

**X. PUBLIC SAFETY**

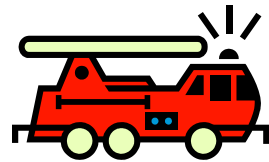
**Police Services**

- A. *Continue to support community based efforts in drug education, prevention, and enforcement.*
1. Continue to support the DARE program.
    - a. Budget a position with the Police Department.
    - b. Designate a Council liaison to the DARE board.
    - c. Designate a City Police Department representative to the DARE board.
    - d. Continue joint purchasing with the City/County DARE programs.
    - e. Continue public service relationship through the DARE officer.
  2. Continue the School Liaison Officer Program.
    - a. Pursue grant funding for School Liaison positions.
    - b. Continue to financially partner with schools to provide school liaison officers to include local matches for prospective grants.
    - c. Assign officers to Alpena High School and City elementary schools.
    - d. Assign appropriate City representation to the School Liaison Partnership Advisory Team.
  3. Continue to support the HUNT Team.
    - a. Assign Council liaison to HUNT Advisory Board.
    - b. Assign Police Department representative to HUNT Advisory Board.
- B. *Continue to provide a high quality Police Department*
1. Investigate the staffing needs to ensure the department has the personnel resources necessary to meet the Council's vision of a "friendly town with a safe environment" and "good place to raise a family."
  2. Initiate discussions with Alpena Township regarding contractual police protection.



**Fire/Ambulance Services**

- C. *Continue to provide a high quality Fire Department.*
1. Investigate the staffing needs to ensure the department has the personnel resources necessary to meet the Council's vision of a "friendly town with a safe environment" and "good place to raise a family."
  2. Initiate discussions with Alpena Township regarding a Fire District.
  3. Continue leadership role in the Regional Response Team for Weapons of Mass Destruction for Northeast Michigan.



**For additional information, contact:**

**Alan L. Bakalarski**  
City Manager  
208 N. First Avenue  
Alpena, MI 49707

Phone: (989) 354-4158  
Fax: (989) 354-4585

alb@alpena.mi.us  
www.alpena.mi.us



**SUMMARY**

**ALPENA CITY COUNCIL  
VISION STATEMENT AND GOALS**

**JANUARY 1, 2005**



**Alpena City Council**

John F. Gilmet, Mayor  
David R. Karschnick, Sr., Mayor Pro Tem  
Carol A. Shafto, Councilwoman Michael Polluch, Councilman  
Sam Eiler, Councilman

Alan L. Bakalarski, City Manager



Adopted by the Municipal Council  
November 22, 2004

## INTRODUCTION

The City of Alpena conducted an in-depth visioning session that involved extensive input from citizens and the City staff in 1998. The Alpena City Council used that information as well as insights from analyzing current and future trends, assumptions, opportunities, and potential threats that would influence the vitality of the community to envision a collective desired future. With examination of all the data, the Council established long-term directions and short-term goals in Major Impact Areas.

Committed to continuous improvement, the Alpena City Council and City staff conducted a planning session in September 2004 to revisit the vision and review the status of the goals to purposefully revise and update them (reviewed annually since 1988 and biennially since 1998). Specific intent was focused on the Major Impact Areas, which reflect key aspects of the community's daily life. Each Impact Area is cooperatively maintained or enhanced to achieve the quality of life desired for citizens, their children, grandchildren, and great-grandchildren.

The spirit of cooperation, collaboration, and commitment to community excellence remain a vital part of the continuous Visioning process in the City of Alpena.

### VISION

Working together, the community of Alpena will become a premier choice as a place to live, work, and vacation. Residents will recognize the community's continued dedication to all areas affecting the quality of life. The community will continue to be committed to excellence in maintaining its "TREASURES":

- ◆ a friendly town with a safe environment;
  - ◆ good place to raise a family;
  - ◆ enjoyment of natural resources;
    - ◆ preservation of traditions;
- ◆ recreation and cultural experiences;
  - ◆ employment opportunities.



