

Planning Commission
Regular Meeting

March 20, 2024
6:30PM

Big Rapids City Hall
226 N Michigan Ave

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Approval of Minutes
 - a. February 28, 2024
5. Public Comment Unrelated to Items on the Agenda
6. Public Hearing
 - a. Capital Improvement Program – review and recommend 2024-2030 CIP.
7. General Business
 - a. Update on previously approved projects - None
 - b. City Commission actions related to PC Recommendations – Short Term Rentals
 - c. Master Plan Update
8. Unscheduled Business
9. Adjourn

**CITY OF BIG RAPIDS
PLANNING COMMISSION MINUTES
February 28, 2024
*Unapproved***

Chair Montgomery called the February 28, 2024 Meeting of the Planning Commission, to order at 6:30 p.m.

PLEDGE OF ALLEGIANCE

PRESENT Sarah Montgomery, Rory Ruddick, Kate McLeod, Tim Vogel and Jacob Buse

EXCUSED None.

ABSENT None.

ALSO PRESENT Joseph Walker, Planning & Zoning Technician

There was 1 member of the public in attendance.

APPROVAL OF MINUTES

Motion was made by Vogel and seconded by Buse to approve the minutes of the January 17, 2024 regular meeting of the Planning Commission with one correction:

“Chair Montgomery” revised to “Acting Chair Buse.”

Motion was passed with all in favor.

PUBLIC COMMENT NOT RELATED TO ITEMS ON THE AGENDA

None heard.

PUBLIC HEARINGS

Capital Improvements Program – Review and Recommendation

The public hearing opened at 6:33.

Staff Comments:

Planning and Zoning Technician Joseph Walker gave a brief explanation of the Capital Improvements Program (CIP) to the commission and its role as a planning tool and helpful guideline for the later process of forming a municipal budget. The CIP serves as a way for City Staff, particularly department heads, to list their departments needs for funding things such as infrastructure, equipment, services, or other projects. The document is a wish list of items which our ranked for priority and timeliness and is updated each year to readjust City priorities. Walker noted the absence of Community Development Director Michelle Stenger, who had a larger role in preparing the document and was a larger source of knowledge on its format and purpose.

Public Comment Related to the Capital Improvements Program:

Paul Griffith, of 17331 Outer Dr, Big Rapids, complimented the City's decision to fund a police ATV for patrolling the area's trail, as well as the addition of lights to the depot trail and Baldwin Street bridge. Griffith stated that he was vice-chair of the Friends of the White Pine Trail and stated that the last few miles of the trail would be paved this year, completing the paving of the entire 92 miles of trail, making it the longest paved trail in the state and 3rd longest in the country. Griffith recommended that the commission consider adding an additional bike lane to the CIP which would be installed along S Bronson between Colburn and M-20. This would fully connect and loop five miles of the City's bike lanes to the White Pine Trail. Griffith stated that due to the configuration of the road currently, he estimated that adding the lane would not be as expensive as a usual project. Griffith stated that this would be an additional benefit to the east side of the City which he said needed all the love it could get.

Chair Montgomery closed the public comment at 6:38 and the board entered into fact finding. The following discussion was had:

Vogel stated that he didn't fully understand the Planning Commission's role in the CIP approval process after reviewing the document, noting language about the policy group working with the Planning Commission. He also questioned whether the projected \$50,000.00 would be enough to cover the planned update of the City zoning code.

Walker stated that this was a projection, and that the City was aware of and would be seeking grants to fund this project.

Vogel inquired what the function of the police ATV would be.

Buse stated that he could not say for sure but from his experience as a fire fighter Big Rapids he believed it was for ease of access to the trails and other hard to reach areas for first responders. He noted other municipalities use of ATV's for these purposes, and the fire departments need for one when dealing with a fire in the Clay Cliffs area.

Walker concurred and noted these requests were from the respective department heads, and that it is hard to speak to every department's needs but that the were their agreed to priorities.

McLeod asked whether the CIP process took the current Big Rapid's master plan into consideration.

Walker noted that the document may not state it but given the Community Development Department's involvement the master plan was certainly considered throughout.

Buse stated he was concerned he did not see money being set aside each consecutive year of the plan for the Fire Department's backup engine, which had \$100,000.00 requested for it in the first year of the listed requests.

McLeod stated that the commission seemed to more support the purchase of a ATV that was equipped for rescue operation rather than a purely patrol ATV. She asked if it was possible for this to be passed along.

Walker stated he could pass this information along to the appropriate members of the administrative and policy groups and noted that the CIP wasn't so detailed as to show what the specifications of each item being requested for funding were.

Vogel stated that if there were more questions about some of these projects, that the CIP should be tabled until next month's meeting.

Montgomery concurred and stated that she would prefer to go over the CIP line by line with Community Development Director Stenger at the next meeting.

McLeod noted that the last year when the CIP was approved at the City Commission, the department heads were in attendance to give context to some of the requests. McLeod didn't know if the Planning Commission needed to go to this level of detail but stated it was hard to approve something so general.

Montgomery asked Walker if Director Stenger would be able to give mor detail.

Walker stated she would and noted that the City Commission was where the CIP would be fully approved and would be scrutinized in more detail and include department heads in the discussion.

Montgomery and Buse asked whether tabling the CIP would cause delays, or if there was a deadline for approval.

Walker stated he was not aware of a deadline but noted that tabling the CIP would likely cause delays in the City's budgeting process.

Vogel stated he would like to move to table the CIP.

McLeod agreed and asked that the Commission have more clarification on their role in the process.

Buse stated he saw the Planning Commission's role as looking for glaring issues before recommending the CIP to the City Commission. Which he stated in his opinion there were none.

Montgomery stated if that was the role of the Commission then she also did not have issues with the CIP, and that the CIP seemed largely similar to what the Commission recommended the previous year.

Motion by Vogel seconded by Ruddick to postpone the recommendation of the Capital Improvements Program until the March 20, 2024 regular meeting of the Planning Commission.

The motion passed with Mcleod, Ruddick, Montgomery, and Vogel voting yea. Buse abstained.

