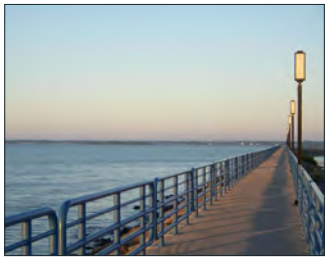
City of Alpena
MICHIGAN



Comprehensive Plan 2013

City of Alpena, Michigan

CITY OF ALPENA COMPREHENSIVE PLAN

City of Alpena
Alpena County, Michigan

City Council
Mayor Matt Waligora Mayor
Pro-Tem Shawn Sexton
Councilwoman Susan Nielsen
Councilwoman Cindy Johnson
Councilman Mike Nowak

City of Alpena Planning Commission
Paul Sabourin, Chair
Randy Boboltz, Vice-Chair
Wayne Lewis, Secretary
Mike Glowinski
Bryan Dort
Mark Hunter
Clay VanWagoner
Patrick Heraghty
Steve Gilmore

Planning & Development Director: Adam Poll

Planning Commission Secretary: Vickie Roznowski

Assisted by:

Northeast Michigan Council of Governments
80 Livingston Blvd
P. O. Box 457
Gaylord, Michigan 49734
www.nemcog.org
Planning Staff:
Denise Cline

Adopted:
Planning Commission: November 12, 2013
City Council: December 16, 2013

CITY OF ALPENA
COMPREHENSIVE PLAN

Table of Contents

CHAPTER 1 INTRODUCTION 1-1
Purpose of the Comprehensive Plan 1-1
The Planning Process 1-2
Location and Regional Setting 1-2
Brief History 1-2
Status of Planning and Zoning 1-3

CHAPTER 2 DEMOGRAPHICS AND HOUSING 2-1
Population 2-1
Age Distribution 2-2
Disability Status 2-6
Race and Hispanic Origin 2-8
Educational Attainment 2-8
Housing Characteristics 2-9
Rehabilitation Programs 2-12
Neighborhood Enterprise Zones 2-13

CHATPER 3 ECONOMIC PROFILE 3-1
Overview 3-1
Income and Poverty 3-1
Labor Force & Unemployment 3-4
Economic Sectors 3-9
City of Alpena Economic Development Activities 3-14
Economic Development Organizations 3-16
Economic Summary 3-19
Building Activity 3-21
Land Values 3-22
State Equalized Value 3-23
City of Alpena Finances 3-27

CHAPTER 4 COMMUNITY SERVICES AND FACILITIES 4-1
Educational System 4-1
Libraries and Museums 4-3
Cemeteries 4-6
Medical Facilities 4-6
Parks and Recreation 4-6
Publicly-Owned Facilities/Land 4-7
Downtown Development Authority 4-10
Public Safety 4-10
Transportation 4-12
Public Transit 4-15
Non-Motorized Transportation 4-16
Public Water and Wastewater Supplies 4-16
Utilities 4-18
Solid Waste Disposal 4-19
Fiber Optic Network 4-19

CHAPTER 5 CULTURAL AND NATURAL RESOURCES 5-1
Cultural Resources 5-1
Climate 5-9
Topography 5-9
Geology and Landforms 5-9
Soil Constraints Analysis 5-12
Natural Resource Features 5-13
Pre-Settlement Vegetation 5-19
General Ecological Areas 5-20
Key Ecological Corridors 5-24
Sites of Environmental Contamination 5-24
Discharge Permits 5-26

CHAPTER 6 EXISTING LAND USE 6-1
Land Division Patterns 6-1
Existing Land Cover/Use Characteristics 6-1
Single-Family Residential 6-2
Multi-Family Residential 6-2
Office Uses 6-3
Commercial 6-3
Downtown Business District 6-3
Mixed Use 6-3
Light Industrial 6-3
Heavy Industrial 6-3
Park Uses 6-4
Institutional 6-4
Nonforested Uplands 6-4
Upland and Lowland Forests 6-4
Wetlands 6-4
Surface Water 6-5
Other Uses 6-5

CHAPTER 7 PUBLIC INPUT 7-1
2007 Comprehensive Plan Community Input 7-1
2013 Comprehensive Plan Community Input 7-6
City Assets 7-7
City Issues 7-10

CHAPTER 8 COMMUNITY GOALS AND OBJECTIVES 8-1
Purpose 8-1
Goals & Objectives 8-1
Land Use, Planning, Community Development, & Quality of Life 8-1
Government Services 8-4
Historic & Cultural Resources 8-7
Natural Resources 8-10
Community Services & Facilities 8-13
Waterfront 8-19
Tourism & Recreation 8-20
Residential Development 8-25
Economic Development 8-28

CHAPTER 9 FUTURE LAND USE PLAN 9-1
Future Land Use Planning Areas 9-1
Residential 9-1
Commercial 9-2
Industrial 9-3
Natural Resources 9-4
Special Issue Planning Areas 9-6

CHAPTER 10 IMPLEMENTATION AND ADOPTION 10-1
Plan Coordination & Review 10-1
Public Hearing 10-1
Plan Adoption 10-1
Plan Implementation 10-1
Zoning Plan 10-2
Grants and Capital Improvement Plan 10-5
Recreation Plan 10-6

2007 Public Input Session Materials and Results ..... Appendix A
2013 Online Public Input Survey Results ..... Appendix B
Transmittals ..... Appendix C

1 - Affidavit of Service: Notice of Intent to Prepare a Master Plan
2- Copy of Notice of Intent to Prepare a Master Plan
3- Planning Commission minutes - transmit draft plan to City Council for distribution to adjacent communities
4 - Transmittal Letter of Draft Plan to City Council
5 - City Council Minutes: Approval of Distribution of Draft Plan to Adjacent Communities
6 - Affidavit of Mailing of Draft Plans to Adjacent Communities
7 - Copy of Notice - Draft Plans to Adjacent Communities
8 - Affidavit of Publication - Public Hearing
9 - Affidavit of Public Hearing Notice to Adjacent Communities
10 – Copy of Notice of Public Hearing - Adjacent Communities
11 - Resolution of Adoption - Planning Commission
12 - Minutes of Meeting - Planning Commission
13 - Resolution of Adoption - City Council
14 - Minutes of Meeting - City Council

LIST OF FIGURES

Figure 1.1: Location Map, City of Alpena 1-3
Figure 2.1: Population Change 1960 to 2010 2-1
Figure 2.2: Population Change: Northeast Michigan 2-2
Figure 2.3: Percent Population by Age Groups 2-3
Figure 2.4: Age Distribution 2-5
Figure 2.5: Population Change by Age 2-6
Figure 2.6: Educational Attainment 2-9
Figure 2.7: Age of Structure by Municipality 2-11
Figure 2.8: CDBG Downtown Rental Development 2-13
Figure 2.9: Neighborhood Enterprise Zone Area 2-14
Figure 2.10: Rental Housing Units 2-15
Figure 3.1: Income Levels 3-2
Figure 3.2: City of Alpena Poverty Rates 3-4
Figure 3.3: Jobless Rates 1990-2012 3-5
Figure 3.4: Occupations 3-6
Figure 3.6: Taxable Value – City of Alpena 3-23
Figure 3.7: Percent Change in Taxable Value 3-24
Figure 3.8: SEV: City of Alpena 3-24
Figure 3.9: SEV by Municipality 3-25
Figure 3.10: City of Alpena Total Real & Personal Property 3-26
Figure 3.11: City of Alpena Revenue Breakdown 3-27
Figure 3.12: City of Alpena Expenditures 3-28
Figure 3.13: City of Alpena Fund Balance 3-29
Figure 3.14: City of Alpena Cash Investments 3-30
Figure 3.15: Funding per Capita 3-30
Figure 3.16: Fiscal Stress Meter 3-32
Figure 3.17: Population Growth Indicators 3-33
Figure 3.18: Expenditures as a Percent of Taxable Value 3-33
Figure 3.19: Operating Deficits 3-34
Figure 3.20: Fund Balance as a Percent of Revenues 3-34
Figure 3.21: Long Term Debt 3-35
Figure 3.22: Public Safety Cost per Resident 3-36
Figure 3.23: Crime Statistics 3-37
Figure 4.1: Alpena Shipping 4-14
Figure 4.2: Community Facilities 4-21
Figure 4.3: City-Owned Property 4-22
Figure 4.4: City of Alpena Transportation System 4-23
Figure 4.4: City of Alpena Water & Sewer System Boundaries 4-24
Figure 5.1: Cultural and Historic Resource Map 5-8
Figure 5.2: Landform Units of Northeast Michigan 5-10
Figure 5.3: Hydric Soils Map 5-15
Figure 5.4: Soil Constraints – Buildings without Basements Map 5-16
Figure 5.5: Soil Constraints – Depth to Bedrock Map 5-17
Figure 5.6: Natural Resource Features Map 5-18
Figure 5.7: General Ecological Areas Map 5-23
Figure 6.1: City of Alpena Existing Land Cover/Use Map 6-6
Figure 9.1: City of Alpena Future Land Use Map 9-5

LIST OF TABLES

Table 2.1: Population Changes
City, County & State: 1980-2010 2-2

Table 2.2: Age Distribution
City, County & State: 2010 2-4

Table 2.3: Population Change by Age
City of Alpena: 2000-2010 2-5

Table 2.4: Disability Status of the Civilian Non-Institutionalized Population
Alpena County: 2011 2-7

Table 2.5: Disability Status (by disability)
Alpena County: 2011 2-7

Table 2.6: Population by Race and Hispanic Origin
City, County & State: 2010 2-8

Table 2.7: Housing Characteristics
Alpena County: 2010 2-10

Table 2.8: Housing Units in Structures
City & County: 2011 2-10

Table 2.9: Owner Costs by Percentage of Household Income
City, County, & State: 2011 2-11

Table 2.10: Rent by Percentage of Household Income
City, County, & State: 2011 2-9

Table 3.1: Median Household Income
City, County, State, & US: 2011 3-2

Table 3.2: Poverty Distribution
City, County & State: 2011 3-3

Table 3.3: Employment Statistics
City, County & State: 2011 3-6

Table 3.4: Employment Statistics for Class of Worker
City: 2011 3-7

Table 3.5: Alpena Area Principal Employers
2011 3-8

Table 3.6: Alpena Area Business Patterns 2010 3-9

Table 3.7: Alpena Area Businesses by Size of Establishment 2010 3-11

Table 3.8: Jobs Summary 2000-2010 3-20

Table 3.9: Establishments Summary 2000-2010 3-20

Table 3.10: Sales Summary 2000-2010 3-21

Table 3.11: Alpena County Building Permits 2007-2011 3-21

Table 3.12: Taxable Value History City of Alpena: 1977-2012 3-22

Table 3.13: Fiscal Distress Indicator System State of Michigan 3-31

Table 3.14: City of Alpena Fiscal Indicator Scores 2006-2011 3-31

Table 4.1: Alpena Public Schools 4-2

Table 4.2: Private Schools and Charter Schools 4-2

Table 4.3: Public Facilities in City of Alpena 4-8

Table 4.4: Alpena County Regional Airport Usage 2005-2012 4-13

Table 4.5: Alpena Freight Traffic - 2009 4-14

Table 4.6: Alpena Utility System 4-19

Table 5.1: Sites of Environmental Contamination 5-24

Table 5.2: National Pollution Discharge Elimination Facilities 5-26

Table 6.1: Existing Land Cover/Land Use Statistics 6-2

Chapter 1
Introduction

Purpose of the Comprehensive Plan

The purpose of the City of Alpena Comprehensive Plan is to provide guidelines for future development within the community, while protecting existing development areas such as residential, recreational, institutional, commercial and industrial. The intention is to strike a balance between development and protecting key natural resources and small town character. The plan further provides a vision for the future, as expressed by the citizens of the community, and looks at a 10 to 20 year planning horizon.

The City of Alpena derives its authority to prepare a Comprehensive Plan from the Michigan Planning Enabling Act, P.A. 33 of 2008, as amended. As stated in the act, "*A planning commission shall make and approve a master plan as a guide for development within the planning jurisdiction…..”*

The Comprehensive Plan serves many functions:

- The Plan is a general statement of the City's goals and objectives. It provides a single, comprehensive view of the community's vision for the future.

- The Plan is a guide for day to day decision-making. The goals and policies outlined in the Plan guide the Planning Commission and City Council in their deliberations on zoning, subdivision, capital improvements and other matters relating to land use and development.

- The Plan provides for a stable, long-term decision-making basis to address desired housing, commercial and industrial land uses.