The following is a description of current allocated efforts and resources in each of the Major Impact Areas as well as priority goals and corresponding objectives collaboratively generated by the Alpena City Council and the Alpena City staff, with input from the Chamber of Commerce, Convention and Visitors Bureau, Target Alpena, Downtown Development Authority, and citizens.

13. Determine if the Obsolete Property Act should be used in the downtown and adjacent commercial areas to spur development and business recruitment.
14. Support redevelopment of the National Guard Armory site.
15. Determine if more public restrooms are needed in the downtown.

### VII. INTERGOVERNMENTAL RELATIONS

- A. *Improve government services through intergovernmental relations.*
1. Continue communications with governing bodies regarding agenda and items affecting other jurisdictions.
  2. Work with the Intergovernmental Roads Committee to achieve Bi-Path improvements along perimeter roads.
    - a. Work together to address the Bagley Street Bi-Path issue.
  3. Work with Alpena County to keep the jail facility in the City limits.
  4. Maintain a long-term ambulance agreement with Alpena County.
  5. Negotiate a long-term water and sewer rate agreement with Alpena Township.
  6. Work toward a permanent solution to animal control and impoundment.
  7. Accelerate dialog regarding land use regulations and access management with Alpena Township and County. Continue to promote that dialog and investigate those tools that are provided by the state regarding land use regulations and access management.

### VIII. CITY OPERATIONS

#### City Departments and Staffing

- A. *Provide staffing levels commensurate with services provided.*
1. Continue to provide education programs for staff, council members, and members of boards.
  2. Continue the wellness program for current City employees and investigate a program for retirees.

#### Fiscal Responsibility

- B. *To ensure continued excellence in fiscal responsibility, the City will continue to inform the general public on the financial status of the City.*
1. Continue to use the standards of the Certificate of Financial Achievement Award as best practices for the City.
  2. Continue to maintain a general fund balanced budget.
  3. Make annual contributions to the rainy day fund as budget allows.
  4. Continue to fund the sewer backup/self-insured account and build up reserves.
  5. Investigate the feasibility of paying property taxes and other bills electronically.
  6. Investigate accepting debit cards at the Clerk's office and at Earth Tech.
  7. Investigate changes to the purchasing policy to permit the greater use of electronic commerce.
  8. Establish a property purchase fund or a designated fund balance as the budget allows.

### IX. COMMUNICATIONS

- A. *The City will continue communications between the City and its customers.*
1. Maintain an open atmosphere at all City facilities that encourages citizen input.
  2. Continue to communicate with the public so they understand the issues that are before City Council.
  3. Continue City representation on community boards, advisory groups, and intergovernmental groups to actively demonstrate City involvement in community issues.
  4. Investigate options of Internet subscription to City news releases, newsletters, etc.
  5. Continue to provide information and expand the use of forms on the City of Alpena website.
  6. Provide website links or information regarding the history of our City. This may include information on historic buildings.
  7. Make assessment record data available on the City web site.



- a. Investigate a public/private program to increase funding for tourism and community promotion; as an example, for each new dollar raised by the private sector, governmental units would consider a match.
- 3. Continue to support community events such as Brown Trout, Art on the Bay, Ramblin' Rods Car Show, Great Lakes Lighthouse Festival, Sidewalk Sales, Riverfest, Maritime Fest, etc.
- 4. Continue expansion of infrastructure and services to support future industrial development.
- 5. Expand efforts for recruitment and expansion of family-sustaining jobs - including allocation of additional resources for business recruitment, marketing, and advertising.
- 6. Support Downtown Development Authority efforts in development of new businesses downtown.
- 7. Expand efforts to fill Commerce Industrial Park.
- 8. Pursue redevelopment of obsolete commercial properties throughout the City.
- 9. Work with Lafarge Corporation on Commerce Drive and North Second Avenue for new industrial development corridors.
- 10. Reevaluate criteria for granting Act 198 Industrial Tax Abatements.
- 11. Promote the Renaissance Zones.
- 12. Acquire property for new development.
- 13. Capitalize on the Cool Cities designation.
- 14. Formulate an economic development partnership with Alpena County.
  - a. Improve marketing of our community.
  - b. Provide assistance to help expand existing businesses.



