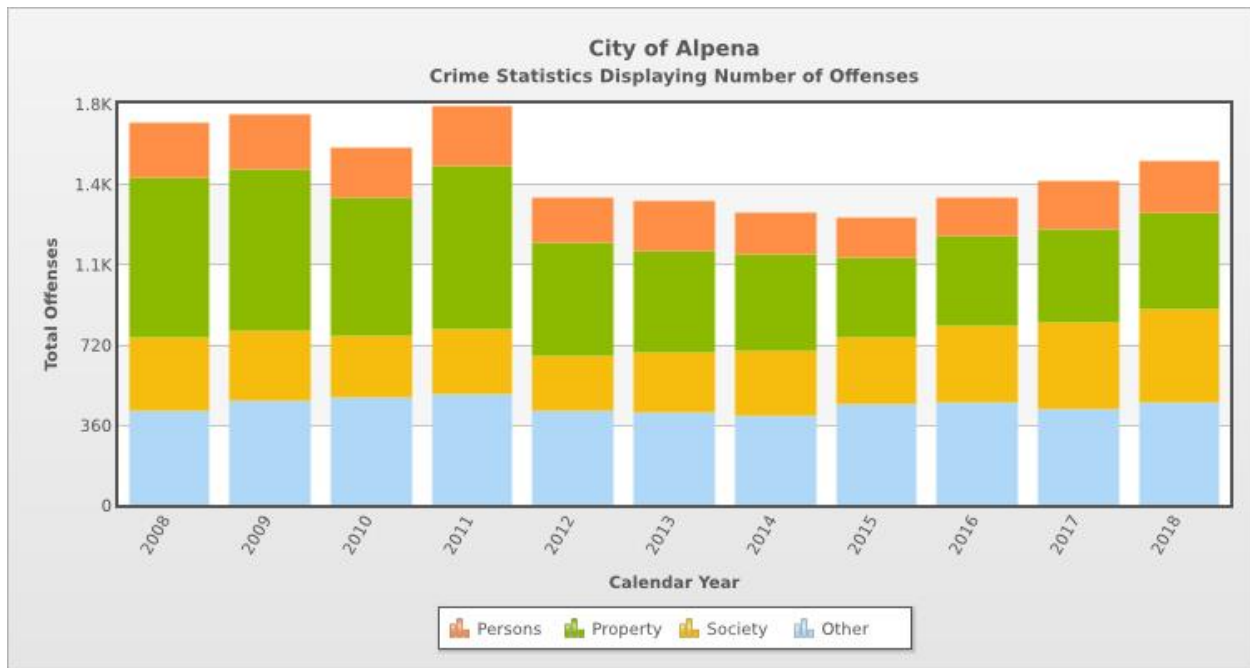
The City of Alpena provides services to the community; approved expenses cover the costs associated with running the government, providing services, keeping the community clean, safe and maintaining the quality of life. In most units of government, police and fire services are the most expensive operations to maintain, as both services are very labor and equipment intensive. **Figure 3.22** shows that the cost per resident for police and fire services has remained fairly steady. However, in 2011 the *Per Resident* cost of fire services dramatically fell and has since been lower than that of police services.



**Figure 3.22: Public Safety Cost per Resident**

## Crime Statistics

Crime statistics provide a measure for the success or failure of certain criminal justice policies. They also provide important information on how best to allocate municipal resources. From a societal perspective, they provide indicators against which to measure criminal justice performance and therefore a way in which accountability can be measured. **Figure 3.23** shows the overall numbers of crimes has recently risen in the City of Alpena. The most common type of crime has been Property Crimes, which dropped in 2012 and continues to decrease on average and is now lower than the “Other” category of crimes. Crimes Against Persons dropped slightly in 2012 and has remained stable over the past few years. Since 2008, societal crimes were at their highest level in 2018.



**Figure 3.23: Crime Statistics**



# Chapter 4

## Community Services and Facilities

Community services and facilities play an important role in maintaining and improving the quality of life in the City of Alpena. The location and level of some services, such as public water, public wastewater, and fiber optic lines, determine the types and intensities of development within a community. This chapter will provide information on the wide range of community services and facilities available in the City. **Figures 4.2 and 4.3**, found at the end of the chapter, show the locations of community facilities and city-owned lands, respectively.

### Educational System

Alpena Public Schools (**Table 4.1**), which serves the entire County and a small portion of Presque Isle County, is part of the Alpena-Montmorency-Alcona Educational Service District; which is comprised of Alpena County, Montmorency County, and Alcona County. According to the “Standard and Poor’s School Evaluation Services,” Alpena Public Schools had a 2018 enrollment of 3,937 students and a student to teacher ratio of 19.76. Alpena Public Schools had an operating expenditure of \$5,995 per student for 2017-2018 according to the Michigan Department of Education. All Alpena Public Schools buildings and facilities are linked by a fiber optic network.

The number of students in the public schools has been declining over the past 32 years. From 1980 to 2018 the total number of public and parochial K-12 students in Alpena County has significantly decreased. Enrollment during this period dropped by 49% from 7,655 students enrolled in 1980, to 3,937 enrolled in 2018. The school district enrollment has continued to steadily decrease since 1980 with an addition 313 less students since 2012. Given the current age distribution in Alpena County, the downward trend in school enrollment is likely to continue. The location and enrollment of private schools in Alpena are shown in **Table 4.2**.

Alternative educational choices are available in the Alpena area. Three private schools are available in Alpena including Immanuel Lutheran School, All Saints School, and Seventh Day Adventist School. Home schooling is another education option that has grown in popularity. Bingham Arts Academy, a no-cost charter school closed in 2014.

### ACES Academy

ACES Academy (Alternative Choices for Educational Success) is housed in the former Oxbow Elementary School in Alpena. ACES Academy offers adult and alternative education, as well as community education programs. Its Alternative Education component serves students who have difficulty with the regular program at the Alpena High School. The Adult Education program helps adults earn a high school diploma equivalent (GED). In 2015-2016, 121 full and part time high school students were enrolled at ACES.

**Table 4.1**  
**Alpena Public Schools**

School	School Type	Location	Enrollment 2011-2012	Enrollment 2015-2016
<b>Besser School</b>	Elementary	375 Wilson St – City of Alpena	348	425
<b>Ella White School</b>	Elementary	201 N. Ripley – City of Alpena	402	465
<b>Hinks School</b>	Elementary	7667 U.S. 23 N. – Alpena Twp.	193	156
<b>Lincoln School</b>	Elementary	309 W. Lake St. City of Alpena	162	173
<b>Sanborn School</b>	Elementary	12170 U.S. 23 S. Sanborn Twp.	205	183
<b>Wilson School</b>	Elementary	4999 Herron Rd. – Wilson Twp.	261	225
<b>Thunder Bay Junior High</b>	Middle School	3500 West Third Ave – Alpena Township	995	881
<b>Alpena Senior High</b>	Secondary	3303 South Third St. – City of Alpena	1286	1309
<b>Aces Academy</b>	Alternative	700 Pinecrest Street – City of Alpena	173	121
<b>Pied Piper Opportunity Center</b>	Special Education	444 Wilson Street – City of Alpena	34	23

**Source: National Center for Educational Statistics**

**Table 4.2**  
**Private Schools**

School	School Type	Location	Enrollment 2011-2012	Enrollment 201-2016
<b>All Saints School</b>	K-6	500 N. 2nd Ave. – City of Alpena	102	81
<b>Seventh Day Adventist School</b>	K-7	4029 US 23 – City of Alpena	9	6
<b>Immanuel Lutheran School</b>	PreK-8	355 Wilson Street – City of Alpena	102	79

**Source: National Center for Educational Statistics**

## Pied Piper Opportunity Center

Pied Piper Opportunity Center is owned and operated by the Alpena-Montmorency-Alcona Educational Service District. The school serves students who are Moderately Cognitively Impaired, Severely Cognitively Impaired, Severely Multiply Impaired, and Autistic Impaired. Students range in age from 3 to 26 years. Pied Piper, located on Wilson Street, provides individualized instructional programs in personal care, independent living, language, and physical, vocational, academic, and social-emotional education to special needs students. Pupils are served at the center, at home, or in the hospital.

## Alpena Community College

Alpena Community College (ACC) is located on 700 acres of land in the City of Alpena. ACC operates two major campuses plus outreach activities in various area public schools. The Main Campus is in the City of Alpena and the Huron Shores campus is located at the former Wurtsmith Air Force Base in Oscoda, Michigan. Founded in 1952, ACC will celebrate its 70<sup>th</sup> anniversary in the 2022-2023 academic year.

Accredited by the Michigan Commission on College Accreditation in 1959, ACC was also awarded full accreditation from the North Central Association of Colleges and Secondary Schools in 1963. It has remained continuously accredited, with ten specific programs in applied science, nursing, and community corrections being accredited.

In 2016, enrollment was 2155 students and 324 students earned degrees. ACC has 50 full-time and 145 part-time faculty. ACC 75 programs of study and offers degree completion programs, vocational training and community enrichment classes to residents of Alpena County and all of northeast Michigan. The Madeline Briggs University Center (MBUC) at Alpena Community College houses offices of accredited four-year institutions that are cooperating with ACC to make completion programs for selected bachelor and master's degrees available in Northeast Michigan. The MBUC houses the offices of Ferris State and Northwood universities. Ferris State University offers a Bachelor of Arts in Integrative Studies, with Organizational Engagement or Social Science Management options. Northwood University has an on-site program center offering a Bachelor of Business Administration programs, with focuses on Accounting, Computer Information Management, Health Care Management, and Management. Collaborative transfer programs with U. of M. Flint Nursing school, Madonna University Social Work, Lake Superior State University Business and Accounting and Eastern Michigan Technology Management provide more opportunities for local students.

Campus services include veteran's assistance, financial aid, a bookstore, The Learning Center, Stephen Fletcher Library, and the Women's Resource Center. The privately owned "College Park Apartments" are located nearby to provide student housing.

## **Northeast Michigan Career and Technical Education Center**

Housed by the Alpena High School, the Tech-Ed Center provides a wide range of career and technical programs to students from Alpena, Alcona, Hillman, Atlanta, Posen and Rogers City high schools and to those from the ACES Academy. Adults may also participate in programs that range from studies in agriculture to computer specialists.

## **Libraries & Museums**

### **George N. Fletcher Library**

The George N. Fletcher Library is centrally located in downtown Alpena. Established in 1967, it serves Alpena County from a facility that was constructed in 1974 and fully remodeled in 1997. In 2002, the library was expanded into an adjacent building. This addition can be accessed from the second floor of the library via an enclosed walkway with surrounding windows, which afford a view of the adjacent street and plaza area below.

Library services include books, magazines, newspapers, compact discs, audiotapes, films, videocassettes, digital libraries and an art lending library. Inter-library loan services and computers with Internet access are available for public use. Programs are offered for both children and adults. Special services include; the READ (adult literacy program), Job Launch (resume writing, etc.), Books and Brown Bags (lunch hour book review), and the Foundation Grants Center. Authors, musicians, artists, and other specialty speakers are featured frequently. Additionally, the library has informational programs on specific topics, Internet training, computer classes and other exhibits. For children, the library offers story hours, a summer book

club, and many other individual programs. Visually and physically impaired individuals can be accommodated by the library's special materials circulation.

For the calendar year 2017, the library had 69,000 books, 108 magazine subscriptions, 7 newspaper subscriptions, 1,900 videos, 1,837 compact discs- including audiobooks and music, patrons have access to over 3,000 downloadable audiobooks, 8,000 eBooks, and 130 digital magazine titles. The library provides access to 7 databases for research and educational purposes, in some cases both on and offsite.

Special Collections include the Michigan Room where numerous Michigan reference materials (i.e., law, history, and environment) and general materials (i.e., industry, maritime, sports, and wildlife) are available. In addition, genealogy sources with extensive Alpena County records, as well as records from surrounding counties are also available. The Foundation Center Collection includes private & public foundations listings, grants & funding sources, and how-to books.

In 2004, the Thunder Bay National Marine Sanctuary & Underwater Preserve approved an agreement with the Library to jointly manage the Thunder Bay Sanctuary Research Collection, one of the premiere collections on Great Lakes history in the world. The collection includes over 1,000 published works, 65,000 photographs, 56 linear feet of vertical files, 40 feet of periodicals, 60,000 data cards, 100 navigation charts, and 350 shipbuilding plans. Topics of the collection include wooden shipbuilding technology, Great Lakes ports and waterways, docks, cargoes, ships, shipbuilders, machinery and rigging, notable maritime personalities, and shipwrecks. A special feature of the collection is a card index listing most of the ships on the Great Lakes before the turn of the century, a roster of some 15,000 vessels, complete with descriptive data and highlights of the ships' careers and their ultimate losses. In addition to providing the historical basis for the Sanctuary's archeological research, the collection allows Great Lakes historians and Library patrons' access to documents and photographs not previously available to the public. This collection is available online.

## **The Stephen Fletcher Library**

The Stephen Fletcher Library is located on the campus of Alpena Community College. Offering a full range of library services, it is available to the public as well as to students enrolled at the college. On site computers provide library patrons with Internet access. Inter-library loans offer additional resources for research and other educational purposes.

## **The Besser Museum for Northeast Michigan**

The Besser Museum for Northeast Michigan is the only museum in Northeast Michigan accredited by the American Association of Museums. Located in the north part of the City, it is the regional center for art, history and science in northeast Michigan. The Besser Museum offers changing exhibits, lectures, workshops and classes in art, history and science. Besser Museum's galleries feature artworks by painters, photographers, potters and other artists drawn from across the area, state and country. Permanent history exhibits include Great Lakes Indian artifacts, lumbering and farming implements, 19<sup>th</sup> and 20<sup>th</sup> century decorative arts, an 1890's Avenue of Shops, and 19<sup>th</sup> and 20<sup>th</sup> century arts and graphics. The museum has a planetarium, Foucault pendulum, and eight historic structures on the grounds. Guided tours and planetarium programs are available year round.

On the grounds of the Besser Museum is a group of historic buildings that have been developed into an interactive display. These buildings include the Maltz Exchange Bank, Green School, McKay Cabin and

Spratt Church. These buildings, all significant to the area's history, are open to the public during special Museum events, such as, the annual Fall Harvest Day, an observance on the first Saturday in October. A 1928 commercial fishing tug, the Katherine V. also graces the grounds. A new interactive exhibit is the Lafarge Fossil Park. The Fossil Park exhibit is a simulated limestone quarry that contains fossil material generously donated by Lafarge Alpena Plant and Specification Stone Products of Alpena. Open to the public, this display allows you to learn about the unique features of rocks and rock formations, plus allows an individual to dig in the exhibit and keep all the Devonian fossils they find.

## **Thunder Bay National Marine Sanctuary & Underwater Preserve**

On October 7, 2000, the Thunder Bay National Marine Sanctuary & Underwater Preserve designation was finalized and it became the thirteenth National Marine Sanctuary in a system that extends from American Samoa to Massachusetts. The Thunder Bay NMS/UP protects a nationally significant collection of over 150 shipwrecks, spanning over a century of Great Lakes shipping history. Thunder Bay NMS/UP represents the first Great Lakes sanctuary, the first fresh water sanctuary, the first sanctuary to focus solely on a large collection of underwater cultural resources, and the first sanctuary located entirely in state waters.

The Thunder Bay National Marine Sanctuary and Underwater Preserve (TBNMS/UP) encompasses 448 square miles of Northwest Lake Huron. The landward boundary of the sanctuary/preserve is marked by the northern and southern limits of Alpena County, and the sanctuary extends east from the lakeshore to longitude 83 degrees west.

Lake Huron's cold, fresh waters have created a remarkable state of shipwreck preservation that is unmatched by the other sanctuaries' saltwater environments. Thunder Bay's collection of shipwrecks represents the diversity of vessels that navigated the Great Lakes in the 19th and 20th centuries. These sunken ships reflect transitions in vessel architecture and construction while conveying stories of Great Lakes transportation and commerce. Documented shipwrecks are located at depths ranging from 12 feet to as deep as 180 feet. Some of the wrecks remain largely intact while other sites are only remnants of vessels' boilers, engines, rudders, windlasses, and anchors. However, the documented wrecks are only a small section of the total wreckage believed to have occurred.

The National Oceanic and Atmospheric Administration and the State of Michigan have established a partnership to cooperatively manage the sanctuary's underwater cultural resources. A 15-member Sanctuary Advisory Council (SAC) representing the local community provides recommendations to NOAA and the State of Michigan concerning sanctuary development. The SAC will continue to advise the sanctuary/preserve manager about management issues. Sanctuary activities will focus on resource protection, education, and research. Priority activities include placing mooring buoys at identified shipwrecks, initiating an inventory and documentation of shipwrecks, and developing a maritime heritage education program.

The Great Lakes Maritime Heritage Center is a 20,000-square-foot facility that highlights the maritime heritage of the Great Lakes and the shipwrecks of Thunder Bay. The facility features a maritime heritage "discovery center" featuring more than 8,000 square feet of exhibits on the Great Lakes, shipwrecks, archaeology, and maritime history.

The Great Lakes Maritime Heritage Center, which also has interpretive shipwreck displays relating to the Thunder Bay National Marine Sanctuary, has been developed in a refurbished building within the old

Fletcher Paper Mill property along the Thunder Bay River. The exhibits feature a life-size hand-built replica of a portion of a 1800s Great Lakes schooner, a recreation of a shipwreck site, artifact lab, and hundreds of interpretive learning opportunities.

## Cemeteries

Evergreen Cemetery, located on Washington Avenue near the west entrance to the City, was dedicated to the City in September 1859, and is 61 acres in size. The historic entrance gate was constructed in August 1907. Burials in Evergreen Cemetery total 20,000 – 30,000. The mausoleum, built in the 1930's contains 138 burial crypts, all of which are owned. The cemetery averages 83 burials per year. There is enough undeveloped land in the cemetery for future burials to last over 50 years. All developed areas of the cemetery are under irrigation. The Grace Lutheran and Hebrew cemeteries are located within the cemetery grounds and are also operated and maintained by the City.

Holy Cross Cemetery, located across Washington Avenue from Evergreen Cemetery is a Catholic cemetery and is operated and maintained by several area Catholic churches.

## Medical Facilities

MidMichigan Medical Center-Alpena is a 139-bed acute care facility located in the City of Alpena. MidMichigan Medical Center-Alpena is the federally-designated rural Regional Referral Center for northeast Michigan and part of the University of Michigan Health Systems. The hospital has an emergency department equipped to provide services for minor injuries and illness to trauma. Air and ambulance service is available for patients requiring care not available locally. There are two medical/surgical units that can provide care for adult and pediatric patients. MidMichigan Medical Center-Alpena and other local medical providers also offer a wide variety of specialized medical services. Examples include a hyperbaric chamber, kidney dialysis, specialized cancer treatments, behavioral treatment, and treatments for sleep disorders, as well as other services.

District Health Department #4 service area includes Alpena, Cheboygan Montmorency and Presque Isle Counties. Services are provided through four major divisions; Personal Health Services; Home Health Services; Environmental Health Services and Health Education. Health Department offices are located in Alpena, Cheboygan, Atlanta and Rogers City.

Northeast Michigan Community Mental Health provides support services to developmentally disabled persons as well as persons needing mental health services. The Northeast Michigan Community Mental Health service area covers Alpena, Alcona, Montmorency, and Presque Isle Counties. In addition, a VA clinic is located near downtown Alpena which provides primary care to veterans.

## Parks & Recreation

The City of Alpena has made it a priority to offer numerous recreational options to its residents and visitors. Alpena boasts 23 city-owned parks and/or pocket parks spanning throughout the city. In addition, other publicly-owned recreational facilities exist within the city limits, including the Alpena County Fairgrounds, Plaza Pool and Tennis Courts, Northern Lights Arena (owned by Alpena County), APlex (owned by the Park

Family Foundation), Thunder Bay National Marine Sanctuary and Underwater Preserve, two pocket parks owned by the Alpena Downtown Development Authority, the Alpena Housing Commission's Kurrasch Park and the privately owned Rotary Island Mill Park.

Bay View, Thomson, Blair Street, Starlite Beach, and Mich-e-ke-wis parks are the five City parks located on Lake Huron. Four of the five parks (excluding Bay View) comprise the prime swimming beaches within the City. North Riverfront, South Riverfront, LaMarre, Eleventh Avenue Boat Launch, Water Tower, and Washington Avenue parks are six of the nine City parks located on the Thunder Bay River. North Riverfront Park is a primary boat launch location downstream of the Ninth Avenue Dam, while the Eleventh Avenue Boat Launch is the primary launch site upstream of the dam. South Riverfront Park has deepwater dockage for large boats. Water Tower Park also houses Riverside Skate Park.

Island, Duck, and Sytek parks are three City parks located on the Thunder Bay River. They are collectively part of the Wildlife Sanctuary, a 600-acre natural ponding-area upstream of the Ninth Avenue Dam. Veteran's Park is a small pocket park in the downtown area. Avery Park is a Victorian-style pocket park located in the downtown area across the Second Avenue Bridge. McRae Park is a large neighborhood park on Alpena's "northside." It contains multiple Little League and baseball fields.

The Alpena Bi-Path is an 18.3 mile in city non-motorized trail that connects neighborhoods, commercial area, parks and schools. It also connects directly with the Michigan Department of Natural Resource's (DNR) 70 mile North Eastern State Trail (NEST) that goes to Alpena, improved in 2013 and the 22 mile Alpena to Hillman Trail, phase 1 to M-65 will be improved in 2019. The City recently built a trailhead facility that connects the Bi-Path to the NEST. Both DNR trails allow for snowmobiles from December 1 to March 31. The Maritime Heritage Trail is a history-oriented walking tour along the Thunder Bay River and it utilizes part of the Bi-Path.

Refer to the City of Alpena Parks & Recreation Plan for more detailed descriptions of City parks.

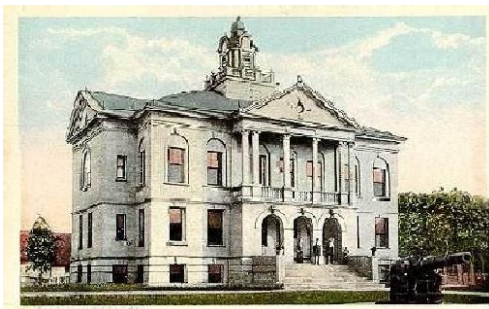
## Publicly-Owned Facilities/Land

### City Hall

Alpena City Hall was constructed in 1908 and has remained the center of City municipal government ever since. City Hall houses all City services and departments with the exception of the Public Safety and Public Works departments.

Built in a beautiful Georgian architectural style and constructed of Bedford limestone, City Hall was dedicated a State Historic Landmark in 2002. In the 1940's, the cupola, which was part of the original building design was removed.

**1908**



**2002**





## Public Safety Facility

The Alpena Public Safety Facility opened in 1992 and consolidated all Police, Fire, and Ambulance services into one building. Previously, the City Police Department had been located at Alpena City Hall, while the Fire and Ambulance departments were located at two separate fire stations, located on both sides of the Thunder Bay River. The facility contains vehicle storage bays, administrative offices, training rooms, equipment rooms, interview rooms, equipment and evidence storage rooms, and living quarters for City firefighters.

In 2005, the City purchased an adjacent building next to the Public Safety Facility. This building is now being used as a storage facility for the DARE program and has additional vehicle and equipment storage for both the police and fire departments. The building also houses some switching equipment for the City's computer network.

## DPW Service Center

In late 2005, the City of Alpena began operations at a new 32,000 sq. foot Department of Public Works Service Center at its Long Lake Avenue Storage Facility. This new structure replaced the much smaller DPW Garage on Campbell Street that began operation in the late 1940's. The new facility contains administrative offices, a conference room, modern kitchen and locker room facilities; parts storage, a carpenter shop, a modern mechanics bay, and a large vehicle storage area. Extensive improvements were also conducted to the site and other outbuildings.

**Table 4.3**  
**Public Facilities**

Facility	Type of Facility	Location	Ownership
City Hall	Public Building	208 North First Ave.	City of Alpena
Public Safety Facility	Public Building	501 W. Chisholm Street	City of Alpena
DPW Service Center	Public Building	1015 Long Lake Ave.	City of Alpena
Water Treatment Plant	Public Building	1300 State Avenue	City of Alpena
Water Recycling Plant	Public Building	210 Harbor Drive	City of Alpena
City of Alpena Marina	Marina	Lake Huron	City of Alpena
Eleventh Avenue Boat Launch	Recreation	Eleventh Avenue	City of Alpena
Bay View Park	Recreation	State Avenue Lake Huron	City of Alpena
Thomson Park	Recreation	State Avenue Lake Huron	City of Alpena
Blair Street Park	Recreation	State Avenue Lake Huron	City of Alpena



<b>Mich-e-ki-wis Park/Starlite Beach</b>	Recreation	State Avenue Lake Huron	City of Alpena
<b>North Riverfront Park</b>	Recreation	Fletcher Street North side of Thunder Bay River	City of Alpena
<b>South Riverfront Park</b>	Recreation	Water Street South side of Thunder Bay River	City of Alpena
<b>Island Park</b>	Recreation	Long Rapids Road Thunder Bay River	City of Alpena
<b>Duck Park</b>	Recreation	Chisholm Street & Long Rapids Road Thunder Bay River	City of Alpena
<b>Sytek Park</b>	Recreation	Bagley Street Thunder Bay River	City of Alpena
<b>Avery Park</b>	Recreation	Second Avenue	City of Alpena
<b>LaMarre Park</b>	Recreation	Eighth Avenue & River Street Thunder Bay River	City of Alpena
<b>McRae Park</b>	Recreation	North Second Avenue & Hueber Street	City of Alpena
<b>Kurrasch Park</b>	Recreation	Fourth Avenue	Alpena Housing Commission
<b>Water Tower/ Riverside Skate Park</b>	Recreation	Ninth Ave. & Oldfield Street	City of Alpena
<b>Veteran's Park</b>	Recreation	Second Avenue & Washington Avenue	City of Alpena
<b>Chisholm Street Park</b>	Recreation	Chisholm Street	Alpena DDA
<b>Washington Avenue Park</b>	Recreation	Washington Avenue & Eleventh Avenue	City of Alpena
<b>Alpena County Fairgrounds</b>	Recreation	Eleventh Avenue	Alpena County
<b>Alpena Plaza Pool &amp; Tennis Courts</b>	Recreation	Alpena Senior High School (Third Avenue)	Alpena County
<b>A-Plex</b>	Recreation	Woodward Avenue	Park Family Foundation
<b>Northern Lights Arena</b>	Recreation	Woodward Avenue	Alpena County
<b>George N. Fletcher Library</b>	Library	First Avenue & Park Place	Alpena County
<b>Thunder Bay Underwater Preserve &amp; National Marine Sanctuary</b>	Archeological Sites	Thunder Bay	U.S. Government - NOAA
<b>Great Lakes Maritime Heritage Center</b>	Museum	Fletcher Street	U.S. Government - NOAA
<b>Rotary Island Mill Park</b>	Recreation	Thunder Bay River (between Sixth & Seventh Avenues)	Alpena Rotary Club
<b>Evergreen Cemetery</b>	Cemetery	Washington Avenue	City of Alpena
<b>Alpena Civic Theater</b>	Public Building	River Street	City of Alpena
<b>Culligan Plaza</b>	Public Square	Washington Avenue & Chisholm Street	City of Alpena
<b>Alpena County Road Commission Facility</b>	Public Building	Bagley Street	Alpena County Road Commission
<b>Alpena Regional Trailhead</b>	Recreation	Woodward Avenue	City of Alpena
<b>Eleventh Avenue Boat Launch</b>	Recreation	11 <sup>th</sup> Avenue	City of Alpena

<b>Alpena Youth Soccer Fields</b>	Recreation	Woodward Avenue	Alpena Youth Soccer Association
<b>Thomas Stafford Dog Park</b>	Recreation	Fletcher Street North side of Thunder Bay River (North Riverfront Park)	City of Alpena
Source: City of Alpena Recreation Plan			

## Downtown Development Authority

The Alpena Downtown Development Authority was established in 1980, enabled by Michigan Public Act 197 of 1975, City of Alpena ordinance, and governed by bylaws. The DDA is guided by its Strategic Plan which was developed through many months of study and public input sessions. The final market analysis and strategic plan was updated and finalized in 2017 and continues to be the guiding document which guides the DDA when establishing its workplan. The DDA is also guided by its Development and Tax Increment Financing Plan.

The DDA is an authority of the City of Alpena, and works with City Council and City Staff as it establishes and implements its goals, including participating annually in the City's 5 year Capital Improvement Planning process. The DDA also works closely with the City of Alpena, Downtown Alpena Business Association, Alpena Convention and Visitors Bureau, Alpena Area Chamber of Commerce, Target Alpena Development Corporation and many other groups throughout the community to support activities which help grow both downtown and the community.

The mission of the Downtown Development Authority is to correct and prevent deterioration in the established DDA district; to encourage historic preservation; to acquire and dispose of interests in real and personal property; to create and implement development plans in the district; and to promote the economic growth of the district.

City of Alpena is a certified Redevelopment Ready Community (RRC), which is a program of the Michigan Economic Development Corporation. Being a RRC means developers know that the community has best practices to encourage redevelopment.

## Public Safety

The City of Alpena Public Safety Department consists of the Police and Fire Department. In 2017, the Alpena Police Department responded to 3,989 complaints. The Alpena Fire Department responded to 1,384 incidents including 1,245 EMS assists and 26 fires, of which 8 were structure fires. During the same period, the Alpena EMS responded to 4,696 incidents.

### City of Alpena Public Safety Department

#### City of Alpena Police Department

The City of Alpena Police Department employs 17 certified police officers who provide law enforcement services for the City of Alpena 24 hours a day, 7 days a week. Two full-time and one part-time clerical

employees support the officers. The Chief of Police administers the Police Department and oversees the daily operations. The department is comprised of a Detective Division, a Patrol Division, a Community Services Division, and a Staff Operations Division. In addition to traditional police services, the police department offers a D.A.R.E. program to all in-city public and parochial schools, a school liaison program, a bicycle patrol, and a K-9 unit. The Police Department has eight fully marked patrol vehicles, including a K-9 unit and D.A.R.E. and four unmarked vehicles.

### **Huron Undercover Narcotics Team (HUNT)**

The Huron Undercover Narcotics Team (HUNT) is a multi-jurisdictional narcotics task force serving the Northeast Michigan counties of Alcona, Alpena, Montmorency, and Presque Isle. The team consists of five undercover officers from local police agencies plus two detectives (1 sergeant and 1 lieutenant) from the Michigan State. The team is dedicated to reducing the trafficking and availability of narcotics in the community, as well as the associated violent crime that often accompanies narcotics activity. The team was formed in 1990, and has since arrested hundreds of criminals, and removed over \$4 million worth of drugs from area communities. In 2016 they investigated 163 complaints region wide.

### **City of Alpena Fire Department**

The Fire Department employs 28 full-time fire fighters who provide fire suppression, prevention, and emergency medical services for the City of Alpena 24 hours a day, 7 days a week. The Fire Chief administers the Fire Department and oversees the daily operations. The department is comprised of the Fire Fighting Division and the Fire Prevention Division. The Fire Fighting Division is comprised of three, 8-man shifts. The Fire Prevention Division is staffed by the Fire Marshal. All but one of the fire fighters are Paramedics and the remaining fire fighter is an Emergency Medical Technician Specialist (E.M.T.S.).

The Fire Department provides many services including fire suppression, fire prevention, fire investigation, rope rescue, cold water/ice rescue, confined space rescue, hazardous material mitigation response, and emergency medical services. The department provides emergency and non-emergency ambulance service for the County of Alpena. The department currently has 17 vehicles, including: one aerial tower truck; two fire engine/pumper trucks; one mini pumper truck; one mobile command post bus; two "Echo" paramedic vehicles; seven ambulances; two administrative cars (one for the Fire Chief and the other for the Fire Marshall); and one boat. Additionally, the department has other equipment for confined space entry rescue, ice rescue, rope rescue and high angle rescue, two trailers containing hazardous materials equipment and two small boats.

### **Michigan State Police Post # 74**

The Michigan State Police Post #74 is located in the west portion of the City and works with the other County police agencies to patrol major county roads. Post #74 is part of MSP's District 7, which covers the Northern Lower Peninsula. There are a total of five posts in various communities across this district. Post #74 is responsible for Alpena, Alcona, Montmorency, Oscoda, and Presque Isle counties.

### **Alpena County Sheriff's Department**

The Office of the Sheriff is established by the Michigan Constitution. The Alpena County Sheriff's Department is located in the north portion of the City and services those areas of the County that do not have municipal police coverage. The Sheriff is responsible for the administration of the County jail and patrol of the county roads. The Sheriff is also the court officer of the Circuit Court and serves writs, subpoenas and warrants. The Sheriff's Department employs approximately 10 patrol deputies and 2 sergeants. The current Alpena County Jail has a capacity of 68 beds but in 2017 the citizens of the County

voted to fund the construction, furnish, equip and operation of a new County Jail. The new building will house 94 inmates and be approximately 26,000 square feet in size. The jail will be located four miles outside the city limits.

## Department of Natural Resources

Two Department of Natural Resource Conservation Officers are assigned and living in Alpena County. They are certified law enforcement officers tasked, primarily, with conservation law enforcement. However, they do assist law enforcement agencies within the County on other law enforcement matters and/or investigations.

## Combat Readiness Training Center

Located at the Alpena Regional Airport, the Michigan Air National Guard Combat Readiness Training Center (CRTC) provides an integrated, year-round, realistic training environment (airspace, facilities, equipment and instruction) which enable military units to enhance their mission capability and readiness at a deployed, combat oriented operating base. In addition, the CRTC has a full time fire department with complete fire, rescue and HAZMAT capabilities. The military area is isolated from the civilian airport to provide minimal interference between the two operations. The flight line and maintenance facilities are subdued to provide a European NATO type operating environment. Sufficient winterized facilities are available to provide a year-round training capability.

## Transportation

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### Streets and Highways

Alpena County has no interstate highway but is served by US-23, which follows the shoreline of Lake Huron from Mackinaw City to Standish and south into Ohio, and by M-32 which runs east-west, connecting Alpena with I-75 and US 131. M-65 heads north and south, which bisects the western portion of the County. State and federal highways include nearly 72 miles of M-32, M-65 and US-23. The County maintains 660 miles of county roads and the Road Commission is also under contract with the Michigan Department of Transportation (MDOT) for the maintenance of 159 lane miles of state highway in Alpena County.

The City of Alpena contains 74.19 total miles of streets, which includes 5.34 miles of State Highway, 25.81 miles of Major Streets, and 43.04 miles of Local Streets. In and around the City of Alpena, four bridges cross the Thunder Bay River. The bridges are located on Bagley Street, US-23, Ninth Avenue and Second Avenue. The limited number of river crossings in this densely populated area of the County has created heavy traffic volumes on all the bridges, but most notably on the Bagley Street and the US-23 bridges. These roads are the primary and secondary truck routes through and around the City of Alpena. **Figure 4.4** illustrates the road system within the City of Alpena.

The City of Alpena is located within the Federal-Aid Urban Boundary. A National Functional Classification System (NFC) is utilized to determine if a given road is a federal-aid road. Federal-aid roads are eligible for federal-aid, either as part of the National Highway System (usually limited to principal arterials) or through the Surface Transportation Program (STP). Federal-aid roads are collectively all principal arterials, all minor arterials, all urban collectors and all rural major collectors. If a road has a NFC designation of rural minor collector or urban or rural local, then it is not a federal-aid road and it is not eligible for federal-aid.

## Air Transportation

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Regional air service is available at Alpena County Regional Airport (Phelps Collins), which is located in Wilson Township. There is a 9001 foot and a 5028 foot concrete runway and state of the art communications and radar systems. The airport has the ability to accommodate any type of commercial or military aircraft and is a U.S. Customs Port of Entry. The airport is also home to the Combat Readiness Training Center (CRTC) of the Michigan National Guard. Passenger service connecting to Detroit and Pellston is provided by Skywest an affiliate of Delta. Charter, airfreight and medivac services, as well as flight training and aircraft rentals are available from a variety of companies.

In 2019, construction was completed on the new airport terminal, parking lot, and ramp improvements. The new terminal will be 12,900 square feet and will vastly improve the passenger experience. The new terminal will improve baggage handling, reduce airliner ground time, more efficient TSA screen and baggage x-ray, passenger boarding bridge. The new facility will be energy efficient with all power lines being underground. The former terminal building will be renovated for airport offices and meeting space as well as the airport restaurant.

**Table 4.4** shows the amount of freight and number of passengers that have traveled through the Alpena Regional Airport from 2005 to 2017. Passenger service at the airport decreased annually from 2005-2008, then began to increase until 2013 when there was additional flight to Minneapolis which was then later dropped as Alpena was not considered an essential air service out of Minneapolis. From 2005 to 2017, inbound freight decreased by 44% and outbound freight decreased by 43%. It is interesting to note that inbound freight has outpaced outbound freight for every year shown. This would indicate that there is an opportunity to ship more freight out of Alpena on the airplanes that have delivered goods to the area.

Table 4.4 Alpena County Regional Airport Usage 2005-2017				
Year	Freight (inbound) lbs.	Freight (outbound) lbs.	Commercial Passengers (inbound & outbound)	Other Passengers (inbound & outbound)
2017	696,275	459,285	20,404	908
2016	651,692	415,119	16,975	862
2015	714,117	430,370	19,474	936
2014	696,172	425,654	24,852	880
2013	637,930	412,278	31,292	659
2012	649,524	465,811	25,350	975
2011	631,246	493,640	22,747	1099
2010	657,722	447,923	16,818	n/a
2009	518,930	411,489	14,876	n/a
2008	869,140	583,223	14,608	n/a
2007	963,505	785,840	15,288	n/a
2006	1,132,541	794,543	15,625	n/a
2005	1,244,849	806,391	19,666	n/a

Source: Alpena County Regional Airport

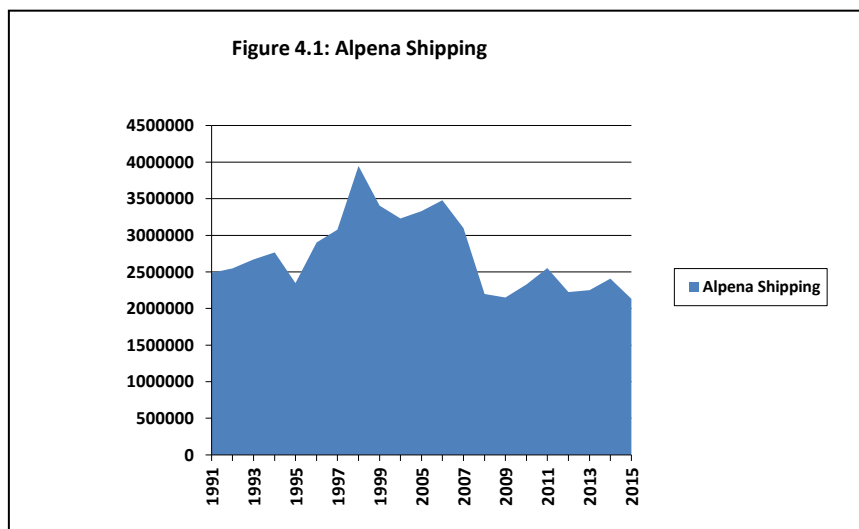
## Rail Service

Freight rail service is provided by the Lake State Railroad Company. Rail service is used to deliver raw materials and products to and from the heavy industrial users in the area. No passenger service is offered. Alpena is at the end of the rail line, and Lake State Railroad has only one in-bound and one out-bound train per day, Monday through Saturday. Although the volume of freight is expected to increase, no extension or

expansion of the line is anticipated. The rail bridge over the Thunder Bay River was replaced in July 2002, financed partially through a loan from the Michigan Department of Transportation.

## Marine Facilities

The Alpena area has two channels used for Great Lakes shipping. One is for the Port of Alpena and the other is for the Lafarge Corporation. The annual shipping season for Alpena Harbor is from mid-March to mid-December. Shipping grew steadily between 1991 and peaked in 1999. In 2010, shipping was at its lowest level since 1991 and in general has stabilized at that lower level through 2016 (Figure 4.1).



**Table 4.5** shows that cement

and concrete are the major commodities being shipped out of Alpena with the major receipts being coal and lignite, crude materials, and nonmetal minerals.

Commodity	Total	Receipts	Shipments
Coal & Lignite	123,000	123,000	0
Petroleum Coke	129,000	129,000	0
Limestone	38,000	38,000	0
Gypsum	28,000	28,000	0
Aluminum ore	17,000	17,000	0
Cement & concrete	1,718,000	0	1,614,000
Fab. Metal Products	18,000	18,000	0
Salt	17,000	17,000	0
<b>Total</b>	<b>2,131,000</b>	<b>387,000</b>	<b>1,614,000</b>

Source: U.S. Army Corps of Engineers, Waterborne commerce of the United States, Waterways and Harbors, Great Lakes

The City of Alpena Marina is a full-service marina and is the only public or private marina in the area. The marina can accommodate both seasonal and transient boats, of a variety of sizes. The marina is sheltered by a breakwall and access to Lake Huron is made via the mouth of the Thunder Bay River.

The City of Alpena Marina contains approximately 135 slips, 58 seasonal and 77 transient; all with full power and water services, launch ramps, courtesy docks, a fuel station, boater restrooms and shower facility, a fish cleaning station, a pump-out station, a marine store, maintenance facilities, and office building. Winter storage and boat launching services are also available. The City of Alpena Marina also participates in the State of Michigan Central Reservation System.

## Public Transit

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### Thunder Bay Transportation Authority

The Thunder Bay Transportation Authority (TBTA) provides scheduled public transportation services to the residents of Alpena, Alcona, and Montmorency Counties, and a small portion of Presque Isle County. The authority operates with a fleet of 40 vehicles and 4 hybrid trolley buses. In 2017, the TBTA completed its new garage and maintenance facility. Alpena Dial-A-Ride Transportation (DART) is operated as an on-demand transportation service by TBTA, which consists of seven wheelchair lift equipped buses.

### Indian Trails, Incorporated

Indian Trails provides statewide public transportation services on a daily basis. The bus route follows US-23 through Alpena County. Buses operate seven days a week, with a southbound run in the morning and northbound run in the afternoon. Buses are wheelchair lift equipped and have space set aside to accommodate wheelchairs. The Michigan Department of Transportation (MDOT) subsidizes this transportation service for areas in northern Michigan. This system serves as a daily link between select cities and allows people to travel outside the area to other parts of the state and country.

### Taxi/Shuttle/Limousine Services

Demand response public transportation service is provided by private companies operating in Alpena. A shuttle bus is provided by Holiday Inn between Alpena County Regional Airport and its lodging facility. Passenger van schedules coincide with airline arrivals and departures.

### Charter/Rental bus service

Charter bus service is provided by Country Line Tours. The services provided vary by company.

### Car Rental

Car rental companies are located within the Alpena County Regional Airport, Cliff Anscheutz Chevrolet, and Thunder Bay Chrysler. These companies offer local, state and national rentals.

## Non-Motorized Transportation

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The Alpena Bi-Path is a bicycle and pedestrian pathway system which has been developed throughout the City. This marked bikeway connects with the Alpena Township section that parallels US- 23 from the City limits at Thunder Bay Avenue to Bare Point Road. Inside the City limits, residents and visitors are able to bike, walk, roller blade and skateboard on the 18.5 miles of paved pathway and can access all the waterfront parks in the city. In a cooperative City/County effort, a section of the bikeway follows the shore of the Thunder Bay River through the Alpena County Fairgrounds. Discussions with the Alpena County Road Commission are on-going for the possible future extension of the pathway along Bagley Road from the Thunder Bay River north to Long Rapids Road.

The Bi-Path was extended north along Woodward Street to connect to the 70 mile North Eastern State Trail (NEST), owned and maintained by the Michigan Department of Natural Resources. The NEST extends northeast connecting to Posen, Onaway and Cheboygan. The DNR is also working on developing the Alpena to Hillman Rail Trail which will connect directly with the Bi-Path at Franklin Street and will extend to Hillman when it is improved. Current project is to improve the trail from Franklin Street to M-65 in 2019.



## Public Water & Wastewater Supplies

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The City of Alpena has the only water treatment and wastewater treatment plants in the County. The City contracts operation and billing for both utilities to United Water. Public water and wastewater is available throughout the city, portions of Alpena Township and lines have been extended west along M-32 through Wilson Township to the Alpena County Airport. The City of Alpena Water Filtration Plant supplies water, and all wastewater in the public system is treated at the City of Alpena Water Recycling Plant (**Figure 4.5**).

Alpena Township and the City of Alpena each manage, operate and maintain the water facilities within their boundaries. Per a 1977 contract and Master Agreement, signed with Alpena Township, the City of Alpena provides up to 1.5 million gallons of water to the Township per day and accepts up to 2 million gallons of wastewater per day. However, this agreement has expired and is being renegotiated between the City and Township.

According to information from the managing entity of the water systems states the 2017 average daily water usage of both the City and Township is approximately 1.63-million gallons, with maximum daily usage of 1.77-million gallons. Per the 1977 agreement, service area boundaries were established that limit extension of wastewater and water infrastructure. When initially established, the boundary went north to Bloom Road, East to Wessel Road, West to the Alpena Township Line and south to Partridge Point. The agreement was amended in 1998 to extend the service area to include wastewater and water lines to the Alpena County Regional Airport. In 2006, the water main was extended south along US 23 to the southern Alpena Township line. The remainder of the County is served by individual wells and septic tanks for which permits must be obtained from the District Health Department #4.

### Public Water Supply

The Alpena water system serves 4,576 customers in the City of Alpena and 2,298 customers in the adjacent portions of Alpena Township. Thunder Bay is the source for all public water in Alpena County. A groundwater investigation conducted in 1966 by W.G. Keck & Associates determined that there is not a water bearing formation in the area adequate to serve as a source for municipal supply. The City of Alpena Water Filtration Plant is located on the shore of Thunder Bay at the south end of the City of Alpena. The water plant is a conventional surface water plant. Coagulation, flocculation, and filtration are used to clean the water.

The water system consists of a Thunder Bay intake, 6.0 mgd filter plant, four elevated storage tanks and eighty miles of distribution piping. The current raw water intake has been in service since 1905 and has two intakes. The intake line is 2,000 feet long and is a 40-inch diameter pipe with a 30-inch polyethylene liner. There are two openings that are anchored by rock and timber intake cribs; one located approximately 1,000 feet from shore in 10 feet of water and the second located approximately 2,000 feet from shore in 17 feet of water. The rated capacity of the intake pipe is 8 million gallons per day at 2.52ft/sec. Control of zebra mussel colonization within the intake pipe is accomplished via chemical addition. Once the water enters the treatment, it takes 12 hours to complete the treatment cycle.

During the process, at least 50,000 samples are collected and analyzed per year and fluoride, phosphate, and flocculant aides are added. The plant laboratory is certified by the State of Michigan to test for Total and Fecal Coliform bacteria. These are the primary indicator organisms for water quality, both for drinking and swimming/recreation. The facility also tests for chlorine (disinfectant), pH, hardness, alkalinity,



turbidity, and fluoride. The State Drinking Water Laboratory also tests water samples for other possible contaminants as required.

One 750 KVA diesel powered (1034 HP) generator is available to operate the entire water treatment plant. This generator will produce all of the necessary electricity to meet City needs during any power failure. The auxiliary generator is exercised quarterly.

The treatment plant has a firm capacity of 6.0 million gallons per day with a maximum daily demand of 3.04-million gallons per day. The average daily demand is 1.98-million gallons per day. There are also 80.6 miles of water main within the entire system.

Treated water storage is as follows:

- 1-million gallon ground storage at the Water Treatment Plant
- 750,000 gallons at Ninth Avenue elevated tower
- 750,000 gallons at North Industrial elevated tower.
- 500,000 gallons at Alpena Township M-32 elevated tower.
- 500,000 gallons at Alpena Township Piper Road elevated tower.
- 300,000 gallons at the Alpena Township US-23 South elevated tower

## Public Wastewater

The original water recycling treatment plant became operational in 1953 and many of the treatment units remain in use today. In 1972, the plant was upgraded to improve pollutant removal capability. Using grant funds from the USEPA, secondary treatment was added to the facility. A biological treatment process called Activated Sludge was used to enhance removal of dissolved pollutants from the wastewater. This addition improved pollutant removal rates and the plant regularly achieves 90 to 95% pollutant removal efficiency.

The Alpena Water Recycling Plant has a defined service area of 25-mile radius around the plant and serves 4,798 customers in the City of Alpena and 2,013 customers in Alpena Township. The system consists of 69.3 miles of sanitary wastewater lines and 11 lift stations. The treatment plant has an average design capacity of 5.5 million gallons per day with a maximum pumping capacity of 7.2 million gallons per day. The average daily treatment is 2.3 million gallons per day.

Preliminary treatment accomplishes the removal of screenings and grit from the raw wastewater. The removed grit is collected, stored, and disposed of by land filling. Primary Clarifiers accomplish about 15% to 20% pollutant removal. Aeration reactors and final clarifiers aid in removing more bacteria. A Biosolids Application Program is in place, which utilizes the nutrient-rich residues to beneficially enrich soils for area farmers. Biosolids are also used to regenerate forest growth and to reclaim areas destroyed during industrial mining operations.

Chlorine bleach is added to the treated wastewater after secondary treatment is complete. Any wastewater treatment process generates solids that must be stabilized and recycled. Two 300,000-gallon anaerobic digesters are used to treat the solid material generated by the Alpena Water Recycling Plant. A valuable byproduct of the anaerobic digestion process is methane gas. This energy source is used to fire the plant boiler and fuel a 4-cylinder engine that drives a raw wastewater pump. Utilization of methane gas from the digester saves the Utility about \$15,000 per year in energy costs.

**Mercury Minimization:** The Alpena Water Recycling Plant first implemented mercury minimization in 1986. The focus of the plan was to identify and eliminate mercury discharges from commercial and industrial sources. Utility personnel have assisted in the identification of numerous over-the-counter products that utilize mercury as a preservative. Once identified, mercury free products can be substituted.

**Industrial Pretreatment Program:** The water recycling plant management staff regulates commercial and industrial wastewater discharges. Chemicals that could upset the biological processes at the plant must be strictly controlled. The indiscriminate discharge of metals and other toxins can also pass through the plant and enter the environment. Customers that have the potential to negatively impact plant processes are issued discharge permits and are inspected annually to insure compliance with limitations.

**Odor Control:** The equipment and infrastructure necessary to transport and recycle wastewater creates conditions that are inherently prone to the creation of odors. Because of the plant's close proximity to the City Marina, \$1.5-million worth of odor control equipment was added to the facility as well as aesthetic upgrades.

## Utilities

The City's utility system includes private suppliers of electric, natural gas, telephone, solid waste disposal and cable television services, along with the publicly owned and operated City of Alpena water and wastewater systems. **(Table 4.6)**

Table 4.6 Utilities	
Utility System	Company
Natural Gas	DTE Energy
Electricity	Alpena Power Company
Telecommunications	Telephone: Frontier Wireless: Numerous providers Internet: Numerous providers
Water & Wastewater	City of Alpena
Cable TV	Charter Communications
Solid Waste Disposal	Private haulers (see below) for household solid waste, City for yard waste
Source: Survey of local utility officials, 2002	

## Solid Waste Disposal

Alpena County is a member of the Montmorency-Oscoda-Alpena Solid Waste Management Authority (MOASWMA). The MOASWMA landfill in Montmorency County is the primary destination for the County's solid waste. Collection of solid waste is available through private hauling companies and the City of Alpena is currently serviced by commercial firms. Curbside collection is the most common collection method with door to door pick up service provided in some instances. The City provides monthly pick-up (April-

November) of yard waste and processes the materials at its composting facility located at the City DPW Facility on Long Lake Avenue.

Although the Lafarge Corporation owns and operates its own landfill, many other industries have found ways to recycle all or portions of their wastes. The Alpena City Water Recycling Plant produces 500 dry tons per year of sludge, all of which is used for different applications such as farm fields, forest regeneration and mine reclamation. It is the goal of the plant to keep all sludge out of the landfill.

The Alpena Resource Recovery Program is administered by the Northeast Michigan Council of Governments (NEMCOG) and is overseen by the Alpena Resource Recovery Board that includes representation from various political jurisdictions. The program includes the Resource Recovery Facility (RRF) located on M-32, a leased facility directly across from the RRF plus a number of full-time drop off sites located in the City of Alpena and various other outlying areas. The primary funding source for the program is a \$20 per household surcharge fee. The program accepts electronics, household hazardous waste, paper, tin, batteries, aluminum, plastic, cardboard, garbage, construction debris, mattresses, furniture, appliances, and motor oil. It also participates in the "Cleansweep" program sponsored by the Michigan Department of Agriculture, which is designed to encourage citizens to turn in hazardous materials.

## Fiber Optic Network

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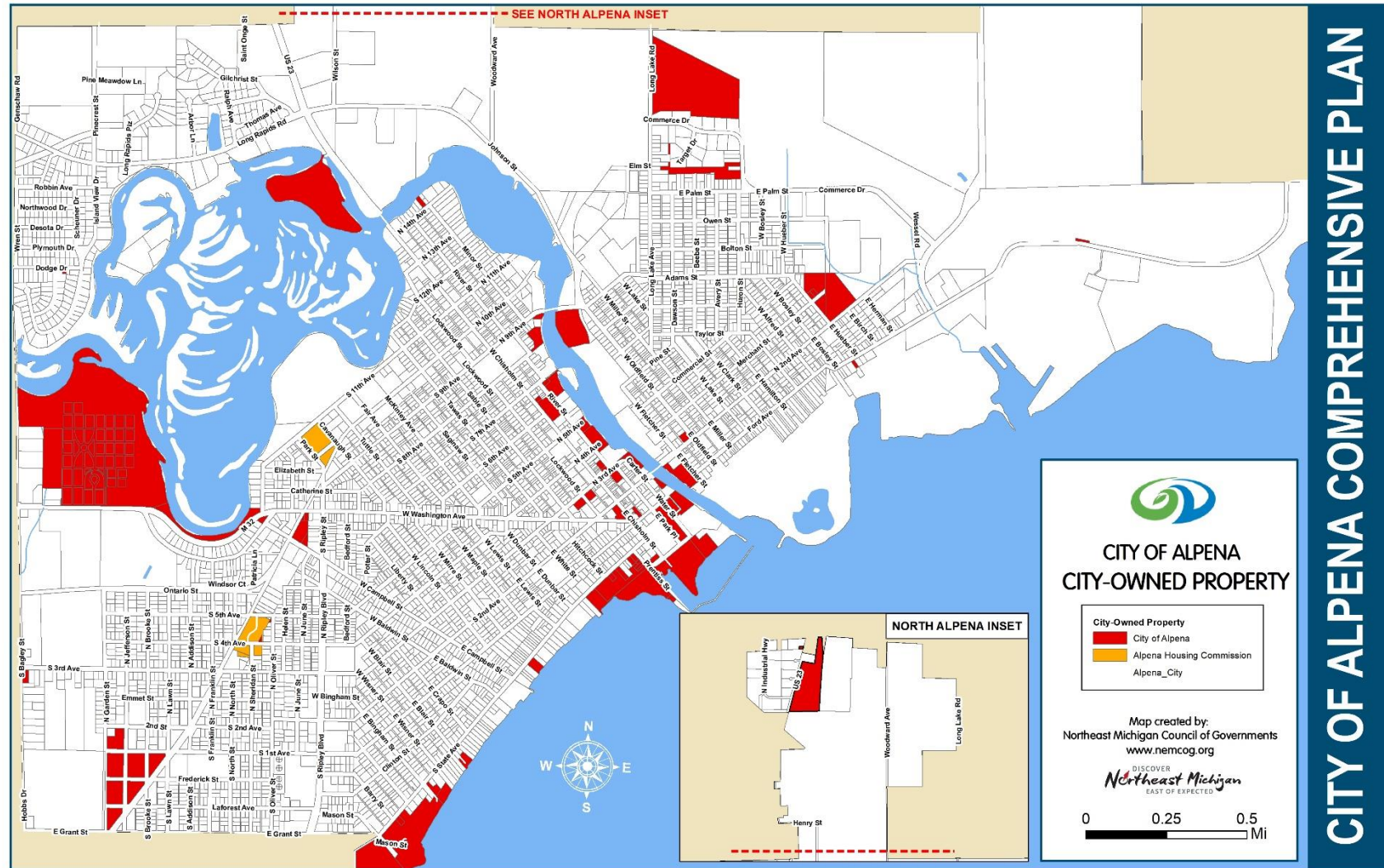
In January of 2005, the Alpena City Council Vision Statement and Goals included the development of a "wired city" and the relocation of all new or reconstructed utilities underground. This led to the development of a plan to develop a fiber optic conduit network which would not only provide the backbone for high-speed telecommunications, but would also provide a readymade system within which to place new or relocated aerial utilities. The City pursued the sharing of resources through the creation of a multi-agency fiber optic consortium. The consortium's purpose is to enhance voice, video and data communications among public/non-profit entities and develop a redundant network throughout the greater Alpena area. The Consortium has recently reorganized, becoming the North East Michigan Fiber Consortium (NEMiFC). NEMiFC is working to offer more support to its members, apply for grants and is also developing a strategic plan for future network expansion.

Figure 4.2





Figure 4.3

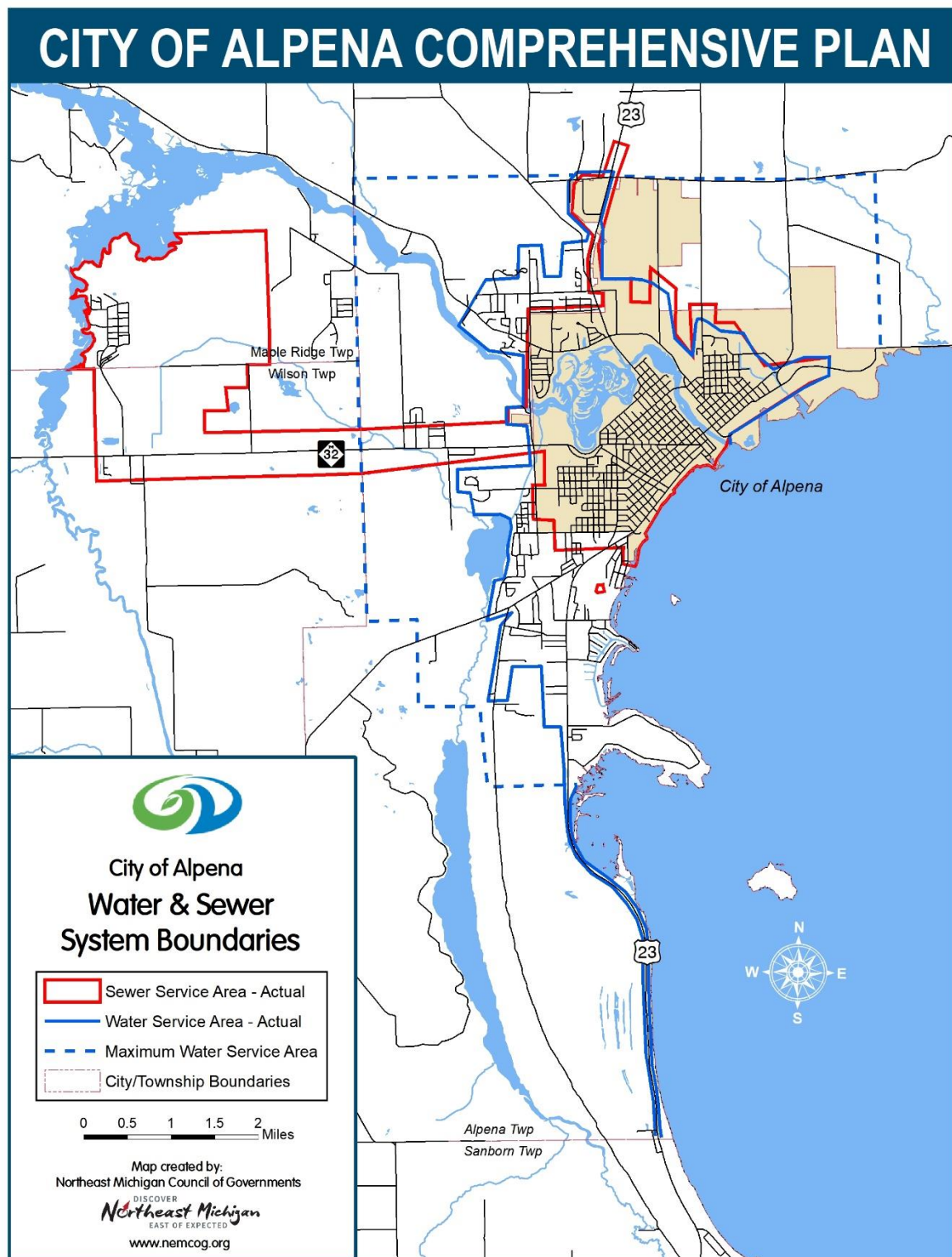


COMMUNITY SERVICES &amp; FACILITIES 4-1





Figure 4.5



## Chapter 5

# Cultural and Natural Resources

Quality of life and community character are closely tied to the City's cultural and natural resources. A community with access to a variety of cultural and natural resources is a desirable place to live and these resources will also draw people from outside of the community and indirectly help strengthen the economic base. This chapter presents information on the cultural and natural resources in the City (**Figure 5.1**).

### Cultural Resources

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Cultural resources include concerts, theater productions, festivals, and community events as well as libraries, museums, art galleries, colleges, and historic buildings. For a community of its size, the City of Alpena is blessed with an abundance of these resources. The following is a list of key cultural and historic features in the community:

#### Music, Theater Performances and the Arts

- **Alpena City Band:** The Alpena City Band has been performing for nearly 100 years. It performs regular summer concerts at the Fine Arts Band Shell at Bay View Park and includes musicians of all ages.
- **Alpena Civic Theatre:** The Alpena Civic Theatre is an all-volunteer theater that has been presenting live performances to area audiences for over 40 years. On average, nearly one hundred persons become cast or crewmembers each year while participating in the season's productions.
- **Alpena Community Concert Association:** An association which brings an annual series of musical performances by international artists to Alpena.
- **Alpena Community College (ACC) Players:** A theatrical performance club which is open to students of all disciplines. The ACC Players present a minimum of one show a semester and meet on a regular basis to study improvisation.
- **An Evening with the Arts:** Held on the last Friday of the fall and spring semesters, this exhibition showcases the work of ACC visual and performing arts students. It has also become popular for the great food made by art students and faculty and served throughout the evening. Admission is free.
- **Art on the Bay:** The Thunder Bay Arts Council presents Art on the Bay for three days each July at Bay View Park. It showcases artists from the area and from around the country.
- **Art in the Loft:** Art in the Loft is a non-profit art gallery which displays the work of artists from the region on the third floor of the historic downtown Center Building. In addition to the special events showcasing adult artists, Art in the Loft presents displays featuring children's art, evening events with the artists including music, and other cultural events drawing guests from the region and beyond.



- **Global Awareness Series:** Each October, ACC presents a series of free programs focusing on the political, economic and cultural aspect of another country or region of the world.
- **Huron Shore Barbershop Chorus:** The men's chorus was chartered in the Barbershop Harmony Society in May 1974. There are always two to three Barbershop Quartets in the Chorus. Groups are available for performances throughout the year. The Chorus/Quartets have an annual show at the Stanley Beck Auditorium at the Alpena High School in the last week of September or the first week of October.
- **The ACC Spotlight Series:** This performing arts series offers registered students a student-priced ticket for the entire series or for individual performances.
- **Thunder Bay Theater:** Thunder Bay Theatre (TBT), a professional live theater, occupies a turn of the century building that was originally known as Spens Drug and Wallpaper and then as the Alpena Candy and Cigar Company. The cigar humidor remains intact in the lobby and is used as a storage closet. TBT has amassed an extensive costume collection, which is maintained with care to protect the many valuable period pieces included in the inventory. Professional actors work together with local residents to perform theatrical productions.
- **Besser Choir; Community Orchestra; Alpena Area Community Youth Band:** These musical performance groups offer a diversity of musical experiences in the Alpena area.

## Facilities and Collections

- **APlex:** The Apex is a state-of-the-art facility that seats 650 and offers a full commercial kitchen and audio/video services. The facility also features a gymnasium, four regulation-sized tennis courts, two multi-purpose rooms, an aerobics area, outdoor beach volleyball courts, corporate fitness area, and locker facilities. The Apex offers an active schedule of sports, fitness classes, camps year-round for all ages, and live entertainment.
- **Alpena Area Senior Citizens Center:** The Alpena Area Senior Citizens Center is a County-owned facility devoted to attending to the needs of area senior citizens.
- **Alpena Community College:** Alpena Community College (ACC) is located on 700 acres of land in the City of Alpena. ACC operates two major campuses including outreach activities in various area public schools. ACC offers degree completion programs, vocational training and community enrichment classes to residents of Alpena County and all of Northeast Michigan. The Madeline Briggs University Center at Alpena Community College houses offices of accredited four-year institutions that are cooperating with ACC on completion programs for selected bachelor and master's degrees available in Northeast Michigan.
- **Alpena County George N. Fletcher Public Library:** The County-owned George N. Fletcher Library is a premier cultural center for the community and is well known for its excellent programming for children and adults. Over 3,000 visitors each month access the library. More information can be found in the Community Services and Facilities Chapter.

- **Besser Museum for Northeast Michigan:** The only accredited museum in Northeast Michigan, the Besser Museum offers permanent and changing exhibits, lectures, workshops, and classes in art, history, and science.
- **Coast Guard Building:** The United States Coast Guard (USCG) has operated for many years in the City of Alpena. Due to a needed expansion of its Alpena operations and personnel, the Coast Guard partnered with the City and a private developer to establish a new rescue and administrative office in downtown Alpena.
- **Cemeteries (Jewish and Lutheran included):** Alpena's Evergreen Cemetery contains 61 acres and has been an active and operating City-owned cemetery for 141 years. The City also maintains the adjacent Jewish and Lutheran cemeteries. The privately-owned Catholic Holy Cross Cemetery is located on the south side of Washington Avenue across the street from Evergreen Cemetery.
- **Fine Arts Band Shell:** The Fine Arts Band Shell, located on the shores of Lake Huron at Bay View Park, provides a wide range of entertainment events, free of charge, performed by different community cultural organizations.
- **Michigan Room at George N. Fletcher Library:** Part of the library's Special Collections, the Michigan Room offers numerous Michigan reference materials (i.e. law, history, and environment) and general materials (i.e. industry, maritime, sports, and wildlife). In addition, genealogy sources with extensive Alpena County records, as well as records from surrounding counties, are also available.
- **NOAA Thunder Bay National Marine Sanctuary and Underwater Preserve:** Organized as the only fresh water National Oceanic and Atmospheric Administration (NOAA) sanctuary in the world, the NOAA Thunder Bay National Marine Sanctuary and Underwater Preserve focuses on the shipwrecks and unique maritime history of the region. The facility relocated to the Great Lakes Maritime Heritage Center in 2005 as part of the redevelopment of the old Fletcher Paper Mill property on the Thunder Bay River. The Great Lakes Maritime Heritage Center is a 20,000-square-foot facility that highlights the maritime heritage of the Great Lakes and the shipwrecks of Thunder Bay. The facility features a maritime heritage "discovery center" featuring more than 8,000 square feet of exhibits on the Great Lakes, shipwrecks, archaeology, and maritime history. The center also has an auditorium for showing films and live video feeds from Thunder Bay shipwrecks, an archaeological conservation laboratory, and an education resource room. Private companies provide shipwreck tours by glass bottom boat, as well as kayak, between May and September.
- **Northern Lights Arena:** Northern Lights Arena, with two sheets of ice, offers open ice skating, drop-in hockey, figure skating, and is home to the Alpena High School Wildcats, Alpena Hockey Association, Alpena Speed Skating Club, Alpena General Men's Hockey League, Alpena Men's Senior Hockey League, Carhardt Senior Hockey League, Alpena Figure Skating Club, and NLA R/C Vehicle Club.
- **Old Town:** Old Town Alpena encompasses the downtown area of the City along 2<sup>nd</sup> Avenue from Fletcher Street to Oldfield Street. Old Town includes several restaurants, the Thunder Bay Theatre, two City parks, and the Great Lakes Maritime Heritage Center.