- The Plan provides the statutory basis upon which zoning decisions are based. The Michigan Zoning Enabling Act, P.A. 110 of 2006 requires that the zoning ordinance be based upon a plan designed to promote the public health, safety and general welfare. It is important to note that the Comprehensive Plan and accompanying maps do not replace other City Ordinances. Zoning is only one of the many legal devices used to implement the Comprehensive Plan.

- The Plan attempts to coordinate public improvements and private development.

- Finally, the Plan serves as an educational tool and gives citizens, property owners, developers and adjacent communities a clear indication of the City's direction for the future.

In summation, the City of Alpena Comprehensive Plan is an officially adopted document that sets forth an agenda for the achievement of goals and policies. It is a long range statement of general goals and policies aimed at the unified and coordinated development of the City of Alpena. The intent is to foster orderly change in a deliberate and responsible manner. As such, it provides the basis upon which zoning and land use decisions are made. The City of Alpena Comprehensive Plan shall serve as the City’s official Master Plan as authorized by P.A. 33 of 2008, as amended.

The Planning Process

This plan presents background information on social and economic data, natural resources, existing community services and facilities, and existing land uses. The background information is used to identify important characteristics, changes and trends within the City of Alpena and county.

The Planning Commission sponsored a community-wide visioning workshop in September of 2006. As a follow-up to the community-wide session, a series of ten small focus sessions were held in the community. With guidance from the community input effort, the Planning Commission established goals and objectives. Draft goals and objectives were distributed for review and comment to City Council, City Departments, residents and businesses. These goals and objectives, along with a series of maps including soils, ownership, existing land use, and zoning, provide the basis for the Future Land Use Map. The future land use map recommends locations for various types of future development within the City. For the 2013 update, the City published an online survey to gather input which resulted in 148 responses. From these survey results, goals and objectives were reviewed at modified.

After the draft Future Land Use Plan was compiled, the Planning Commission held an open house to present the plan and gather input. In accordance the Michigan Planning Enabling Act, the plan was distributed to local communities, utilities and railroads. After the required coordination effort, the Planning Commission held a public hearing and adopted the plan. The plan was transmitted to City Council and adopted by the Council.

Location and Regional Setting

The City of Alpena is located in the eastern side of Alpena County and borders Lake Huron. The County is located in the northeastern lower peninsula of Michigan. **Figure 1.1** shows the location of the City and County. The City is surrounded by Alpena Township, the largest township in Alpena County.

Brief History[1]

In the spring of 1840, the Surveyor General gave contracts to survey the area originally named "Anamakee" after a Chippewa Chief who signed the Treaty of 1826 which was negotiated by Henry R. Schoolcraft. The word "Anamakee" means "Thunder" and corresponds to the French "Anse du Tonners" ("Bay of Thunder") which appears on a French map dated 1688. In September 1844, the government lands in Alpena were offered by sale by the United States. Commercial fishing attracted the first European/American settlers to the area in the mid-1830. Lumbering was responsible for the early growth and development of the city. The Thunder Bay River was the basic transportation from logging sites to sawmills located in the city and its port on Lake Huron. Because the harbor is protected by Thunder Bay it became a commercial fishing center.

In October of 1856, after selecting the mouth of the Thunder Bay River, the City founders named their community Fremont as it was the year of the Fremont presidential campaign. They brought with them a Fremont flag to honor the occasion. Late in 1857, a petition was sent to Washington asking for a Post-Office at Fremont. On the 15th of January the papers arrived establishing a Post-Office. Soon after the operation of

[1] Information provided by George N. Fletcher Public Library, the Alpena Area Convention & Visitors Bureau, 1925 Alpena Home Coming and Visitor's Bureau, and the Alpena County Master Plan.

the Post- Office had commenced, it was found there was another Fremont in the state and that letters went astray. By act of Legislature, February 1859 Fremont was changed to Alpena. Alpena was incorporated as a city in 1871. The population at the time was approximately 3,500.

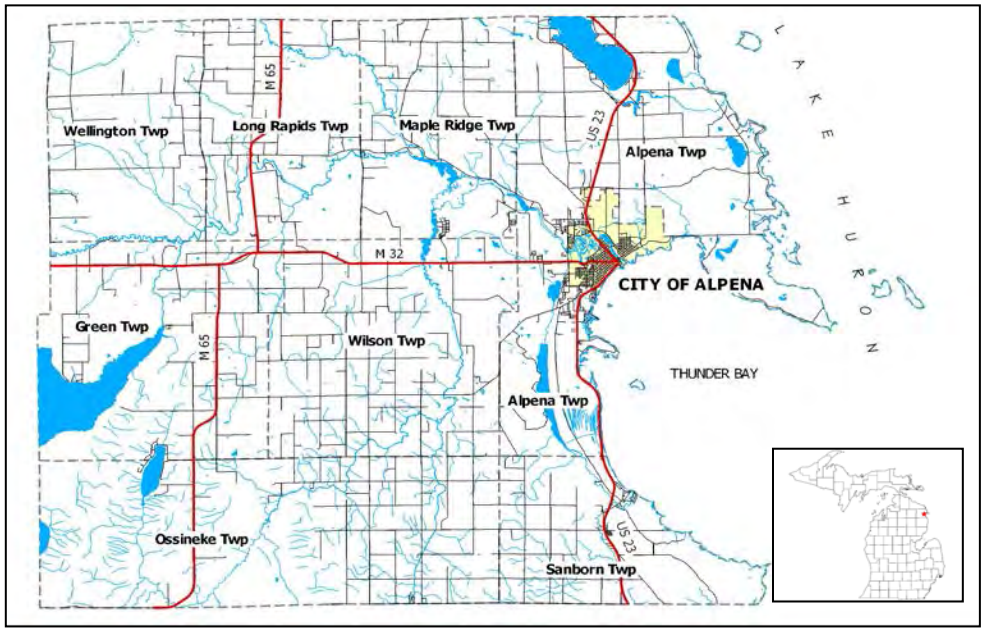
With the Thunder Bay River, Lake Huron, and the coming of the Detroit and Mackinac Railroad in 1887, Alpena became a hub of transportation. Logging and milling activities flourished. In the early 1900's, companies related to paper production and limestone were formed. The city was laying the foundation of the diversified industries it has today. In 1899, a process for turning limestone into cement was introduced. This innovation led to the formation of the Huron Portland Cement Company and the Besser Manufacturing Company – the largest companies in their field. The addition of the Fletcher Paper Company in 1886 and Abitibi Ltd. in 1955 solidified Alpena as an industrial town. As homes, businesses, schools, and recreation began to develop and thrive, Alpena became established as the "hub" of northeast Michigan.

The Status of Planning and Zoning

The City of Alpena Planning Commission is a Mayoral-appointed nine-member commission which has the responsibility to prepare the Comprehensive Plan, guide planning and development in the city, and carry out certain administrative responsibilities of the Zoning Ordinance including site plan review, special land use approval, and the recommendation of zoning amendments. The City of Alpena Zoning Ordinance was adopted on January 18, 2010. There are 23 zoning districts and overlay zones in the City of Alpena.

The Zoning Board of Appeals (ZBA) is a seven-member body appointed by the City Council. The ZBA is responsible for Zoning Ordinance interpretation, the granting of variances, and hearing and deciding appeals of decisions of the Building Official or other administrative officials in carrying out or enforcing provisions of the Zoning Ordinance.

Figure 1.1



The City employs a full-time Planning and Development Director, who is responsible for city planning functions, assists the Planning Commission, coordinates the development and maintenance of the City's Comprehensive Plan and Zoning Ordinance.

The City Building Official and Building Inspector report directly to the City Manager and enforce the building code and administer the Zoning Ordinance.

Chapter 2
Demographics and Housing

Population

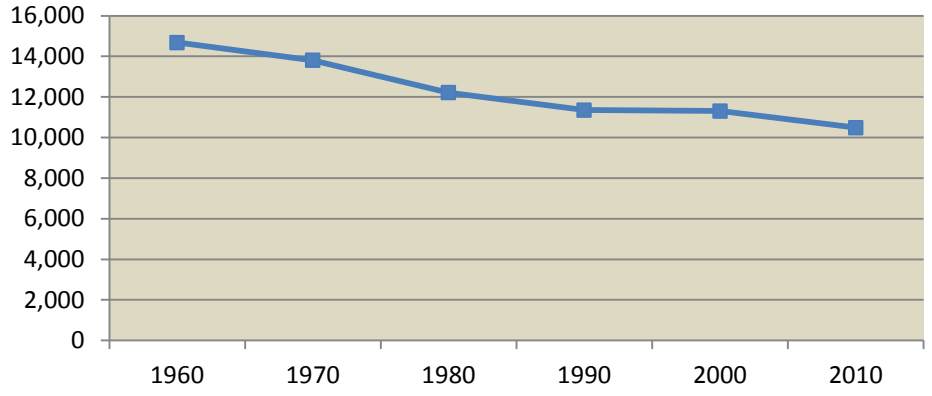
Although the population in the State of Michigan rose steadily from 7.8 million in 1960 to 9.9 million in the year 2000, it declined by 55,183 individuals (-0.6%) from 2000-2010. During this same four decade period, Alpena County saw a general increase (9.7%) in population. However, during the last decade Alpena County experienced a 5.4% population loss (1,716 individuals); moving downward from the 47th most populated county to the 49th.

The City of Alpena has also continued to experience population decline. The City has recorded a steady decline in population from 14,682 in 1960 to 10,483 individuals in 2010. From 2000-2010, the City lost 7.3% (821 individuals) of its population; rivaling the percentage losses of the 1980's (**Figure 2.1**).

In 1960, the population of Alpena County was 28,556, and over half of those persons resided within the City of Alpena. By 2000, the County's population had grown to 31,311, but the City of Alpena comprised only 36 percent of the County's population. The City of Alpena saw its largest decrease in population (11.5%) in the 1970's, with the rate of decline slowing to seven percent in the 1980's and during the 1990's population loss slowed to a mere 0.44 percent. While the City of Alpena did lose 7.3% of its population during the last decade, it still comprises thirty-five percent of the County's population due to population decline in other areas of Alpena County.

Figure 2.1

City of Alpena Population Change 1960-2010



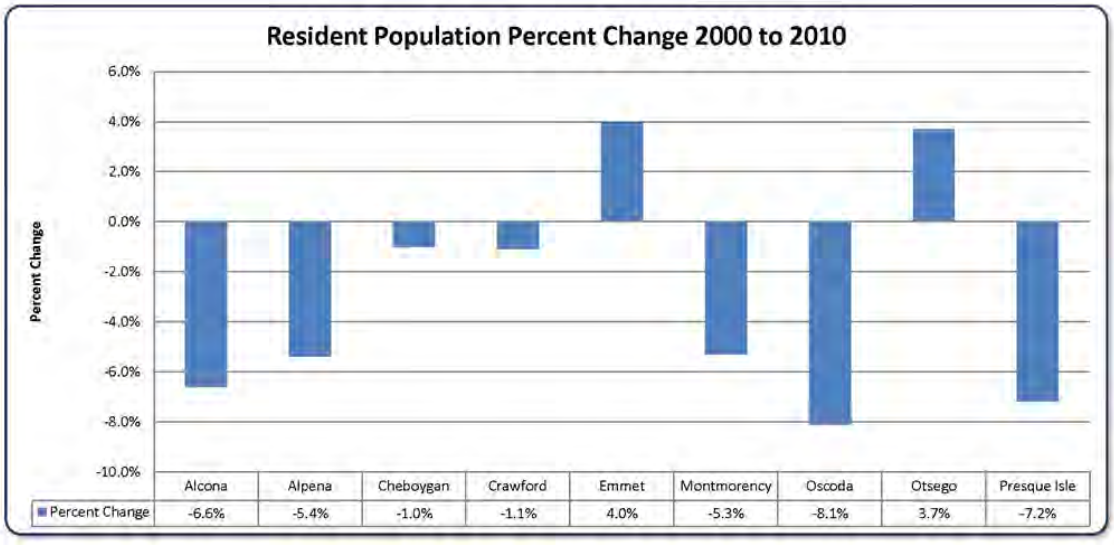
Source: US Census Bureau 2010

Table 2.1
Population 1980-2010

Municipality	1980 Pop.	1990 Pop.	% Change '80-'90	2000 Pop.	% Change '90-'00	2010 Pop.	% Change '00 – '10	% Change '80 – '10
City of Alpena	**12,214**	**11,354**	**-7.0%**	**11,304**	**-0.4%**	**10,483**	**-7.3%**	**-14.2%**
Alpena Twp.	10,152	9,602	-5.4%	9,788	1.9%	9,060	-7.4%	-10.8%
Green Twp.	1,083	1,095	1.1%	1,205	10.0%	1,228	1.9%	13.4%
Long Rapids Twp.	1,006	1,021	1.5%	1,019	-0.2%	1,010	-0.9%	0.4%
Maple Ridge Twp.	1,572	1,514	-3.7%	1,715	13.3%	1,690	-1.5%	7.5%
Ossineke Twp.	1,607	1,654	2.8%	1,761	6.5%	1,675	-4.9%	4.2%
Sanborn Twp.	2,297	2,196	-4.4%	2,152	-2.0%	2,116	-1.7%	-7.9%
Wellington Twp.	286	269	-5.9%	296	10.0%	307	3.7%	7.3%
Wilson Twp.	2,098	1,902	-9.3%	2,074	9.0%	2,029	-2.2%	-3.3%
Alpena County	32,315	30,605	-5.3%	31,314	2.3%	29,598	-5.5%	-8.4%
State of Michigan			+0.3%		+6.9%		-0.6%	+6.7%

