

DRAFT



Mission & Vision Statements

Mission Statement

It is the mission of the City of Cadillac to be a well-managed, environmentally conscious, fiscally responsible, appealing community in northwest Michigan. We will encourage and advocate for an environment for living and working that is founded upon a strong community spirit of trust, broad-based citizen involvement, and dignity and respect for all regardless of gender, ethnic, social, or economic backgrounds.

Vision Statements

The City preserves and enhances its character and quality of life, and will be responsive to the changing needs of the residents and environment in a fiscally responsible manner.

The City will be an outstanding example of a well-managed, planned community which protects and enhances its historical heritage, architecturally significant buildings, residential neighborhoods, natural resources, open spaces and recreational areas. The City fosters well-planned business and commercial districts, encompassing a variety of industrial, manufacturing, retail and service establishments.

A strong commitment will be made to public health and safety, the maintenance of our infrastructure, and the conservation of our open spaces and natural resources, and where and when applicable, environmentally “green” practices will be utilized. Community services are distinguished by a strong commitment to quality, efficiency and outstanding public facilities, supported by reasonable property tax rates and/or fees.

The City will be known for its promotion of dignity, respect, and cooperation among residents regardless of gender, ethnic, social, or economic backgrounds, as well as for its promotion of cooperation among businesses, community agencies, and other units of government.

CITY COUNCIL GOALS

The City Council will annually review and discuss their mission/vision statements, financial realities, and priorities that they believe will maintain and improve our community. Council goals include:

Community Development & Enhancement

1. Promote positive image
2. Advance quality of life
3. Maintain and improve civic infrastructure
4. Maintain and improve public facilities and equipment
5. Maintain and improve environmental infrastructure

Economic Health & Development

1. Actively support business development
2. Promote business retention
3. Maintain and improve financial condition

Public Safety

1. Crime prevention
2. Emergency readiness and response
3. Enhance regional cooperation and communication
4. Fire Prevention

Customer Service & Organizational Enhancement

1. Maintain and improve human infrastructure
2. Maintain & improve use of technology
3. Review & update administrative procedures and policies

KEY PRIORITY PROGRAMS AND PROJECTS

Based on the goals set by the Cadillac City Council, the following have been identified by both Council and staff as key priority programs or projects:

1. Future of Cadillac Community Center (former Naval Reserve)

Time Frame: Ongoing

Initiated: 2016

Project Leader: Owen Roberts

The Cadillac Community Center has several tenants in most of the facility. However, low rent levels and vacancies result in the facility not generating sufficient funds to make capital improvements and perform major repairs, so the City continues to be subsidize the operations.

Status: Ongoing – There are three tenants in the facility: Up North Arts, Wexford Genealogy Organization, and the Cadillac Senior Center. Options for redevelopment of the property have been informally discussed, but any change of use from what is stipulated by Charter would require a referendum of the people. Building maintenance and operational issues of the facility are a concern. In FY2021 there was a catastrophic failure of the boiler system which cost approximately \$20,000 to repair. Funds for the emergency repair were transferred from the General Fund to cover the expense. The flat roof at the north end of the facility will need to be updated in the next couple of years at an estimated cost of \$100,000. The proposed Capital Improvement Program includes this repair, as well as other smaller projects to repair the drill deck space with wall repairs and new paint, and to do some upgrades to the exterior of the facility including power washing and paint. This will complement upgrades that Up North Arts will be doing at the site using funds received from the Cadillac Rotary Club. The facility does not generate sufficient rental revenue to cover this capital expenditure, so other sources of funds will need to be identified to pay for the City's portion of these projects. The proposed FY2024 budget will include a transfer from the General Fund to cover projects proposed in the upcoming year.

2. Update Lake Cadillac Invasive Species Management Program

Time Frame: Ongoing

Initiated: 2016

Project Leader: Marcus Peccia

This program helps insure the ongoing identification and treatment of invasive aquatic plant species in Lake Cadillac.

Status: The spread of milfoil and other invasive species is under control. Monitoring and treatment applications for invasive species are long-term commitments, especially for an urban public lake that is used primarily in a recreational manner. As such, funding for continued invasive species management is critical, but even more importantly a transition to a more holistic lake management approach is now the top priority.

2022 summary of events and proposed actions for 2023 are as follows:

- 2022 delivered mixed results for Lake Cadillac. The lake experienced another summer recreational period of reduced milfoil and curly leaf pondweed treatments and good water clarity. However, there was a late season milfoil seedbed germination and a couple sparse algal blooms.
- The USGS research buoy, for reasons unknown but probably funding, was never deployed on Lake Cadillac last summer as planned. USGS staff will be contacted this spring to determine the likelihood of this key lake monitoring device returning in 2023.
- Participated in the Canada Goose Nest/Egg Destruction in the spring of 2022. However, for the second time in the past three years, the capture and relocation of geese was not permitted by the DNR in 2022 and permits will not be issued again in 2023.