- **Outdoor Ice Rink:** Due to budget cuts, the City no longer operates the public ice rink at Mich-e-ke-wis Park. After the closure, the local Optimist Club prepared and operated an outdoor skating rink at McRae Park, but the facility has become weather-dependent. In 2019, an ice rink was opened at Bay View Park.
- **Thunder Bay Sanctuary Research Collection at George N. Fletcher Library:** Through an agreement with the Thunder Bay National Marine Sanctuary & Underwater Preserve, the library offers one of the premier collections on Great Lakes history in the world. The collection is currently in the process of being digitized. More information can be found in the Community Services and Facilities Chapter.
- **United States Federal Building:** Included on the National Historic Register, the United States Federal Building was constructed in 1911 and is designed in the Renaissance Revival style. It is currently privately-owned.

## Organizations

- **The Alpena Volunteer Center (AVC)** encourages volunteerism, responds to community needs, and promotes activities that improve the community. It is located in Room 108 of the Donald L. Newport Center on the ACC campus. The many services include: 1) Matching volunteers with requests for volunteer help, 2) Providing community information and directories; networking and consulting, 3) Coordinating community outreach programs such as the Christmas Wish List, Association for Lifelong Learners (ALL@ ACC), Community Education classes, annual A College Day event, service-learning opportunities for ACC credit classes, and the ACC Ropes Course.
- **Thunder Bay Arts Council:** An umbrella organization for a variety of cultural and artistic organizations, many of which operate within the City's Cool City project neighborhood, the Council sponsors the annual "Art-on-the-Bay" arts and crafts fair at Bay View Park each summer.
- **Northeast Michigan Genealogical Society (NEMGS):** NEMGS aims to foster genealogical interest and activities, encourage and preserve family histories, and encourage the expansion and access to genealogy materials to the general public. NEMGS supports microfilm and genealogical collections at the Alpena County Public Library. The Besser Museum for Northeast Michigan houses the society's unpublished manuscript collection, the Faces of Northeast Michigan (ancestral photographs), and the Van Nocker and the Milo Burston collections (Alpena photographers). Support is also provided to the Alpena Latter Day Saints Family History Center.

## Community Events and Activities

- **Alpena Farmer's Market:** The Alpena Farmer's Market offers vendor space on Saturdays and Wednesdays in the winter at the Alpena Mall and the summer at Mich-e-ke-wis Park/Starlite Beach. Throughout the season, special event days are scheduled featuring a variety of programs and events.
- **Festivals/Events**
  - Alpena Blues Festival
  - Michigan Brown Trout Festival
  - Thunder Bay Maritime Festival

Ramblin' Rods Car Show  
Thunder Bay International Film Festival  
Thunder Bay Arts Council Art on the Bay  
Fall Harvest Fossil Fest  
Antique Tractor and Steam Engine Show

- **Friday Night Downtown:** Each Friday in July, 2<sup>nd</sup> Avenue is closed to traffic and opened up to pedestrians to enjoy an evening of entertainment through music, performances, food, and other festivities.
- **Library:** The George N. Fletcher Library hosts many community events that feature authors, musicians, artists, children's programs, and many other activities.
- **Parades**  
Memorial Day Parade  
4<sup>th</sup> of July Parade  
Christmas Parade (Thanksgiving weekend)

## State Historic Sites<sup>1</sup>

- **Alpena City Hall:** 208 North First Avenue  
Alpena City Hall, a Georgian style structure located on the Government Square, remains one of Alpena's most prominent structures. Since its completion in 1908, City Hall has been the center of civic activity in Alpena. A cupola crowned the structure until the 1950's. City Hall represents the work of several Alpena craftsmen.
- **Alpena County Courthouse:** 720 Chisholm Street  
Opened on October 21, 1935, the Alpena County Courthouse is an imposing, Art Deco public building and was likely the first public building constructed of poured Portland cement material in Alpena. The Alpena County Courthouse is on the National Register of Historic Places.
- **Arbeiter Hall:** 1224 North Second Avenue  
The Arbeiter Hall (German Aid Society Hall) has historical significance for its association with a rapidly-growing German ethnic group in Alpena during the later years of the 19<sup>th</sup> Century. In 1891, the German Aid Society constructed a hall to serve the social and recreational needs of its membership. After a fire, a new building was completed before the end of the year using the same foundation of the original structure, much of the same masonry, and the original cornerstone. The German Aid Society Hall continued in use until the late 1930's.
- **Daniel Carter Family Commemorative Designation Marker (George N. Fletcher Library):** Park Place  
The Daniel Carter Family were Alpena's (then known as Fremont) first settlers and are interred in Evergreen Cemetery.

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<sup>1</sup> Source: State Historic Preservation Office, Department of History, Arts & Libraries, State of Michigan

- **First Congregational Church:** 201 Second Avenue  
The first church built at the junction of Washington, Second and Lockwood Streets was completed in 1856 and the present concrete masonry church occupying the site was constructed in 1955 using funding provided by Jesse Besser.
- **George R. Nicholson House:** 422 Washington Avenue  
Constructed in 1904, the house was the residence of one of the city's most prominent businessmen and city officials.
- **Huron-Portland Cement Plant:** Ford Avenue  
Now called Lafarge North America, the site houses the world's largest cement plant. Portland cement, so-called because it resembles stone from the Isle of Portland (in the British Isles), was first produced in the United States in 1871 and in Michigan in 1896. Because of Alpena's location in the midst of immense limestone deposits, the Huron Portland Cement Company, founded in Detroit in 1907, chose this site for its plant. Cement production began here in 1908. From Thunder Bay, ships of the Huron fleet deliver cement to all parts of the Great Lakes region.
- **I.O.O.F. Centennial Building:** 150 East Chisholm Street  
The trapezoid-shaped structure was built in 1876 on the former site of the Alpena Courthouse. For many years it housed the fraternal activities of the Independent Order of Odd Fellows and is now used for business and professional offices.
- **Jesse Besser House:** 232 South First Avenue  
The Jesse Besser House (1938) has architectural significance as an example of the use of concrete masonry as a residential building material. It has historical significance as the last home of Alpena master inventor, philanthropist, and humanitarian Jesse Besser (1882-1970). In 1904, Besser and his father designed and manufactured the first concrete block-making machine in the United States.
- **Joseph Bertrand House:** 725 South Third Avenue  
The Bertrand House was built in 1925 by Alpena contractor Floyd Gagnon for Joseph Bertrand. The Bertrand House is an excellent example of Craftsman style architecture with strong Prairie style influences. It presents an unusual example of totally unaltered exterior and interior integrity.
- **Memorial Hall/Alpena National Guard Armory:** 230 Water Street  
Constructed in 1919 in the Renaissance Revival style, the Armory Building was originally dedicated as Memorial Hall. An imposing building, it is constructed entirely of poured Portland cement. The site has been purchased by a private development group and has been designated Alpena's first historic district.
- **Monarch Milling Company:** 633 Campbell Street  
Known today as Alpena Flour Mills, the Monarch Mill has historical significance as the last remaining grist mill in Alpena. The original structure on the site was built in 1883; however, after a fire destroyed the original building, the current structure was constructed in 1913.
- **Saint Bernard Catholic Church:** Southwest corner of Fifth and Chisholm Streets  
The structure, completed in 1884, houses the oldest Catholic parish between Bay City and Cheboygan.

- **Thunder Bay River Boundary of the Cession of 1819 (Treaty of Saginaw):** Johnson Street  
The Thunder Bay River was the northern boundary of the Treaty of 1819. The Treaty of 1819, or the Treaty of Saginaw, was signed on September 24, 1819 between Native Americans and Gen. Lewis Cass, fourth military governor of the Michigan Territory (1813-1831). The treaty added some six million acres to what is now the midbelt of the Lower Peninsula.

Figure 5.1



## Natural Resources

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### Climate

The climate is greatly influence by its topography and its proximity to Lake Huron. Temperature data from the Midwest Regional Climate Center indicates the climate along the immediate Lake Huron shore is semi-marine in nature and lacks many of the temperature extremes found only a few miles inland.

Summer months are pleasant with considerable sunshine and a daily average of more than 15 hours of daylight for outdoor activities. Summer temperatures as high as 104 degrees have been recorded, but are unusual. The following weather data reflects 30 year average (1981-2010) data collected at the Alpena Waste Water Treatment Plant. According to the Michigan State Climatologist's Office the 30 year average July temperature is 68.4 degrees Fahrenheit, which is .5 degrees higher than the last 30 year average.

Winters have comparatively uniform day-to-day temperatures. Sub-zero temperatures have been recorded as early as November 22 and as late as April 2 but have their highest frequency during February. Thunder Bay and Thunder Bay River are usually free of ice by the first week in April, but water temperatures remain low enough to produce diurnal sea breezes during the middle of the day with subsequent reduction in maximum temperatures on many days during the spring and summer. The 30 year average January temperature is 20.5 degrees Fahrenheit, which is 0.6 degrees warmer than the last 30 year average.

Precipitation is fairly well distributed throughout the year. Most winter precipitation is in the form of snow. Most of the summer precipitation is the result of showers or thundershowers, which occur most often during the months of June, July, and August. The 30 year annual average precipitation is 30.03 inches which is a 1.71 inches higher than the last 30 year average of 28.59 inches. The precipitation includes the snowfall liquid equivalent. The 30 year average annual snowfall is 57.6 inches, which is 9.6 inches less than the last 30 year average. Prevailing winds are from the northwest with the exception of May and June when southeasterly winds predominate. Generally speaking, the climate is getting warmer with more rain and less snow.

### Topography

The City of Alpena is located on an old post glacial lake plain. The terrain is relatively flat. At the water's edge of Lake Huron and Thunder Bay, the elevation is 580 feet above sea level with the land gently sloping up westward from the lakeshore to 689 feet above sea level at the Airport. The highest elevation noted on a USGS topographic map is 675 feet near the intersection of Hamilton Road and US-23. The elevation is approximately 620 feet above sea level along the western border of the City. One exception to the gently sloping landscape is Lafarge quarry. The sharply sloping quarry walls define a hole that is approximately 80 feet below the surface level of Lake Huron.

### Geology and Landforms

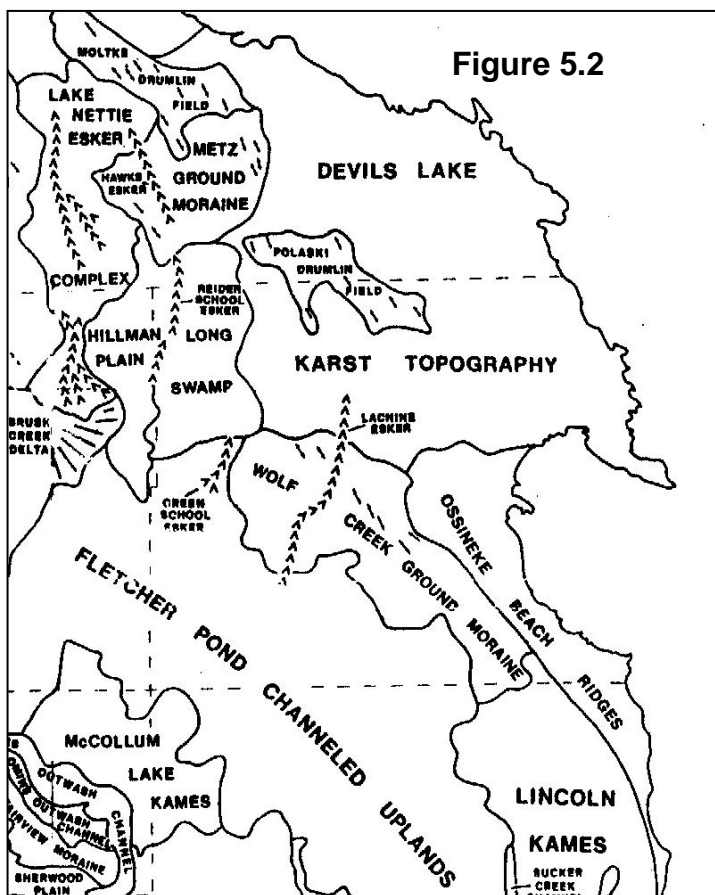
Limestone bedrock laid down over 300 million years ago and glacial landforms created over 10,000 years ago define the landscape of Alpena. This section will describe the glacial landforms or quaternary geology and the underlying bedrock geology.

Starting some 2 million years ago, during the Pleistocene era, continental glaciers formed in the Hudson Bay area. Several times during this two million year period the massive sheets of ice built up and inched their way south across what is today Michigan. These massive ice sheets were more than one mile thick and advanced in a southerly direction, bulldozing their way across the landscape. The glacier pushed material in



front of it, incorporated rocks and soil into the debris laden ice. They scraped, ground and broke apart the sedimentary bedrock of the Michigan Basin.

Each advance and retreat of the continental glaciers took tens of thousands of years. This reoccurring process shaped and reshaped the land by obliterating and then creating hills, valleys, rivers and lakes, swamps and marshes. The last glacial period is called the Wisconsin era, which created the landscape we know today. The glacier left behind boulders, rocks, cobble, sand, gravel, silt, clay and loam. In some areas the material was deposited in unsorted masses called till plains, ground moraines and end moraines. Water flowing from the melting glaciers also sorted materials, creating outwash channels, sand deltas, kames and eskers. Fine materials were captured in the fast moving glacial meltwater and settled to the bottom of expansive glacial lakes creating lacustrine clay and silt plains. According to a map prepared by W. A. Burgess and D. F. Eschman, titled "Landform Units in Northeastern Lower Michigan," the Alpena area is divided into two landform units (**Figure 5.2**). Essentially, the southern part is in the Ossineke Beach Ridges and the northern part is in the Devils Lake Karst Topography.



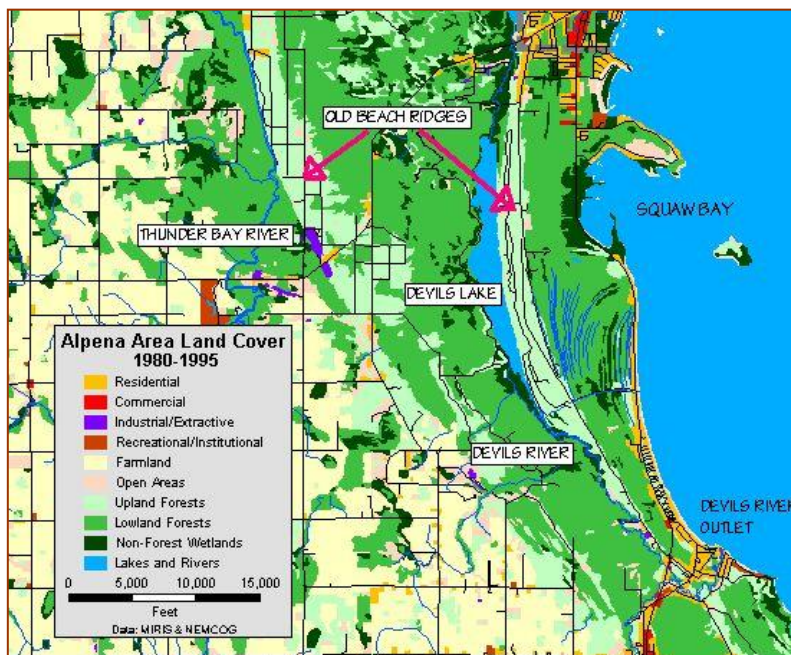
At the front of the melting glacier, vast lakes formed, these emerging lake basins were the beginnings of our Great Lakes. During different time periods, the post glacial great lakes were both much higher and much lower than the lake levels we have grown accustomed to in recent times. Geologists have identified and named the different post glacial great lake stages, which include glacial great lake stages Warren, Algonquin, Nipissing and Algoma. Landforms and soils adjacent to Lake Huron were heavily influenced by these different lake stages. Glacial Great Lake Warren formed at the front of the melting Huron glacial lobe around 12,000 years before present and was the most extensive, flooding the entire land area of Alpena.

The Ossineke Beach Ridge landform, a beach ridge and swale complex, is a series of alternating old beach ridges and linear depressions that parallel the Lake Huron shoreline. As Glacial Lake Warren receded, a series of beach ridges interspersed with low wet areas formed. At times the recession was slow but steady, creating a series of closely spaced low ridges and wet swales. When lake levels receded at a rapid rate, expansive areas of relatively level land were uncovered. Initially the area may have been an emergent coastal wetland like Squaw Bay. As the water table further dropped, lowland brush and eventually lowland conifer and hardwood trees would dominate. When the receding lake levels stalled, beaches were built by wave action and deposition of sand washed up on shore. A review of aerial photos shows remnant beach ridges in the northern and southern parts of the City. This would indicate prior to settlement much of the

area was covered by an extensive dune and swale complex, and as development occurred, the land was filled and leveled. Dune and swale complexes are still evident in the southwestern corner of City.

There were extended periods when the lake recession stalled, and combined with a readily

available supply of sand, long wide sandy ridges or low sand dunes were created inland from the present shoreline. A wide sandy ridge, one to two miles inland from the Lake Huron Shoreline, runs from the community of Black River in Alcona County, through Negwegon State Park and Ossineke continuing north into Alpena Township and the City of Alpena. Sandhill Road in Alcona County and Piper Road in Alpena County follow this dry sandy ridge. The wide sand ridge extends into Alpena Township and the City crossing Werth Road at Hobbs Drive, following the west edge of Mud Lake, continuing in a northeasterly direction, crossing the Thunder Bay River and eventually ending northeast of the Thunder Bay Recreation Center.



Sportsman's Island Park is part of this old beach ridge landform. The pine-oak forest on the island is characteristic of forest vegetation found growing in other segments of this old beach ridge or sand dune. Along with being a good place to build roads, the well drained sand ridge is also built up with subdivisions in the southern part of the study area. Sunset Grade School, Alpena High School, Evergreen Cemetery, Alpena Community College and the Thunder Bay Recreation Center are also located in this sand ridge area.

The presence of limestone bedrock at or near the surface, particularly north of the Thunder Bay River, influences the hydrology and vegetation of the area. Northern white cedar thrives on these shallow soils and is the dominant forest species in both wet and dryer areas north of the Thunder Bay River. Beneath the thin mantle of glacial deposits is sedimentary bedrock that was created during the upper and lower Devonian ages of the Paleozoic Era. The bedrock was formed in ancient seas, which covered the area some 345 to 405 million years ago. The shallow marine seas deposited layers of silt, clay, sediments, marine



animals, plants, coral, and other calcareous materials. These deposits formed shale, limestone, and dolomite bedrock. The bedrock in this area is referred to as the Traverse Group. Deposits are further defined as Potter Farm Formation, Norway Point Formation, Four Mile Dam Formation and Alpena Limestone. Rich deposits of Alpena Limestone, Newton Creek Limestone and Genschaw Formation are mined and processed at the Lafarge facility in the northeast part of the study area.

## Soil Constraints Analysis

When planning for types and intensity of land uses, sustainable development and protection of critical resources, soil types and slopes are important factors that determine carrying capacity of land. Construction of roads, and buildings on steeply sloped areas, areas with bedrock at or near the surface or areas with organic and hydric soils require special design considerations. In addition, costs for developing these sensitive areas are greater than in less constrained parts of the landscape. If developed improperly, the impacts to natural resources can be far reaching.

The Natural Resource Conservation Service (NRCS) has completed a detailed soil survey of Alpena County. A digital version of the soil survey maps was acquired from the Michigan Center for Geographic Information (CGI). Using information contained within the published soil survey books, a series of maps are presented that depict hydric soils, soils depth to bedrock, and soils with building limitations.

### Hydric Soils

**Figure 5.3** is a color thematic map that shows extensive areas of hydric soils. Lower density and less intensive development should be directed to these areas with severe building constraints. Hydric soils are saturated, flooded or ponded during part of the growing season and are classified as poorly drained and very poorly drained. Hydric soils have poor potential for building site development and sanitary facilities. Wetness and frequent ponding are severe problems that are difficult and costly to overcome. Areas with hydric soils are best suited for forestlands, wetlands, wildlife habitat, and wildlands recreation. Functioning as the backbone of a community's green infrastructure, these areas convey and retain stormwater runoff from developed lands. Hydric soils are associated with lakes and streams and when covered with natural vegetation, function as water quality buffers. Sites with high water tables may be classified as wetlands and a wetlands permit would be required to develop these areas. These wet areas are hydrologically connected to surface water resources either by streams, intermittent drainages or through subsurface water movement.

### Building Site Development

The USDA soil survey rates soils for various uses, such as building site development, and identifies the limiting factors, such as steep slopes or high water table. The rating system is slight, moderate and severe limitations. Using the rating system developed by USDA, soil limitations for buildings without basements have been mapped (**Figure 5.4**). Areas with well drained soils and slopes less than 10% tend to have slight limitations for building development. Areas depicted as yellow on the map would be considered well suited for building development. Areas with slopes greater than 18%, high water tables, bedrock near the surface, large stones and organic soils have severe limitations. Lands with severe constraints are quite extensive. Some of those bedrock influenced areas also have constraints from high water tables.

### Depth to Bedrock

The soil survey classifies soils according to depth to bedrock. **Figure 5.5** is a thematic map showing depth to bedrock according to criteria in the soil survey. Areas colored as red contain soils where bedrock is within four feet of the surface. Bedrock outcrops can be seen in road cuts on Woodward Avenue where the old railroad grade crosses the road. As noted on the above building constraints map, areas with shallow soils have severe buildings constraints.

## Natural Resource Features

While much of the central core has developed into urbanized land uses over the last 100 years, there are still extensive undeveloped lands bordering the City. The forests, wetlands and open areas provide wildlife habitat, lands for outdoor recreation, protect water quality and bring nature into the city. Within developed portions of the City and the surrounding Alpena Township, the wide expanses of forests and wetlands are squeezed into narrow corridors following rivers, railroads and lakeshores. Information from the Alpena Eco-Plan, a coastal zone management project, describes the ecological features of the City and surrounding area. Utilizing reference data such as land cover/use maps, topographic maps, and digital aerial photographs, NEMCOG staff developed a natural resource features map of the City (**Figure 5.6**).

### Forests

Approximately 15% of the land area is forested. Forests include upland cover types such as jack-red-white pine, aspen-birch, sugar maple-beech and red oak. Northern white cedar thrives on upland sites where limestone bedrock is close to the surface. Lowland forests include lowland conifers and hardwoods, such as northern white cedar, tamarack, black spruce, balsam fir, elm, red maple, willow, black ash, balsam poplar and aspen. The forests are concentrated in the northern portions of the City. A sandy ridge, remnants of an old sand dune that runs from the southwest to the northeast crossing the river at Sportsman's Island, is dominated by red oak, white oak, jack pine and white pine.

### Upland Non-forested Open Areas

Old farm fields, cleared areas, railroad corridors and shore areas are included in this category. The most extensive open areas are located north of the river and include old farm fields, wet meadows and cleared areas. Shrubs such as hawthorn, autumn olive, tartarian honeysuckle, and spreading junipers can be found growing in upland areas. Speckled alder, willow, and red osier dogwood shrubs dominate wetter areas. Land bordering the Thunder Bay River, Wildlife Sanctuary and Lake Besser are mapped in this category, with some segments being mowed lawns. The Lake Huron shoreline south of the river mouth and within the City is included in this category. These sites are mainly mowed lawns. The railroad corridors and rail-trail (Paxton Spur) are narrow openings that pierce the urban and built-up portions of the Township and City. The open areas, particularly in the urban setting, present wonderful opportunities for planting shrubs and trees to enhance wildlife habitat. Shrubs in the undeveloped, mostly wet areas south of the river are speckled alder, willow, and red osier dogwood. Shrubs such as hawthorn, autumn olive, tartarian honeysuckle, spreading junipers can be found growing in upland areas.



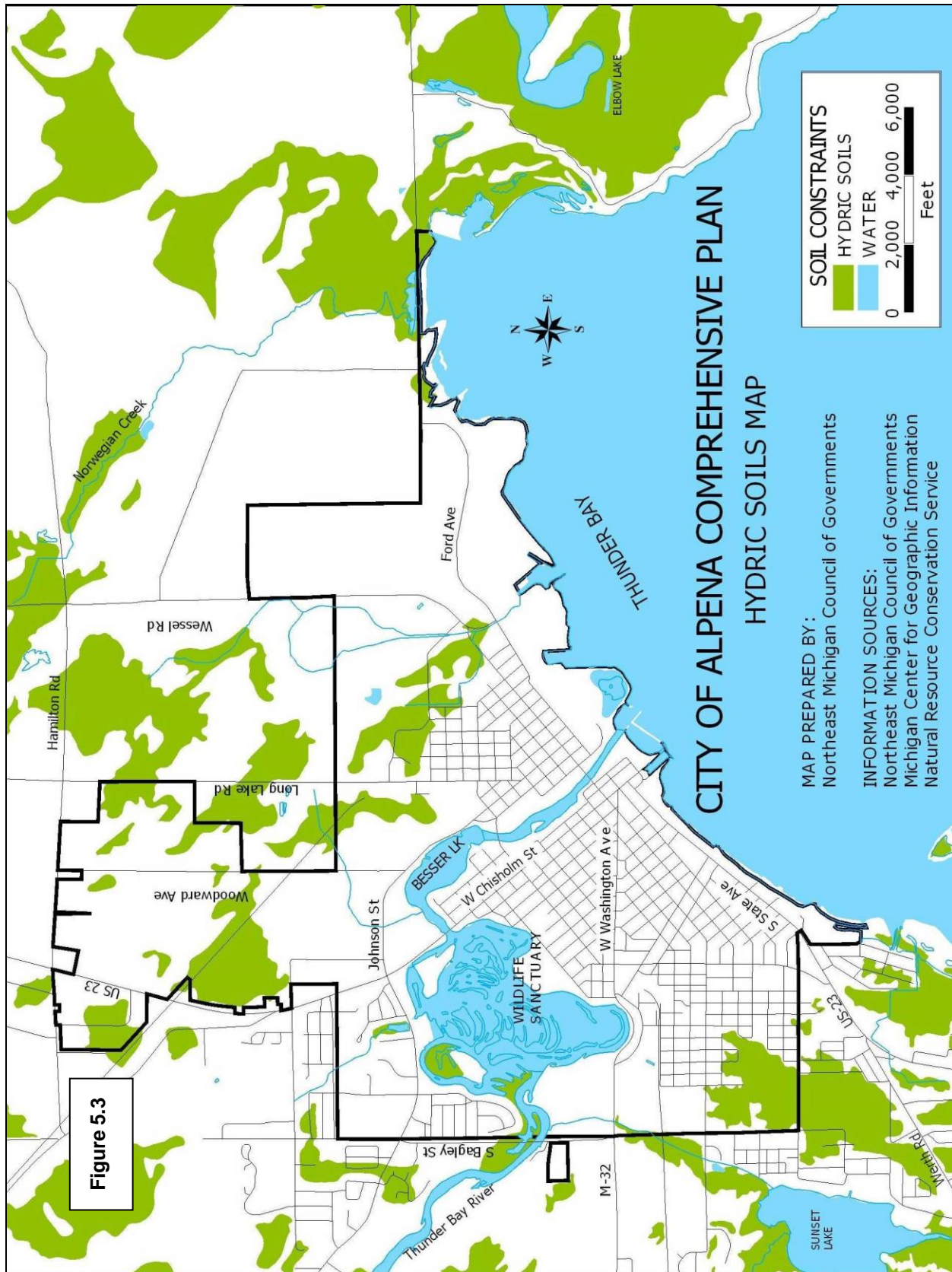
### Wetlands

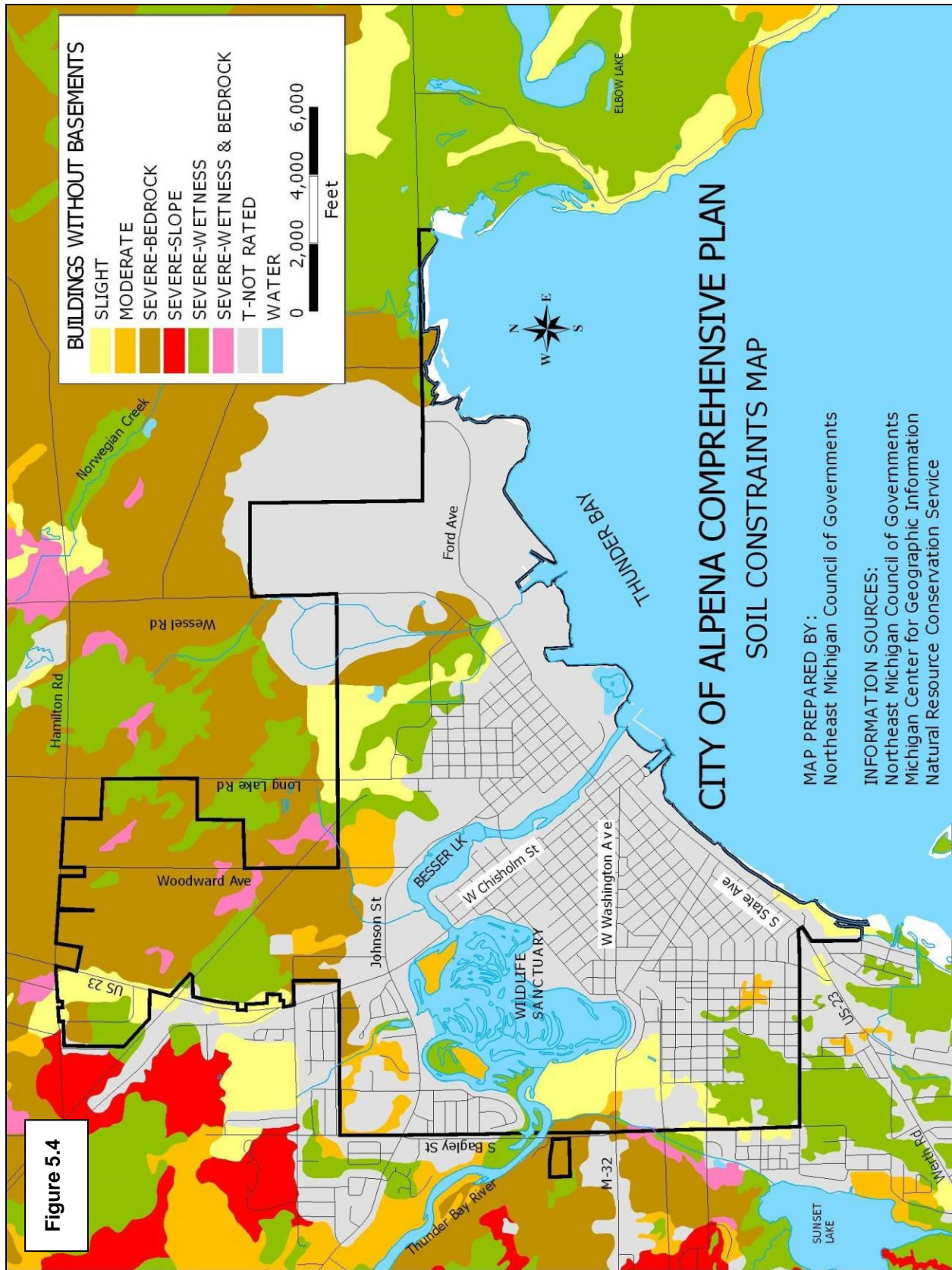
Wetlands are defined as land that has sufficient water at, or near, the surface to support wetland or aquatic vegetation. These areas are commonly referred to as swamps, marshes and bogs. Two of the most important functions of wetlands are water quality protection and ecological corridors. As noted on the Alpena Resource Map, the major wetland areas are adjacent to rivers and creeks. The networks of wetlands receive surface water and subsurface water discharge creating the many streams and creeks which in turn flow into the area lakes. The interconnected resources exemplify how activities distant from

major water bodies can still have an impact on the water quality.

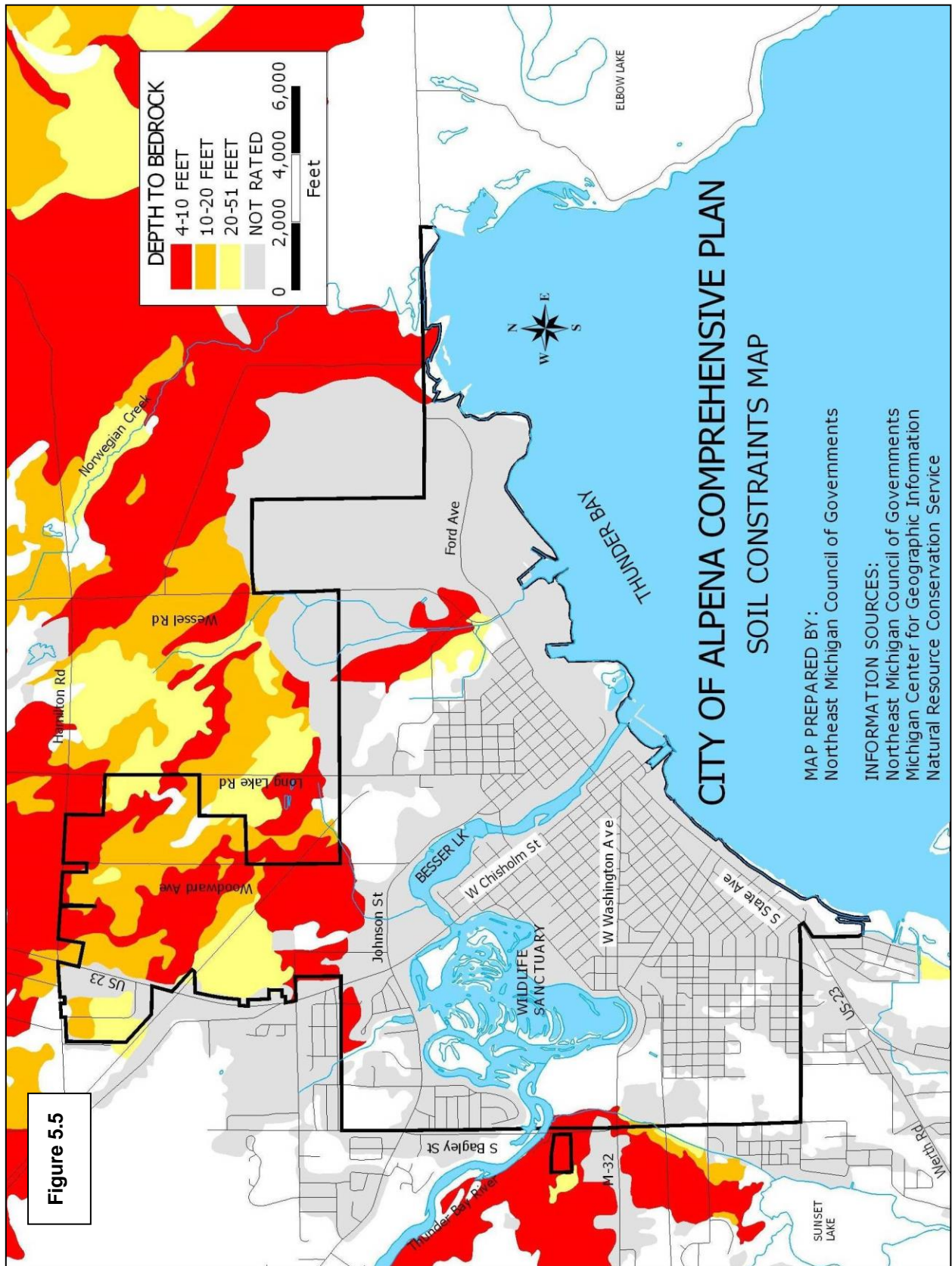
The wetland category comprises non forested types such as lowland brush (speckled alder, willow, and red osier dogwood shrubs, emergent vegetation (cattails, rushes, sweetflag, arrowhead and pickerelweed), and wet meadows (water-loving grasses and sedges). Non forested wetlands are common in the Wildlife Sanctuary and in the northeast and southwest parts of the City. The wetland complex in the southwest of the city is part of a dune and swale complex. Non-forested wetlands often form transition zones between upland areas and water features. Lowland forests grow on soils with a seasonally high water table and are often classified as wetlands. Lowland forests include areas that support lowland hardwoods and conifers, such as northern white cedar, black spruce, balsam fir, elm, black ash, red maple, ash and aspen species.



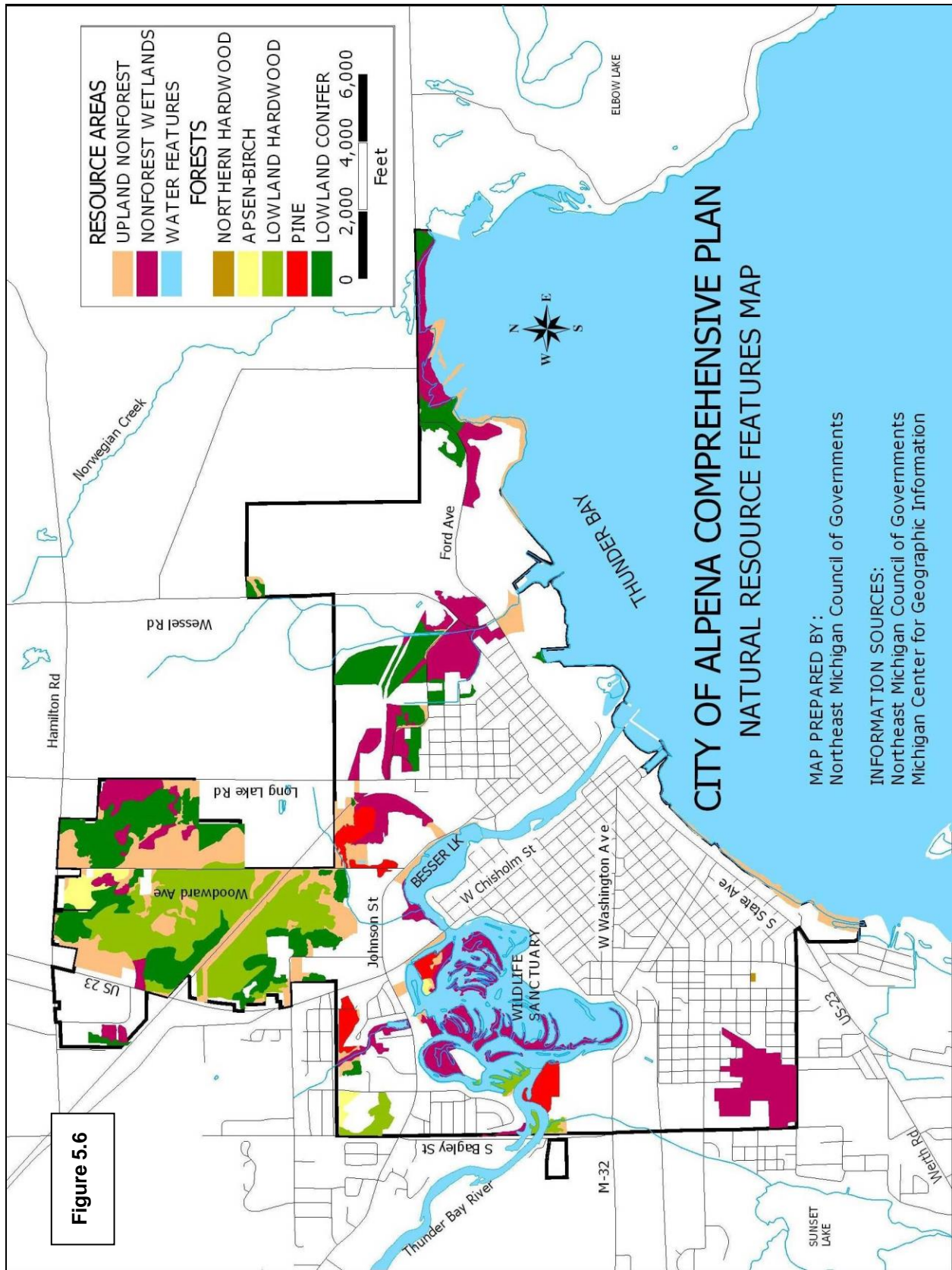












## **Water Resources**

Surface water resources define the shape, climate, and character of the community. In the developed neighborhoods, one is never more than one half mile from a lake or river. Key water resources include Lake Huron, Thunder Bay and Thunder Bay River. Other water resources include Lake Besser, Norwegian Creek, Fletcher Creek, and Gilchrist Creek. Fletcher and Gilchrist Creeks along with numerous manmade ditches tend to be intermittent, carrying water during spring run-off and heavy rain events.



A large portion of the City's eastern border follows the shoreline of Lake Huron, which is the second largest Great Lake and the fifth largest freshwater lake in the world. Lake Huron serves as habitat for fish, waterfowl, and other aquatic organisms, and offers many fishing opportunities. An abundance of boating and other water-related recreation opportunities are also available through this resource.

In addition to the Lake Huron shoreline (including Thunder Bay), there are a total of 7.6 miles of Thunder Bay River frontage located in the City. The river is used for recreation and transportation. The greatest use designated for the river is as parkland. The next largest use of this river frontage is residential, with residential dwellings occupying 12,247 feet. The remaining 15,352 feet are occupied by institutional, industrial, and commercial uses.

The Thunder Bay River includes a small impoundment of 45 acres at the Ninth Street Dam called Lake Besser. Located upstream from Lake Besser, the Wildlife Sanctuary is an impoundment of the Thunder Bay River that contains marshes, narrow curving linear islands and flooded river oxbows. The lake area includes approximately 190 water acres, and the river includes 160 acres for an approximate total water area of 350 acres. The Sanctuary is a key ecological resource located entirely within the city limits. Water courses function as the central core of ecological corridors. The Thunder Bay River is a corridor of regional importance.

## **Islands**

Numerous curve-a-linear islands, remnants of past erosive powers of the untamed Thunder Bay River, can be found in the Wildlife Sanctuary. Depending upon the soils and elevation above the average water level, vegetation varies from pine and oak on Sportsman Island; willows and ash on lower islands and speckled alder, red osier dogwood, sedges, and cattails on wetter sites.

## **Pre-settlement Vegetation**

The Michigan Department of Natural Resources has compiled pre-settlement vegetation maps of counties in Michigan. The maps were generated from information contained in the first government land survey notes in the 1800's along with information such as current vegetation, land forms and soils. A review of the pre-settlement vegetation map of the Alpena area show much of the city was classified as spruce-fir-cedar forests and mixed conifer swamp forests. The sand ridge (old sand dune) was covered with jack pine-red pine forests and pine-barrens. Other types of vegetation in the northern parts of the City included beech-sugar maple-hemlock forests and hemlock-white pine forests. Hemlock, considered an important species

for song birds, was once fairly common along coastal areas, but logging and land clearing has greatly reduced the species.

The pre-settlement map does not show coastal wetlands, but one can surmise coastal marshes and emergent wetlands would have been abundant. Coastal wetlands in Isaacson Bay, Squaw Bay and around Bare Point and Partridge Point are remnant examples of the extensive wetlands that ringed Thunder Bay during pre-settlement times. The mouth of the Thunder Bay River was a rich delta consisting of emergent wetlands, marshes, wetland forests, sandy beaches and oak and pine forest covered beach ridges. It was an area where great numbers and types of wildlife and fish congregated. Native American people understood and exploited the abundant plant, animal, and fish resources. The junction of a major river and Great Lakes was also the best place to locate a town. When water transportation was the primary mode, the Thunder Bay River brought raw materials to the community, to be processed into goods, loaded on the sailing ships and steamers and then transported to markets in large cities around the Great Lakes. To allow for the construction of large factories, land was cleared, low areas filled and the river tamed. One hundred years of activity eliminated the coastal marshes from Lafarge Corporation down to Mich-e-ke-wis Park.

## **General Ecological Areas**

Based on soil conditions, past and current development patterns, geological landforms, and existing vegetation, general ecological areas have been delineated. This effort identified six eco-areas: beach ridges and swales, riverine, karst, coastal resources, sand dunes and urban areas. **Figure 5.7** is a map of the Eco-Areas. The mapping of these areas will lend itself to development of recommended treatments in subsequent chapters. For example, several preferred species to plant on old sand dunes are red oak, serviceberry, beach cherry, and jack pine.

### **Beach Ridges and Swales**

This area includes remnant sections of the post glacial beach ridge and swale complex called the Ossineke Beach Ridge. Most of the remnant undeveloped areas have high water tables and as a result are less desirable for development. However, both the City and Township have slated these areas for residential development. The old beach ridges are low and tend to support aspen, ash, elm and willow trees. White pine can be found growing on better drained, somewhat higher ridges. Speckled alder, willow, and red osier dogwood shrubs along with cattails, sedges are common in the wet swales.

### **Riverine**

This area includes the Thunder Bay River, Wildlife Sanctuary, Lake Besser, islands in the river and riparian lands adjacent to the water features. Vegetation in this eco-area ranges from aspen and jack pine on upland well drained sites to willow, and red osier dogwood shrubs on lower sites adjacent to the river and to cattails, bulrushes and lily pads on wet sites. The area includes the Alpena Wildlife and Sportsman's Island Park. Rivers and riparian forests provide critical habitat for many species of wildlife and reptiles. The riparian zones are long narrow edge habitats, an interface between land and water. The area is part of an ecological corridor that extends far inland to Oscoda and Montmorency Counties.

### **Karst-Forest Lands**

The northern part of the planning area is influenced by the presence of limestone bedrock at or near the surface. Northern white cedar thrives on these shallow soils and is the dominant forest species in both wet and dryer areas. Black spruce, white spruce, balsam fir, eastern tamarack, aspen, white birch, white pine, jack pine, and red pine can be found growing in the forested areas. Shrubs such as hawthorn, autumn olive, tartarian honeysuckle, spreading junipers can be found on dryer sites, while, speckled alder, willow, and red

osier dogwood shrubs dominate wetter areas. There are also numerous open areas in the karst eco-area which consist of old farm fields, wet meadows and cleared areas. The karst eco-area has extensive areas of undeveloped lands, partially due to large ownership, limited development potential and the underlying bedrock resources.

Old farm fields and natural forest openings are most prevalent in the karst eco-area. Forest openings serve an important function in the spring; because they are in the sun most of the day, openings are the first area to lose snow and to green up. After a winter of eating twigs and seeds, animals seek out openings for a meal of succulent nourishing fresh greens. Predators, like the red-tailed hawk and fox, understand this fact and cruise these areas for a spring meal of rodents. Flowering plants throughout the growing season attract insects, which in turn are devoured by birds.

### **Coastal Resources**

The coastal wetlands in Whitefish Bay, Squaw Bay and around Bare Point and Partridge Point are remnant examples of the extensive wetlands that ringed Thunder Bay during pre-settlement times. The mouth of the Thunder Bay River was a rich delta consisting of emergent wetlands, marshes, wetland forests, sandy beaches and oak and pine forest covered beach ridges.

With the current high-water levels of Lake Huron, coastal marshes along Stony Point, Bare Point and Whitefish Bay have temporarily flooded. Between Stony and Bare Points wave action is creating new beach ridges. The landward side of the beach ridges drops off, creating a protected emergent wetland. This is a living example of the process that happened 1000's of years ago further inland when the beach ridge and swale complexes were created. Birds such as sandpipers, terns, plovers, snipes and gulls all frequent these coastal wetlands and beaches. Great blue herons, marsh wrens, red-winged blackbirds, swamp sparrows, mallard and black ducks can be found in the marshes. Plants include cattails, sandbar willow, bulrushes, sedges, joe-pie-weed, jewelweed, arrowhead, and water plantain.

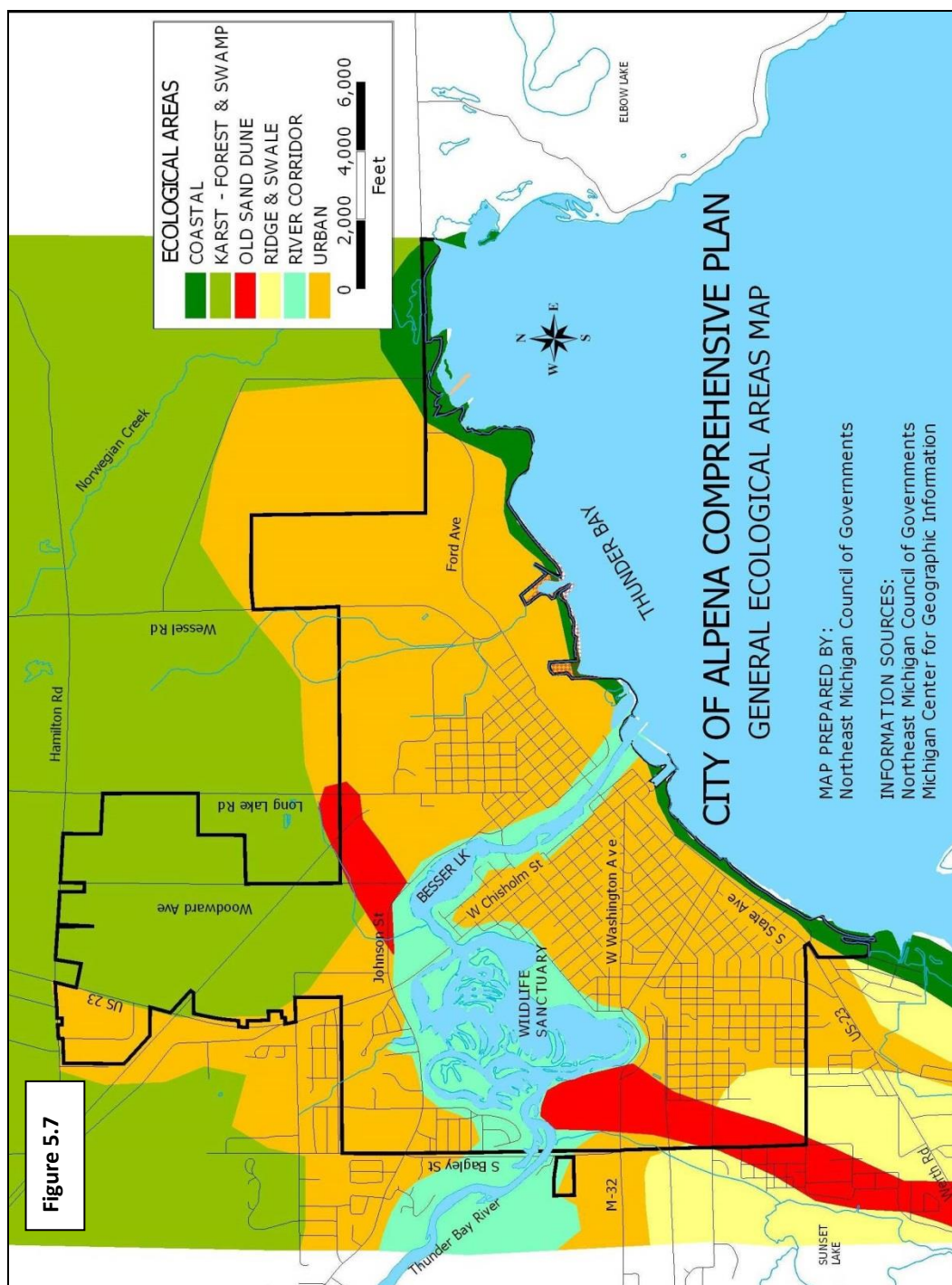
### **Sand Dunes**

The wide beach ridge or sand dune, located approximately one mile inland from the lakeshore, is designated as its own ecological feature. The pine-oak forest is the predominant forest type growing on these sandy ridges. This forest type is not common in other parts of the study area. Remnant forests of red oak are found in subdivision adjacent to Hobbs Drive, Autumn Drive, Grant Street, Piper Road, Greenhaven Lane and Shelley Street in the southwest corner of the study area. Natural stands of jack pine and white pine trees can be found adjacent to the Alpena Area High School, Evergreen Cemetery, and Thunder Bay Recreation Center. Other plants include sedges, grasses, blueberries, spreading junipers, serviceberry, and chokecherry. Most of this ecological feature has been developed for institutional or residential uses.

### **Urban Areas**

Typical of older cities, small natural pockets of land are very limited in residential and commercial developments. Active and abandoned railroad rights-of-way, parks, cemeteries, creeks and drainage ways provide critical corridors. Connected backyards in the internal portions of city blocks may also function as habitat for certain species of song birds.





## Key Ecological Corridors

The key ecological corridors are Thunder Bay River, Wildlife Sanctuary, Lake Besser, Norwegian Creek, Fletcher Creek, and several manmade drainage networks. The shoreline and emergent wetlands along the Lake Huron Shoreline are another important, yet very limited corridor. Other important corridors are the Lake States Railroad that enters the community from the southwest, and the Paxton Spur Rail-Trail that enters the community from the west near the Alpena High School. The Lake States Railroad Right-of-Way passes through the community and connects to Lafarge at the north end. The ecological integrity is greatly

compromised in commercial areas.

## Sites of Environmental Contamination

The Natural Resources and Environmental Protection Act, 1994 PA 451, as amended regulates facilities of environmental contamination in Michigan. The Remediation and Redevelopment Division of the Michigan Department of Environment, Great Lakes, and Energy (EGLE) works towards managing and revitalizing sites of environmental contamination to protect the environment. The division administers two programs: Environmental Remediation (release of hazardous substances from facilities) and Leaking Underground Storage Tanks (release of hazardous substances from underground storage tanks).

The facility inventory database has information for Sites of Environmental Contamination (Part 201), Leaking Underground Storage Tanks (Part 213), and Baseline Environmental Assessments (BEA). The Baseline Environmental Assessments document the existing contamination and allows a facility to be acquired and/or operated without being held liable for the existing contamination. EGLE also has an online mapping application, *Environmental Mapper*, which allows users to view sites of environmental contamination, leaking underground storage tank sites, and any land use or resource use restrictions imposed on a property that has been provided to EGLE. Information about the sites of environmental contamination in the City of Alpena can be found in **Table 5.1** and **Figure 5.8**.

<b>Facility ID</b>	<b>Facility Name</b>	<b>Address</b>	<b>Type</b>
04000152	1135 West Chisholm	1135 West Chisholm	Part 201
04000183	181 North Industrial Highway	181 North Industrial Highway	Part 201
04000141	324 North 11th Avenue	324 North 11th Avenue	Part 201
04000136	500 Palm Street	500 Palm Street	Part 201
04000170	610 S. Third Avenue Heating Oil Release	610 S. Third Avenue	Part 201
04000039	Abitibi-Price Corp	416 Ford Avenue	Part 201
00014901	Admiral Petroleum #5866	906 W Washington Ave	Part 213
04000131	Alpena Area Wide SAF	several sites - each scored separately	Part 201
00007063	Alpena City Highway Garage	615 W Campbell St	Part 213
00007001	Alpena County Road Commission	1400 N Bagley St	Part 213
00014561	Alpena County Sheriffs Dept	320 Johnson St	Part 213
00004057	Alpena EZ Mart	1035 W Chisholm St	Part 213
04000162	Alpena Hide and Leather Company	817 and 819 West Miller Street	Part 201
04000030	Alpena Oil Campbell Street	620 West Campbell	Part 201
00003566	Alpena Oil Co Inc	235 Water St	Part 213
04000126	Alpena Public Schools - Bus Garage	1357 M-32 West	Part 201
04000119	Alpena Riverfront Area	several sites - each scored separately	Part 201
04000128	Alpena Third & River	225 River Street (address was 201 N 3 <sup>rd</sup> )	Part 201
00015756	Beavers Automotive & Radiator Repair Inc	600 N Ripley Blvd	Part 213
00004102	Cap & Bottle Store	525 S State Ave	Part 213
04000161	Cap and Bottle Store	525 S. State Avenue	Part 201
50005688	Carter Street Right of Way	between second & third ave	Part 213
00007062	City of Alpena Marina	400 E Chisholm St	Part 213
04000124	Consumers Energy (Former MGP)	730 State Street	Part 201
00008007	Downtown Union 76	201 E Chisholm St	Part 213
04000129	Former Fletcher Paper Company	318 W. Fletcher Street	Part 201
04000166	Former Freese Hydraulics	324 North 11th and 325 North 11th Ave	Part 201
04000142	Former Werth Dry Cleaners Property	901 W. Chisholm Street	Part 201
00037255	Garants Office Supplies & Print	117 W Washington Ave	Part 213
04000154	Harborside Mall	100-190 North State Avenue	Part 201

**Table 5.1**  
**Sites of Environmental Contamination**

04000182	Health Wise Medical Clinic	101 Oxbow Drive	Part 201
00013659	Huggler Oil Co	930 W Washington Ave	Part 213
04000080	Huggler Oil Co. (00013659)	930 West Washington Avenue	Part 201
04000094	Lafarge Corporation	1435 Ford Avenue	Part 201
04000115	Lake State Railway	1002 Long Lake Avenue	Part 201
00039596	Midas Muffler & Brake Shop	901 W Washington Ave	Part 213
04000095	National Gypsum	Misery Bay Road	Part 201
00033178	Ninth Street Warehouse	9th Street Warehouse	Part 213
04000143	NOAA (part of Former Fletcher Paper)	500 West Fletcher Street	Part 201
04000116	Oxbow Park	off Pinecrest	Part 201
00037458	Perry Oil Co/alpena Bulk Plant	634 W Campbell St	Part 213
04000121	Second Avenue Former Salvage Yard	Second Avenue NE of Herman Street	Part 201
00007689	Shallas Market Inc.	326 Long Lake Ave	Part 213
00042088	Summit Sports	224 E Chisholm St	Part 213
04000081	Tandem Transport	5 Wood Street	Part 201
04000043	Thunder Bay Manufacturing	666 McKinley Ave.	Part 201
04000024	Tuttle Street	132 Tuttle	Part 201
04000171	W Washington Avenue Heating Oil Release	538 W. Washington Avenue	Part 201
00002151	Wayne Kowalski	102 Mason St	Part 213
04000211	Word of Life Commercial Property	801 West Miller Street	Part 201
04000105	City Of Alpena Marina	400 E Chisholm Street	Part 201
04000174	Perry Oil Co. Campbell (00037458)	634 West Campbell Street	Part 201
04000163	Standard Oil Company (Former)	324 North 11th Ave & 325 North 10th Ave	Part 201
04000173	Summit Sports - Part 213	224 East Chisholm Street	Part 201

## Discharge Permits

### **Surface Water - National Pollution Discharge Elimination (NPDES) Facilities**

The State of Michigan controls the discharge of pollutants from waste and wastewater into Michigan's surface waters through the National Pollutant Discharge Elimination System (NPDES) permitting process. This process imposes effluent limitations and other necessary conditions to protect the environment and meet State and Federal regulations. **Table 5.2** shows the NPDES permits issued in the City of Alpena.

**Table 5.2**  
**National Pollution Discharge Elimination Facilities**

Alpena Biorefinery	Great Lakes Maritime Center
Alpena WWTP	Lafarge N America-Alpena Plt
Alpena WWTP	Nemroc Inc-Alpena
Ameri-Shred Ind Corp-Alpena	Nor-Tech Ind Corp-Alpena
ATI Casting Service LLC	PCI
Besser Co	Panel Processing Inc-Alpena
Conveyor Systems Inc	Ren-Tech Ind Corp-Alpena
Decorative Panels Intl-Alpena	Specification Stone Products
Source: Michigan Department of Environment, Great Lakes, and Energy 2020	

### **Air Discharge Permits**

The State of Michigan administers the Renewable Operating Permit (ROP) system to regulate air emissions

for facilities that emit more than a certain amount of air contaminants. According to EGLE, there are two renewable operating permits issued in the City of Alpena:

- Decorative Panels, Inc.
- LaFarge Midwest, Inc.

Figure 5.8





# Chapter 6

## Existing Land Cover/Use

This chapter presents information on the types and location of the existing land uses to provide guidance during the process to establish goals and objectives, and determining the future land uses. This process identifies and maps urban and built-up land uses, such as residential and commercial uses, and natural land cover types, such as forests and wetlands (**Figure 6.1**).

As development occurs, larger tracts of land are subdivided into smaller parcels. Therefore, studying the existing pattern of land divisions is one way to analyze the status of land use and development. Typical of most cities, the older parts of the community have small lots that are 10,000 square feet or less. As development occurred and newer lots were created in the city, particularly over the last 30 years, the newly created lots were larger. This fact is most noticeable for highway commercial development where on-site parking is a requirement. The trend is slowly reversing as new development has shifted to compact, mixed-use and higher density residential. Three developments that fit this trend are Oxbow Village, Alpena Marc, LLC (Fletcher Mill site) and Rivers Edge Condominiums.

The north parts of the City are still in large ownerships. Alpena Community College owns a large tract of land along Woodward Avenue and Long Lake Avenue. The college is developing a master plan that will propose development activities and uses on this tract. Additionally, Lafarge is another large landowner where most of this land is dedicated to the quarry and processing facility.

Fourteen categories have been identified and mapped within the City (**Table 6.1**). Urban and built-up areas were separated into ten categories and undeveloped areas were separated into four categories. The existing land use map illustrates the distribution of land uses throughout the City (**Figure 6.1**). The map was generated using ancillary data sets, such as the Alpena Area-wide Transportation Plan, National Wetlands Inventory, 1998 Existing Land Use and 2002 digital aerial photography.

### Single-Family Residential

This category includes one and two family residential units and covers the largest area within the urban and built-up categories. The one and two family residential use occupies approximately 23.6% (1,356 acres) of the land in the City. Single family residential accounts for most of the residential development in the City.

### Multi-Family Residential

Multi-family residential is characterized as a building or cluster of buildings containing three or more dwelling units. This classification includes apartments, condominiums, retirement homes and nursing homes. Multi-family development is found throughout the city with concentrations in the northwest and southwest parts of the City. Upper story residential units above older commercial buildings in the downtown business, while classified as multi-family, are not separated from the downtown business category. Proposed developments, such as Rivers Edge Condominiums, will add to the multi-family units. Multi-Family residential accounts for 1.3% of the City and covers 74 acres.

### Office

This category includes office uses (e.g. doctors, dentists, attorneys, accountants, insurance, and personal services), and office buildings (e.g. medical clinics, banks, and corporate headquarters). Office uses are

concentrated along Chisholm Street, Ripley Street, and in the Arbor Lane Office Park and Long Rapids Plaza north of Long Rapids Road. Office uses in the downtown are not separated from the Downtown Business District. Office uses cover 42 acres or less than 0.7% of the City.

## **Commercial**

The commercial category includes the retail sales of goods and services, and motels and restaurants outside the Downtown Business District. This classification contains 146 acres or 2.5% of the City. Commercial activity is concentrated along Chisholm Street, Ripley Street, South State Street, Second Street, north of the river and Washington Avenue, west of Ripley Avenue. Neighborhood commercial establishments are scattered throughout the City.

## **Downtown Business District**

The downtown business district contains a mix of uses including retail, service, restaurants, and residential. Many of the buildings are multi-story with residential, office or vacant above street level uses. In an effort to revitalize the downtown, the City has been working to encourage residential development in the upper stories of these older commercial buildings. The area mapped as downtown covers 61 acres or 1.1% of the City.

## **Mixed Use**

Two areas are classified as mixed use, Oxbow Village and Alpena Marc, LLC (Fletcher Paper Mill Property). These developments include mixed residential, commercial, service, and institutional uses. These two developments account for 1.2% of the City's area or 68 acres.

## **Light Industrial**

Light industrial uses are defined as limited manufacturing activities that emit a minimum of noise, vibration, air pollution, etc. Typical uses include warehousing, distribution, research and development, light manufacturing, and limited assembly of finished materials. Land within this category is found along Eleventh Avenue, at the east end of Johnson Street, in North Industrial Park and Commerce Industrial Park. Land in this use category covers 215 acres or 3.7% of the City.

## **Heavy Industrial/Extractive**

Heavy industrial uses are generally found in the northeast parts of the City and along the waterfront. Uses include quarries, bulk storage, salvage operations, and facilities that process raw materials. With heavy industrial at 588 acres and extractive at 486 acres for a total of 18.7% of the city, this is the second largest land use category in the City.

## **Parks**

City parks, Alpena County Fairgrounds, City Marina, North East State Trail, and Paxton Spur Rail to Trail corridor are included in this category. With approximately 221 acres of parklands (4.2% of the City), residents have ample access to parks. The wetlands and surface water in the Wildlife Sanctuary are not included in this category.

## **Institutional/Public**

This category includes institutional uses (e.g. churches, schools, recreation fields associated with schools, museums, hospitals, and cemeteries), and public agencies and buildings, such as City Hall. This is a large category covering 452 acres or 8.6% of the City. These uses can be found around the City with large areas along West Washington Street and West Johnson Streets. Alpena Community College owns extensive lands north of the campus along Woodward Avenue and Long Lake Avenue. Since this

property has not been developed, the land area was mapped as its current land cover types (forests, wetlands and old farm fields).

### **Non-forested Uplands**

The non-forested land category consists of herbaceous and shrub lands, beaches and undeveloped shorelines. The land use inventory found 214 acres (3.7% of the City) mostly located in the northern part of the City. A majority of the non-forest areas are old farm fields located on Alpena Community College lands.

### **Forests**

Upland and lowland forests are classified in this category. Upland forest types include pine, aspen-birch, and northern hardwoods (sugar maple, red maple, beech, and basswood). These forest types are found growing on well drained soils. Lowland forests grow on soils with a seasonally high water table and are often classified as wetlands. Lowland forests, include areas that support lowland hardwoods and conifers, such as northern white cedar, black spruce, balsam fir, elm, black ash, red maple, ash and aspen species. Forests occupy 922 acres or 16.1% of the City.

### **Wetlands**

Wetlands are defined as land that has sufficient water at, or near, the surface to support wetland or aquatic vegetation. These areas are commonly referred to as swamps, marshes and bogs. The wetland category comprises non-forested types such as lowland brush (tag alder and willow), sphagnum bogs, emergent vegetation in lakes, and wet meadows. Non-forested wetlands account for 228 acres or 4.0% of the City and are located adjacent to rivers and creeks.

Two primary functions of wetlands are water quality protection and ecological corridors. The network of wetlands receives surface water and subsurface water discharges, which creates the many streams and creeks that flow into the area lakes. The interconnected resources exemplify how activities distant from major water bodies can still have an impact on water quality.

### **Surface Water**

The Thunder Bay River, Wildlife Sanctuary, and Besser Lake are included in this category, and cover 8.6% or 494 acres of the City. Thunder Bay and Lake Huron are not mapped in this category. Given Alpena is bounded by Lake Huron on the east, and the Thunder Bay River and impoundment, water resources are key to the community character and environment.

### **Other**

Certain land uses included in this category comprise a very small portion of land within the City. Primarily this land consists of transportation such as roads and railroad right-of-way. These land uses total 51 acres of the City.