Source: U.S. Bureau of the Census 2010

Figure 2.2

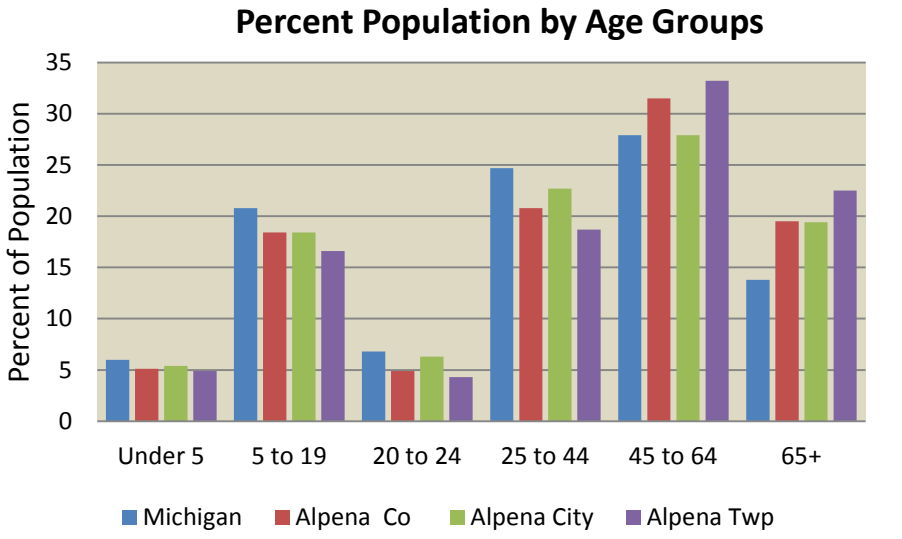


Age Distribution

As shown in **Figure 2.3**, comparisons between population distributions at different age levels vary considerably between City, County, and State. Over the last decade, the population of Michigan has grown older by 3.4 years on average. The median age for residents in the City of Alpena was 42.5 years (2010 Census); an increase of 2.9 years. The County's median age is 45.6 (an increase 5.2 years), and the State's is 38.9 years (see **Table 2.2** below). Reflective of the increasing age of Michigan residents is that adults aged 25 to 44 are no longer the largest segment of the population at the City, County or State levels. Adults aged

45 to 64 years now make up the largest segment of the population for City, County, and State (being 27.9%, 31.5% and 27.9% of the respective populations). Persons aged 25 to 44 years now only make up 24.7 percent of the State's population while in the City of Alpena and Alpena County the figures are significantly lower (22.7% and 20.8% respectively). These figures illustrate the demographic trends of an aging population coupled with the continuing trend seen in Alpena and other parts of northern Michigan where young people leave the area after high school in order to find employment and career advancement opportunities (**Figure 2.5**).

Figure 2.3



Source: US Bureau of Census 2010

Table 2.2
Age Distribution 2010

	< 5 Yrs	%*	5-19 Yrs	%*	20-24 Yrs	%*	25-44 Yrs	%*	45-64 Yrs	%*	65 Yrs & >	%*	Median Age
Alpena City	**561**	**5.4**	**1925**	**18.4**	**664**	**6.3**	**2378**	**22.7**	**2921**	**27.9**	**2034**	**19.4**	**42.5**
Michigan		6.0		20.8		6.8		24.7		27.9		13.8	38.9
Alpena Co	1508	5.1	5417	18.4	1444	4.9	6149	20.8	9315	31.5	5765	19.5	45.6
Alpena Twp	448	4.9	1507	16.6	391	4.3	1696	18.7	3013	33.2	2005	22.5	48.4
Green Twp	60	6.3	219	17.8	38	3.1	229	18.6	435	35.4	247	20.1	48.9
Long Rapids Twp	54	5.3	190	18.7	28	2.8	208	20.6	354	35.0	176	17.5	46.3
Maple Ridge Twp	95	5.6	361	21.3	59	3.5	399	23.6	556	32.9	220	13.0	42.3
Ossineke Twp	64	3.8	323	19.2	65	3.9	320	19.1	567	33.8	336	20.1	47.1
Sanborn Twp	111	5.2	432	20.5	102	4.8	422	19.9	686	32.4	363	17.1	44.7
Wellington Twp	21	6.8	60	19.5	14	4.6	71	23.1	82	26.7	59	19.3	41.4
Wilson Twp	94	4.6	261	19.8	83	4.1	426	21.0	701	34.6	325	16.0	45.3

Source: U.S. Bureau of the Census 2010
*Figure shows the percentage each age grouping represents of the local unit's total population.

Only 13.8 percent of the State's population was over the age of 65 in 2010, while a higher percentage of the population in the City of Alpena (19.4%) and Alpena County (19.5%) were 65 and older (see **Table 2.2** and **Figure 2.3**). Over 4% of the City's population is aged 85 and older. This population segment experienced a 17.1% increase over the past decade (**Table 2.3**). This population of elderly may be due in part to the presence of nursing homes, senior apartments and assisted living facilities located with in the City, which tend to draw clients from well outside the City boundaries.

At the other end of the age spectrum are children under the age of five (**Figure 2.4**). Percentages of this age group are very similar for State (6.0%), County (5.1%) and the City (5.4%). The City of Alpena's Comprehensive Plan should take into consideration the needs and interests of all age groups.

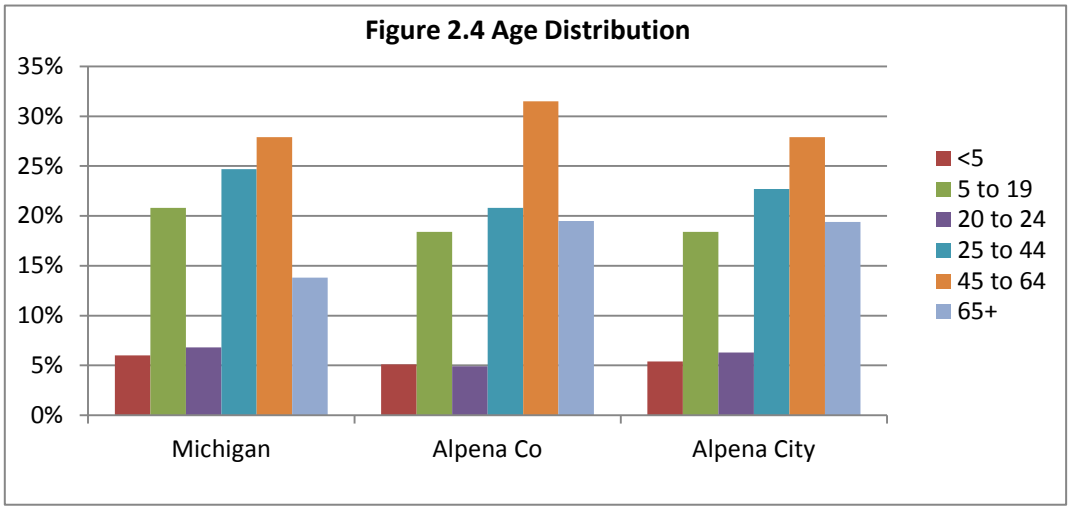
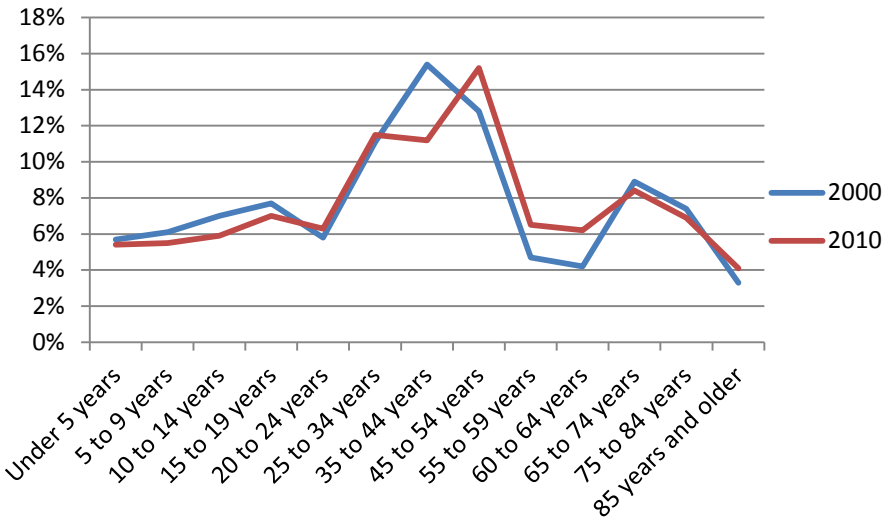


Table 2.3
Population Change by Age: City of Alpena

	2000		2010		Percent Change*
Total Population	**11,304**	**100%**	**10,483**	**100%**	-7.3
Under 5 years	644	5.7%	561	5.4%	-12.9
5 to 9 years	695	6.1%	576	5.5%	-17.1
10 to 14 years	786	7.0%	616	5.9%	-21.6
15 to 19 years	868	7.7%	733	7.0%	-15.6
20 to 24 years	650	5.8%	664	6.3%	2.2
25 to 34 years	1,252	11.1%	1208	11.5%	-3.5
35 to 44 years	1,746	15.4%	1170	11.2%	-33.0
45 to 54 years	1,447	12.8%	1592	15.2%	10.0
55 to 59 years	530	4.7%	684	6.5%	29.1
60 to 64 years	472	4.2%	645	6.2%	36.7
65 to 74 years	1,011	8.9%	876	8.4%	-13.4
75 to 84 years	834	7.4%	726	6.9%	-12.9
85 years and older	369	3.3%	432	4.1%	17.1
Median Age	39.6		42.5		7.3

*Population Change between 2000 and 2010 for the City of Alpena
Source: U.S. Bureau of the Census (2010)

Figure 2.5
Population Change by Age



Disability Status

Data relating to disabled status is estimated by the American Community Survey (ACS)[1] and is based on a self-reported sample (**Table 2.4**). This table shows that over seventeen percent (17.3%) of the population of Alpena County had a disability of some kind in 2011. Over 14 percent of the County's population aged 18-64 have some type of disability, with ambulatory disabilities being the most common. This figure jumps to 39.2 percent for the population over 65, due in part to the presence of several nursing homes and assisted living facilities in the City.

In the18-64 age group, 2,897 of the individuals with reported disabilities were ambulatory, self-care or independent living disabilities. Cognitive disabilities are the next most common in this age group with 1,167 individuals reported. These figures are lower for the 65 years and over population. Ambulatory, self-care, or independent living disabilities comprise only 2,406 individuals in this population group, while cognitive disabilities are reported in only 565 individuals (**Table 2.5**).

Nonetheless, physical and self-care limitations greatly influence a person's mobility, making it difficult for this segment of the population to access community services and take advantage of recreational/social opportunities. These factors should be taken into consideration when planning for community facilities such as public transit and recreational projects.

[1] The ACS is an ongoing statistical survey sent to approximately 250,000 addresses across the US monthly.