- Springtime storm water sampling, conducted by city staff to control cost and utilize existing skillsets, resumed in 2022. The results of the samples are unremarkable other than a couple sites exhibiting significant salt runoff. All sampling data is shared with the lake consultant.
- 2023 Request for Proposals (RFPs) have been released to secure new bids for Lake Consultant and Lake Treatment Applicator. The city has been satisfied with the performance of both firms and at the time of this update, Restorative Lake Sciences bid has been awarded and the Applicator bid is in process.
- Recommendations for 2023 will be forthcoming now that a consulting firm has been identified. In the meantime, RLS has provided recommendation as a part of their 2022 Lake Cadillac Report, which includes such items as goose control and storm water sampling, both of which the city presently performs on an annual basis. It is worth noting that RLS also recommends a new funding source (millage, special assessment) to expand lake management efforts.
- Present Funding: The General Fund is the current funding source for this program.

3. Cadillac West Corridor Improvements & Association

Time Frame: Ongoing

Initiated: 2016

Project Leader: John Wallace

The Cadillac West Corridor Improvement Association (CWCIA) is a public redevelopment organization whose purpose is to improve the commercial viability of the resort area commonly referred to as Cadillac West. The CWCIA will be comprised of a local board operating similar to the Downtown Development Authority and will be supported principally through tax increment financing once a plan has been established and approved.

Status: *Ongoing* – Past Actions and Improvements timeline:

2018 – The city collaborated with Networks Northwest and the Alliance for Economic Success (AES) using a technical assistance grant to prepare a SWOT analysis and prepare a corridor plan. This effort is complete.

Impact: The plan identified that the City should continue to run their planning activities independent of the surrounding townships.

2019 - The former Sands Hotel (now Lake Cadillac Resort) as well as Primo’s Barbeque & Rosa Blanca (party store) and The Marina Restaurant were purchased by a single development group. The purpose of the 2019 acquisition was to rehabilitate and operate as new businesses while keeping the uses largely the same.

City Assistance: To assist the developer with the major undertaking of rehabilitating probably the largest privately held commercial property within the Cadillac West area, the City established both a Commercial Redevelopment and Commercial Rehabilitation District. The City granted the developer an exemption pursuant to the Commercial Rehabilitation District that will result in a partial property tax abatement for 10 years.

2019-2020 - A comprehensive remodel and rehabilitation of the hotel facility was undertaken and is now complete.

2020 – With direct assistance from AES, the City recruited and appointed a complete board for the CWCIA.

2021 – The CWCIA board held its initial meeting on March 4, 2021 at which they elected officers and established their operating by-laws. The board met again in May to begin discussion on preparing a

development and tax increment financing plan. The board established a vision statement and goals and anticipates completing a tax increment financing and development plan as soon as possible.

2021 – The Lake Cadillac Resort stated their plans to continue redevelopment of the site under a mixed-use planned unit development. The owner also added a fueling station for boats near the dock.

2022 - The owner of the Pines Bowling Alley brought a conceptual plan to the Planning Commission to develop a self-storage facility focused on recreational storage behind the property. The Planning Commission referred it to the CWCIA board. The board was not in favor of the project, so the owner met with City staff to discuss an alternative idea to create unique short-term housing units on the site. Staff confirmed that this idea is consistent with the planning taking place for this business district. The owner has not yet submitted further plans for this type of development.

4. Complete Development of Cadillac Commons

Time Frame: Ongoing

Initiated: 2016

Project Leader: Marcus Peccia

The Cadillac Rotary Performing Arts Pavilion – The Cadillac Rotary Club has pledged additional funding for the continued renovation of the Rotary Performing Arts Pavilion and the surrounding area. The vision for the project exceeds the funds that are currently committed, so additional funding will need to be identified to move the project forward.

Status: Completed – The Cadillac Rotary Performing Arts Pavilion is complete.

The Plaza – This placemaking area calls for the redevelopment of the City Park parking lot and Elk Avenue for purposes of improving aesthetic appeal, commercial viability, and public use. The Michigan Economic Development Corporation is providing a \$200,000 grant for the project. The grant will be leveraged with DDA and Community Development funds.

Status: Completed - The Plaza is complete.

The Market – This placemaking project redeveloped property adjacent to The Plaza that once contained a blighted commercial structure. This structure was razed using a grant from the State of Michigan to make way for an open-air farmers market facility. A successful crowdfunding campaign generated funding to assist with this redevelopment effort.

Status: Completed – The Market is complete. However, a significant failure in the windscreen system requires a new solution. The original concept of using an overhead door type system was not implemented due to cost. The fabric windscreen system that was installed has proven ineffective against the elements, and several windstorms have rendered it useless. Outside funding is being sought, specifically through place planning type grants, but utilization of the City’s ARPA and/or available General Fund dollars may be necessary to acquire and install a permanent solution.