GENERAL BUSINESS

a. Review of By-laws

Walker stated that this meeting's discussion of the by-laws would serve as a time for the Commission to ask questions and share ideas on the by-laws which would then be worked on and reviewed by City staff and the City's attorney. There was no action required by the board. Walker stated that he was aware Commissioner Vogel had already conversed with director Stenger about the by-laws.

Vogel stated he would share his previous thoughts and ideas with the board. Vogel stated he mainly wanted clarification of part of the by-laws. He noted the by-laws included language about both a secretary and recording secretary, the latter of which was Walker, but that it wasn't clear what role served what purposes. Vogel also thought that section 3.9 and 3.11 which contain language about recusal and voting respectively, should have more clarification of the standards for recusal or abstention. Vogel continued that the time limit rules for public comment in 3.7 should contain some room for variation depending on the context of the meeting.

Montgomery stated she thought it would be helpful to have someone monitoring time for public comment at meeting.

Walker stated that this would be possible at meetings and noted that more often than not the rules for time limits were not needed at the less attended meetings.

Montgomery agreed but said that at busier meetings it would make them less stressful for the chair.

A brief open discussion was had about the appropriate time limit for public comment, which per the by-laws was five minutes.

Buse suggested there should be a standard time in the by-laws as well as the option to adjust it depending on the meeting.

McLeod stated there were many typos in the by-laws. She also noted that the board usually does not use the rebuttal time mentioned in section 3.4.

An open discussion was had about the proper public comment process during a meeting.

Vogel stated he thought the time limit on the completion of minutes for meetings was too short, and that he was surprised it was in the by-laws.

More discussion was had about the standards for recusal, McLeod noted that she was unaware the commission was supposed to vote on recusals. Vogel again asked for more clarification on the standards.

With no other comment, Walker suggested the commission move to the next agenda item.

b. Annual Report

Walker summarized the City of Big Rapids Annual Report on Planning and Zoning. Which covers planning and zoning decisions made within the city, as well as updates on city functions and goings on. Walker noted that the report required approval as presented by the board, but that it was not a public hearing.

Motion by Vogel seconded by McLeod that the 2023 Annual Report of Planning and Zoning be approved as presented.

The motion passed with all in favor.

c. Update on previously approved projects – None

d. City Commission actions related to PC Recommendations – None

e. Master Plan Update

Walker summarized the recent charette and public input session for the new master plan process. Noting that the Community Development Department was happy with the outcome of the meetings but had hoped for more attendance at the charette regarding the downtown, which was open to the public and for which the Department had extended invites to many downtown business owners. Regardless the meetings were constructive, positive, and insightful. Walker thanked the Commissioners that were able to attend any of the sessions.

UNSCHEDULED BUSINESS - None

There being no further business, Chair Montgomery adjourned the meeting at 7:23 p.m. with all in favor.

Respectfully submitted,

Joey Walker
Planning & Zoning Technician and Planning Commission Secretary

City of Big Rapids
Capital Improvements Program
2024-2030

Acknowledgements

City Commission

Fred Guenther, Mayor
Jon Eppley
Lorraine James
Amanda Johnson
Karen Simmon

Planning Commission

Sarah Montgomery, Chair
Jacob Buse
Tim Vogel
Rory Ruddick
Kate McLeod

Adopted: (PENDING)
March 18, 2024

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Introduction

A Capital Improvements Plan (CIP) is a multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. The purpose of a CIP is to facilitate the orderly planning of infrastructure improvements; to maintain, preserve, and protect the City of Big Rapids' existing infrastructure system; and to provide for the acquisition or scheduled replacement of equipment to ensure the efficient delivery of services to the community. The CIP is also utilized to ensure that capital improvements are fiscally sound and consistent with the goals and policies of the governing body and the residents of the community.

A comprehensive CIP is an essential tool for the planning and development of the social, physical, and economic wellbeing of the community. The process of creating a CIP is a necessary part of an organized effort to strengthen the quality of public facilities and services; provide a framework for the realization of community goals and objectives; and provide a sound basis on which to build a healthy and vibrant community.

The CIP informs Big Rapids residents and stakeholders on how the municipality plans to address significant capital needs over the next six years. The CIP provides visual representations of the community's needs including tables that detail the timing, sequence, and location of capital projects. The CIP can also influence growth because infrastructure can impact development patterns.

Some of the benefits that the CIP provides for the residents and stakeholders include:

- Optimizing the uses of revenue
- Focusing attention on community goals, needs, and capabilities
- Guiding future growth and development
- Encouraging efficient government
- Improving intergovernmental and regional cooperation
- Helping maintain a sound and stable financial program
- Enhancing opportunities for the participation in federal and/or state grant programs

The projects identified in the CIP represent the community's plan to serve residents and anticipate the needs of a dynamic community. Projects are guided by various development plans and policies established by the City Commission, Planning Commission, and City administration.

Plans and policies include:

- Master Plan Addendum 2018
- Downtown Blueprint Update 2016
- Tax Increment Financing (TIF) Plan
- Parks and Recreation Master Plan 2022-2026
- Bicycle and Pedestrian Plan 2012
- Goals and Objectives of City Commission
- 2020 Housing Study
- Administrative Policies

Mission Statement

Preparation of the CIP is done under the authority of the Michigan Planning Enabling Act (PA 33 of 2008). The goal of the CIP should be to implement the master plan and to assist in the community's financial planning.

The CIP is dynamic. Each year all projects included within the CIP are reviewed, a call for new projects is made, and adjustments are made to existing projects arising from changes in the amount of funding required, conditions, or timeline. A new year of programming is also added each year to replace the year funded in the annual operating budget.

The CIP program should continue to develop over time by adding features to gradually improve quality and sophistication. Greater attention shall be devoted to providing more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing debt strategy.

CIP and Budget Process

The CIP plays a significant role in the implementation of a master plan by providing the link between planning and budgeting for capital projects. The CIP process precedes the budget process and is used to develop the capital projects portion of the annual budget. Recommending approval of the CIP by the Planning Commission does not mean that they grant final approval of all projects contained within the plan. Rather by recommending approval of the CIP, the Planning Commission acknowledges that these projects represent a reasonable interpretation of the upcoming needs for the community and that projects contained in the first year of the plan are suitable for inclusion in the upcoming budget.