Table 2.4 Alpena County Disability Status of the Civilian Non-Institutionalized Population	
Total with a disability	17.3%
Under 18 years with a disability	5.2%
18 to 64 years with a disability	14.4%
65 years and over with a disability	39.2%
Source: American Community Survey 2011 3-yr estimates	

Table 2.5 Disability Status in Alpena County	
Population under 5 years	
With a hearing difficulty	8
With a vision difficulty	0
Population 5-17 years	
With a hearing difficulty	20
With a vision difficulty	17
With a cognitive difficulty	303
With an ambulatory difficulty	34
With a self-care difficulty	64
Population 18-64 years	
With a hearing difficulty	482
With a vision difficulty	305
With a cognitive difficulty	1,167
With an ambulatory difficulty	1,341
With a self-care difficulty	460
With an independent living difficulty	1,096
Population 65+ years	
With a hearing difficulty	1,181
With a vision difficulty	524
With a cognitive difficulty	565
With an ambulatory difficulty	1,187
With a self-care difficulty	444
With an independent living difficulty	775
Source: American Community Survey 2009-2011 3-Year Estimates	

Race and Hispanic Origin

As shown in **Table 2.6**, there is very little racial or ethnic diversity in the City of Alpena. Only four percent of the City's and fewer than three percent of the County's population belong to a minority group. Although large communities of Ottawa and Chippewa Indians inhabited the Thunder Bay Area prior to the arrival of European settlers, today Native Americans make up only 0.4 percent of the City of Alpena's population. Persons of Hispanic origin make up only 1.0 percent of the City's population, which is also the total for the County.

Table 2.6
Population by Race and Hispanic Origin - 2010

Race or Hispanic Origin	City of Alpena		Alpena County		State of Michigan
White	10,147	98.6%	28,845	97.5%	78.9%
Black/African American	48	0.5%	79	0.3%	14.2%
American Indian/Alaska Native	42	0.4%	156	0.5%	0.6%
Asian	76	0.7%	152	0.5%	2.4%
Native Hawaiian/Other Pacific Island	7	0.1%	13	<0.1%	<0.1%
Some other race	14	0.1%	42	0.1%	1.3%
Hispanic or Latino*	109	1.0%	304	1.0%	4.4%
Total Population	**10,483**	**100%**	**29,598**	**100%**	**100%**

Source: U.S. Bureau of the Census (2010)
*May be of any race

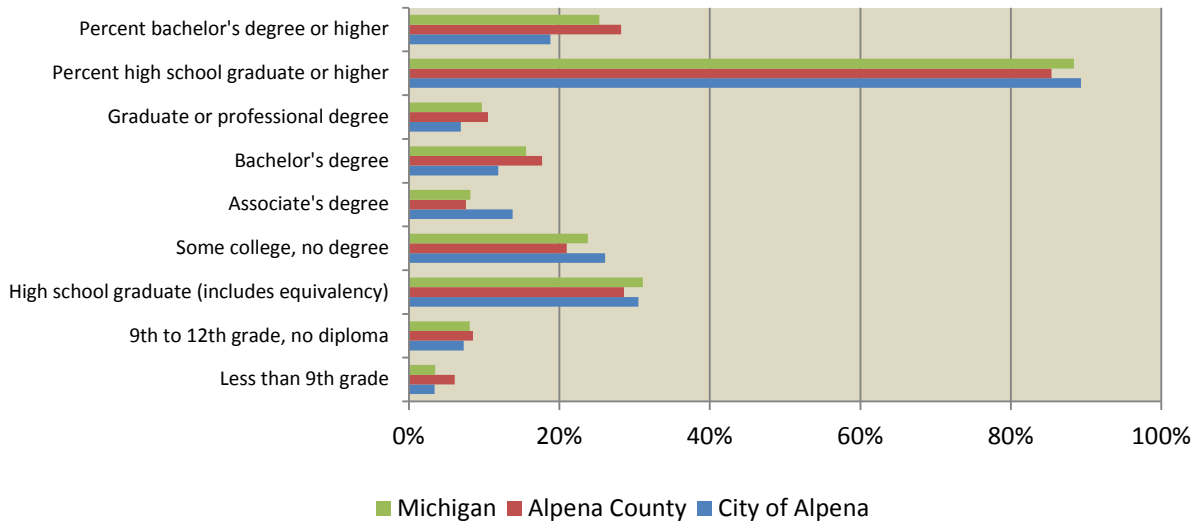
Educational Attainment

The overall percent of persons with a high school diploma (or equivalent) or higher education was about the same for City, County and State in 2010 (**Figure 2.6**). The percent of the population with some college (but no diploma) and college graduates with associate degrees in the City were considerably higher than that for the County or the State, due at least in part to the presence of a large two-year community college located within the City. However, only 18.8 percent of the City of Alpena's, and 25.3 percent of the State's population have earned a Bachelors Degree or higher, compared to the County's 28.2 percent. The disparity between educational attainment at the State level versus the City level may be due in part to the lack of employment opportunities for some college graduates. The higher level of County population with a Bachelor's Degree or higher could be reflective of the presence of highly educated retirees within the County.

Figure 2.6 demonstrates that the differences between the State of Michigan and the County/City is small when comparing numbers of high school diplomas or associates degrees earned, but that the educational gap increases dramatically for numbers earning Bachelor's degrees and higher, with the City of Alpena lagging behind both the County and the State with a highly educated population.

Figure 2.6

Educational Attainment (25 years and older)



Housing Characteristics

Housing characteristics for the City of Alpena and Alpena County are found in **Table 2.7**. Most notably, the County has an increasing, but still relatively limited amount (12.2%) of seasonal housing, an increase of two percent from 2000. In comparison, many other counties in Northeast Michigan had close to 40 percent seasonal housing. In the City of Alpena, seasonal housing remains almost nonexistent (1.3%).

In all of the Townships, over 80 percent of the occupied housing units are owner occupied. This rate is 66.4 % in the City for 2010, which is one percent lower than in 2000. Owner vacancy rates and renter vacancy rate are low in the City (3.2% and 8.8% respectively). These figures would indicate there is a need for additional owner occupied and renter occupied housing to be built in the City. In order to ensure that existing rental properties are maintained, the City of Alpena operates a rental inspection program which is currently in its fourth year three-year cycle of inspections. Benefits of the program include the maintenance of quality residential rental structures and a leveling of the playing field among landlords.

The types of dwellings available are another important factor in the City's housing demographics. Single unit homes, duplexes, apartment buildings, and manufactured housing units provide living quarters for a variety of lifestyles and income ranges. **Table 2.8** tabulates the numbers of various types of housing units available in the City, Township and County. **Table 2.9** compares the number of housing units by structure between the City and the County. The data indicates that the City of Alpena has 77% single unit homes compared to 81.7% in the remainder of Alpena County. The City has significantly higher percentages of 2 unit and 3-4 unit homes than does Alpena County. The City has approximately double the percentage of 10+ unit structures (7% vs. 2.9% respectively). These differences are likely reflective of the presence of nursing homes, apartment buildings and assisted living facilities located within the City. The data also indicates that the City of Alpena has virtually no manufactured housing units (7 units) compared to Alpena County (1,196 units). Manufactured housing units comprise the largest percentage (7.5%) of

housing structures, aside from single unit structures, in Alpena County.

Table 2.7
Alpena County: Housing Characteristics - 2010

	Total Housing Units	Total Occupied Housing Units	% Owner Occupied	% Renter Occupied	Total Vacant Housing Units	% Seasonal*	Home-owner Vacancy Rate (%)	Renter Vacancy Rate	% Vacant Change from '00 – '10
Alpena County	16,053	12,791	78.8	21.2	3,262	12.2	2.8	9.6	+32.0%
City of Alpena	**5,278**	**4,734**	**66.4**	**33.6**	**544**	**1.3**	**3.2**	**8.8**	**+64.4%**
Alpena Twp	4,907	3,976	82.5	17.5	931	11.4	2.5	10.1	+29.3%
Green Twp	922	508	92.3	7.7	414	34.4	3.1	9.1	+30.2%
Long Rapids Twp	574	418	91.4	8.6	156	18.6	1.8	12.2	0.0%
Maple Ridge Twp	904	665	90.1	9.9	239	20.4	2.0	4.2	+37.4%
Ossineke Twp	1,102	706	91.9	8.1	396	29.2	3.0	12.3	+7.6%
Sanborn Twp	1,083	845	83.4	16.6	238	13.5	2.8	17.2	+68.8%
Wellington Twp	247	127	87.4	12.6	120	39.7	3.5	0.0	+16.5%
Wilson Twp	1,036	812	90.6	9.4	224	15.3	2.5	7.2	+35.8%

Source: U.S. Bureau of the Census, 2010
*Figure shows the seasonal housing units as a percentage of the municipality's total housing units.

Table 2.8
Housing Units in Structures by City and County

Housing Units in Structure	City of Alpena		Alpena County	
Single unit	3836	77%	13,081	81.7%
2 units	388	7.8%	519	3.2%
3-4 units	269	5.4%	465	2.9%
5-9 units	132	2.6%	273	1.7%
10-19 units	64	1.3%	87	0.5%
20 or more units	286	5.7%	380	2.4%
Manufactured housing unit or other	7	0.1	1,196	7.5%

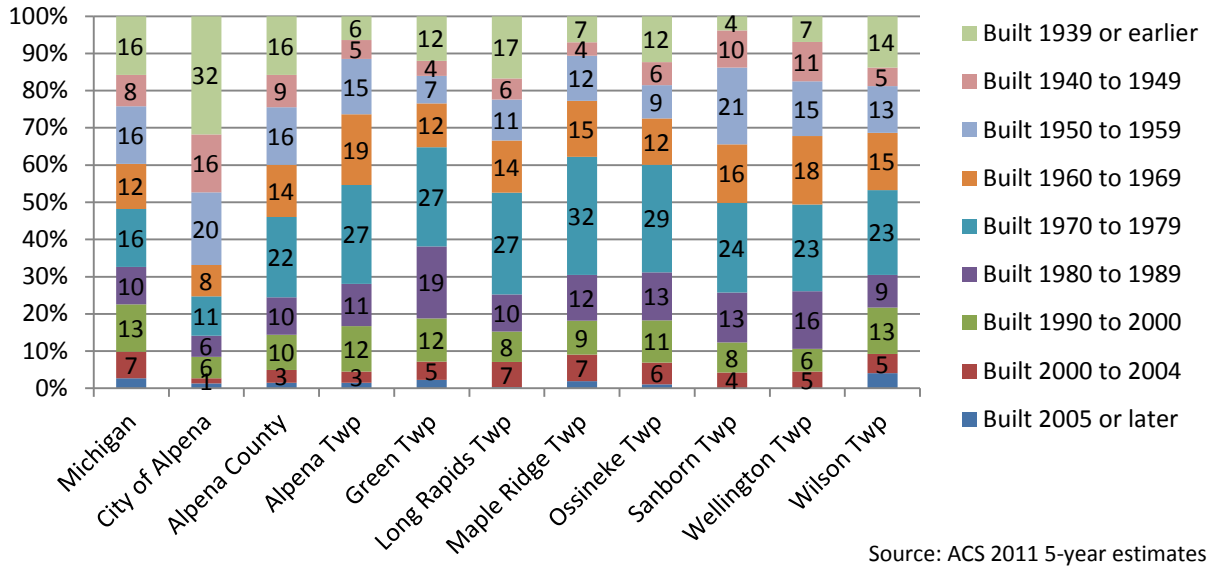
Source: American Community Survey 2011 5-Year Estimates

Information found in **Figure 2.7** compares, by municipality, the year housing units were built in Alpena County and the State of Michigan. As a rule of thumb, housing units older than 50 years may be in need of at least some, if not a great deal of renovation. Data indicates that the City of Alpena has the largest percentage of older housing units within the county; 67.5% of the City's housing stock was built before 1960 (86.5% before 1980). Conversely, 40.7% of the County's housing stock was built prior to 1960, with only 16% built before 1940. By comparison, the State has only 36.4% of its entire housing stock built prior to 1960.Generally, the older housing stock has been well maintained; however, there are a number of housing

units in need of repair and renovations. Both the City of Alpena and Alpena County have housing rehabilitation programs that help lower-income homeowners undertake needed repairs on their houses. The City of Alpena has been the recipient of federal housing renovation funds for the past several years as it continues to support renovation of its older housing stock.

Figure 2.7

Age of Structure by Municipality



Source: ACS 2011 5-year estimates

The percentage of household income spent on housing costs is often looked at in order to measure the possible need for additional affordable housing stock. Widely accepted standards hold that for housing to be considered affordable, no more than 30 percent of a household's gross income should be spent on housing costs. **Table 2.9** indicates that owner occupied housing is affordable throughout most of the County. In Alpena County, nearly 33 % households pay more than 30% of their Gross Rent as a Percentage of Income (GRAPI) toward housing costs. In the City, almost 31% of households pay more than 30% GRAPI toward housing costs. Comparatively, both of these percentages are lower than the statewide average of 35.7% (**Table 2.9**). As such, about two-thirds of all owner-occupied households in both the City and the County had monthly owner costs of less than 30 percent of their household incomes.