The Trailhead – Grant funding for the development of the White Pine Trail Downtown Bike Station, as recognized in the Recreation Plan, was received from the Michigan Department of Natural Resources (MDNR). The project was approved with the in-street trail extension, but the picnic shelter proposed on the site was removed to reduce cost. The project also involved retrofitting the clocktower to be used as the entryway for the trailhead. The Cadillac Area Community Foundation contributed a major portion of the added expense of installing the clocktower. Governor Whitmer attended the ribbon cutting ceremony and announced Cadillac as the newest “trail town” in the state.

Status: Completed – The Trailhead is substantially complete.

Additional Improvements – An upgrade to the public docking space adjacent to the Rotary Performing Arts Pavilion has been discussed for several years. This project could include a shoreline erosion restoration component, a new public pier, and a rear pedestrian pass through, and was partly a component of the original place planning program. Implementation would most likely require significant outside funding, and the City continues to look for and apply to various grant programs as they become available. Construction of a picnic shelter at The Trailhead and new play areas may also be part of future grant and outside funding initiatives.

5. Complete Phase II of Well Field Relocation Project*Time Frame: Within 1-2 Years**Initiated: 2016**Project Leader: Jeff Dietlin*

The City is nearing completion of the final phase of the relocation of the City's drinking water well system. Phase II involved purchasing a second site for three production wells, water main installation to connect the new well field to the system and create a full system loop, construction of a new water department headquarters facility, capping of all old wells in the former well field, and demolition of the old headquarters building.

Status: Ongoing – This Project is nearly complete and should be wrapped up by fall 2023. Remaining work is mostly punch list-type items and demolition of the 8th Street well field. A ribbon cutting in spring or summer 2023 will be planned.

6. Implement Plan to Upgrade All Streets Rated in Poor Condition*Time Frame: Ongoing**Initiated: 2016**Project Leader: Owen Roberts*

The City has a number of streets listed in poor condition. Updated street ratings will be used to schedule these streets for repair as part of the Capital Improvement Program. The Financial Services Department will assist with grant applications, bond issuance, and identification of other funding sources to improve these streets.

Status: Ongoing –The City utilized \$6 million in General Obligation bond financing to fund street reconstruction projects over the last seven years. Work must continue to identify future funding to complete the aggressive schedule of construction projects identified in the CIP. Updated street ratings will provide critical data that will inform ongoing decisions regarding timing of street replacements as well as identify other opportunities to extend the useful lives of existing streets. The proposed CIP includes over \$1.8 million in projects for next fiscal year. These projects would provide significant improvements to some of the worst streets in the City and include a combination of street reconstruction and other maintenance-type approaches like mill and overlay in order to stretch limited funds available for construction.

7. Enhance Web and Social Media Presence to Improve Communication and Expand Online Access to Public Information and Documents*Time Frame: Ongoing**Initiated: 2016**Project Leader: Owen Roberts*

Residents, property owners, community stakeholders and businesses are increasingly using existing and emerging technologies to communicate and conduct business. The City will identify, evaluate, and implement new technologies to improve communication with community members and offer electronic access to public services and documents.

Status: Ongoing – An overhaul of the City's website was completed in FY2019 giving the City's site a more modern look and feel. This platform provided additional functionality and enhanced the efficiency of content updates and additions. Use of Facebook as a means of communicating with the public has also increased. The ability to pay online for most City services has been implemented, including property taxes, utility bills, building permits, business licenses, rental registration fees, and miscellaneous receivable billing. In the near future, a new module will go live that will provide a fully functional Citizen Request

Management system that will replace a more static incident reporting page on the City's website. This implementation will add electronic workflow, request tracking, and request monitoring functionality that will help ensure that issues are resolved in a complete and timely manner.

8. Maintain 2-3 Months Fund Balance Reserves in General Fund*Time Frame: Ongoing**Initiated: 2016**Project Leader: Owen Roberts*

Prudent financial management includes maintaining adequate reserves on hand to protect ongoing operations and ease cash flow issues. Regular review of expenditures, long-term financial planning, and expanding revenue sources are all an important part of achieving this important financial objective.

Status: Ongoing – Maintenance of this important safety net of funds has been achieved for many years and is expected to continue. Updates to the City's Fund Balance Policy that will more specifically outline requirements for the amount of fund balance on-hand, fund balance categories, utilization of excess fund balance, and a process for restoring fund balance to policy levels if it falls below the required level will be introduced this year. This policy will help inform and justify a recommendation for investment of current excess fund balance into several important one-time capital projects in the upcoming budget year.

9. Improve Capacity to Encourage and Facilitate Local Economic Development*Time Frame: Ongoing**Initiated: 2016**Project Leader: Marcus Peccia*

Identify and implement strategies to entice development for all sectors within the City. Engage community stakeholders to identify strategies to share knowledge and resources in order to more effectively address community-wide issues and encourage growth and development. May include new efforts to market various city-owned properties for sale for the purpose of commercial, industrial, and residential development.