**Destination Alpena**

- B. *Work toward a destination facility.*
  - 1. Cooperate with private sector to establish a waterfront hotel or resort complex.
  - 2. Support and encourage an overnight stop for a "Great Lakes Cruiseline."
  - 3. Continue to support those existing services that are attracting people to the area such as the National Marine Sanctuary and Underwater Preserve, local festivals, Alpena Regional Medical Center, senior housing, World Center for Concrete Technology, Alpena Community College, Northern Lights Arena, etc.

**VI. CENTRAL BUSINESS DISTRICT**

- A. *Continue to support revitalization efforts.*
  - 1. Support Downtown Development Authority initiatives, such as:
    - a. Historic restoration and preservation.
    - b. Historical pedestrian lighting.
    - c. Continue involvement with new "Main Street" committees.
    - d. Encourage attraction of young citizens and families to the downtown area.
  - 2. Continue to expand efforts to make funds available for the new DDA Façade Improvement Grant program for property owners to renovate storefronts to preserve historic-like character.
  - 3. Encourage residential development on the second and third floors.
    - a. Work with the DDA to market and implement the Neighborhood Enterprise Zone, an incentive to remodel and improve upper-level apartments. Grant sources and other incentives will also be pursued.
    - b. Identify locations for year-around parking for residents.
    - c. Encourage development of vacant property.
  - 4. Continue development from Chisholm Street Corridor to the riverfront.
  - 5. Support efforts for business recruitment.
    - a. Provide inventory of vacant properties through the Downtown Development Authority and City of Alpena websites.
  - 6. Extend downtown-type amenities on Chisholm Street to George Washington Bridge.
  - 7. Continue to develop riverwalk.
  - 8. Investigate feasibility and cost of a parking structure.
  - 9. Support and encourage retention of existing services such as the Senior Citizens Center, Fish & Wildlife Services, Coast Guard, IRS, etc.
  - 10. Explore redevelopment of existing parking lots.
  - 11. Support marketing and recruiting partnerships for small businesses.
  - 12. Work with Alpena Marc LLC on the redevelopment of the Harborside Mall block.



**I. HOUSING**

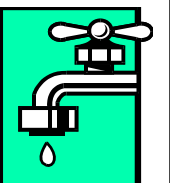


- A. *Preserve and enhance existing housing and neighborhood character.*
  - 1. Continue promotion of existing tax incentives and monetary awards for residential rehabilitation.
    - a. Promote the Neighborhood Enterprise Zone program in the downtown area and investigate expansion of the NEZ program to other City neighborhoods.
    - b. Expand the existing Community Pride program to include commercial office upgrades, historic renovations, and street-side landscaping projects.
    - c. Explore incentives for people to move to downtown Alpena. Work in partnership with the DDA.
  - 2. Continue to enforce property and maintenance codes.
  - 3. Amend property maintenance ordinance to identify criteria for height of grass and/or frequency of cutting.
  - 4. Explore the possibility of expanding Citywide Pride Program to citizens as a way to recognize outstanding citizens and/or citizen activities.
  - 5. Continue to improve the quality of residential rental units.
    - a. Continue ongoing monitoring and evaluation of the rental registration and mandatory rental inspection programs.
    - b. Continue and expand the Michigan State Housing Development Authority (MSHDA) Rental Rehabilitation grant program as a way to assist landlords to upgrade their rental units.
  - 6. Support continuation of the historic study committee to determine the feasibility of:
    - a. Creating an historic district(s) and/or designating single-site historic landmarks.
    - b. Establish a set of historical architecture guidelines to promote quality and historically accurate restorations, in cooperation with the DDA. The guidelines will be developed by the City and the Historic District Study Committee in conjunction with the establishment of the City's first historic district.
    - c. Encourage and assist property owners to apply for state historic designation for single sites, and develop a local historic marker program.
  - 7. Meet with the County to discuss possible expansion of the Alpena County Home Improvement Program and/or see what the County feels is the future of the program.
  - 8. Investigate feasibility of the Neighborhood Preservation Program through the Michigan State Housing Development Authority.
- B. *Diversify the housing stock in the City.*
  - 1. Explore senior housing opportunities and demands in future years.
  - 2. Encourage appropriate development of riverfront areas for quality housing.
  - 3. Encourage further development of downtown housing.
  - 4. Encourage more multiple-family residential developments.