Table 2.9
Owner Costs by Percentage of Household Income

	Less than 20%		20-29.9%		30% or more	
Municipality	# of Households	% of Total	# of Households	% of Total	# of Households	% of Total
Alpena City	703	35.3	675	33.8	616	30.9
Alpena County	2,237	37.4	1,773	29.6	1,969	32.9
Michigan		34.9		29.4		35.7

Source: American Community Survey 2011 5-Year Estimates

While affordability for those purchasing a home does not seem to be an issue in either the City or the County, there does seem to be a shortage of affordable rental housing in some communities (See **Table 2.10**). Over 58 percent of households in the City and 55.3 percent of households in the County pay over 30 percent of their income for rent. Both percentages are higher than the State average of 54.8 percent. The possibility of constructing more affordable rental housing in the City should be considered in the near future.

Table 2.10
Rent by Percentage of Household Income

	Gross Rent as a Percentage of Household Income in 1999					
	<15 %	% of Total	15-29.9%	% of Total	30% or >	% of Total
City of Alpena	127	10.0	407	32.0	735	58.0
Alpena County	234	9.7	841	35.0	1,333	55.3
Michigan		11.3		34.0		54.8

Source: American Community Survey 2011 5-Year Estimates

New housing facilities are being planned for the City. The most prominent projects at this time include: Oxbow Village and Alpena Village. Oxbow Village, in the northwest corner of the city, is being planned as a mixed-use facility including commercial, retail, and office space as well as residential units. Alpena Village, located off Johnson Street near the Alpena Regional Medical Center and Alpena Community College, will offer four-plex condominiums for independent living as well as facilities for varying degrees of assisted living including a special section for the care of memory-loss patients.

Rehabilitation Programs

In addition to new housing projects, the City is developing low income housing by renovating older, housing stock with the assistance of Michigan State Housing Development Authority (MSHDA) funding. The City was awarded several HOME Rental Rehabilitation grants from MSHDA to assist in the rehabilitation of existing rental units for low income households in target areas in the City. These programs have been highly successful resulting in the rehabilitation of eighty-two (82) residential rental units since 2000 in twenty-two (22) structures over the past thirteen years. MSHDA investment totaled $1,032,400 with an additional $549,400 invested by the landlords.

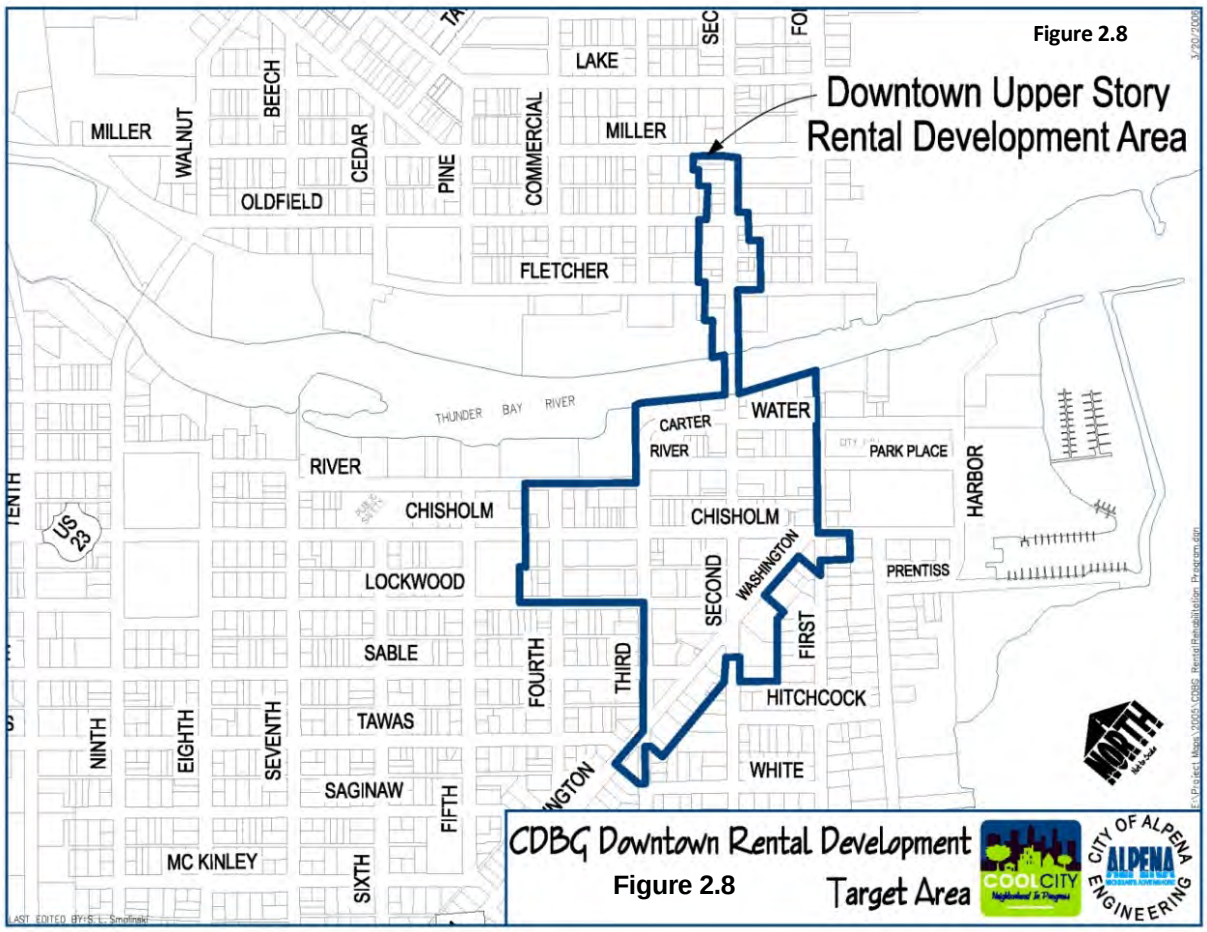
Additionally, beginning in 2005 the City has utilized MSHDA and CDBG funds to develop new residential rental units downtown. The purpose of the program is to increase the downtown's residential population by creating rental housing units for moderate and market rate income households primarily in vacant or underutilized areas of the upper floors of existing commercial buildings (retail, office or institutional use). Increasing residential populations in business districts tends to increase business activity and growth, while creating a healthy, more vibrant downtown. The Downtown Rental Development Area covers a portion of the central downtown business district (see **Figure 2.8).** A property owner may receive up to $35,000 in CDBG funds for the creation of a rental dwelling unit. The funds are in the form of a five-year, zero percent interest forgivable loan to the property owner. The

property owner must provide a minimum of 25% of the total cost of the project. Income eligible tenant households must be occupy at least 51 percent of the dwelling units.

Since 2005 a total of nineteen (19) units have been constructed in the downtown target area with an additional three (3) in progress. A total MSHDA investment of $730,000 has been leveraged with $472,000 in private investment by downtown building owners. To date all completed units are occupied and any vacancies that occur are short term in duration. Overall the program has proved popular and has assisted in the revitalization of the City's downtown through the addition of a sorely lacking residential component.

Based on past program success and the ongoing interest in both programs by property owners (**Figure 2.10**), the City intends to continue to seek funding in the future and expand the program into other targeted neighborhoods in the City.

Neighborhood Enterprise Zones



Under the Neighborhood Enterprise Zone Act 147 of 1992, the City established three Neighborhood Enterprise Zones (NEZ's). The original NEZ area is coterminous with the existing DDA district and considered the core community. A second NEZ was established at Alpena Village on Wilson Road and the final NEZ was established at the site of the former Thunder Bay Junior High (**Figure 2.9**).

The program provides property tax abatement for the development and rehabilitation of residential housing. The intent is to promote neighborhood revitalization and encourage owner occupied housing and new housing investment in core communities. Two key benefits are NEZ homeowners pay lower property taxes and the creation of healthy, vibrant core communities. In the case of new construction, one of the units must be the owner's primary residence. For rehabilitation of existing housing, structures can have up to eight units and the owner does not have to live on premise. Since the establishment of the Thunder Bay NEZ District one home has been constructed with a second currently under construction.

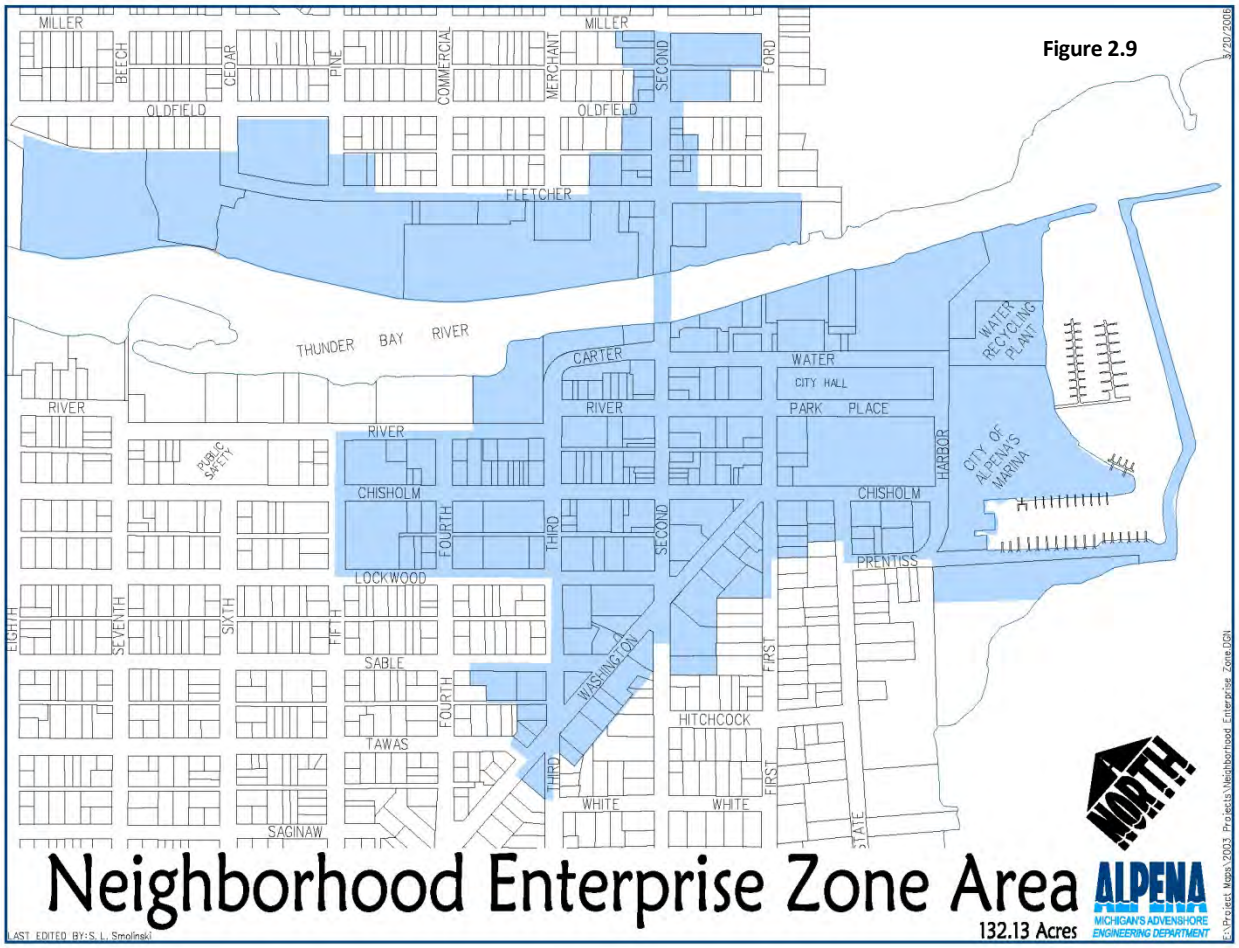
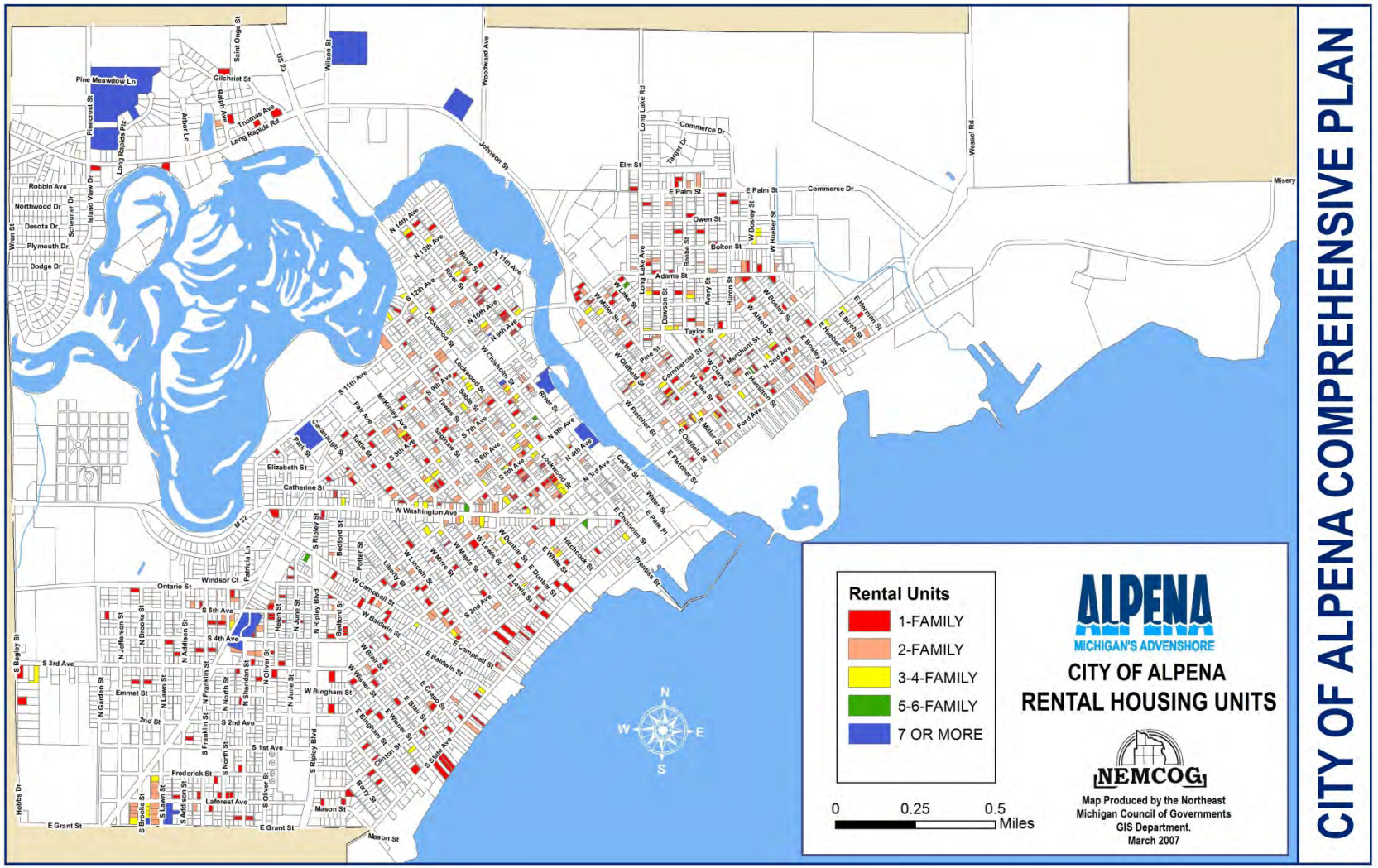