Status: Ongoing – The City has taken or is working on actions related to the following items to encourage and facilitate local development:

- Updating local and state databases of Cadillac buildings and properties that are for sale, lease, or available for development.
- Updating the Master Plan that includes many goals and objectives for city-wide economic development.
- Aggressively pursued the design and implementation of the place plans project now known as Cadillac Commons. This resulted in the development and/or upgrade of the Rotary Performing Arts Pavilion, The City Park, The Plaza, The Market, and The Trailhead.
- Participate regularly with the Region 2 Economic Development Leadership Team, and with the Cadillac Downtown Fund, Industrial Fund, Brownfield Authority and the Downtown Development Authority to facilitate and coordinate with their activities.
- Working with the Wayfinding Subcommittee of the Downtown Development Authority to explore implementation of a wayfinding system for the Cadillac area.
- Working with the Streetscape Subcommittee of the DDA regarding future improvements to the Mitchell Street Corridor. Most recently, this committee has been working with MDOT on traffic/pedestrian enhancements in downtown. A potential pilot program whereby pedestrian medians are installed in mid-block intersections is being explored as suggested by MDOT.
- Working with the Alliance for Economic Success as part of planning workshops regarding Cadillac West and Downtown Cadillac, in addition to other initiatives directly involving the City.
- Meeting with current and potential developers regarding various projects and ideas and introducing them to other agencies like the MEDC to help facilitate these development concepts.

- Achieved Redevelopment Ready Status which will allow the City to remain grant-eligible for many of the state’s grant programs including technical assistance grants to assist in preparing planning and zoning documents.
- Final graphics design and formatting of the draft zoning ordinance rewrite is currently in process. The ordinance has been reviewed by the State’s RRC staff and they have found that it meets their requirements. Public outreach for comment on the ordinance will begin after formatting of the ordinance is complete. These revisions are designed to streamline the process for obtaining development approvals. New zoning ordinance amendments have addressed mixed-use projects “by right” in the downtown, marijuana establishment regulations, and bicycle and sidewalk regulations. A complete zoning ordinance re-write is expected in 2023.
- The City was designated as a low-income community by the MEDC, pursuant to a study conducted on behalf of the City by Lake Superior State College. The survey indicated that the city has more than 51% of its population in the low/moderate income category, therefore the City qualifies for additional Community Development Block Grant (CDBG) funding.
- Created East Side Redevelopment and Rehabilitation Districts along Mitchell Street to encourage building improvements along the Mitchell Street Corridor. These districts create the opportunity for tax abatement for a period of up to 10 or 12 years.
- Activated the Cadillac West Corridor Improvement Authority. Working on preparing development and tax increment financing plan for the district.
- Coordinating groundwork on planning for a future train depot in Cadillac for the Ann Arbor to Traverse City passenger rail.
- Established a more formal agreement with the Alliance for Economic Success as they are evolving into the area’s economic development organization, similar to how the Northern Lakes Economic Alliance serves the Petoskey area.
- Working with developers on several projects including but not limited to:
 - The final building and site design for the Cadillac Brewery (412 S. Mitchell Street). Construction is now substantially complete.
 - After several years of working with owners of Northwood Hotel, the owners of the building sold the property to the owners of the Cadillac Pharmacy. Discussions with the prior owners included converting the former Northwood Hotel into a mixed-use commercial/residential development, which would likely have required a public-private partnership to address parking issues. Facilitated several meetings with the MEDC but ultimately the new owners are not proceeding with any significant projects at this time. Assistance has been offered to new owners and the City is eager to help with any interest in redevelopment of the site in the future.
 - Met with representatives of Cadillac Lofts to review and approve minor changes to Phase 2 of the project. Approved an increase in the number of residential units in Phase 2 of the project and a reduction in the amount of commercial space. Commercial space would be limited to the Mitchell Street frontage. Demolition of the old G&D store has taken place and construction of the Phase 2 building is expected to begin in 2023. Construction of the necessary public infrastructure components adjacent to the Cadillac Lofts development site. Infrastructure required for Phase 1 of the project is complete. Public infrastructure for Phase 2 is anticipated in 2023.
 - Remodeling of the Hermann’s restaurant and affiliated businesses in collaboration with new ownership.
 - Facilitated a meeting between the owner of the building on the northwest corner of Mitchell and Pine Streets and the MEDC to get assistance in the redevelopment of this

building. MEDC staff toured the building and prepared existing floor plans and building elevations for the owner to use in the redevelopment efforts. The MEDC may make a loan or grant available depending on what uses the owner decides to put into the building.

