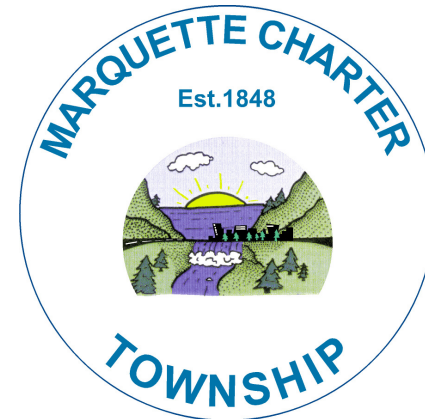


Marquette Charter Township

2009/2010 Strategic Plan

Facilitated by: Rita F. Hodgins



2009 Strategic Planning Team

- Ray Adamini - Supervisor
- Patricia Mayer – Clerk
- Ernest Johnson -Treasurer
- Linda Winslow - Trustee
- Karen Lohf - Trustee
- Lyn Durant - Trustee
- Dianna Truscott - Trustee
- Judy Boyle - Planning Commission
- Ellen Sargent - Planning Commission Chair
- Daniel Adamini - Recreation Committee Chair
- John Markes - Zoning Board of Appeals/Library Advisory Board
- Robert Sims - Fire Chief
- Dan Pompo - Assistant Fire Chief
- Tim Haydon - Assessor/Planning - Zoning Administrator
- Kirk Page - Superintendent of Public Works
- Randy Girard - Manager
- Rita Hodgins - Facilitator

Mission Statement

To provide an optimum living and business environment through the provision of essential township services

Vision Statement

Our vision for Marquette Township in 2029 is a community where:

- ENVIRONMENT
 - ...our way of life/sense of place has been preserved
 - ...we have implemented well managed growth strategies that protect the character of our natural, uncongested, living environment while building a stable economy
 - ...there are open, undeveloped natural areas for the enjoyment of our residents and visitors
 - ...within minutes, we can be in the wilderness enjoying peace and quiet or a variety of outdoor recreational opportunities
 - ...we have implemented visual enhancement strategies to improve the aesthetics of the business district
 - ... we have a diversity of housing available for people of all income levels
- ECONOMY
 - ... we have attracted light industry
 - ... business growth is planned and managed in a defined area and is providing adequate resources to support the Township
- TRANSPORTATION
 - ...transportation is non-intrusive and provides residents with a network of roadways/trails serving motorized and non-motorized travel while preserving the natural and historical environment
- INFRASTRUCTURE
 - ...expanded utilities are in place to support our community's growth
 - ...we provide our own water source and,
 - ...there are facilities for neighborhood informal gatherings which contribute to the health and vitality of our community.

A graphic consisting of a dark blue rounded rectangle with the word "Appendix" in white text. The rectangle is framed by a dark teal outline that forms a larger rounded shape around it.

Appendix

Highlights in Our History

1960's – The development of Wright Street changed the Township

1871 – Prior to 1871, Marquette Township included all of Marquette County. In 1871, the City of Marquette and Marquette Township became separate governmental entities

1970's – The Township gave up snowplowing to the county

- adopted zoning ordinances

1973 – K-Mart came to the township followed by a key development at the corner of Wright and US 41 – the Phillips Gas Station complex in 1990

1973/4 – Water and sewer project opened the area for development

1975 – Fire Department was formed 1978 – First subdivision was built – Oak Hills- *since the Trowbridge Park Subdivision*

Trowbridge Park was the largest subdivision in Michigan

1980's – Vandeenboom School became part of the Marquette Public Schools System

1984 – Built the Township Hall and Public Works building

1986 – Marquette Township became a Charter Township

1988 – The DDA was developed and undertook numerous projects

1990 – 91 – Sewer was installed in Trowbridge Park

1990's – Entered into a contract with the city for library services

- DDA started their water/ sewer projects opening up some new areas for business development

1993 – Established the Badger Creek Drainage District

2003 – Purchased 271 acres from Hartwood Forest Land Group

2004 – Purchased an additional 40 acres of land

2004 – New and upgraded fire equipment

2005 – 425 Agreement with Sands Township

2005/6 – Retail development expands into a regional shopping district

2006 – December 5th establishment of second water supply and delivery system brought on-line for Grove and Northwoods Water Service Districts

2006 – Expansion of water supply system to Grandview Circle on an assessment basis

2006 – Renewal of our water supply agreement

2007 - Moran Street was extended

2008 – Reconstruction of Wright Street

2009 – Relocation of Wright Street to connect to Co. Rd. HQ; Werner Street reconstructed with pedestrian pathway; County Rd. 492 extended to Commerce Drive with pedestrian access

Trends

National Trends

- Flight of the middle class from urban areas is changing our demographics
- There is a population shift
- Disease control
- Terrorism
- E-Commerce
- Franchising of business
- Big box retailing
- Lack of family sustaining job/shift to service jobs
- Switch from extractive industries to service
- Popularity of personal recreational vehicles – ORV, snowmobiles etc
- Health care
- Education
- Immigration – filling service jobs
- Distrust of government
- Increase in minimum wage
- Change in housing from single family homes to condos
- Expansion of leisure time
- Smaller homes/huge homes – seasonal residents and growth in number of second homes
- Financial melt-down
- Home foreclosures
- Shift in how our economy works – loss of manufacturing jobs
- Health care crisis
- Shift in investing
- Loss of security (retirement funds diminished – people feel insecure about their future)
- Older people in the marketplace – taking jobs formerly given to young people
- Cultural shift
- Credit is tight
- Shift in family make-up – caring for aging parents and also adult children and their children impacted by the global economic downturn
- Expanding technological advances
- E-living
- People who have lost jobs are starting small businesses
- We are on the cusp of a major societal shift

Trends continued..