Figure 2.10


CITY OF ALPENA COMPREHENSIVE PLAN
Rental Units
1-FAMILY
2-FAMILY
3-4-FAMILY
5-6-FAMILY
7 OR MORE
ALPENA
MICHIGAN'S ADVENSHORE
CITY OF ALPENA
RENTAL HOUSING UNITS
NEMCOG
Map Produced by the Northeast
Michigan Council of Governments
GIS Department.
March 2007
0
0.25
0.5
Miles
N
S
E
W

Chapter 3
Economic Profile

Overview

Since its early years, the economic base for the City rested on its close proximity to abundant natural resources. Strategically sited at the mouth of the Thunder Bay River and along the shores of Lake Huron, it was the optimum location to process raw materials into a marketable product and then ship the product off to distant markets. Resource based industries, starting in the late 1800's, were the driving force of economic growth. Starting around 1980, large employment-based heavy industry underwent a manpower reduction as modern automated systems displaced the workforce.

The 1990's saw the community focus on new efforts to diversify the local economy. Today, Alpena serves as the commercial and healthcare hub for a four-county area. National retailers and service providers have opened and created employment. Healthcare services have produced the largest growth. Alpena Regional Medical Center (ARMC) has grown from a local primary care County-based hospital into a regional secondary healthcare center. ARMC has a medical staff of nearly 100 physicians, 900 employees and 300 volunteers from four surrounding counties, and has operating revenue of over 125 million dollars, providing well-paid and stable jobs. Total operating expenses (including salaries, wages, benefits, medical supplies, and other fees) totals over 119 million dollars.

Education, small-specialized industries and tourism are other sources of new jobs and economic development. Alpena Community College has averaged 1,972 students since 2000 (peaking at 2,077 students in 2009; with a low of 1,853 students in 2004). Fairly steady enrollment has allowed the college to create more jobs and train many people to take advantage of new technology, healthcare, marketing, and new industrial applications. Likewise, organizations like the Alpena Area Convention and Visitors Bureau, the Alpena Downtown Development Authority, and the Alpena Area Chamber of Commerce have created and promoted many successful tourist events that include the Michigan Brown Trout Festival, Great Lakes Lighthouse Festival, Maritime Festival, and other similar events that attract tourism dollars to community's motels, eatery's and specialty shops. Efforts are being made to attract new technology and specialized industries to new industrial and commercial parks, as well as Renaissance Zones in the City and at the Alpena County Regional Airport.

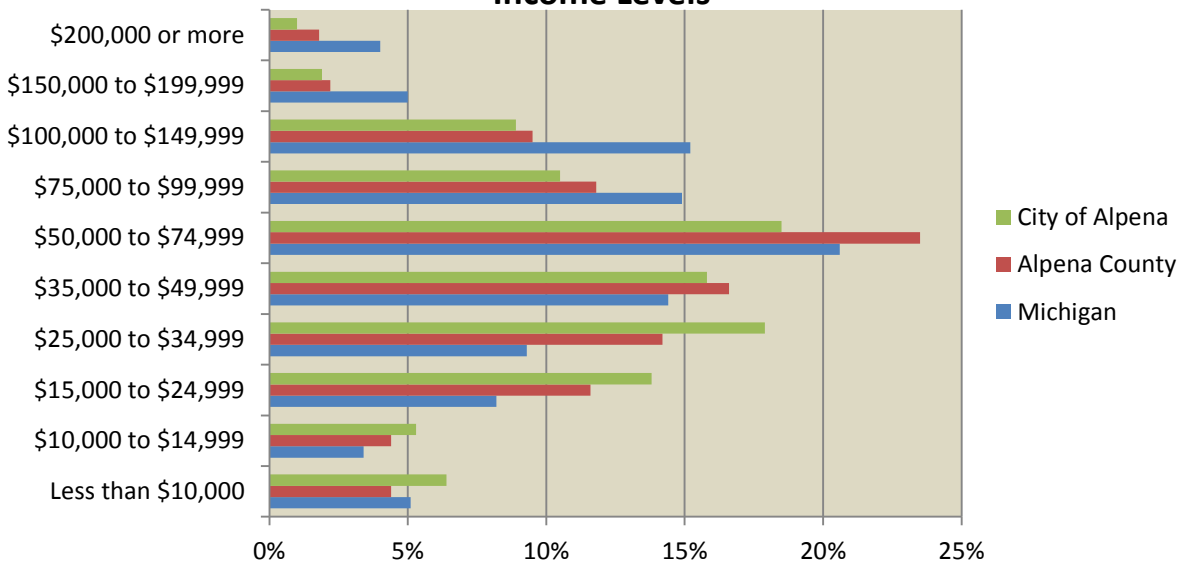
Local Property Taxes and State Revenue Funds are the primary source of local government revenue. The City of Alpena collects 16.2316 mils for operations funding a projected budget of $8.9-millionfor fiscal year 12-13, with a fund balance of over $1.6-million. The County levies 4.8004 mils, which have been rolled back from 5.4 mils allowed under State Law by the Headlee Amendment. This has limited County government by restricting expansion of non-mandated services, unless provided by voter approval (EMS millage, 911 surcharge, Senior Citizen millages, etc.). County property tax bills contain19 different millage charges.

Income and Poverty

The US Census Bureau defines a family as a group of two or more people who reside together and who are related by birth, marriage, or adoption. A household consists of all the people who occupy a housing unit. Over one-quarter (25.5%) of the households in the City of Alpena and 20 percent of households in Alpena

County earn less than $25,000 a year, compared to 16.7 percent of households for the State (see **Figure 3.1**).

Figure 3.1
Income Levels



Source: 2007-2011 American Community Survey 5-Year Estimates

Median household income for the City of Alpena is $31,805, 35 percent less than the State's average of $48,669 and 40 percent less than the national average of $52,762. Alpena County has only the fourth highest median household income in the eight county northeast Michigan. Alcona, Cheboygan, Montmorency, and Oscoda counties have lower median household incomes, while Crawford, Otsego and Presque Isle counties have the highest levels (**See Table 3.1**).

Table 3.1
Median Household Income

City of Alpena	**$31,805**
Alcona County	$35,490
Alpena County	$38,081
Cheboygan County	$37,844
Crawford County	$39,597
Montmorency County	$34,490
Oscoda County	$32,838
Otsego County	$46,303
Presque Isle County	$39,240
State of Michigan	$48,669
United States	$52,762

Source: American Community Survey 2007-2011 5 –Year Estimates

Lower income levels correlate with higher rates of poverty. About eleven percent of families live below the poverty line in the State of Michigan, but nearly twenty percent of families live below the poverty line in the

City of Alpena. The Census Bureau uses a set of money income thresholds that vary by family size and composition to detect who is poor. If the total income for a family or unrelated individual falls below the relevant poverty threshold, then the family or unrelated individual is classified as being "below the poverty level."

The U. S. Census Bureau breaks the total number of individuals living in poverty into various categories, such as *Families, Families with Children*, or *Female Head of Household*. **Table 3.2** shows the percentage each of these categories living under the poverty line by State, County, and City in 2000 and 2011. The data clearly shows marked increase in individuals living in poverty from 2000 to 2011, but these increases were most notable in the City of Alpena.

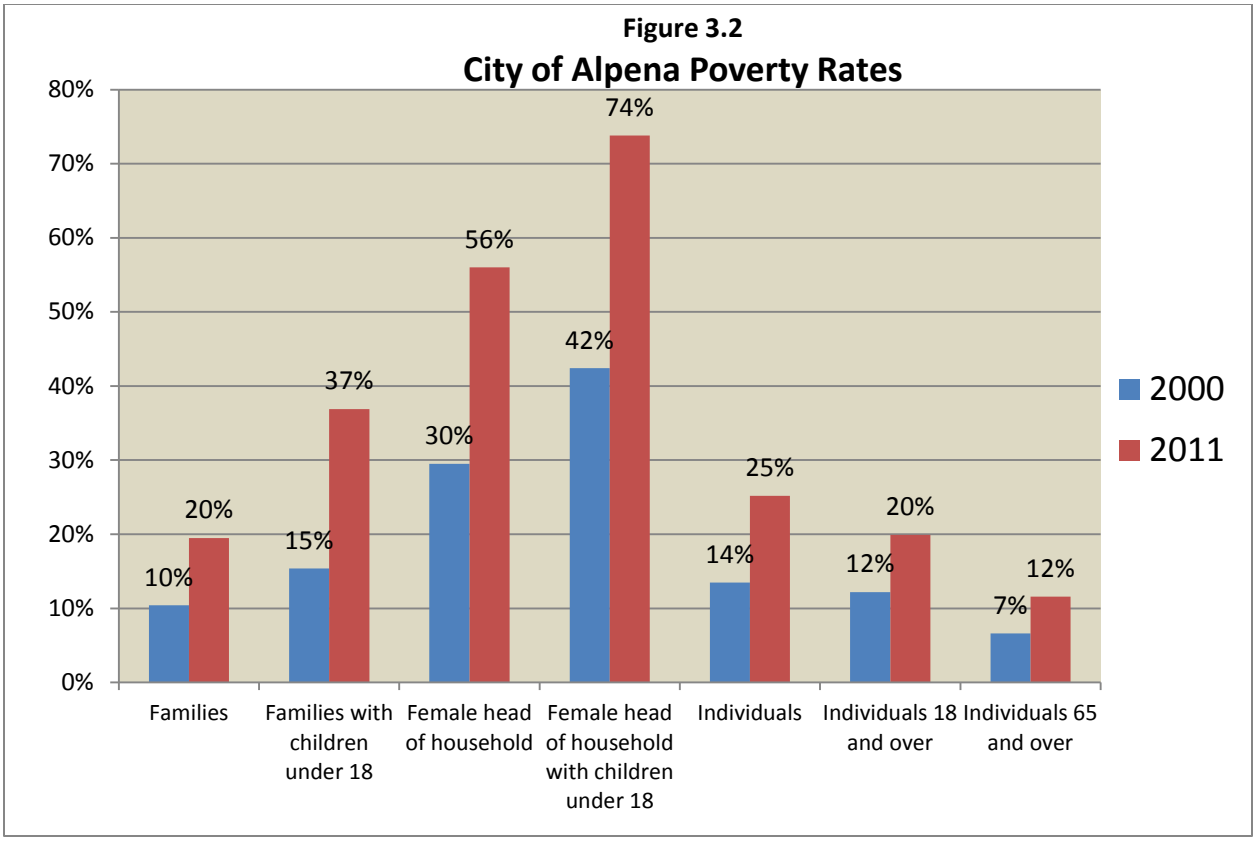
The total number of families living below the poverty line in the City of Alpena was 19.5 percent, an increase of 9.1% since the last Census (**See Table 3.2**). The highest percentage of these families (73.8%) consists of female heads of households with dependent children. This figure has dramatically increased since 2000, when only 42.4% of female heads of households with dependent children lived below the poverty line. It should be noted that the category “female heads of household with dependent children” has the highest rate of living below the poverty line at the City, County, and State levels; however, the State average is only 42.5 percent. The number of families with dependent children (36.9%) and individuals (25.2%) living in poverty are also considerably higher than those recorded for the State. **Figure 3.2** also clearly illustrates the spike in families living below the poverty line that has occurred in the City of Alpena over the last decade.