- Working with owner of an 18-acre parcel by Wright Street and Seneca Street; currently reviewing potential use and design options.
- Facilitated meetings between the owner of the former Speed's Automotive property and the MEDC to evaluate potential funding assistance. The owner has prepared proformas for his project and a final assistance package should be known within a few months. Community Development staff working to get the project approved for zoning. Unfortunately, the project is not moving forward at this time due to delays at the State level in evaluating grant applications as well as unprecedented recent inflationary pressures.
- Worked with Cadillac Pharmacy on arrangements remove damaged canopy and restore the façade. This led to ownership deciding to reevaluate redevelopment of the upper floors of the building. Owner expressed an interest in considering development of a boutique hotel.
- Continued to work with developer of the Cobbs & Mitchell Building on rehabilitation of additional buildings, and evaluation of new residential projects in the City. Projects include the purchase of the former Never Down For the Count building and renovating it for an indoor storage facility. Building has been painted and shutters installed on the upper windows. Owner is considering converting the upper floor into either offices or residential units. Additionally, the developer is exploring the possibility of building apartment units on a 3-acre site just south of Pearl Street at the City border. Staff has been assisting with facilitating design and zoning approvals.
- Working with the owner of the former Long Road Distillers building at 412 S. Mitchell Street to assist with securing new tenants.
- Secured a \$5,000 grant from MEDC to assist in getting the new zoning ordinance prepared more quickly.
- Secured \$80,000 in grants from the MEDC through the Match on Main Grant Program for the Owl Eye Coffee Roasters, Simply Delightful, and Charming North to make internal improvements to their businesses. City staff also secured \$2,500 technology grants for After 26 and Charming North for technology equipment. New applications for Emmi's Closet in downtown and for an ice-cream shop on the west side were recently submitted.
- Staff is attending the quarterly meetings being held by the downtown businesses, and is also meeting with downtown stakeholders (DDA, Chamber, and Visitors Bureau) to discuss future improvements to downtown sidewalks, streetscape design, and improvements regarding public safety in the downtown. City staff is working on a strategy to fund sidewalk improvements, and based on preliminary feedback, it is possible that the downtown merchants and/or property owners would be supportive of a special assessment for that purpose.
- Updated the information related to the Downtown Parking Assessment Program (building sizes, private parking space inventory, and parking demand formulas). The five-year special assessment program was approved and recommended by the DDA but was ultimately not approved by City Council.
- Working with Inland Lakes Machine regarding a potential land purchase and creation of a public parking lot near the Clam River at Haynes Street. This is intended to allow Inland Lakes

to expand their footprint on their site, as well as result in an enhanced recreational asset near the Clam River Greenway.

- Working with the MEDC and a Grand Rapids-based firm on site selection for a new 20,000 square-foot commercial space mixed-use development in the downtown.
- Worked with a developer on rezoning for the Cooley School site for a development project, but the project is currently not moving forward. It is likely that the updated zoning code will address the land-use matter at that location.
- Attended the Connecting Entrepreneurial Communities conference and petitioned for this group (Michigan State University) to hold their next conference in Cadillac, and currently the plan is for that to occur in the spring of 2024.
- Received a \$250,000 grant from Consumers Energy to create two micro-parks, establish a housing facade program and to combat blight throughout the City. Completed three housing facade projects in 2022 and with several more anticipated in 2023. Costs estimates have been prepared for the microparks and work is planned to occur as soon as possible.
- Developed plans for three snowmobile routes into downtown Cadillac pursuant to public and Council request for analysis. After Council consideration, routes ultimately were not approved.
- A downtown hotel feasibility study was performed by The Chesapeake Group. The study revealed that there is potential for a 40-to-50-unit condominium-style hotel in downtown Cadillac.

10. Enhance Employee Development and Training

Time Frame: Ongoing

Initiated: 2016

Project Leader: Marcus Peccia

Continue to explore opportunities to improve the City’s largest investment – people. Discovering how to better utilize current technology and/or new technology to improve service provision, encouraging participation in training when applicable and feasible, and reviewing, updating, and/or creating administrative policies and procedures as appropriate.

Status: Ongoing – A sample of initiatives that have been implemented and/or are currently underway include:

- Multi-department CPR training;
- Attendance at various Michigan Chapter of the American Public Works Association professional development events;
- Attendance/participation at various Michigan Government Finance Officers Association professional development events;
- Attendance at Michigan Municipal League, Michigan Management Executives, and International City/County Management Association professional development events;
- In-house software refreshment training;
- Updating to an Office 365 cloud based platform;
- Options for upgrading tablets/mobile devices for Council and staff;
- Network upgrades via fiber and wi-fi connections between facilities;
- Enhancements to employee assistance programs through Encompass and Backing the Badge;
- Improvements to staff work spaces with ergonomically improved equipment/furnishings;
- Police and Fire Department leadership attendance at state, regional and national professional development events, including the Michigan Association of Chiefs of Police, International Association of Chiefs of Police, and the Northern Michigan Fire Chiefs Association;
- Police Department acquired software called Power DMS to increase the administrative efficiency of the Department by having the ability to create, track and manage official law enforcement policies and programs;

- Acquired and implemented BS&A Building Department Module which will allow for more efficient management of the rental certificate program, building permit processes, and planning and zoning applications and permits. In addition to improving work efficiency, it will allow for simplified reporting to the MEDC regarding Redevelopment Ready Communities auditing.