**II. INFRASTRUCTURE**

**Water, Sewer, and Storm Sewer Services**

- A. *Continue to provide water, sewer, and other infrastructure that meets all needs.*
  - 1. Inventory and computer map all utility infrastructure presently in place.
  - 2. Investigate the impact if the City of Alpena were to provide water to other townships on an "as requested" basis.
  - 3. Explore all opportunities to secure a state revolving fund loan for wastewater treatment facility upgrades.
  - 4. Support a Thunder Bay River regional watershed plan.
    - a. Partner with townships and/or other organizations to explore options including grant opportunities to improve water quality and upgrade failing septic systems.
  - 5. Develop best management practices plan and public information/education program regarding storm water management.
    - a. Solicit volunteers and work with the Thunder Bay River Watershed Council to stencil/paint "Dump No Waste - Drains to River" on pavement.
  - 6. Promote consistent storm water and drainage management practices among all affected units of government.
  - 7. Evaluate existing sewer and storm water capacity capabilities.
  - 8. Implement the 10-point plan regarding sewer backups and flooding.



9. Investigate the advisability of a contract with Alpena Combat Readiness Training Center (ACRTC) for contractual operation of its on-base water and sewer systems.
10. Implement a mercury minimization public education effort for wastewater discharges.
  - a. Explore Clean Michigan grant opportunities for mercury minimization.
11. Continue a public education effort on drinking water protection.
12. Consider a revenue bond issue, participation in the state's Clean Water Bonding Program, or rate increases to fund sewer system improvements.
  - a. Consider hiring an engineering firm to prepare an application and needs study to apply for state revolving fund loan program.
13. Encourage or require underground utilities (electric, telephone, cable) for all new development and all reconstruction.
14. Begin long-term investigation regarding the eventual need to build new water and water recycling plants.

**Technology Services**

- B. *Provide avenues for expanding technology. Make Alpena a wired community.*



**Transportation Services**

- C. *Promote a transportation system that meets the full range of transit needs of the community, now and into the future.*
1. Support the efforts of MDOT for more passing lanes and 4-lane segments on US-23 and M-32.
  2. Complete the pedestrian/Bi-Path linkage to all City parks and waterfront.
    - a. Determine missing segments and associated costs such as north side, State Avenue, Bagley Street.
    - b. Determine funding sources for Bi-Path expansion and upgrades.
  3. Improve the condition of the City streets.
    - a. Determine costs associated with improving City streets.
    - b. Explore options for the expansion of curb and gutter program.
  4. Support implementation of the routing plan for a bypass from US-23 south to US-23 north.
  5. Investigate feasibility of summertime fixed route specialized public transportation service (trolley) for festivals and special events.
  6. Complete a City-wide traffic flow and street plan.
  7. Develop street lighting/pedestrian lighting plans for City streets and various neighborhoods.
  8. Investigate advisability of Dial-A-Ride incorporation into a regional transportation authority.
  9. Support the efforts of Alpena County to improve flight service and economic development at the Alpena County Regional Airport.
  10. Support the Michigan Department of Transportation designation of US-23 as a Recreational Heritage Route.
    - a. The City should be an integral partner with strong representation on the Alpena County Heritage Route Committee.
    - b. The City should work with the Alpena County Heritage Route committee to:
      - ◆ Identify those elements within the City of Alpena which are recreation designation points.
      - ◆ Amend the Corridor Management Plan to include those items identified.
      - ◆ Seek grant funding through the Heritage Route segment of the Enhancement Grant Program to facilitate improvements as needed at the above referenced locations.
  11. Support efforts of the Alpena Snowmobile Association and local governmental units to develop linkages between existing snowmobile trails, and to evaluate the potential for a trail(s) into the City.