**Table 6.1**  
**Existing Land Use**

<b>Land Use Category</b>	<b>Number of Acres</b>	<b>Percent of City</b>
Single-Family Residential	1,356	<b>23.6%</b>
Multi-Family Residential	74	<b>1.3%</b>
Office	42	<b>0.7%</b>
Commercial	146	<b>2.5%</b>
Downtown Business District	61	<b>1.1%</b>
Mixed Use	68	<b>1.2%</b>
Light Industrial	215	<b>3.7%</b>
Heavy Industrial	588	<b>10.2%</b>
Extractive	486	<b>8.5%</b>
Parks	223	<b>3.9%</b>
Institutional/Public/Utilities	573	<b>10.0%</b>
Non-Forested Uplands	214	<b>3.7%</b>
Forests	922	<b>16.1%</b>
Non-Forested Wetlands	228	<b>4.0%</b>
Water	494	<b>8.6%</b>
Other (Transportation, Railroad ROW)	51	<b>0.9%</b>
<b>TOTAL</b>	<b>5,741</b>	<b>100%</b>

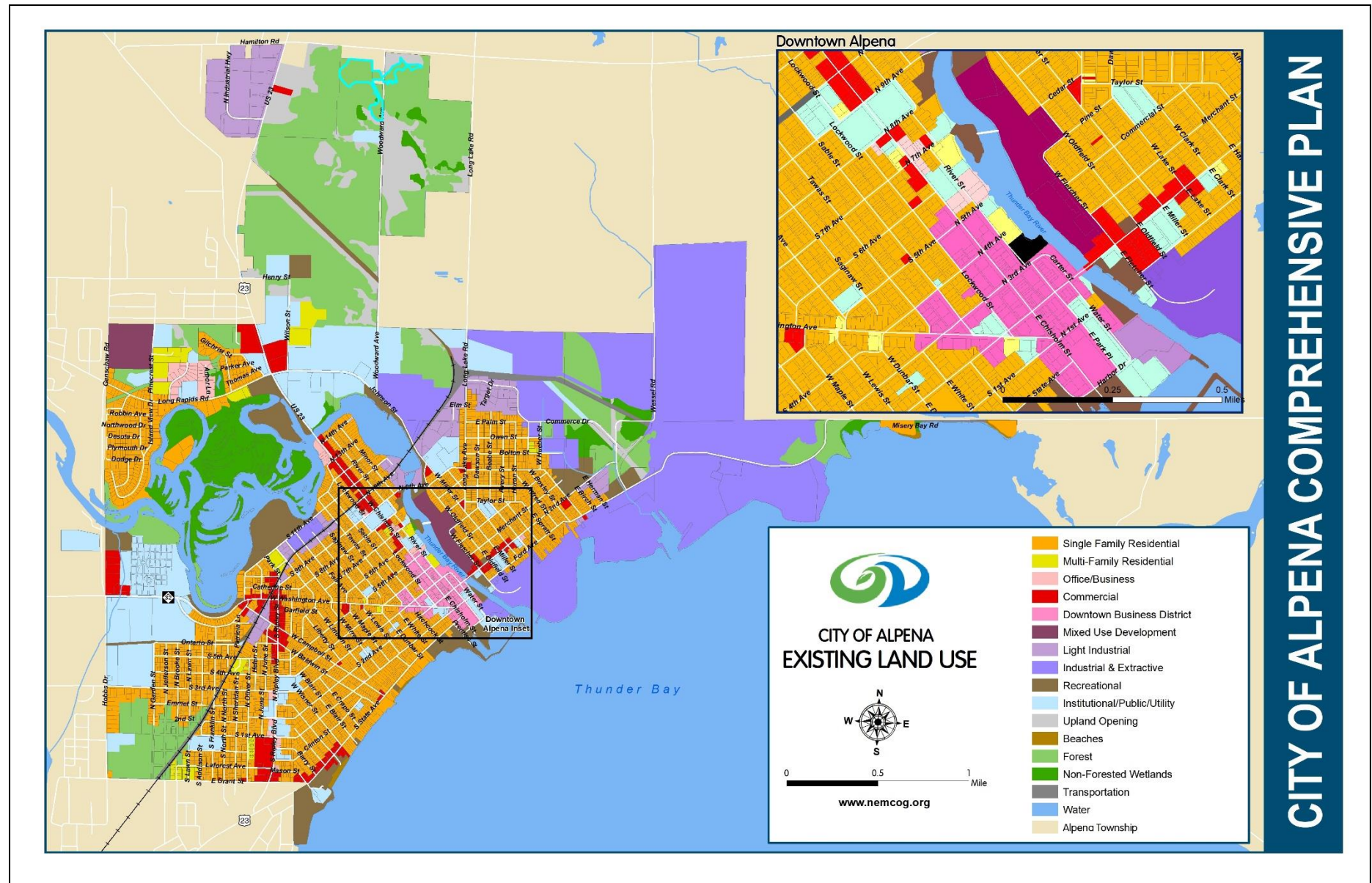


Figure 6.1 – Existing Land Use



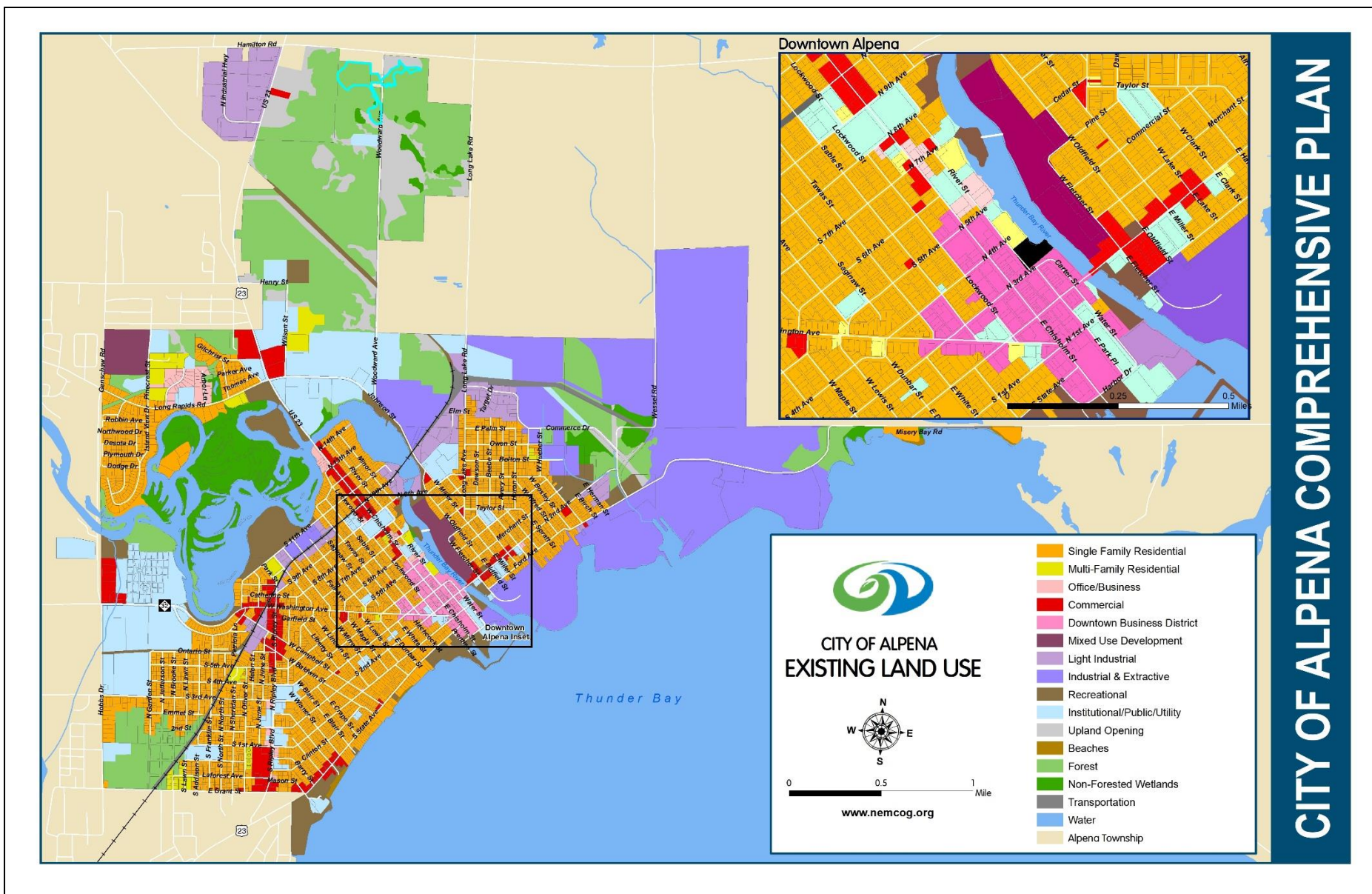


Figure 6.1 – Existing Land Use

# Chapter 7

## Goals & Objectives

### Purpose

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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

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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 (survey results are on file with the City of Alpena and are available online at [www.alpena.mi.us/departments/planning](http://www.alpena.mi.us/departments/planning)). 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



## 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

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### 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
<b>1</b> <b>Community Character &amp; Quality of Life</b>	<b>GOAL 1</b> <b>Enhance the overall quality of life in the City of Alpena to accommodate an aging population and to attract diverse age groups.</b>		
	<b>OBJECTIVE A:</b> <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
	<b>OBJECTIVE B:</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
	<b>OBJECTIVE C:</b> <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
	<b>GOAL 2</b> <b>Maintain and enhance the recreational facilities and activities in the City of Alpena.</b>		
	(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
<b>1</b> <b>Community Character &amp; Quality of Life</b>	<b>GOAL 3</b> <b>Maintain and enhance the appearance and character of the City of Alpena.</b>		
	<b>OBJECTIVE A: Enhance community gateways, parks, and streets.</b>		
	(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
	<b>OBJECTIVE B: Work with the public, agencies, and organizations to protect and preserve the city's historic buildings, residential neighborhoods, and historic features.</b>		
	(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
<b>2</b> <b>Planning, Zoning, and Community Development</b>	<b>GOAL 1</b> <b>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.</b>		
	<b>OBJECTIVE A: Improve communication with the public, local organizations, and surrounding governmental entities.</b>		
	(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
	<b>GOAL 2</b> <b>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.</b>		
	<b>OBJECTIVE A: Maintain and implement the City of Alpena Comprehensive Plan and Zoning Ordinance.</b>		
	(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, to include standards based on changes in land use or development/zoning practices, and to protect surface and groundwater (ex: study impacts of waterfront setbacks).	Ongoing	PC, DPD, CC
	<b>OBJECTIVE B:</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
	<b>OBJECTIVE C:</b> 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
<b>2</b> <b>Planning, Zoning, and Community Development</b>	<b>OBJECTIVE D</b> 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. Work toward the provision of consistent infrastructure between the city and township (ex: sidewalks).	Ongoing	PC, DPD, DPW, CM, EM
<b>3</b> <b>Transportation Infrastructure and Public Services</b>	<b>GOAL 1</b> <b>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.</b>		
	<b>OBJECTIVE A:</b> <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

<div>3</div> <div>Transportation Infrastructure and Public Services</div>	(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
	<b>OBJECTIVE B: Develop policies and programs to integrate a multi-modal transportation system in the City.</b>		
	(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
	<b>OBJECTIVE B: Provide efficient and accessible solid waste disposal options within the City.</b>		
	(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



<b>3</b> <b>Transportation Infrastructure and Public Services</b>	<b>GOAL 2</b> <b>Ensure efficient response of emergency services within the City.</b>		
	<b>OBJECTIVE A: Support existing public safety services (e.g. police, fire, and emergency medical services).</b>		
	(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
	<b>GOAL 3</b> <b>Encourage the prudent use of City fiscal resources.</b>		
	(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) 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
<b>4</b> <b>Natural, Cultural, and Recreation Resources</b>	<b>GOAL 1</b> <b>Conserve, protect and maintain natural resources for the enjoyment of current and future residents and visitors.</b>		
	<b>OBJECTIVE A: Improve the City's air and water quality.</b>		
	(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
	(7) Create a public education campaign concerning waterfront vegetative buffers and evaluate the feasibility of regulatory approaches.	Medium	DPD, PC
	<b>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.</b>		
	(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) 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

<div>4</div> <div>Natural, Cultural, and Recreation Resources</div>	<b>OBJECTIVE C:</b> <i>Identify and protect desirable open space areas, scenic vistas, wildlife habitat, ecological corridors, and environmentally sensitive areas.</i>		
	(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
	(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
	(5) Work with Huron Pines to support and implement conservation projects in the City.	Ongoing	DPD, PC, CC, STAFF
	<b>GOAL 2</b> <b>Protect and preserve the cultural resources for the enjoyment of current and future residents and visitors.</b>		
	<b>OBJECTIVE A:</b> <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
<div>5</div> <div>Housing</div>	<b>GOAL 1</b>		
	<b>Allow suitable housing opportunities for all income levels, age groups, household types, and resident types (year-round/seasonal).</b>		
	<b>OBJECTIVE A:</b> <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
	<b>OBJECTIVE B:</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
	<b>OBJECTIVE C:</b> <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>	<b>GOAL 1</b>		
	<b>Coordinate private development with recreation and tourism opportunities on the waterfront.</b>		
	<b>OBJECTIVE A:</b> 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
	<b>GOAL 2</b>		
	<b>Retain existing businesses, establish new commercial uses and redevelop vacant commercial buildings.</b>		
	<b>OBJECTIVE A:</b> <i>Support efforts to create a vibrant downtown.</i>		
	(1) Implement and maintain the practices outlined by the MEDC Redevelopment Ready Communities (RRC) Program.	Ongoing	DPD, PC, CM, DDA
	(2) Encourage mixed-use development in the downtown business district.	Ongoing	DDA, DPD, PC, CM
	(3) Extend pedestrian pathways to connect downtown with surrounding areas.	Medium	DPD, CC, PC, CM, DPW
	(4) Promote the vitality of downtown by emphasizing the entertainment and cultural center, restaurants, theater, library, museums, parks, marina, and shopping.	Ongoing	DDA, Chamber, CVB
	(5) Promote the business façade improvement grant program.	Ongoing	DDA, Staff
	(6) 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>	<b>OBJECTIVE B:</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.	Ongoing	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) Evaluate the allowance of recreational marijuana facilities in the city.	Short	PC, DPD, CM, CC
	<b>GOAL 3</b>		
	<b>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.</b>		
	<b>OBJECTIVE A:</b> 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
<b>6</b> <b>Economic Development</b>	<b>OBJECTIVE B: Enhance and maintain industrial development in the City.</b>		
	(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
	<b>GOAL 4</b> <b>Market the City of Alpena as a tourism destination.</b>		
	<b>OBJECTIVE A: Participate in regional tourism marketing efforts.</b>		
	(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
	<b>OBJECTIVE B: Research and implement opportunities and techniques that attract year-round tourism.</b>		
	(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



## Chapter 8

# 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

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The community has identified fourteen categories of land use needed to serve future development needs. These categories are listed below and depicted in **Figure 8.1**. 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-Family and Two-Family Residential**

This category includes single- 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. The PUD could also include areas of non-residential use which are compatible to the residential uses.

## **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. 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 Uses**

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. 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 on-going 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 5<sup>th</sup>, 2006, an article in the “Bizjournals” recognized Alpena as the #1 place to retire in Michigan and 44<sup>th</sup> 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 public input, 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**

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 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 downtown.

*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**

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 for 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 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.



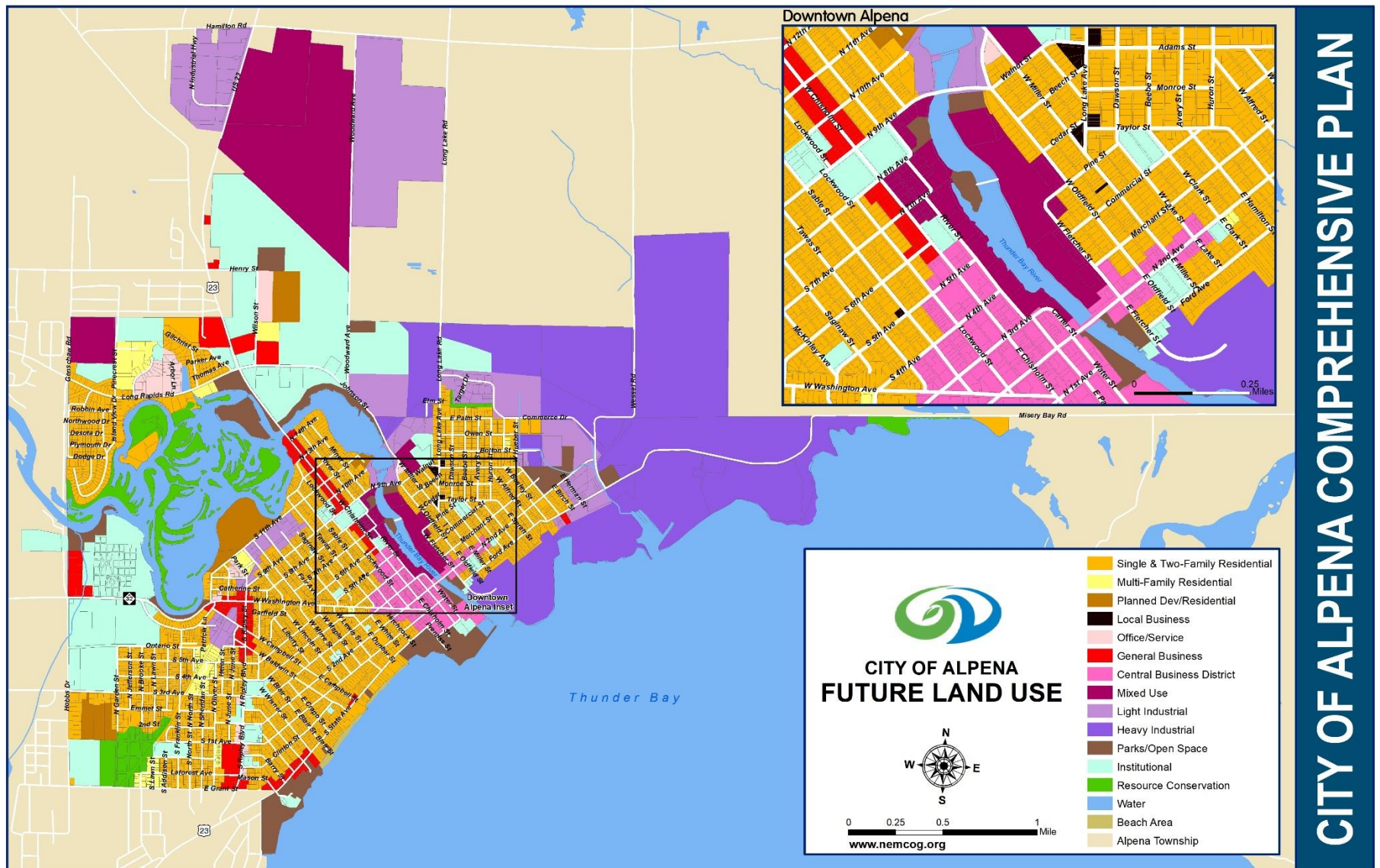


Figure 8.1 Future Land Use

## Chapter 9

# Implementation and Adoption

### Plan Coordination and Review

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As required by the Michigan Planning Enabling Act (PA 33 of 2008), as amended, notification of intent to develop the City of Alpena Comprehensive Plan was sent to all adjacent communities and other relevant entities to request cooperation and comment. A copy of the notice letter, affidavit of mailing and entities notified can be found in Appendix A.

After the draft plan was completed by the City of Alpena Planning Commission, a draft was transmitted to the City Council for approval to distribute the plan for review and comment. The draft plan was transmitted to entities notified at the initiation of the plan update. After the required comment period, public hearing and plan adoption the final plan was transmitted to all required entities. A copy of all relevant information can be found in Appendix A.

### Public Hearing

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A public hearing on the proposed Comprehensive Plan for the City of Alpena, as required by the Michigan Planning Enabling Act (PA 33 of 2008) as amended, was held on \_\_\_\_\_, 2020. Section 43(1) of the Act requires that 15 days notice of the public hearing be given in a publication of general circulation in the municipality. A notice of the public hearings was published in the Alpena News. Copies of the public hearing notice are reproduced in Appendix A.

The purpose of the public hearing was to present the proposed master plan and to accept comments from the public. During the hearing, maps of existing land use, resource maps and proposed future land use recommendations were presented.

### Plan Adoption

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The City of Alpena Planning Commission formally adopted the Comprehensive Plan on \_\_\_\_\_, 2020. The Alpena City Council passed a resolution of adoption of the Comprehensive Plan on \_\_\_\_\_, 2020.

### Plan Implementation

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The Comprehensive Plan was developed to provide a vision of the community's future. It will serve as a tool for decision making on future development proposals. The plan will also act as a guide for future public investment and service decisions, such as the local budget, grant applications, road maintenance and development, community group activities, tax incentive decisions, and administration of utilities and services.

On an annual basis, the City of Alpena Planning Commission will review the goals and objectives of the Comprehensive Plan and identify and prioritize three to four working objectives for the year. These

identified priority items will be the focus of the Planning Commission's activity throughout the year. This will allow the Planning Commission to work on a proactive basis in order to better accomplish the goals identified in the Comprehensive Plan.

## **Zoning Plan**

Section 33 of the Michigan Planning Enabling Act, PA 33 of 2008, as amended, calls for a plan to include a zoning plan for the control of height, area, bulk, location and use of buildings and premises in the city. The zoning plan identifies the current zoning districts and their purposes, as well as how the land use categories on the future land use map relate to the districts on the zoning map.

According to the Michigan Zoning Enabling Act, Public Act 110 of 2006, as amended, comprehensive planning is the foundation of a zoning ordinance. Section 203 (1) of the Act states:

*"The Zoning Ordinance shall be based upon a plan designed to promote the public health, safety, and general welfare, to encourage the use of lands in accordance with their character and adaptability, to limit the improper use of land, to conserve natural resources and energy, to meet the needs of the state's residents for food, fiber, and other natural resources, places of residence, recreation, industry, trade, service, and other uses of land, to insure that uses of land shall be situated in appropriate locations and relationships to avoid the overcrowding of population, to provide adequate light and air, to lessen congestion on the public roads and streets, to reduce hazards to life and property, to facilitate adequate provision for a system of transportation, sewage disposal, safe and adequate water supply, education, recreation, and other public requirements, and to conserve the expenditure of funds for public improvements and services to conform with the most advantageous uses of land, resources, and properties. The zoning ordinance shall be made with reasonable consideration to the character of each district, its peculiar suitability for particular uses, the conservation of property values and natural resources, and the general and appropriate trend and character of land, building, and population development."*

The City of Alpena completed a comprehensive rewrite of its Zoning Ordinance in 2009. The new Ordinance was adopted by the Alpena City Council on January 18, 2010 with an effective date of March 1, 2010. The new Zoning Ordinance better reflects and supports the implementation of the goals and objectives and future land use contained in this Comprehensive Plan. Additionally, the Ordinance reflects changing conditions in the community and along the coastline.

Although many of the use districts remained the same or were consolidated, the City included major modifications, including the development of new districts and the inclusion of hybrid form based zoning in the Central business District (CBD), the new Commercial Corridor District (CCD) and in portions of the new Waterfront Development District (WD). These changes enable the Zoning Ordinance to provide new regulations that preserve the aesthetic and natural qualities of the City, while providing flexibility to accommodate innovative building and land use applications that enhance the quality of life for residents, create an attractive destination for visitors, and protect the abundant natural resources found in and around the community.

Following are the land use categories within which the 18 zoning districts and 3 overlay districts in the City of Alpena are organized:

### **Residential Districts:**

The following districts are considered residential districts: One-Family Residential Districts (R-1 and R-2), Two-Family Residential District (RT), Multiple-Family Residential Districts (RM-1 and RM-2), Thunder Bay Junior High Neighborhood Overlay District. The principal purpose of these districts is to provide for a range of residential dwelling types at various densities for specific uses. These include: single family attached and

detached, duplexes, multi-family structures and complexes, and condominium units. These may be developed utilizing standard subdivision, land division or site condominium regulations as permitted by state law.

### **Non-Residential Districts:**

#### ***Commercial***

The City of Alpena currently has the following commercially-related districts: Office Service District (OS-1), Central Business District (CBD), Commercial Corridor District (CCD), Local Business District (B-1), General Business District (B-2), and Commercial District (B-3). These commercial districts allow varying types and intensities of commercial establishments. OS-1 is intended to accommodate offices, banks and personal services and to serve as transitional areas between residential and commercial districts and to provide transition between major thoroughfares and residential districts. B-1 is intended to meet the day-to-day shopping needs of the adjacent residential districts. CBD provides for office buildings and retail stores within the City's traditional downtown. The new CCD provides specific development standards for unique commercial nodes along major corridors and high impact intersections within the City outside the downtown area. B-2 provides for more diversified businesses and is typically located along major thoroughfares. B-3 also provides for more diversified businesses which could result in external physical effect.

#### ***Industrial***

The City reduced the number of industrial districts from three to two, consolidating the two light industrial districts into a single I-1, Light Industrial, and re-designating the I-3 Heavy Industrial District, to the new I-2, General Industrial. The Light Industrial District (I-1) is intended to accommodate wholesale activities, warehouses, and industrial operations whose external physical effects do not affect the surrounding districts. The new General Industrial District (I-2) is designed for manufacturing, assembling, and fabrication activities whose external physical effects will be felt by surrounding districts and generally require state and/or federal environmental reviews and permits.

#### ***Special Zoning Districts***

The following special districts are overlay districts or multi-use districts that do not directly fall under the residential and non-residential categories listed above:

- **Thunder Bay Neighborhood Overlay** – Provides supplemental development standards for a vacant residential block and abutting properties to promote residential development compatible with the eclectic architecture of existing neighborhood residences dating from the late 1800's to the mid 1950's.
- **Downtown Overlay District** – Form based development standards applicable to the City's CBD district and portions of the Waterfront Development District (WD) located within the City's downtown, with the purpose of ensuring the compatibility of new, rehabilitated and existing downtown structures with one another utilizing specific standards for architecture, function and scale.
- **US 23 North Corridor Overlay** – Provision of common development standards along the principal entry corridor into the City from the north. The highway corridor consists of properties located in both the City of Alpena and Alpena Township.
- **Waterfront Development District (WD)** – A riverfront district providing public access along both sides and across the Thunder Bay River promoting mixed-use development of residential, commercial and water-related commercial/industrial uses.

- **Vehicular Parking District (P-1)** – Provides for the development of parking lots with specific design standards located as transitional zoning between business/industrial zones and abutting residential zones.
- **Conservation & Resources District (CR)** – District containing sensitive environmental habitats permitting limited development with strict development standards.
- **Parks & Recreation District (PR)** – Permits public recreational developments and protects existing public park and recreation lands for the use and benefit of the community.
- **Planned Unit Development (PUD)** – District provides development that does not readily comply within the typical zoning district classifications. Flexibility in use and development standards provides for creative design solutions unique to a property that provide the most efficient and effective use of the property to the benefit of the entire community.

One of the primary functions of a zoning ordinance is to promote development that directly assists in the implementation of the goals and objectives outlined in the Comprehensive Plan. The adoption of the new Zoning Ordinance in 2010 greatly facilitated this process. The City of Alpena lends itself naturally to the principles of New Urbanism – an approach to designing cities and neighborhoods, which attempts to reduce traffic and eliminate sprawl. Many of the goals of this plan can be addressed by implementing the 10 principles of New Urbanism: (1) Walkability (2) Connectivity (3) Mixed-Use and Diversity (4) Mixed Housing (5) Quality Architecture and Urban Design (6) Traditional Neighborhood Structure (7) Increased Density (8) Smart Transportation (9) Sustainability and (10) Quality of Life.

The City's new Zoning Ordinance incorporates many, if not all, of these principles through a combination of traditional and form based zoning techniques with a strong emphasis on the use of mixed use development, public non-motorized linkages, preservation of unique cultural and natural resources, and flexible design standards.

#### **Relationship Between Future Land Use Plan and Zoning Ordinance**

For the City Zoning Ordinance to effectively implement the overall development goals and objectives of the Comprehensive Plan, the established zoning districts must reflect and directly relate to the general land use categories of the Plan. The following chart illustrates the correlation between the Plan's future land use categories and the corresponding zoning districts.

Table 9.1	
Future Land Use Category	Corresponding Applicable Zoning District(s)
<b>Single &amp; Two-Family Residential</b>	R-1, One Family Residential
	R-2, One Family Residential
	R-T, Two Family Residential
	TBO, Thunder Bay Overlay
<b>Multiple Family Residential</b>	RM-1, Multiple Family Residential
	RM-2, Multiple Family Residential
<b>Planned Development/Residential</b>	PUD, Planned Unit Development
<b>Local Business</b>	B-1, Local Business
<b>Office/Service</b>	OS-1, Office Service
<b>General Business</b>	B-2, General Business
	B-3, Commercial
	CCD, Commercial Corridor
	 US-23 North Corridor Overlay
<b>Central Business District</b>	CBD, Central Business
	WD, Waterfront Development
	DOD, Downtown Overlay
<b>Mixed Use</b>	CCD, Commercial Corridor
	WD, Waterfront Development
	CBD, Central Business
	PUD, Planned Unit Development
<b>Light Industrial</b>	I-1, Light Industrial
<b>Heavy Industrial</b>	I-2, General Industrial
<b>Parks/Open Space</b>	PR, Parks and Recreation
<b>Institutional</b>	All Residential & Business Zoning Districts
	Dependent on Specific Use.
<b>Resource Conservation</b>	CR, Conservation and Resources

## Grants and Capital Improvement Plan

The Comprehensive Plan will be used as a guide for future public investment and service decisions, such as the local budgeting, grant applications, and administration of utilities and services. The City of Alpena maintains an aggressive six-year capital improvements program across all City departments. As the Capital Improvements Plan is updated annually, the goals and objectives designated in the Comprehensive Plan will allow the City to prioritize and focus its spending decisions and refine its capital planning to key areas.

## **Recreation Plan**

The City of Alpena actively updates its Recreation Plan and implements planned recreation improvements through its capital improvements program. The goals and objectives contained in Chapter 7 will guide future Recreation Plan updates and the implementation of recreation related capital improvement projects. In addition, the goals pertaining to recreation found in both the Comprehensive Plan and Recreation Plan will facilitate grant applications to fund identified projects.

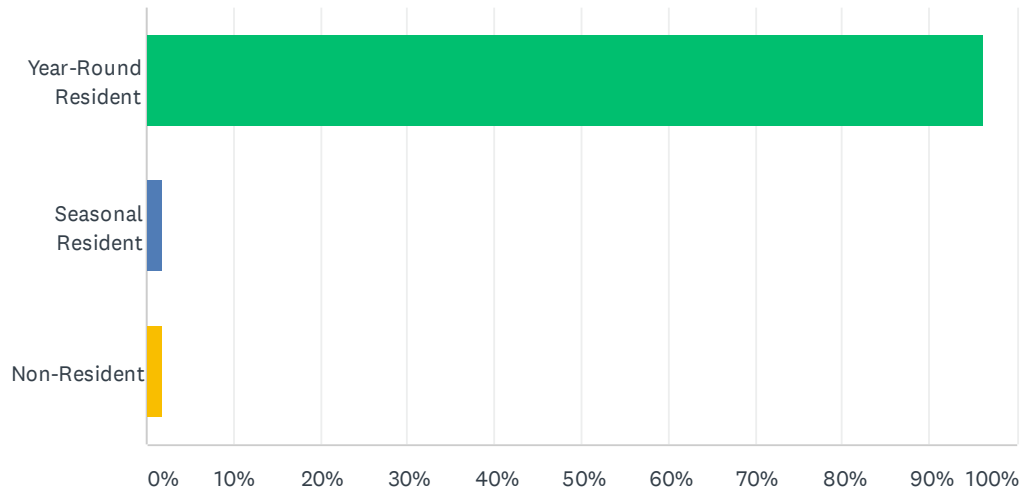




City of Alpena Comprehensive Plan 2020  
**2018 Online Public Input Survey Results**

## Q1 Please indicate your residency status:

Answered: 207 Skipped: 1

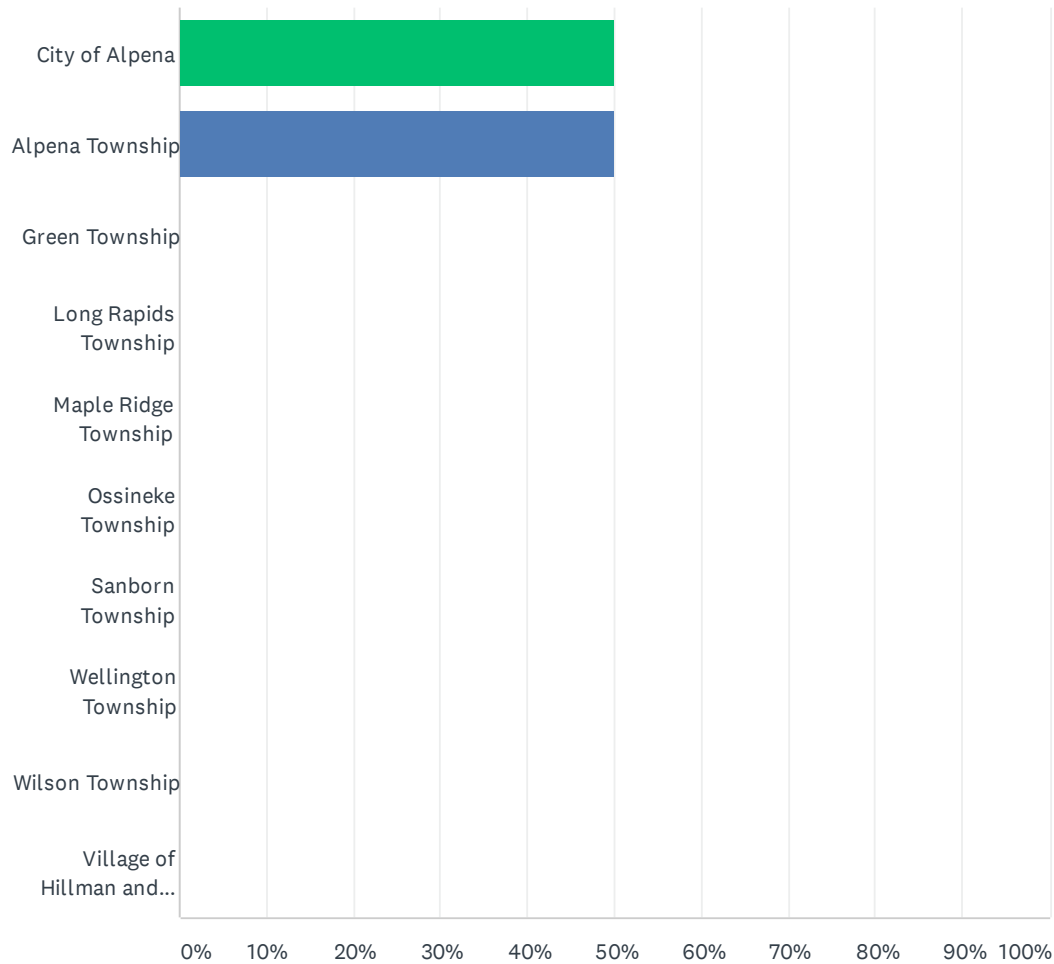


ANSWER CHOICES		RESPONSES	
Year-Round Resident		96.14%	199
Seasonal Resident		1.93%	4
Non-Resident		1.93%	4
TOTAL			207

#	IF NON-RESIDENT, INDICATE PLACE OF RESIDENCE	DATE
1	Virginia	10/25/2018 9:56 PM
2	currently Charlevoix/Petoskey but relocating to Alpena soon	10/5/2018 6:45 AM

## Q2 Where in Alpena County is your home located?

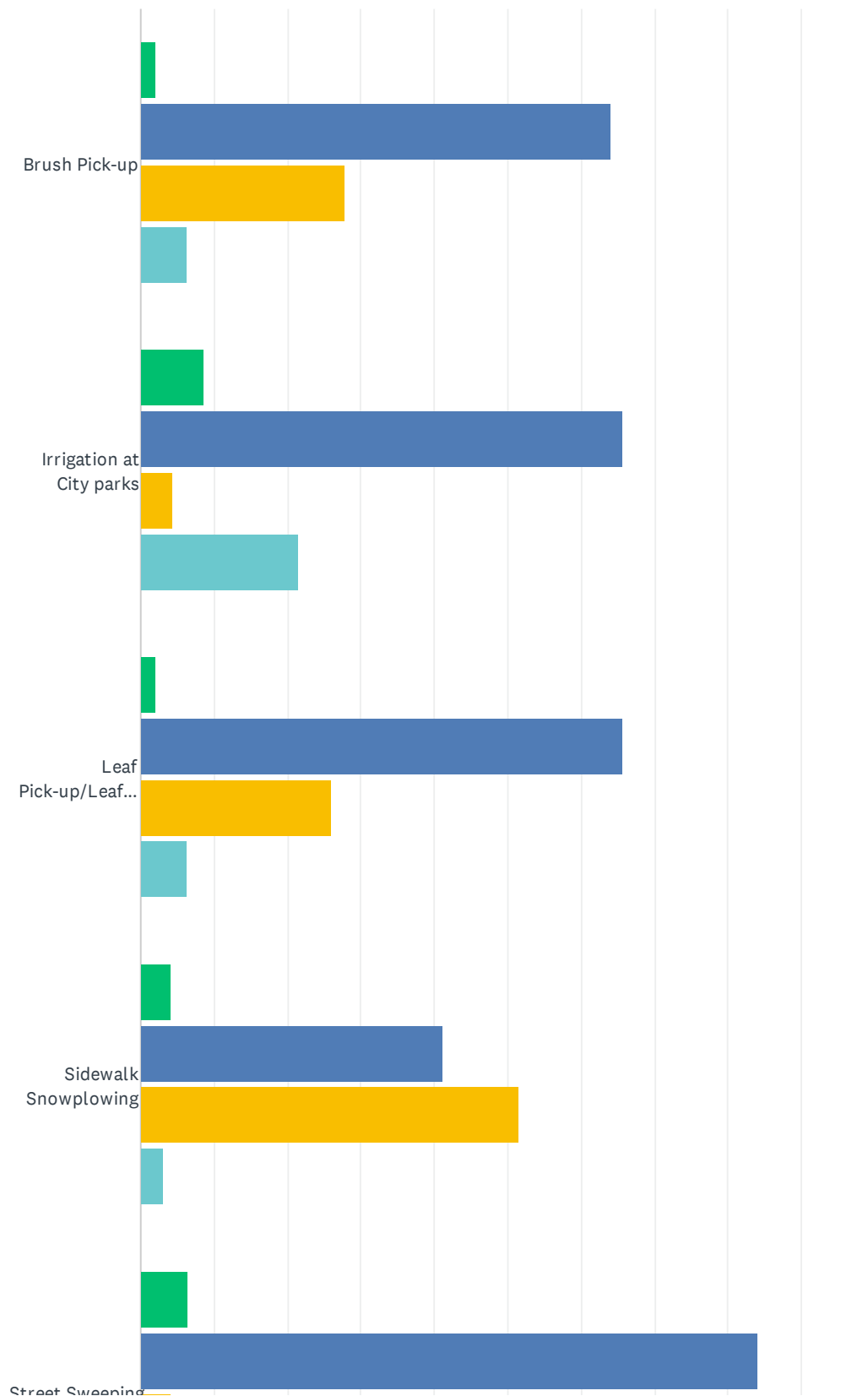
Answered: 208 Skipped: 0

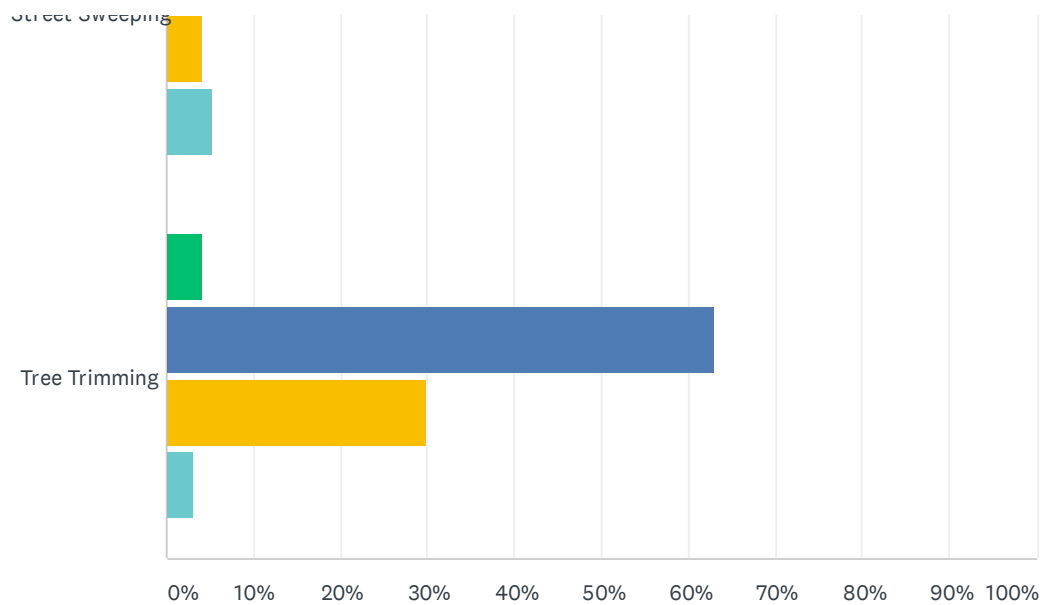


ANSWER CHOICES	RESPONSES	
City of Alpena	50.00%	104
Alpena Township	50.00%	104
Green Township	0.00%	0
Long Rapids Township	0.00%	0
Maple Ridge Township	0.00%	0
Ossineke Township	0.00%	0
Sanborn Township	0.00%	0
Wellington Township	0.00%	0
Wilson Township	0.00%	0
Village of Hillman and Green Township	0.00%	0
<b>TOTAL</b>		<b>208</b>

### Q3 What priority should the City of Alpena place on the following services?

Answered: 97   Skipped: 111



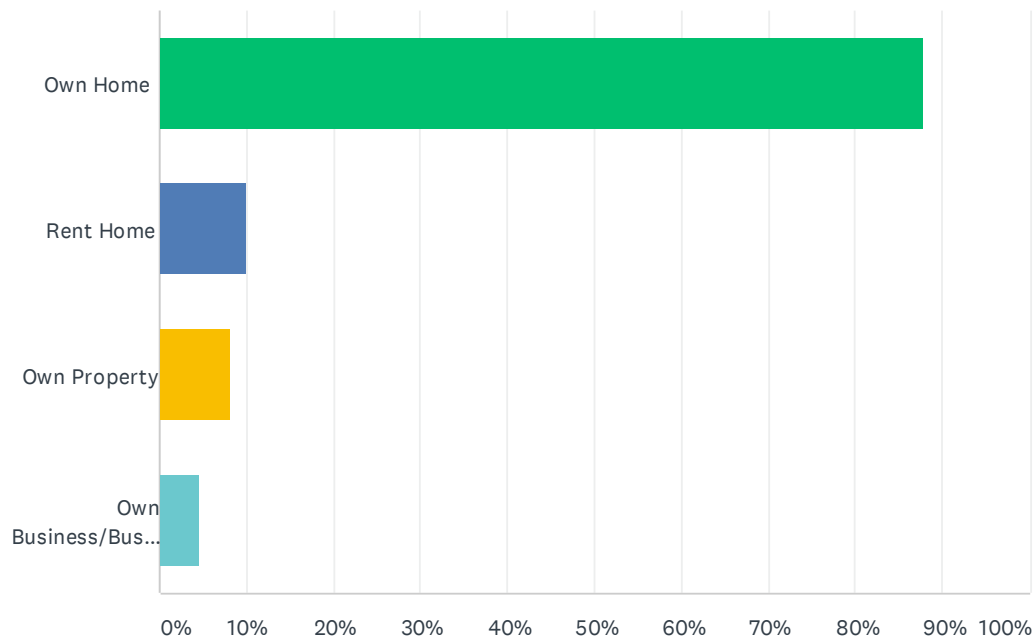


■ Cease service
 ■ Maintain service
 ■ Expand service
 ■ Don't know/neutral

	CEASE SERVICE	MAINTAIN SERVICE	EXPAND SERVICE	DON'T KNOW/NEUTRAL	TOTAL
Brush Pick-up	2.06% 2	63.92% 62	27.84% 27	6.19% 6	97
Irrigation at City parks	8.60% 8	65.59% 61	4.30% 4	21.51% 20	93
Leaf Pick-up/Leaf Drop-off	2.08% 2	65.63% 63	26.04% 25	6.25% 6	96
Sidewalk Snowplowing	4.12% 4	41.24% 40	51.55% 50	3.09% 3	97
Street Sweeping	6.38% 6	84.04% 79	4.26% 4	5.32% 5	94
Tree Trimming	4.12% 4	62.89% 61	29.90% 29	3.09% 3	97

## Q4 Please indicate your property interest within Alpena County (mark all that apply):

Answered: 198 Skipped: 10

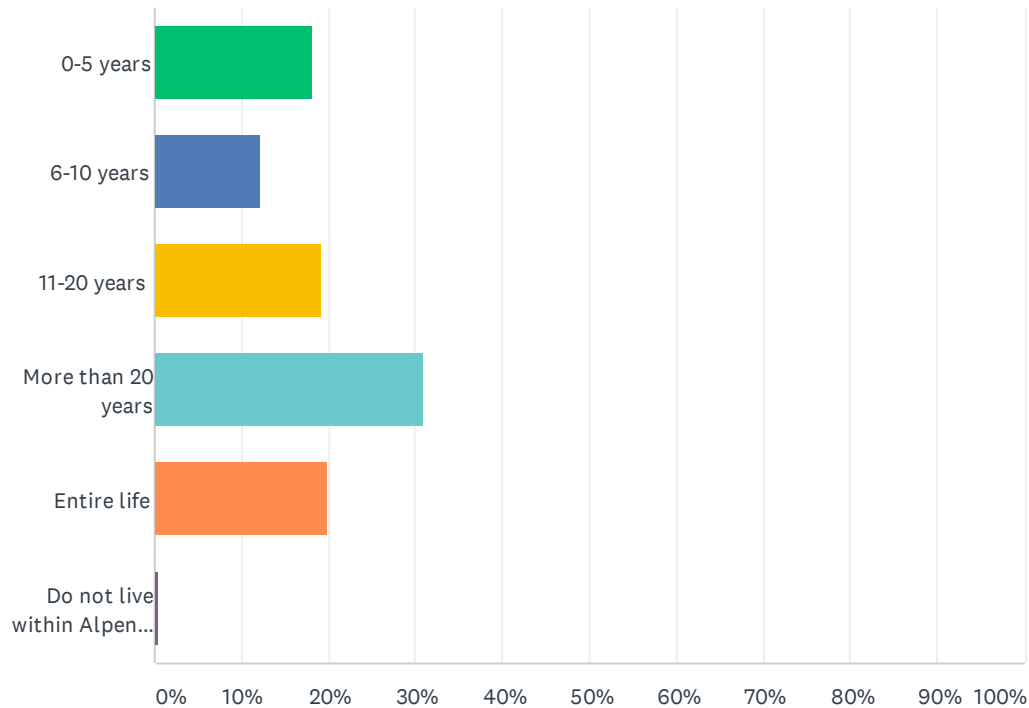


ANSWER CHOICES		RESPONSES	
Own Home		87.88%	174
Rent Home		10.10%	20
Own Property		8.08%	16
Own Business/Business Property		4.55%	9
Total Respondents: 198			

#	OTHER (PLEASE SPECIFY)	DATE
1	Currently looking but disappointed in the lack of quality housing available	10/5/2018 6:47 AM

## Q5 How long have you lived or owned property in Alpena County?

Answered: 197 Skipped: 11

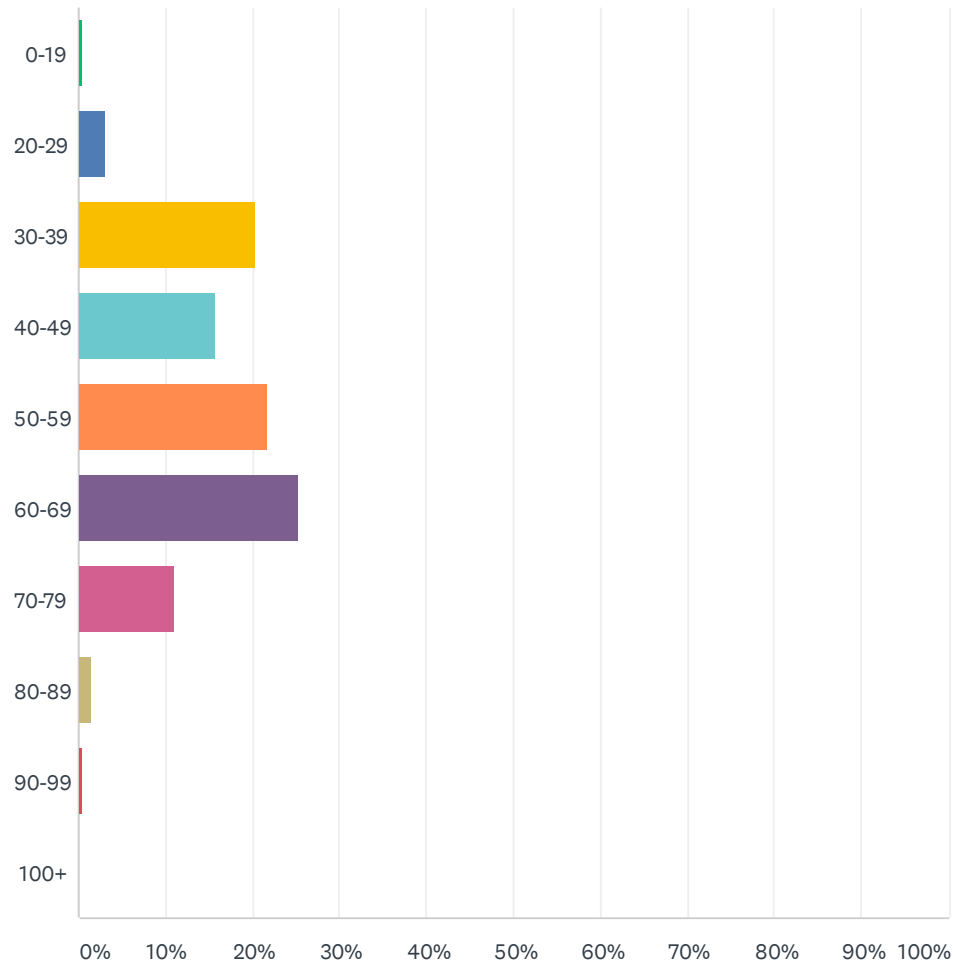


ANSWER CHOICES	RESPONSES	
0-5 years	18.27%	36
6-10 years	12.18%	24
11-20 years	19.29%	38
More than 20 years	30.96%	61
Entire life	19.80%	39
Do not live within Alpena County	0.51%	1
Total Respondents: 197		



## Q6 What is your age group?

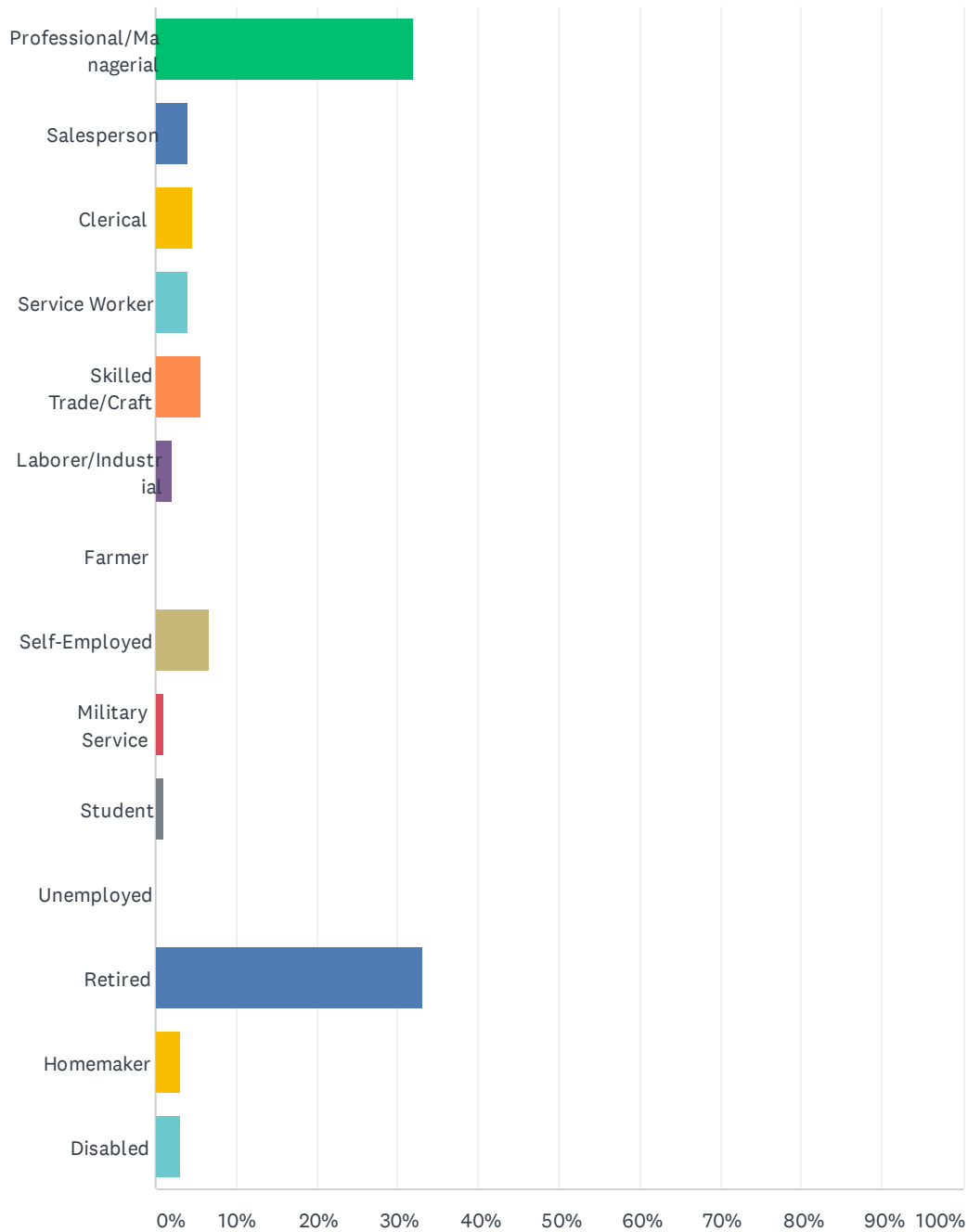
Answered: 197   Skipped: 11



ANSWER CHOICES	RESPONSES	
0-19	0.51%	1
20-29	3.05%	6
30-39	20.30%	40
40-49	15.74%	31
50-59	21.83%	43
60-69	25.38%	50
70-79	11.17%	22
80-89	1.52%	3
90-99	0.51%	1
100+	0.00%	0
Total Respondents: 197		

## Q7 What is your primary occupation?

Answered: 197 Skipped: 11

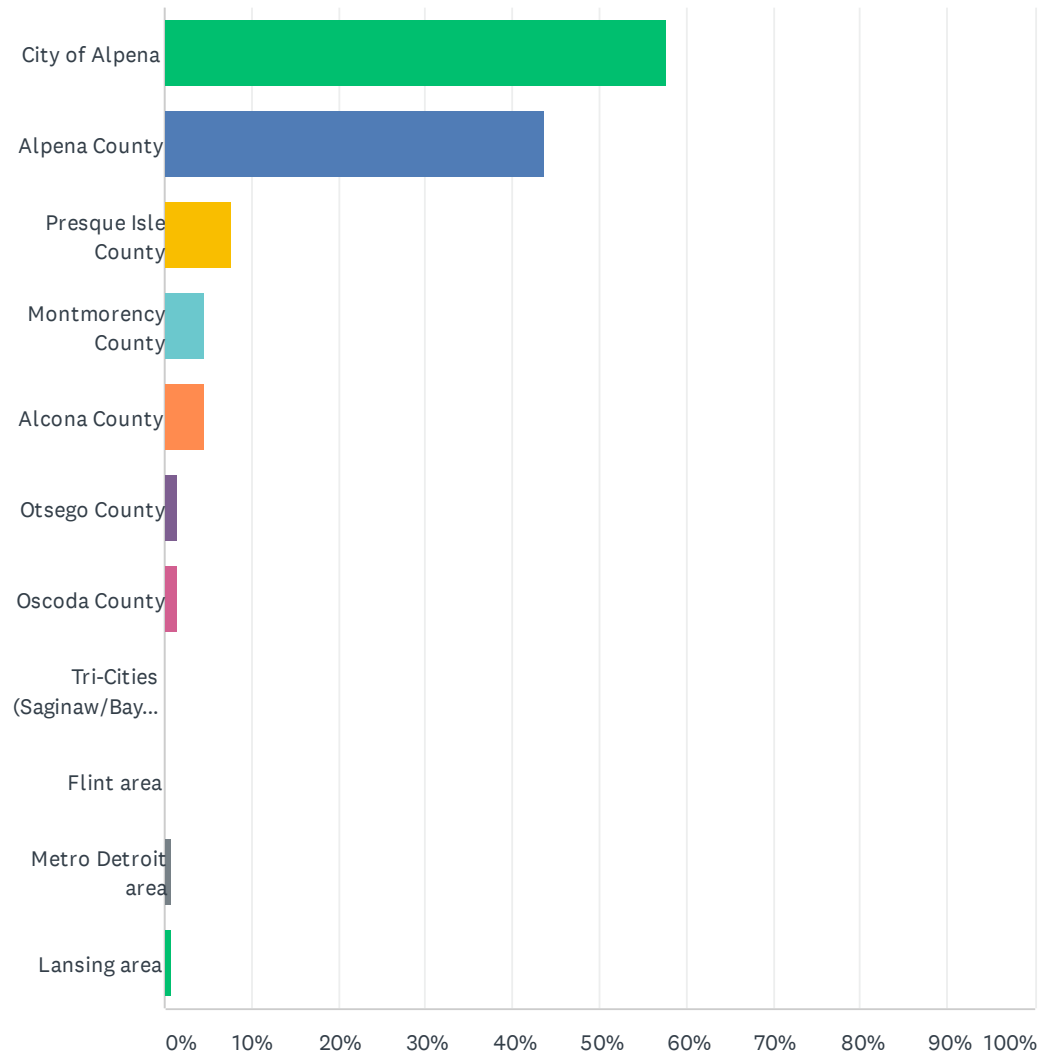


ANSWER CHOICES	RESPONSES	
Professional/Managerial	31.98%	63
Salesperson	4.06%	8
Clerical	4.57%	9
Service Worker	4.06%	8
Skilled Trade/Craft	5.58%	11
Laborer/Industrial	2.03%	4
Farmer	0.00%	0
Self-Employed	6.60%	13
Military Service	1.02%	2
Student	1.02%	2
Unemployed	0.00%	0
Retired	32.99%	65
Homemaker	3.05%	6
Disabled	3.05%	6
Total Respondents: 197		

#	OTHER (PLEASE SPECIFY)	DATE
1	Federal Government.	10/25/2018 7:25 PM
2	Educator	10/19/2018 3:42 PM
3	Retired law enforcement	10/7/2018 7:19 AM
4	Nurse	10/6/2018 10:08 PM
5	Healthcare	10/6/2018 5:28 PM
6	Clergy	10/6/2018 1:10 PM
7	Registered Nurse	10/5/2018 2:54 PM
8	Medical field	10/5/2018 12:52 PM
9	Non-Profit	10/5/2018 10:22 AM

## Q8 If working, where do you work?

Answered: 128 Skipped: 80

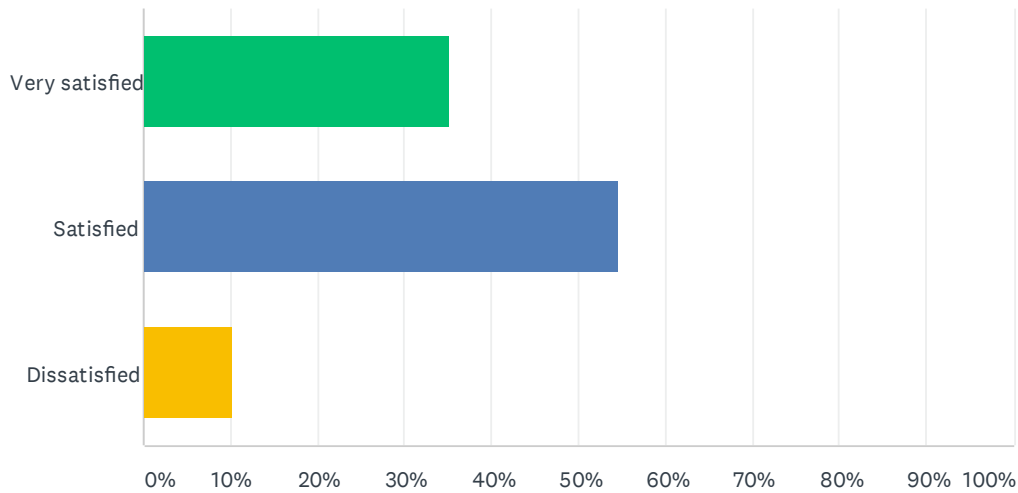


ANSWER CHOICES	RESPONSES	
City of Alpena	57.81%	74
Alpena County	43.75%	56
Presque Isle County	7.81%	10
Montmorency County	4.69%	6
Alcona County	4.69%	6
Otsego County	1.56%	2
Oscoda County	1.56%	2
Tri-Cities (Saginaw/Bay City/Midland)	0.00%	0
Flint area	0.00%	0
Metro Detroit area	0.78%	1
Lansing area	0.78%	1
Total Respondents: 128		

#	OTHER (PLEASE SPECIFY)	DATE
1	Alpena Township	11/29/2018 9:10 AM
2	Battle Creek, Michigan	11/3/2018 11:05 AM
3	Work remotely for business I own out of state.	10/26/2018 8:40 PM
4	State wide	10/25/2018 10:41 PM
5	remote employee with home office. Company in Chicago, IL	10/25/2018 12:26 PM
6	Florida	10/6/2018 7:58 PM
7	Sails on the Great Lakes	10/6/2018 4:01 PM
8	Nationwide	10/6/2018 1:38 PM
9	Traverse City/ Petoskey	10/6/2018 1:09 PM
10	Husband works on Great Lakes	10/5/2018 4:03 PM
11	Travel to 11 NE counties for my job.	10/5/2018 7:24 AM
12	All of northeastern Michigan	10/5/2018 6:48 AM
13	Entire US	10/5/2018 6:37 AM

## Q9 Generally speaking, how satisfied are you with your community in Alpena County as a place to live or own property?

Answered: 165 Skipped: 43



ANSWER CHOICES		RESPONSES	
Very satisfied		35.15%	58
Satisfied		54.55%	90
Dissatisfied		10.30%	17
TOTAL			165

## Q10 What 3 things do you like most about your community in Alpena (3 biggest assets)?

Answered: 154   Skipped: 54

ANSWER CHOICES	RESPONSES	
1.	100.00%	154
2.	95.45%	147
3.	90.26%	139



#	1.	DATE
1	very nice commnity	11/14/2019 11:17 AM
2	the lake and woods	12/7/2018 4:47 PM
3	Small town atmoshere	11/28/2018 3:19 PM
4	Water access	11/8/2018 1:29 PM
5	convenience and safety of small city	11/7/2018 10:44 AM
6	Lakes	11/4/2018 10:28 PM
7	Ability to have rural home	11/4/2018 6:57 PM
8	No parking meters A	11/3/2018 4:54 PM
9	Marina	11/3/2018 11:09 AM
10	lake huron	11/2/2018 12:00 PM
11	Rural	11/1/2018 2:50 PM
12	Fresh water lakes	10/31/2018 2:02 PM
13	The woods and nature	10/31/2018 12:38 PM
14	Lakes	10/31/2018 12:28 PM
15	friendleyneess of the people	10/31/2018 11:35 AM
16	Lakes	10/31/2018 11:08 AM
17	Feels safer than other areas	10/28/2018 8:33 AM
18	Natural beauty	10/27/2018 6:20 PM
19	Our Waterways	10/27/2018 2:09 PM
20	Variety of activities	10/26/2018 10:52 PM
21	Natural resources	10/26/2018 8:52 PM
22	Water front	10/26/2018 5:39 PM
23	beachs	10/26/2018 5:05 PM
24	Lake Huron	10/26/2018 3:56 PM
25	Small town feel	10/26/2018 3:31 PM
26	Parks	10/26/2018 3:09 PM
27	Access to water	10/26/2018 2:14 PM
28	Water	10/26/2018 1:12 PM
29	location	10/26/2018 12:33 PM
30	Lake Huron	10/26/2018 9:33 AM
31	Nature	10/25/2018 10:52 PM
32	Location	10/25/2018 10:00 PM
33	Bike paths	10/25/2018 8:57 PM
34	Growth	10/25/2018 8:13 PM
35	Access to water	10/25/2018 8:12 PM
36	Hometown	10/25/2018 7:50 PM
37	small town	10/25/2018 7:43 PM

## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

38	Recent Art Additions	10/25/2018 7:41 PM
39	Lakes	10/25/2018 7:34 PM
40	Parks	10/25/2018 7:23 PM
41	Safety	10/25/2018 7:11 PM
42	Water Assets	10/25/2018 6:12 PM
43	Natural Resources	10/25/2018 3:35 PM
44	Small, tight-knit community	10/25/2018 12:35 PM
45	waterfront	10/24/2018 1:52 PM
46	LAKES	10/24/2018 9:33 AM
47	Lakes/water	10/23/2018 9:17 PM
48	Schools	10/23/2018 8:08 PM
49	Good Hospital	10/23/2018 1:24 PM
50	Recreational opportunities	10/23/2018 9:58 AM
51	Lakes	10/23/2018 9:08 AM
52	Lake Huron	10/23/2018 8:24 AM
53	Friendliness	10/23/2018 8:01 AM
54	Marina & access to Lake Huron	10/20/2018 3:53 PM
55	Lakes	10/19/2018 3:56 PM
56	Recreation opportunities	10/18/2018 2:59 PM
57	small community	10/18/2018 11:07 AM
58	low population	10/18/2018 10:46 AM
59	Natural setting, especially on Lake Huron	10/16/2018 6:03 PM
60	Schools	10/13/2018 2:18 PM
61	Cleanliness of our town. Incredible job by citizens and volunteers.	10/12/2018 1:33 PM
62	Small community atmosphere	10/12/2018 9:37 AM
63	Small town atmosphere	10/11/2018 7:53 AM
64	Walkability	10/11/2018 7:40 AM
65	Lake Huron & it's pet friendly	10/10/2018 6:32 PM
66	Lakes	10/10/2018 1:52 PM
67	Fishing	10/10/2018 10:43 AM
68	bike path	10/10/2018 10:40 AM
69	The proximity to Lake Huron	10/9/2018 6:38 PM
70	Relatively low crime	10/9/2018 5:31 PM
71	The nature: lakes, rivers, forest, trails ect.	10/9/2018 2:31 PM
72	Small town atmosphere	10/9/2018 1:46 PM
73	Nature	10/8/2018 9:08 PM
74	water	10/8/2018 6:54 PM
75	Parks and recreation	10/8/2018 3:31 PM

## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

76	Family	10/8/2018 6:47 AM
77	Access to lakes/beaches	10/7/2018 11:28 PM
78	Arts	10/7/2018 6:30 PM
79	Beaches	10/7/2018 3:48 PM
80	The outdoor activities	10/7/2018 3:39 PM
81	access to parks on the water	10/7/2018 3:38 PM
82	Alpena Community College	10/7/2018 3:16 PM
83	Downtown	10/7/2018 2:26 PM
84	Beach Front	10/7/2018 2:02 PM
85	Noaa Center/Shiprweck tours	10/7/2018 12:29 PM
86	all the natural settings	10/7/2018 12:18 PM
87	Access to water	10/7/2018 7:37 AM
88	Lakes and trails nearby	10/7/2018 12:40 AM
89	So many lakes	10/7/2018 12:11 AM
90	Water	10/6/2018 11:28 PM
91	Lakes	10/6/2018 10:12 PM
92	Friendly people	10/6/2018 9:34 PM
93	Lakes	10/6/2018 9:21 PM
94	Walking everywhere	10/6/2018 8:11 PM
95	Nature areas such as Sytek Park	10/6/2018 8:05 PM
96	Clean streets, sidewalks	10/6/2018 8:04 PM
97	That it is adding new features	10/6/2018 7:07 PM
98	Surrounded by freshwater	10/6/2018 5:34 PM
99	Bike paths	10/6/2018 4:58 PM
100	Proximity to fresh water	10/6/2018 4:12 PM
101	Lake Huron	10/6/2018 4:05 PM
102	Lakeshore	10/6/2018 3:23 PM
103	Lake Huron	10/6/2018 2:45 PM
104	Do not have any	10/6/2018 2:39 PM
105	parks and walking trails in and around town.	10/6/2018 2:13 PM
106	Alpena Public Schools	10/6/2018 1:44 PM
107	Lakes	10/6/2018 1:22 PM
108	Smaller Population	10/6/2018 1:16 PM
109	Beach access	10/6/2018 1:14 PM
110	NOAA	10/6/2018 11:30 AM
111	arts and culture	10/6/2018 8:38 AM
112	Being close to water	10/6/2018 8:31 AM
113	Waterfront	10/6/2018 6:23 AM