11. Outside Funding Initiative

Time Frame: Ongoing

Initiated: 2019

Project Leader: Marcus Peccia

The City will continue to seek outside funding opportunities to pursue projects, programs, and studies that otherwise may not be feasible if reliant solely upon internal sources. The current tracking matrix for outside funding will be updated, and a listing of potential capital projects that could attract private donations and significant grant funding will be developed.

Status: Ongoing - Outside funding initiatives underway include, but are not limited to:

- Received Michigan Department of Natural Resources Trust Fund Grant that funded about \$260,000 to use toward the construction of the White Pine trail extension and White Pine Trailhead.
- DDA continues to solicit and receive over \$4,000 per year in public contribution to assist in funding the downtown flower basket program. This covers about half the cost of the program. Continue to seek out sponsors for the formal planting areas in the downtown.
- Received approximately \$800,000 of Community Development Block Grant (CDBG) funds for undertaking improvements to the Cadillac Lofts site for phase one demolition and construction abatement activities.
- Assisted developer in securing \$1,500,000 MEDC Community Redevelopment Program grant for Cadillac Lofts project.
- Received approximately \$750,000 State Brownfield grant/loan funds for undertaking eligible activities on the Cadillac Lofts Site.
- Received \$1,000,000+ State Brownfield grant/loan for Mitchell-Bentley clean-up.
- Seeking additional CDBG funds to facilitate public infrastructure projects (Phase II of the Cadillac Lofts project).
- Seeking additional MEDC grant funds to facilitate continued economic growth and expansion.
- Seeking additional Federal funds, such as Transportation Alternative Program grants to aid in creating new walkways.
- Investing portion of Public Act 51 funds to facilitate road improvements.
- The Chamber of Commerce Leadership Class received over \$90,000 in contributions and grant funds to replace the shelter over the Shay Locomotive and install a brick pathway. Grant funds were from the Cadillac Area Community Foundation and the Cadillac Rotary Club.
- Received \$50,000 from the USDA for The Market in 2020. These funds were for accessories to the primary structure such as the power screens, security cameras, and fans.
- Received \$100,000 grant from the MEDC in 2020 for the design of industrial streets in the Potvin Industrial Park.
- Awarded a \$250,000 Consumers Energy Prosperity Grant, which will be used to create two micro-parks, help eliminate blight throughout the City, conduct a residential façade improvement program, and add some cultural elements to City parks. Partnering with Habitat for Humanity to aid in implementation of the residential façade component of the program. Three homes have been renovated to date.
- Awarded a \$25,000 Match on Main grants on behalf of Owl Eye Coffee Roaster Company, Simply Delightful and Charming North in downtown Cadillac. Additional applications for Match on Main Grants have been submitted, and the City has partnered with the Chamber and Visitors Bureau to

collaborate with the process. Recently submitted two new applications to the program for Emmi's Closet and Sundaes on the Lake ice cream shop in the city's West Side business district.

- Received \$2,500 technology grants for After 26 and Charming North in downtown Cadillac.
- Received additional \$27,500 for the White Pine Trailhead Project from the Cadillac Area Community Foundation and the Cadillac Area Visitors Bureau, along with over \$5,000 from Republic Waste, to help offset non-grant eligible expenses.
- Received \$4,000 in funding to undertake a hotel feasibility study for downtown Cadillac. Funds were from: Alliance for Economic Success, Cadillac Area Visitors Bureau, Cadillac Area Community Foundation and ownership of the Cadillac Family Pharmacy.
- Recently secured a \$33,000 grant from the state Blight Elimination Program to demolish the old water building on 8th Street.
- Received a generous contribution of \$100,000 from Cliff Sjogren for the construction of two pickleball courts in the Lakeside Park area near the Cadillac Community Center. Received two additional donations of \$5,000 for the project, one from Horizon Bank and the other from the Cadillac Area Community Foundation. The Community Foundation is assisting in additional fundraising for the project.

12. Police Department Accreditation Program

Time Frame: 1-2 Years

Initiated: 2020

Project Leader: Adam Ottjepka

Pursuit of accreditation through the Michigan Association of Chiefs of Police (MACP) Accreditation Program will refresh the Department's operating standards to recognized best practices and procedures in the law enforcement profession. The process requires evidence that these standards, practices, and procedures are being followed. Once certified, Cadillac will be recognized by MACP as an accredited Police agency within the State of Michigan.