Priority rankings do not necessarily correspond to funding sequence. For example, a road-widening project which is ranked lower than a park project may be funded before the park project because the road project has access to a restricted revenue source, whereas a park project may have to compete for funding from other revenue sources. A project's funding depends upon several factors-not only its merit, but also its location, cost, funding source, and logistics.

The community of Big Rapids should strive to maximize resources by maintaining a balance between operating and capital budgets. A continuous relationship exists between the CIP and the annual budget. A direct link can be seen between the two documents, as there should be in a strategic planning environment. Budget appropriations lapse at the end of the fiscal year as the operating budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

Definition

As used in the City of Big Rapids Capital Improvements Program (CIP), a capital improvement project is defined as a project that results in the acquisition, addition, updating, or development of physical facilities. A capital improvement project may also include contractual or bonded indebtedness payments related to fix assets, or any major expenditure for physical development, which generally falls into one of the following categories:

1. Land and non-structural improvements
2. New structures
3. Major repairs - \$7,500 or more
4. Major replacements - \$7,500 or more
5. Non-motorized equipment - \$7,500 or more

Additionally, capital improvements are generally defined as the following:

- a) New and expanded physical facilities for the community which are relatively large-in-size, expensive, and permanent.
- b) Large scale rehabilitation or replacement of existing facilities.
- c) Major pieces of equipment which have a direct relationship to the function of a physical facility, and which are relatively expensive and of long life.
- d) Purchase of equipment for any public improvements when first erected or acquired that are to be financed in whole or in part from bond funds.
- e) The cost of engineering and architectural studies and surveys related to an anticipated improvement.

CIP Process

Groups and Rules

Project Analysis & Prioritization

Capital Improvement Approval

Process

The process of creating the Capital Improvements Program took place over five months and including staff from every department in the City.

Groups and Roles

The first step in the process was getting the different people and groups necessary to fill vital roles in drafting the Capital Improvements Program. The groups and roles are described below:

Policy Group: reviews the policy, develops the project rating and weighting criteria, rates and weights project applications, and presents the recommendation to the Administrative Group.

- City Manager
- City Treasurer
- Director of Public Works
- Police Chief
- Fire Chief
- Superintendent of Water Plant
- Superintendent of Wastewater Plant
- Street Superintendent
- Community Development Director

Administrative Group: clarifies any issues, finalizes the priorities, and brings the CIP draft forward to the Planning Commission.

- City Manager
- City Treasurer
- Community Development Director

Planning Commission: works with the Policy Group during the plan development, conducts workshops (if necessary), reviews the Administrative Group's recommendation, receives public input, and makes recommendations to the City Commission to adopt the plan and consider incorporating funding for the first-year projects into the annual budget.

City Commission: adopts the CIP, uses the CIP as a tool in the adoption of the annual budget in accordance with the governing body goals and objectives.

Residents: encouraged to participate in plan development by working with various boards and commissions at the Planning Commission meetings, and at the City Commission's budget workshops and public hearings. As always, communication is open between residents, City Commissioners, Planning Commissioners, and staff.

Project Analysis and Prioritization

Upon receiving requests from various Departments for capital improvement funding, the Policy Group engaged in a process of scoring projects utilizing the following review criteria:

1. Project will improve quality of life and/or quality of service of residents and users.
2. If deferred, absence of project would negatively impact residents and users.
3. Project is part of a multi-year funding commitment.
4. Project is part of, or complements, other ongoing projects.
5. Project is part of an approved City plan.

Projects were scored on a scale from 1-5. Additionally, departments proposing projects provided an internal department priority ranking out of the number of projects proposed. Average scores and department priorities are included in the final project tables.

After reviewing department priorities and Policy Group scoring, the Administrative Group prioritized projects and recommend projects to the Planning Commission according to the following categories:

Priority 1: Essential

Project cannot be postponed, as it is essential; partially completed; meets an emergency situation, or remedies a condition dangerous to public health, welfare, or safety; or the City is committed by contractual arrangement. Only essential projects should be so classified.

Priority 2: Desirable

Project should be carried out within a few years to meet anticipated needs of a current program or for the replacement of unsatisfactory facilities. These include projects that are needed to maintain the department program at current level of performance, projects that would benefit the community, and projects whose validity of planning and validity of timing have been established.

Priority 3: Acceptable

Project is needed for the proper expansion of a program or facility with the exact timing, waiting, until funds are available. These are projects that are adequately planned, but not absolutely required, and should be deferred to a subsequent year if budget reductions are necessary.

Priority 4: Deferrable

Project is needed for an ideal operation but cannot yet be recommended for action. Can safely be deferred beyond the third year of the six-year projection.

Priority 5: Needs Further Study

Project is desirable but not essential, can be safely postponed without detriment to preset services, rated lowest of those submitted, and/or needs further study before being recommended for funding.

Capital Improvement Approval

While the Planning Commission will play an important role in developing a CIP, recommendations coming from the Planning Commission to the City Commission are purely advisory in nature. It is the sole responsibility of the City Commission to approve and adopt a CIP for any given year.

The Planning Commission reviewed the CIP on _____ and unanimously recommended that the City Commission adopt the 2024-2030 Capital Improvement Plan.

The City Commission adopted the Capital Improvement Plan at their regular meeting on _____

Program Funding

General Fund

Major & Local Streets

Downtown Development Authority

Library Fund

Airport Fund

Dial-A-Ride Transit Fund

Wastewater & Wastewater Replacement

Program Funding

The City of Big Rapids has several funding sources for these Capital Improvements projects. This is necessary due to the substantial financial resources required to meet the goals of the Program. Most capital funding sources are earmarked for specific purposes and cannot be transferred from one capital program to another. For example, funds raised by the community for fire protection services must be used for the purposes that were stated when the voters approved the funding. The CIP has to be prepared with some projects as to the amount of money available. The following is a summary of the funding sources for projects included in the CIP.

General Fund

The General Fund is the fund that is responsible for many of the daily operations of the City. The fund has three major revenue sources: property tax, income tax, and state shared revenue. Collectively, these three revenue items are responsible for 87% of General Fund income. Over the last fiscal year, the revenue collected from these sources has increased for income tax and property, revenue sharing has decreased due to decrease in 2020 census population. The largest driver of cost in the General Fund is public safety related expenditures which account for roughly 43% of the budget. As a best practice measure, the Government Finance Officers Association (GFOA) recommends retaining a fund balance of two months of operating expenses, which is approximately \$1,400,000 for the City of Big Rapids.