Table 3.2
Poverty Distribution – 2011

	City of Alpena		Alpena County		State of Michigan	
Living Below Poverty Level	**2000**	**2011**	**2000**	**2011**	**2000**	**2011**
Families	10.4%	19.5	7.7%	12.4	7.4%	11.1
With children (under 18)	15.4%	36.9	11.8%	24.3	11.3%	18.2
Female householder, no husband	29.5%	56.0	26.7%	45.9	24%	32.8
With children (under 18)	42.4%	73.8	40.3%	63.0	31.5%	42.5
Individuals	13.5%	25.2	10.5%	17.1	10.5%	15.7
18 years and over	12.2%	19.9	9.6%	14.7	9.3%	13.7
65 years and over	6.6%	11.6	6.8%	9.1	8.2%	8.1

Source: U. S. Census Bureau (2000) and American Community Survey 2011 5-Year Estimates

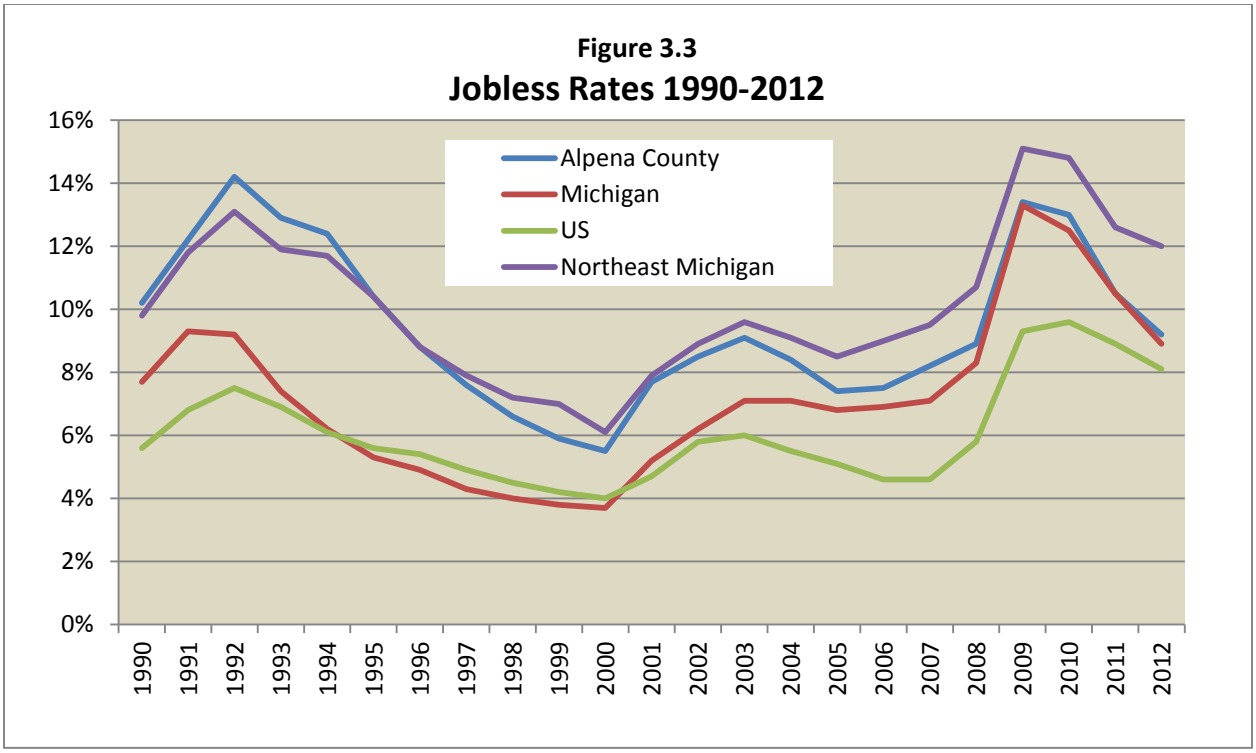
Figure 3.2



Labor Force and Unemployment

As can be seen in **Figure 3.3**, Alpena County and all of Northeast Michigan both have had a higher unemployment rates than the State of Michigan for most of the past two decades. Unemployment rates for both the County and the region have been consistently above seven percent since 2001, which is higher than the State average for the same time period. Rates peaked in 2009, when the region had an average unemployment rate of 15.9 percent; Alpena County peaked the same year at 13 percent. Rates have declined somewhat since then, but still remain above nine percent in the County and above 12 percent regionally (**See Figure 3.3**).

Figure 3.3
Jobless Rates 1990-2012



Source: Office of Labor Market Information *(data not available for the City of Alpena)*

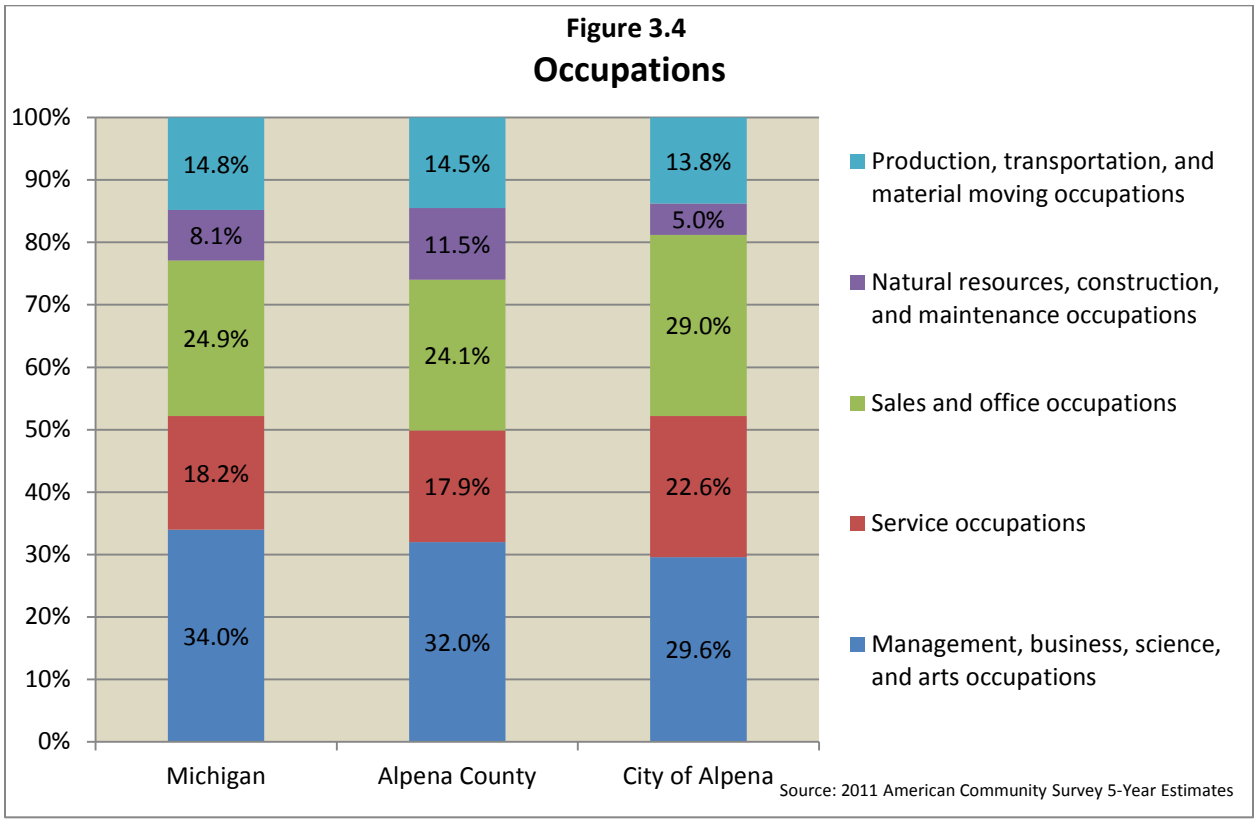
Table 3.3 shows that the percent of the population in the labor force is fairly equal for City and the County (59% and 57.9% respectively), but both percentages are somewhat lower than the percent in the labor force (62.7%) at the State level. **Figure 3.4** shows that the percentages of workers in different occupations remain fairly consistent at all three levels but some differences can be noted when the type of work prevalent at State and local levels is taken into consideration. **Figure 3.4** shows management and professional jobs constituted 34 percent of employment for the State of Michigan in 2011. Sales and office occupations (24.9%) and service jobs (18.2%) were the second and third largest employment sectors for the State. It should be noted that service jobs became the third largest occupation sector in the State since the 2000 Census.

Management and professional occupations were also the largest sectors in City (29.6%) and the County (32%). Sales and office occupations were the second largest sectors in both the City (29%) and the County (24.1%) and service occupations were the third largest sector (**See Figure 3.4**).

These figures aren't surprising when employment statistics (**Table 3.3**) and the poverty statistics (**Table 3.1**) are taken into consideration. The figures from these tables **and Figures 3.1, 3.2 and 3.3** indicate that economic distress is higher for the City and the County than for the State. This statement can be made for nearly all of the communities of Northeast Michigan.

Table 3.3 Employment Statistics - 2011					
	City of Alpena		Alpena County		State of Michigan
Population 16 years and over	8,362	100%	24,410	100%	100%
Employment Status					
In labor force	4,931	59.0%	14,128	57.9%	62.7%
Civilian labor force	4903	58.6%	14055	57.6%	62.6%
Employed	4285	51.2%	12456	51.0%	54.9%
Unemployed	618	7.4%	1599	6.6%	7.7%
Armed Forces	28	0.3%	73	0.3%	0.1%
Source: 2011 American Community Survey 5-Year Estimates					

Figure 3.4 depicts employment statistics by occupation category for the City. This shows that nearly 60 percent of the workforce is employed in management, business and art or sales and office occupations. Generally, these jobs require an advanced degree and provide a higher pay scale than retail, service, and manufacturing jobs. **Figure 3.5** depicts are more detailed breakdown of this information.