Status: Ongoing - The accreditation process has started through the filing of an application, completion of relevant training, and acquisition of the accreditation software. The Department is currently at over 40% completion at this time. The former Deputy Chief was trained and sent to be the accreditation manager for the department. Due to his retirement and multiple vacancies in the department, this project was delayed. The department intends to train another member and continue this work as soon as possible.

13. Walkability Enhancements

Time Frame: Ongoing

Initiated: 2019

Project Leader: John Wallace

In concert with the program titled "Improve Capacity to Encourage and Facilitate Local Economic Development," the objective of this program is to improve the quality of life of local citizens and visitors with enhanced opportunities to walk throughout the community. The program may include various types of new amenities such as signage, or physical features such as pedestrian islands, and should positively impact other modes of non-motorized transportation. Development of the program could include tapping into a sub-committee of stakeholders from the community, such as people regularly involved in biking or other clubs that use non-motorized ways to move throughout town, for the purposes of establishing a plan that addresses areas within our physical environment that would benefit by receiving some or all of these amenities. Efforts will be made to highlight areas within the City budget that fund these activities, and creation of a new project for the Capital Improvement Program may occur should a formal plan be adopted.

Status: Ongoing - In 2019 the Downtown Development Authority prepared preliminary design and cost estimates for two mid-block pedestrian crossings in Mitchell Street. Funding options for this project are being explored including potential MDOT funding. To date there have been no MDOT funds available for this project. The Chamber of Commerce Leadership Program proposed to fund one of these crosswalks in

2020 as part of their class leadership community project, but the City Council did not approve this project due to maintenance concerns.

Collaboration between the City, Cadillac Area Public Schools and the State continues regarding the acquisition of a Federal grant opportunity through the “Safe Routes to School” program. If successful, it is possible significant grant dollars will be available for the construction of pathways (e.g. sidewalks) for children to local schools.

The Chestnut Street reconstruction project included enhanced in-street bicycle paths. Each year as part of any street repaving projects the city engineer reviews opportunities to add or improve bicycle path design or add sidewalks. As part of a site plan review, increased sidewalks were required at 403 E. North Street to aid a new day care center going into a former church building. This sidewalk has been installed. It is anticipated that as a part of our updated CIP, new sidewalks will be installed by Franklin School. It is also expected that a new downtown sidewalk program will be explored.

14. Parking Enhancements

Time Frame: On-Going

Initiated: 2020

Project Leader: Marcus Peccia

Due to the growth Cadillac is realizing, specifically within its downtown corridor, enhancements to public parking opportunities are quickly becoming a priority. Contemporary solutions such as valet parking and automated parking facilities are being explored, and key locations have been identified near the most significant new development areas. Conversations are ongoing with other agencies and developers regarding funding and partnerships, specifically regarding automated facilities. It is possible that sometime within the next 1-2 years a new facility may be constructed as part of a mixed-use development project. New on-street parking spaces are also being planned as part of the new mixed-use development. Pending qualification criteria for outside funding, a parking study may need to be commissioned.

Status: Ongoing - Several automated parking structures and vendors have been explored based on recommendations by the MEDC. Merging such a parking structure into a broader mixed-use project such as Cadillac Lofts or the Northwood project is being evaluated to see if it is possible to secure funding through the MEDC. Now that the City is once again eligible for CDBG funding because of the results of the low/moderate income survey, the City may be able to secure CDBG funds to partner with a developer to make meaningful parking enhancements.

15. Commuter Rail Depot

Time Frame: On-Going & No Changes

Initiated: 2019

Project Leader: John Wallace

An initiative has been underway for several years to develop a passenger rail service from Ann Arbor to Traverse City that would include a stop in Cadillac. The route may ultimately include destinations beyond Traverse City, such as Detroit and Petoskey. Key to ensuring that the train stops in any community in between is for the community to support the construction of a passenger depot for the train to use when it stops to load and off-load passengers. Minimum platform lengths of approximately 1,000’ are required to accommodate a minimum passenger platform of 600’. Efforts are underway to identify potential locations within the community that can accommodate this space requirement in addition to the need for two sets of tracks. Funding for this project has yet to be determined, but it is expected to require a combination of outside funding in addition to the City funding the building activities. The City could construct the facility then use lease payments to pay down the debt service, similar to the construction and subsequent leasing of the DEQ building.

Status: Ongoing - The City has identified a site which may meet the guidelines for a train depot. However, the lobbying effort is being led by a regional non-profit organization, and progress is moving very slowly.

The formation of a new group to lead the implementation of this project has yet to occur. It is possible that the identified property may be sold or redeveloped long before this project ever becomes reality.