114	Proximity to the Lake	10/6/2018 5:23 AM
115	community	10/6/2018 1:39 AM
116	Parks and access to the waterfront	10/5/2018 6:59 PM
117	Activities For Adults	10/5/2018 6:36 PM
118	The water	10/5/2018 6:03 PM
119	Great downtown	10/5/2018 4:48 PM
120	Green Space/Parks	10/5/2018 3:24 PM
121	Bike path	10/5/2018 3:11 PM
122	On Lake Huron	10/5/2018 2:53 PM
123	smal town	10/5/2018 2:34 PM
124	Location	10/5/2018 12:56 PM
125	Access to water	10/5/2018 12:36 PM
126	Natural Resources	10/5/2018 12:22 PM
127	Location	10/5/2018 12:07 PM
128	on Lake Huron	10/5/2018 12:04 PM
129	small city	10/5/2018 11:55 AM
130	Most everything	10/5/2018 11:45 AM
131	Bike nature paths	10/5/2018 10:58 AM
132	All of the stuff to do in the summer	10/5/2018 10:28 AM
133	Water	10/5/2018 10:21 AM
134	Slow, progressive growth	10/5/2018 9:43 AM
135	The Great Lakes	10/5/2018 9:43 AM
136	Low crime	10/5/2018 9:38 AM
137	Clean	10/5/2018 9:30 AM
138	The lakeshore	10/5/2018 9:27 AM
139	Its unique setting and natural resources	10/5/2018 8:49 AM
140	Cleanliness	10/5/2018 8:32 AM
141	Water Front	10/5/2018 8:30 AM
142	Clean streets, sidewalks, beaches and parks	10/5/2018 8:29 AM
143	Lake Huron	10/5/2018 8:11 AM
144	Access/proximity to lakes and rivers	10/5/2018 8:02 AM
145	beachs, lakes	10/5/2018 7:42 AM
146	Potential to be a really nice town	10/5/2018 7:00 AM
147	The lake view	10/5/2018 6:52 AM
148	Parks and Recreation	10/5/2018 5:44 AM
149	Quality of outdoor activities	10/4/2018 7:01 PM
150	Band Shell	10/4/2018 4:39 PM
151	Water	10/4/2018 4:17 PM

152	Safe, quality of life	10/4/2018 3:46 PM
153	Small town atmosphere	10/4/2018 2:48 PM
154	Public Amenities	10/4/2018 10:26 AM

#	2.	DATE
1	great stores	1/14/2019 11:17 AM
2	friendly people	12/7/2018 4:47 PM
3	Plentiful natural resources	11/28/2018 3:19 PM
4	recreational opportunities	11/8/2018 1:29 PM
5	recreational opportunities and nature	11/7/2018 10:44 AM
6	Small Town	11/4/2018 10:28 PM
7	Goods and service available	11/4/2018 6:57 PM
8	Lakes	11/3/2018 11:09 AM
9	sense of community	11/2/2018 12:00 PM
10	Friendly people	11/1/2018 2:50 PM
11	Historic assets	10/31/2018 2:02 PM
12	The lakes and rivers	10/31/2018 12:38 PM
13	small town atmosphere	10/31/2018 12:28 PM
14	Not a busy city	10/31/2018 11:35 AM
15	lots to do	10/31/2018 11:08 AM
16	Pretty area	10/28/2018 8:33 AM
17	Safety	10/27/2018 6:20 PM
18	Downtown	10/27/2018 2:09 PM
19	Community involvement	10/26/2018 10:52 PM
20	Affordability	10/26/2018 8:52 PM
21	Parks	10/26/2018 5:39 PM
22	boat harbor	10/26/2018 5:05 PM
23	Events and activities	10/26/2018 3:56 PM
24	Scenery	10/26/2018 3:31 PM
25	Holiday Celebrations	10/26/2018 3:09 PM
26	The community of people	10/26/2018 2:14 PM
27	Parks	10/26/2018 1:12 PM
28	people	10/26/2018 12:33 PM
29	River	10/26/2018 9:33 AM
30	Slow pace	10/25/2018 10:52 PM
31	Small-town atmosphere	10/25/2018 10:00 PM
32	Friendly	10/25/2018 8:57 PM
33	Still a small town	10/25/2018 8:13 PM
34	Parks and trails	10/25/2018 8:12 PM
35	fair jobs	10/25/2018 7:43 PM
36	Lake Huron	10/25/2018 7:41 PM
37	Recreation opportunities	10/25/2018 7:34 PM

## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

38	Restaurants	10/25/2018 7:23 PM
39	Demographics	10/25/2018 7:11 PM
40	Quality of Life	10/25/2018 6:12 PM
41	Short distance to everything	10/25/2018 3:35 PM
42	Beautiful, year-round scenery	10/25/2018 12:35 PM
43	downtown	10/24/2018 1:52 PM
44	ARTS	10/24/2018 9:33 AM
45	Outdoor activities	10/23/2018 9:17 PM
46	Hospital	10/23/2018 8:08 PM
47	Low Crime rate	10/23/2018 1:24 PM
48	Community Support for risk taking	10/23/2018 9:58 AM
49	Camping	10/23/2018 9:08 AM
50	Small town feel	10/23/2018 8:24 AM
51	Cleanliness	10/23/2018 8:01 AM
52	Natural resources, forests, rivers, lakes	10/20/2018 3:53 PM
53	Downtown Alpena	10/19/2018 3:56 PM
54	Educational assets (college, library, museum, etc.)	10/18/2018 2:59 PM
55	bike/walking path	10/18/2018 11:07 AM
56	outdoor recreation	10/18/2018 10:46 AM
57	Not as busy as other larger cities, however still has most of the amenities	10/16/2018 6:03 PM
58	Community Recreation	10/13/2018 2:18 PM
59	Lake Huron	10/12/2018 1:33 PM
60	Proximity to outdoor activities	10/12/2018 9:37 AM
61	Free parking	10/11/2018 7:53 AM
62	Lakes and river access	10/11/2018 7:40 AM
63	Natural areas-outdoor space	10/10/2018 6:32 PM
64	Recreation	10/10/2018 1:52 PM
65	Hiking	10/10/2018 10:43 AM
66	beaches	10/10/2018 10:40 AM
67	People living in the area	10/9/2018 6:38 PM
68	Natural resources	10/9/2018 5:31 PM
69	Small town charm	10/9/2018 2:31 PM
70	City services	10/9/2018 1:46 PM
71	Friendly people	10/8/2018 9:08 PM
72	sanctuary	10/8/2018 6:54 PM
73	Hospital and medical services	10/8/2018 3:31 PM
74	Events	10/8/2018 6:47 AM
75	Good school system	10/7/2018 11:28 PM



## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

76	Education	10/7/2018 6:30 PM
77	Small town atmosphere	10/7/2018 3:48 PM
78	Closeness to recreational water	10/7/2018 3:39 PM
79	safe area to walk/ride bikes	10/7/2018 3:38 PM
80	Alpena County Library	10/7/2018 3:16 PM
81	Natural areas and parks	10/7/2018 2:26 PM
82	Harbor	10/7/2018 2:02 PM
83	Parks	10/7/2018 12:29 PM
84	Quiet	10/7/2018 12:18 PM
85	Access to outdoor activities	10/7/2018 7:37 AM
86	Tons of family around	10/7/2018 12:40 AM
87	Local restaurant's and shops	10/7/2018 12:11 AM
88	Forests	10/6/2018 11:28 PM
89	Small town	10/6/2018 10:12 PM
90	Relaxed	10/6/2018 9:34 PM
91	Bikepaths	10/6/2018 9:21 PM
92	Mostly friendly people	10/6/2018 8:11 PM
93	Lake Huron	10/6/2018 8:05 PM
94	NOAA	10/6/2018 8:04 PM
95	(mostly) friendly community	10/6/2018 5:34 PM
96	Beaches	10/6/2018 4:58 PM
97	Abundance of trees	10/6/2018 4:12 PM
98	Thunder Bay River	10/6/2018 4:05 PM
99	Small town	10/6/2018 3:23 PM
100	Downtown atmosphere	10/6/2018 2:45 PM
101	public beaches	10/6/2018 2:13 PM
102	The amount of things available	10/6/2018 1:44 PM
103	Medium size	10/6/2018 1:22 PM
104	Low Crime	10/6/2018 1:16 PM
105	Downtown shopping	10/6/2018 1:14 PM
106	local agriculture	10/6/2018 8:38 AM
107	Clean City	10/6/2018 8:31 AM
108	Rebirth of downtown	10/6/2018 6:23 AM
109	Downtown Entertainment & Dining	10/6/2018 5:23 AM
110	waterfront	10/6/2018 1:39 AM
111	Library	10/5/2018 6:59 PM
112	Living Conditions	10/5/2018 6:36 PM
113	The hunting	10/5/2018 6:03 PM

## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

114	Apartments downtown	10/5/2018 4:48 PM
115	BiPath	10/5/2018 3:24 PM
116	Beaches	10/5/2018 3:11 PM
117	Friendly community	10/5/2018 2:53 PM
118	cleani beaches	10/5/2018 2:34 PM
119	Water access	10/5/2018 12:56 PM
120	Schools	10/5/2018 12:36 PM
121	Lakes	10/5/2018 12:22 PM
122	Small town feel	10/5/2018 12:07 PM
123	close small lakes	10/5/2018 12:04 PM
124	friendly	10/5/2018 11:55 AM
125	Small town	10/5/2018 10:58 AM
126	Increase in events	10/5/2018 10:28 AM
127	Parks	10/5/2018 10:21 AM
128	Clean	10/5/2018 9:43 AM
129	Safe community	10/5/2018 9:43 AM
130	Small town feel	10/5/2018 9:30 AM
131	the walkable downtown	10/5/2018 9:27 AM
132	the small town atmosphere	10/5/2018 8:49 AM
133	Friendliness	10/5/2018 8:32 AM
134	Location	10/5/2018 8:30 AM
135	Safe neighborhoods	10/5/2018 8:29 AM
136	museums	10/5/2018 8:11 AM
137	Small town "feel"	10/5/2018 8:02 AM
138	safety	10/5/2018 7:42 AM
139	People	10/5/2018 7:00 AM
140	Small town	10/5/2018 6:52 AM
141	City Services	10/5/2018 5:44 AM
142	Services	10/4/2018 7:01 PM
143	Beaches	10/4/2018 4:39 PM
144	Land	10/4/2018 4:17 PM
145	Abundant outdoor recreational opportunities	10/4/2018 3:46 PM
146	Rural environment	10/4/2018 2:48 PM
147	Natural Resources	10/4/2018 10:26 AM

#	3.	DATE
1	some biodiversity	12/7/2018 4:47 PM
2	Reasonable Taxes	11/28/2018 3:19 PM
3	health and education	11/8/2018 1:29 PM
4	friendliness	11/7/2018 10:44 AM
5	We stick together as a community	11/4/2018 10:28 PM
6	Water recreation	11/4/2018 6:57 PM
7	public land	11/3/2018 11:09 AM
8	lots to do	11/2/2018 12:00 PM
9	Outdoor activities	11/1/2018 2:50 PM
10	Opportunities for recreation	10/31/2018 2:02 PM
11	Beautiful clean air	10/31/2018 12:38 PM
12	family	10/31/2018 12:28 PM
13	Easy to get around	10/31/2018 11:35 AM
14	Easy to make friends	10/31/2018 11:08 AM
15	Variety of stores/restaurants	10/28/2018 8:33 AM
16	Still small community	10/27/2018 6:20 PM
17	Thunder Bay Theatre	10/27/2018 2:09 PM
18	Low crime	10/26/2018 10:52 PM
19	Austin Brothers	10/26/2018 8:52 PM
20	Organizations	10/26/2018 5:39 PM
21	Neat, Clean, Well maintained	10/26/2018 3:56 PM
22	Inexpensive	10/26/2018 3:31 PM
23	Restaurants	10/26/2018 3:09 PM
24	Outdoors activities	10/26/2018 2:14 PM
25	Community	10/26/2018 1:12 PM
26	recreation	10/26/2018 12:33 PM
27	Small town	10/26/2018 9:33 AM
28	Amenities such as restaurants & limited shopping	10/25/2018 10:52 PM
29	Seasons	10/25/2018 10:00 PM
30	Lake/beach	10/25/2018 8:57 PM
31	Arts community	10/25/2018 8:13 PM
32	peace and Quiet	10/25/2018 8:12 PM
33	beautiful scenery	10/25/2018 7:43 PM
34	Bike/Walking/Nature trails	10/25/2018 7:41 PM
35	people	10/25/2018 7:23 PM
36	Weather	10/25/2018 7:11 PM
37	Inexpensive	10/25/2018 6:12 PM

## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

38	Nice place to raise children	10/25/2018 3:35 PM
39	Lake Huron and inland lakes	10/25/2018 12:35 PM
40	schools	10/24/2018 1:52 PM
41	PEOPLE	10/24/2018 9:33 AM
42	The friendly people	10/23/2018 9:17 PM
43	Theaters	10/23/2018 8:08 PM
44	Clean Enviroment	10/23/2018 1:24 PM
45	Outdoor adventure	10/23/2018 9:58 AM
46	Nice people	10/23/2018 9:08 AM
47	Friendly people	10/23/2018 8:24 AM
48	Services provided	10/23/2018 8:01 AM
49	Small town feel yet sufficient commercial/business activity	10/20/2018 3:53 PM
50	The People	10/19/2018 3:56 PM
51	Community feeling - knowing your neighbor	10/18/2018 2:59 PM
52	cooler temperature	10/18/2018 10:46 AM
53	The potential for growth	10/16/2018 6:03 PM
54	Transportation	10/13/2018 2:18 PM
55	Woods!	10/12/2018 1:33 PM
56	Local businesses	10/12/2018 9:37 AM
57	Cleanliness	10/11/2018 7:53 AM
58	Cost of housing	10/11/2018 7:40 AM
59	Sidewalks for biking/walking	10/10/2018 6:32 PM
60	cost of living	10/10/2018 10:43 AM
61	downtown	10/10/2018 10:40 AM
62	The variety of things to do	10/9/2018 6:38 PM
63	The People	10/9/2018 5:31 PM
64	Cost of living.	10/9/2018 2:31 PM
65	Walkability	10/9/2018 1:46 PM
66	lack of large crowds/too much traffic/overpopulation	10/8/2018 9:08 PM
67	grocery stores	10/8/2018 6:54 PM
68	College	10/8/2018 3:31 PM
69	Lake	10/8/2018 6:47 AM
70	Small community atmosphere	10/7/2018 11:28 PM
71	Community involvement	10/7/2018 6:30 PM
72	Progressive council	10/7/2018 3:39 PM
73	relatively low cost of living	10/7/2018 3:38 PM
74	downtown	10/7/2018 3:16 PM
75	Sense of community	10/7/2018 2:26 PM

76	River Area	10/7/2018 2:02 PM
77	Downtown	10/7/2018 12:29 PM
78	easy access to medical facilities	10/7/2018 12:18 PM
79	Access to basic medical needs	10/7/2018 7:37 AM
80	Cleanliness	10/7/2018 12:40 AM
81	People are so friendly	10/7/2018 12:11 AM
82	Low property taxes	10/6/2018 11:28 PM
83	Friendly	10/6/2018 10:12 PM
84	Woods and water	10/6/2018 9:34 PM
85	Parks	10/6/2018 9:21 PM
86	The law enforcement and emergency services	10/6/2018 8:11 PM
87	Thinder Bay River	10/6/2018 8:05 PM
88	Boat harbor	10/6/2018 8:04 PM
89	Low rate of violence in comparison to other cities	10/6/2018 5:34 PM
90	Small town	10/6/2018 4:58 PM
91	On 2 large state highways	10/6/2018 4:12 PM
92	Friendly residents	10/6/2018 4:05 PM
93	Friendly people	10/6/2018 3:23 PM
94	Lower cost of living	10/6/2018 2:45 PM
95	it has everything we need	10/6/2018 2:13 PM
96	The scenery.	10/6/2018 1:44 PM
97	Family	10/6/2018 1:22 PM
98	Plenty of community events	10/6/2018 1:16 PM
99	Affordable housing	10/6/2018 1:14 PM
100	college	10/6/2018 8:38 AM
101	Safe city	10/6/2018 8:31 AM
102	Slow pace	10/6/2018 6:23 AM
103	Supportive community	10/6/2018 5:23 AM
104	NOAA center	10/6/2018 1:39 AM
105	NOAA Center	10/5/2018 6:59 PM
106	People	10/5/2018 6:36 PM
107	Low crime	10/5/2018 6:03 PM
108	New businesses	10/5/2018 4:48 PM
109	Several pockets of business spread around town	10/5/2018 3:24 PM
110	Restaurants, but would like to see an Olive Garden in Alpena	10/5/2018 3:11 PM
111	Plenty of activities	10/5/2018 2:53 PM
112	Military/law enforcement officers support	10/5/2018 12:36 PM
113	Trails	10/5/2018 12:22 PM

114	Community events	10/5/2018 12:07 PM
115	friendly people	10/5/2018 12:04 PM
116	nice local parks for walking	10/5/2018 11:55 AM
117	Lakes	10/5/2018 10:58 AM
118	Parks and natural resources	10/5/2018 10:28 AM
119	Slower pace of life	10/5/2018 10:21 AM
120	Options for restaurants	10/5/2018 9:43 AM
121	Downtown, harbor, NOAA Center	10/5/2018 9:43 AM
122	Affordable	10/5/2018 9:30 AM
123	the arts	10/5/2018 9:27 AM
124	friendly people	10/5/2018 8:49 AM
125	Quaintness	10/5/2018 8:32 AM
126	Generosity of community	10/5/2018 8:30 AM
127	Convenient shopping	10/5/2018 8:29 AM
128	small town atmosphere	10/5/2018 8:11 AM
129	Artistic downtown vibe	10/5/2018 8:02 AM
130	growth in the last few years	10/5/2018 7:42 AM
131	Water access	10/5/2018 7:00 AM
132	Trails	10/5/2018 6:52 AM
133	Streets condition	10/5/2018 5:44 AM
134	Waterfront	10/4/2018 7:01 PM
135	Recreation	10/4/2018 4:39 PM
136	Wildlife	10/4/2018 4:17 PM
137	Its residents	10/4/2018 3:46 PM
138	Friendly people	10/4/2018 2:48 PM
139	Sense of Community	10/4/2018 10:26 AM

## Q11 What 3 things do you dislike most about your community in Alpena (3 biggest problems)?

Answered: 150   Skipped: 58

ANSWER CHOICES	RESPONSES	
1.	100.00%	150
2.	93.33%	140
3.	82.67%	124

#	1.	DATE
1	not enough community service s	1/14/2019 11:17 AM
2	unaware of new ideas - closed off	12/7/2018 4:47 PM
3	Cooperation between city of Alpena and Township	11/28/2018 3:19 PM
4	Lack of shopping choices	11/17/2018 12:58 PM
5	road system	11/8/2018 1:29 PM
6	lack of some types of shopping	11/7/2018 10:44 AM
7	Needs more jobs	11/4/2018 10:28 PM
8	The stupid back in parking.	11/3/2018 4:54 PM
9	smell from industry (offensive!)	11/2/2018 12:00 PM
10	Low wages	11/1/2018 2:50 PM
11	Biased reporting by the Alpena News	10/31/2018 2:02 PM
12	The City of Alpena government	10/31/2018 12:38 PM
13	not many full time jobs with benefits	10/31/2018 12:28 PM
14	Need more industry	10/31/2018 11:35 AM
15	Population is too small - need another 5,000 or so	10/31/2018 11:08 AM
16	Traffic at M32 corridor	10/28/2018 8:33 AM
17	Roads	10/27/2018 6:20 PM
18	Court System	10/27/2018 2:09 PM
19	Crime increase	10/26/2018 10:52 PM
20	Narrow-mindedness / pride in mediocrity	10/26/2018 8:52 PM
21	In fighting with city and township on water sewer	10/26/2018 5:39 PM
22	Politics: City vs Township	10/26/2018 3:56 PM
23	Drug problem	10/26/2018 3:31 PM
24	Media	10/26/2018 3:09 PM
25	Downtown narrow roads. (Not much you can do)	10/26/2018 2:14 PM
26	duck droppings on sidewalks	10/26/2018 12:33 PM
27	Parking	10/26/2018 9:33 AM
28	More restaurants & shopping	10/25/2018 10:52 PM
29	Lack of jobs	10/25/2018 10:00 PM
30	Cracked/heaved sidewalks	10/25/2018 8:57 PM
31	Taxes Going Up	10/25/2018 8:13 PM
32	Narrow minded people	10/25/2018 8:12 PM
33	Township officials, water and sewer costs	10/25/2018 7:50 PM
34	slow to improve	10/25/2018 7:43 PM
35	County Water Bill	10/25/2018 7:41 PM
36	Lack of restaurants	10/25/2018 7:34 PM
37	roads	10/25/2018 7:23 PM



## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

38	Drugs	10/25/2018 7:11 PM
39	Blight	10/25/2018 6:12 PM
40	drugs	10/25/2018 3:35 PM
41	older folks don't want change	10/25/2018 12:35 PM
42	TERRIBLE AIR QUALITY on Northside from DPI!!!	10/24/2018 6:09 PM
43	health facility	10/24/2018 1:52 PM
44	NOT WANTING TO ADVANCE	10/24/2018 9:33 AM
45	Lack of being close to a university	10/23/2018 9:17 PM
46	Variety of shopping-lack of mens & womens stores	10/23/2018 8:08 PM
47	Driving on Icy Roads	10/23/2018 1:24 PM
48	The leadership at Alpena County (Cam and Tammy in particular)	10/23/2018 9:58 AM
49	Water bills	10/23/2018 9:08 AM
50	Extreme MSP & Sheriff traffic enforcement negates tourism efforts.	10/23/2018 8:24 AM
51	Crime by outsiders comming to Alpena	10/23/2018 8:01 AM
52	Lack of quality health care	10/20/2018 3:53 PM
53	negativity	10/19/2018 3:56 PM
54	Lack of initiative to change - stuck in a rut	10/18/2018 2:59 PM
55	no good shopping	10/18/2018 11:07 AM
56	limited shopping	10/18/2018 10:46 AM
57	DPI and Alpena oil (salt pile)	10/16/2018 6:03 PM
58	Streets with potholes	10/13/2018 2:18 PM
59	Odor from DPI	10/12/2018 1:33 PM
60	Tendency toward growth	10/12/2018 9:37 AM
61	Not enough leaf/lawn clippings pick up	10/11/2018 7:53 AM
62	Lack of quality medical care	10/11/2018 7:40 AM
63	Lack of shopping	10/10/2018 6:32 PM
64	Lack of services	10/10/2018 1:52 PM
65	Not many good manu.jobs	10/10/2018 10:43 AM
66	trucks thru downtown	10/10/2018 10:40 AM
67	Fight between the City and Alpena Township	10/9/2018 6:38 PM
68	Politics	10/9/2018 5:31 PM
69	Commercial real estate to cheap for people to buy and hold and pocket for years and do nothing with.	10/9/2018 2:31 PM
70	Lack well paying jobs	10/9/2018 1:46 PM
71	lack of entertainment options	10/8/2018 9:08 PM
72	need more skilled and professional jobs	10/8/2018 6:54 PM
73	Lack of an upscale restaurant	10/8/2018 3:31 PM
74	Drugs in community	10/8/2018 6:47 AM
75	Economic strife	10/7/2018 6:30 PM

76	Streets need repair	10/7/2018 3:48 PM
77	Small mindedness in government	10/7/2018 3:39 PM
78	duplication of law enforcement city/county/state	10/7/2018 3:38 PM
79	City government	10/7/2018 3:16 PM
80	Lack of parking downtown	10/7/2018 2:26 PM
81	Decent paying jobs	10/7/2018 2:02 PM
82	Lack of affordable rental apartments	10/7/2018 12:29 PM
83	lack of diversity	10/7/2018 12:18 PM
84	Lack of a good quality sporting goods store such as Jays or nirthwoods	10/7/2018 7:37 AM
85	Rudeness of people	10/7/2018 12:40 AM
86	Rent is too high	10/7/2018 12:11 AM
87	Conservative	10/6/2018 11:28 PM
88	Pay not competitive enough	10/6/2018 10:12 PM
89	Difficulty getting specialized medical care	10/6/2018 9:34 PM
90	Drug problems	10/6/2018 8:11 PM
91	Lack of culture	10/6/2018 8:05 PM
92	Not enough benches to sit on	10/6/2018 8:04 PM
93	That the city council is not responsive to business owners	10/6/2018 7:07 PM
94	There is not a lot of things for children to do	10/6/2018 5:34 PM
95	The hospital ER	10/6/2018 4:58 PM
96	Not enough hotels	10/6/2018 4:12 PM
97	Alpena City - Alpena Township water feud	10/6/2018 4:05 PM
98	Terrible Hospital and medical	10/6/2018 3:23 PM
99	Lack of jobs	10/6/2018 2:45 PM
100	Smell	10/6/2018 2:39 PM
101	flooding problems with sewer backups	10/6/2018 2:13 PM
102	MidMichigan hospital	10/6/2018 1:44 PM
103	Abitibi smell	10/6/2018 1:22 PM
104	Too many transplants from downstate/Drug problems	10/6/2018 1:16 PM
105	Lack of higher income jobs	10/6/2018 1:14 PM
106	Old vacant and dingy buildings are a clear eyesore, and there are many.	10/6/2018 11:30 AM
107	snow removal downtown	10/6/2018 8:38 AM
108	Need more shopping, restaurants	10/6/2018 8:31 AM
109	Lack of shopping	10/6/2018 6:23 AM
110	Selective snow removal	10/6/2018 5:23 AM
111	drug houses not being shut down fast enough	10/6/2018 1:39 AM
112	Lack of City services	10/5/2018 6:59 PM
113	Trolleys	10/5/2018 6:36 PM

## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

114	The weather	10/5/2018 6:03 PM
115	.The salt pile	10/5/2018 4:48 PM
116	Lack of affordable housing	10/5/2018 3:41 PM
117	No nightlife	10/5/2018 3:24 PM
118	No traffic light at intersection of US 23 North & Golf Course Rd	10/5/2018 3:11 PM
119	Few choices of ethnic restaurants	10/5/2018 2:53 PM
120	No hotel or resturant on water	10/5/2018 2:34 PM
121	Roads	10/5/2018 12:56 PM
122	Downtown	10/5/2018 12:36 PM
123	Smell from sewage treatment plant (started getting bad 2 yrs ago)	10/5/2018 12:22 PM
124	Not enough opportunities or support for youth	10/5/2018 12:07 PM
125	lack of shopping	10/5/2018 12:04 PM
126	lots of old unoccupied business buildings...eyesore	10/5/2018 11:55 AM
127	The water issues	10/5/2018 11:45 AM
128	Mid Michigan hospital	10/5/2018 10:58 AM
129	Counsel doesn't want to move the city forward	10/5/2018 10:28 AM
130	Downtown is mostly none retail stores	10/5/2018 10:21 AM
131	Increased traffic/congestion driving around town	10/5/2018 9:43 AM
132	Not utilizing our water/shoreline more	10/5/2018 9:43 AM
133	Lack of recreation/stuff to do	10/5/2018 9:30 AM
134	lack of curbside recycling	10/5/2018 9:27 AM
135	Lack of funding for improvements	10/5/2018 8:49 AM
136	Allowing blight in neighboring yards	10/5/2018 8:32 AM
137	Lack of Forward Thinking	10/5/2018 8:30 AM
138	Overcrowded school classrooms	10/5/2018 8:29 AM
139	inter governmental spats	10/5/2018 8:11 AM
140	Michekewis waterfront not maintained for better usage	10/5/2018 8:02 AM
141	lack of restaurants	10/5/2018 7:42 AM
142	Ugly (too tall) breakwater ruins the view of bay	10/5/2018 7:00 AM
143	No shopping	10/5/2018 6:52 AM
144	Job Base / opportunity for youth / more diversification needed	10/5/2018 5:44 AM
145	How city waste money instead of fixing infrastructure	10/4/2018 7:01 PM
146	No room for growth	10/4/2018 4:39 PM
147	unemployment percentage	10/4/2018 4:17 PM
148	Financial challenges in its school system and local governments	10/4/2018 3:46 PM
149	Low wages and benefits	10/4/2018 2:48 PM
150	Resistance to change	10/4/2018 10:26 AM

#	2.	DATE
1	need more food banks and communites	1/14/2019 11:17 AM
2	some don't value the environment	12/7/2018 4:47 PM
3	Infrastruture	11/28/2018 3:19 PM
4	Lack of entertainment choices	11/17/2018 12:58 PM
5	jobs	11/8/2018 1:29 PM
6	some lack of acceptance of new ideas	11/7/2018 10:44 AM
7	Too many druggies	11/4/2018 10:28 PM
8	not much diversity	11/2/2018 12:00 PM
9	Loss of health care benefits	11/1/2018 2:50 PM
10	People who get appointed to public positions for their own benefit	10/31/2018 2:02 PM
11	A small group of individuals lacking civility and respect towards others	10/31/2018 12:38 PM
12	smell of DPI	10/31/2018 12:28 PM
13	Communities working together	10/31/2018 11:35 AM
14	We need better Health Care options	10/31/2018 11:08 AM
15	No parking downtown	10/28/2018 8:33 AM
16	Justice System	10/27/2018 2:09 PM
17	Lack of things for teenage to 21 years old	10/26/2018 10:52 PM
18	Lack of zoning and ugly look of outskirts of town	10/26/2018 8:52 PM
19	Free running cats	10/26/2018 5:39 PM
20	Airfares too high	10/26/2018 3:56 PM
21	Mentally ill people	10/26/2018 3:31 PM
22	Chamber of Commerce	10/26/2018 3:09 PM
23	The relationship between city and township	10/26/2018 2:14 PM
24	high speed of large trucks going down washington ave	10/26/2018 12:33 PM
25	Not enough good shopping	10/26/2018 9:33 AM
26	Less LED lights in the City	10/25/2018 10:52 PM
27	Polution	10/25/2018 10:00 PM
28	Lack of shopping	10/25/2018 8:57 PM
29	City regulations	10/25/2018 8:13 PM
30	Smell from plants	10/25/2018 8:12 PM
31	the hospital needs to have more specialist	10/25/2018 7:50 PM
32	slow to increase economy	10/25/2018 7:43 PM
33	Lack of low/mid income rental housing	10/25/2018 7:41 PM
34	Lack of shopping	10/25/2018 7:34 PM
35	schools	10/25/2018 7:23 PM
36	Loitering	10/25/2018 7:11 PM
37	Lack of cooperation between city and Alpena township	10/25/2018 6:12 PM

38	Not enough specialists at the hospital	10/25/2018 3:35 PM
39	lack of good restaurants	10/25/2018 12:35 PM
40	RESIDENTIAL BLIGHT! SPECIFICALLY ON THE NORTHSIDE	10/24/2018 6:09 PM
41	develop downtown	10/24/2018 1:52 PM
42	LOCAL GOV. NOT SUPPORTING EACH OTHER	10/24/2018 9:33 AM
43	Lack of jobs to keep young people in the area	10/23/2018 9:17 PM
44	Not enough of dining (variety)	10/23/2018 8:08 PM
45	Lack of Local Medical Specialists	10/23/2018 1:24 PM
46	the good old boys who still exist	10/23/2018 9:58 AM
47	Endless water rate conflict	10/23/2018 8:24 AM
48	Unemployed draining resources	10/23/2018 8:01 AM
49	Water dispute between City & township	10/20/2018 3:53 PM
50	major snowstorms	10/19/2018 3:56 PM
51	Police - too many for a small city & Nazi-like attitude	10/18/2018 2:59 PM
52	no good resturants	10/18/2018 11:07 AM
53	too much drinking by younger people	10/18/2018 10:46 AM
54	Lack of housing (rentals) available for families/ professionals that don't qualify for assistance	10/16/2018 6:03 PM
55	Communities not working together/ maximize expenses	10/13/2018 2:18 PM
56	Keep changing street traffic.	10/12/2018 1:33 PM
57	Desire to add new facilites that only serve niche groups	10/12/2018 9:37 AM
58	Many homes in disarray,no help from Building inspector	10/11/2018 7:53 AM
59	Lack of shopping options	10/11/2018 7:40 AM
60	Poor traffic control for speeding, running lights & stop signs	10/10/2018 6:32 PM
61	Lack of Hospital care	10/10/2018 1:52 PM
62	Not many places to eat out	10/10/2018 10:43 AM
63	drivers not looking for bike riders	10/10/2018 10:40 AM
64	People not wanting change	10/9/2018 6:38 PM
65	Over bearing government, Big Brother is watching	10/9/2018 5:31 PM
66	The negative presumption of distressed buildings and low income residents town state has of our area.	10/9/2018 2:31 PM
67	Need more educational opportunity	10/9/2018 1:46 PM
68	lack of extracurricular activities for kids - more variety need, more gym space needed for winter time activity	10/8/2018 9:08 PM
69	cancer is on the rise. Why?	10/8/2018 6:54 PM
70	Lack of a hotel on the lake to accommodate tournament visitors and tourists	10/8/2018 3:31 PM
71	Parking downtown	10/8/2018 6:47 AM
72	Gossip	10/7/2018 6:30 PM
73	Water dispute	10/7/2018 3:39 PM
74	lack of insight to cut costs v raise fees (water dept)	10/7/2018 3:38 PM

## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

75	City staff	10/7/2018 3:16 PM
76	Need Bigger events for Alpena	10/7/2018 2:02 PM
77	Homeless people	10/7/2018 12:29 PM
78	lack of good jobs	10/7/2018 12:18 PM
79	Lack of decent paying jobs	10/7/2018 7:37 AM
80	Factories	10/7/2018 12:40 AM
81	There's not enough things for teens to do at an affordable price to curb them from trouble	10/7/2018 12:11 AM
82	Elderly population	10/6/2018 11:28 PM
83	Lack of shopping	10/6/2018 10:12 PM
84	Unemployment	10/6/2018 8:11 PM
85	Poor customer service displayed in most restaurants	10/6/2018 8:05 PM
86	Lack of handicap parking especially during Arts & Crafts show	10/6/2018 8:04 PM
87	Michekewis park needs updating (especially with the farmers market there now)	10/6/2018 5:34 PM
88	NO shopping	10/6/2018 4:58 PM
89	Small downtown, stores close early on weekends	10/6/2018 4:12 PM
90	Intersection of Bagley and M-32	10/6/2018 4:05 PM
91	Restaurants still in the 80's	10/6/2018 3:23 PM
92	Lack of diversity	10/6/2018 2:45 PM
93	Downtown area	10/6/2018 2:39 PM
94	Lack of better paying jobs	10/6/2018 1:44 PM
95	Need better stores Kohl's, TJ Maxx	10/6/2018 1:22 PM
96	Underemployment for families	10/6/2018 1:16 PM
97	No expressway	10/6/2018 1:14 PM
98	Alpena is very dated. Also, (#4) Huge Lack of highly qualified Medical personell (I'd think the nurse at Medical Arts drew blood on a person for the first time ever in her life)	10/6/2018 11:30 AM
99	reliability of air service	10/6/2018 8:38 AM
100	More senior services	10/6/2018 8:31 AM
101	Traffic flow downtown - one way streets	10/6/2018 6:23 AM
102	Anti Medical Marijuana stance	10/6/2018 5:23 AM
103	downtown parking, well lack of	10/6/2018 1:39 AM
104	Lack of parking downtown	10/5/2018 6:59 PM
105	Wasted Spending of Tax Dollars	10/5/2018 6:36 PM
106	Dying downtown	10/5/2018 6:03 PM
107	Factories downtowntown	10/5/2018 4:48 PM
108	No updated and clean movie theater	10/5/2018 3:24 PM
109	Speed limit from Perch's IGA going north is too fast--should only be 40 miles an hour up to the Citgo gas station.	10/5/2018 3:11 PM
110	Isolated from other towns/cities	10/5/2018 2:53 PM
111	shopping NONE!!!!!! NEED TO LET MORE STORES IN TOWN INSTEAD OF BLOCKING EVERYTHINGi	10/5/2018 2:34 PM

112	Cost of utilities	10/5/2018 12:56 PM
113	Fear of change	10/5/2018 12:36 PM
114	Lack of transparent communication between local government and citizens	10/5/2018 12:22 PM
115	Non-progressive on new issues facing America	10/5/2018 12:07 PM
116	lack of specialized doctors	10/5/2018 12:04 PM
117	some home owners properties unkempt...eyesore	10/5/2018 11:55 AM
118	Sunrise mission	10/5/2018 10:58 AM
119	Large portions of the population are ignored	10/5/2018 10:28 AM
120	Downtown too congested	10/5/2018 10:21 AM
121	Unightly/unsold/abandoned properties along main roads	10/5/2018 9:43 AM
122	we need to bring in more business	10/5/2018 9:43 AM
123	Very slow to evolve/resistant to change	10/5/2018 9:30 AM
124	having to hire a 3rd party contractor to pick up my garbage	10/5/2018 9:27 AM
125	the increase in traffic on M-32 especially	10/5/2018 8:49 AM
126	Leaf and lawn pickup	10/5/2018 8:32 AM
127	Resistance to Change	10/5/2018 8:30 AM
128	Lack of professional jobs	10/5/2018 8:29 AM
129	old school thinking by elected officials	10/5/2018 8:11 AM
130	Healthcare options	10/5/2018 8:02 AM
131	lack of nightlife	10/5/2018 7:42 AM
132	Lack of quality architecture and landscaping	10/5/2018 7:00 AM
133	Little restaurant choices	10/5/2018 6:52 AM
134	Lack of fine dining eateries	10/5/2018 5:44 AM
135	Drug use	10/4/2018 7:01 PM
136	Insufficient movie theaters	10/4/2018 4:39 PM
137	shopping	10/4/2018 4:17 PM
138	Lack of shopping alternatives	10/4/2018 3:46 PM
139	Lack of good high speed access to interstate	10/4/2018 2:48 PM
140	Poor Healthcare	10/4/2018 10:26 AM

#	3.	DATE
1	not much biodiversity	12/7/2018 4:47 PM
2	Roads	11/28/2018 3:19 PM
3	Getting to Alpena. Needs highway.	11/17/2018 12:58 PM
4	pollution	11/8/2018 1:29 PM
5	lack of handy men for hire	11/7/2018 10:44 AM
6	People need to get their animals fixed because of over abundance of shelter animals.	11/4/2018 10:28 PM
7	Loss of retirement for younger generation	11/1/2018 2:50 PM
8	Too many police for the amount of crime	10/31/2018 2:02 PM
9	Lacking enough entertainment and business establishments	10/31/2018 12:38 PM
10	need for shopping and restaurants	10/31/2018 12:28 PM
11	We need better paying jobs	10/31/2018 11:08 AM
12	Nothing for teens to do/no places to hang out	10/28/2018 8:33 AM
13	Replacement of family owned businesses	10/27/2018 2:09 PM
14	Healthier eating choices	10/26/2018 10:52 PM
15	Lack of real culture	10/26/2018 8:52 PM
16	Eye sour bulidings (Kmart)	10/26/2018 5:39 PM
17	Too few radio and TV stations	10/26/2018 3:56 PM
18	Smell	10/26/2018 3:31 PM
19	Convention and Visitors Bureau	10/26/2018 3:09 PM
20	Good ole boy feel	10/26/2018 9:33 AM
21	Better job of protecting our environment & recycling options	10/25/2018 10:52 PM
22	Distance from major cities	10/25/2018 10:00 PM
23	Unkept neighborhoods	10/25/2018 8:57 PM
24	Door to door solicitors	10/25/2018 8:13 PM
25	County roads need repairs	10/25/2018 7:50 PM
26	local government	10/25/2018 7:43 PM
27	Blight on US 23 South	10/25/2018 7:41 PM
28	Industry pollution	10/25/2018 7:34 PM
29	the water companies	10/25/2018 7:23 PM
30	Attitude of some	10/25/2018 7:11 PM
31	Water dispute between city and Alpena Township	10/25/2018 6:12 PM
32	too many fast food chains (3 McDonalds???)	10/25/2018 12:35 PM
33	Large semi truck traffic through residential areas	10/24/2018 6:09 PM
34	ECT. ECT. ECT,	10/24/2018 9:33 AM
35	No good movie theaters	10/23/2018 9:17 PM
36	Lack of Available Local Services, ie Snowplowing, etc	10/23/2018 1:24 PM
37	distance from larger communities	10/23/2018 9:58 AM



## Alpena Communities' 2018 Public Input Survey

SurveyMonkey

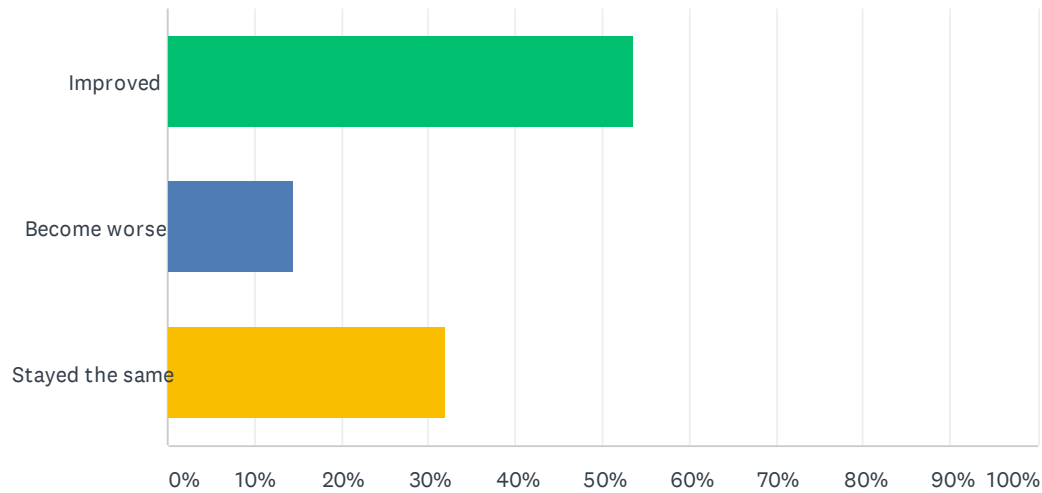
38	Unnecessary one-way streets	10/23/2018 8:24 AM
39	Mental health issues in our area	10/23/2018 8:01 AM
40	Salt pile on the river & factory smell at the marina	10/20/2018 3:53 PM
41	Lack of variety of international cuisine	10/18/2018 2:59 PM
42	no good paying jobs for young families	10/18/2018 11:07 AM
43	long winter	10/18/2018 10:46 AM
44	Lack of amenities on the north side of the city	10/16/2018 6:03 PM
45	No shopping....need more motels for activities bringing people into area.	10/13/2018 2:18 PM
46	Stores downtown have such limited hours. Seems like Alpena rolls the sidewalks up at 5pm.	10/12/2018 1:33 PM
47	Resistance to innovation	10/12/2018 9:37 AM
48	No sidewalk plows anymore! At least not on my street	10/11/2018 7:53 AM
49	Lack of housing	10/11/2018 7:40 AM
50	Small selection of hotels & restaurants	10/10/2018 6:32 PM
51	Lack of "Livable Wage"	10/10/2018 1:52 PM
52	Shopping is terrable	10/10/2018 10:43 AM
53	speeders thur town	10/10/2018 10:40 AM
54	Studies being done with no action coming out of them	10/9/2018 6:38 PM
55	Lots of vacant commercial properties.	10/9/2018 2:31 PM
56	Better shopping options	10/9/2018 1:46 PM
57	behind the times with new ideas/technology	10/8/2018 9:08 PM
58	drugs	10/8/2018 6:54 PM
59	Parking problems downtown	10/8/2018 3:31 PM
60	Not enough safe teen events	10/8/2018 6:47 AM
61	Good old boys	10/7/2018 6:30 PM
62	Poor roads	10/7/2018 3:39 PM
63	City taxes 2x those of the county why? for what services?	10/7/2018 3:38 PM
64	hospital	10/7/2018 3:16 PM
65	Drug use	10/7/2018 12:29 PM
66	weather	10/7/2018 12:18 PM
67	Wasting of tax dollars	10/7/2018 7:37 AM
68	Drug and alcohol problems	10/7/2018 12:40 AM
69	Bussing through APS	10/7/2018 12:11 AM
70	Not enough for young people	10/6/2018 11:28 PM
71	Needs to have more family events	10/6/2018 10:12 PM
72	Too much emphasis on art in the town. Need more on town history and kid involvement.	10/6/2018 8:11 PM
73	Lack of dining experiences	10/6/2018 8:05 PM
74	Pollution	10/6/2018 4:58 PM
75	People seem to actually stifle change instead of embrace it.	10/6/2018 4:12 PM

76	Parking	10/6/2018 3:23 PM
77	Access (to larger communities)	10/6/2018 2:45 PM
78	Traffic pattern	10/6/2018 2:39 PM
79	The "Who you know" attitude	10/6/2018 1:44 PM
80	Better restaurants Red Lobster, Olive Garden	10/6/2018 1:22 PM
81	City Council is fairly clueless and hardly acts in the best interest of the people	10/6/2018 1:16 PM
82	Not much after hours entertainment (other than bars)	10/6/2018 1:14 PM
83	The lack of indoor and outdoor maintenance people put into their homes/Lack of home ownership pride	10/6/2018 11:30 AM
84	parking downtown	10/6/2018 8:38 AM
85	Lack of parking downtown	10/6/2018 8:31 AM
86	No waterfront dining	10/6/2018 6:23 AM
87	Litter in public spaces	10/6/2018 5:23 AM
88	lack of affordable rental places for those on low income and in general.	10/6/2018 1:39 AM
89	Lack of activities for youth	10/5/2018 6:59 PM
90	Not Enough Activities For Youth	10/5/2018 6:36 PM
91	State Police are jerks	10/5/2018 6:03 PM
92	Overhead utilities	10/5/2018 4:48 PM
93	Needs more chain shopping and restaurants	10/5/2018 3:24 PM
94	Our movie theater needs to be updated inside with new seats.	10/5/2018 3:11 PM
95	High price to fly into/out of Alpena	10/5/2018 2:53 PM
96	THE PAVILLION ON STATE ST SHOULD BE USED FOR MOORE EVENTS LIKE sUNDAY AFTERNOON OUTDOOR CONCERTS	10/5/2018 2:34 PM
97	Infrastructure	10/5/2018 12:56 PM
98	Lack of clear growth planning	10/5/2018 12:36 PM
99	Development that is not responsible or respectful to existing business or citizens	10/5/2018 12:22 PM
100	Too conservative	10/5/2018 12:07 PM
101	fightin over water bills	10/5/2018 12:04 PM
102	lack of shopping for women...i have to go to a bigger city	10/5/2018 11:55 AM
103	Elderly drivers	10/5/2018 10:58 AM
104	We have a housing crisis and it's getting ignored.	10/5/2018 10:28 AM
105	Downtown not very friendly, like there doing you a favor.	10/5/2018 10:21 AM
106	Need more left-turn lights at major intersections	10/5/2018 9:43 AM
107	the weather ha-ha	10/5/2018 9:43 AM
108	Legislators out of touch	10/5/2018 9:30 AM
109	DPI	10/5/2018 9:27 AM
110	inability to make the needed improvements to the US 23 South corridor	10/5/2018 8:49 AM
111	Enforcement of snow removal	10/5/2018 8:32 AM
112	Cooperation between local governments	10/5/2018 8:30 AM

113	Lack of entertainment for teenagers	10/5/2018 8:29 AM
114	cost of flying out of Alpena	10/5/2018 8:11 AM
115	Increase in drug use	10/5/2018 8:02 AM
116	lack of diversity	10/5/2018 7:42 AM
117	Uninteresting, dis-jointed downtown	10/5/2018 7:00 AM
118	No growth	10/5/2018 6:52 AM
119	Remote Access - inadequate roads (4 lane)	10/5/2018 5:44 AM
120	Inefficient local governments	10/4/2018 7:01 PM
121	High cost of municipal water	10/4/2018 4:39 PM
122	No big restaurant chains	10/4/2018 4:17 PM
123	winters	10/4/2018 3:46 PM
124	Decrease in the quality of hospital care	10/4/2018 2:48 PM

## Q12 Since you have been here, what has happened to the quality of life in the area?

Answered: 166 Skipped: 42



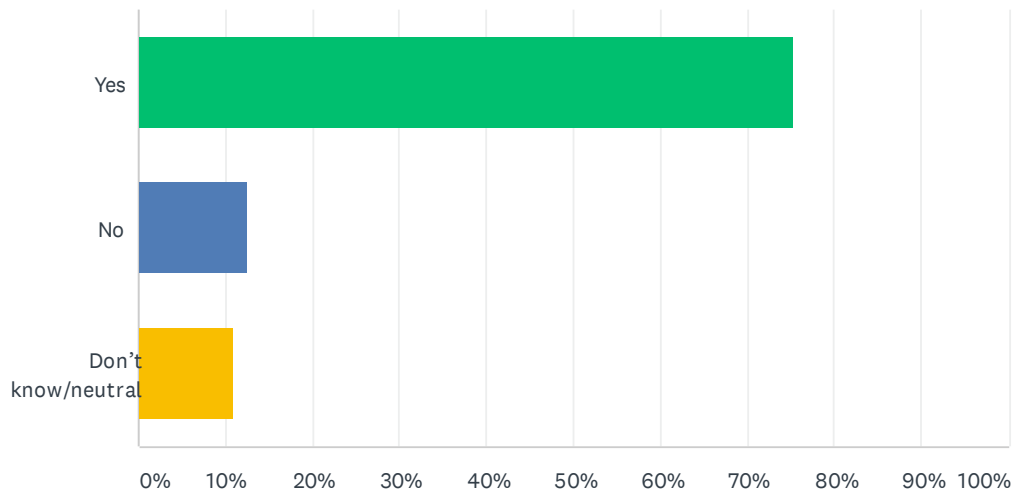
ANSWER CHOICES		RESPONSES	
Improved		53.61%	89
Become worse		14.46%	24
Stayed the same		31.93%	53
TOTAL			166

#	EXPLANATION OR COMMENT:	DATE
1	More service oriented.	12/7/2018 4:47 PM
2	more recreational and nature activities; more music and art; community leadership for quality of life	11/7/2018 10:44 AM
3	Some things better and some worse.	11/1/2018 2:50 PM
4	We've allowed our court and justice systems to fail. We've also been taking out family owned and operated businesses to move bigger businesses in.	10/27/2018 2:09 PM
5	I lived here until high school graduation and recently returned. It's better than it was, but many of the reasons I left still remain.	10/26/2018 8:52 PM
6	For my family with hard work	10/26/2018 3:31 PM
7	more business	10/25/2018 7:43 PM
8	I love the downtown development & art installations around the area! Overall, the community is improving.	10/25/2018 7:41 PM
9	Government official do not seem to really listen to residents concerns	10/24/2018 6:09 PM
10	less shopping	10/24/2018 1:52 PM
11	BUT EVERYTHIGS A BATTEL	10/24/2018 9:33 AM
12	Change in the downtown area and the marina area	10/23/2018 9:17 PM
13	Secured long term hospital commitment from MidMichigan, built a new Meijers store, etc.	10/23/2018 1:24 PM
14	As some places get better, others slip	10/23/2018 8:01 AM
15	Increased focus on improving the downtown area	10/20/2018 3:53 PM
16	we have leadership through various organizations such as the Alpena ChamberDDA and so forth that lead very well	10/19/2018 3:56 PM
17	fishing and hunting improved	10/18/2018 10:46 AM
18	See growth in the area with small businesses, expansion of maritime activities	10/13/2018 2:18 PM
19	We moved back to our hometown after 20 years in TC. The town is much improved since we had moved away.	10/11/2018 7:40 AM
20	Not much growth	10/10/2018 6:32 PM
21	Political views are narrow and scared to become a bigger community. Lack of forward thinking of where we need to be or where we should be.	10/10/2018 1:52 PM
22	I believe community leaders are aware of concerns and address them as resources permit.Volunteerism	10/9/2018 1:46 PM
23	It seems there are more drug issues and more poverty than when I was growing up.	10/8/2018 9:08 PM
24	More development and activities for the entire family	10/8/2018 3:31 PM
25	taxes have increased, services have been cut	10/7/2018 3:38 PM
26	When I came here in 1978 there was a lack of retail stores. This has changed. Medical has changed some	10/7/2018 7:37 AM
27	Factories have not gone away	10/7/2018 12:40 AM
28	There's so many new businesses opening up, which means more jobs, but people need to be more accepting of new businesses, even if they are chain based.	10/7/2018 12:11 AM
29	Disgusting rates of water keeps getting worse. But we have a splash park now!	10/6/2018 4:12 PM
30	Added stores and restaurants	10/6/2018 4:05 PM
31	It is coming around	10/6/2018 3:23 PM

32	Since the buyout of the hospital the care has gone down hill and jobs have been lost.	10/6/2018 1:44 PM
33	Spouse lost her job and had to take a lesser job. There are hardly any good paying jobs in this community. The hospital quality has dropped significantly and they bought up good doctors offices just to have them have poor quality care as compared to the past. Many people coming from downstate and not acclimating to small town attitudes and norms. Drugs have become a massive issue in our county since I have moved back. Many more issues that have developed in such a small portion of time.	10/6/2018 1:16 PM
34	But, I have seen efforts to make improvements through the DDA (I applaud their efforts for updated Holiday decorations!)	10/6/2018 11:30 AM
35	more drug usage	10/6/2018 1:39 AM
36	Improved with more theater offerings, Splash Park, Handicap accessibility in our parks & beaches, more tourism, addition of senior housing, expansion to the hospital, airport, and the drone program.	10/5/2018 6:59 PM
37	Cleanliness of town's air and water has vastly improved since I was a kid.	10/5/2018 6:36 PM
38	More foot traffic and activities downtown.	10/5/2018 4:48 PM
39	Same people have been running this town for 10 plus years, if they don't change then nothing else will.	10/5/2018 3:24 PM
40	I don't like that we are bringing people from other cities to our halfway houses and drug rehab facilities.	10/5/2018 12:56 PM
41	As soon as the city seems to take a step forward something else steps backward. Status remains the same	10/5/2018 12:36 PM
42	Natural assets are being responsibly managed. New employment opportunities.	10/5/2018 12:22 PM
43	see question 9	10/5/2018 11:55 AM
44	We add a new store, and another one closes	10/5/2018 10:21 AM
45	Very well-maintained public areas/parks/beaches, updated quality restaurant choices	10/5/2018 9:43 AM
46	Businesses seem to be expanding more and there are less closures than in the past. City has made good efforts in public works projects.	10/5/2018 9:30 AM
47	I feel a surge of investment from young and inspired entrepreneurs, artists, and others. This is a city on the cusp of being even more special than it already is	10/5/2018 9:27 AM
48	we need to take care how we permit development to occur; we don't want our access roads to look like Traverse City	10/5/2018 8:49 AM
49	Love my hometown	10/5/2018 8:32 AM
50	1 step forward, 2 Back.	10/5/2018 8:30 AM
51	Better for outdoor recreation opportunities and community offerings, but worse for public safety due to drug users/serkers	10/5/2018 8:02 AM
52	Alpena - always a few steps behind the rest of the world but slowly improving	10/5/2018 7:00 AM
53	Has been a more positive viewpoint / atmosphere since Roger Brooks branding - unified study. More ppl tend to be operating on the same page to enhance cultural and astetic qualities.	10/5/2018 5:44 AM
54	Wages and benefits are not keeping up with inflation.	10/4/2018 2:48 PM

## Q13 Do you think people in Alpena share a sense of community?

Answered: 166 Skipped: 42



ANSWER CHOICES	RESPONSES	
Yes	75.30%	125
No	12.65%	21
Don't know/neutral	10.84%	18
TOTAL		166

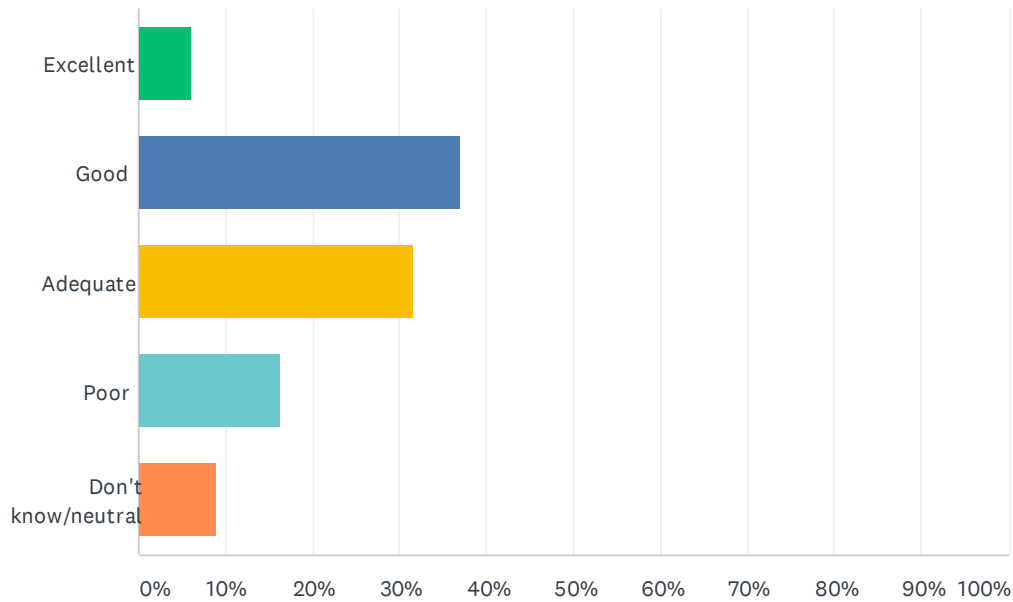
#	EXPLANATION OR COMMENT:	DATE
1	They help each other - networking is unbelievable	12/7/2018 4:47 PM
2	A window of residents share a sense of community.	10/25/2018 8:13 PM
3	the area is still rules by certain folks	10/25/2018 7:43 PM
4	I think for the most part people do, however there are those that are negative about everything no matter what.	10/25/2018 3:35 PM
5	We are starting to see a change in more people wanting to see controlled growth. We are sill seeing a lose of population and would like to see the population grow. We need to find things to draw people to the area. We need to see improvements in affordable housing and rental properties. Things like bike paths and walking areas are great first step.	10/23/2018 9:17 PM
6	The Alpena metropolitan area is small enough that the residents feel a part of it.	10/23/2018 1:24 PM
7	It's a small group that work hard to improve our community. While others drain its resources	10/23/2018 8:01 AM
8	for the most part	10/19/2018 3:56 PM
9	Yes, but sometimes aren't welcoming to outsiders - "You're not from Alpena, are you?"	10/18/2018 2:59 PM
10	you can trust your neighbors	10/18/2018 10:46 AM
11	Although there is a lot of "us vs. them" which leads to stifling of meaningful change	10/16/2018 6:03 PM
12	See #12. Example: water situation with City and Alpena Twp....costly to taxpayers	10/13/2018 2:18 PM
13	I do believe that the current political atmosphere has become a threat to this as there seems to be a growing divide which I believe stems from feeling a desire to join in "popular" causes that may not necessarily have a root in our community.	10/12/2018 9:37 AM
14	In times of trouble everyone shows support and bonds together. Political seats are mostly controlled by persons of small thoughts dreams and wisdom.	10/10/2018 1:52 PM
15	not much pride	10/10/2018 10:43 AM
16	Volunteerism has increased in recent years. Participation in local government has improved in recent years.	10/9/2018 1:46 PM
17	The various walks and fund raisers	10/8/2018 6:54 PM
18	Think they are supportive of family orientated and educational opportunities	10/8/2018 3:31 PM
19	There are different communities. Within a community they will say there is community, but they are unaware of others.	10/7/2018 3:16 PM
20	I don't know	10/7/2018 12:11 AM
21	Yes and no. I think everyone in this community understands what makes this area special, yet we need to come together on issues more.	10/6/2018 10:12 PM
22	Too much so at times. Some people want to keep this a small retirement community. When obviously those people die...and who is left? Young people with nothing to keep their kids here and active.	10/6/2018 4:12 PM
23	there seems to be a divide( conservative vs liberal) and newcomers are welcome in neither of the old establishment (people who grew up here).	10/6/2018 2:13 PM
24	I think native people, or people who have lived here a very long time, share a sense of community. I don't think they know it any other way or have branched out. I'm just being honest.	10/6/2018 11:30 AM
25	Some people are very community-minded and foward-thinking. It's slowly transforming.	10/6/2018 6:23 AM
26	some do, but sometimes those without a financial interest in property in the city are destructive	10/6/2018 1:39 AM
27	Any time a church or the city needs money for projects or services, the goals are usually met.	10/5/2018 6:59 PM
28	Lots of people are proud to say they are from Alpena.	10/5/2018 6:36 PM
29	With the advent of social media, it appears that residents are sharing what goes on in Alpena.	10/5/2018 4:48 PM



30	There are a tremendous amount of free community events	10/5/2018 12:07 PM
31	50-50	10/5/2018 11:45 AM
32	To many are here today, gone tomorrow	10/5/2018 10:21 AM
33	Everyone seems to know each other. Can't go anywhere without running into somebody you know.	10/5/2018 9:30 AM
34	However, there is a vibe from older, longer residents in the area which can be unwelcoming and a bit intransigent. I wish there was a bit more pride in our natural resources, they seem to be taken for granted by a big chunk of the population.	10/5/2018 9:27 AM
35	the community is very caring and comes together when needed to address problems or create opportunities.	10/5/2018 8:49 AM
36	A lot of offerings available to attend community groups. Wellness initiatives, theater/arts, cooking, painting. Groups to better Alpena offered community-wide. Parades. New dog park.	10/5/2018 8:02 AM
37	Yes, but many are simply satisfied with the status quo which is not good	10/5/2018 7:00 AM
38	The Roger Brooks study seems to have had a turnaround to make more vibrant community. Also, efforts to have residential housing in downtown has enhanced the city as a cultural center as well. Have certainly noticed more pedestrian traffic in summer	10/5/2018 5:44 AM

## Q14 What is the quality of services provided by your local government (township or city)?

Answered: 165 Skipped: 43

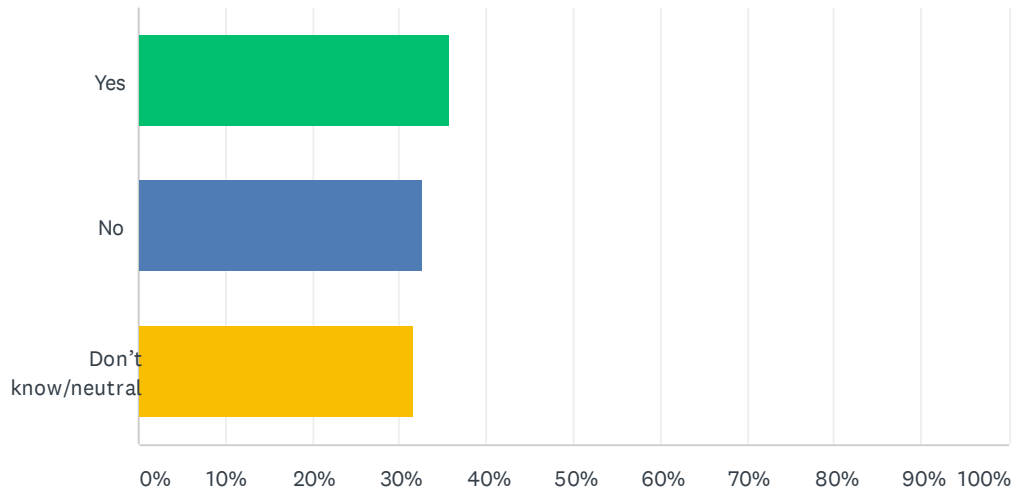


ANSWER CHOICES	RESPONSES	
Excellent	6.06%	10
Good	36.97%	61
Adequate	31.52%	52
Poor	16.36%	27
Don't know/neutral	9.09%	15
TOTAL		165

#	EXPLANATION OR COMMENT:	DATE
1	Not open to newer and maybe better ways of doing things. Using the 1960s handbook	12/7/2018 4:47 PM
2	As a person who lives in the township, I'm tired of hearing how the water battle is benefitting me, as a resident. It's disappointing at best that nothing has been done long term yet.	10/26/2018 2:14 PM
3	water bill seems they can charge whatever they want and we have no control over it	10/25/2018 7:43 PM
4	The county water bill is seriously making me consider selling my home. My bi-monthly water bill is the same as one month of my mortgage payment - \$10 per day on average!	10/25/2018 7:41 PM
5	We need more cooperation between local government. The fight over water and sewer rates is ridiculous. The communities sure could have used the 2 million dollars in legal fees to improve the communities!	10/23/2018 9:17 PM
6	For a small township to spend over a million dollars on legal fees for a water dispute is inexcusable.	10/23/2018 1:24 PM
7	township does not operate the way community wants	10/18/2018 10:46 AM
8	Citywide trash/ recycling would be nice	10/16/2018 6:03 PM
9	lack of police and fire protection is of 1970's era due to the pay.....	10/10/2018 1:52 PM
10	Wider spectrum of communication outlets for new residents wanting to learn about city services.	10/9/2018 2:31 PM
11	For what we pay there should be more services.	10/7/2018 3:39 PM
12	Some not so good. Some top city staff are not honest.	10/7/2018 3:16 PM
13	I don't discuss government or politics, even on these surveys	10/7/2018 12:11 AM
14	I would like to see better snow removal in the downtown area. I think our beaches could be maintained better.	10/6/2018 9:34 PM
15	The unresolved water dispute between City and Township!	10/6/2018 4:05 PM
16	Overgrown large tree and limbs and wild plants are overgrown, to the point that they interfere with STOP signs	10/6/2018 11:30 AM
17	Would love a pick up recycling service	10/6/2018 5:23 AM
18	We used to have ice rinks, Christmas tree pickup, more frequent brush and bagged yard waste pickup, City sidewalks cleared of snow.	10/5/2018 6:59 PM
19	I always am able to speak with whoever is in charge.	10/5/2018 4:48 PM
20	THEY have airport board that doesn't even have anyone who works in Travel industry to advise what works and doesn't for this airport	10/5/2018 2:34 PM
21	I don't feel city or township government offers anything for the citizens to feel they are a part of.	10/5/2018 12:36 PM
22	i have only been here less than 2 years	10/5/2018 11:55 AM
23	Appear to be responsive to public concerns	10/5/2018 9:43 AM
24	Some frustrations with ageing water lines. Too few employees in some agencies. Utilities are fairly priced. Responses to inquiries & emergencies are usually quick.	10/5/2018 9:30 AM
25	The 3rd party garbage pick up thing really sticks in my craw, but we have low taxes, so I guess the extra \$500 a year I shell out to Greenway would just be an extra \$500 I'd pay on taxes.	10/5/2018 9:27 AM
26	the city does the best it can with its resources (or lack thereof)	10/5/2018 8:49 AM
27	Looking at the city from an outsiders view the answer would be no	10/5/2018 7:00 AM
28	Still think water too high.	10/4/2018 4:39 PM

## Q15 Do you feel your local government here is responsive to your needs?

Answered: 165 Skipped: 43



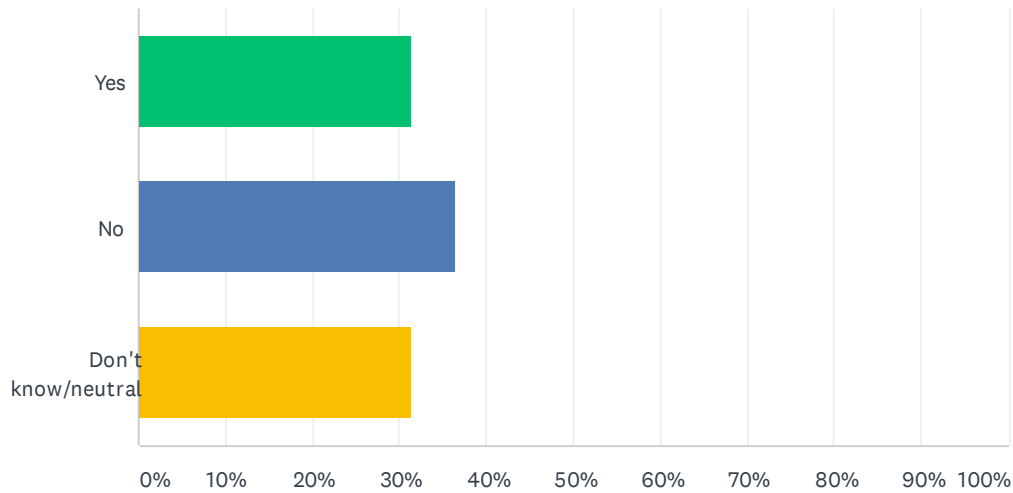
ANSWER CHOICES	RESPONSES	
Yes	35.76%	59
No	32.73%	54
Don't know/neutral	31.52%	52
TOTAL		165

#	EXPLANATION OR COMMENT:	DATE
1	No cellphone service - no broadband 7 miles from city limits. If it is somewhat available, I don't know about it.	12/7/2018 4:47 PM
2	Yes, most of the time	11/7/2018 10:44 AM
3	I do think it would be fulfilling for the government to help small businesses instead of making it harder for them.	11/4/2018 10:28 PM
4	It's tough. As I said above I feel that ego has gotten in the way of what is actually best serving this community. The person who has benefited the most is the attorneys who have made thousand off us.	10/26/2018 2:14 PM
5	HHS good example all the trouble they are having	10/25/2018 7:43 PM
6	Several concerns/complaints addressed with them and have gotten no response.	10/24/2018 6:09 PM
7	I would like to see more cooperation county wide.	10/23/2018 9:17 PM
8	Although, Alpena Township believes that it has the right to make decisions without consulting the people who live here, like converting to a charter township without a vote.	10/23/2018 1:24 PM
9	Not sure they are willing to do the hard work that needs to be done. Address the issues that are draining resources.	10/23/2018 8:01 AM
10	Township is not in touch with community. Staff are just trying make a career for them selves.	10/18/2018 10:46 AM
11	City and twp boards are scared to raise taxes to provide services.....which delays or stunts our growth	10/10/2018 1:52 PM
12	I am not sure about in the past but am grateful for this survey.	10/8/2018 9:08 PM
13	Expensive water and sewer services. Ignore citizens with complaints often. Make fun of citizens who speak out.	10/7/2018 3:16 PM
14	the mayor does not think climate change is real...(the science is still out)..this is very backward thinking for moving forward toward progress	10/7/2018 12:18 PM
15	We did not need an 11 million dollar jail and to barrow 2 plus million to put towards a new airport terminal.	10/7/2018 7:37 AM
16	Again I don't discuss politics or government	10/7/2018 12:11 AM
17	Water Bill is too high !!!	10/6/2018 10:12 PM
18	See above comment	10/6/2018 4:05 PM
19	See above.	10/5/2018 6:59 PM
20	Every time I have had to deal with any local department city or county they have always helped me settle whatever issue I had.	10/5/2018 6:36 PM
21	Same as 15	10/5/2018 4:48 PM
22	No because apparently he is too busy getting DUIs. Alpena Leadership only cares what your last name is if they listen to you.	10/5/2018 3:24 PM
23	The standard feeling for over a decade has always been that whomever is in power fails to break free of the old standards and face the hard choices that would bring the city into ther future. You can't keep small town America in your core and expect to grow when everywhere you turn people feel that any real change is being squashed because it's going to upset those who fail to accept change.	10/5/2018 12:36 PM
24	Local government is out of touch with the needs and desires of the average-everyday citizen in many ways. There is a lack of accountability. For some projects - decisions are pushed through without due process of citizen awareness and once citizens find out and start asking questions, they are not treated respectfully.	10/5/2018 12:22 PM
25	see question 12	10/5/2018 11:55 AM
26	Our commissioners dont listen to public they do what suits them	10/5/2018 10:58 AM

27	They take to long to make decision. To much red tape. To many studies that sit on the shelf, and never look at again.	10/5/2018 10:21 AM
28	I haven't had any major issues personally, but they aren't perfect either. The water dispute is a huge waste of time. The jail cleanup needs to be handled better. The recent Alpena County Board of Commissioners vote opposing recreational marijuana is a critical mistake that will cost them a lot of new businesses and tax revenue.	10/5/2018 9:30 AM
29	For the most part.	10/5/2018 9:27 AM
30	Does not appear to be an open-minded or progressive local government	10/5/2018 7:00 AM

## Q16 Do you feel your local government plans and works well with other entities to improve the quality of life?

Answered: 162 Skipped: 46



ANSWER CHOICES	RESPONSES	
Yes	31.48%	51
No	36.42%	59
Don't know/neutral	31.48%	51
TOTAL		162

#	EXPLANATION OR COMMENT:	DATE
1	water cost situation	12/7/2018 4:47 PM
2	But must work harder to get along with the City of Alpena and they must work harder to get along	11/28/2018 3:19 PM
3	This has been improving. The entities should share more operations.	10/31/2018 11:08 AM
4	always could do better	10/26/2018 12:33 PM
5	Room for improvement.	10/25/2018 10:52 PM
6	Township water and sewer with the city	10/25/2018 7:50 PM
7	2nd Ave 2 way. That was the wishes of a few and never should cost as much to study	10/25/2018 7:43 PM
8	Alpena Township has not shown any sincere interest in coordinating with other local governments on most issues.	10/23/2018 1:24 PM
9	The City does a great job. The County does a terrible job. The Township is in between.	10/23/2018 9:58 AM
10	I believe theyre working on it	10/20/2018 3:53 PM
11	County, city and townships should not complete rather work together. there should be no duplicate services.	10/18/2018 10:46 AM
12	It's starting to, but there is still a strong reluctance to change	10/16/2018 6:03 PM
13	Much money wasted in 'consulting' fees. Ask the people who LIVE here what they need for a better quality of life.	10/12/2018 1:33 PM
14	There can always be improvement in this	10/12/2018 9:37 AM
15	Resolve the disbute over water! 1M + in legal cost to the taxpayers if foolishnes	10/9/2018 5:31 PM
16	A lot of in fighting	10/8/2018 3:31 PM
17	water rate lawsuit - its simple the Twp should pay what city taxpayers pay or get their own, taxes should supplement	10/7/2018 3:38 PM
18	Water rate law suit. Animal control.	10/7/2018 3:16 PM
19	township water bills are a big problem	10/7/2018 12:18 PM
20	Local government is focused on taxing people who attempt to maintain their homes and businesses but do NOTHING to make blight cleanup a priority	10/7/2018 7:37 AM
21	Again I don't discuss politics or government	10/7/2018 12:11 AM
22	Water Bill- so high here it's insane	10/6/2018 10:12 PM
23	It ignores the needs of small business owners unless they are backed by bigger names people	10/6/2018 7:07 PM
24	See above	10/6/2018 4:05 PM
25	Co Commissioners don't have a clue	10/6/2018 3:23 PM
26	The water bill issue is not good for anyone	10/6/2018 1:44 PM
27	I think that as long as people don't complain, people here feel that there is no need to act.	10/6/2018 11:30 AM
28	Constant litigation with the county over water rates, too many costly studies such as for the one-way versus two-way streets and now for a parking structure. All that money could be used for services or construction costs.	10/5/2018 6:59 PM
29	How much taxpayer money has been spent on the water litigation?	10/5/2018 12:22 PM
30	The water/sewer rate problem.	10/5/2018 10:21 AM
31	Alpena has always been good about corroborating with other towns for events and services. The recent E911 partnership was a great idea.	10/5/2018 9:30 AM
32	They could work more with environmental groups to make the city a little greener	10/5/2018 9:27 AM



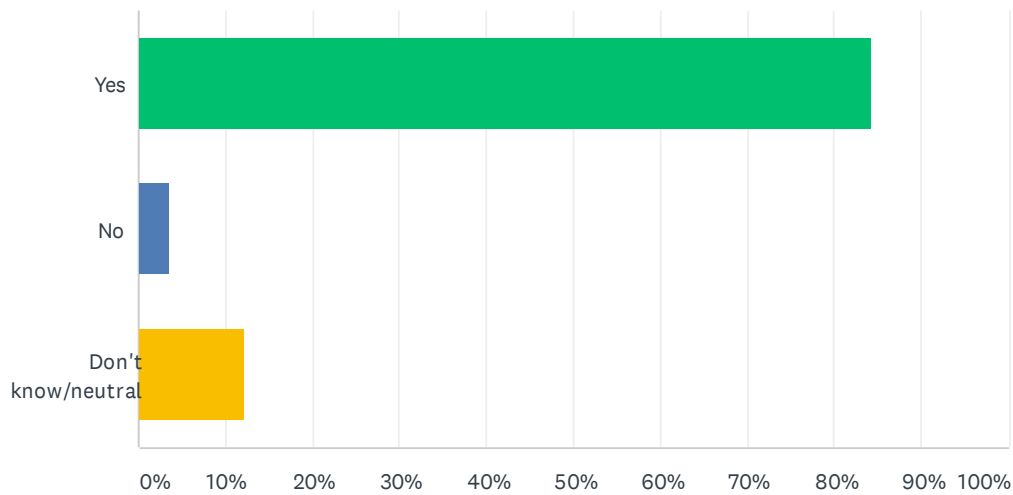
33 Still seems to be the territory or turf wars to some degree. Intergovernmental council has helped, but maybe EACH can create a monthly update for other governments and citizens for distribution. Develop an email subscription. Putting on a website requires ppl to go look for it. Put it in their mailbox and they are more likely to look at it.