**City-Owned Facilities**

- D. *Develop a long-term plan for City-owned facilities.*



**III. RECREATION/CULTURAL OPPORTUNITIES**

- A. *Expand in-City winter recreation opportunities.*  
 B. *Improve Bi-Path for year-around use.*
1. Continue to pursue Railroad Abandonment/Rails to Trails within the City limits and explore potential uses of abandoned track.

2. Review current regulations governing Rails to Trails.
  3. Work with established advocacy groups regarding potential and uses.
  4. Continue and complete the Heritage Riverwalk along both banks of the Thunder Bay River from the mouth of the river to the Ninth Avenue Bridge within the Cool Cities Neighborhood.
  5. Support the boardwalk link between Second and Ninth Avenues on the north side of the river in conjunction with the redevelopment of the former Fletcher Paper Mill site.
- C. *Implement Phase Three of River plan. (Roadside Park/Island Park/Wildlife "Sanctuary")*
1. Support the implementation of the proposed Environmental Interpretive Center and boardwalk/fishing pier plans
- D. *Support the Thunder Bay National Marine Sanctuary and Underwater Preserve.*  
 E. *Support the Thunder Bay Recreation Complex.*
1. Continue to have City representation on the Alpena Area Recreation Commission.
- F. *Continue support for development and expansion of parks.*
1. Actively pursue acquisition opportunities for waterfront properties considering both budgetary issues and private development opportunities and/or benefit to the City.
  2. Continue to budget for waterfront park expansion, improvement, maintenance, and beautification.
  3. Maintain grounds, playground equipment, and other amenities for the public enjoyment.
  4. Continue policy of opening views of waterfront to emphasize Alpena as a water-based community where advisable and practical.
  5. Irrigate all City parks.
  6. Acquire residences on State Avenue to create an open area from State Avenue to the Band Shell.
  7. Make the City of Alpena Marina area a showcase for the community and Northeast Michigan.
  8. Replace existing playground equipment with modern, up-to-date play structures with Starlite Beach and Mich-e-ke-wis Park being the first priorities.
  9. Begin the systematic implementation of the Starlite Beach/Mich-e-ke-wis Park Master Plan.
  10. Develop lighting plans and themes for City parks.
  11. Complete relocation of the Oxbow Babe Ruth baseball field to the expanded McRae Park.

**IV. ENVIRONMENTAL ISSUES**



- A. *Continue to improve air and water quality.*
1. Continue implementation and expansion of recycling.
  2. Continue participation in ongoing air and water quality issues based on defined, acceptable standards.
  3. Continue to investigate solid-waste options including curbside recycling and franchising/contracting of trash pickup.
  4. Continue a proactive tree planting program.
  5. Control and reduce presence of odors in the City.
  6. Pursue grants to dredge CKD that has entered the bay.
  7. Continue to promote citywide implementation of the City's Brownfield Redevelopment Plan.
  8. Re-establish elm trees in the City of Alpena by using the new disease-resistant hybrid.
  9. Investigate ways to eliminate seasonal, organic beach deposit.
    - a. Work with Earth Tech and the private sector regarding beach cleanup.
  10. Tree City USA
    - a. The City of Alpena, through the Department of Public Works, will annually apply to the National Arbor Day Society for designation as a Tree City USA. In order to achieve designation, the City will maintain an active tree planting and maintenance program. The City will also designate one day per year as Arbor Day within the City of Alpena and encourage public participation in Arbor Day activities.

**V. ECONOMIC DEVELOPMENT and TOURISM**



**Economic Development and Tourism**

- A. *Promote diversified economic base.*
1. Continue to support Target Alpena in its economic development efforts, especially related to developing Commerce Industrial Park.
  2. Continue to support the Convention and Visitors Bureau efforts to increase tourism, including allocation of additional resources for tourism marketing and advertising by the private sector and governmental units.