In 2022, the Cadillac Wexford Transit Authority was awarded a \$1.3 million grant for the second phase of a passenger rail service study. This study is needed to obtain additional funding toward repairs or construction work on the proposed rail line. The groundwork organization continues to raise funds for work on the rail lines that is needed to permit greater train speeds. However, aside from the pending study through the CWTA, no one has approached the city in the past year to continue to evaluate the design parameters for building a temporary or permanent train depot within the city. The city stands ready to assist when this project gets closer.

16. Public Safety Community Trust & Engagement Program

Time Frame: Ongoing

Initiated: 2020, Revised 2022 Project Leader: Adam Ottjepka

The Cadillac Police and Fire Departments are aware of the importance of engaging and communicating with local citizens. Creation of this program is intended to make it easier for members of the community to engage and communicate with police and fire leadership. A primary objective is to support law enforcement professionals by providing them with the necessary resources and training to stay current on operating policies, procedures and training programs, all of which help reinforce the strong community trust currently enjoyed in Cadillac.

Program includes using technology such as social media and other services such as broadcast-type messaging applications where subscribers – with a free subscription - could receive a text and/or email whenever a message is sent by police or fire. More traditional “meet and greet” opportunities such as open house-type gatherings could also be part of this program.

Status Updates

- Implemented software at the Police Department to track and assign policies for the purposes of verifying that they conform with accredited general best practices.
- Implemented software at the Police Department to document and track required training and professional development programs.
- Wexford County Emergency Management has implemented the “Code Red” notification for the area, so this does not need to be a component of the City’s plan.

17. Hazardous Materials Response Initiative

Time Frame: 1-2 Years

Initiated: 2020

Project Leader: Adam Ottjepka

Increase the level of hazardous materials response capabilities of the Cadillac Fire Department. This is important given the diversity of industries in Cadillac and the variety of freight moving through the community on roadways and rail lines. Opportunities for the City include entering into an intergovernmental agreement with a rated and equipped organization. Through mutual aid-type collaboration, Cadillac would then be the first responders responsible for command of the hazardous materials spill scene and decontamination of any victims, and this partner would be responsible for the subsequent clean-up.

Status: Ongoing - Discussions with regional agencies are underway, and it is anticipated that the program will be completed in 2024. Informal communication with local industrial stakeholders has taken place, and a draft of the program is in progress. A cost recovery mechanism must be developed and it is expected that a draft of this program could be available for City Council to consider sometime in 2023.

18. Asset Management Plan & Distribution System Materials Inventory*Time Frame: 3-years**Initiated: 2022**Project Leader: Jeff Dietlin*

This program pertains to the City's Drinking Water Asset Management Plan (AMP) and Distribution System Materials Inventory (DSMI). Field verification will be conducted for a minimum of 351 service lines out of a current total that exceeds 3,800. Work will include hydro-excavation of curb stops and in-building documentation of service line materials, as well as excavation and investigation of 51 corporation stops. All information will be reviewed, updated and entered into the city's geographic information system (GIS) database.

Status: On-Going – This project started in 2022, and it is anticipated that it will be completed by the end of 2024.

19. American Rescue Plan Act Funding Opportunities*Time Frame: 1-2 Years**Initiated: 2022**Project Leader: Owen Roberts*

As part of the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program of the American Rescue Plan Act passed by the US Congress in 2021, the City of Cadillac received an allocation of nearly \$1.1 million. Based on the final guidance for spending these funds, the City exercised the \$10 million standard exemption option to consider all funds under the 'Revenue Loss' category which expanded the flexibility to use these funds for services traditionally provided by government. Per the Final Rule issued by the US Treasury, these uses can include such services as:

- Construction of schools and hospitals
- Road building and maintenance, and other infrastructure
- General government administration, staff, and administrative facilities
- Environmental remediation
- Provision of police, fire, and other public safety services (including purchase of fire trucks and police vehicles)

A priority list of potential uses of these one-time dollars should be developed which ensures that they are being allocated to non-recurring costs, and toward other important priority items of the City Council.

Status: Ongoing – In December 2021, City Council authorized the use of \$108,000 of these funds for a one-time COVID-19 payment for all full-time City employees. Also in FY2022, the City Council approved the transfer of \$110,000 to complete construction of The Trailhead at Cadillac Commons. Over \$920,000 in funds remain, and the City has until December 31, 2024 to obligate and until December 31, 2026 to spend them. It is expected that conversations regarding the FY2024 budgeting process will take place, and preliminary plans proposed throughout the remainder of FY2023.

20. Alternate Energy Usage In Utilities Department*Time Frame: 5-year**Initiated: 2023**Project Leader: Jeff Dietlin*

Explore the use of renewable energy in the Utilities Department. There are several projects that could be evaluated as part of this program. Construction of a facility or installation of equipment to capture digester gas to reuse for energy production and/or energy conservation is in the current CIP. This program could also include the installation of solar gardens on City property. These projects could involve partnering with CTC or other agencies to educate the students in practical, real world situations.

Status: New – The Project is anticipated to start in the summer of 2023.