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10/5/2018 5:44 AM

## Q17 Do you think your local government should collaborate with other local units of government to provide services?

Answered: 165 Skipped: 43

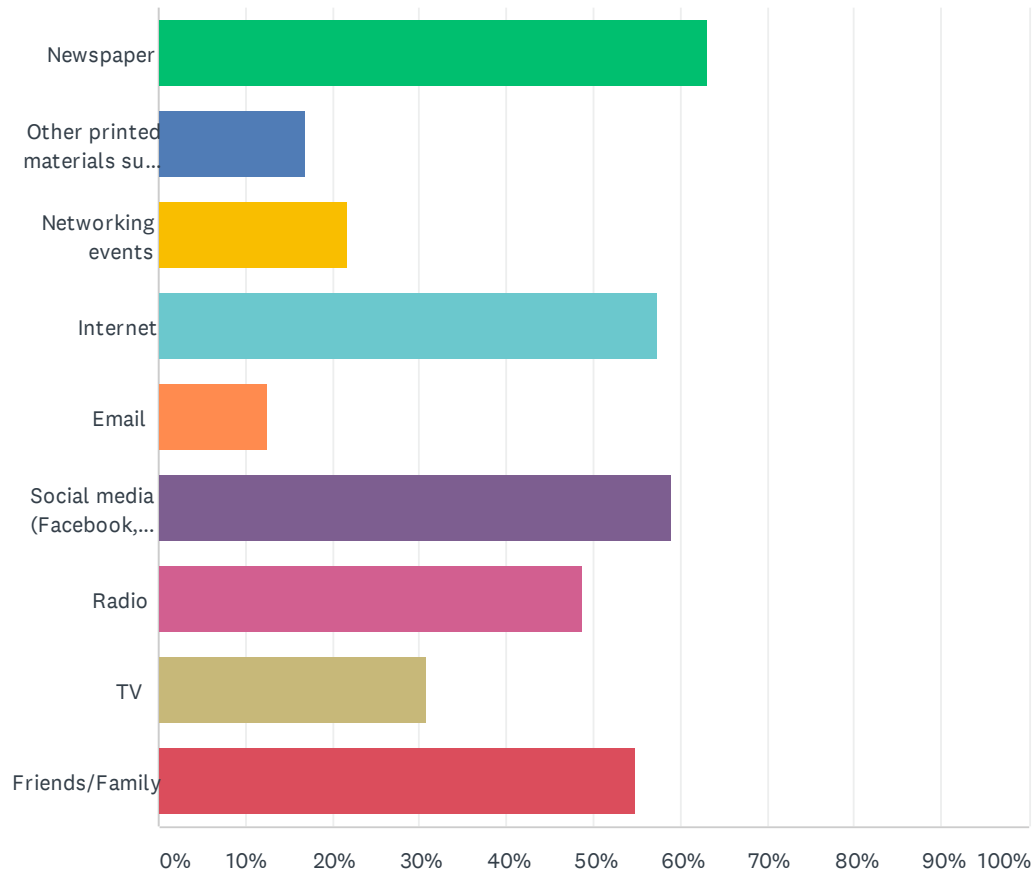


ANSWER CHOICES	RESPONSES	
Yes	84.24%	139
No	3.64%	6
Don't know/neutral	12.12%	20
TOTAL		165

#	EXPLANATION OR COMMENT:	DATE
1	We live in a watershed	12/7/2018 4:47 PM
2	Water, Sewer and police	11/28/2018 3:19 PM
3	Police and Fire to name a couple.	10/31/2018 11:08 AM
4	I'm all about collaboration, but tax payer dollars should be used for infrastructure. We, as a community, can raise and through grants, collect money.	10/26/2018 2:14 PM
5	Alpena needs to stop bringing folks from downstate to rehabilitate and take our services and jobs. They bring drugs and crime to our community.	10/25/2018 12:35 PM
6	Alpena Township and Alpena City should be working for better cooperation.	10/23/2018 9:17 PM
7	If it can be more efficient and save money - absolutely	10/20/2018 3:53 PM
8	fire, ambulance, water/sewer, planning/zoning. everything combined.	10/18/2018 10:46 AM
9	past practice of this has been a band aid fix and has brought on more problems between city and twp of Alpena. twp of Alpena has potential to become bigger and more sustainable then the city of Alpena.	10/10/2018 1:52 PM
10	Would be a good way to lower costs, but cannot see these people agreeing on how to do it.	10/7/2018 3:16 PM
11	The water law suit between the city and two should end..period! Form a water authority board and work together	10/7/2018 7:37 AM
12	Again I don't discuss politics or government	10/7/2018 12:11 AM
13	I feel having separate units of government for city, township and county is not an efficient way to run things in such a small area.	10/6/2018 9:34 PM
14	Stupid township water litigation	10/6/2018 7:07 PM
15	This is the most important issue for all local governments. The lack of communication between the local governments is staggering.	10/5/2018 4:48 PM
16	*cough cough* water settlement *cough cough*	10/5/2018 3:24 PM
17	No one on airport commitee that is in TRAVEL INDUSRTY!!!!!!	10/5/2018 2:34 PM
18	Please collaborate more. Other than tax boundaries, the citizens don't look at Alpena as a number of separate units, but as one whole.	10/5/2018 12:22 PM
19	Where practical & cost-effective	10/5/2018 9:43 AM
20	Our services and leaders are stretched thin. The more expertise we have, the better.	10/5/2018 9:30 AM
21	There is some of this; it could be more providing the other units hold up their end	10/5/2018 8:49 AM
22	It is a proven method of cutting costs and providing better services	10/5/2018 7:00 AM
23	Acts like a city, smells like a city, but it is a township... Create a unified water authority where a NETURAL board governs operations. It's time has long been overdue.	10/5/2018 5:44 AM
24	Could help to share the costs.	10/4/2018 4:39 PM

## Q18 How do you find out about what's going on in the your community?

Answered: 166 Skipped: 42

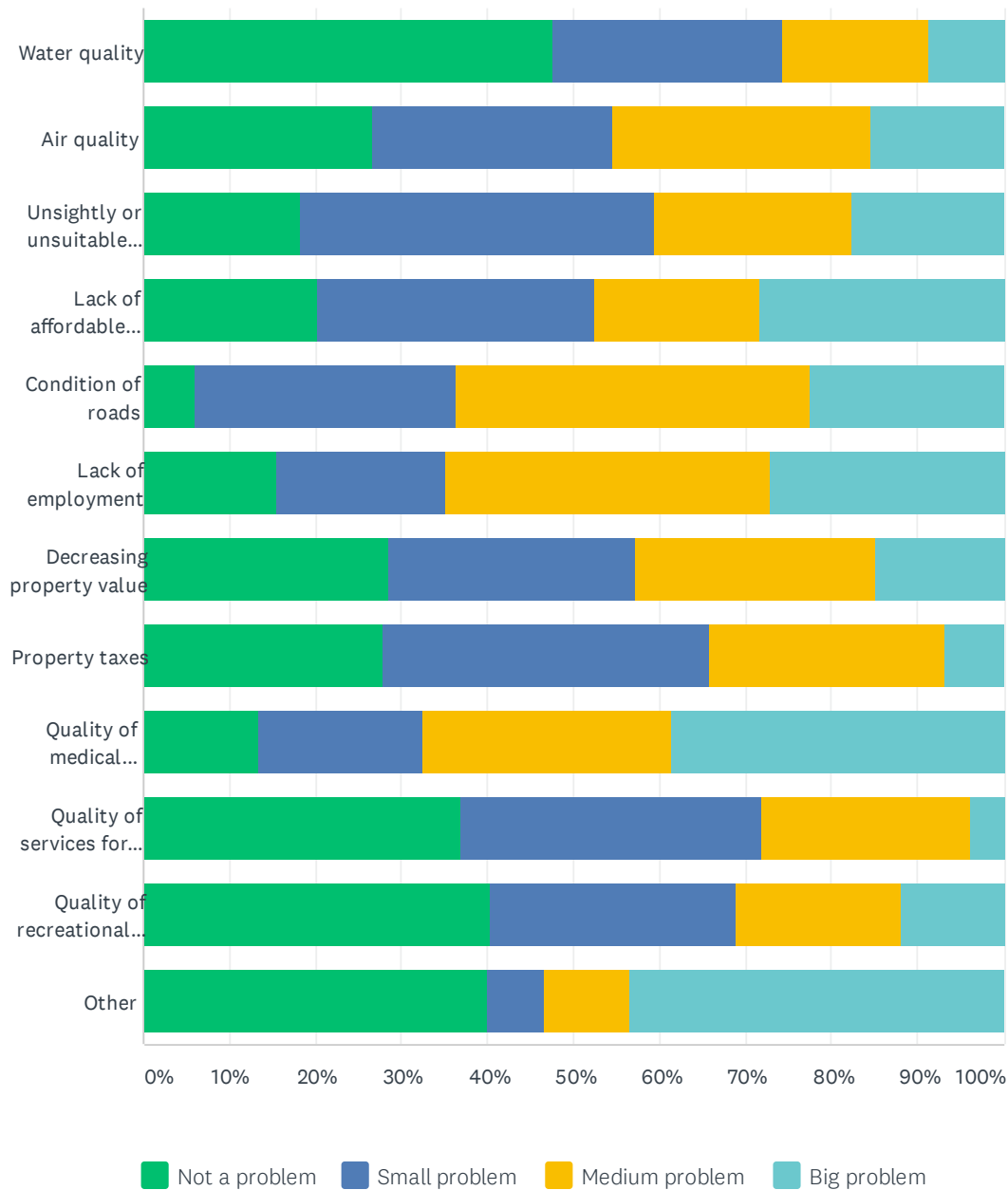


ANSWER CHOICES	RESPONSES	
Newspaper	63.25%	105
Other printed materials such as flyers and brochures	16.87%	28
Networking events	21.69%	36
Internet	57.23%	95
Email	12.65%	21
Social media (Facebook, Twitter)	59.04%	98
Radio	48.80%	81
TV	30.72%	51
Friends/Family	54.82%	91
Total Respondents: 166		

#	OTHER (PLEASE SPECIFY)	DATE
1	City Board member	12/7/2018 4:47 PM
2	Cant trust our media.	10/26/2018 3:09 PM
3	Meetingfs	10/23/2018 9:08 AM
4	Club member	10/23/2018 8:01 AM
5	I like to investigate opportunities They are there if one cares to locate	10/19/2018 3:56 PM
6	Local media outlets only want doom and gloom. Lack of positive promotion by local media fuels the negative for growth	10/10/2018 1:52 PM
7	Participating in local government	10/9/2018 6:38 PM
8	Word of mouth or stumble upon something in the paper.	10/9/2018 2:31 PM
9	City council meetings, intergovernmental meetings, Chamber of Commerce and other organizational briefings	10/9/2018 1:46 PM
10	Our biggest complain is seeing coverage after an event with little to no advance advertising in the newspaper or local TV station.	10/5/2018 6:59 PM
11	Marketing from the city is pretty terrible about events. You have to dig and dig and dig to find whats going on. Shouldn't be that hard. Yeah its my responsibly to look, but if its that hard to find then you're doing your job wrong.	10/5/2018 3:24 PM
12	Local news wbkb	10/5/2018 9:38 AM
13	All of the above	10/5/2018 8:32 AM
14	Gossip	10/5/2018 8:30 AM

## Q19 How much of a problem are these issues in your community within Alpena County ? Check one choice for each item.

Answered: 166 Skipped: 42



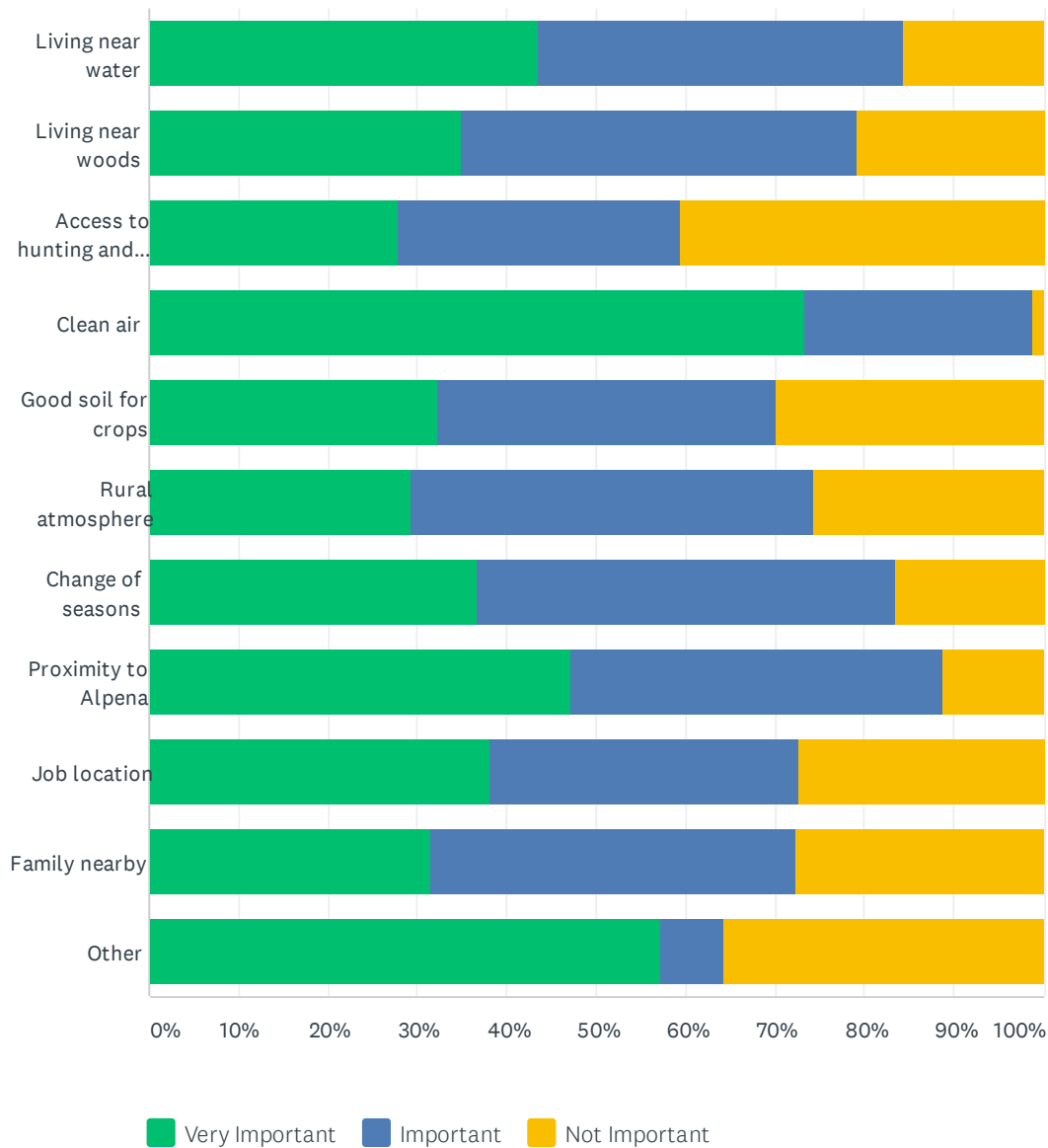
	NOT A PROBLEM	SMALL PROBLEM	MEDIUM PROBLEM	BIG PROBLEM	TOTAL
Water quality	47.56% 78	26.83% 44	17.07% 28	8.54% 14	164
Air quality	26.71% 43	27.95% 45	29.81% 48	15.53% 25	161
Unsightly or unsuitable business operations	18.18% 30	41.21% 68	23.03% 38	17.58% 29	165
Lack of affordable housing	20.37% 33	32.10% 52	19.14% 31	28.40% 46	162
Condition of roads	6.06% 10	30.30% 50	41.21% 68	22.42% 37	165
Lack of employment	15.43% 25	19.75% 32	37.65% 61	27.16% 44	162
Decreasing property value	28.57% 46	28.57% 46	27.95% 45	14.91% 24	161
Property taxes	27.95% 45	37.89% 61	27.33% 44	6.83% 11	161
Quality of medical services	13.50% 22	19.02% 31	28.83% 47	38.65% 63	163
Quality of services for seniors	36.88% 59	35.00% 56	24.38% 39	3.75% 6	160
Quality of recreational opportunities	40.37% 65	28.57% 46	19.25% 31	11.80% 19	161
Other	40.00% 12	6.67% 2	10.00% 3	43.33% 13	30

#	OTHER (PLEASE SPECIFY)	DATE
1	Drug and homeless epidemic	11/4/2018 10:28 PM
2	Chain retail and dining	10/25/2018 7:11 PM
3	there is a huge problem with people not taking care of their homes and property in the city limits. More action should be taken to levy fines or whatever it takes to get these people to start taking care of their property. Too many trashy rental homes on the north side. Owners should be fined.	10/25/2018 12:35 PM
4	We could use more and better sidewalks along major traffic routes.	10/23/2018 8:24 AM
5	Drugs	10/23/2018 8:01 AM
6	transportation if one does not have avehical and cannot afford taxi to areas of Alpena township from town	10/19/2018 3:56 PM
7	Lack of things to do for younger people, and coming up with a solution to keep them from moving away	10/16/2018 6:03 PM
8	The baiting ban on deer hunting has to potential to continue to decrease recreational property values. Baiting has not been legal in Alpena County and the Bovine TB "epidemic" has still not been resolved. This is a purely political driven issue at this point and property owners in Alpena County deserve to utilize their own land as they see fit.	10/12/2018 9:37 AM
9	quality pay for skilled trade professionals....cops FF, EMTs, Medic, Nurses	10/10/2018 1:52 PM
10	Access to different shopping options, clothes, specialty boutiques.	10/9/2018 2:31 PM
11	Limited transportation in twp vs city	10/8/2018 3:31 PM
12	Wages are low	10/8/2018 6:47 AM
13	Honesty of City staff. low wages	10/7/2018 3:16 PM
14	We have ignored a huge potential recreation opportunity by failing to utilize the Thunder Bay river system for a canoe kayak trail system there should be access points created along the entire way	10/7/2018 7:37 AM
15	Need more healthcare specialists so people travel less	10/6/2018 5:34 PM
16	Our newspaper and local news are terrible at reporting in a timely fair manner. This makes up look bad to surrounding communities AND your residents. Also the cost of the newspaper is a joke, especially considering the lack of content.	10/6/2018 4:12 PM
17	The odor from Abitibi or DPI is horrendous. It literally makes me angry when all I want to do is go for a run and that stench is in the air. I'm used to running in clean air.	10/6/2018 11:30 AM
18	if you call the sheriff department, you can only leave a message, if you are lucky. Someone should be answering the phones.	10/6/2018 1:39 AM
19	Lack of entertainment opportunities, restaurants and amenities add simple as choices are always being brought up by visitors and citizens alike. Movie theater is definitely lacking. Good choices really boils down to 3 maybe 4 choices in the entire county. Grow or die, community at ther core but you have to gut the crap	10/5/2018 12:36 PM
20	Air in the City smells like sewage. It is not DPI or the library fountain. It is coming from the treatment plant.	10/5/2018 12:22 PM
21	lack of shopping for women	10/5/2018 11:55 AM
22	Lack of employers offering benefits for full time employees.	10/5/2018 7:42 AM
23	general overall lack of aesthetics of man-made "improvements"	10/5/2018 7:00 AM
24	Unightly derelict building, Fletcher Paper Mill which should be torn down. Unightly facades on downtown 2nd Ave Buildings.	10/4/2018 4:39 PM



## Q20 In deciding to live or own property in Alpena County, how important is:

Answered: 165 Skipped: 43

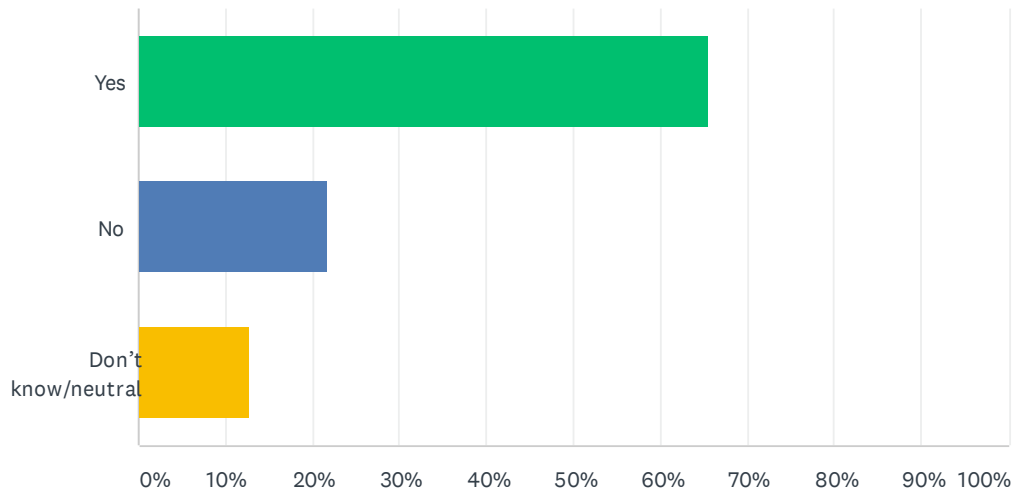


	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
Living near water	43.64% 72	40.61% 67	15.76% 26	165	1.72
Living near woods	34.97% 57	44.17% 72	20.86% 34	163	1.86
Access to hunting and fishing	27.88% 46	31.52% 52	40.61% 67	165	2.13
Clean air	73.33% 121	25.45% 42	1.21% 2	165	1.28
Good soil for crops	32.32% 53	37.80% 62	29.88% 49	164	1.98
Rural atmosphere	29.27% 48	45.12% 74	25.61% 42	164	1.96
Change of seasons	36.81% 60	46.63% 76	16.56% 27	163	1.80
Proximity to Alpena	47.20% 76	41.61% 67	11.18% 18	161	1.64
Job location	38.22% 60	34.39% 54	27.39% 43	157	1.89
Family nearby	31.45% 50	40.88% 65	27.67% 44	159	1.96
Other	57.14% 8	7.14% 1	35.71% 5	14	1.79

#	OTHER (PLEASE SPECIFY)	DATE
1	small size	12/7/2018 4:47 PM
2	Very sad that I know that my grandchildren would never live in the area because lack of area growth.	10/23/2018 9:17 PM
3	Boating access to Lake Huron	10/20/2018 3:53 PM
4	More development of the waterfront, and removing the blight of DPI and Alpena oil	10/16/2018 6:03 PM
5	having good paying jobs. Alpena is poverty city.	10/7/2018 3:16 PM
6	Hook up to sewer or not. Well water tastes gross at our new house. And with the airbase nearby, I don't want to be the next Oscoda.	10/6/2018 4:12 PM
7	Affordable housing, safe neighborhoods	10/6/2018 5:23 AM
8	quiet community...friendly people	10/5/2018 11:55 AM
9	Plz make fall season longer & shorten winter....☹️	10/5/2018 9:43 AM
10	low traffic	10/5/2018 7:00 AM

## Q21 Are you satisfied with the solid waste disposal methods available to you in your community within Alpena County?

Answered: 165 Skipped: 43

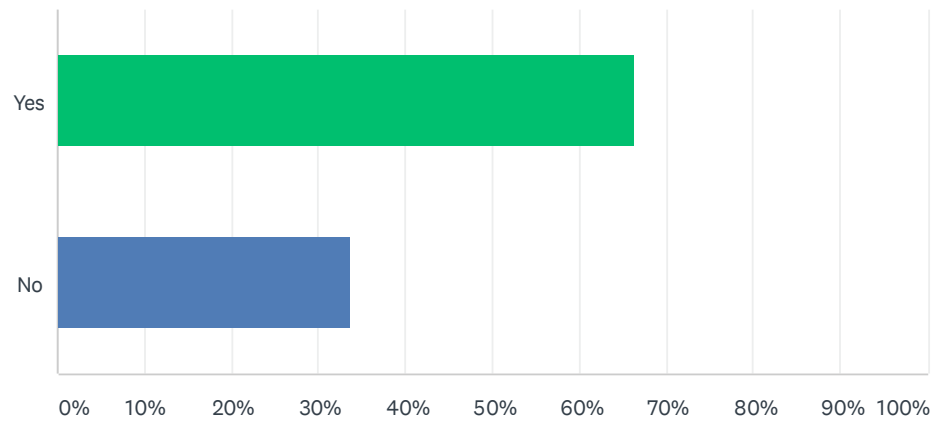


ANSWER CHOICES		RESPONSES	
Yes		65.45%	108
No		21.82%	36
Don't know/neutral		12.73%	21
TOTAL			165

#	EXPLANATION OR COMMENT:	DATE
1	Wish there was more recycling and composting	12/7/2018 4:49 PM
2	Wish better recycling opportunities were available	11/28/2018 3:20 PM
3	Recycling options within trash pick up would benefit everyone greatly.	11/4/2018 10:29 PM
4	I think recycling should be mandatory rather than voluntary and it should include glass in pickup areas.	10/26/2018 8:53 PM
5	need some way to get of yard waste and brush	10/26/2018 5:05 PM
6	I don't think we should have to pay to dispose of things like mattresses, etc. We pay taxes and already pay for regular trash disposal.	10/25/2018 12:36 PM
7	Although a bit expensive... Cities such as Ludington include water charges and trash pickup in their tax bill. It is very inexpensive!	10/24/2018 6:11 PM
8	No recycling options	10/23/2018 8:03 AM
9	City wide trash collection is needed	10/16/2018 6:04 PM
10	Other cities provide weekly curbside trash cans for recycling and green waste Would be a nice service people would participate in over the current setup.	10/9/2018 2:35 PM
11	Glass recycling is needed	10/8/2018 6:48 AM
12	Would like curbside recycling	10/6/2018 9:35 PM
13	I pay Jewels not the city	10/6/2018 7:14 PM
14	Need to work on the recycling program	10/5/2018 2:55 PM
15	Recycling is a joke, garbage pickup is good	10/5/2018 12:38 PM
16	I am satisfied that when I flush the toilet it goes somewhere... I am not satisfied with the sewage smell in the air.	10/5/2018 12:22 PM
17	Jewell does a good job for our residential pickup	10/5/2018 9:44 AM
18	I think it should be one company picking everything up at my curb. With expanded recycling options. Where we lived prior to moving here, we would have one bag of garbage at the end of the week and the rest went to the recycling center because they recycled practically everything.	10/5/2018 9:29 AM
19	Could use curbside recycling option	10/4/2018 10:26 AM

## Q22 Do you use the recycling program available in Alpena County?

Answered: 166 Skipped: 42

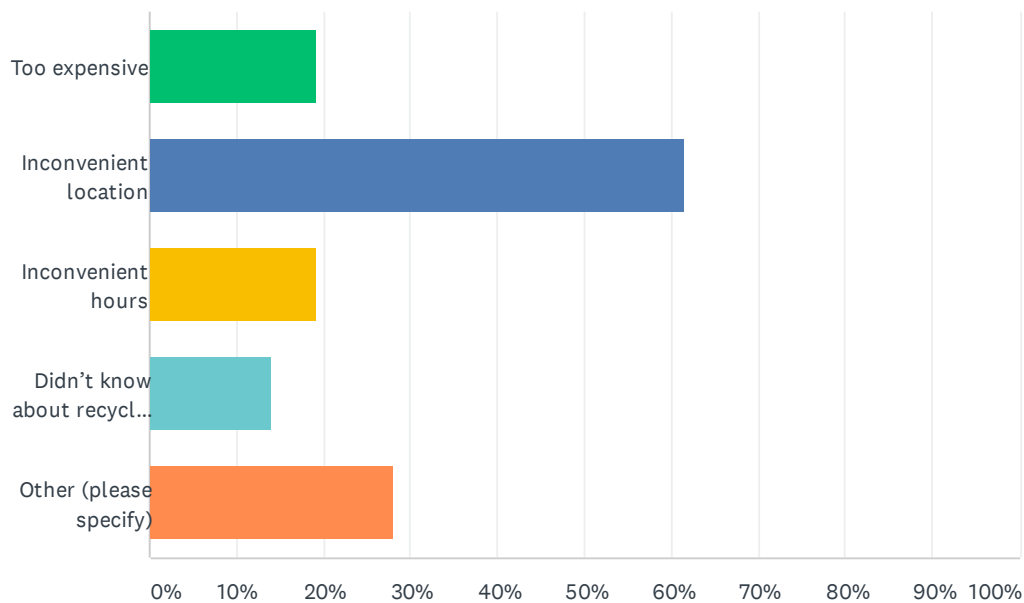


ANSWER CHOICES	RESPONSES	
Yes	66.27%	110
No	33.73%	56
TOTAL		166

#	EXPLANATION OR COMMENT:	DATE
1	wish more was done in this area	12/7/2018 4:49 PM
2	should be advancing -- seems to be stagnant	11/2/2018 12:00 PM
3	wish we could recycle glass	10/26/2018 12:34 PM
4	That's why I pay for garbage removal.	10/25/2018 7:35 PM
5	I would like to see curbside pick-up.	10/23/2018 9:19 PM
6	The attitude of the management needs to change. So crude.	10/23/2018 9:59 AM
7	It's a poor system that needs to be fixed.	10/23/2018 8:03 AM
8	We pay for greenway to take it, but not now that they are suspending the program	10/16/2018 6:04 PM
9	Not convenient. Why not pick up recyclables?	10/13/2018 2:19 PM
10	Better options to recycle glass, batteries & sharps containers are needed	10/10/2018 6:34 PM
11	we are unable to produce enough product to recycle.....cost is now out weighing the benefit.	10/10/2018 1:54 PM
12	Yes but I know a lot of people so don't because it's not convenient which is a shame.	10/9/2018 2:35 PM
13	I do, but I feel the recycling program in Alpena needs to be stronger and expanded.	10/8/2018 9:10 PM
14	Wish there was curb pick up	10/7/2018 2:27 PM
15	Curbside pickup would enhance the program	10/7/2018 7:39 AM
16	Didn't know about it	10/6/2018 10:13 PM
17	I used to live in a city that was very green. I'm happy to see Alpena finally embracing this. However, when I go to the recycling center, people need to know what you can and cannot put in there!!!! (i.e. soiled diapers is not one of them Alpena!)	10/6/2018 11:31 AM
18	Need to expand, accept glass at centers, work on curbside pick up	10/5/2018 2:55 PM
19	I want more recycling curbside	10/5/2018 12:56 PM
20	What program?	10/5/2018 12:38 PM
21	Didn't appreciate the opt out removal	10/5/2018 10:59 AM
22	It was just announced that they were going to stop doing it. There's no reason that recycling can't be a big thing here and try to save our natural resources in our area	10/5/2018 10:30 AM
23	We recycle but use a non-Alpena service	10/5/2018 9:44 AM
24	Recycle everything I can.	10/5/2018 9:40 AM
25	But, I also pay for curbside pickup from Greenway	10/5/2018 9:29 AM
26	Although we do not have curbside pick up, we do recycle everything we can and take it to the center.	10/5/2018 8:50 AM
27	Would like curb side recycling pickup, and accept glass - maybe more people would recycle?	10/5/2018 7:43 AM
28	plan to	10/5/2018 7:02 AM
29	Need to expand glass collection, all colors. Need more dissemination of information. Perhaps in that email news letter mentioned earlier.	10/5/2018 5:46 AM

## Q23 If you answered no the previous question, why?

Answered: 57   Skipped: 151



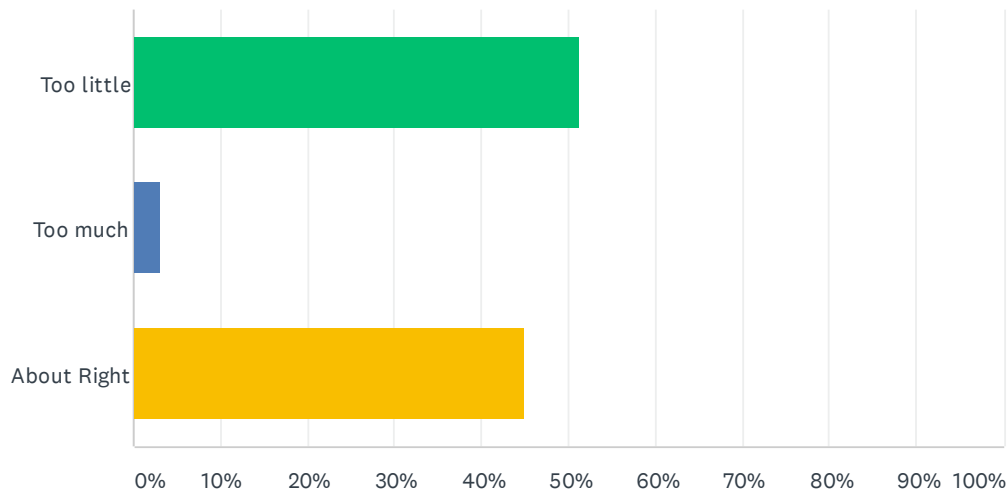
ANSWER CHOICES	RESPONSES	
Too expensive	19.30%	11
Inconvenient location	61.40%	35
Inconvenient hours	19.30%	11
Didn't know about recycling program	14.04%	8
Other (please specify)	28.07%	16
Total Respondents: 57		

#	OTHER (PLEASE SPECIFY)	DATE
1	I do recycle. But I dont always have the time to take it there and its really inconvenient.	11/4/2018 10:29 PM
2	Im lazy	10/28/2018 8:34 AM
3	Don't do a lot of recycling	10/26/2018 1:13 PM
4	N	10/25/2018 10:00 PM
5	I'd love curb pick up even once a month or even 2 months would make it better to use	10/25/2018 8:13 PM
6	See #23 comment	10/13/2018 2:19 PM
7	Alpena county is about 20 years behind the convenience of Traverse City's recycling program	10/11/2018 7:41 AM
8	Charging businesses	10/9/2018 6:39 PM
9	Glass recycling is available	10/8/2018 6:48 AM
10	Too lazy	10/6/2018 1:45 PM
11	No home pick up, over price to get any service, extremely limited opportunity... it's a joke	10/5/2018 12:38 PM
12	Greenway just announced they were ending the program	10/5/2018 10:30 AM
13	i don't take the time to recycle.... i know i should...	10/5/2018 9:44 AM
14	i pay for curbside pickup	10/5/2018 9:29 AM
15	Don't recycle	10/5/2018 8:03 AM
16	location and hours are very important	10/5/2018 7:02 AM



## Q24 The overall development in your community today is:

Answered: 162 Skipped: 46



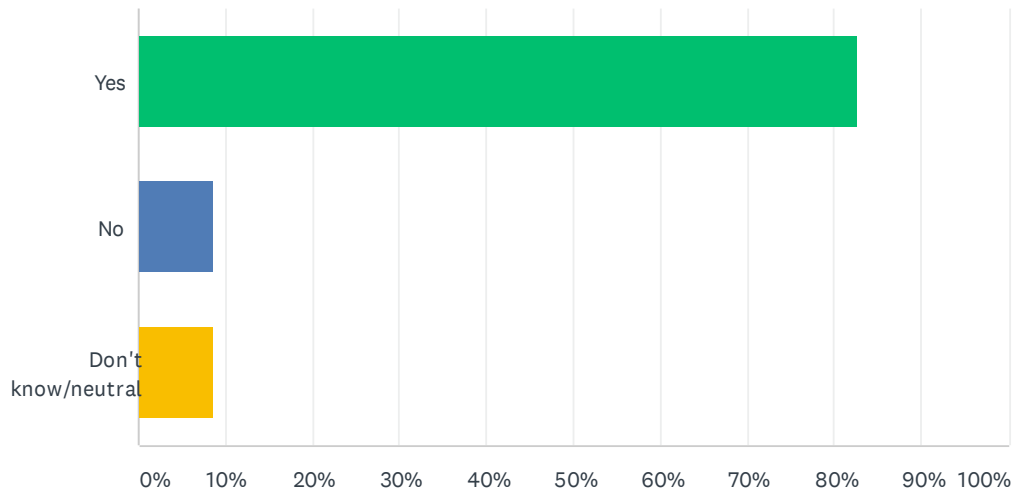
ANSWER CHOICES		RESPONSES	
Too little		51.23%	83
Too much		3.09%	5
About Right		45.06%	73
TOTAL			162

#	WHY?	DATE
1	I don't think we are smart enough to do it well - slow is better.	12/7/2018 5:01 PM
2	A little more job opportunities would be nice. Keep young people from leaving community	11/28/2018 3:31 PM
3	Don't want to be another Traverse City or Gaylord	10/27/2018 6:25 PM
4	Need more business	10/26/2018 5:48 PM
5	Development of the wrong type, but at a slower steady pace. We don't want to explode with the wrong development.	10/25/2018 10:59 PM
6	Lacks shopping	10/25/2018 8:16 PM
7	seem more business closing then new opening	10/25/2018 7:45 PM
8	We could use a few larger stores to shop for clothing versus more auto parts or fast food chains	10/25/2018 3:41 PM
9	there are lots of properties/buildings in town that could be refurbished and repurposed, rather than building new. The new jail and airport terminal are a major plus for me. The KMart building should be reopened as another store such as Hobby Lobby or Michael's or even a Kohls.	10/25/2018 12:39 PM
10	The old idea of "not in my back yard" is running off possible growth.	10/24/2018 8:44 PM
11	It is sad to go to the high school graduation and know the best and briested will not be staying or returning to the area!	10/23/2018 9:59 PM
12	Need jobs.	10/23/2018 1:28 PM
13	Some additional growth would be nice to support better health care	10/20/2018 3:59 PM
14	personnel who recruit new businesses and industry take their job seriously	10/19/2018 4:05 PM
15	Could be diversified	10/16/2018 6:10 PM
16	No opinion	10/13/2018 2:23 PM
17	Focus on development should be directed toward repurposing shuttered locations rather than developing new businesses contributing to sprawl.	10/12/2018 9:40 AM
18	Need more businesses, more shopping, more dining	10/10/2018 6:45 PM
19	Lack of forward thinking of politicians.	10/10/2018 1:59 PM
20	Could be a little better. My business does better with growth.	10/9/2018 6:42 PM
21	Housing shortage for non subsidized apartments or rentals for professionals with good wages.	10/9/2018 2:49 PM
22	It is aligned with infrastructure, workforce and training, environmental concerns.	10/9/2018 2:05 PM
23	Would like to see a Costco in the old Kmart bldg and a beach hotel that provides low impact on the community, a tax and employment base, and ability to house visitors for tournaments at the Apex and sports fields.	10/8/2018 3:43 PM
24	There should be more development of housing	10/7/2018 3:45 PM
25	Poverty and low wages do not allow growth.	10/7/2018 3:22 PM
26	Stores open and close. Nothing consistent. Mall is almost closing	10/6/2018 10:14 PM
27	We are adding and new business is coming in.	10/6/2018 1:49 PM
28	We are eager to see growth and development which is what we have seen this year and is projected to be the same or even more development next year.	10/5/2018 7:13 PM
29	Don't want to be like the west side of state.	10/5/2018 6:40 PM
30	The development in the community has been measured and well thought out.	10/5/2018 4:58 PM
31	Fail to developed and grow will stagnate and slowly kill your community	10/5/2018 12:42 PM
32	Development needs to be respectful to our quality of life and to existing business. New development should not cost the death of existing business.	10/5/2018 12:35 PM

33	The community should embrace businesses to join our community instead of push them away with out of date policies	10/5/2018 12:10 PM
34	again...too many unoccupied buildings...lack of shopping available...i have to go outside of alpena to do this	10/5/2018 12:02 PM
35	Alpena has been slow to change, and developments have been focused on almost entirely on seniors.	10/5/2018 9:56 AM
36	It's slow, but it's happening.	10/5/2018 9:38 AM
37	We can't rush into development without a sustainable plan. Our small town atmosphere is a drawing card for visitors and prospective citizens.	10/5/2018 8:56 AM
38	Progressive and friendly!!	10/5/2018 8:38 AM
39	More development needs to happen WITHIN the city limits	10/5/2018 7:12 AM
40	Economic development is a slow and methodical process as you have to plant the seeds and water. The drone effort was good, and more things like that need to be pursued.	10/5/2018 6:01 AM
41	More development means more job opportunities for our younger residents, more taxes to support our community	10/4/2018 3:55 PM
42	We need more density in the downtown and more market rate apartments.	10/4/2018 10:32 AM

## Q25 Most agree that communities need growth to remain vibrant places to live and work. Do you support the concept of controlled growth?

Answered: 162 Skipped: 46

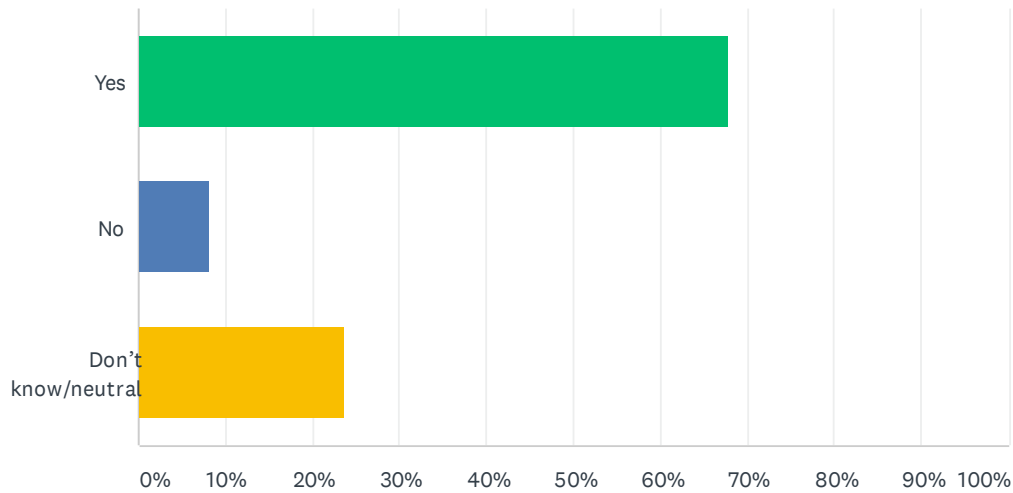


ANSWER CHOICES	RESPONSES	
Yes	82.72%	134
No	8.64%	14
Don't know/neutral	8.64%	14
TOTAL		162

#	EXPLANATION OR COMMENT:	DATE
1	see above	12/7/2018 5:01 PM
2	Growth should be control by adequete zoning	11/28/2018 3:31 PM
3	I do think we need a little growth. Our population seems to be growing and we need jobs to support it.	11/4/2018 10:37 PM
4	don't know what his means - we have zoning and ordinances that need to be flexible though	10/31/2018 11:11 AM
5	But who is controlling the growth and at what cost vs benefit to community and others. In other words, is someone calling the shots able to get rich off of it?	10/26/2018 2:18 PM
6	If you stop growing, you die. Alpena needs to grow.	10/24/2018 8:44 PM
7	100%! A few years ago there was talk of possible university which I know was probable pie in sky, but it was sure a nice dream. I know if I were youg again I would consider living close to a college town. It makes an area viberant.	10/23/2018 9:59 PM
8	Too much "growth" will diminish what's great about Alpena.	10/23/2018 8:31 AM
9	See above	10/12/2018 9:40 AM
10	Within reason. Too much control has has been a long know problem in this area	10/11/2018 7:52 AM
11	Growth is enviable...embrace it or standby to watch it fail.	10/10/2018 1:59 PM
12	Fill in vacant buildings first and or retrofit to get them usable.	10/9/2018 2:49 PM
13	We have a large elderly population. Opportunities for younger citizens are limited.	10/9/2018 2:05 PM
14	Depends on what you mean by controlled. I am suspicious about who controls things.	10/7/2018 3:22 PM
15	Too much control by city	10/6/2018 7:18 PM
16	Grow to fast and services can't keep up but grow too slow and not enough money to keep public services	10/6/2018 1:49 PM
17	I'm answering this from the Alpena perspective. Limited growth is a major reason why people don't want to move here or want to move somewhere more progressive.	10/6/2018 11:47 AM
18	We don't think Alpena has to worry about uncontrolled growth.	10/5/2018 7:13 PM
19	Controlled growth just means the old people running the town don't have to approve of something great coming in: new movie theater, night club, bars, restaurants, arcade, other things that attract youngish people. They will only support it if its part of their agenda to keep the city stuck in 1970 or if its a family member wanting permits to be approved. I support capitalist growth. Supply and demand growth. We want more to do all year long. So bring it in.	10/5/2018 3:33 PM
20	Really, controlled growth? Let it grow!	10/5/2018 2:57 PM
21	Respectful and sustainable growth that fits the fabric of the community. 5+ dollar stores within the last few years is not controlled growth.	10/5/2018 12:35 PM
22	Alpena needs more rapid growth. We have too many empty buildings and unused lots.	10/5/2018 9:56 AM
23	ABSOLUTELY agree w/SLOW growth	10/5/2018 9:54 AM
24	requires educated, progressive government and more participation by young people	10/5/2018 7:12 AM
25	Cant be out of control to result in a confused erratic state and having to try to fix a lot of problems later... - IE: Traverse City	10/5/2018 6:01 AM
26	Insufficient space for growth for housing and rentals.	10/4/2018 4:44 PM

## Q26 Should residential growth be encouraged in your local community within Alpena County?

Answered: 161 Skipped: 47



ANSWER CHOICES	RESPONSES	
Yes	67.70%	109
No	8.07%	13
Don't know/neutral	23.60%	38
TOTAL		161

#	WHY OR WHY NOT?	DATE
1	need it to survive	1/14/2019 11:28 AM
2	building in wetlands is difficult and expensive.	12/7/2018 5:01 PM
3	Enough to keep up to population increases	11/28/2018 3:31 PM
4	I want Alpena to remain a small town, but we need a few more businesses to accommodate the growth we've already had.	11/4/2018 10:37 PM
5	More people, more jobs, more money to spend, better competitive services and more culture.	10/26/2018 9:01 PM
6	Building brings jobs and new families = Economic growth for the region	10/25/2018 7:49 PM
7	lack of newer, affordable homes	10/25/2018 12:39 PM
8	Build better housing, not just focusing on low income housing.	10/24/2018 8:44 PM
9	I'm with a to revitalize US 23 south and have been very involved with Alpena Township. I see the need to make efforts county wide.	10/23/2018 9:59 PM
10	(see previous comment)	10/23/2018 8:31 AM
11	Shortage of turn key houses move in ready \$70,000 to \$120,000	10/9/2018 2:49 PM
12	We need to attract younger citizens and families.	10/9/2018 2:05 PM
13	question is unclear	10/8/2018 9:13 PM
14	Impact would destroy small town atmosphere. Better to build tourist facilities where use brings employment, tax \$, without impacting schools and major housing.	10/8/2018 3:43 PM
15	Fair number of run down houses in the city ought to be torn down or repaired. Population going down so we do not need more residential property.	10/7/2018 3:22 PM
16	Encourage tourism	10/6/2018 3:26 PM
17	Absolutely!	10/6/2018 11:47 AM
18	more growth is better for our business	10/6/2018 8:38 AM
19	We need more housing for low to middle income groups.	10/5/2018 7:13 PM
20	All the houses are old and too expensive and are on top of each other. Planned neighborhoods can offer something different for families.	10/5/2018 3:33 PM
21	This doesn't even make sense. Who edits this?	10/5/2018 2:57 PM
22	Gentle growth. We do not need to flood our community with growth that is not sustainable and disrupts our quality of life.	10/5/2018 12:35 PM
23	We need to grow or we will continue to lose our population as they seek out better places to work and live.	10/5/2018 10:32 AM
24	The town is getting smaller. The student population at ACC is going down every year.	10/5/2018 9:56 AM
25	More 'middle income' affordable housing, and not congested.	10/5/2018 9:54 AM
26	Some will be needed if we are to grow; it should be carefully planned and located.	10/5/2018 8:56 AM
27	Alpena's housing stock is deplorable- well past any practical and economic improvement and will become blight in the near future	10/5/2018 7:12 AM
28	Better housing is an attractive measure for potential residents.	10/5/2018 6:01 AM
29	Adding to the existing housing stock adds value to the community	10/4/2018 3:55 PM

**Q27 If you answered yes to the previous question, what kind of residential growth would you like to see?**

Answered: 85   Skipped: 123



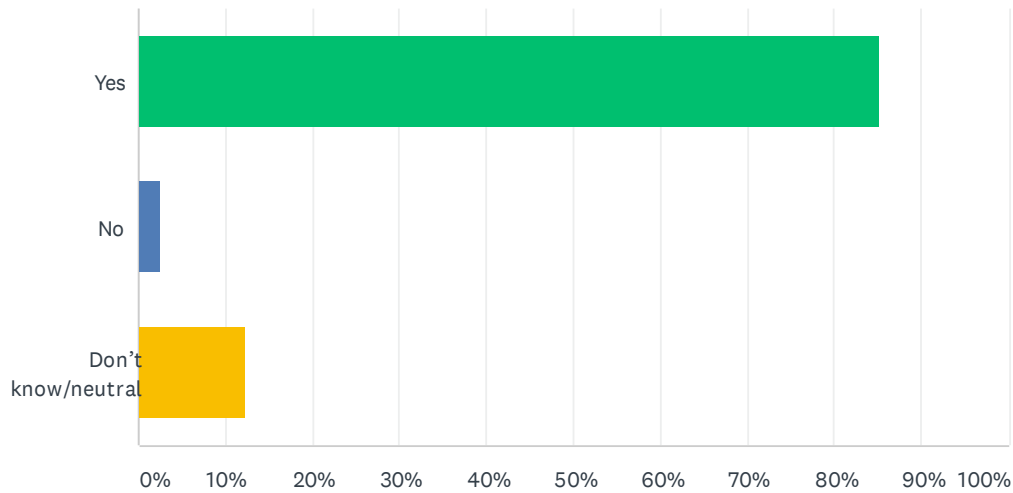
#	RESPONSES	DATE
1	more spaces to grow	11/14/2019 11:28 AM
2	Slow and concentrated to improve services.	12/7/2018 5:01 PM
3	PDU, Mixed	11/28/2018 3:31 PM
4	Multi-family dwellings	11/8/2018 1:31 PM
5	Single family homes	11/4/2018 6:59 PM
6	Plan to eliminate all houses on 1/2 lots over the next 20 years.	11/1/2018 2:53 PM
7	Senior developments	10/31/2018 2:06 PM
8	single family dwellings	10/31/2018 2:00 PM
9	Single family homes, Condominiums, Apartments	10/31/2018 12:44 PM
10	more affordable housing	10/31/2018 12:29 PM
11	Single family homes and condos	10/31/2018 11:37 AM
12	we need additional condo's and nice apartments	10/31/2018 11:11 AM
13	More affordable housing	10/27/2018 6:25 PM
14	Diversity.	10/26/2018 9:01 PM
15	Condos, apartments, rental units	10/26/2018 5:48 PM
16	affordable	10/26/2018 5:08 PM
17	All kinds	10/26/2018 3:58 PM
18	More affordable housing	10/26/2018 9:35 AM
19	Improving substandard neighborhoods	10/25/2018 10:02 PM
20	Shopping/jobs	10/25/2018 8:16 PM
21	Homes, retail, business & industry	10/25/2018 7:49 PM
22	More affordable housing.	10/25/2018 7:37 PM
23	Multi-use developments	10/25/2018 6:15 PM
24	I would like more professionals/doctors to come to the area. Healthcare is important and many people travel for hours for care	10/25/2018 3:41 PM
25	newer affordable homes, apartments	10/25/2018 12:39 PM
26	Quality townhouses, affordable and family friendly.	10/24/2018 8:44 PM
27	more condos	10/24/2018 1:56 PM
28	The first steep in to protect and improve the environment. We need an overall county wide plan. Planing and zoneing is necessary.	10/23/2018 9:59 PM
29	25%	10/23/2018 8:10 PM
30	More educated individuals and more younger families	10/23/2018 10:02 AM
31	single family housing	10/20/2018 3:59 PM
32	Probably more Condo units in Alpena Township near woods and lakes	10/19/2018 4:05 PM
33	apartments affordable	10/18/2018 10:50 AM
34	Higher end appts/condos for professionals	10/16/2018 6:10 PM
35	More neighborhood watch	10/11/2018 7:56 AM
36	More housing from rentals to new housing	10/11/2018 7:52 AM

37	More options, more shopping, more dining, better police patrol	10/10/2018 6:45 PM
38	Single Family Homes	10/10/2018 1:59 PM
39	New homes on 1/2 acre or bigger parcels for people looking for new housing options for families.	10/9/2018 2:49 PM
40	Growth that supports well paying jobs.	10/9/2018 2:05 PM
41	Alpena is still limited in many areas	10/7/2018 6:33 PM
42	More varieties of stores,restaurants etc	10/7/2018 3:52 PM
43	We need subsidized housing for seniors and assisted living	10/7/2018 3:45 PM
44	affordable apartment, single resident homes	10/7/2018 3:42 PM
45	Both Families and Single young professionals	10/7/2018 2:06 PM
46	Affordable rental property	10/7/2018 12:31 PM
47	Realtors need to push the price comparable to a higher level to match prices in other parts of the state. They continually under value properties when listing property	10/7/2018 7:51 AM
48	More affordable housing, maybe help for single parents	10/7/2018 12:14 AM
49	Perhaps apartments or housing for working people. Also short term leasing options	10/6/2018 10:14 PM
50	Quality rentals for families	10/6/2018 9:39 PM
51	Single family rental homes. Not 5 apartments made out of an old beautiful Victorian home in the city.	10/6/2018 8:15 PM
52	Less homes on the north side. They impede business development because truck traffic can't get through	10/6/2018 7:18 PM
53	More shopping, parks	10/6/2018 5:38 PM
54	We need indoor places for people to take children to during inclement weather. We have a lot of that.o	10/6/2018 4:18 PM
55	Not residential growth	10/6/2018 3:26 PM
56	Roads paved	10/6/2018 2:41 PM
57	More apartments downtown for middle to upper society	10/6/2018 1:49 PM
58	Better and more affordable housing for all income brackets, access to better jobs, less major urban influence	10/6/2018 1:48 PM
59	Clean up blight	10/6/2018 1:24 PM
60	More rental properties for laborers and families	10/6/2018 1:17 PM
61	More bike and walk/running paths that go along the water or road. Seriously, a EXTENSIVE walk/run path along Lake Huron would be a huge draw for people who want to run along the the BIG LAKE.	10/6/2018 11:47 AM
62	single family home	10/6/2018 8:41 AM
63	More affordable senior living	10/6/2018 8:38 AM
64	Condominium expansion on waterfront	10/6/2018 6:30 AM
65	should be better access to public transportation that does not cost as much once you leave the city limits	10/6/2018 1:43 AM
66	Single family homes and apartments. Convert some of the Catholic rectories and unused buildings into apartments.	10/5/2018 7:13 PM
67	Moderate	10/5/2018 6:40 PM
68	Affordable rental units.	10/5/2018 4:58 PM

69	Planned neighborhoods with wide streets, sidewalks, new construction houses in the \$100,000-150,000 range with large fenced yards with attached garages. Turn old factories and old businesses into apartments people can rent.	10/5/2018 3:33 PM
70	paced, organic growth	10/5/2018 12:35 PM
71	apartments	10/5/2018 12:02 PM
72	Something to encourage younger people (20s-30s) to stay in Alpena. Many are leaving because it only focuses on tourism and seniors.	10/5/2018 9:56 AM
73	We need more homeowners, less landlords and rental homes. Or rental homes that that allow people to have their pets, you know, families.	10/5/2018 9:38 AM
74	a mixture of both single family and multi-family homes	10/5/2018 8:56 AM
75	More affordable housing for young families.	10/5/2018 8:37 AM
76	affordable housing	10/5/2018 8:14 AM
77	Growth based on job opportunities.	10/5/2018 7:27 AM
78	New construction within the city limits w progressive thinking and quality architecture regardless of size or investment	10/5/2018 7:12 AM
79	More people brings community growth	10/5/2018 6:57 AM
80	Apartment housing, but not in key recreational areas... IE Housing on the river... Condo / senior	10/5/2018 6:01 AM
81	Single family and market rate apartments	10/4/2018 7:04 PM
82	Newer housing of affordable costs.	10/4/2018 4:44 PM
83	Whatever is needed, single family homes, apartments, new subdivisions if needed	10/4/2018 3:55 PM
84	10 acre subdivisions	10/4/2018 2:51 PM
85	We need more density in the downtown and more market rate apartments.	10/4/2018 10:32 AM

## Q28 Should commercial development be encouraged within your community?

Answered: 161 Skipped: 47



ANSWER CHOICES		RESPONSES	
Yes		85.09%	137
No		2.48%	4
Don't know/neutral		12.42%	20
TOTAL			161

#	WHY OR WHY NOT?	DATE
1	diversity would help All stores have the same stuff. If one store dosen't have what you want, don't bother looking further. as other stores won't have it either, go online.	12/7/2018 5:01 PM
2	Must have commercial development to satisfy population	11/28/2018 3:31 PM
3	Create quality better paying jobs	10/31/2018 12:44 PM
4	more jobs	10/31/2018 12:29 PM
5	Its becoming too busy. Traffic makes me want to move away.	10/28/2018 8:36 AM
6	But limited, we have enough "big box" stores	10/27/2018 6:25 PM
7	Without businesses and jobs this place is dead.	10/26/2018 9:01 PM
8	Go forward	10/26/2018 3:58 PM
9	brings jobs	10/26/2018 12:36 PM
10	Again, to bring jobs and families to the area/	10/25/2018 7:49 PM
11	We're need this to get good paying jobs.	10/24/2018 8:44 PM
12	to maintain good jobs...and tax base for schools	10/24/2018 1:56 PM
13	We need controled growth and I think the best way is county wide planning	10/23/2018 9:59 PM
14	Only if it produces good high paying jobs.	10/23/2018 8:31 AM
15	Support the community and provide more employment for our younger generations	10/19/2018 4:05 PM
16	More jobs...keeping people in the community	10/13/2018 2:23 PM
17	More shopping, more dining, more hotels, hobby lobby, Starbucks, target, trader Joes, whole foods, chipotle, olive garden, Costco, Sam's club	10/10/2018 6:45 PM
18	to support residential growth.	10/10/2018 1:59 PM
19	jobs \$	10/10/2018 10:47 AM
20	Make opportunites foryoung people to stay in the area	10/9/2018 5:34 PM
21	More jobs available for year round residents.	10/9/2018 2:49 PM
22	yes but not at the expense of our green spaces and beaches - use the preexisting buildings	10/8/2018 9:13 PM
23	Less impact on schools and services, along with a good tax base.	10/8/2018 3:43 PM
24	Create jobs	10/8/2018 6:50 AM
25	It already is encouraged. But it depends on what the commercial property is. No more poverty jobs. We have plenty of poverty.	10/7/2018 3:22 PM
26	We need a quality hunting and fishing store	10/7/2018 7:51 AM
27	Why wouldn't we	10/6/2018 7:18 PM
28	How else will businesses come and grow?	10/6/2018 4:18 PM
29	Too many shut down	10/6/2018 3:26 PM
30	tax revenue	10/6/2018 2:18 PM
31	We need jobs	10/6/2018 1:49 PM
32	To attract more successful people to our community and to continue growth of our town overall	10/6/2018 1:48 PM
33	Jobs, bringing people in from the rural communities rather than having them go to Gaylord	10/6/2018 1:17 PM
34	More employment is always good	10/6/2018 8:38 AM
35	Good paying jobs are needed	10/6/2018 6:30 AM