Major and Local Streets

The Michigan Department of Transportation, through Public Act 51, requires each incorporated municipality to submit an annual report to the State Transportation Commission identifying any changes made to the mileage of their street system. Changes to the street system, if they meet the State's specifications, are reflected on the City's Certified Mileage Map. Certified mileage for major and local streets are used to distribute Act 51 revenues to communities. These revenues are derived by taxes imposed directly or indirectly on vehicle fuel sales. The City of Big Rapids currently has 37.90 miles of certified streets, including 14.50 miles of major streets and 23.40 miles of local streets.

Downtown Development Authority

The Downtown Development Authority (DDA) was created in 1985 to correct and prevent deterioration and to promote economic growth within the downtown area. The DDA governing body consists of individuals that were appointed by the City Commission, who also approves the DDA budget. The DDA is funded with a 1.9728 mill tax levied on all taxable property within the district. It is also responsible for the promotion and funding of downtown activities, such as the Big Rapids Farmer's Market.

Library Fund

The Library Fund is responsible for the operation and maintenance of the Big Rapids Community Library. The Library is funded from several different sources: .9969 mill levied by the City of Big Rapids, penal fine distributions, state aid, a 0.2 mill levy from Big Rapids Charter Township, and a subsidy from the City's General Fund. Salaries, fringe benefits, and library materials comprise most of the Library's current budget. In 2014, the City issued bonds in the amount of \$530,000 to renovate the existing facility. The Library Fund is responsible for the debt service associated with this bond issue. The bond for the renovation will be paid off in fiscal year 2024-2025.

Airport Fund

The Airport Fund is responsible for the operation and maintenance of the Roben Hood Airport. It is funded through fuel sales, rent from hangar leases, mechanic services, and subsidies from the City's General Fund. The main drivers of costs are salaries and fringe benefits for airport staff, fuel purchases, and debt service on the Community Hangar. The Airport is working on an expansion plan to extend a runway, allowing for larger planes to land. This expansion is included in this year's CIP.

Dial-A-Ride Transit Fund

The City's Dial-a-Ride Transit (DART) system has been providing "curb to curb" public transportation service to the Big Rapids community since 1975. DART has provided more than 3.5 million rides, offering safe, dependable, affordable transportation through a shared ride, demand-response public transportation service. Many patrons use DART as their sole source for fulfilling shopping, medical, education, and socializing needs. DART is a key amenity which separates the City of Big Rapids from other regional communities, providing the ability to get anywhere in Big Rapids to all persons. The DART Fund is supported by several different sources, including Michigan Department of Transportation (MDOT), federal funding, Ferris State University shuttle service, passenger fares, and the City's General Fund.

Wastewater and Wastewater Replacement

The purpose of the Big Rapids Wastewater Collection System and Treatment Plant is to protect public health and preserve the aquatic environment, thereby enhancing the quality of life for area residents. The wastewater system serves an 11-square mile area, which encompasses three jurisdictions: the City of Big Rapids, Big Rapids Charter Township, and Green Charter Township. Each community owns and operates their own wastewater collection system, including gravity sewers, pumping stations, and force mains. The City of Big Rapids owns and operates the Publicly Owned Treatment Works

(POTW), also known as the Wastewater Treatment Plant (WWTP). The WWTP is funded by user fees collected from the approximately 2,200 customers of the system. The wastewater collection and treatment system serves a population of approximately 20,000 people. The system has approximately 33 miles of gravity and force sewer mains as well as 15 lift stations. The Wastewater Replacement Fund is supported by annual contributions from each municipality that is connected to the system.

Water and Water Replacement Funds

The City's water system includes the operation and maintenance of the City's Water Treatment Plant, the distribution lines from the plant, and the upkeep of four water towers. The Water Fund's major revenue source is the usage rates collected from roughly 2,200 customers. Each year, rates are reviewed to correctly account for the funds needed to operate and maintain the plant. The Water Fund has three main cost centers: Production, Transmission, and Customer Service, with production accounting for about 45% of the budget. The Water Fund also transfers resources to the Water Replacement Fund for capital projects related to the water system.

The Water Replacement Fund exists to account for the replacement of capital items throughout the water system. It is funded by quarterly transfers from the Water Fund. The City has a goal to deposit \$700,000 per year into this fund to properly maintain the water system.

Motor Pool Fund

The City's Motor Pool is a part of the Department of Public Works (DPW) and maintains a variety of different vehicles and equipment, including 7 Dial-A-Ride buses, 44 pickups and cars, 4 loaders and backhoes with various attachments, 7 dump trucks with plows, scrapers, and spreaders. The Motor Pool also maintains everything from garbage trucks to chainsaws for use by DPW. In total, the Motor Pool maintains over 240 different pieces of equipment. Maintenance and replacement programs are in place to ensure the safety and utility of all vehicles. The Motor Pool Fund is supported by equipment rental charges to all funds that use the equipment.

Financial Breakdown

| <i>Fund</i> | <i>Budget Year</i> | | | | | | <i>Total</i> |
|--|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | |
| <i>General Fund</i> | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,200,000 |
| <i>Major Streets & Local Streets</i> | \$450,000 | \$450,000 | \$450,000 | \$450,000 | \$450,000 | \$450,000 | \$2,700,000 |
| <i>Airport Fund</i> | \$17,500 | \$17,500 | \$17,500 | \$17,500 | \$17,500 | \$17,500 | \$105,000 |
| <i>DART Fund</i> | \$- | \$- | \$- | \$- | \$- | \$- | \$- |
| <i>Library Fund</i> | \$- | \$- | \$- | \$- | \$- | \$- | \$- |
| <i>Wastewater Fund and Wastewater Replacement Fund</i> | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$3,000,000 |
| <i>Water Fund and Water Replacement Fund</i> | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$6,000,000 |
| <i>Motor Pool Fund</i> | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,200,000 |
| <i>Total</i> | \$2,367,500 | \$2,367,500 | \$2,367,500 | \$2,367,500 | \$2,367,500 | \$2,367,500 | \$14,205,000 |