State Trends

- Finances – there's less money to go around
- Shift in responsibilities
- Transportation
 - road planning
 - mechanism for funding local road commissions
- Law enforcement
 - cut backs
 - jurisdictional issues
 - public expectations
 - land use laws not being enforced properly
- Diversion of money to charter schools
- Declining school enrollments
- Lack of consolidation of schools
 - smaller districts combining with larger districts for economy of scale benefits
- Undocumented residents
- Loss of population – (UP population aging but stable)
- Larger lots for housing
- Land use – 8 times the population growth
- Tourism growth/growth of service sector
- Division of upper and lower peninsulas
- Enforcement of natural resources is being politicized
- Discussions occurring about clustering townships
- New business focus
 - green jobs
 - movie industry jobs
 - different manufacturing sectors
- Exodus of our youth continues
- Increased competition for the same funds
- More tax incentives to draw business into the state
- Paralysis about the future

Trends continued....

Local Trends

- Threat of annexation
- Shift from 'mom & pop' businesses to regional and national businesses
- Removal of the steel tariff and its affect on our area's economy (job loss)
- People are moving out into rural areas affecting housing costs and service demands
- Traffic is impacted by the increased number of vehicles
- E-commerce (doesn't generate sales tax revenue –impacts our revenue from the state)
- Zoning/planning
- Development of affluent subdivisions
 - attracting people who demand more services
 - choose our area for its quality of life
- Lack of affordable housing
- Lack of cooperation to have true intergovernmental collaboration
- Law enforcement
 - Declining
- Large regional businesses have changed operating procedures and have fewer employees
- Township is moving toward self-sufficiency in providing essential services
- Shift in educational philosophy
 - Loss of school
 - New Charter school
- Revenue sharing is reduced
- Loss of some businesses due to the economic melt-down

Strengths

- Natural areas and recreation are nearby
- Our physical location
- Our people
- Low crime rate
- Strong 'sense of community'
- Township has managed its financial resources to provide the current level of essential services
- Existence of areas in place *and prepared* for development
- Desire to grow in a controlled manner
- Visions which have provided the infrastructure now in place
- Regional medical facilities/airport/university and culture in a rural setting
- Our rural setting
- Commitment to do what's best for the Township and its residents
- Tourism
- Four seasons
- Opportunities that others don't have – we have land
- Basic needs are met
- Variety of regional shopping/services
- Transportation improvements with positive public support
- Public transportation is available
- Connected community with WI Fi and Northern Michigan University is pursuing countywide access
- Health care at our back door
- K-12 school in the township – all in one location
- Very good fire/EMS rescue available
- Good range of housing available
- Northern Michigan University – higher education less than five miles away

Concerns/Issues/Weaknesses

- Taking our quality of living for granted
- Potential demise of township government
- Infrastructure deficiencies
 - roads
 - lack of trails/pathways/sidewalks
 - sewer/water
- Lack of current resources of residents to fund water and sewer projects
- Recognition by residents that you can't have everything if you aren't willing to fund it
- The threat of annexation
- Outside financing for projects may be reduced (not for water/sewer)
- Shortage of good paying jobs to support new families who might want to locate here
- Mine decline and the new mining development potential
- Declining interest of public participation in government
- Employment is not diversified
- Effects as a result of casino gambling
- Better communication between governing board and committees
- Revenue sources of the future
- Township's ability to provide service equal to expanding demand
- Protecting our wellhead/watersheds
- Potential loss of our local school and its affect on our 'sense of community'
- Lack of low cost recreation for people of all ages

Concerns/Issues/Weaknesses continued

- Not enough parks
- Depth of staff – one incumbent positions
- Communication issues
 - Methods used don't seem to work
 - Available information but not read
- Marketing of the Township
 - To residents and potential business developers
- Businesses don't identify with the Township
 - Not a 'real sense of place' exhibited by the business community
 - Singular logo/marketing strategy/unified marketing
- No unifying event for the residents
 - i.e. Chocolay Fest and Gwinn Fun Days
- No coordinated regional truck routing

Opportunities/Goals 2009

Top Five

- Build a new township campus complex that will serve to foster a strong sense of community
- Create an affordable vehicle to communicate accomplishments with our community
- Draw the public in resulting in increased public involvement and public trust
- Create neighborhood parks providing low cost recreational opportunities
- Sell the community as a good place to live, work and own a business including light manufacturing

Other

Communicate with residents that when there are increased services there will be increased costs

Encourage neighborhoods to develop their own parks and seek funding assistance

Create a 'greener' community

Find a vehicle for residents to actively communicate with the board

Define 'essential services'

Develop sensitive area overlays – reduce the size of acreage for subdivisions

Use the web site as a marketing tool