36	Too many empty storefronts downtown	10/6/2018 5:27 AM
37	To provide jobs and services.	10/5/2018 7:13 PM
38	Need more to do all year long, not just the summer for snowbirds and tourists.	10/5/2018 3:33 PM
39	More shopping opportuniteid	10/5/2018 2:59 PM
40	Development that fills holes. We have many vacant commercial properties that need attention, and holes within service and industry offerings. Fill the gaps before bringing in unnecessary competition like national chains.	10/5/2018 12:35 PM
41	Growth needs to happen or Alpena will fail as a community	10/5/2018 10:32 AM
42	New jobs	10/5/2018 10:27 AM
43	Alpena needs to modernize. More stores and businesses will boost the economy and encourage people to seek lifelong careers here.	10/5/2018 9:56 AM
44	Provide variety of economic development but encourage more retail options. But plz no more 'dollar'-stores. We have enough!	10/5/2018 9:54 AM
45	Provides a limited/set amount of jobs. No expectations of growth only benefits a company, not the people that already live here.	10/5/2018 9:44 AM
46	While I love the adorable hobby owned businesses, it would be nice to see 7 day a week businesses.	10/5/2018 9:38 AM
47	Again, it should be carefully planned and not an eyesore or take away from the small downtown businesses	10/5/2018 8:56 AM
48	Need better paying jobs in the area.	10/5/2018 8:37 AM
49	Would bring new employment opportunities	10/5/2018 7:27 AM
50	Increase employment and tax base	10/5/2018 7:12 AM
51	Jobs - Jobs - Jobs	10/5/2018 6:01 AM
52	More tax revenue to help maintain existing services or to be able to add new services offered	10/4/2018 3:55 PM

**Q29 If you answered yes to the previous question, what kind of commercial development would you like to see?**

Answered: 101   Skipped: 107

#	RESPONSES	DATE
1	as above	12/7/2018 5:01 PM
2	Shopping opportunities keep people local	11/28/2018 3:31 PM
3	sustainable green commercial development	11/8/2018 1:31 PM
4	Local businesses only.	11/4/2018 10:37 PM
5	family run business like gas, groceries	11/4/2018 6:59 PM
6	Retail	10/31/2018 2:06 PM
7	manufacturing	10/31/2018 2:00 PM
8	Retail and manufacturing	10/31/2018 12:44 PM
9	unsure	10/31/2018 12:29 PM
10	More restaurants and shopping. Every empty storefront downtown should be full. A bakery not inside a grocery store!	10/26/2018 9:01 PM
11	Something done with Kmart building,closed health club on 23 South, old Ford dealer ship	10/26/2018 5:48 PM
12	All kinds	10/26/2018 3:58 PM
13	More business that provide middle income jobs.	10/26/2018 3:12 PM
14	Clothing /	10/26/2018 9:35 AM
15	Restaurants & shopping. Clothing, HomeGoods, quality outdoor gear.	10/25/2018 10:59 PM
16	Tech industry	10/25/2018 10:02 PM
17	Shopping/restaurants	10/25/2018 9:00 PM
18	Shopping, Kohls, Bath & Body Works	10/25/2018 8:16 PM
19	Local business not corporations	10/25/2018 8:15 PM
20	Retail. light industrial, other businesses	10/25/2018 7:49 PM
21	More chain restaurant choices	10/25/2018 7:37 PM
22	More kid friendly restrants, and indoor play centers	10/25/2018 7:22 PM
23	Chain restaurants	10/25/2018 7:12 PM
24	Shopping and entertainment	10/25/2018 6:15 PM
25	More shopping choices, sit-down restaurants	10/25/2018 3:41 PM
26	see Q25	10/25/2018 12:39 PM
27	Quality is key. Entertainment is needed and family friendly	10/24/2018 8:44 PM
28	Shopping, restaurants	10/24/2018 6:14 PM
29	small manufacturing	10/24/2018 1:56 PM
30	Light industry along with more tourism.	10/23/2018 9:59 PM
31	50%	10/23/2018 8:10 PM
32	More experiences...retail is good too but difficult to recruit. Experiences (breweries, lodging, recreational opportunities, etc.)	10/23/2018 10:02 AM
33	small business	10/20/2018 3:59 PM
34	Engineering , Light Industry, Service	10/19/2018 4:05 PM
35	Restaurants - chain	10/18/2018 3:01 PM
36	more restaurants	10/18/2018 10:50 AM



## Alpena Communities' 2018 Public Input Survey

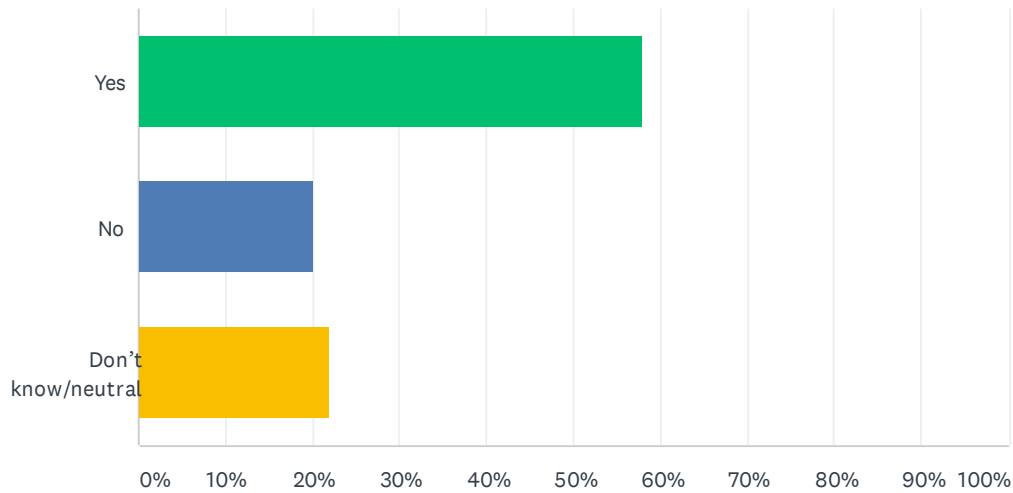
SurveyMonkey

37	Better restaurant options and higher end retail	10/16/2018 6:10 PM
38	Clothes stores	10/11/2018 7:56 AM
39	I hear if many businesses trying to come into Alpena but are driven out with nonsense regulations	10/11/2018 7:52 AM
40	More shopping, more dining, more hotels, hobby lobby, Starbucks, target, trader Joes, whole foods, chipotle, olive garden, Costco, Sam's club, Lowe's, more cellular service, more grocery store choices	10/10/2018 6:45 PM
41	needed commodities	10/10/2018 1:59 PM
42	Make Alpena a destination	10/10/2018 10:47 AM
43	High paying	10/9/2018 6:42 PM
44	Manufacturing	10/9/2018 5:34 PM
45	More shopping options for clothing, home goods, office supplies ect.	10/9/2018 2:49 PM
46	Growth that supports our natural resources.	10/9/2018 2:05 PM
47	entertainment, sports plex, restraunts	10/8/2018 9:13 PM
48	Costco at the Kmart site or a educational or health expansion.	10/8/2018 3:43 PM
49	More for youth, community	10/8/2018 6:50 AM
50	More stores	10/7/2018 6:33 PM
51	anything locally owned, operated	10/7/2018 3:42 PM
52	Parking structure	10/7/2018 2:28 PM
53	Need Manufacturing	10/7/2018 2:06 PM
54	shopping choices	10/7/2018 12:20 PM
55	Buffalo Wild Wings	10/7/2018 12:14 AM
56	More attractive store options	10/6/2018 10:14 PM
57	Clean industry to supply jobs. If there are jobs the rest will follow	10/6/2018 9:39 PM
58	Skilled trade jobs	10/6/2018 8:15 PM
59	More restaurants	10/6/2018 8:06 PM
60	Another parts store or dollar store. Haha	10/6/2018 7:18 PM
61	Shopping	10/6/2018 5:38 PM
62	Shopping	10/6/2018 5:00 PM
63	Chain places. Out of towners know the brands, which makes them more likely to stop. Their hours are also more reliable.	10/6/2018 4:18 PM
64	recreational opportunities	10/6/2018 2:18 PM
65	Any that can sustain time	10/6/2018 1:49 PM
66	Clean up buildings	10/6/2018 1:24 PM
67	More chain stores and restaurants, fill empty buildings like Kmart and Ripley Street Station	10/6/2018 1:17 PM
68	Please, no more Alpena-wear or Alpena goods. Quality bakeries, quality shoe store, Lowes	10/6/2018 11:47 AM
69	Industry, Restaurants	10/6/2018 8:38 AM
70	Technology hub, waterfront shopping/restaurant development,	10/6/2018 6:30 AM
71	Diverse mix of retail	10/6/2018 5:27 AM
72	too many are out in the township and public transportation cost more when you leave the city	10/6/2018 1:43 AM

	limits	
73	Apartments and other small businesses or chain stores.	10/5/2018 7:13 PM
74	All kinds.Business and Residential	10/5/2018 6:40 PM
75	Good industrial jobs	10/5/2018 6:06 PM
76	Green industries.	10/5/2018 4:58 PM
77	more new businesses/entrepreneurial opportunities	10/5/2018 3:42 PM
78	See above.	10/5/2018 3:33 PM
79	TJ Maxx, Marshalls, Aldi	10/5/2018 2:59 PM
80	Better shopping and restaurants	10/5/2018 12:57 PM
81	Food, entertainment that isn't a freaking bar, etc	10/5/2018 12:42 PM
82	Restoration of vacant buildings before building new. Filling service and retail gaps with locally-owned or regional franchises before bringing in big chains.	10/5/2018 12:35 PM
83	kohl's...target...michaels...hobby lobby	10/5/2018 12:02 PM
84	Any	10/5/2018 11:01 AM
85	Small 3 to 5 employees	10/5/2018 10:27 AM
86	shopping, restaurants, community activities	10/5/2018 9:58 AM
87	Some ideas: Bulk/warehouse stores like Costco or IKEA. A more robust shopping mall. Shipping/transport facilities along Thunder Bay River or Lake Huron.	10/5/2018 9:56 AM
88	Non-franchise small grocery downtown, more middle of the road shopping options, more Target and Aldi style options, less Wal-Mart and Sav-a-Lot style options. No more fast food, no more dollar stores. Quality fast casual food. A cider tasting room, boutique hotels, really investing in and highlighting our waterfront.	10/5/2018 9:38 AM
89	the increase in small, unique shops in or adjacent to our downtown. No more big box stores.	10/5/2018 8:56 AM
90	Less big box more unique small privately owned.	10/5/2018 8:38 AM
91	Bring back industry.	10/5/2018 8:37 AM
92	Professional mental health services & medical services	10/5/2018 8:33 AM
93	More restaurants, shopping.	10/5/2018 7:46 AM
94	all types of CLEAN businesses - health care especially	10/5/2018 7:12 AM
95	Higher paying positions over minimum wage	10/5/2018 6:57 AM
96	Technical, minimal impact to the landscape, utalizing buildings or infrastructure already in place.	10/5/2018 6:01 AM
97	Better stores downtown with longer hours	10/4/2018 7:04 PM
98	Restaurants & Shopping	10/4/2018 4:20 PM
99	More Shopping alternatives	10/4/2018 3:55 PM
100	Blue collar workplaces	10/4/2018 2:51 PM
101	Mixed use buildings downtown. More commercial development along the river.	10/4/2018 10:32 AM

## Q30 Should industrial development be encouraged within the boundaries of your local community?

Answered: 159 Skipped: 49



ANSWER CHOICES	RESPONSES	
Yes	57.86%	92
No	20.13%	32
Don't know/neutral	22.01%	35
TOTAL		159

#	WHY OR WHY NOT?	DATE
1	If it is clean and doesn't disturb the land	12/7/2018 5:01 PM
2	make industrail development part of Master plan. Have areas available for industrial expansion	11/28/2018 3:31 PM
3	Only for jobs as long as it doesn't create pollution.	11/4/2018 10:37 PM
4	too much noise and smell and pollution	11/2/2018 12:02 PM
5	Increased tax base	10/31/2018 12:44 PM
6	more jobs	10/31/2018 12:29 PM
7	Again, more jobs. More of a reason to be and stay here.	10/26/2018 9:01 PM
8	Lots of room in the township	10/26/2018 5:48 PM
9	Jobs	10/26/2018 3:58 PM
10	I think we are at capacity with industrial development within the city limits.	10/25/2018 10:59 PM
11	Outside city limits	10/25/2018 8:16 PM
12	Jobs, economic & community growth	10/25/2018 7:49 PM
13	More employment opportunities	10/25/2018 7:37 PM
14	Well balanced economy	10/25/2018 6:15 PM
15	Again good jobs	10/24/2018 8:44 PM
16	if it's clean and not noisy	10/24/2018 1:56 PM
17	(See previous comment)	10/23/2018 8:31 AM
18	Only if it clean and non environmental polluting	10/20/2018 3:59 PM
19	See above statement provide employment	10/19/2018 4:05 PM
20	They should only be zoned in an individual park. DPI, ATI casting? WTF?	10/16/2018 6:10 PM
21	jobs....money	10/10/2018 1:59 PM
22	City limits are small to much blending of industrial and residential currently. (DPI, ATI casting)	10/9/2018 2:49 PM
23	We have enough	10/8/2018 9:13 PM
24	Poses health and impact problems along with destroying small town atmosphere	10/8/2018 3:43 PM
25	There are better paying jobs in industrial work.	10/7/2018 3:45 PM
26	Wages are not longer all that good in industrial jobs. Industry often pollutes and often expects too much from a community to do them teh favor of providing low wage jobs. They want tax abatements that shift cost of the community to citizens.	10/7/2018 3:22 PM
27	More jobs	10/7/2018 12:14 AM
28	They bring great paying jobs to hundreds of families	10/6/2018 8:15 PM
29	Don't start a concrete plant in this town	10/6/2018 7:18 PM
30	I would be concerned about air quality decreasing further and road conditions deteriorating due to more big trucks	10/6/2018 5:38 PM
31	Brings in money.	10/6/2018 4:18 PM
32	As above	10/6/2018 3:26 PM
33	would depend on what the industry was.	10/6/2018 2:18 PM
34	we already have enough pollution problems, and massive eye sores from industrial use	10/6/2018 1:48 PM
35	We already have too much lakefront being taken up by industry & pollution.	10/6/2018 5:27 AM

36	to provide jobs	10/5/2018 7:13 PM
37	We have enough left over from the 19th century.	10/5/2018 4:58 PM
38	God we have enough factories!	10/5/2018 3:33 PM
39	More jobs	10/5/2018 2:59 PM
40	Yes, as long as it is not plugged in along the waterfront or taking up park lands, forests, or greenspace.	10/5/2018 12:35 PM
41	In order for Alpena to grow people need jobs	10/5/2018 10:32 AM
42	helps tax base	10/5/2018 10:27 AM
43	The risk is too high of polluting our air and water.	10/5/2018 9:56 AM
44	As long as they are progressive, and COMPLIANT with safety & enviornmental regulatory requirements.	10/5/2018 9:54 AM
45	Industrial means poison waste, or a place to store waste. Poisoning people is not good.	10/5/2018 9:44 AM
46	We already have DPI and LaFarge within sight lines of our home and hogging the waterfront and while we don't mind the noise from LaFarge, DPI has increasingly made the air unbreathable and the noise coming from the factory on the weekends has become unbearable.	10/5/2018 9:38 AM
47	Clean air, water, beauty.	10/5/2018 8:38 AM
48	Need jobs that can provide tax base for growth.	10/5/2018 8:37 AM
49	only CLEAN industry -some areas of town are unsuitable for anything else - may be a way to clean up old, dirty sites	10/5/2018 7:12 AM
50	Higher wages	10/5/2018 6:57 AM
51	Is the manufacturing sector a well paying venture as was before ? Probably not so much.	10/5/2018 6:01 AM
52	Added tax base	10/4/2018 3:55 PM
53	Industrial development provide sustainable jobs and add to a year round economy.	10/4/2018 10:32 AM

**Q31 If you answered yes to the previous question, what kind of industrial development would you like to see?**

Answered: 56   Skipped: 152

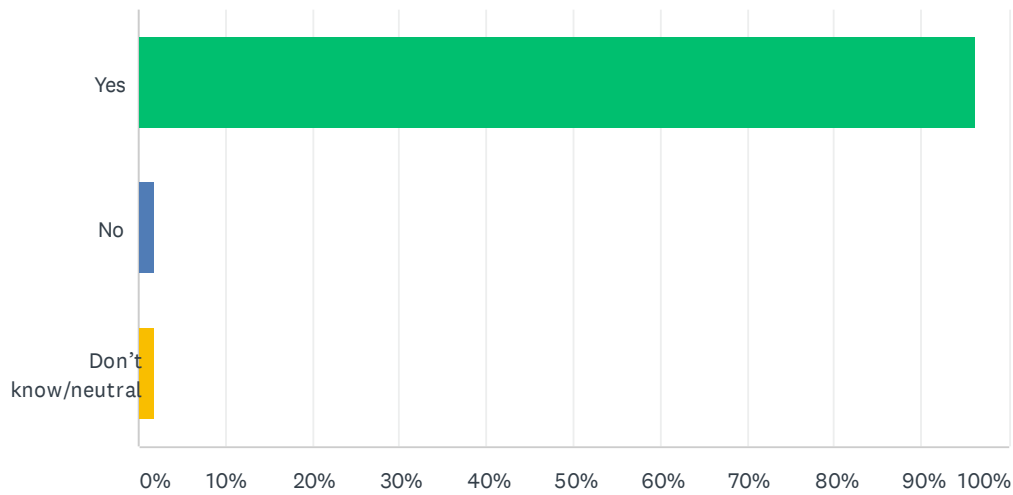
#	RESPONSES	DATE
1	more commities /food staples	1/14/2019 11:28 AM
2	IT, clean, small, service related	12/7/2018 5:01 PM
3	Mixture of heavy and light industry	11/28/2018 3:31 PM
4	Clean energy deveolpment	10/31/2018 2:06 PM
5	Productive	10/31/2018 12:44 PM
6	manufacturing	10/31/2018 12:29 PM
7	all types should be considered - easy on the environment though.	10/31/2018 11:11 AM
8	Industries that are environmentally responsible.	10/26/2018 9:01 PM
9	Retail, just about any kind that is EPA approved	10/26/2018 5:48 PM
10	All kinds	10/26/2018 3:58 PM
11	Something that makes sense using the value of our area.	10/26/2018 3:12 PM
12	More tech jobs	10/26/2018 9:35 AM
13	Any	10/25/2018 10:44 PM
14	Tech	10/25/2018 10:02 PM
15	Manufacturing	10/25/2018 8:16 PM
16	Light industrial - similar to what is currently in industrial park area.	10/25/2018 7:49 PM
17	Any	10/25/2018 7:37 PM
18	Medium, non-polluting	10/25/2018 6:15 PM
19	Employers that would provide good paying jobs/trade positions	10/25/2018 3:41 PM
20	We have available space for parts, paper, wood,	10/24/2018 8:44 PM
21	small manufacturing	10/24/2018 1:56 PM
22	It seems we have some area set aside for some development.	10/23/2018 9:59 PM
23	30%	10/23/2018 8:10 PM
24	Any!	10/23/2018 10:02 AM
25	Solar, I.T. etc	10/20/2018 3:59 PM
26	Light ,	10/19/2018 4:05 PM
27	provide jobs	10/18/2018 10:50 AM
28	Manufacturing jobs	10/11/2018 7:56 AM
29	Depends on the size and scope of the business. New business is good but none that would be offensive in regards to noise, pollution, asthetics, etc	10/11/2018 7:52 AM
30	long lasting	10/10/2018 1:59 PM
31	manufacturing	10/10/2018 10:47 AM
32	High paying	10/9/2018 6:42 PM
33	Anything that will provide decent jobs - but not harmful to the environment	10/9/2018 5:34 PM
34	high tech	10/8/2018 6:57 PM
35	Industrials	10/7/2018 6:33 PM
36	Car parts manufacturing	10/7/2018 2:06 PM
37	Anything that will help Alpena grow	10/7/2018 12:14 AM

38	Unsure	10/6/2018 9:39 PM
39	No idea. But we should utilize our existing vacant industrial buildings.	10/6/2018 8:15 PM
40	Solar, wind, thermal, we can be more green.	10/6/2018 4:18 PM
41	Clean sustainable development	10/6/2018 1:49 PM
42	More good paying jobs	10/6/2018 1:24 PM
43	Would need to study infrastructure, education programs, etc to determine how to best utilize our assets	10/6/2018 6:30 AM
44	manufacturing so that people can afford to live here	10/6/2018 1:43 AM
45	Building drones and ROV's	10/5/2018 7:13 PM
46	All kinds that blend in community but don't infringe on anyone.	10/5/2018 6:40 PM
47	Anything that pays well	10/5/2018 6:06 PM
48	light industry	10/5/2018 2:59 PM
49	don't know	10/5/2018 10:27 AM
50	Whichever would provide higher wages.	10/5/2018 8:37 AM
51	Manufacturing, skilled labor	10/5/2018 8:33 AM
52	small scale, CLEAN and high tech	10/5/2018 7:12 AM
53	New manufacturing	10/4/2018 7:04 PM
54	Not sure, would have to evaluate any possibilities individually	10/4/2018 3:55 PM
55	any	10/4/2018 2:51 PM
56	Anything to diversify the local economy.	10/4/2018 10:32 AM



## Q32 Should tourism/recreation be encouraged in the County?

Answered: 159 Skipped: 49



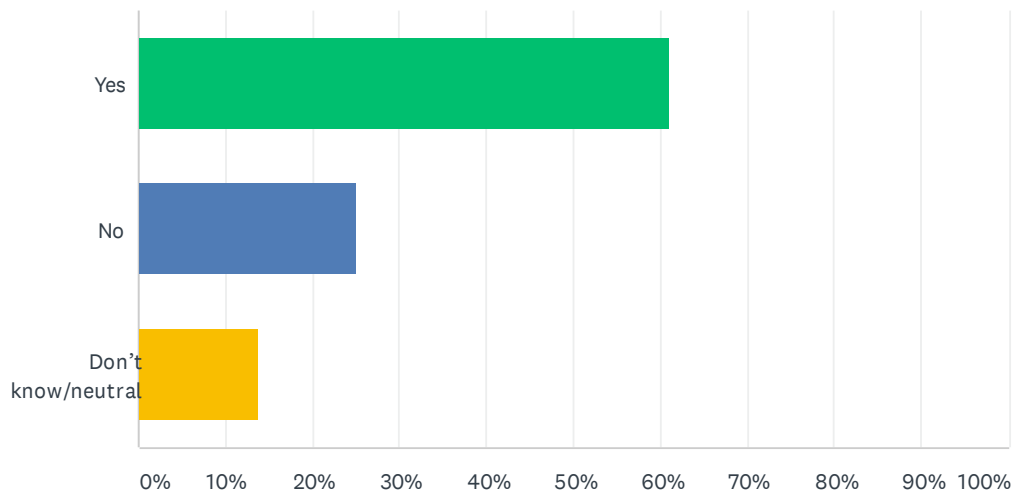
ANSWER CHOICES	RESPONSES	
Yes	96.23%	153
No	1.89%	3
Don't know/neutral	1.89%	3
TOTAL		159

#	WHY OR WHY NOT?	DATE
1	we have great woods, trails, river and lake. We also have great museums and culture.	12/7/2018 5:01 PM
2	Encourage tourism/recreation so people can enjoy our abundant natural resources	11/28/2018 3:31 PM
3	Because Alpena is beautiful and people need to see it!	11/4/2018 10:37 PM
4	generates more revenue	10/31/2018 12:44 PM
5	Tourists spend money which fuels the local economy.	10/26/2018 9:01 PM
6	Money in	10/26/2018 3:58 PM
7	Brings money to local businesses	10/26/2018 3:33 PM
8	take advantage of our great resources	10/26/2018 12:36 PM
9	Alpena has a lot to offer seasonal visitors.	10/25/2018 7:49 PM
10	It's good for local business	10/25/2018 7:37 PM
11	Brings in money for the community	10/25/2018 7:22 PM
12	If you give them something to do they will come	10/24/2018 8:44 PM
13	that's what we've got..lakes, and woods	10/24/2018 1:56 PM
14	It has been said that we do not want to be another Traverse City, and I agree, but it would be a little bit like TC.	10/23/2018 9:59 PM
15	Because tourists come, spend their money, then leave.	10/23/2018 1:28 PM
16	It is a wonderful area and would provide business opportunities for locals	10/19/2018 4:05 PM
17	We are a beautiful community with lots of water recreation but we need more hotels	10/13/2018 2:23 PM
18	Always! It's a beautiful place. As beautiful as Traverse city but quieter. We are a hidden gem. Many people say they've never been here. They need a reason to visit and may fall in love with the area.	10/11/2018 7:52 AM
19	Tourism brings money and spending in the community	10/10/2018 6:45 PM
20	its promoted enough and does not promote growth of services of livable wages for residents	10/10/2018 1:59 PM
21	Get people interested in possibly a full or part time home after a visit.	10/9/2018 2:49 PM
22	Close proximity of natural resources	10/9/2018 2:05 PM
23	tourists bring money to our town	10/8/2018 9:13 PM
24	Bring \$ into the area without having to invest in schools or other impact services	10/8/2018 3:43 PM
25	If we can't attract industry we need to embrace tourism and recreation	10/7/2018 3:45 PM
26	he need money spent here by outsiders to help support local businesses	10/7/2018 3:42 PM
27	We have lots of tourism and it represents poverty jobs.	10/7/2018 3:22 PM
28	We have been damaged by the relentless bad press the TB issues have brought to our area. It has suppressed land values and people no longer come here in the fall to hunt. Now we are faced with a dept of Ag program to shoot several thousand deer in Alpena County.	10/7/2018 7:51 AM
29	Being in more revenue	10/7/2018 12:14 AM
30	Because we are outdoors! Need more bike paths. A wider current ones for 2 way traffic.	10/6/2018 4:18 PM
31	brings dollars to the area, our setting is one of Alpena's greatest assets.	10/6/2018 2:18 PM
32	We have a beautiful area, let's promote things the West side cannot offer	10/6/2018 1:17 PM
33	The entire west side of the state capitalized on recreational tourism	10/6/2018 6:30 AM
34	to provide diversity	10/5/2018 7:13 PM

35	Tourism will be the year round economic generator.	10/5/2018 4:58 PM
36	What modern human community doesn't want this? It only promotes growth.	10/5/2018 3:33 PM
37	YES!!!! THATS about all we have to offer right now.	10/5/2018 2:36 PM
38	Without new eyes we can't see what we are missing or show what we're have	10/5/2018 12:42 PM
39	Tourism and recreation are two different things. Tourism is a critical economic driver and helps improve quality of life for residents by leading to infrastructure improvements. But overall Q33 doesn't make sense. Recreation is a factor of tourism but they are not one-in-the-same.	10/5/2018 12:35 PM
40	There is a plethora of recreation and outdoor opportunities	10/5/2018 12:10 PM
41	It helps local businesses	10/5/2018 10:27 AM
42	Alpena is a beautiful area but there is so little for tourists to actually do. You can visit almost every attraction we offer in the span of a weekend.	10/5/2018 9:56 AM
43	Good for the local economy/businesses	10/5/2018 9:54 AM
44	It's a gorgeous place with amazing resources-naturally and culturally, why wouldn't we want people to come here?	10/5/2018 9:38 AM
45	sharing our unique naturalness and small town feeling is very attractive and needs to be one of the important factors in our development plan	10/5/2018 8:56 AM
46	Tourists keep the local populace from becoming so insular and bring new ideas	10/5/2018 7:12 AM
47	Natural beauty of the area will be an attactant to possible future residents. More marketing, promoition is needed.	10/5/2018 6:01 AM
48	Pumps revenue into our businesses	10/4/2018 3:55 PM
49	If more people discover Alpena they support more commercial development.	10/4/2018 10:32 AM

### Q33 Do you think blight is a problem in your community in Alpena County? (Blight refers to unsightly or inadequately maintained properties)

Answered: 159 Skipped: 49



ANSWER CHOICES		RESPONSES	
Yes		61.01%	97
No		25.16%	40
Don't know/neutral		13.84%	22
TOTAL			159

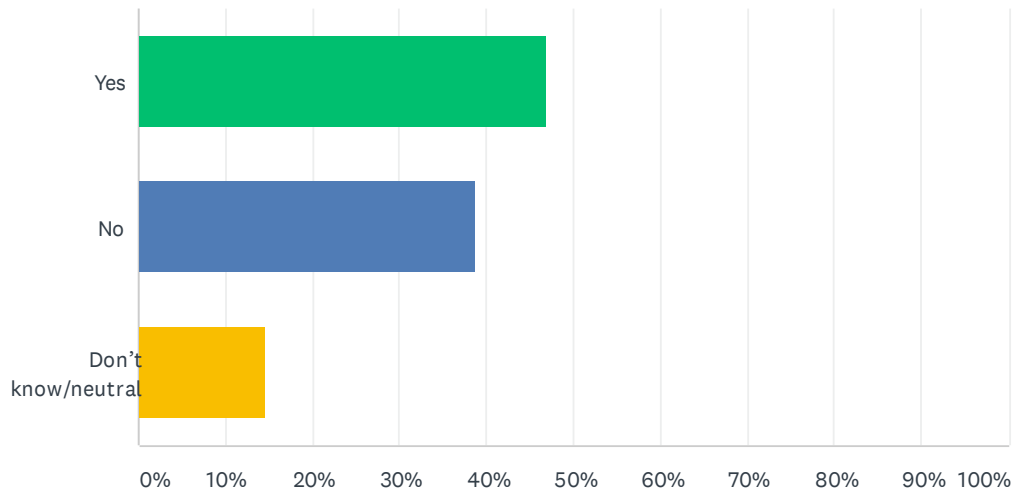
#	INDICATE AREA OF BLIGHT:	DATE
1	Better landscaping would help. city doesn't do well in landscaping.	12/7/2018 5:01 PM
2	It should be address and existing blight law should be enforced	11/28/2018 3:31 PM
3	When looking for houses in Alpena county we had such a hard time finding even a decent house. And we ended up buying a house closer to town than we ever wanted because every house in the country under 130k was not taken care of.	11/4/2018 10:37 PM
4	Behind Neiman's grocery store	10/31/2018 2:06 PM
5	If you do a low flyover you will see it. To much junk in peoples yards and some businesses.	10/31/2018 11:11 AM
6	Northside, 2nd avenue.	10/28/2018 8:36 AM
7	Practically everywhere you look! The vacant KMart and the crappy strip malls between town and Squaw Bay. West of town across from Home Depot and out toward Fed Ex. Empty stores downtown. Also homes that are not well maintained throughout the area. No money or no pride of ownership or both.	10/26/2018 9:01 PM
8	Kmart, up and down residential streets in the township	10/26/2018 5:48 PM
9	North side	10/26/2018 3:33 PM
10	Townships have a huge problem. Maple Ridge and Wilson and Ossineke especially.	10/26/2018 3:12 PM
11	Different spots throughout our area. Glad south corridor group is making positive change and impact.	10/26/2018 2:18 PM
12	sometimes	10/26/2018 12:36 PM
13	Has improved over the last 10 years. Could use some advancement but not bad.	10/25/2018 10:59 PM
14	Take a look down Lay rd. Raw garbage thrown right outside the back door, rats, several abandoned vehicles, no running water....	10/25/2018 7:53 PM
15	US 23 South area, between Werth Rd and Squaw Bay, The Ripley St trailer park, 11th avenue between Ripley Blvd and Tawas St.	10/25/2018 7:49 PM
16	Neighbors	10/25/2018 7:37 PM
17	Everywhere	10/25/2018 6:15 PM
18	Not necessarily county/city owned properties, but some old commercial buildings and residential properties that are unkempt in the city.	10/25/2018 3:41 PM
19	homes on the north side	10/25/2018 12:39 PM
20	Low income housing is flooded the community, with some of the residents with property neglect. Leaving an eyesore.	10/24/2018 8:44 PM
21	Northside of town specifically, house on the corner of 9th and Oldfield us so unsightly! I cringe every time I look at it! Another is 705 Mac Ave... Might want a tetanus shot before stepping foot on that property!	10/24/2018 6:14 PM
22	We have worked with Alpena Township to reduce blight and have had some success but there a lot of room for improvement. Again this should be county wide issue.	10/23/2018 9:59 PM
23	It was a big problem, but it has been cleaned up in the last few years.	10/23/2018 1:28 PM
24	In some places. In the Township mostly I think.	10/23/2018 10:02 AM
25	Lay road	10/23/2018 9:09 AM
26	US23 South corridor	10/23/2018 8:31 AM
27	Not necessarily a problem but their is some	10/19/2018 4:05 PM
28	Not so much in Alpena, but some areas of Alpena Township are, to quote President Trump, "Shitholes!"	10/18/2018 3:01 PM
29	north us 23 has some unsightly property.	10/18/2018 10:50 AM

30	Fletcher paper, DPI, abandoned houses throughout the city	10/16/2018 6:10 PM
31	Nearly every neighbor, not just the "Northside" of town	10/11/2018 7:56 AM
32	Some areas on the corridor on US 23 South. Northside looks depressing.	10/11/2018 7:52 AM
33	Zolnierik store at Chisholm & 11th, manu North side home are falling apart, former Kmart building, the former TB Manufacturing building	10/10/2018 6:45 PM
34	all over	10/10/2018 10:42 AM
35	Yes many commercial properties on our main points of interest look like eyesores or even dangerous to walk near or under their eaves. ( Fletcher paper, antique store.)	10/9/2018 2:49 PM
36	Ossineke, north side of Alpena	10/8/2018 9:13 PM
37	right on chisholm street abandoned buildings	10/8/2018 6:57 PM
38	South 23	10/8/2018 3:43 PM
39	A apt. Building between commercial and merchant streets has 3 broke down junk cars in back yard and noone even lives in building. Also, some neighbors dont mow grass. We live in a nicer area..let's keep it nice looking.	10/7/2018 3:52 PM
40	I feel for homeowners investing in their home who have neighbors who dont or cant. Multiple areas on the north side, West of Alpena County on M-32 (Kingsettlement to Manning Hill)	10/7/2018 3:42 PM
41	Paad addition	10/7/2018 2:06 PM
42	North side	10/7/2018 12:31 PM
43	Throughout the county because there is NO COORDINATION of blight enforcement. It is a twp by two issue. We need a county ordinance that is uniform and tickets should go directly to district court rather than leaving prosecution up to individual twps	10/7/2018 7:51 AM
44	Many houses turned into rentals that are unkempt and abused.	10/6/2018 8:15 PM
45	The north side has too many derby cars in one location	10/6/2018 7:18 PM
46	Northside, over second avenue bridge (although it has gotten better) and also the yellow house on the corner of 9th and Oldfield... Looks absolutely terrible!	10/6/2018 5:38 PM
47	Mostly downtown and the opening and closing of businesses. Ripley looks rough, that trailer park right in town is....disappointing. the bowling alley looks terrible as well, hard to tell that it's open.	10/6/2018 4:18 PM
48	That big, hideous bldg across from the Fairgrounds; the projects	10/6/2018 3:26 PM
49	Some on the northside	10/6/2018 1:49 PM
50	Most of the Northside, the old paper mill that is literally falling apart, that awful prison looking holiday inn express, DPI,	10/6/2018 1:48 PM
51	The north side is an embarrassment.	10/6/2018 1:17 PM
52	The South M-23 Corridor. Very dated, old and tired. The large salt pile at the end of the dog park. Quite the eyesore.	10/6/2018 11:47 AM
53	There are some areas that are worse than others	10/6/2018 6:30 AM
54	Tawas Street neighborhood	10/6/2018 5:27 AM
55	northside and in city closed businesses	10/6/2018 1:43 AM
56	Homes throughout the City and county, empty storefronts, Western Auto, K-Mart is headed in that direction, former Salvation Army Church on Washington, Armory building, the Federal Building, Neuman's gas station on the North Side, the former Dick's Toys, the old Catholic Central High School, Bingham School, former gas station next to Bushes & Blooms - could list dozens more.	10/5/2018 7:13 PM
57	Homes and businesses that leave junk sitting around their properties that look like dumps.	10/5/2018 6:40 PM
58	US 23 South	10/5/2018 6:06 PM

59	Within the city limits are numerous empty houses that receive a minimum amount of maintenance.	10/5/2018 4:58 PM
60	Houses on Washington need painting (although the cost of painting is astronomical) entry into Alpena could use some clean up	10/5/2018 2:59 PM
61	Vacant property across the area is an ongoing problem. More development effort should be placed on filling vacancies.	10/5/2018 12:35 PM
62	US 23 South M 32	10/5/2018 12:10 PM
63	old business buildings unoccupied/in disrepair...some homeowners who cannot keep the house up to par, nor their property...its an eyesore (old appliances/cars/just plain junk laying out everywhere).	10/5/2018 12:02 PM
64	Still have a boarded up house from fire 3 years ago	10/5/2018 11:01 AM
65	North side.	10/5/2018 9:56 AM
66	Corner of Chisolm & 11th St, other empty buildings along Chisolm St., Section of US-23 on east side of road north of city, 2nd Ave. north of Post Office	10/5/2018 9:54 AM
67	There are a few properties here and there within our neighborhood, but people are working on it. I think the parking of cars on front lawns, the gunning of engines, and Confederate flags are the most unattractive things in the neighborhoods.	10/5/2018 9:38 AM
68	Although I'm somewhat neutral, since this isn't a huge problem like a city slum. There are individual properties that are unsightly scattered throughout town. These are primarily residential; however, there are long-time vacant buildings (US 23-S for example) that contribute to blight.	10/5/2018 8:56 AM
69	Neighbors in both sides of me. I maintain my property beautifully and I cannot look out my windows because of the trash and piles of rubble, wet carpet, pallets and tarps housing stray cats, smells of dog droppings on hot days, busted down lawn furniture overgrown with weeds(rental), moldy wet and nasty unhealthy piles of junk!!!	10/5/2018 8:38 AM
70	Surrounding townships. North side of the city.	10/5/2018 8:37 AM
71	US 23 S	10/5/2018 8:05 AM
72	It's gotten better, especially with the group working on US 23 south - thanks! But there are still some really ugly buildings on 23 north and 32 west.	10/5/2018 7:46 AM
73	All of US 23 south, the old foundry, much of US 23 north and much of M 32. The new big box stores have actually cleaned up what the existing Alpena based businesses never have.	10/5/2018 7:12 AM
74	Next door! There is no controlled blight in this township	10/5/2018 6:57 AM
75	Fairgrounds area... beautiful property, but clutter across the street. Seems some various individual residential locations on northside could use a cleaning... US-23 south corridor getting better, but plant more trees on all approachways - 23-32- Area by UPS on 32 is cluttered.	10/5/2018 6:01 AM
76	There are some problem areas in the city but have vastly improved over last dozen years	10/4/2018 7:04 PM
77	There are several buildings throughout the City that are blighted and need redevelopment or demolition.	10/4/2018 10:32 AM

## Q34 Are you satisfied with road maintenance, road construction, and road conditions in your community?

Answered: 158 Skipped: 50



ANSWER CHOICES	RESPONSES	
Yes	46.84%	74
No	38.61%	61
Don't know/neutral	14.56%	23
TOTAL		158



#	EXPLANATION OR COMMENT:	DATE
1	very poor services	1/14/2019 11:35 AM
2	sometimes no. When you pave you destroy the beautiful roadsides which were fine until the road was paved then they become boring.	12/7/2018 5:09 PM
3	Infrastructure is in need of upgrades throughout the State and the Country	11/28/2018 3:36 PM
4	s. Partridge point rd. not maintained often enough/ should be paved or graded more often	11/3/2018 11:14 AM
5	No new paving of gravel roads is being done. Some are returning to gravel.	11/1/2018 3:02 PM
6	Most of the roads I travel are in good condition	10/31/2018 2:12 PM
7	For the most part. However, lots of non major roads need repair or better maintenance	10/31/2018 11:14 AM
8	Many in need of upgrades	10/26/2018 1:15 PM
9	Somewhat. Room for improvement.	10/25/2018 11:01 PM
10	The road and underground infrastructure is decaying and causing travel difficulties.	10/25/2018 7:56 PM
11	It's getting better.	10/24/2018 8:50 PM
12	lots of potholes	10/24/2018 1:58 PM
13	not enough funding at state level to get all needed completed	10/19/2018 4:11 PM
14	More attention need to be paid to the north side	10/16/2018 6:14 PM
15	Side streets are full of pot holes	10/11/2018 7:58 AM
16	Lots of issues under roads with water main breaks causes lots of construction & needs to be updated. Need to eliminate one-way streets	10/10/2018 6:55 PM
17	Alpena Twp needs to create a north and south corridors around Bagley & M-32 area. Potential is there but lack of motion or support of twp board for fear of becoming too big	10/10/2018 2:06 PM
18	pot holes and dips	10/10/2018 10:49 AM
19	Construction and maintenance in our community. I believe we have taken advantage of our opportunities	10/9/2018 2:11 PM
20	Please paint the line on Bagley.	10/8/2018 9:15 PM
21	Poor lane paint poses a problem during wet or snow conditions.	10/8/2018 3:49 PM
22	Some roads are almost impassable.	10/7/2018 3:47 PM
23	I think they're doing what they can with the \$ they're given to work with	10/7/2018 3:43 PM
24	The city does not allow truck traffic on the north side	10/6/2018 7:20 PM
25	Not great but par for .Michigan. We have a lot of crappy parking lots.	10/6/2018 5:40 PM
26	Road crews do a great job!	10/6/2018 2:19 PM
27	Could do more road improvements	10/6/2018 1:26 PM
28	For the most part	10/6/2018 6:36 AM
29	and keep getting worse.roads are replaced that could wait while others are in terrible shape	10/5/2018 6:44 PM
30	When it does happen it takes weeks to complete and ENTIRE streets are shutoff for people who live there. Nonsense.	10/5/2018 3:35 PM
31	Yes, but what is up with all the water main breaks?	10/5/2018 12:36 PM
32	i know it depends on budgeting	10/5/2018 12:04 PM
33	Most of the main roads are fine but there are a ton of roads in Alpena that need to be fixed.	10/5/2018 10:34 AM
34	various streets and roads	10/5/2018 10:18 AM

35	The City and County are good at monitoring roads in need of repair.	10/5/2018 10:01 AM
36	However, the intersection at 1st and Water is dangerous and the one way traffic down 2nd Ave makes no sense and also makes it difficult to get to downtown businesses from the other side of town.	10/5/2018 9:40 AM
37	There has been a lot of great work in road improvement this year. 11th avenue is still a bumpy ride and it is highly travelled.	10/5/2018 9:01 AM
38	Potholes and too many patches, structures that damage front ends on cars. Overall, roads are not good.	10/5/2018 8:42 AM
39	For the most part, yes. But the area really needs to pursue - in a unified effort - better and less congested access to the area	10/5/2018 6:12 AM
40	There's never enough money available to improve all of the roads that need upgrading or maintenance	10/4/2018 3:58 PM
41	Crushing roads back to gravel is not acceptable. Gravel roads need to be paved.	10/4/2018 2:55 PM
42	Additional State funding would be helpful, but with the current budget I am satisfied.	10/4/2018 10:35 AM

## Q35 Are there roads or road segments you would like to see improved? Please list:

Answered: 73   Skipped: 135

ANSWER CHOICES	RESPONSES	
1.	100.00%	73
2.	61.64%	45
3.	28.77%	21
4.	13.70%	10
5.	9.59%	7

#	1.	DATE
1	1st ave	1/14/2019 11:35 AM
2	Rd Comm does well with gravel roads - not perfect but sometimes out of their hands to to weather and funds	12/7/2018 5:09 PM
3	Traffic signal US-23 and Golf Course Road	11/28/2018 3:36 PM
4	bypass(s) between Werth and M32	11/8/2018 1:32 PM
5	Mich-e-ke-wis Park road	11/7/2018 10:57 AM
6	I dont remember road names.haha	11/4/2018 10:39 PM
7	Northpoint Shores	11/4/2018 7:00 PM
8	s.partridge point	11/3/2018 11:14 AM
9	Gutchess Rd.	11/1/2018 3:02 PM
10	North Second Ave.	10/31/2018 2:12 PM
11	Maintenance of all gravel roads in the County	10/31/2018 12:46 PM
12	numerous	10/31/2018 11:14 AM
13	11th St	10/27/2018 6:27 PM
14	Bloom Road	10/27/2018 2:11 PM
15	Train tracks at Lafarge	10/26/2018 10:54 PM
16	2nd Ave.	10/26/2018 3:15 PM
17	Paad area behind Neimans. As close as it is to the city dirt roads.	10/26/2018 2:19 PM
18	Ontario street	10/26/2018 9:36 AM
19	Ontario Street	10/25/2018 8:17 PM
20	11th Ave from Chisholm St to Ripley Blvd.	10/25/2018 7:56 PM
21	m32/washington by the river	10/25/2018 7:48 PM
22	Wall Ave	10/25/2018 7:38 PM
23	3rd Ave between Hobbs and Ripley	10/25/2018 3:46 PM
24	Ford Ave.	10/24/2018 8:50 PM
25	Ford Ave	10/24/2018 6:15 PM
26	11th street	10/24/2018 1:58 PM
27	SUBDIVISIONS	10/24/2018 9:38 AM
28	Need sidewal/bike path on Ripley from US23 south to 1st street	10/23/2018 8:34 AM
29	North Partridge Point Rd	10/20/2018 4:02 PM
30	many streets and highways need reconstruction not just filling of pot holes	10/19/2018 4:11 PM
31	Gilchrist, Ralph, Thomas, Parker	10/18/2018 3:03 PM
32	monaghan Pt road	10/18/2018 10:51 AM
33	2nd, north from the river	10/16/2018 6:14 PM
34	Side streets between State and Washington Ave's	10/11/2018 7:58 AM
35	1-way section of Washington & 2nd Ave	10/10/2018 6:55 PM
36	Side streets	10/10/2018 10:49 AM
37	Pearl Road	10/9/2018 5:35 PM

38	Paint lines on Bagley.	10/8/2018 9:15 PM
39	passing lanes	10/8/2018 6:59 PM
40	Repaint lanes in city and twp, especially near college and on 23	10/8/2018 3:49 PM
41	Many side streets	10/8/2018 6:52 AM
42	Third	10/7/2018 6:34 PM
43	Ripley by the fairgrounds	10/7/2018 12:33 PM
44	Margaret rd bridge over devils river	10/7/2018 7:53 AM
45	Princeton st	10/6/2018 10:15 PM
46	First ave	10/6/2018 9:24 PM
47	Truck route re done	10/6/2018 7:20 PM
48	Lake winyah	10/6/2018 5:00 PM
49	Bagley - M32 intersection	10/6/2018 4:09 PM
50	3rd ave	10/6/2018 2:11 PM
51	US23 should have speed limit increase	10/6/2018 1:52 PM
52	Behind michikewis	10/6/2018 1:26 PM
53	Ridley St.	10/6/2018 8:40 AM
54	Bagley street - need multiple lanes and bridge widening	10/6/2018 6:36 AM
55	more speed limit signs, especially when it changes on a stretch of road	10/6/2018 1:48 AM
56	Pohl Road	10/5/2018 7:19 PM
57	3rd Ave.from Ripley to High School	10/5/2018 6:44 PM
58	Gravel part of Genschaw Rd	10/5/2018 3:18 PM
59	By the high school	10/5/2018 12:59 PM
60	11th street	10/5/2018 12:04 PM
61	11th st is so rough	10/5/2018 11:03 AM
62	9th Street between Chisholm and Ripley	10/5/2018 10:34 AM
63	Second Ave to two way	10/5/2018 9:40 AM
64	Ahhh, yes, 11th Ave.	10/5/2018 9:01 AM
65	4th from Ripley east.	10/5/2018 8:42 AM
66	23 N & Golf Course Rd ( Roundabout)	10/5/2018 8:42 AM
67	Behind Perch's neighborhood	10/5/2018 8:07 AM
68	Ontario (by high school)	10/5/2018 7:49 AM
69	Misery bay rd	10/5/2018 6:59 AM
70	First Street - quite bouncy and broken up	10/5/2018 6:12 AM
71	9th Avenue from Ripley Blvd to the bridge needs to be milled and capped	10/4/2018 3:58 PM
72	Pave more of the gravel roads around Long Lake	10/4/2018 2:55 PM
73	Replace the bridge over the river on Bagley.	10/4/2018 10:35 AM

#	2.	DATE
1	riply ave	1/14/2019 11:35 AM
2	Bagley St bridge	11/28/2018 3:36 PM
3	bypass(s) between M32 and Long Rapids	11/8/2018 1:32 PM
4	Misery Bay	11/4/2018 7:00 PM
5	Partridge Pt. Rd	11/1/2018 3:02 PM
6	ElCajon Beach Road	10/31/2018 2:12 PM
7	Johnson St	10/27/2018 6:27 PM
8	Samp road	10/27/2018 2:11 PM
9	11th Ave	10/26/2018 3:15 PM
10	First Ave	10/26/2018 2:19 PM
11	Parking along garden street	10/26/2018 9:36 AM
12	Ripley Blvd - many areas of the street.	10/25/2018 7:56 PM
13	9th from chisholm to fairgrounds	10/25/2018 7:48 PM
14	Michigan Ave	10/25/2018 7:38 PM
15	Ontario St	10/25/2018 3:46 PM
16	2nd Ave N of the Bridge	10/24/2018 8:50 PM
17	Second avenue	10/24/2018 6:15 PM
18	Need sidewalk/bike path all along Hobbs Drive	10/23/2018 8:34 AM
19	north pt rd	10/18/2018 10:51 AM
20	Taylor st	10/16/2018 6:14 PM
21	1-way section of 3rd Ave	10/10/2018 6:55 PM
22	Dip by freedom motors	10/10/2018 10:49 AM
23	Better signage	10/8/2018 3:49 PM
24	2nd ave near nowickis	10/8/2018 6:52 AM
25	Second	10/7/2018 6:34 PM
26	Washington ave	10/6/2018 9:24 PM
27	Ripley st	10/6/2018 2:11 PM
28	2nd avenue needs repair	10/6/2018 1:52 PM
29	Pave more roads	10/6/2018 1:26 PM
30	US 23 north near 19th Hole and French Road - need at least one traffic light	10/6/2018 6:36 AM
31	should be a left turn light off of Long Rapids / Johnson st on to US 23	10/6/2018 1:48 AM
32	Dunbar Street	10/5/2018 7:19 PM
33	Princeton Subdivion	10/5/2018 6:44 PM
34	Resurface Golf Course Rd	10/5/2018 3:18 PM
35	Tawas st	10/5/2018 12:59 PM
36	All smaller roads are neglected	10/5/2018 10:34 AM
37	Making the intersection at 1st and Water a 4 way stop	10/5/2018 9:40 AM

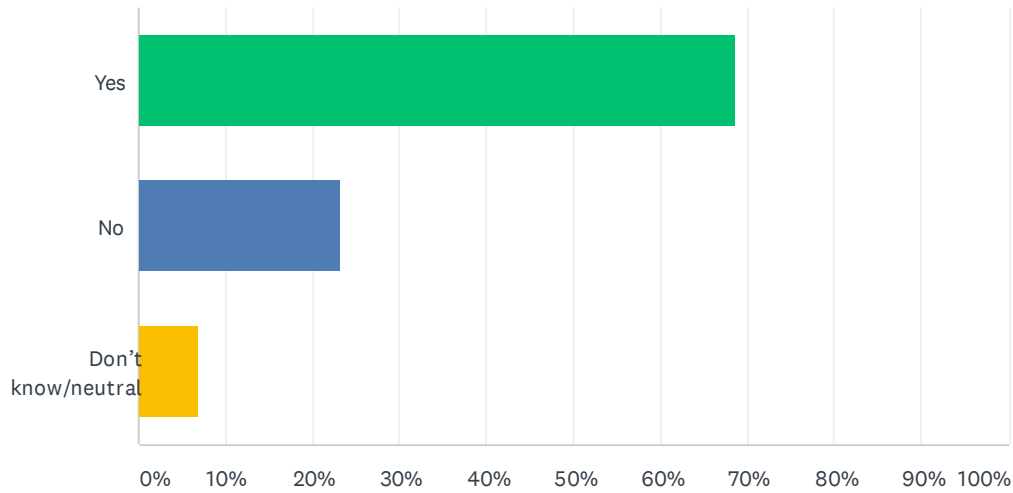
38	Johnson between the ACC and new part of Miller	10/5/2018 9:01 AM
39	3rd going to high school,	10/5/2018 8:42 AM
40	M 32 Commercial area	10/5/2018 8:42 AM
41	Intersection of 1st/Chisholm/Washington is dangerous.	10/5/2018 7:49 AM
42	End of bloom rd	10/5/2018 6:59 AM
43	Bagley-3rd intersection... Condition good, but traffic backups heavy	10/5/2018 6:12 AM
44	Pave the gravel roads west of Alpena.	10/4/2018 2:55 PM
45	Create a truck route bypass by the brewery.	10/4/2018 10:35 AM
#	3.	DATE
1	F-41 rd	1/14/2019 11:35 AM
2	Hobbs Drive	11/28/2018 3:36 PM
3	Herron Rd	11/1/2018 3:02 PM
4	Elden Drive	10/31/2018 2:12 PM
5	Wessel Road	10/27/2018 2:11 PM
6	Long Lake Ave.	10/26/2018 3:15 PM
7	Congestion around high school	10/26/2018 9:36 AM
8	Street lighting added to Bagley St between Long Rapids and M-32.	10/25/2018 7:56 PM
9	Thunder Bay Ave	10/25/2018 7:38 PM
10	Huber E of 2nd	10/24/2018 8:50 PM
11	Bike path along US23 South is too rough. Driveway ramps too steep.	10/23/2018 8:34 AM
12	2nd Ave from Miller to McRae Park	10/10/2018 6:55 PM
13	Widening of State	10/7/2018 6:34 PM
14	Indian reserve	10/6/2018 1:26 PM
15	Minimize business driveways on M-32 corridor - every business should not exit on M-32 so close to the existing stoplights. Route all businesses to the intersections.	10/6/2018 6:36 AM
16	a stop light and reduced speed by Golf Course Rd ? US 23 intersection & at Hamilton Rd / US 23	10/6/2018 1:48 AM
17	Traffic Light at 2nd and River before the bridge, it's a nightmare trying to get through it	10/5/2018 9:40 AM
18	Spratt	10/5/2018 8:42 AM
19	North pt	10/5/2018 6:59 AM
20	Bypass routes and connectors - Tamerek, to Werth, Bagley bridge in back of box stores	10/5/2018 6:12 AM
21	Add a signal on Hamilton Road and US 23 N.	10/4/2018 10:35 AM

#	4.	DATE
1	23 rd	1/14/2019 11:35 AM
2	Gordon Road	10/31/2018 2:12 PM
3	Weiss Road	10/27/2018 2:11 PM
4	Johnson St.	10/26/2018 3:15 PM
5	N 2nd Ave	10/25/2018 7:56 PM
6	State Street	10/25/2018 7:38 PM
7	All gravel roads should be paved or concrete	10/10/2018 6:55 PM
8	4 way stop at walnut & miller/johnson st intersection	10/6/2018 1:48 AM
9	Commercial	10/5/2018 8:42 AM
10	Repair joints on 13th street concrete (fairgrounds area)	10/5/2018 6:12 AM
#	5.	DATE
1	2 nd ave	1/14/2019 11:35 AM
2	First Ave.	10/31/2018 2:12 PM
3	Gutchess	10/27/2018 2:11 PM
4	Campbell St.	10/26/2018 3:15 PM
5	Walnut St.	10/25/2018 7:56 PM
6	N. 2nd	10/5/2018 8:42 AM
7	North 2nd street... bouncy and rough, lets get some curbing and standardization there	10/5/2018 6:12 AM



## Q36 Are you satisfied with snow removal within your community?

Answered: 159 Skipped: 49



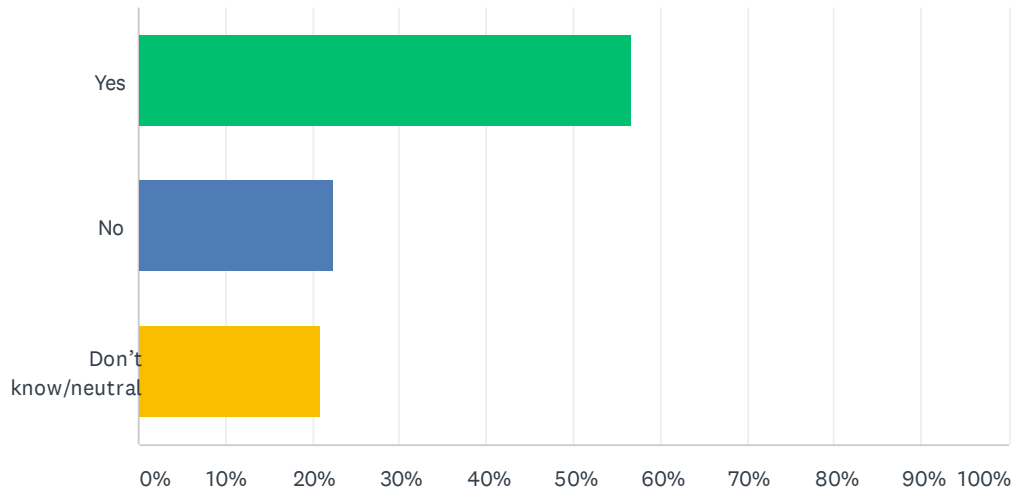
ANSWER CHOICES	RESPONSES	
Yes	68.55%	109
No	23.27%	37
Don't know/neutral	6.92%	11
TOTAL		159

#	EXPLANATION OR COMMENT:	DATE
1	Could start earlier. my road usually clear by 10 a.m. Slow getting sand on corners.	12/7/2018 5:09 PM
2	It is reasonable	11/28/2018 3:36 PM
3	havent spent winters there	11/3/2018 11:14 AM
4	would like to see Misery Bay cleaned off quicker	11/2/2018 12:04 PM
5	The city does great. County doesn't plow sometimes for days if on weekend on secondary roads. County is not proactive on salting highways. Too many fatalities on US 23 and M32 due to ice during normal weekday operational hours.	11/1/2018 3:02 PM
6	Road commission waits too long on secondary roads	10/31/2018 2:12 PM
7	rural roads can take 3 days before they see a plow if it snows on a weekend.	10/31/2018 2:02 PM
8	Not here in the winter	10/26/2018 5:49 PM
9	I rate it fair, I understand it is a challenge	10/26/2018 12:39 PM
10	Batwings guards to avoid dumping mass boulders in my driveway	10/25/2018 8:17 PM
11	side streets are slow to be cleared. less salt more sand	10/25/2018 7:48 PM
12	They do a great job	10/24/2018 8:50 PM
13	I feel the county does an exllent job with snow removeal. Alpena Township now keeps the bike paths open which is great improvemnt.	10/23/2018 10:15 PM
14	Except finding regular snowremoval services for my residence.	10/23/2018 1:32 PM
15	i think the road commission does a good job	10/19/2018 4:11 PM
16	People don't clear the sidewalks. I see families walking in the ripely st. because the sidewalks aren't clear from Washington to 3rd	10/16/2018 6:14 PM
17	Plows streets yes,sidealks no	10/11/2018 7:58 AM
18	Secondary streets treated like rural back roads, never cleaned well & sometimes don't get to the until later in day	10/10/2018 6:55 PM
19	time to hire someone outside your family!!	10/10/2018 2:06 PM
20	downtown a complete mess	10/10/2018 10:44 AM
21	So slow or wait to long till snow is all done falling then they plow instead of getting ahead of it so we can safely drive to work.	10/9/2018 2:52 PM
22	usually can't always understand the salting on Highway 23 when no storm is predicted	10/8/2018 6:59 PM
23	There should be more snow removal. We shouldn't have to wait 3 days to get plowed out	10/7/2018 3:47 PM
24	Sidewalks	10/7/2018 3:22 PM
25	I understand why we don't have more county road crews but when the back roads take 2-3 days to be plowed there's a problem.	10/7/2018 12:15 AM
26	Its good. Just hate that the city can put it in my driveway 20 inches high but i cant put it back in the street. Oh well.	10/6/2018 8:17 PM
27	Mostly. The worst last winter was actually at Walmart and Meijer. Fair and Square Lawn care took care of the parking lots just fine....but the entrance/exits were terrible and dangerous. It was not clear, lots of slush and piled snow. The snow banks are were not pushed back, creating blind spots onto 32.	10/6/2018 5:40 PM
28	snow crews do a great job!	10/6/2018 2:19 PM
29	I live across from one school that part of the road is township and part is city. Most time the people that live on the road plow the road.	10/6/2018 1:52 PM
30	snow removal downtown is needed	10/6/2018 8:43 AM

31	When snowplows clear roads except when in front of local businesses. I've seen trucks lift their plows just to pass my building & then drop them after they pass. It's nonsense. I went to a meeting about snow removal & it was just a bunch of finger pointing & badmouthing. Get it together!	10/6/2018 5:32 AM
32	plows should go down main streets slower so that snow does not end up tossed onto sidewalks in huge chunks	10/6/2018 1:48 AM
33	City sidewalks used to be plowed.	10/5/2018 7:19 PM
34	Snow should be removed completely in the downtown area, not left piled up at the curbs.	10/5/2018 3:18 PM
35	My alley should not get plowed before my road	10/5/2018 12:59 PM
36	The City and County do an amazing job of working hard to keep the roads clear in winter.	10/5/2018 12:36 PM
37	They do it but I wish they'd be faster and do a better job with it	10/5/2018 10:34 AM
38	Plows are quick when it snows.	10/5/2018 10:01 AM
39	Our city workers do a great job on snow removal	10/5/2018 9:01 AM
40	Sidewalk clearing enforcement	10/5/2018 8:42 AM
41	Great job!	10/5/2018 7:49 AM
42	Usually last to get plowed out	10/5/2018 7:29 AM
43	Alpena, and Michigan in general, needs to stop the use of road salt. Works for other snowy areas!	10/5/2018 7:12 AM
44	Need to drop the blade underneath to remove more snow... usually is left with an inch of snow, later slush that freezes and gets tricky	10/5/2018 6:12 AM
45	Some county roads don't get plowed for several days	10/4/2018 2:55 PM

### Q37 Do you feel that public transportation is adequate in your community?

Answered: 157 Skipped: 51

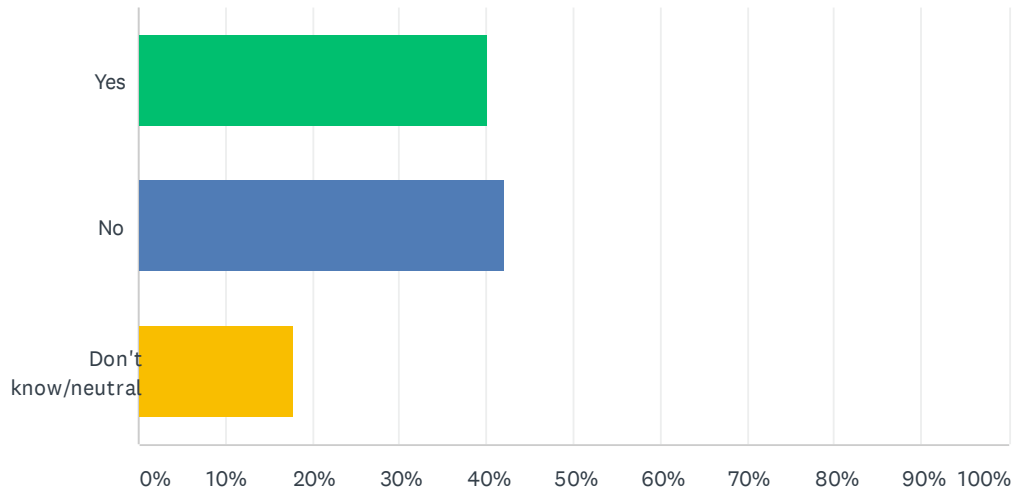


ANSWER CHOICES	RESPONSES	
Yes	56.69%	89
No	22.29%	35
Don't know/neutral	21.02%	33
TOTAL		157

#	EXPLANATION OR COMMENT:	DATE
1	need more of them	1/14/2019 11:35 AM
2	live in twp	12/7/2018 5:09 PM
3	Don't use it so it doesn't apply to me	10/25/2018 7:39 PM
4	like to see bus service	10/24/2018 1:58 PM
5	I don't have the need to use public transportation. The trolley system is under used in the city. It seems that the route needs stops every few block to be successful. As it is being used it is a waste of money.	10/23/2018 10:15 PM
6	It would be nice if more people would use what we have. Or be active and walk or bike places.	10/23/2018 10:03 AM
7	More than sufficient. Get rid of those useless Trolleys!!!	10/20/2018 4:02 PM
8	No regular busing service from city of Alpena to areas such as Long Lake for those without transportation	10/19/2018 4:11 PM
9	DART Buses should be available 24/7. Taxi fares are ridiculous!	10/10/2018 6:55 PM
10	Reverse bus routes to cut down on wait times so you don't have to make the entire loop.	10/9/2018 2:52 PM
11	I have no complaints and I have not heard complaints.	10/9/2018 2:11 PM
12	Prell doesn't operate beyond most city limits....a problem for older residents. Also, need to post route and pick up times for trolley. Need actual signed pick up stops.	10/8/2018 3:49 PM
13	Peoppe need more education in waht is available and how to use it.	10/7/2018 3:22 PM
14	Never used it.	10/6/2018 8:17 PM
15	I'd to see Uber and lyft	10/6/2018 7:20 PM
16	I love the trolley, I love that there is a dedicated route. Maybe we should have 2 routes and more time in between them. We don't have the traffic to run them so quickly.	10/6/2018 5:40 PM
17	I don't think it is used as often and I don't think it is organized for best use.	10/6/2018 1:52 PM
18	It seems for the numbers who need public transportation, Dial-A-Ride is adequate. The Trolley system doesn't seem able to generate enough business for the type of service they provide. We'd like to see the trolley system provide narrated tours for summer visitors, rent out for weddings and Prom as well as other events.	10/5/2018 7:19 PM
19	Trolley's waste of money! Never see any riders on it!	10/5/2018 6:44 PM
20	Need more stops all over the city.	10/5/2018 3:35 PM
21	The trolley should be used more effectively	10/5/2018 3:00 PM
22	Public transportation is not understood in the community	10/5/2018 12:44 PM
23	The trolley route is eternally confusing. When public transportation is needed for out of town guests, there are very few options that work.	10/5/2018 12:36 PM
24	We should not have to pay for public transportation and it should be a timely function	10/5/2018 12:11 PM
25	i have a car, so i dont use it	10/5/2018 12:04 PM
26	There is next to no public transportation	10/5/2018 10:34 AM
27	I don't use it,but people who do say it take to long to get transportation	10/5/2018 10:30 AM
28	Dial-A-Ride is very slow, but there aren't enough riders to justify a large investment in public transport either.	10/5/2018 10:01 AM
29	TBTA just doesn't work for most of the elderly.	10/5/2018 9:01 AM
30	Love the trolley, but not sure it's used to it's potential.	10/5/2018 7:49 AM
31	As far as I know... I do not use it...	10/5/2018 6:12 AM

### Q38 Do you feel that additional wayfinding signage is needed in your community? (Wayfinding signs are placed to help local important destinations for anyone traveling within the County.)