The above chart shows the portion of each fund set aside to finance proposed CIP projects

Capital Improvements Program

2024-2030

2024-2025 Projects Funded

Airport Fund

| | | | |
|--------------------|---|------------|---|
| Runway 9 Extension | Extension of runway, city will be reimbursed over next 3-4 years, responsible for 5% of project costs | \$ 830,000 | This project will be financed and then partially reimbursed over multiple years |
|--------------------|---|------------|---|

General Fund

| | | | |
|---|--|------------|---|
| Zoning Ordinance Update | Update whole zoning ordinance once master plan is done | \$ 50,000 | MSHDA grant funding, no match required |
| Clay Cliffs | Develop a mile of ADA compliance trail within Clay Cliffs | \$ 500,000 | Grant funding for \$400,000, match is \$100,000 |
| Banners - Depot Trail & Baldwin Street Bridge | Develop plans for putting lights and banners to Depot Trail and Baldwin Street Bridge (up to the hill) | \$ 25,000 | |
| Engine 4 | Replace a 1998 Fire Engine | \$ 100,000 | |
| Drinking Fountain/Water Station | Replace current drinking fountain with fountain and water filling stations at public safety | \$ 7,500 | |
| 100 S Warren | Mill and Pave, Replace asphalt under carports with concrete | \$ 75,000 | \$45,900 of this money is for the concrete, which the Housing Commission will pay |
| Public Safety Parking Lot | Mill and replace existing asphalt in the parking lots and driveways | \$ 40,000 | Back portion only |
| N End Park Restroom | Add 6 unisex bathrooms at Northend park | \$ 160,000 | |
| Sidewalk Program | Annual program, \$25,000 maintenance, \$25,000 new sidewalks | \$ 50,000 | |

Motor Pool

| | | | |
|-----------------|--|------------|--|
| Dump Truck | Replace 2000 Dump Truck | \$ 200,000 | |
| Police ATV | Purchase an ATV to help patrol local trail system | \$ 50,000 | |
| DPW Parking Lot | Maintenance of existing parking lot to prevent replacement | \$ 25,000 | |

DDA Fund

| | | | |
|-------------|------------------------------|-----------|---|
| DDA Signage | New signage for the downtown | \$ 50,000 | The total is \$100,000, \$50,000 carryover from last year |
|-------------|------------------------------|-----------|---|

Pool Fund

| | | | |
|--------------|--|-----------|--|
| Pool Marcite | Deep end of the pool marcite to fix it before we see structural damage (3 years funding) | \$ 51,542 | |
|--------------|--|-----------|--|

Local Streets

| | | | |
|--|------------------------------------|------------|--|
| Asphalt Mill & Fill S. Stewart & 4 th Ave | Remove and repave asphalt services | \$ 180,000 | |
|--|------------------------------------|------------|--|

| | | | |
|--------------------------------|---|------------|--|
| W. Waterloo St | Pulverize and repave waterloo, going from 20 feet to 22 feet wide | \$ 105,000 | |
| <i>Major Streets</i> | | | |
| Fuller Ave | Pave half of the road that the water fund cannot cover | \$ 105,000 | |
| <i>Waste Water Fund</i> | | | |
| Digester, Aeration Feasibility | Feasibility study for correction size of blowers, diffusers | \$ 40,000 | |
| EQ Basin Blower Motor | Replace EQ Basin Blower Motor | \$ 14,000 | |
| <i>Water Fund</i> | | | |
| Water Tower Cleaning | Clean Perry & State Street water towers | \$ 8,750 | |
| HMC Upgrades | Install larger pump at location for fire suppression efforts in the subdivision | \$ 500,000 | |
| Lead Service Line Replacement | Replace identified service lines | \$ 50,000 | |
| Repaint Clarifiers | Repaint both clarifiers | \$ 560,000 | |
| Fuller Ave Water Main | Replace old water main with 12" main (broke 7 times already) | \$ 580,000 | |
| WTP SCADA Upgrade | SCADA upgrades on all satellite sites | \$ 230,260 | |
| Valve Turner | Replace a current valve turner that is no longer serviceable | \$ 100,000 | |
| Insert Valves | Install two new valves to eliminate a leaking valve behind Fairman Building | \$ 66,000 | |

2024-2025 Project Requests

| <i>Department</i> | <i>Project Title</i> | <i>Brief Description</i> | <i>Dept Ranking</i> | <i>Request</i> | <i>Ranking Average</i> | <i>Funded Amount</i> | <i>Notes on Project</i> |
|------------------------------|---|---|---------------------|----------------|------------------------|----------------------|---|
| <i>Airport</i> | Runway 9 Extension | Extension of runway, city will be reimbursed over next 3-4 years, responsible for 5% of project costs | 1 | \$830,000 | 1.6666667 | \$ 830,000 | This project will be financed and then partially reimbursed over multiple years |
| <i>Community Development</i> | Zoning Ordinance Update | Update whole zoning ordinance once master plan is done | 1 | \$50,000 | 2 | \$ 50,000 | MSHDA grant funding, no match required |
| | Clay Cliffs | Develop a mile of ADA compliance trail within Clay Cliffs | 1 | \$500,000 | 2.8333333 | \$ 500,000 | Grant funding for \$400,000, match is \$100,000 |
| | Banners - Depot Trail & Baldwin Street Bridge | Develop plans for putting lights and banners to Depot Trail and Baldwin Street Bridge (up to the hill | 3 | \$25,000 | 2 | \$ 25,000 | |
| <i>Fire Department</i> | Engine 4 | Replace a 1998 Fire Engine | 1 | \$500,000 | 2.1666667 | \$ 100,000 | |
| <i>Library</i> | RFID Security Gates and inventory wand | Security gates prevent someone from leaving the library with inventory, wand allows for self-checkout | 1 | \$25,000 | 3 | \$ - | |
| <i>Motor Pool</i> | Dump Truck | Replace 2000 Dump Truck | 1 | \$200,000 | 1.3333333 | \$ 200,000 | |
| | Police Car | Replace 2019 Ford Interceptor | 2 | \$70,000 | 1.8333333 | \$ - | This project is funded in 2023-2024 budget |
| | Police ATV | Purchase an ATV to help patrol local trail system | 3 | \$50,000 | 3.5 | \$ 50,000 | |
| <i>Public Safety</i> | Facilities | Stabilize the building foundation | 1 | \$100,000 | 1.167 | \$ - | Gap readers have installed to measure the movement over time |
| | Drinking Fountain/Water Station | Replace current drinking fountain with fountain and water filling stations | 1 | \$7,500 | 3.3333333 | \$ 7,500 | |
| <i>Public Works</i> | 100 S Warren | Mill and Pave, Replace asphalt under carports with concrete | 1 | \$75,000 | 2.1666667 | \$ 75,000 | \$45,900 of this money is for the concrete, which the Housing Commission will pay |
| | Public Safety Parking Lot | Mill and replace existing asphalt in the parking lots and driveways | 2 | \$85,000 | 2.8333333 | \$ 40,000 | Back portion only |

