

**City of Petoskey
Action Plan**

Goal One Insure a Long-Term Sustainable City Budget

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
1. Consider four specific new revenue sources to increase total revenues for the City <ul style="list-style-type: none"> • Seek voter approval to establish a public safety millage • Seek voter approval of a Headlee override to reset the millage rate • Impose a tax administration fee to cover the costs of levying the property tax • Impose a public safety cost recovery fee to reimburse the City for the extraordinary costs associated with responding to accidents 	City Council City Manager Director of Finance	Direction will need to be given as to which of the sources warrant the kind of detailed analysis that would be necessary, especially with respect to the first two, where a ballot question is involved.	Decision by October 1, 2015
2. Develop and implement a comprehensive educational/informational campaign to explain to residents the need for additional revenues to insure sustainability <ul style="list-style-type: none"> • Prepare an analysis that compares the revenue we are raising in 2015 with that which was raised 5, 10, and 15 years ago to demonstrate the need for a revenue increase • Prepare an analysis of budget reductions and service efficiency efforts over the past 6 or 7 years to indicate what has been done already to secure financial sustainability • Prepare a comparative analysis showing the services that we provide with current revenue and the service and revenue packages for comparable communities • Prepare an analysis of the impact on service levels of further budget reductions over the next 5 years 	City Council City Manager Director of Finance	Consider whether we can effectively support the services that we currently provide. This would suggest the value of an analysis of current service levels and costs, and the impact of reducing services if resources continue to be limited. Such an analysis might be incorporated into the educational plans suggested in strategy two.	March 1, 2016

Goal Two

Plan for New and Replacement Infrastructure to Accommodate the Future

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
1. Identify, perhaps by extending the Capital Improvement Plan (CIP), the long term infrastructure needs of city departments, indicating both new and replacement needs as well as long term infrastructure maintenance requirements	Director of Public Works Director of Finance Director of Parks and Recreation City Planner City Manager	Extending analysis further into the future may provide a clearer picture for City officials and residents of the City's infrastructure needs over the long term.	A routine process has been developed whereby the CIP is publicly presented to the Planning Commission for their review and approval, and detailed public presentations are done for City Council on a project by project basis. In recent years the CIP was altered to more explicitly tie proposed projects to projected revenues. Proposed projects list both an estimated cost, but also the funding source, with the total funding available being projected by the Director of Finance.
2. Consider specific revenue sources for infrastructure and capital expenditures; for example, a public safety millage to provide additional revenue for replacement of public safety equipment	City Manager Director of Finance	Discussion was whether such a millage would be short term (3-4 years) and designed only to cover equipment replacement; or as an alternative, establishing the equivalent of a sinking fund through a new continuing millage that would cover a broad range of infrastructure needs across City departments.	December, 2015
3. Aggressively pursue grants to support specific infrastructure needs, including Bureau of Indian Affairs funding for streets where appropriate	Director of Public Works Director of Finance Director of Parks and Recreation City Planner City Manager	A master list of past awarded grants along with deadline dates would assist Staff in maximizing grant dollars awarded to the City.	On-going
4. Explore reclassifying appropriate city streets to increase the level of state road funding	Director of Public Works City Manager	This has been done to some extent in the past and involves careful study of traffic data to make a case for MDOT consideration.	1-2 years

Goal Three

Diversify and Strengthen the City’s Economic Base

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<p><u>Highest priority strategies</u></p>			
<p>1. Create an inventory of vacant and/or underutilized property for marketing purposes</p>	<p>City Manager City Planner</p>	<p>Marketing will be done by other area partners such as Northern Lakes Economic Alliance.</p> <p>There might be some external funding to support such an inventory, but it would be a required element of the Redevelopment Ready Certification process used by MEDC.</p>	<p>January, 2016</p>
<p>2. Develop a handbook that identifies City policies, processes, and costs for development or redevelopment in the City</p>	<p>City Planner City Manager</p>	<p>First three strategies are related to the process of securing state redevelopment ready certification. The process is labor intensive, but would put the City in a position to market itself through NLEA as “redevelopment ready.”</p> <p>Program URL: http://www.michiganbusiness.org/cm/files/fact-sheets/redevelopmentreadycommunitiesprogram.pdf</p>	<p>January, 2016</p>

Goal Three**Diversify and Strengthen the City's Economic Base (Con't)**

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
3. Articulate a policy, even a general framework if necessary, governing the City's position on supporting development/redevelopment efforts through incentives of various kinds	Director of Finance City Planner City Manager	Policy could include incentives through tax abatements, types of grant funding City may support and other economic development programs.	March, 2016
4. Consider pursuing Redevelopment Ready Community Certification from the state MEDC	City Planner	Program will be instrumental in marketing vacant properties and is a requirement for many state grant programs.	June, 2016
5. Reexamine parking requirements for commercial uses outside the downtown area in the Zoning Ordinance	City Planner	The key is to recognize that even permitted uses in a commercial zone can change over time, and some uses have greater needs for onsite parking than others.	April, 2016

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

<u>Strategies</u>	<u>Responsibility</u>	<u>Notes</u>	<u>Estimated Timeline</u>
<u>Highest priority strategies</u>			
1. Consider several specific strategies to increase parking or parking access in the downtown area	City Manager City Planner Director of Public Works DMB	Focus is to increase number of parking spots and also consider improving access to parking lots (i.e. use alleys or walkways from lots on the outer edge of downtown with clear marking to indicate access to downtown).	September, 2016
2. Examine and remove to the extent feasible obstacles to downtown residential uses	City Planner City Manager DMB	Alternative approach is to consider local transit or "park and ride" arrangements	September, 2016
3. Consider whether property code enforcement should be expanded in the downtown area	Public Safety Director	Encourage all downtown property owners to maintain their properties, given the importance to the City's economy of a vibrant downtown.	October, 2015