Answered: 157 Skipped: 51

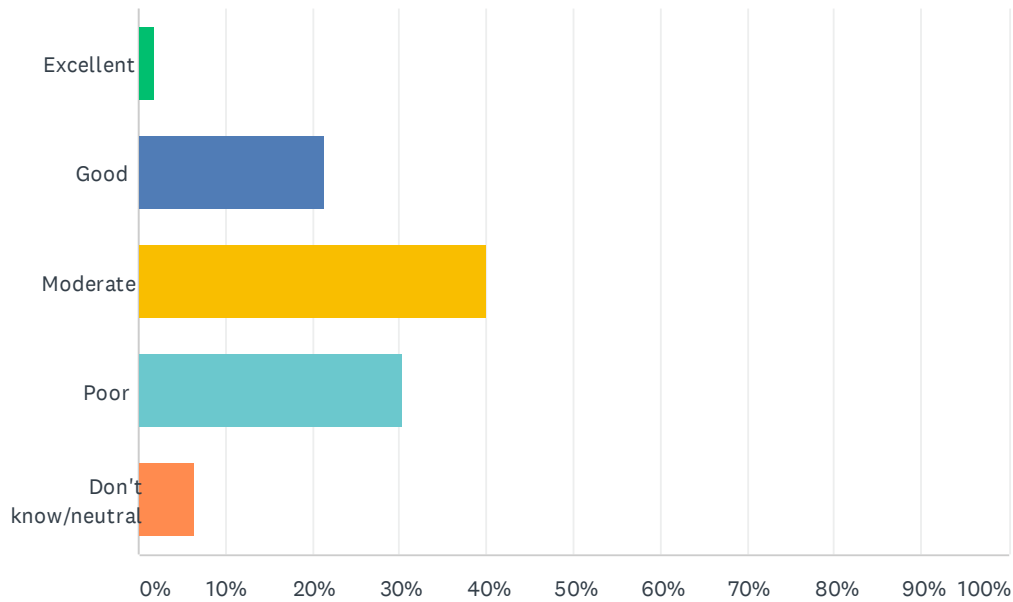


ANSWER CHOICES	RESPONSES	
Yes	40.13%	63
No	42.04%	66
Don't know/neutral	17.83%	28
TOTAL		157

#	EXPLANATION OR COMMENT:	DATE
1	They should review of silly speed limits based a commonsense. Update Google maps. Traffic lightsshould be better coordinated downtown. In the country there should be more stop signs and they should be better placed.	12/7/2018 5:09 PM
2	Wayfinding signing is pretty good	11/28/2018 3:36 PM
3	better signage on bike path -- esp by fairgrounds	11/2/2018 12:04 PM
4	The one way streets downtown are very confusing to those not local.	10/25/2018 11:01 PM
5	Need more like the ones they have losing attractions	10/24/2018 8:50 PM
6	at entrance of boat harbor...those signs are tacky as well as around the small boat harbor and bandshell	10/24/2018 1:58 PM
7	I think the signage is good in the city	10/23/2018 10:15 PM
8	we have enough signage I believe	10/19/2018 4:11 PM
9	Over the past year signage has improved greatly	10/16/2018 6:14 PM
10	Bike path is hard to navigate unless your riding with someone familiar with it.	10/9/2018 2:52 PM
11	A decent sign and park at 45th pararelle, trolley stops marked along with a route map and pick up times.	10/8/2018 3:49 PM
12	Alpena is over signed	10/7/2018 3:22 PM
13	More bread truck signs	10/6/2018 7:20 PM
14	They need to all be the same too, downtown shouldn't have different signs, it's not a different town. What about Ripley?	10/6/2018 5:40 PM
15	Plus eliminate the one way streets that are confusing to visitors	10/6/2018 6:36 AM
16	What's the deal with the "cool city" signs? What does that even mean?	10/6/2018 5:32 AM
17	what GODO is the tourism building if it is on the northside and the 'front' of the building is at a slant towards the alley and street.	10/6/2018 1:48 AM
18	We need more billboards for community events advertised is what we need.	10/5/2018 3:35 PM
19	By putting the Alpena Tourist center across center across the river no coming to Alpena knows its there!!! It should have been on the entrncae to Alpena US @#!!!!!! WHAT WERE THEY THINKING?????	10/5/2018 2:40 PM
20	Need signage in the outskirts of the city to point people to the downtown.	10/5/2018 12:36 PM
21	There is always room for improvement	10/5/2018 10:34 AM
22	To many signs now	10/5/2018 10:30 AM
23	The signage is adequate.	10/5/2018 10:01 AM
24	Some of them are very useful; there are a few that are not	10/5/2018 9:01 AM
25	I like the signs. Helpful and friendly	10/5/2018 8:42 AM
26	If done tastefully and placed thoughtfully	10/5/2018 7:12 AM
27	Countywide attractions - there are many - need to be promoted in unison and in similar fashion, much like the branding concept that has worked so well. Seems each entity is doing their own thing in some respects. Like this survey.... it is for each of the entities, but do all the entities combine efforts in some way to cross promote ?	10/5/2018 6:12 AM

## Q39 What is your opinion of the quality and range of options for housing in your community?

Answered: 155 Skipped: 53



ANSWER CHOICES	RESPONSES	
Excellent	1.94%	3
Good	21.29%	33
Moderate	40.00%	62
Poor	30.32%	47
Don't know/neutral	6.45%	10
<b>TOTAL</b>		<b>155</b>

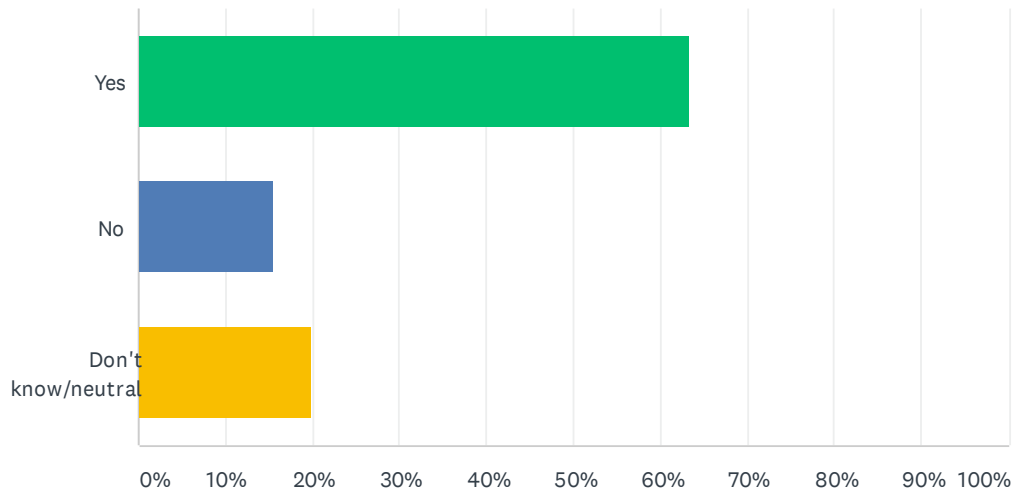


#	EXPLANATION OR COMMENT:	DATE
1	Many people live in the Twp and get poor service, but tell themselves this is the cost of living out. I.E. the fire truck will never get there but insurance is high	12/7/2018 5:27 PM
2	A lot of rentals are not taken care of and gross.	11/4/2018 10:47 PM
3	Lack of rental housing	10/25/2018 8:21 PM
4	Not enough quality low/mid income rentals, senior/handicap accessible housing. Not enough mid-range home sales available.	10/25/2018 8:04 PM
5	Too much inventory of single family homes and not enough condos, apartments, and multi-use developments with attached housing	10/25/2018 6:52 PM
6	More quality, less low income	10/24/2018 9:01 PM
7	I know by watching a local TV program that there is a lack of rental property when they come to the area. We should be planning for condos and mixed housing in the future.	10/23/2018 10:49 PM
8	There are not enough reasonably priced apartments in Alpena if you're not on welfare.	10/18/2018 3:22 PM
9	Again, more rental options for families and professionals that don't need assistance	10/16/2018 6:21 PM
10	Many, many jobs in community are minimum wage jobs....half their salaries go just for rent...can't afford to buy.	10/13/2018 2:28 PM
11	high prices for broken down homes	10/10/2018 2:20 PM
12	Mid range housing and rentals horribly lacking.	10/9/2018 3:00 PM
13	I believe we have done a good job with extremes- high income and low income but rental and moderate income housing could be improved.	10/9/2018 2:31 PM
14	Newer construction is all large and expensive. Middle sized housing is mostly older.	10/8/2018 9:23 PM
15	People are looking for decent housing and finding none	10/7/2018 3:52 PM
16	run down property need to be repaired or replaced	10/7/2018 3:35 PM
17	Rent is too high!	10/7/2018 12:21 AM
18	No options for low income without being on a wait list, also housing for sale is not attractive	10/6/2018 10:19 PM
19	It took us a year to find an adequate house for our family. At one point we were looking at a 30k\$ duplex to try and put back into a single family home..	10/6/2018 8:25 PM
20	Most apt buildings are old. Trailer park in town is trashy. Especially because they're so old and unkempt.	10/6/2018 5:46 PM
21	we particularly need housing for low income folks	10/6/2018 2:25 PM
22	I know many individuals that work in the food industry especially have complained about lack of affordable housing	10/6/2018 1:21 PM
23	need more rental places in general and affordable	10/6/2018 1:54 AM
24	There doesn't seem to be adequate quality housing available and there's a lack of condos and apartment buildings.	10/5/2018 7:29 PM
25	There is a need for more subsidized units as well as fair market rentals.	10/5/2018 3:49 PM
26	No place to rent	10/5/2018 3:41 PM
27	Not enough affordable housing for low-income, lower middle class families and couples	10/5/2018 1:38 PM
28	Serious lack of decent rental options that aren't just a shack or low income trash	10/5/2018 12:51 PM
29	difficult to find an apartment complex that's not subsidized	10/5/2018 12:11 PM
30	Alpena severely lacks affordable housing and the people who have wanted to build keep getting shut down by the Council	10/5/2018 10:40 AM
31	Not a lot of good options. Many properties are for sale but a lot of them are over priced. Very	10/5/2018 10:12 AM

	few rentals available.	
32	better choices are needed for decent low-middle income homes	10/5/2018 9:14 AM
33	Rent too high for quality of unit	10/5/2018 8:14 AM
34	Far too many old homes in the city which should be demolished and replaced w new construction	10/5/2018 7:17 AM
35	Need more attached style options.	10/4/2018 10:56 AM

## Q40 Do you believe that the development of additional market rate rental housing should be a priority?

Answered: 156 Skipped: 52

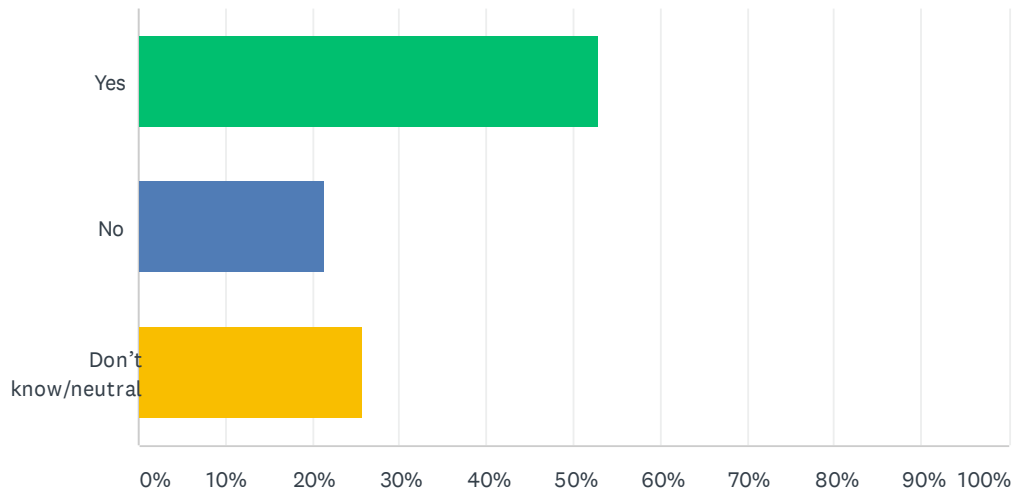


ANSWER CHOICES	RESPONSES	
Yes	63.46%	99
No	15.38%	24
Don't know/neutral	19.87%	31
TOTAL		156

#	EXPLANATION OR COMMENT:	DATE
1	Market rate is unaffordable on Alpena wages	10/27/2018 6:35 PM
2	Not everyone wants a house	10/25/2018 6:52 PM
3	Need more, not everyone wants to buy a house.	10/24/2018 9:01 PM
4	See comment above.	10/23/2018 10:49 PM
5	See #40	10/13/2018 2:28 PM
6	Don't encourage the opportunity to live off the system. Grow the community with jobs to uplift people by having work to live in a home, not an income based complex	10/10/2018 7:15 PM
7	Non subsidized nice rental options apartments, town house style housing.	10/9/2018 3:00 PM
8	See above	10/9/2018 2:31 PM
9	I see many requests each year for people looking for a decent place to rent. Maybe just a database to share what people have available for rent?	10/8/2018 9:23 PM
10	Depends on what market rate means. How is that determined?	10/7/2018 3:35 PM
11	We need affordable housing for all household types.	10/6/2018 5:46 PM
12	lower end rentals are needed.	10/6/2018 2:25 PM
13	This would help bring more people to the area.	10/5/2018 5:05 PM
14	The general public does not know what "market rate" housing is or why it would be important	10/5/2018 1:38 PM
15	People need places to live	10/5/2018 10:40 AM
16	Not enough rental units to choose from	10/5/2018 10:37 AM
17	There are few places to rent that aren't dedicated for low-income seniors.	10/5/2018 10:12 AM
18	When we moved, it was almost impossible to find a place to rent that wasn't subsidized housing and when we hire new people for our organization, trying to find them a place to rent was close to impossible	10/5/2018 9:45 AM
19	There are a number of senior citizens who would welcome market rate apartments and then be willing to sell their existing homes which in many cases are too large for them.	10/5/2018 9:14 AM
20	Only if done with some good architecture, site planning and landscaping	10/5/2018 7:17 AM
21	Rental inspection fees should cover the cost of a minimal building permit.	10/4/2018 3:01 PM
22	A very high priority. Our market rate complexes are 99.4% occupied.	10/4/2018 10:56 AM

## Q41 Do you think more low-cost housing for senior citizens should be available in the County?

Answered: 155 Skipped: 53

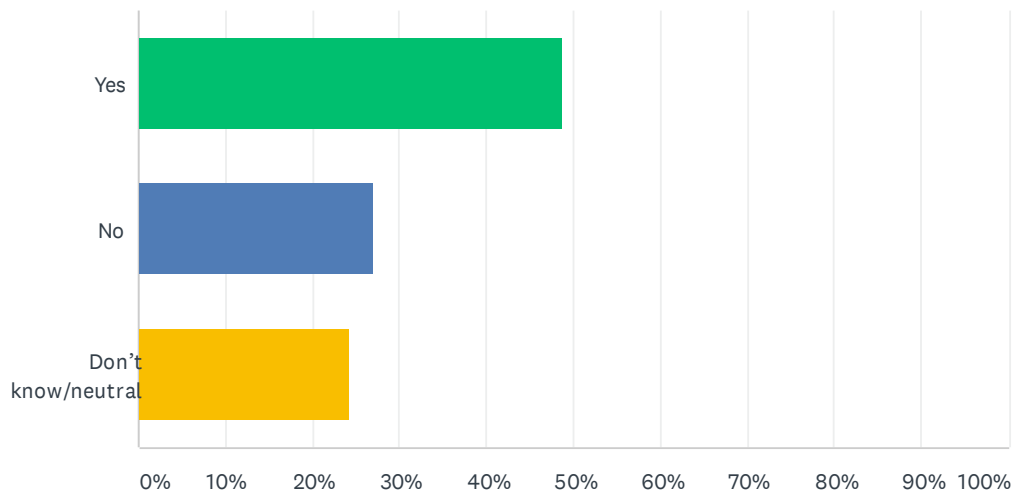


ANSWER CHOICES		RESPONSES	
Yes		52.90%	82
No		21.29%	33
Don't know/neutral		25.81%	40
TOTAL			155

#	EXPLANATION OR COMMENT:	DATE
1	not everyone old can live in the city - need to improve transportation	12/7/2018 5:27 PM
2	We have more than enough	10/24/2018 9:01 PM
3	Absolutely NOT! There is no money in seniors, they are a dying community and don't support growth	10/10/2018 7:15 PM
4	Alpena has so many low cost options already.	10/9/2018 3:00 PM
5	We have a high senior population and need more moderate income housing options.	10/9/2018 2:31 PM
6	population goind down, some seniors are leaving	10/7/2018 3:35 PM
7	Should NOT be income based	10/7/2018 8:00 AM
8	Pretty sure that's what the majority of the housing is in our area..	10/6/2018 5:46 PM
9	there is already a large committment to seniors	10/6/2018 1:54 AM
10	The local population is aging.	10/5/2018 5:05 PM
11	because this area is becoming a retirment community as well	10/5/2018 12:11 PM
12	Seniors already get the majority of affordable housing that is available	10/5/2018 10:40 AM
13	We already have multiple facilities, with another currently being built. Most rental listings are for senior living.	10/5/2018 10:12 AM
14	our senior population is quite high. There are a number of people who have low fixed incomes who could again sell their homes if they had nice low-cost housing available to them.	10/5/2018 9:14 AM
15	see above	10/5/2018 7:17 AM
16	Income based housing has a 95.6% occupancy rate.	10/4/2018 10:56 AM

## Q42 Do you think more low-cost housing for low-income families should be available in the County?

Answered: 156 Skipped: 52

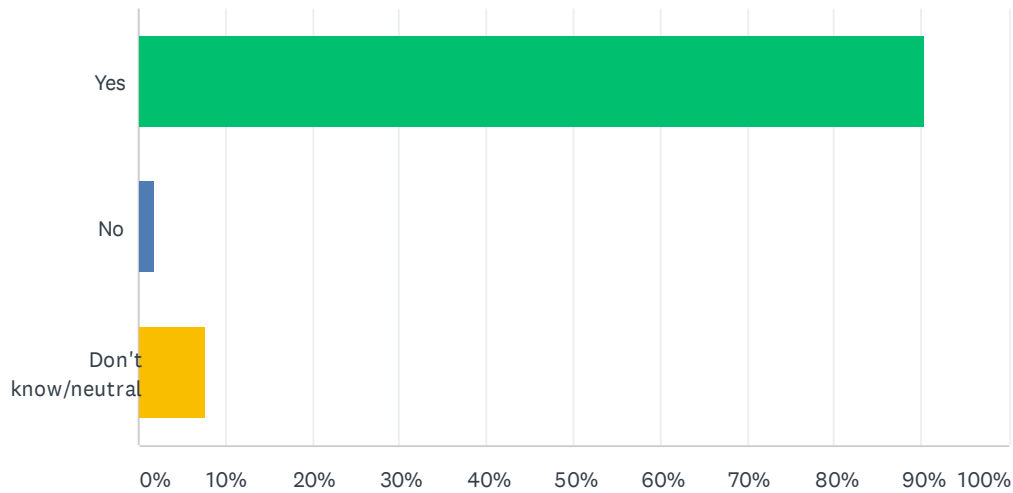


ANSWER CHOICES	RESPONSES	
Yes	48.72%	76
No	26.92%	42
Don't know/neutral	24.36%	38
TOTAL		156

#	EXPLANATION OR COMMENT:	DATE
1	need cheap transportation so poor can live outside of the city which I assume is pricier	12/7/2018 5:27 PM
2	To me it feels like the majority here is low income. I'd like to see the community attract higher income residents.	10/26/2018 9:07 PM
3	We have too much as it is now.	10/24/2018 9:01 PM
4	There is more than enough. Get them jobs to get them out of the low income stigma	10/10/2018 7:15 PM
5	improve the job market and you wont have to build low income homes!!!!	10/10/2018 2:20 PM
6	That's almost all we have.	10/9/2018 3:00 PM
7	It seems there are many families that would benefit.	10/8/2018 9:23 PM
8	Get rid of lwo wage jobs. Get real make a living jobs.	10/7/2018 3:35 PM
9	They deserve decent housing too.	10/6/2018 5:46 PM
10	we need to keep it affordable for those with kids to stay in the area	10/6/2018 1:54 AM
11	There seems to be sufficient housing	10/5/2018 9:45 AM
12	a number of elderly who live alone are out in the county. Meals on Wheels covers huge routes.	10/5/2018 9:14 AM
13	see above	10/5/2018 7:17 AM
14	There	10/4/2018 10:56 AM

## Q43 Should your community actively try to attract more young people and families to the community?

Answered: 156 Skipped: 52

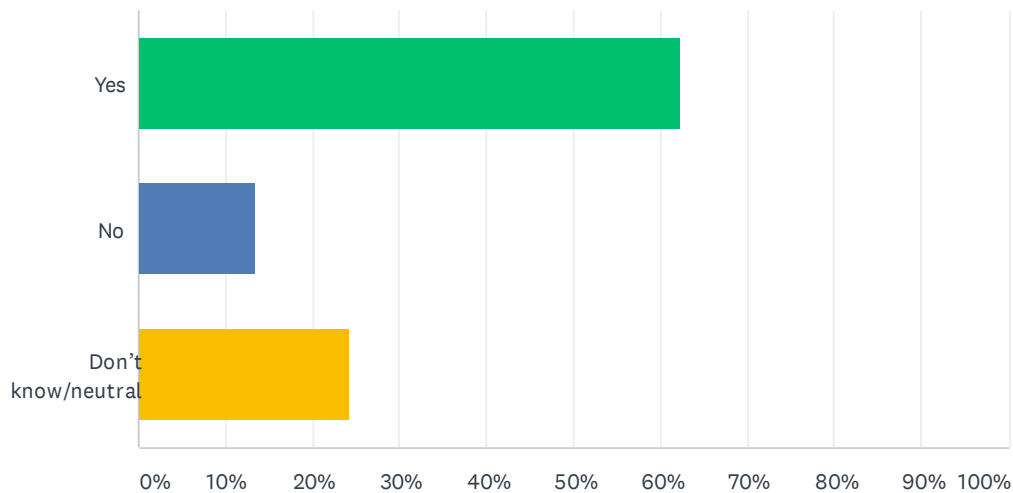


ANSWER CHOICES	RESPONSES	
Yes	90.38%	141
No	1.92%	3
Don't know/neutral	7.69%	12
TOTAL		156



## Q44 Do you feel that there are adequate services for the elderly in the County?

Answered: 157 Skipped: 51

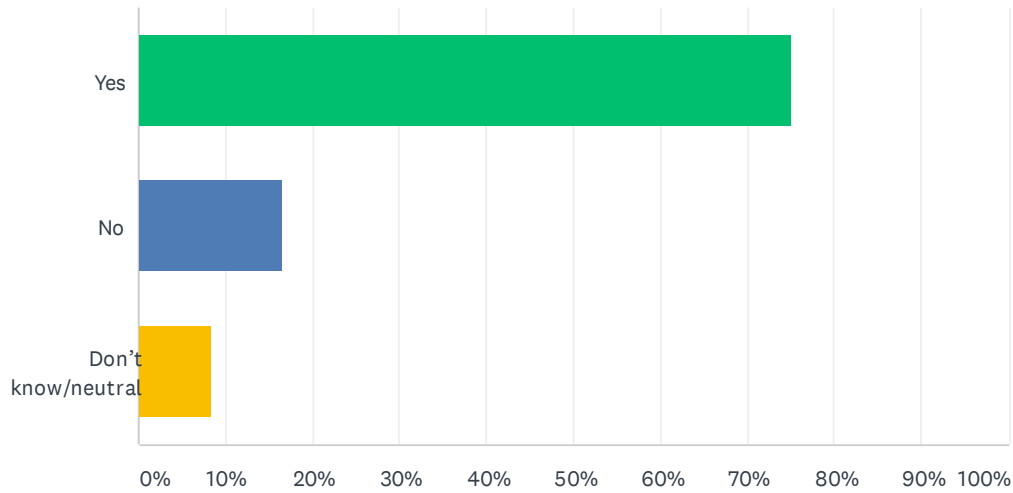


ANSWER CHOICES	RESPONSES
Yes	62.42% 98
No	13.38% 21
Don't know/neutral	24.20% 38
TOTAL	157

#	EXPLANATION OR COMMENT:	DATE
1	but I don't think store people arrange products so older people can shop easily	12/7/2018 5:27 PM
2	Great Senior Center	11/28/2018 3:45 PM
3	Tendercare is so overpopulated and understaffed. They try their hardest but they just need more workers. And turning brook has a long waiting list as all times.	11/4/2018 10:47 PM
4	The services are available	10/24/2018 9:01 PM
5	3 McDonald's, 3 Dollar Generals, more bingo halls than I can count.	10/10/2018 7:15 PM
6	health care is horrible. Get rid of MidMichigan. They made things worse. Plan to leave to get good health care.	10/7/2018 3:35 PM
7	As far as we are aware.	10/5/2018 7:29 PM
8	I'm not at that point in my life yet.	10/5/2018 3:26 PM
9	There a lot of opportunities for Seniors, but we forget about the kids	10/5/2018 12:16 PM
10	Need more volunteer opportunities i.e. playing piano, egc.	10/5/2018 10:04 AM
11	For the most part. The Senior Center is first rate in providing services. Again, with additional resources, they could do more.	10/5/2018 9:14 AM
12	Seems to be... I dont use many of them, but I am getting to the age that I might... so we will see ! LOL	10/5/2018 6:31 AM
13	Not enough medical services here.	10/4/2018 3:01 PM

## Q45 Are you satisfied with law enforcement in Alpena County?

Answered: 157 Skipped: 51



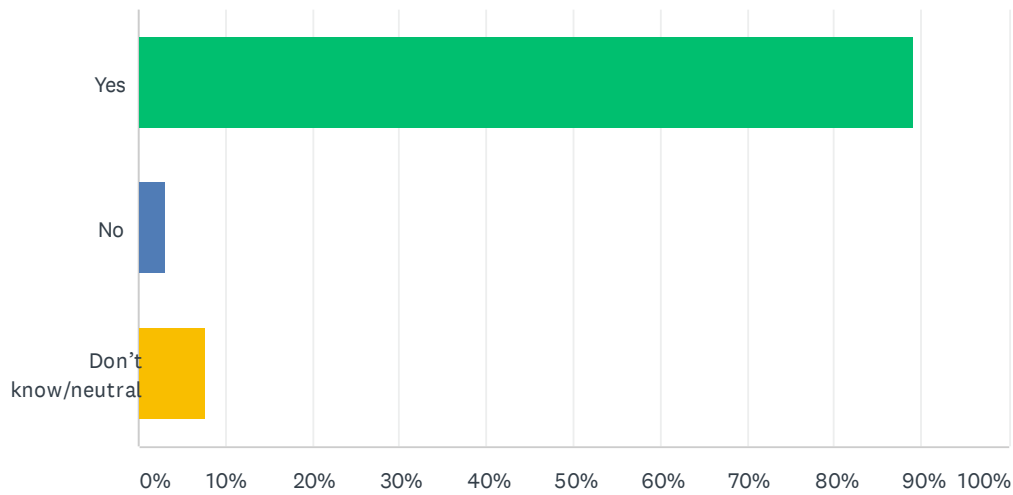
ANSWER CHOICES	RESPONSES	
Yes	75.16%	118
No	16.56%	26
Don't know/neutral	8.28%	13
TOTAL		157

#	EXPLANATION OR COMMENT:	DATE
1	as far as I know. State police used to swing by my home in the east twp - I don't think they do so now??	12/7/2018 5:27 PM
2	Building a new jail	11/28/2018 3:45 PM
3	No, there is far too much. We don't need State, County & City	10/31/2018 2:19 PM
4	Need more of a street presence.	10/28/2018 8:43 AM
5	wish they would ticket some of the big trucks going down washington ave, most drive way over the speed limit	10/26/2018 12:44 PM
6	They are doing a great job, i would like to see more	10/24/2018 9:01 PM
7	However, I have had a difficult time reaching the Alpena Sheriffs department on non-emergency problems, both by phone and no one at the desk during the day.	10/23/2018 10:49 PM
8	Not satisfied because there is too much of a presence here. The Sheriff's Dept should JUST run the jail.	10/23/2018 10:06 AM
9	Traffic enforcement is excessive, Alpena is becoming known around the state as a "speed trap" to be avoided.	10/23/2018 8:42 AM
10	Not enough crime to support 3 dozen police officers. Burden on budgets.	10/18/2018 3:22 PM
11	Fear is not an acceptable tactic	10/16/2018 6:21 PM
12	Too many on cell phones not even looking at the road, peep blow thru the stop signs and red lights with no recourse.	10/10/2018 7:15 PM
13	need more!! But they need a livable wage.....providing better services promotes growth.	10/10/2018 2:20 PM
14	Traffic control Work on the red light runners and stop sign runners morning speeders on state and washington	10/10/2018 10:56 AM
15	I believe we need more deputies .	10/9/2018 2:31 PM
16	I would like to know how the ratio of law enforcement to citizens compares to other similar sized communities	10/7/2018 3:48 PM
17	As long as there is not a duplication of services. The sheriffs dept does not need a dive team, swat team and fleet of boats	10/7/2018 8:00 AM
18	I haven't met one yet that I don't like	10/7/2018 12:21 AM
19	Yep	10/6/2018 8:25 PM
20	Too much truck route enforcement on the north side and none on 9th street But overall they do a good job	10/6/2018 7:29 PM
21	Thank you!	10/6/2018 5:46 PM
22	But we seriously need to crack down on the drugs! I witness drug transactions all the time.. Why are HUNT and police not seeing this as well... Maybe it's all done behind the scenes, but it's very worrisome as I'm raising 2 young boys	10/6/2018 5:45 PM
23	The City police are corrupt and hardly know the law and harass citizens often.	10/6/2018 2:39 PM
24	they do a great job!	10/6/2018 2:25 PM
25	Excellent	10/5/2018 6:47 PM
26	State Police are jerks	10/5/2018 6:10 PM
27	There are serious issues to be dealt with in the area and it seems there is an over-presence of police that are more concerned about traffic violations than the serious issues.	10/5/2018 1:38 PM
28	Very much so.	10/5/2018 11:52 AM
29	I think the MSP troopers and members of the HUNT squad are a little overly aggressive, not to mention rude.	10/5/2018 9:45 AM

30	Our law enforcement knows the people here because it's a small town. They are aware of those who are or could be troublemakers.	10/5/2018 9:14 AM
31	From personal experience and from similar comments of others, Alpena City Police have a big negative stigma / image. Comments include Some have big ego's and feel they are above others, with very demeaning approaches. I have personally experienced this when pulled over and get the imprtession i am a bad criminal for not using a turn signal, and even verbally / sternly lectured. Things like DARE help the image, but walking patrols, open houses, coffee or pop with a cop, aperances at civic or community clubs or organizations with a stock powerpoint telling the history of and services provided might go a long way. Not all has been bad for me however, as some have provided EXCELLENT services. But that stigma is still there with many.	10/5/2018 6:31 AM

## Q46 Are you satisfied with fire protection in Alpena County?

Answered: 155 Skipped: 53

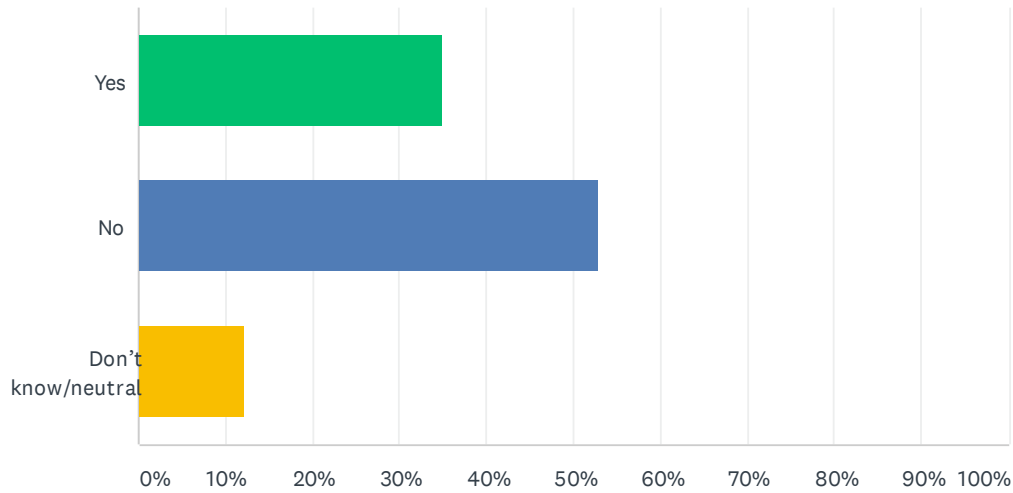


ANSWER CHOICES	RESPONSES	
Yes	89.03%	138
No	3.23%	5
Don't know/neutral	7.74%	12
TOTAL		155

#	EXPLANATION OR COMMENT:	DATE
1	As stated, They would never reach my home in time nor have water available to put out a fire.	12/7/2018 5:27 PM
2	Just passed miliages in township for upgrading fire protection	11/28/2018 3:45 PM
3	Appreciate all their efforts.... Heard a lot about fire prevention month and them going in the schools	10/26/2018 10:58 PM
4	City and Alpena Township should consider consolidating services to save money while maintaining service	10/25/2018 6:52 PM
5	Doing a great job	10/24/2018 9:01 PM
6	In the future I would like to see if Alpena Township and Alpena City combine for cost saving for both commities.	10/23/2018 10:49 PM
7	Should have a larger ladder truck to support growth in community, would've been more profitable for the new hotel that couldn't have more floors because our ladder truck can't reach	10/10/2018 7:15 PM
8	Understaffed in Twp's Need to hire FULL-TIME.....not paid on call.....providing better services promotes growth.	10/10/2018 2:20 PM
9	I believe City and County cooperate to ensure coverage	10/9/2018 2:31 PM
10	They work very hard	10/6/2018 7:29 PM
11	Great job!	10/6/2018 2:25 PM
12	Excellent	10/5/2018 6:47 PM
13	Same reason as above. The AFD's emergency vehicle crews do a first class job.	10/5/2018 9:14 AM
14	Facilities yes. Quality of care; no!	10/5/2018 8:14 AM
15	Here again, more interaction with the community may be needed, but when I have needed their services, It was very satisfactory and professional.	10/5/2018 6:31 AM
16	Response times are very low.	10/4/2018 10:56 AM

## Q47 Are you satisfied with medical facilities in Alpena County?

Answered: 157 Skipped: 51



ANSWER CHOICES	RESPONSES	
Yes	35.03%	55
No	52.87%	83
Don't know/neutral	12.10%	19
TOTAL		157

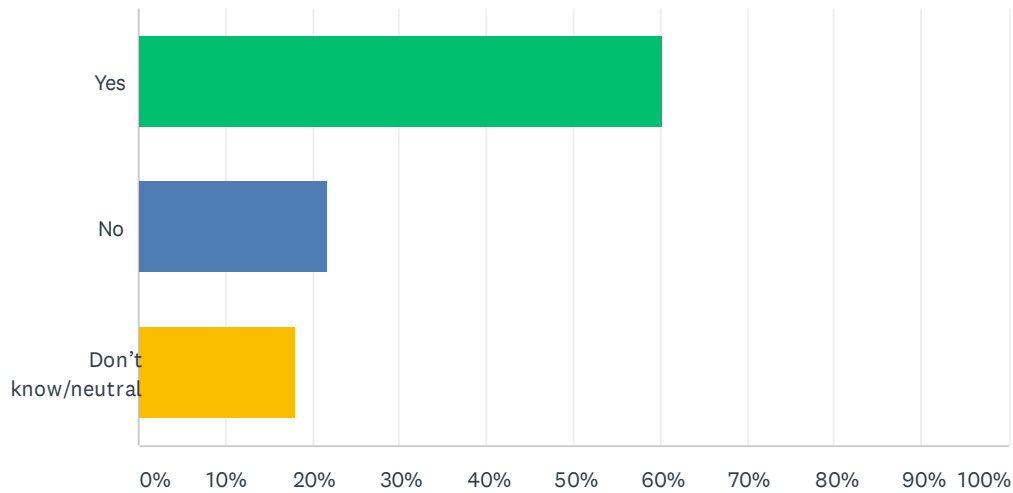
#	EXPLANATION OR COMMENT:	DATE
1	and NO. I haven't been in hosp in 4 yrs. and then it was fair. currently I'm waiting 3 mos for one local appt and 1 and half mos for another local appt. I don't want to drive , or be driven 1.5 or 3 hours to and earlier appt. in the winter.	12/7/2018 5:27 PM
2	Glad to have a hospital in our community should try to recruit some new doctors	11/28/2018 3:45 PM
3	Necessity to go out-of-town for specialized doctors is a big problem.	11/7/2018 11:17 AM
4	have not needed to use medical facilities	11/3/2018 11:19 AM
5	Mid Michigan needs stability in the emergency room staffed with local board certified physicians. Bring in enough physicians to keep people local.	11/1/2018 3:09 PM
6	does not seem to be enough doctors	10/31/2018 11:23 AM
7	Lack of specialists. Patients have to travel.	10/28/2018 8:43 AM
8	Shifts are working hard and lots of transfers now that MMMC has taken over	10/26/2018 10:58 PM
9	Mid Michigan Medical Center is horrible	10/26/2018 3:19 PM
10	Thursday before labor day, my mother needed emergency surgery and was shipped to Ann Arbor since there was no surgeon in Alpena. Since MidMichigan bought the hospital, patients are no longer sent to Traverse City or Petoskey. Shameful!!	10/26/2018 2:59 PM
11	I don't doctor in the area unless absolutely necessary.	10/25/2018 8:04 PM
12	Need to continue to upgrade the quality of our doctors	10/25/2018 6:52 PM
13	while things have improved with MidMichigan Health buying the hospital, there is still a lack of specialists in Alpena.	10/25/2018 12:42 PM
14	Some times the uninsured and the unemployed clog up the system	10/24/2018 9:01 PM
15	deteriorated in the past few years..limited services here	10/24/2018 2:02 PM
16	Could you more specialized doctors	10/23/2018 8:15 PM
17	Need more/better general practice doctors	10/20/2018 4:06 PM
18	It's getting there	10/16/2018 6:21 PM
19	Need good doctors and surgeons that will stay here	10/10/2018 7:15 PM
20	lack of specialists here make the hospital a transfer hub to hospitals out of the area. We should be a destination.....providing better services promotes growth.	10/10/2018 2:20 PM
21	need doctors	10/10/2018 10:56 AM
22	Our hospital is adequately rate and we have a newer County Health department.	10/9/2018 2:31 PM
23	Many facilities are outdated, doctors offices arent very clean, and ER doctors seem to be running people through with as much attention as a McDonald's attendants gives there orders.	10/8/2018 9:23 PM
24	need to try to maintain new doctors and enlist new ones in the area. Doctors are elderly in our area	10/8/2018 7:05 PM
25	poorly run	10/7/2018 3:48 PM
26	Terrible hospital. Lack of good doctors in all fields. Fear going to this hospital.	10/7/2018 3:35 PM
27	UofM sucks and is taking over this town. We no longer have a choice, we have to deal with them. We don't have options	10/7/2018 12:21 AM
28	Need an actual urgent care	10/6/2018 10:19 PM
29	We need an allergist	10/6/2018 8:25 PM
30	It needs to improve with quality of doctors	10/6/2018 7:29 PM
31	Yes but we need more specialists so people don't get shipped or have to travel	10/6/2018 5:45 PM



32	This new MidMichigan Central is horrible. I do and will travel miles to avoid the hospital and local doctors	10/6/2018 3:32 PM
33	We need better quality care that isn't Mid Michigan	10/6/2018 2:39 PM
34	Medical facilities seem to be needed, seems there is lack of faith in the community for the hospital and some of the medical providers	10/6/2018 2:25 PM
35	The lack of doctors and inadequate care causes people to drive to other hospitals instead of dealing help locally.	10/6/2018 1:58 PM
36	Since Mid Michigan took over almost the entire City of Alpena medical services, we feel the quality of service has declined.	10/5/2018 7:29 PM
37	Shouldn't have to travel to TC for anything	10/5/2018 6:10 PM
38	No choice.	10/5/2018 5:05 PM
39	Very long wait if you need to use the emergency room. Spent 8 hours there one day for a friend waiting to be seen.	10/5/2018 3:26 PM
40	Travel to distant towns for medical care is a big problem	10/5/2018 3:03 PM
41	no walk in clinic (24 HOUR)	10/5/2018 2:44 PM
42	Since Mid-Michigan took over the hospital the variety of services available in Alpena has declined. The whole point of having a local hospital is so that residents do not need to leave to get adequate medical care.	10/5/2018 1:38 PM
43	Hospital is questionable depending on service, lack of medical professionals, feel many services have to be referred to other facilities down state or elsewhere	10/5/2018 12:51 PM
44	Since selling out our hospital without public input, service there is horrible	10/5/2018 11:06 AM
45	Not enough specialists. Most referrals are out of town to Petoskey, Ann Arbor or Traverse City.	10/5/2018 10:12 AM
46	Inadequate medical service @ ARMC & poor customer service/communication to patients. Too often referred to Traverse City for proper medical care.	10/5/2018 10:04 AM
47	However, there are more doctors needed	10/5/2018 9:45 AM
48	We need more private doctors and specialists. Not fond of Mid Michigan. Too large and impersonable	10/5/2018 8:47 AM
49	Have not heard many good things about Alpena Hospital	10/5/2018 7:17 AM
50	Long waits in ER are a nightmare ! _ I know od people who travel to Tawas and gaylord because they will be there and back before a 4 hour wait in ER is done. And I have personally experienced this on numerous occasions. Were hospitalists supposed to change that ? I think staffers are excellent, but the management of people or structure seems to be a problem that causes delays or better more timely service.	10/5/2018 6:31 AM
51	Have to travel out of town too often to see specialists	10/4/2018 4:03 PM
52	Rent-a-doc has no investment in the community. Low quality doctors slip into the area and stay until quality of care kicks them out.	10/4/2018 3:01 PM
53	Facilities need updating, but more importantly we need better/more doctors. Mid-Michigan is trying to address this but results are yet to be seen.	10/4/2018 10:56 AM

## Q48 Are you satisfied with emergency medical services in Alpena County?

Answered: 156 Skipped: 52

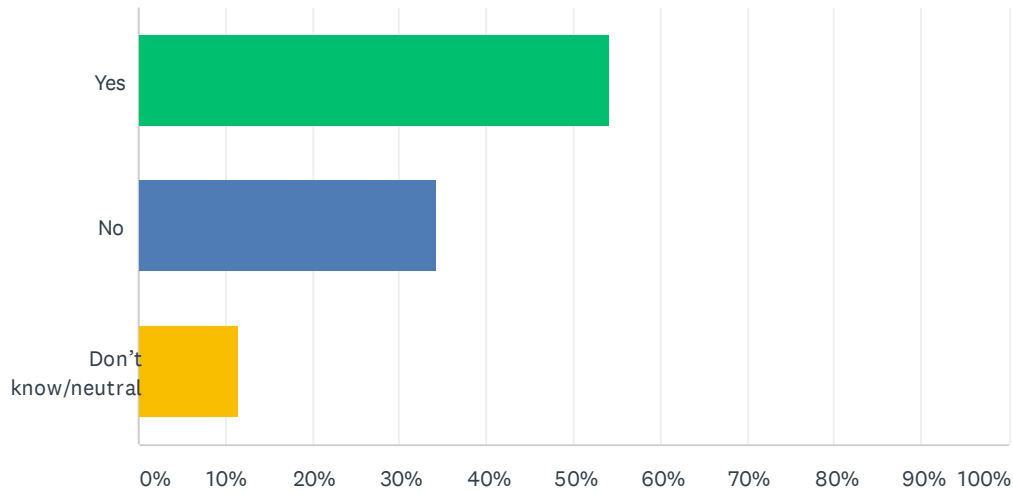


ANSWER CHOICES	RESPONSES	
Yes	60.26%	94
No	21.79%	34
Don't know/neutral	17.95%	28
TOTAL		156

#	EXPLANATION OR COMMENT:	DATE
1	MMMC-Alpena ER is the worst! I tell everyone if I'm in need of emergency care take me to Petoskey or Traverse City!	10/26/2018 3:38 PM
2	See above	10/26/2018 2:59 PM
3	City and Alpena Township should consider consolidating services to save money while maintaining service	10/25/2018 6:52 PM
4	Again the unemployed and uninsured bog the system down	10/24/2018 9:01 PM
5	Too long wait at our hospital.	10/11/2018 8:02 AM
6	We need an urgent care	10/10/2018 7:15 PM
7	City FD has contract for the county and is sending ALS resources out of the area transferring patients to other hospitals leaving alpena city and county with little to any ALS services for the home front.	10/10/2018 2:20 PM
8	I have not heard complaints.	10/9/2018 2:31 PM
9	Need an urgent care facility	10/7/2018 12:39 PM
10	I know some people are unhappy with Midmichigan, but we're lucky we have a growing hospital. So I'm happy.	10/6/2018 5:46 PM
11	Outstanding!	10/6/2018 5:45 PM
12	I have had many friends misdiagnosed at the ER and a few have died from malpractice.	10/6/2018 2:39 PM
13	ambulance is very responsive, lack of faith in emergency facility at hospital seems prevalent	10/6/2018 2:25 PM
14	I have seen people wait 6 to 8 hours with broken bones and severed fingers before treatment.	10/6/2018 1:58 PM
15	It wasnt that good before but with it being Mid Michigan, its a crap shoot if you get good care. And sometimes people are GENUINELY in pain and not just a 'drug seaker'. And if they ship you down to Midland, it is very difficult for people to get back home.	10/6/2018 1:54 AM
16	Never had to use them.	10/5/2018 3:26 PM
17	First responders/EMT/Paramedics are wonderful. The Emergency Room, however, treats everyone like a drug-seeker	10/5/2018 1:38 PM
18	I would love there to be a walk-in clinic open on Sundays. Kids always get sick on Sundays.	10/5/2018 9:45 AM
19	Response times are very low.	10/4/2018 10:56 AM

## Q49 Do you feel that the cellular network in Alpena County is adequate?

Answered: 157 Skipped: 51

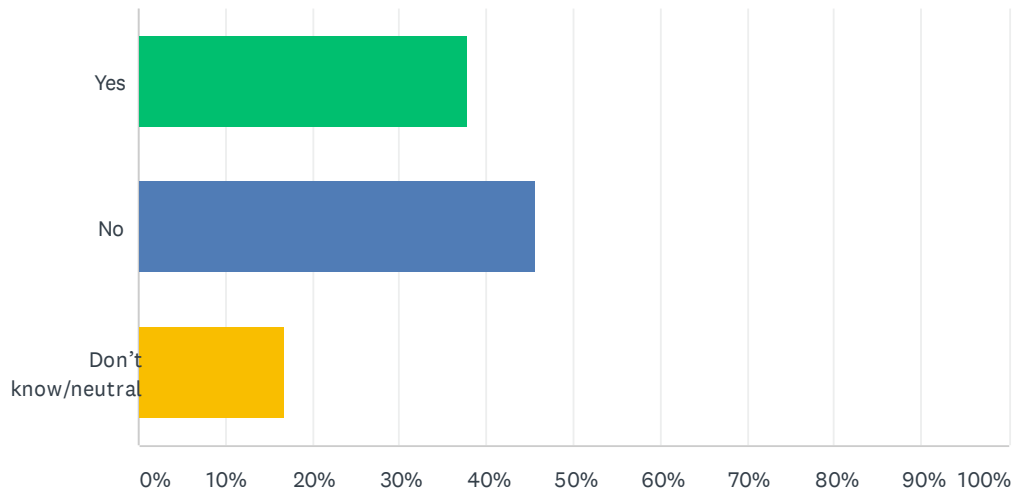


ANSWER CHOICES	RESPONSES	
Yes	54.14%	85
No	34.39%	54
Don't know/neutral	11.46%	18
TOTAL		157

#	EXPLANATION OR COMMENT:	DATE
1	can't get it	12/7/2018 5:27 PM
2	Cellular in rural areas is spotty	11/28/2018 3:45 PM
3	Although we could use another tower on werth rd. By the railroad crossing.	11/4/2018 10:47 PM
4	several dead areas still.	10/31/2018 11:23 AM
5	Huge issues around Hubbard Lake, Beaver Lake and Grand Lake.	10/26/2018 3:19 PM
6	Keep improving our area.	10/26/2018 2:23 PM
7	There are still a few small pockets without cell service.	10/25/2018 8:04 PM
8	Dead spots in Bear Point Subdivision and elsewhere	10/25/2018 6:52 PM
9	Mostly ok but there are dead zones	10/23/2018 10:06 AM
10	Southwest Alpena county is a "dead zone". No cell service.	10/23/2018 8:42 AM
11	some areas of county still do not have adequate coverage	10/19/2018 4:17 PM
12	Ripoff	10/10/2018 7:15 PM
13	Dead zones	10/6/2018 10:19 PM
14	Very poor reception in many areas such as Hubbard lake, Werth road....	10/6/2018 5:45 PM
15	It is good but needs to be expanded to handle the outer regions	10/6/2018 2:39 PM
16	Lots of dead zones still exist	10/6/2018 6:40 AM
17	I have the best plan you can get with Verizon and I still don't have service at work or at home. I only have service in the heart of town.	10/5/2018 3:41 PM
18	I use a land line.	10/5/2018 3:26 PM
19	Cell service is a joke. One major network one so-so network and absence of anything else	10/5/2018 12:51 PM
20	We need more options like T-Mobile or other companies. It's like a monopoly because Verizon can charge high rates to people who struggle to afford their services	10/5/2018 12:16 PM
21	Verizon is good but other networks have issues	10/5/2018 10:24 AM
22	Generally, yes but there are some rural areas lacking coverage.	10/5/2018 7:37 AM
23	Still areas with no service	10/5/2018 7:02 AM
24	Outside of the city ? Not really, and in some cases non exisstant. There are not enough providers to compte with "the Big V".	10/5/2018 6:31 AM
25	Not when you get out of the central Alpena area	10/4/2018 4:03 PM

## Q50 Do you feel that high speed internet access in Alpena County is adequate?

Answered: 156 Skipped: 52



ANSWER CHOICES	RESPONSES	
Yes	37.82%	59
No	45.51%	71
Don't know/neutral	16.67%	26
TOTAL		156

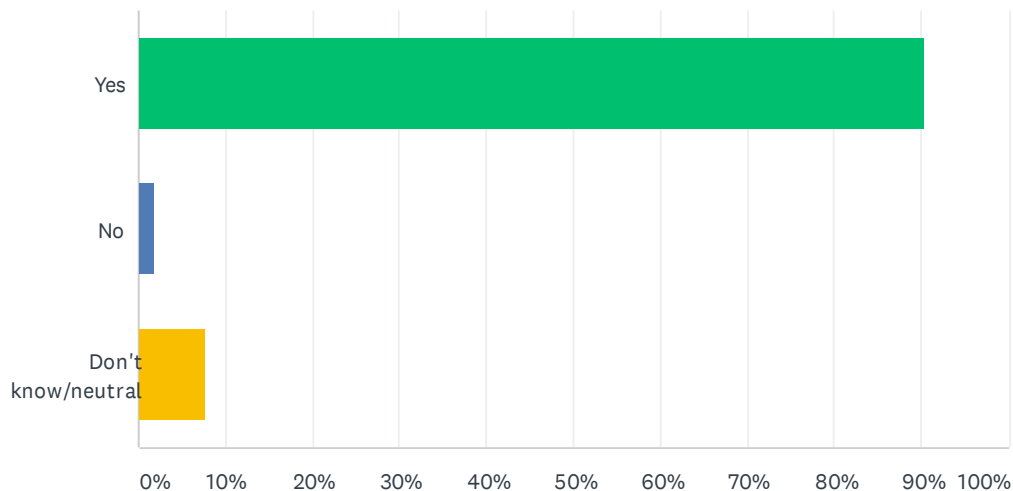
#	EXPLANATION OR COMMENT:	DATE
1	can't get it	12/7/2018 5:27 PM
2	Not good in the rural areas	11/28/2018 3:45 PM
3	Many areas have little or no coverage.	11/1/2018 3:09 PM
4	I don't know the options outside of Charter	10/31/2018 11:23 AM
5	Fiber optic should be available.	10/26/2018 9:07 PM
6	Huge issues in outlying areas.	10/26/2018 3:19 PM
7	More selection would be nice	10/25/2018 8:21 PM
8	Need better infrastructure to support high speed internet and more competitive service providers.	10/25/2018 8:04 PM
9	We need better high speed internet to be competitive in search of good paying jobs.	10/23/2018 10:49 PM
10	Because I have cable TV. But, it's a problem for rural Alpena county.	10/23/2018 1:43 PM
11	same as above	10/23/2018 10:06 AM
12	see above	10/19/2018 4:17 PM
13	Another ripoff	10/10/2018 7:15 PM
14	Several of my friends and students that live out of the city struggle to get internet connection at all.	10/8/2018 9:23 PM
15	don't receive the speed they advertise. much much slower	10/8/2018 7:05 PM
16	Need more than just spectrum and frontier for options	10/7/2018 3:56 PM
17	Needs improvement	10/7/2018 2:10 PM
18	Can't afford Internet or cable	10/7/2018 12:21 AM
19	Areas without high speed internet	10/6/2018 10:19 PM
20	Fiber to the homes would be nice	10/6/2018 8:25 PM
21	City and township yes, but further out is probably terrible.	10/6/2018 5:46 PM
22	We only have access to satellite in the township which limits streaming, etc.	10/6/2018 2:57 PM
23	The city is blocking the introduction of fiber optic access that ends just outside of the city because of charter. This needs to end and an actual free market needs to be allowed with additional opportunities for diverse internet options.	10/6/2018 2:39 PM
24	We should have other choices besides Charter.	10/5/2018 7:29 PM
25	Don't have a computer, yet.	10/5/2018 3:26 PM
26	Charter has a hold on Northern Michigan	10/5/2018 2:59 PM
27	good but could be improved in outlying areas	10/5/2018 1:38 PM
28	Charter has a monopoly that gets more expensive every year	10/5/2018 1:02 PM
29	Charter is the only option for high speed internet. We need comparable competitors	10/5/2018 12:16 PM
30	I have no problem	10/5/2018 10:37 AM
31	it should reach a larger area	10/5/2018 10:24 AM
32	The only high-speed provider is Charter. Frontier is not fair competition because they only offer low-speed DSL.	10/5/2018 10:12 AM
33	The outlying areas have serious problems	10/5/2018 9:14 AM
34	Depends on definition of high speed access	10/5/2018 7:37 AM

35	HELL NO - As taxpayers, we funded MERIT... well ??? Great if you are non profit, but for consumers, charter is about the best... but very expensive for what you get.	10/5/2018 6:31 AM
36	Not in rural areas	10/4/2018 4:03 PM
37	Many areas don't have coverage.	10/4/2018 3:01 PM
38	We need at least one more high speed provider in the City and some areas of the county have no options.	10/4/2018 10:56 AM



## Q51 Should the County or townships help protect the community's cultural and historic resources?

Answered: 155 Skipped: 53

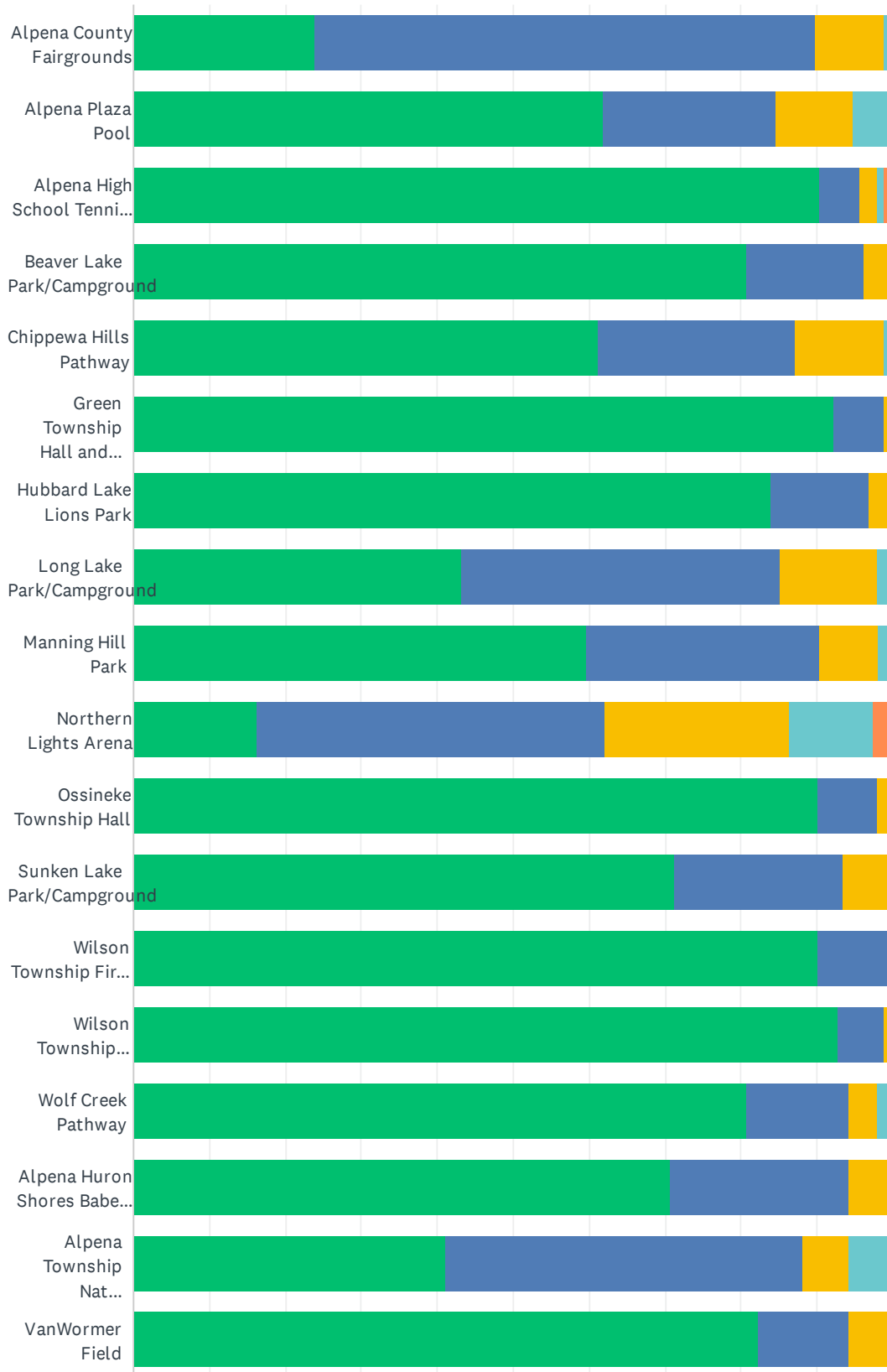


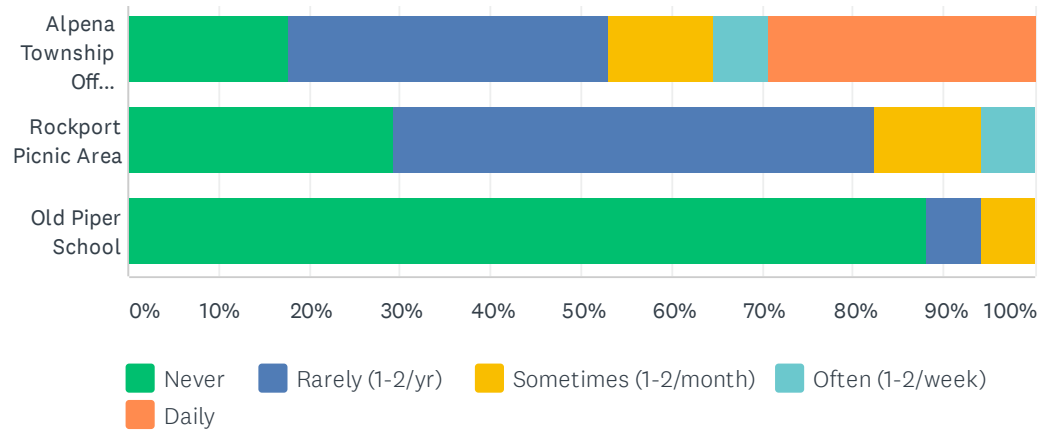
ANSWER CHOICES	RESPONSES	
Yes	90.32%	140
No	1.94%	3
Don't know/neutral	7.74%	12
TOTAL		155

#	EXPLANATION OR COMMENT	DATE
1	that includes nature areas	12/7/2018 5:27 PM
2	They can do this and create new and fresh attractions for the area.	10/24/2018 9:01 PM
3	And I don't mean accepting confederate flags as "states rights"	10/16/2018 6:21 PM
4	I like local history	10/10/2018 10:56 AM
5	Another thing for tourists to explore and spend money on!	10/6/2018 5:46 PM
6	To a point. Saving the theater sign was nice, but it could have stopped industry from moving in. That type of thinking needs to be there, but not get too out of hand.	10/5/2018 3:41 PM
7	For future generations to see.	10/5/2018 3:26 PM
8	Yes! Without our cultural and historic resources ... who are we?	10/5/2018 1:38 PM
9	That's part of why they are in existence; our cultural and historic resources have an economic benefit beyond their obvious value.	10/5/2018 9:14 AM
10	Historic things can be attractive things for tourists / people	10/5/2018 6:31 AM

## Q52 Which of the following Recreation Facilities do you use? Check any that apply.

Answered: 157   Skipped: 51





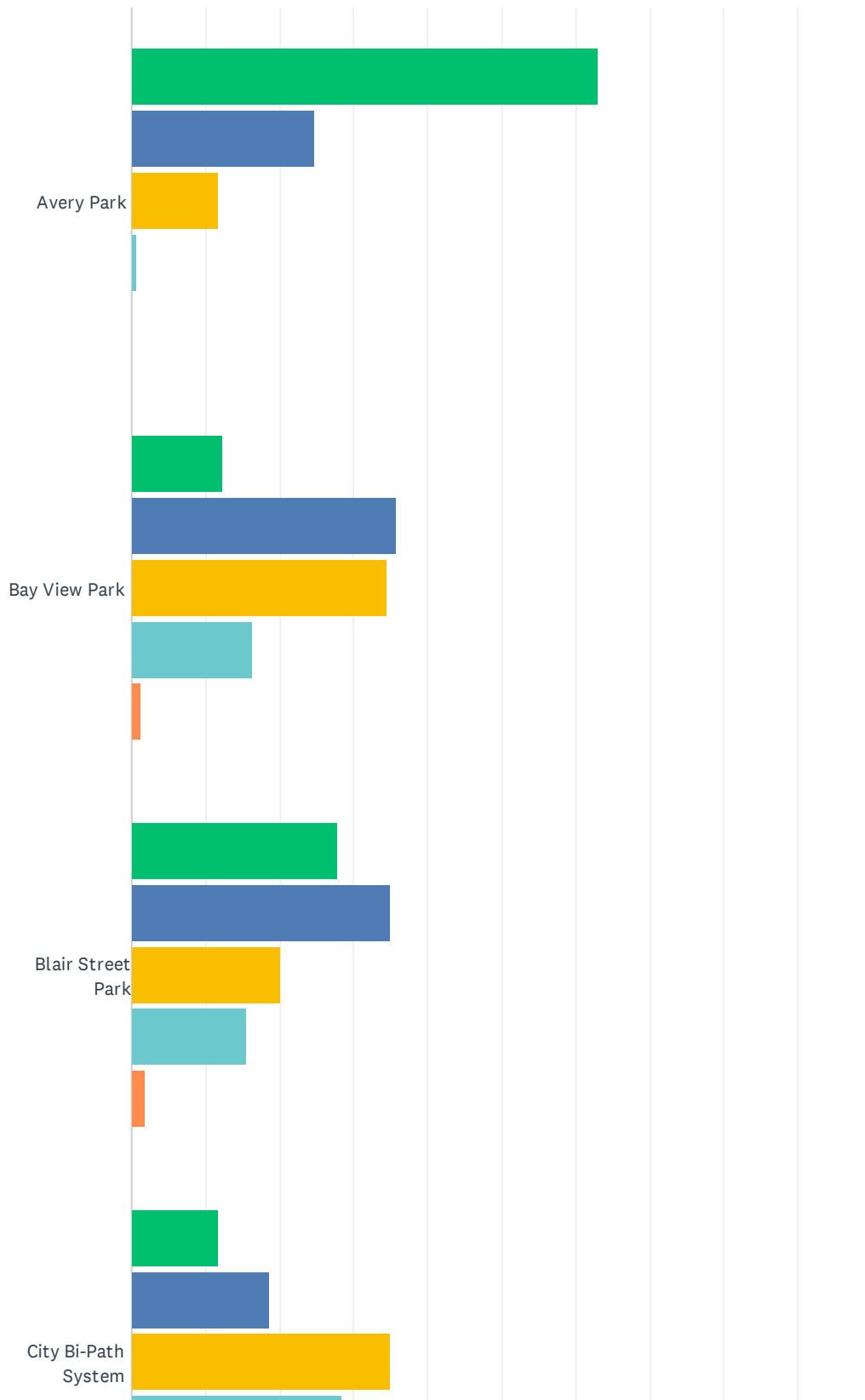
## Alpena Communities' 2018 Public Input Survey

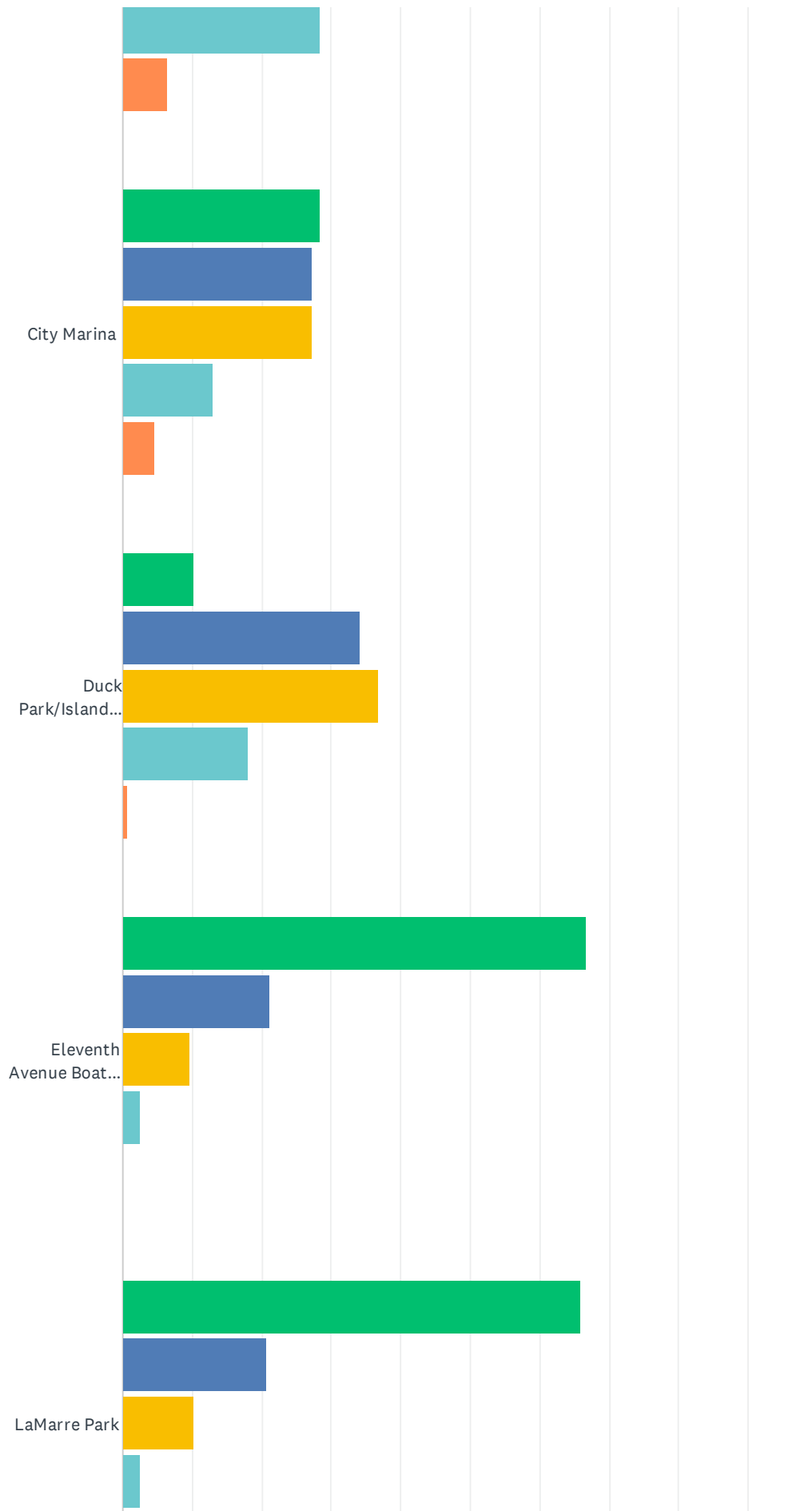
SurveyMonkey

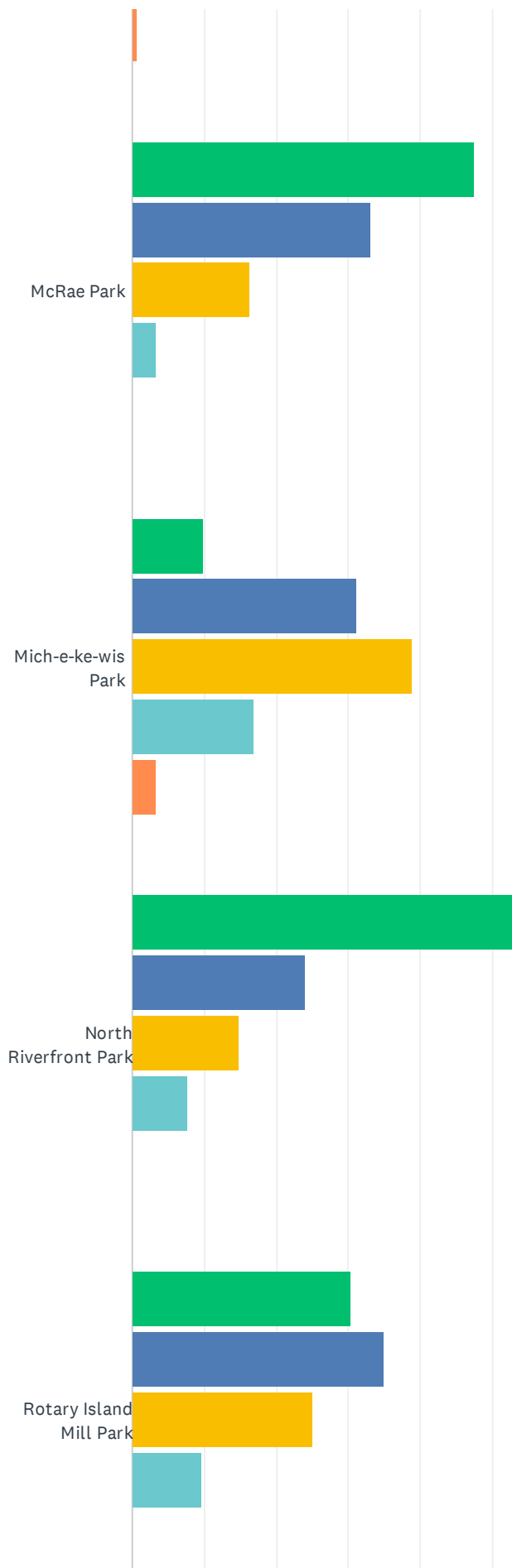
	NEVER	RARELY (1-2/YR)	SOMETIMES (1-2/MONTH)	OFTEN (1-2/WEEK)	DAILY	TOTAL
Alpena County Fairgrounds	23.87% 37	65.81% 102	9.03% 14	1.29% 2	0.00% 0	155
Alpena Plaza Pool	61.94% 96	22.58% 35	10.32% 16	4.52% 7	0.65% 1	155
Alpena High School Tennis Courts	90.38% 141	5.13% 8	2.56% 4	0.64% 1	1.28% 2	156
Beaver Lake Park/Campground	80.65% 125	15.48% 24	3.87% 6	0.00% 0	0.00% 0	155
Chippewa Hills Pathway	61.29% 95	25.81% 40	11.61% 18	1.29% 2	0.00% 0	155
Green Township Hall and facilities	92.26% 143	6.45% 10	1.29% 2	0.00% 0	0.00% 0	155
Hubbard Lake Lions Park	83.87% 130	12.90% 20	3.23% 5	0.00% 0	0.00% 0	155
Long Lake Park/Campground	43.23% 67	41.94% 65	12.90% 20	1.29% 2	0.65% 1	155
Manning Hill Park	59.62% 93	30.77% 48	7.69% 12	1.92% 3	0.00% 0	156
Northern Lights Arena	16.34% 25	45.75% 70	24.18% 37	11.11% 17	2.61% 4	153
Ossineke Township Hall	90.20% 138	7.84% 12	1.96% 3	0.00% 0	0.00% 0	153
Sunken Lake Park/Campground	71.24% 109	22.22% 34	6.54% 10	0.00% 0	0.00% 0	153
Wilson Township Fire Hall and Township Offices	90.20% 138	9.15% 14	0.65% 1	0.00% 0	0.00% 0	153
Wilson Township Cemetery/Building	92.86% 143	5.84% 9	1.30% 2	0.00% 0	0.00% 0	154
Wolf Creek Pathway	80.65% 125	13.55% 21	3.87% 6	1.94% 3	0.00% 0	155
Alpena Huron Shores Babe Ruth League Fields	70.59% 12	23.53% 4	5.88% 1	0.00% 0	0.00% 0	17
Alpena Township Nature Preserve	41.18% 7	47.06% 8	5.88% 1	5.88% 1	0.00% 0	17
VanWormer Field	82.35% 14	11.76% 2	5.88% 1	0.00% 0	0.00% 0	17
Alpena Township Office Building	17.65% 3	35.29% 6	11.76% 2	5.88% 1	29.41% 5	17
Rockport Picnic Area	29.41% 5	52.94% 9	11.76% 2	5.88% 1	0.00% 0	17
Old Piper School	88.24% 15	5.88% 1	5.88% 1	0.00% 0	0.00% 0	17

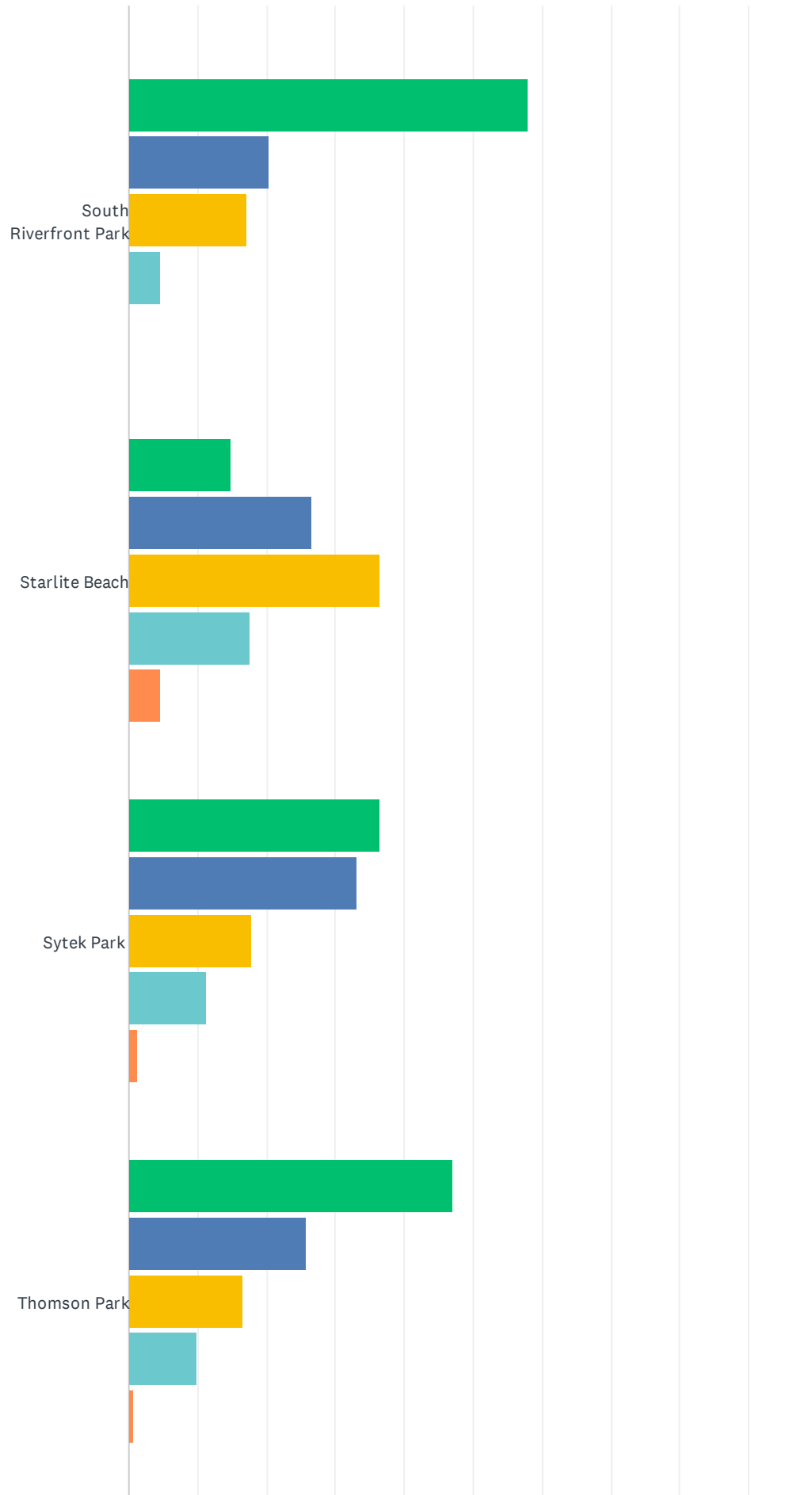
## Q53 Within the City of Alpena, which recreation facilities do you use? Check one choice for each item.