2024-2025 Project Requests

| <i>Department</i> | Project Title | Brief Description | Dept Ranking | Request | Ranking Average | Funded Amount | Notes on Project |
|---------------------|--|--|--------------|-----------|-----------------|---------------|---|
| <i>Public Works</i> | DDA Signage | New signage for the downtown | 1 | \$50,000 | 1.5 | \$ 50,000 | The total is \$100,000, \$50,000 carryover from last year |
| | W. Waterloo St | Pulverize and repave waterloo, going from 20 feet to 22 feet wide | 1 | \$105,000 | 1 | \$ 105,000 | |
| | DPW Break Room | Update failing brake room floors and furniture | 3 | \$15,000 | 3 | \$ - | |
| | DPW Parking Lot | Maintenance of existing parking lot to prevent replacement | 1 | \$25,000 | 1.8333333 | \$ 25,000 | |
| | Valve Turner | Replace a current valve turner that is no longer serviceable | 1 | \$100,000 | 1.3333333 | \$ 100,000 | |
| | N End Park Restroom | Add 6 unisex bathrooms at Northend park | 1 | \$160,000 | 1.8333333 | \$ 160,000 | |
| | Pool Marcite | Deep end of the pool marcite to fix it before we see structural damage (3 years funding) | 1 | \$51,542 | 2.3333333 | \$ 51,542 | |
| | Mitchell Crk Ct | Replaces a sagging line that causes issues | 1 | \$165,000 | 1 | \$ - | Next year this will be part of the WWTP/Infrastructure Bond |
| | Sidewalk Program | Annual program, \$25,000 maintenance, \$25,000 new sidewalks | 1 | \$50,000 | 1.3333333 | \$ 50,000 | |
| | Darwin Street | Complete reconstruct of Darwin, storm and water (2-year funding) | 1 | \$300,000 | 1.6666667 | \$ - | |
| | Division Street | 7 Manholes, storm pipe, road, sanitary sewer (2-year funding) | 3 | \$175,000 | 3.1666667 | \$ - | This could be a part of the WWTP/Infrastructure Bond |
| | Fuller Ave | Pave half of the road that the water fund cannot cover | 1 | \$105,000 | 3 | \$ 105,000 | |
| | Hanson Street | Final gravel street upgrade (3-year funding) | 1 | \$200,000 | 3 | \$ - | |
| | Asphalt Mill & Fill S. Stewart & 4 th Ave | remove and repave asphalt services | 1 | \$180,000 | 2 | \$ 180,000 | |

2024-2025 Project Requests

| <i>Department</i> | <i>Project Title</i> | <i>Brief Description</i> | <i>Dept Ranking</i> | <i>Request</i> | <i>Ranking Average</i> | <i>Funded Amount</i> | <i>Notes on Project</i> |
|------------------------------|--------------------------------|---|---------------------|----------------|------------------------|----------------------|---|
| | Mitchell Crk Ct | Mill and Pave | 2 | \$90,000 | 2.1666667 | \$ - | Maybe able to link with Pine to Bernies in future |
| <i>Public Works</i> | Insert Valves | Install two new valves to eliminate a leaking valve behind Fairman Building | 1 | \$66,000 | 2 | \$ 66,000 | |
| | Fuller Ave Water Main | Replace old water main with 12" main (broke 7 times already) | 1 | \$580,000 | 1 | \$ 580,000 | |
| <i>Wastewater</i> | East Screw Pump | Money has been set aside in 20/21, 21/22, 22/23 to complete | 1 | \$300,000 | 1.1666667 | \$ - | Next year this will be part of the WWTP/Infrastructure Bond |
| | Digester, Aeration Feasibility | Feasibility study for correction size of blowers, diffusers | 2 | \$40,000 | 1.8333333 | \$ 40,000 | |
| | EQ Basin Blower Motor | Replace EQ Basin Blower Motor | 3 | \$14,000 | 3.1666667 | \$ 14,000 | |
| <i>Water Treatment Plant</i> | Water Tower Cleaning | Clean Perry & State Street water towers | 2 | \$8,750 | 2.2857143 | \$ 8,750 | |
| | HMC Upgrades | Install larger pump at location for fire suppression efforts in the subdivision | 4 | \$500,000 | 2.2857143 | \$ 500,000 | |
| | Lead Service Line Replacement | Replace identified service lines | 1 | \$50,000 | 1.4285714 | \$ 50,000 | |
| | Repaint Clarifiers | Repaint both clarifiers | 5 | \$560,000 | 2.8571429 | \$ 560,000 | |
| | WTP SCADA Upgrade | SCADA upgrades on all satellite sites | 3 | \$230,260 | 2 | \$ 230,260 | |

Totals:

Projects Requested: 38

Money Requested: \$6,638,052

Projects Funded: 28

Money Funded: \$4,753,052

2025-2026 Projects

| Department | Project Title | Brief Description | Dept Ranking | Request | Ranking Average | Funded Amount | Notes on Project |
|-----------------|------------------------------|--|--------------|-----------|-----------------|---------------|--------------------------------------|
| Fire Department | Extrication Equipment | Upgrade Jaws of Life equipment | 1 | \$40,000 | 1.75 | \$40,000 | |
| Motor Pool | Maintenance Van | Replacing 2007 Chevy, Van with shelving | 1 | \$75,000 | 2.5 | \$75,000 | Possible Water Plant Funding |
| | Maintenance Truck | Replace a 2006 Chevy with new 3/4-ton plow and lift gate truck | 2 | \$85,000 | 2.1666667 | \$85,000 | |
| | Engineering Truck | Replace a 2008 4x4 truck with topper | 3 | \$75,000 | 2.1666667 | \$75,000 | |
| Public Safety | Public Safety Community Room | Upgrade audio visual system for PS Community Room | 3 | \$50,000 | 2.6666667 | \$50,000 | |
| | Lidar | Update existing Lidar (speed and distance models) | 1 | \$25,000 | 2.1666667 | \$25,000 | |
| | Speed Trailer | New Speed Trailer, existing does not work | 1 | \$25,000 | 2.1666667 | \$25,000 | |
| Public Works | Woodward Culvert | Replace existing culvert on Woodward Ave | 1 | \$600,000 | 1.4 | 600,000 | Partially funded through State money |
| | Pool Marcite | Deep end of the pool marcite to fix it before we see structural damage (3 years funding) | 1 | \$51,542 | 2.1666667 | \$51,542 | |
| | Sidewalk Program | Annual program, \$25,000 maintenance, \$25,000 new sidewalks | 1 | \$50,000 | 1.3333333 | \$50,000 | |
| | Darwin Street | Complete reconstruct of Darwin, storm and water (2-year funding) | 1 | \$300,000 | 2 | \$ 0 | |
| | Division Street | 7 Manholes, storm pipe, road, sanitary sewer (2-year funding) | 3 | \$175,000 | 2.5 | \$ 0 | Potential to be part of Bond |
| | 300 Block Henderson | Henderson street paving (last section). Darwin Street must be done first | 2 | \$250,000 | 2.3333333 | \$ 0 | |
| | Hanson Street | Final gravel street upgrade (3-year funding) | 1 | \$200,000 | 2.5 | \$ 0 | |

2025-2026 Projects

| Department | Project Title | Brief Description | Dept Ranking | Request | Ranking Average | Funded Amount | Notes on Project |
|-----------------------|--------------------------------|---|--------------|-----------|-----------------|---------------|------------------|
| Public Works | Speer to City Limit Water Main | Citizen Request to extend water main from Harding to city limits (2-year funding project) | 1 | \$490,000 | 2.3333333 | \$490,000 | |
| Wastewater | Novak Lane Lift Station | Remove and install new lift station | 1 | \$695,000 | 1.3333333 | \$695,000 | Part of the Bond |
| | WWTP Scada System | Replace and upgrade SCADA server hardware and software throughout plant and lift station | 2 | \$415,000 | 2 | \$415,000 | Part of the Bond |
| | D.O. Equipment Basins | Replace existing D.O. equipment, basins, and digesters | 3 | \$100,000 | 3 | \$100,000 | Part of the Bond |
| | Lighting Upgrade | Retrofit and upgrade light fixtures to explosion proof LED lights | 4 | \$34,000 | 4 | \$34,000 | |
| Water Treatment Plant | WTP Roof Maintenance | Have a portion of the roof restored | | \$100,000 | 1.5714286 | \$100,000 | |
| | Bulk Water Fill Station | Install a bulk water filling station in industrial park | | \$75,000 | 2.1428571 | \$75,000 | |
| | Distribution Valve Replacement | Replace 4 valves and add an additional valve | | \$150,000 | 2 | \$150,000 | |

Totals:

Projects Requested: 22

Money Requested: \$4,060,542

Projects Funded: 18

Money Funded: \$3,135,542

2026-2027 Projects

| Department | Project Title | Brief Description | Dept Ranking | Cost | Ranking Average | Funded Amount | Notes on Project |
|---------------------|--------------------------------|---|---------------------|-------------|------------------------|----------------------|---|
| Fire Department | IT Improvement | Replacement of 3 computers and a monodopad used for training | 1 | \$15,000 | 2 | \$15,000 | Possibly do 2025-2026 with other improvements |
| Motor Pool | Police Car | Replace a 2022 Ford Interceptor | 1 | \$75,000 | 1.3333333 | \$75,000 | |
| | 1 Ton Truck | Replace a 2008 Ford (over 300,000 miles) with a 1-ton 4x4 Diesel with plow and 5th wheel hitch | 2 | \$55,000 | 1.8333333 | \$55,000 | |
| | 1 Ton Truck | Replace 2005 Chevy Truck (Grass Rigg) | 3 | 60,000 | 3.1666667 | \$60,000 | |
| Public Works | Compost Site | Need to create a new site as existing is not in compliance with E.G.L.E. | 1 | \$125,000 | 1.8333333 | \$0 | Is there a timeline required by EGLE |
| | Pool Marcite | Deep end of the pool marcite to fix it before we see structural damage (3 years funding) | 1 | \$51,542 | 2.1666667 | \$51,542 | |
| | Swede Hill Restroom | Adding permanent restroom facility for two unisex bathrooms and maintenance, onsite well and septic | 1 | \$415,000 | 2.5 | \$415,000 | On sewer & water not septic and well |
| | Sidewalk Program | Annual program, \$25,000 maintenance, \$25,000 new sidewalks | 1 | \$50,000 | 1.5 | \$50,000 | |
| | Hanson Street | Final gravel street upgrade (3-year funding) | 1 | \$200,000 | 2.5 | \$0 | |
| | Speer to City Limit Water Main | Citizen Request to extend water main from Harding to city limits (2-year funding project) | 1 | \$490,000 | 2.3333333 | \$490,000 | |
| | Woodward Ave Storm | Storm sewer replacement, Bailey to Ridgeview, at risk of failing | 1 | \$110,000 | 1.8333333 | \$110,000 | |
| Wastewater | Aeration Basin Blowers | Replace 3 blowers and related piping and SCADA controls | 1 | \$873,000 | 1.8333333 | \$873,000 | Bond Issue |
| | Aeration Diffusers | Replace aeration diffusers in all four basins | 2 | \$100,000 | 2.3333333 | \$100,000 | Bond Issue |
| | Headworks Heater | Replace the heater in headworks building | 3 | \$100,000 | 2.5 | \$100,000 | Bond Issue |

| | | | | | | | |
|------------------------------|-----------------------------|--|---|-----------|-----------|-----------|------------|
| Wastewater | Headworks Staircase | Replace current cement staircases | 3 | \$90,000 | 3.8333333 | \$90,000 | Bond Issue |
| Water Treatment Plant | Booster Pump @ State Street | Install a new pump at the State Street Booster Station | | \$100,000 | 1.7142857 | \$100,000 | |

Totals:

Projects Requested: 16

Money Requested: \$2,909,542

Projects Funded: 14

Money Funded: \$2,584,542

2027-2028 Projects

| Department | Project Title | Brief Description | Dep Ranking | Cost | Ranking Average | Funded Amount | Notes on Project |
|-----------------|--------------------------|---|-------------|-------------|-----------------|---------------|------------------|
| Fire Department | Fire Hose Replacement | This is to request additional hose to what is existing, not a replacement | 1 | \$20,000 | 1.5 | \$20,000 | |
| Motor Pool | Police Car | Replace a 2022 Ford Interceptor | 1 | \$75,000 | 1 | \$75,000 | |
| | Engineering Truck | Replace a 2008 Chevy with a 4x4 truck with topper | 2 | \$75,000 | 2 | \$75,000 | |
| | Wing Mower | Replace a 2002 Wing Mower | 3 | \$85,000 | 3 | \$85,000 | |
| Public Works | Hemlock Park Pavilion | Replace the hemlock park pavilion | 1 | \$417,300 | 1.6666667 | \$0 | |
| | Sidewalk Program | Annual program, \$25,000 maintenance, \$25,000 new sidewalks | 1 | \$50,000 | 1.3333333 | \$50,000 | |
| Wastewater | Aerobic Digester Blowers | Replace 4 Lobe Blowers and Piping, update SCADA controls | 1 | \$1,672,000 | 2 | \$1,672,000 | Bonding Issue |
| | Digester Diffusers | Replace all the diffusers in the north and south digester | 2 | \$50,000 | 2.1666667 | \$50,000 | Bonding Issue |
| Water Treatment | Clean Wells 1 & 4 | Clean two wells to remove loose material and screens | 1 | \$55,000 | 1.1428571 | \$55,000 | |

Totals:

Projects Requested: 9

Money Requested: \$2,499,300

Projects Funded: 8

Money Funded: \$2,082,000

2028-2029 Projects

| Department | Project Title | Brief Description | Dep Ranking | Cost | Ranking Average | Funded Amount | Notes on Project |
|------------------------------|----------------------------|---|-------------|-----------|-----------------|---------------|-----------------------------------|
| Fire | Individual Thermal Imagers | Thermal imaging cameras for all fulltime firefighters | 1 | \$10,000 | 1.5 | \$10,000 | |
| Motor Pool | Police Car | Replace a 2022 Ford Interceptor | 1 | \$75,000 | 1 | \$75,000 | |
| Motor Pool | Woodchipper | Replace a 1998 Woodchipper | 2 | \$85,000 | 2.6666667 | \$85,000 | |
| Motor Pool | Blacktop Roller | Replace a 1991 Blacktop Roller | 3 | \$60,000 | 2.8333333 | \$60,000 | |
| Public Works | Pipe Storage Building | 72x40 Pole barn with a lean too to store piping and equipment | 2 | \$120,000 | 2.6666667 | \$0 | Assess Need |
| Public Works | Sidewalk Program | Annual program, \$25,000 maintenance, \$25,000 new sidewalks | 1 | \$50,000 | 1.3333333 | \$50,000 | |
| Public Works | W. Waterloo St | pulverize existing mater and add 2 inches of new asphalt | 1 | \$105,000 | 2.3333333 | 105,000 | Find a way to move up if possible |
| Wastewater | Vortex Grit Removal | Install new grit removal machinery | 1 | \$906,000 | 1.6666667 | \$906,000 | Bond Issue |
| Wastewater | Exterior Doors | Replace 12 exterior doors | 2 | \$60,000 | 2.6666667 | \$0 | Assess Need |
| Water Treatment Plant | New Lab Equipment | Replace spectrophotometer to ensure adequate readings | | \$10,000 | 1.5714286 | \$10,000 | |

Totals:

Projects Requested: 10

Money Requested: \$1,481,000

Projects Funded: 8

Money Funded: \$1,301,000

2029-2030 Projects

| <u>Department</u> | <u>Project Title</u> | <u>Brief Description</u> | <u>Dep Ranking</u> | <u>Cost</u> | <u>Ranking Average</u> | <u>Funded Amount</u> | <u>Notes on Project</u> |
|------------------------------|--|--|--------------------|-------------|------------------------|----------------------|-------------------------|
| Fire | Water Tender Replacement | Replace two 1993 tenders with a tender of larger capacity | 1 | \$400,000 | 1.666666667 | 400,000 | |
| Motor Pool | Street Sweeper | Replace 2006 Street Sweeper | 1 | \$170,000 | 1.5 | 170,000 | |
| Public Works | Sidewalk Program | Annual program, \$25,000 maintenance, \$25,000 new sidewalks | 1 | \$50,000 | 1.333333333 | 50,000 | |
| Public Works | Michigan & Grand Traverse Water Service Line | Replace road and water services | 1 | \$200,000 | 2 | 200,000 | |
| Wastewater | Sieve Drom Concentrator | Replace Sieve Drom Concentrator machine and related piping | 1 | \$909,000 | 2 | 909,000 | Bond Issue |
| Wastewater | Digester Insulated Covers | Build and install insulated covers of digesters and insulate perimeter walls | 2 | \$865,000 | 2.5 | \$0 | |
| Wastewater | Tioga Park Lift Station | Replace pumps, electrical controls, balst and coat piping | 2 | \$100,000 | 2.2 | \$100,000 | Bond Issue |
| Water Treatment Plant | Gilbert Drive/205th/Perry | Loop Gilbert Drive back to Perry with 12" water main | 1 | 2,000,000 | 3.166666667 | \$0 | |
| Water Treatment Plant | Redundant Raw Water Main | Install second raw water main from well house to water plant | | \$2,000,000 | 2.833333333 | \$0 | |

Totals:

Projects Requested: 9

Money Requested: \$6,694,000

Projects Funded: 6

Money Funded: \$1,829,000