Answered: 157   Skipped: 51

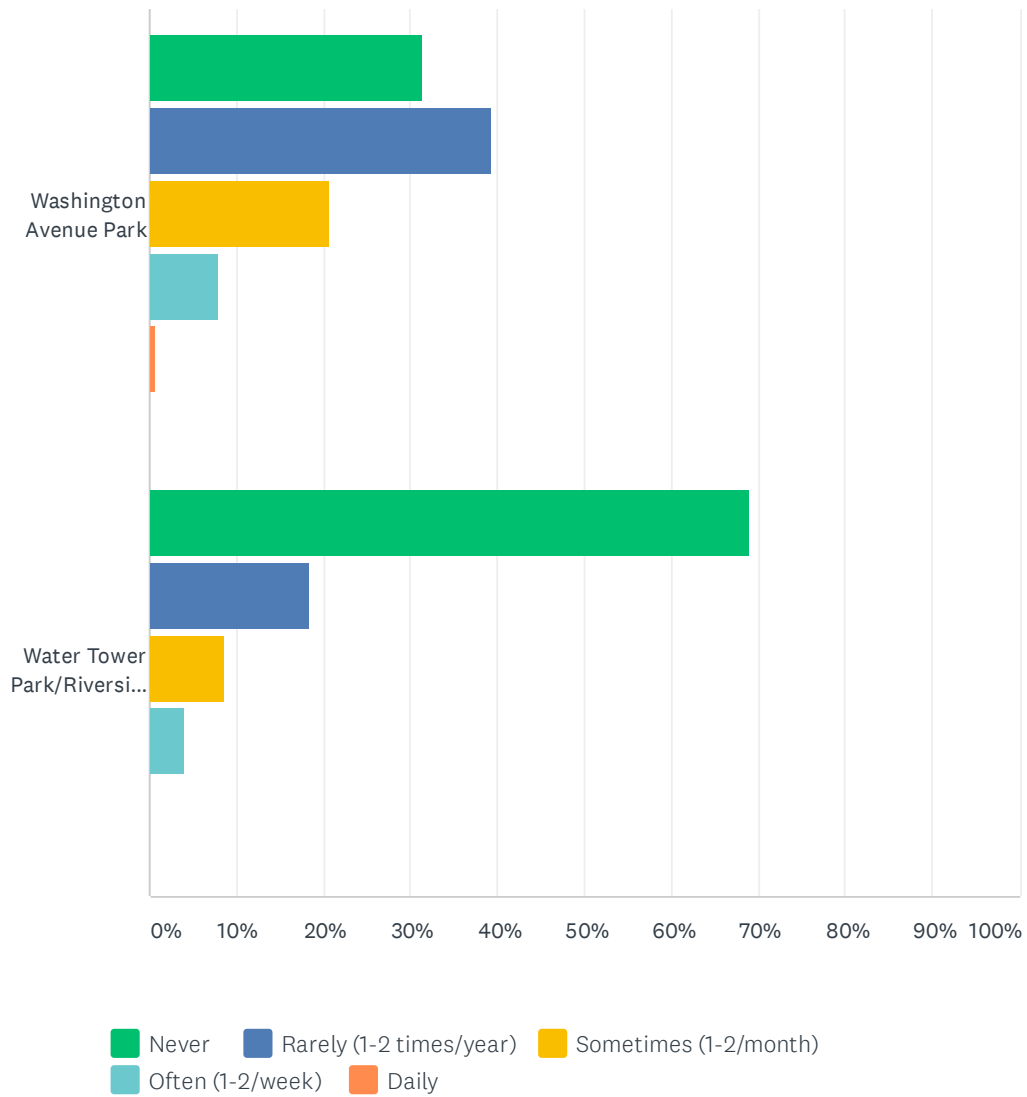








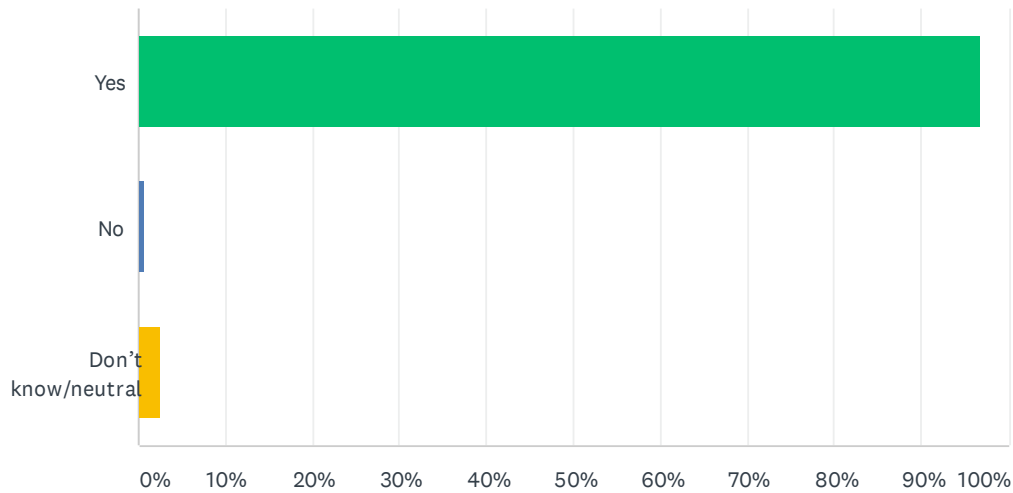




	NEVER	RARELY (1-2 TIMES/YEAR)	SOMETIMES (1- 2/MONTH)	OFTEN (1- 2/WEEK)	DAILY	TOTAL
Avery Park	63.01% 92	24.66% 36	11.64% 17	0.68% 1	0.00% 0	146
Bay View Park	12.34% 19	35.71% 55	34.42% 53	16.23% 25	1.30% 2	154
Blair Street Park	27.74% 43	34.84% 54	20.00% 31	15.48% 24	1.94% 3	155
City Bi-Path System	11.61% 18	18.71% 29	34.84% 54	28.39% 44	6.45% 10	155
City Marina	28.39% 44	27.10% 42	27.10% 42	12.90% 20	4.52% 7	155
Duck Park/Island Park	10.32% 16	34.19% 53	36.77% 57	18.06% 28	0.65% 1	155
Eleventh Avenue Boat Launch	66.67% 104	21.15% 33	9.62% 15	2.56% 4	0.00% 0	156
LaMarre Park	65.81% 102	20.65% 32	10.32% 16	2.58% 4	0.65% 1	155
McRae Park	47.40% 73	33.12% 51	16.23% 25	3.25% 5	0.00% 0	154
Mich-e-ke-wis Park	9.74% 15	31.17% 48	38.96% 60	16.88% 26	3.25% 5	154
North Riverfront Park	53.25% 82	24.03% 37	14.94% 23	7.79% 12	0.00% 0	154
Rotary Island Mill Park	30.32% 47	34.84% 54	25.16% 39	9.68% 15	0.00% 0	155
South Riverfront Park	57.89% 88	20.39% 31	17.11% 26	4.61% 7	0.00% 0	152
Starlite Beach	14.94% 23	26.62% 41	36.36% 56	17.53% 27	4.55% 7	154
Sytek Park	36.42% 55	33.11% 50	17.88% 27	11.26% 17	1.32% 2	151
Thomson Park	47.02% 71	25.83% 39	16.56% 25	9.93% 15	0.66% 1	151
Washington Avenue Park	31.33% 47	39.33% 59	20.67% 31	8.00% 12	0.67% 1	150
Water Tower Park/Riverside Skate Park	69.08% 105	18.42% 28	8.55% 13	3.95% 6	0.00% 0	152

## Q54 Should your local government continue to maintain and improve its park system and facilities?

Answered: 156 Skipped: 52

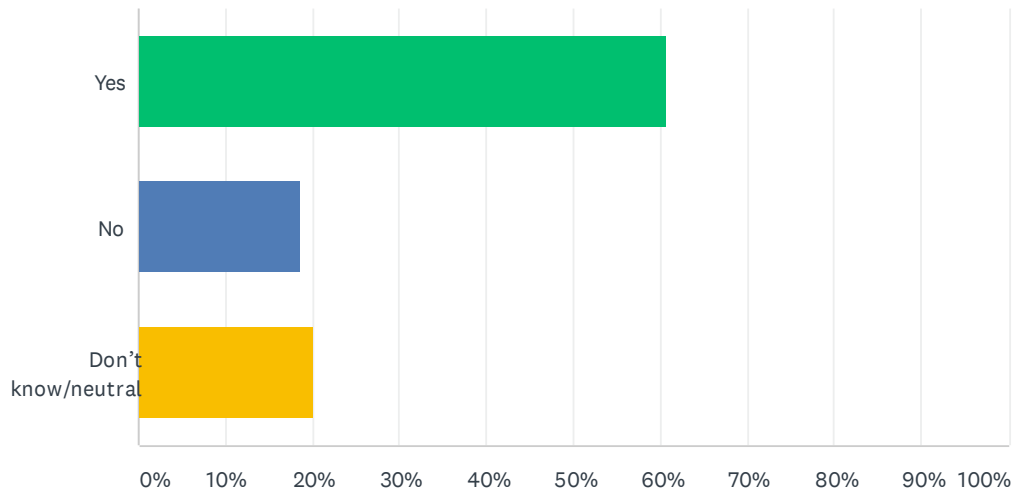


ANSWER CHOICES	RESPONSES	
Yes	96.79%	151
No	0.64%	1
Don't know/neutral	2.56%	4
TOTAL		156

#	EXPLANATION OR COMMENT:	DATE
1	Response should be seasonal. I spend a great deal of time in the parks from spring to fall.	12/7/2018 5:27 PM
2	Important to have a plan to maintain the parks that we have	11/28/2018 3:45 PM
3	Yes I want to see all the above area maintained but improved. I use the south side bike path daily. I am one of the luck people to have water access. To have area growth we need parks and open areas.	10/23/2018 10:49 PM
4	sell county campgrounds. not county bussiness	10/18/2018 10:54 AM
5	maintain, don't expand	10/9/2018 6:45 PM
6	With help from community organizations and volunteers	10/9/2018 2:31 PM
7	brings in revenue	10/8/2018 7:05 PM
8	it can help attract families to the area	10/7/2018 3:48 PM
9	YES	10/6/2018 5:46 PM
10	Absolutely!	10/6/2018 5:45 PM
11	Yes and port a pots would be nice for walkers	10/6/2018 5:05 PM
12	tHEY ARE RIGHT ON MAIN STEET TO aLPENA ALOT OF TRAVELER STOP AND USE THEM	10/5/2018 2:44 PM
13	If it's not maintained then it will fall into disrepair and will become a blight on our community	10/5/2018 10:40 AM
14	It's part of the job.	10/5/2018 9:14 AM
15	Some parkland could be better utilized for housing to expand the tax base, a well done RV park is badly needed	10/5/2018 7:17 AM
16	Dog Park and Splash Pad were great additions to the park system.	10/4/2018 10:56 AM

## Q55 Should the park system and facilities be expanded in your community?

Answered: 155 Skipped: 53

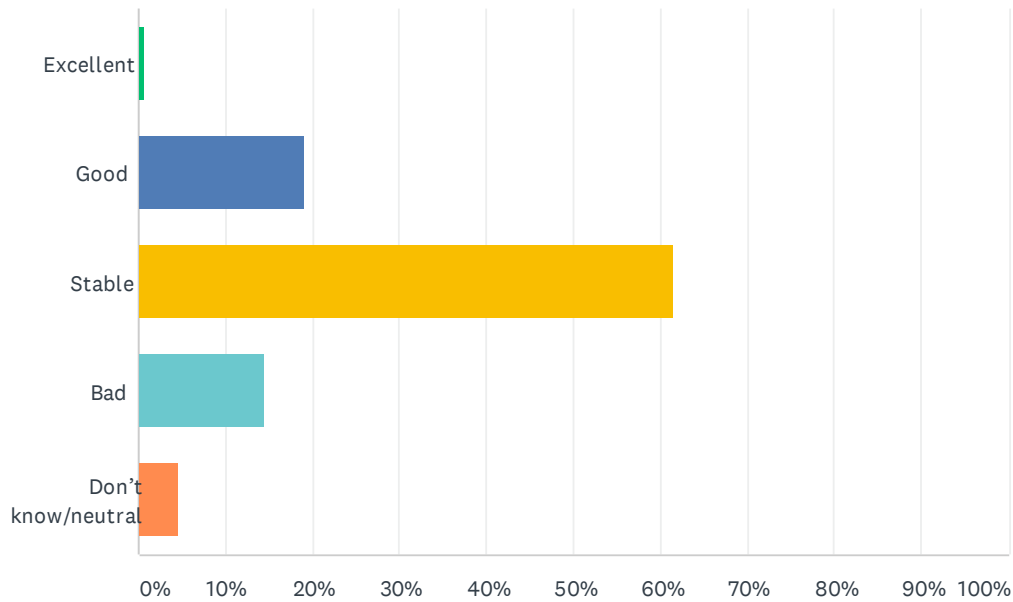


ANSWER CHOICES		RESPONSES	
Yes		60.65%	94
No		18.71%	29
Don't know/neutral		20.00%	31
TOTAL			155

#	EXPLANATION OR COMMENT:	DATE
1	more native tree/shrub, wildflower plantings, less mowing	12/7/2018 5:27 PM
2	It is important to maintain the parks we have	11/28/2018 3:45 PM
3	Don't expand the number of facilities. Take care of what is already there.	11/1/2018 3:09 PM
4	Restrooms.	10/26/2018 3:19 PM
5	We have many beautiful parks, they all should continue to be maintained.	10/25/2018 11:05 PM
6	I am involded in trying to parks in the US 23 south area.	10/23/2018 10:49 PM
7	Improve what's already available	10/16/2018 6:21 PM
8	Definitely need to improve Mich-E-Ke-Did park and the surrounding road access. This park is very under utilized.	10/10/2018 7:15 PM
9	Put money into activities and attractions in current locations.	10/9/2018 3:00 PM
10	Michekewis should be expanded and more user friendly. Make more attractive to tourists.	10/7/2018 2:33 PM
11	We need a canoe kayak trail system developed on all branches of the Thunder Bay river	10/7/2018 8:00 AM
12	We need places for people to spend time.	10/6/2018 5:46 PM
13	Michekewis park really needs updating!	10/6/2018 5:45 PM
14	Extend the walking/running path so it runs parallel to Lake Huron for several miles. Would draw many!	10/6/2018 12:24 PM
15	Maintenance of our current parks system is important	10/6/2018 5:38 AM
16	Doing a good job.	10/5/2018 3:41 PM
17	The more ways to enjoy our area the more residents and tourists will use our area.	10/5/2018 10:40 AM
18	To many parks now.	10/5/2018 10:37 AM
19	The park opportunities are adequate and just need to be maintained and upgraded as needed	10/5/2018 9:14 AM
20	Boardwalk and fishing pier at michekewis	10/5/2018 8:14 AM
21	small neighborhood parks, well landscaped and maintained, would add much to improve year-around aesthetics and increase property values	10/5/2018 7:17 AM
22	Improve what is already there.	10/4/2018 3:01 PM
23	Mich-e-ke-wis needs improvemnts.	10/4/2018 10:56 AM

## Q56 What is your perception of the current economic state of Alpena County?

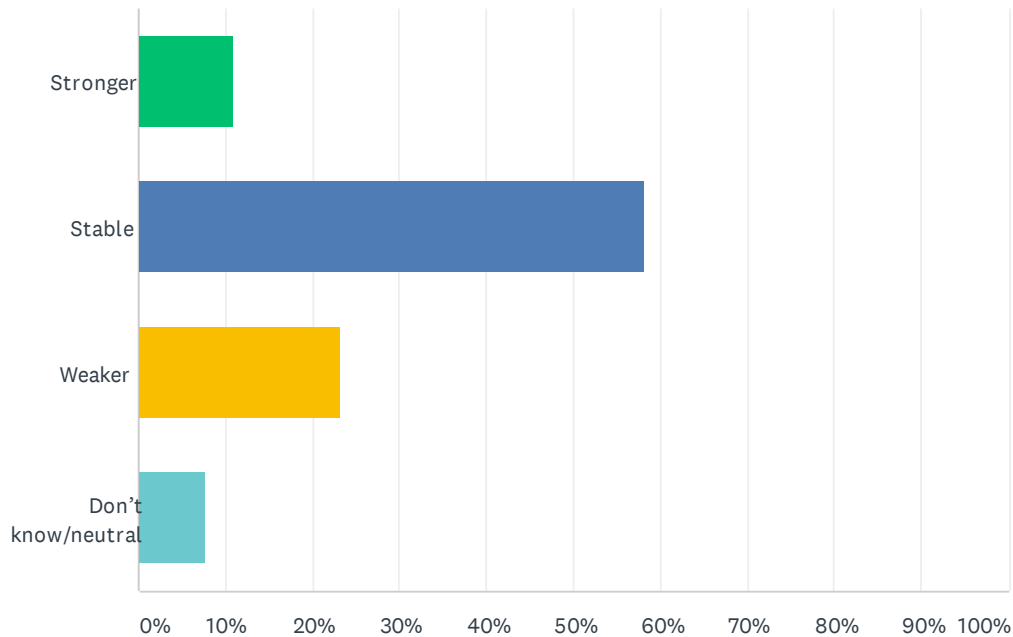
Answered: 153 Skipped: 55



ANSWER CHOICES	RESPONSES	
Excellent	0.65%	1
Good	18.95%	29
Stable	61.44%	94
Bad	14.38%	22
Don't know/neutral	4.58%	7
TOTAL		153

## Q57 What is your perception of the current real estate market in Alpena County?

Answered: 155 Skipped: 53

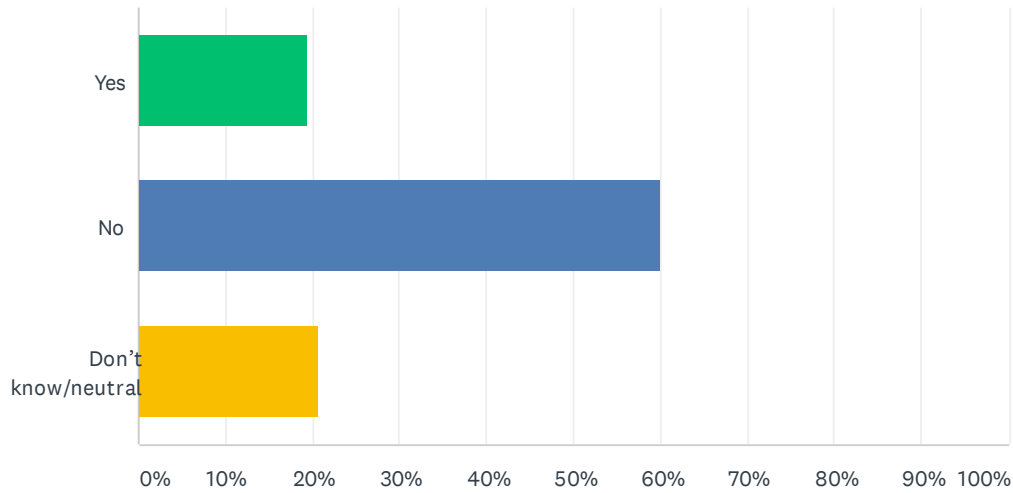


ANSWER CHOICES	RESPONSES	
Stronger	10.97%	17
Stable	58.06%	90
Weaker	23.23%	36
Don't know/neutral	7.74%	12
TOTAL		155



## Q58 Do you feel there are adequate job opportunities in Alpena County?

Answered: 155 Skipped: 53



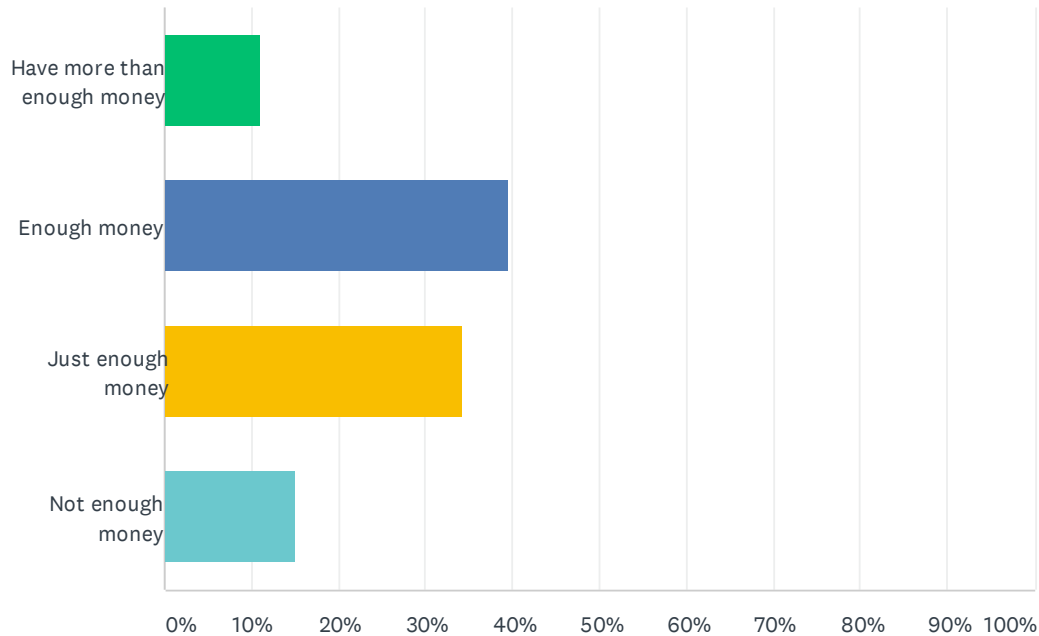
ANSWER CHOICES	RESPONSES	
Yes	19.35%	30
No	60.00%	93
Don't know/neutral	20.65%	32
TOTAL		155

#	EXPLANATION OR COMMENT:	DATE
1	Always could use a few more job opportunities	11/28/2018 3:50 PM
2	not enough good paying jobs	10/31/2018 11:26 AM
3	Room for improvement for professionals	10/25/2018 11:08 PM
4	Very large welfare community	10/25/2018 8:22 PM
5	Enough lower income jobs, but not jobs that require a degree or middle/upper income jobs.	10/25/2018 8:07 PM
6	We still need better paying jobs	10/24/2018 9:07 PM
7	there a lots of entry level jobs	10/24/2018 2:04 PM
8	As stated before, we need to do more to keep more of our you people in the Alpena area.	10/23/2018 11:12 PM
9	Need good paying jobs with good benefits	10/11/2018 8:12 AM
10	Many are just too lazy in getting jobs. There are jobs available but people can get on gov't assistance with little to no effort and abuse the system. It's a long-term or life long option for too many.	10/10/2018 7:21 PM
11	see past comments	10/10/2018 2:33 PM
12	need good paying jobs to keep people here	10/10/2018 10:51 AM
13	Lacking work force.	10/9/2018 3:09 PM
14	Many community members are under employed.	10/9/2018 2:42 PM
15	Poverty level jobs we have. Who knows why local government encourages more poverty jobs in stores and tourism?	10/7/2018 3:41 PM
16	Jobs yes—wages could be better	10/7/2018 2:13 PM
17	Many more jobs have opened up but they are not gainful employment	10/6/2018 1:22 PM
18	We have jobs, but the young kids are not trained or don't want yo work! We need more hands on training.	10/6/2018 8:49 AM
19	There are many part time jobs available but we need more good paying, professional jobs for young families to survive and stay here	10/6/2018 6:42 AM
20	Lack of quality candidates is a bigger issue for me	10/6/2018 5:41 AM
21	There are lots of minimum wage jobs but not enough jobs to support a family.	10/5/2018 7:37 PM
22	I already have a job...not looking for a new one.	10/5/2018 3:29 PM
23	If you want part time.	10/5/2018 3:00 PM
24	There are very very few quality jobs in this town	10/5/2018 12:54 PM
25	We need more businesses to bring more opportunities	10/5/2018 12:28 PM
26	retired...not looking	10/5/2018 12:19 PM
27	Lots of places hiring just low pay	10/5/2018 11:08 AM
28	Everything is unskilled labor (restaurant, retail, factory work). Very few skilled labor/trade positions available.	10/5/2018 10:23 AM
29	I am retired.....	10/5/2018 10:07 AM
30	I think people are criminally underpaid in all sectors, professionals with degrees are taken advantage of because there are no other employment options, and those who are not Alpena natives but are qualified for jobs are passed over for those who are but may not have the qualifications.	10/5/2018 9:48 AM
31	We could focus on attracting professionals who can work from their homes. They can live anywhere	10/5/2018 9:19 AM

32	Plenty of low paying jobs. Hard to raise a family. Both parents must work.	10/5/2018 8:50 AM
33	Nothing to retain young people or induce them to move here	10/5/2018 7:21 AM
34	Have to move from the Manufacturing to Technology sector.	10/5/2018 6:38 AM
35	Lots of low wage minimal benefit jobs. 401k is not a retirement plan it is a savings plan to add to a retirement plan. Health care deductibles that take several months wages are not adequate.	10/4/2018 3:05 PM
36	There are adequate #'s of jobs, but we need more jobs that can suport a family.	10/4/2018 11:03 AM

## Q59 Which of the following best describes how well your total income meets your everyday needs for things such as housing, food, clothing, and other necessities?

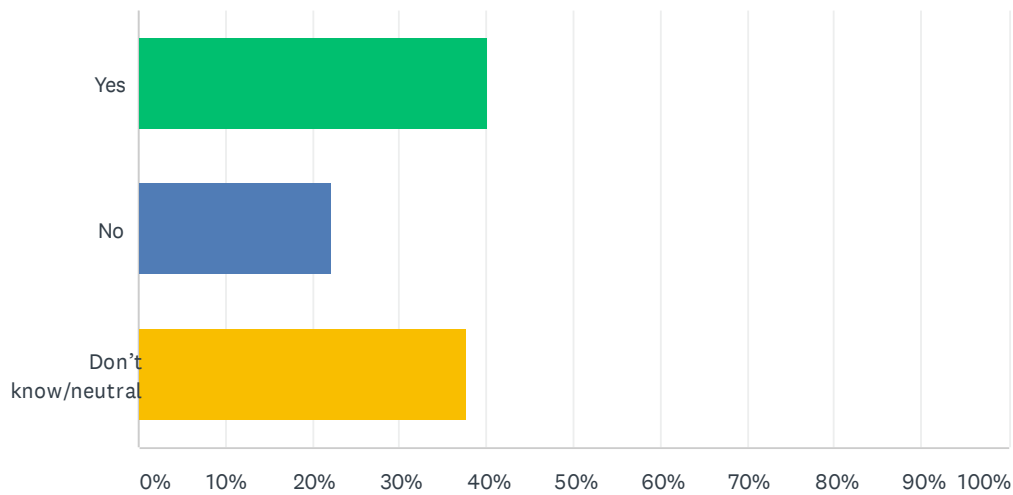
Answered: 152 Skipped: 56



ANSWER CHOICES	RESPONSES	
Have more than enough money	11.18%	17
Enough money	39.47%	60
Just enough money	34.21%	52
Not enough money	15.13%	23
TOTAL		152

## Q60 If you were going to locate or relocate a business today, would you locate the business in Alpena County?

Answered: 154 Skipped: 54



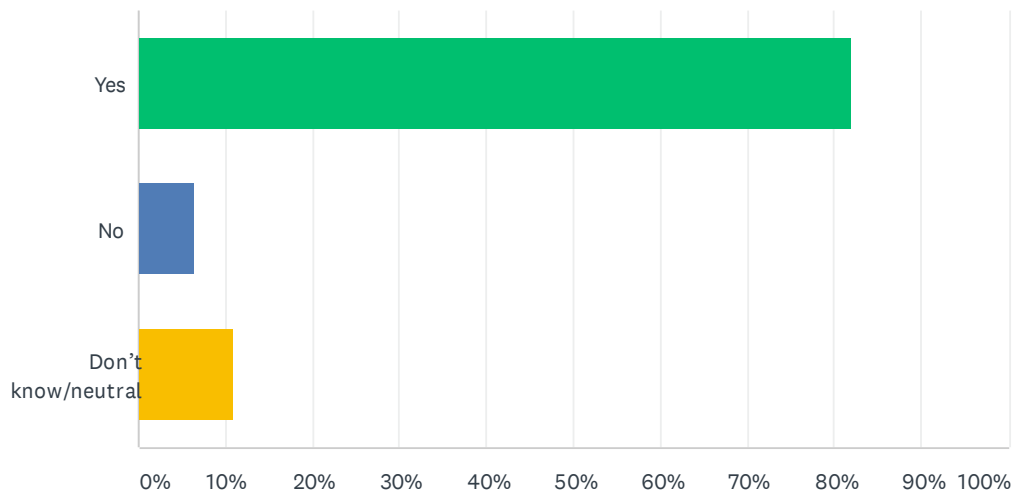
ANSWER CHOICES		RESPONSES	
Yes		40.26%	62
No		22.08%	34
Don't know/neutral		37.66%	58
TOTAL			154

#	WHY OR WHY NOT?	DATE
1	Depends on what the business is	11/28/2018 3:50 PM
2	Someday soon hopefully	11/4/2018 10:49 PM
3	Income level of consumers low	10/28/2018 8:45 AM
4	Outside of summer months, there isn't enough going on here to attract good employees.	10/26/2018 9:11 PM
5	Because this is home to me and I would like to grow the economy of the area.	10/25/2018 8:07 PM
6	too many people not willing to work	10/25/2018 7:53 PM
7	Property availability and shipping availability	10/24/2018 9:07 PM
8	I'm retired and not planning going back to work	10/23/2018 11:12 PM
9	Depends on the type of business. Seasonal Tourist - yes. Manufacturing - no.	10/23/2018 1:51 PM
10	Not Alpena township water bills to high	10/23/2018 9:15 AM
11	not enough people	10/18/2018 10:56 AM
12	We live here	10/16/2018 6:23 PM
13	Good potential. I always look at the booming business at Austin Brothers. We need more upbeat and popular for all ages places like that.	10/11/2018 8:12 AM
14	Officials not open to new	10/11/2018 8:04 AM
15	Plenty of room for growth and expansion	10/10/2018 7:21 PM
16	not enough services to provide protection....lack of specialist at hospital for adequate care...schools cutting teachers salary....all of these things are stunting our growth.	10/10/2018 2:33 PM
17	Need market analysis.	10/9/2018 2:42 PM
18	I feel its very difficult to make a new business successful in our economy.	10/8/2018 9:28 PM
19	Retired	10/8/2018 4:05 PM
20	Depends on what the business was.	10/7/2018 3:41 PM
21	Average income is low not much disposable income in County	10/7/2018 2:13 PM
22	Need more opportunities	10/6/2018 10:21 PM
23	It is not financially attractive to outsiders. Most businesses lose out to local favorites	10/6/2018 7:33 PM
24	2 major highways and on a Great Lake. Plenty of development spaces too.	10/6/2018 5:52 PM
25	depends on the business	10/6/2018 2:27 PM
26	Depends on the type	10/6/2018 1:22 PM
27	Not enough "walkability factor" or "green space". Not adapting to the smell from factory (I don't know why this doesn't bother people here)	10/6/2018 12:28 PM
28	Affordable	10/6/2018 5:41 AM
29	Not enough young people to sell to	10/5/2018 3:44 PM
30	Relocate where? There's lack of current options and serious struggle on new build options	10/5/2018 12:54 PM
31	Opportunities for commerce are here	10/5/2018 12:28 PM
32	i think people here want different businesses for a change of pace	10/5/2018 12:19 PM
33	Depending on what kind of business...	10/5/2018 10:26 AM
34	Economy is weak - not enough people with money to purchase goods and services.	10/5/2018 10:23 AM
35	Because it is a good place to invest in, in about 5 years it is going to be amazing.	10/5/2018 9:48 AM

36	Only if local government takes a far more progressive attitude	10/5/2018 7:21 AM
37	Real Estate is cheaper then anywhere else, and many markets have not been filled.	10/4/2018 11:03 AM

## Q61 Do you think Alpena County has to sustain physical development in order to improve?

Answered: 155 Skipped: 53



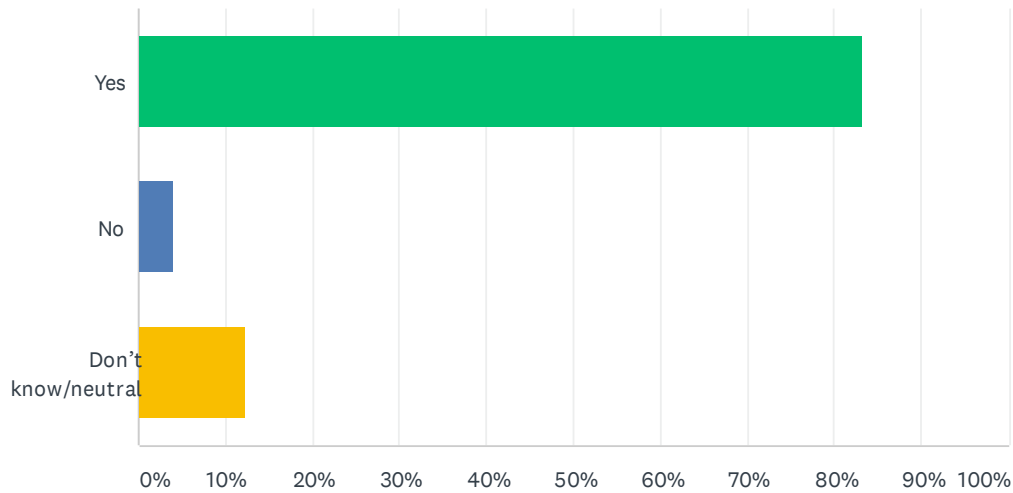
ANSWER CHOICES	RESPONSES	
Yes	81.94%	127
No	6.45%	10
Don't know/neutral	10.97%	17
TOTAL		155

#	EXPLANATION OR COMMENT:	DATE
1	Always have to plan for the future	11/28/2018 3:50 PM
2	Our population has dropped and forecast to continue. I am foreward looking and am seeing some good thing happening in the area. People leaving the has slowed and I hope with hard work we can reversre the trend. I know peole the are working hard to make Alpena a better place.	10/23/2018 11:12 PM
3	We should encourage use of vacant buildings already here, not build more.	10/23/2018 8:46 AM
4	Based on need and 'smart' development	10/9/2018 2:42 PM
5	Do not understand the question.	10/7/2018 3:41 PM
6	Dumb question	10/6/2018 7:33 PM
7	I don't understand the question. Do you mean physical fitness?	10/5/2018 1:41 PM
8	major cleanup in some areas...buildings for sale have no appeal/unkempt...old signposts still in place/rusty	10/5/2018 12:19 PM
9	Tough question: we have a numter of physical facilities that are empty and should be re-purposed first (I know it's expensive!)	10/5/2018 9:19 AM
10	Absolutely love the progress	10/5/2018 8:52 AM
11	Additional new development is needed to attract new jobs and people.	10/4/2018 11:03 AM



## Q62 Do you support proactive economic development efforts to promote growth within the County?

Answered: 155 Skipped: 53

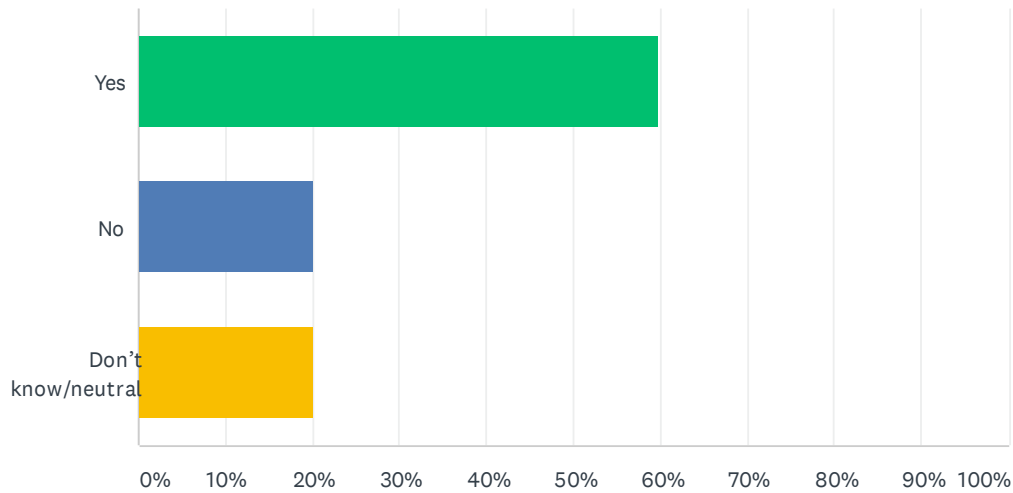


ANSWER CHOICES	RESPONSES	
Yes	83.23%	129
No	3.87%	6
Don't know/neutral	12.26%	19
TOTAL		155

#	EXPLANATION OR COMMENT:	DATE
1	depends	12/7/2018 5:37 PM
2	Always have to plan for the future	11/28/2018 3:50 PM
3	Planned development needs affordable infrastructure (Water, Sewer, Gas, and Electricity )	10/31/2018 1:01 PM
4	Proactive and responsible growth that fits our needs.	10/25/2018 11:08 PM
5	Attract new blood to the area or retain young talent or continued population decline will continue.	10/9/2018 3:09 PM
6	Yes but some of our best assets are lakes and rivers - don't lose those!	10/8/2018 9:28 PM
7	Our leaders do not know how to do this, and current big businesses control too much of decision making.	10/7/2018 3:41 PM
8	depends on what efforts are planned and the expenditure	10/6/2018 2:27 PM
9	Would need a specific example of proactive economic development efforts	10/5/2018 3:52 PM
10	Just leave Alpena they way it is	10/5/2018 10:44 AM
11	With some reservations: it's a be careful for what you wish. A county-wide plan for proactive development is needed and then followed.	10/5/2018 9:19 AM
12	It takes time, but listing, maintaining assets and marketing them is key. More thinking outside the box may be accomplished by surveying younger ppl (age 25 - 30) once they have been out in the world for a bit.	10/5/2018 6:38 AM
13	NO MORE tax abatements	10/4/2018 3:05 PM
14	Target Alpena is doing a great job bringing in development but they could use more assistance.	10/4/2018 11:03 AM

## Q63 Do you favor partial tax abatements to attract and retain new jobs and businesses?

Answered: 154 Skipped: 54

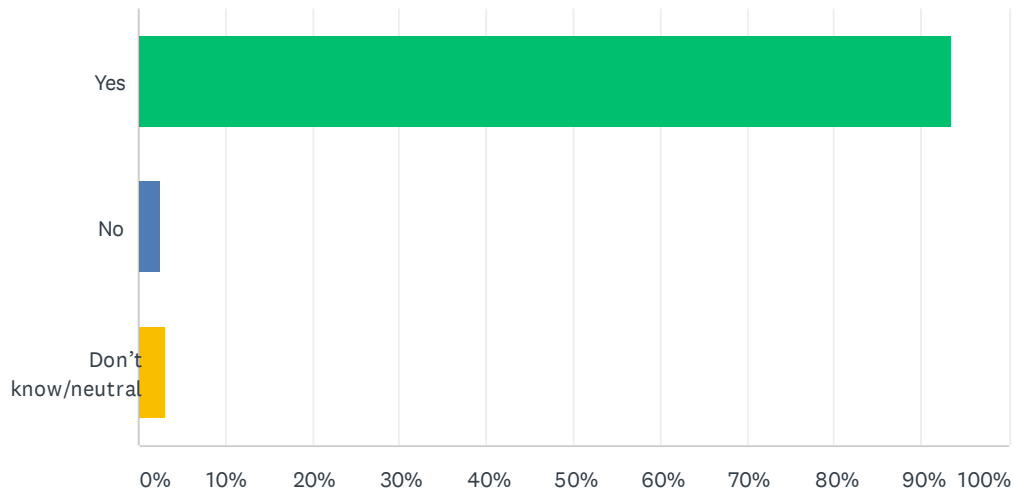


ANSWER CHOICES	RESPONSES	
Yes	59.74%	92
No	20.13%	31
Don't know/neutral	20.13%	31
Total Respondents: 154		

#	EXPLANATION OR COMMENT:	DATE
1	don't you think we are a good place to have a business?	12/7/2018 5:37 PM
2	Reasonable tax abatements are good as long as it provides jobs	11/28/2018 3:50 PM
3	This is a no win situation. Tax abatements really are just adding tax burden on the rest of the community.	11/1/2018 3:13 PM
4	Only if they're closely monitored to be certain they're actually performing	10/31/2018 2:27 PM
5	It would depend on the business.	10/26/2018 9:11 PM
6	Tax abatements have not worked to the county's benefit in the past.	10/25/2018 8:07 PM
7	More jobs=more employed residents and good paying jobs= tax paying residents	10/24/2018 9:07 PM
8	Not sure what this means	10/10/2018 7:21 PM
9	big corps get enough breaks or only stay until abatement's run out.	10/10/2018 2:33 PM
10	only if the pay a living wage	10/10/2018 10:51 AM
11	Absolutely NOT! It is unfair to current business owner's!	10/9/2018 5:43 PM
12	It is expensive to start or relocate a business.	10/9/2018 3:09 PM
13	If a company will only stay or come here due to getting tax benefits, why would we want them, if what we have is not enough for them? They need to be a even controibutor to the community, not a free rider.	10/7/2018 3:41 PM
14	IF the business is held accountable and they provide the number of jobs they promise	10/7/2018 8:04 AM
15	Only offered to some businesses if they like you	10/6/2018 7:33 PM
16	That plant on 11th Ave has tax abatements but has been closed for years. That's not helpful to our community. There needs to be a happy medium.	10/6/2018 5:52 PM
17	Depends on who gets the tax breaks, large corporations don't need them, but small business could	10/6/2018 2:42 PM
18	People have to give a little to get huge gains. I think people here need to be sold on this idea.	10/6/2018 12:28 PM
19	They are not enforced	10/5/2018 6:12 PM
20	It depends on the development and whether or not it would be a critical game-changer for the community	10/5/2018 1:41 PM
21	its worked in other cities in other states too	10/5/2018 12:19 PM
22	The city gives to many, and they never do what they say they're going to do	10/5/2018 10:44 AM
23	We should do everything we can to promote growth.	10/5/2018 10:23 AM
24	But very partial for a short time. New businesses need to pay their fair share of taxes, too.	10/5/2018 9:19 AM
25	Within fiscal reason.	10/5/2018 7:40 AM
26	with strong requirements and limitations	10/5/2018 7:21 AM
27	As long as the "rate of return" seems pretty reasonable. Stricter criteria may be considered.	10/5/2018 6:38 AM
28	NO	10/4/2018 3:05 PM
29	I do, only because with Alpena's lower wages than other areas, incentives are needed to stay competitive for new development.	10/4/2018 11:03 AM

## Q64 Do you think Alpena County and/or the townships within the County should actively promote tourism?

Answered: 155 Skipped: 53

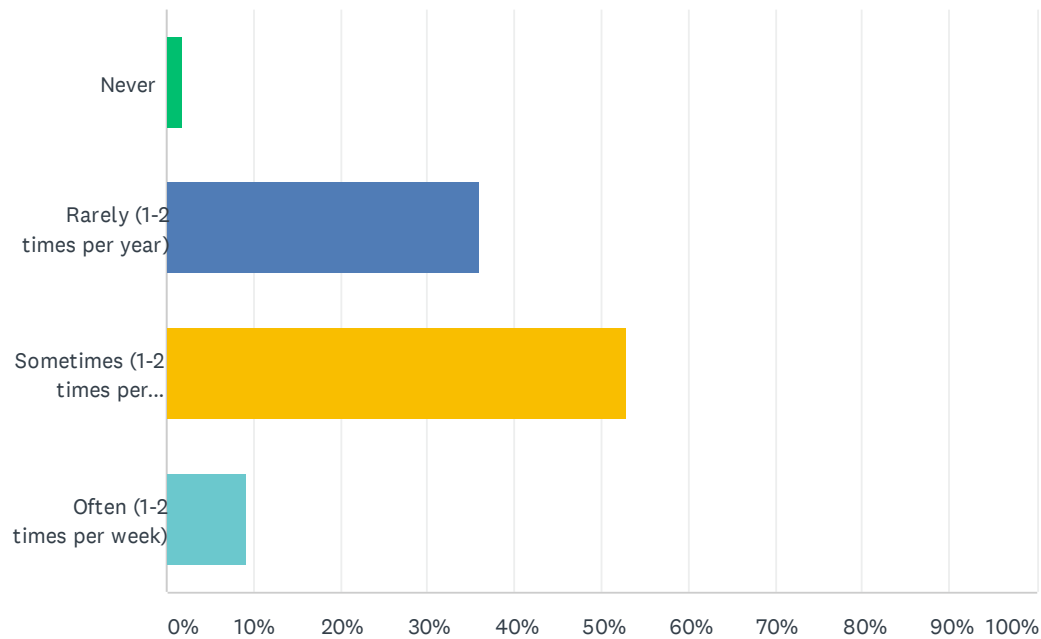


ANSWER CHOICES	RESPONSES	
Yes	93.55%	145
No	2.58%	4
Don't know/neutral	3.23%	5
TOTAL		155

#	EXPLANATION OR COMMENT:	DATE
1	the right kind. like no high speed fishing boats in the wildlife sanctuary	12/7/2018 5:37 PM
2	We should promote the good things we have going for us	11/28/2018 3:50 PM
3	These efforts need to be coordinated	10/31/2018 11:26 AM
4	There should be a coordinated effort with an advertising budget.	10/23/2018 1:51 PM
5	The CVB should do that. That is not a role of Government.	10/23/2018 10:08 AM
6	Absolutely! Bring people to our area, show them what we have to offer. They will spend money and return	10/10/2018 7:21 PM
7	We have wonderful natural environment to offer.	10/9/2018 2:42 PM
8	need the revenue	10/8/2018 7:07 PM
9	Enough already.	10/7/2018 3:41 PM
10	Promote the fishing and hunting opportunities	10/7/2018 8:04 AM
11	More tourists is always good for business	10/6/2018 8:49 AM
12	iM WILLING TO WORK TO PROMT tourism	10/5/2018 2:47 PM
13	They already are through the Alpena Area Convention & Visitors Bureau	10/5/2018 1:41 PM
14	We don't wany to be like T.C.	10/5/2018 10:44 AM
15	It's pretty vital	10/5/2018 9:19 AM
16	yes, but not to the point it detracts from the needs of the local citizenry	10/5/2018 7:21 AM
17	Rural assets can be the best assets to be promoted. There are parks that I have just found out about and I have been a resident for 50 plus years... hummmmmm	10/5/2018 6:38 AM
18	Tourism brings in additional funds and supports commercial development.	10/4/2018 11:03 AM

## Q65 How often do you leave Alpena County for shopping?

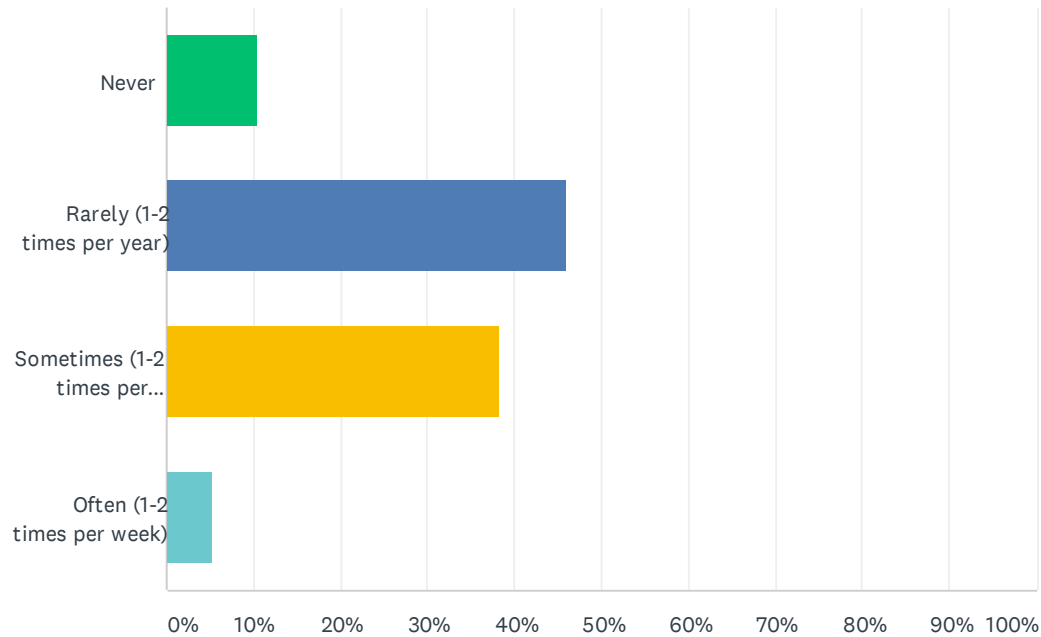
Answered: 153 Skipped: 55



ANSWER CHOICES	RESPONSES	
Never	1.96%	3
Rarely (1-2 times per year)	35.95%	55
Sometimes (1-2 times per month)	52.94%	81
Often (1-2 times per week)	9.15%	14
TOTAL		153

## Q66 How often do you leave Alpena County for entertainment?

Answered: 154 Skipped: 54

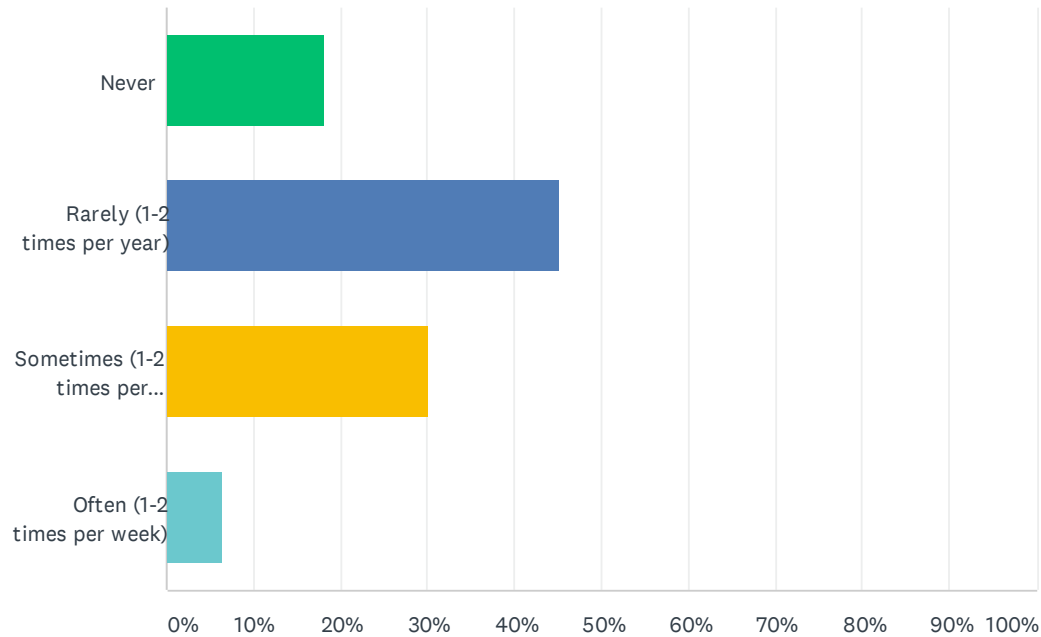


ANSWER CHOICES	RESPONSES	
Never	10.39%	16
Rarely (1-2 times per year)	46.10%	71
Sometimes (1-2 times per month)	38.31%	59
Often (1-2 times per week)	5.19%	8
TOTAL		154



## Q67 How often do you leave the Alpena County for medical care?

Answered: 153 Skipped: 55



ANSWER CHOICES	RESPONSES	
Never	18.30%	28
Rarely (1-2 times per year)	45.10%	69
Sometimes (1-2 times per month)	30.07%	46
Often (1-2 times per week)	6.54%	10
TOTAL		153

**Q68 Please use this space to make any additional comments which might help your local government (County or Township or Village) officials plan for the community's future:**

Answered: 35   Skipped: 173

#	RESPONSES	DATE
1	I fly out at least 2 x year. In past year I had surgery in Gaylord, FL and TC., two were not available here. I travel to Gaylord for native plants (none here).	12/7/2018 5:37 PM
2	It is important that we all work together to build a better Alpena County.	11/28/2018 3:50 PM
3	Develop Mich-e-ke-wis Beach for swimming, picnics, kite-flying; the former football field for seasonal fairs, markets, another dog park and ice-skating and also for a small sledding hill built of snow dumped from city streets.	11/7/2018 11:47 AM
4	The efforts by the CVB are to be commended, the Chamber of Commerce, not so much. If local governments have to make a choice about where to place their money, I'd go CVB.	10/31/2018 2:27 PM
5	The City of Alpena and the Townships all need to work together to succeed. The strength is in the unity of all Government Officials agreeing, to move forward and promote grow for the future of all of Alpena.	10/31/2018 1:01 PM
6	It is important for the local government to share services in order to save money. Then this money can be used for other productive projects or services	10/31/2018 11:26 AM
7	I'm from CA and would never go back! Too much growth can ruin a community. I've seen it happen.	10/27/2018 6:43 PM
8	Why no question about NOAA center or museum. Anyone that comes to town I always direct them to these location. On the other had if they ask about our movie theater I tell them this it stinks and it really does. We are out of the area for part of the winter and attend movies often. One last thing, this took way more than 15 minutes.	10/23/2018 11:12 PM
9	Taxes are relatively high in Alpena county. Could we be making better use of the funds? Not to mention the ridiculous rates for water in the township. Where does that end? There is so much to offer in Alpena but it's about 25 years behind the times as compared to the progress and other growing communities. I'm glad we returned. I love this beautiful town. But, I do think it's a town geared towards slow growth and small town politics. Change is inevitable or you start moving backwards.	10/11/2018 8:12 AM
10	You as local gov't have a chance to foster growth and build it the right way so its controlled, sustainable and achievable.....start funding police, fire, health care, roads, and schools. The first thing someone looks at before relocating or expanding or starting a business is the services....are they adequate....funding and building up these services is key.	10/10/2018 2:33 PM
11	do not be a retirement community no \$ in retirement	10/10/2018 10:59 AM
12	Great town but we need to use and improve existing commercial resources to help with growth. Also providing more options for housing buying and renting, so places like the hospital and local businesses can attract potential new employees to relocate here to grow there operations.(no more subsidized housing) People making over \$40,000 have very very few nice rental options.	10/9/2018 3:09 PM
13	All decisions to add develop the city and county need to be carefully vetted by many people. There needs to be a careful balance between development and our natural resources.	10/8/2018 9:28 PM
14	Think additional hotel lodging would enable the Aplex to run tournaments and events to utilize it more. Think we need something more than a fast food restaurant. Think the trolley can run tours of points of interest for tourists, especially if we get a cruise ship to come in. Paint the lighthouse at the river entry...which looks shabby. Construct a roadside park on Squaw Bay to Mark 45th parallel for pics and listed events in city.	10/8/2018 4:05 PM
15	I believe that wages are low in our community, that cost of living continues to rise and employers aren't matching or giving less hours. To provide a decent life a 2 person home needs to have 3 jobs.	10/8/2018 7:00 AM
16	The City staff will decide what gets in the plan, and we the people are merely pawns. No reason to ever do this survey. Sick of this place.	10/7/2018 3:41 PM
17	As a young family, it isn't important that our voice doesn't get lost. Need more family friendly activities year round. Also job opportunities/ benefits could be better in this area.	10/6/2018 10:21 PM
18	We need an allergist in town.	10/6/2018 8:27 PM
19	We should develop the riverfront. We also need to work on public access and attractiveness for	10/6/2018 5:52 PM

	Lake Huron. It's pathetic how much shoreline we have but its not welcoming (especially right from the get go, the parking lots pot holes have not improved in years). Seasonal rentals cabins also arent plentiful. The beach is littered with the wood chip run off from DPI, does not make the rest of our water look appealing either. I understand the sulfur spring is historical but holy crap, there isn't a prominent sign for it so tourists parking way out have to walk through that and think we have a constant sewer issue. That's unappealing to say the least.	
20	If we can sell our home we are out of here	10/6/2018 2:48 PM
21	We need younger more in tune council representatives, with vision.	10/6/2018 2:42 PM
22	I believe the county severely undervalues Northern Lights Arena.	10/6/2018 5:41 AM
23	STOP the water legal fight. With the amount both parties have spent for legal help, they could have come to an agreement with that money itself. If you want to keep students coming to ACC, there NEEDS to be a LOT more student housing available, especially near the campus. There needs to be money set aside to cut down on the stray/feral pets in the city limits.	10/6/2018 1:58 AM
24	An advisory board made up of a cross-section of the community to include citizens, business owners, city officials, etc., to help brain storm ideas plus targeted surveys that take less time to complete. The length of this survey will likely discourage many who might otherwise take a survey that takes 10 minutes or less to fill out.	10/5/2018 7:37 PM
25	Alpena is on Lake Huron, but there is very little area in town where one can even see the lake, and river. I think it would be great for tourism to be able see the lake/river while driving thru Alpena.	10/5/2018 3:06 PM
26	Please over come the fear that Alpena will become Traverse City and welcome growth and change!	10/5/2018 3:00 PM
27	Alpena is a great place to raise a family and enjoy the outdoors. The conservative hindrance to our community's progression discourages people from wanting to move or live here. Basically, if you don't have family or were not born here then why would I want to move to Alpena? Alpena is the hub of Northern Michigan, but feel the community is always reactive and not proactive. We cater to our older citizens and do not do enough for the younger generation. There are wonderful places that cater to youth, but they do not have enough resources to provide all the services that are needed. It's appalling to see all the millages for seniors and just one to benefit youth. Then when you look into the youth millage the Plaza Pool receives a majority of the funds and this only serves the seniors. The world is changing and people's perceptions are different than they were 5 years ago and Alpena needs to examine the direction it wants to go....either a senior haven or a progressive community that wants to attract and retain younger professionals. Local politicians and business leaders should educate themselves on pressing issues like the Marijuana Reform laws and actually look into the benefits of tax implications and not just how they perceive the issues. This is only one example and there are many.	10/5/2018 12:28 PM
28	i was born/raised in the area and retired 2 years ago (moving back from living out west for a long time)...little economic change in the area, with the exception of businesses closing. all my family lives within the state, so thats why i moved back. i would like to see growth in alpena...compaing it to gaylord or traverse city . thank you for this opportunity to vouce my opinions!	10/5/2018 12:19 PM
29	Get the City and Alpena Township to get there act together on this water and sewer. Let the City take over the water/sewer system, then it would be fair to all the citizens.	10/5/2018 10:44 AM
30	Commercial and residential growth seems to be a chicken-and-egg problem: Companies are reluctant to come to Alpena because of low population and wages, but wages and population are low because of the lack of businesses and economy. Alpena should be doing more to encourage rapid commercial growth & a younger work force, instead of continuing to cement our place as a retirement community.	10/5/2018 10:23 AM
31	Hire/keep honest, conscientious, customer-friendly employees to maintain/improve this Alpena area.	10/5/2018 10:07 AM
32	Parking garage idea..what about the old GMC dealership? It's an eyesore into the entrance of Alpena. You could incorporate the trolley to transport city workers at prime start/stop times? For a small fee of course. That would open up downtown a little? It's only a couple of blocks to walk also.	10/5/2018 8:52 AM
33	get rid of the shallow water intake at the water plant, move it to the Rockport area, move the	10/5/2018 8:21 AM

	waste treatment plant from the harbor	
34	Clean it up! Plant trees and landscape! Institute an architectural program at ACC. Hire professional, progressive city planners and zoning staff. Aesthetics, aesthetics, aesthetics! AND LOWER THAT DAMN BREAKWATER!	10/5/2018 7:21 AM
35	Work together, form a body to be sure intrests of each are represented on a regular basis. Not the Intergovernmental body.... too political.... but like a body that has one representative from each entity and work with Target, or study what promotional efforts go on in other areas and bring them here.	10/5/2018 6:38 AM