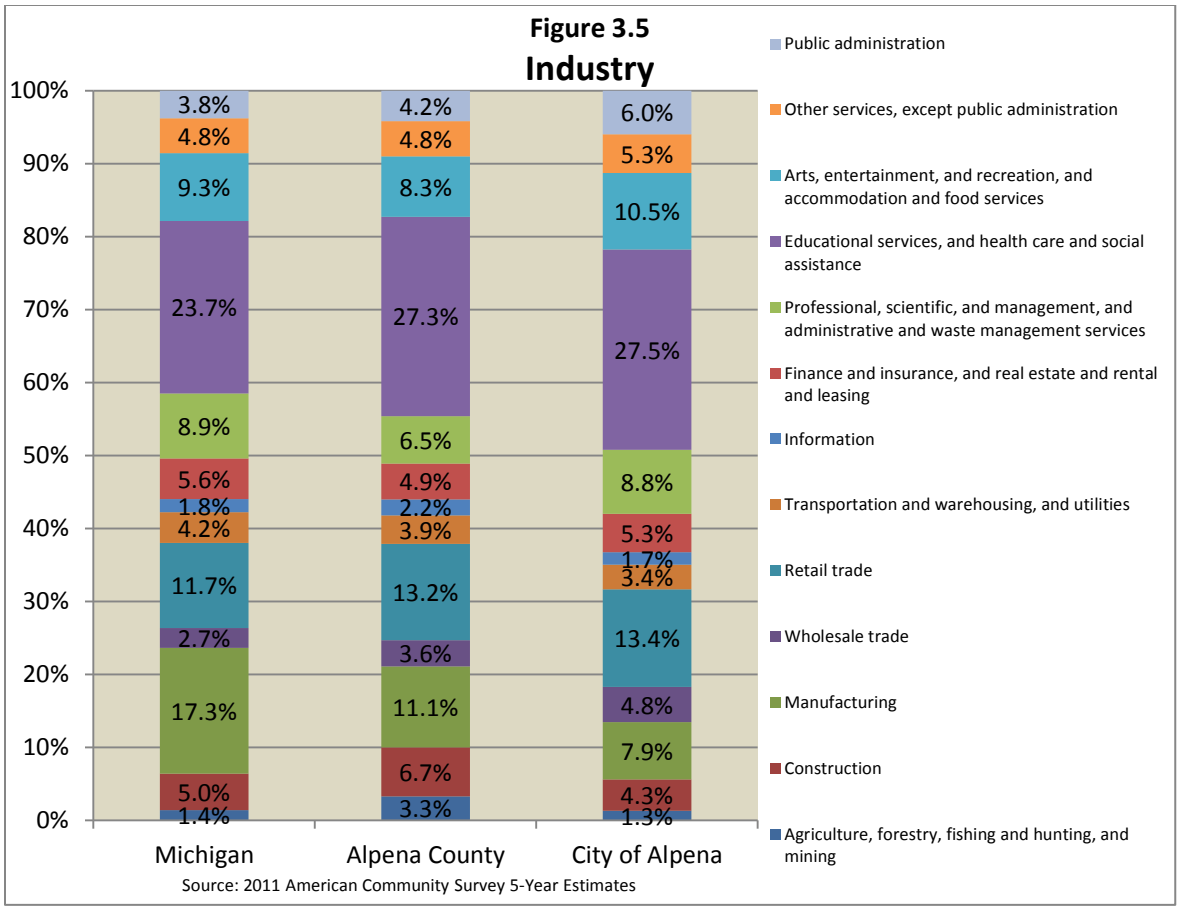


Table 3.4 provides employment statistics by class of worker from the 2011 American Community Survey 5-Year Estimate. Over 80 percent of residents in the City work in the private sector, up from 77 percent in 2000. Another 11.5 percent work for a unit of government; down from 13.6 percent. Another 7.1 percent were classified as self-employed; this is also down from 8.4 percent in 2000.

Table 3.4
Employment Statistics for Class of Worker: City of Alpena

Class of Worker	Number	Percent
Private Wage & Salary Workers	3,483	81.3
Government Workers	492	11.5
Self-employed Workers (not incorporated business)	305	7.1
Unpaid Family Workers	5	0.1

Source: 2011 American Community Survey 5-Year Estimates

Principal employers in the City of Alpena are presented in **Table 3.5**. Infogroup from Reference USA provides information on major employers and number of employees. This table clearly shows that health care and educational positions account for a large number of jobs in the community. Forty-five percent (2,234 of 5,136 jobs) of the jobs provided by the largest employers are in these fields.

Table 3.5
Alpena Area Principal Employers

Principal Employer	Type	# of Employees
1. Alpena Regional Medical Center	Health Care	950
2. Alpena Public Schools	Education	461
3. Alpena Community College	Education	441
4. Walmart	Department Store	400
5. Decorative Panels International, Inc	Hardboard Manufacturer	300
6. Lafarge North America	Cement	265
7. DeVere Construction	Global Construction Design	150
8. Tendercare Alpena	Nursing & Convalescent Home	150
9. Northeast Michigan Community Service Agency	Social Service	150
10. Neiman's Family Market	Grocer	145
11. Home Depot	Home Center	125
12. Michigan Air National Guard	Air Base	120
13. Great North Foods	Grocers – Wholesale	120
14. NEMROC, Inc	Vocational Development Services/Manufacturer	115
15. Kmart	Department Store	101
16. Besser	Concrete	97
17. Alpena Montmorency Alcona Educational Service District	Education	75
18. Tendercare Greenview	Nursing & Convalescent Home	72
19. Panel Processing, Inc.	Hardboard Finishing	70
20. JC Penney	Department Store	70
21. Northeast MI Community Mental Health	Mental Health Services	70
22. Service Master Clean	Cleaning Services	70
23. Alpena News	Newspaper	66
24. Holiday Inn	Hotel	65
25. Prell's Service	Transportation	63
26. Ossineke Industries	Cutting & Machine Tool	60
27. The Omni Group	Custom Handling Equipment	55
28. Alpena Medical Arts	Health Care	55
29. RA Townsend	Heating Equipment & Systems	55
30. Leelin Home Health Care	Health Care Instruction	50
31. First Federal of Northern MI	Bank	50
32. Cliff Anschuetz – Chevrolet	Car Dealership	50
33. Big Boy	Restaurant	50

Source: Reference USA from Infogroup 2011
*50+ employees

Economic Sectors

Looking at Alpena County as a whole, the major sectors which make up the county's economy are health care, industrial, retail, service, governmental and agricultural. A brief analysis of each of the sectors is found in the following sections.

Table 3.6
Alpena Area Business Patterns

Industry code description	Paid employees	First-quarter payroll ($1,000)	Annual payroll ($1,000)	Total establishments
Total for all sectors	9,703	68,327	302,687	830
Agriculture, forestry, fishing and hunting	a	D	D	6
Mining, quarrying, and oil and gas extraction	27	314	1,542	3
Utilities	66	1,022	4,376	4
Construction	344	2,941	15,450	90
Manufacturing	1,163	12,905	54,326	39
Wholesale trade	455	4,184	18,599	37
Retail trade	1,828	9,781	41,678	151
Transportation and warehousing	282	1,791	8,575	33
Information	196	1,381	6,225	24
Finance and insurance	381	3,039	12,987	47
Real estate and rental and leasing	108	516	2,019	20
Professional, scientific, and technical services	211	1,595	7,304	45
Management of companies and enterprises	b	D	D	4
Administrative and support and waste management and remediation services	195	1,105	5,038	26
Educational services	26	97	374	8
Health care and social assistance	2,850	22,821	102,197	90
Arts, entertainment, and recreation	67	246	1,334	13
Accommodation and food services	916	2,169	10,137	73
Other services (except public administration)	541	1,861	8,145	113

Does not include public sector jobs
** Paid employees as of mid-March 2009
(a) – 0-19 employees
(b) – 20-99 employees
(D) - Information withheld to avoid disclosing information about individual companies
Source: County Business Patterns - U.S. Census Bureau - 2010

Health Care & Social Assistance

The Health Care and Social Assistance industry is one of the largest economic sectors in the City of Alpena. Over 2,800 people are employed countywide at 90 establishments, making up a payroll of nearly $102-million. The largest of these is Alpena Regional Medical Center (950 employees) while Tendercare Alpena is the second largest facility, employing 150 individuals.

Industrial Development

Data found in **Table 3.6** shows that, in 2009, the county's manufacturing sector had the third largest number of employees (1,163).Until the middle 1980's the Alpena County economy was centered in the manufacturing sector with a few large industries making up a majority of the industrial base. Although the large industrial plants still are a vital component to the regional economy, the recent trend has been towards the development of smaller businesses with fewer employees. There are only three industrial/manufacturing facilities within the City that employ more than 100 individuals; Decorative Panels, Inc. is the fifth largest employer in the area and employs 300 people. Lafarge North America is the sixth largest employer in the area, employing 265 individuals. NEMROC, Inc. is the fourteenth largest employer and employs 115 individuals. The manufacturing sector was made up of 39 separate establishments. In fact, **Table 3.7** shows that 30 percent (12 facilities) of the manufacturing establishments had less than five employees; half of the establishments have less than ten employees. This indicates that the area is not dependent on only one or two manufacturers for all of the area's employment in that sector.

In 2012, the $28-million dollar Alpena Biorefinery was completed in the City of Alpena. The facility will employ 21 people and could be the beginning of an "Island of Biotech" in the city. The biorefinery will utilize wood sugar rich waste from Decorative Panels International's (DPI) manufacturing process as the feedstock to produce ethanol. The plant has been awarded grants from the Michigan Economic Development Corporation and from the Department of Energy. It is one of the only cellulosic ethanol facilities in the U.S. and is garnering national and international attention. Other manufacturers are also expanding including Besser, which is considering diversification and F&T Fur Traders which is headquartered in Ossineke and opened a manufacturing facility in Alpena. If these trends continue, Alpena County may see resurgence in an industrial-centered economy in the near future.

Retail

Alpena County, especially the City of Alpena and Alpena Township, serves as a regional shopping destination for residents of nearby counties. The importance of retail trade on the area's economy is shown in **Table 3.6**. As of 2009, this sector and employed 1,828 persons, which is the second largest number of employees by sector. This sector is comprised of 151 establishments. **Table 3.7** shows that nearly half (47% or 71 establishments) employ less than five individuals. Seventy-one percent of retail establishments employ less than ten individuals.

Table 3.7
Alpena Area Businesses by Size of Establishments

Industry code description	Total establishments	1 - 4	5 - 9	10 to 19	20-49	50-99	100-249	250-499	500-999
Total for all sectors	830	438	186	120	66	9	8	1	2
Agriculture, forestry, fishing and hunting	6	5	1	0	0	0	0	0	0
Mining, quarrying, and oil and gas extraction	3	0	2	1	0	0	0	0	0
Utilities	4	1	0	2	1	0	0	0	0
Construction	90	72	8	6	4	0	0	0	0
Manufacturing	39	12	7	7	8	1	4	0	0
Wholesale trade	37	16	14	2	3	1	1	0	0
Retail trade	151	71	37	28	10	2	2	1	0
Transportation and warehousing	33	17	8	5	2	1	0	0	0
Information	24	13	4	4	3	0	0	0	0
Finance and insurance	47	23	12	8	4	0	0	0	0
Real estate and rental and leasing	20	16	3	0	0	1	0	0	0
Professional, scientific, and technical services	45	26	13	6	0	0	0	0	0
Management of companies and enterprises	4	2	1	0	1	0	0	0	0
Administrative and support and waste management and remediation services	26	17	3	4	2	0	0	0	0
Educational services	8	6	1	1	0	0	0	0	0
Health care and social assistance	90	32	27	17	8	3	1	0	2
Arts, entertainment, and recreation	13	9	2	1	1	0	0	0	0
Accommodation and food services	73	25	15	16	17	0	0	0	0
Other services (except public administration)	113	71	28	12	2	0	0	0	0

Source: County Business Patterns - U.S. Census Bureau - 2010

Government

The government sector makes up another important economic sector of the county. **Table 3.4** shows that governmental employment comprises about 11.5% of total employment, the second largest employment classification. The City of Alpena, Alpena County, and Alpena Township account for the majority of

governmental workers within the county. Governmental employees also make-up a large segment of highly-skilled, professional worker category. Engineers, planners, administrators, and information technology workers are examples of the type of governmental worker that constitute the "knowledge worker" classification.

Tourism

With over 13,000 acres of lakes, 300 miles of streams and tributaries and 61 miles of Lake Huron shoreline, Alpena County's water resources are a major tourism draw. The tourism sector is a subset of both the retail and service sectors of the county's economy. It is difficult to find exact numbers regarding the impact of tourism on an economy. Fishing and hunting play a vital role in the economy of Alpena County. Over 11,000 fishing licenses (11,398) and 21,058 hunting licenses were issued in Alpena County in 2011.

In addition to water activities, the City of Alpena offers recreational opportunities in a natural setting, including Island Park and the 350-acre Wildlife Sanctuary. An 18.5 mile Bi-Path travels through the majority of Alpena's scenic parks and beaches as it winds through the City and along the Thunder Bay River and the Lake Huron shoreline. Alpena County also has two state parks, two state forest campgrounds, three county campgrounds and four commercial campgrounds, with a combined total of 412 campsites.

Spending at tourism-related business is at its highest between June and September, peaking in July. Tourism spending declines in the fall and then has a significant increase in December. Receipts are at their lowest levels in January and February and then begin to increase again in the spring.

Golf courses and tennis courts provide outdoor recreation. The Thunder Bay Recreation Center and Northern Lights Ice Arena provide a combination of indoor recreation. Two live performance theatres and two movie theatres, both with multiple screens provide indoor entertainment. The Besser Museum of Northeast Michigan, the Alpena County George N. Fletcher Library, the Thunder Bay National Marine Sanctuary and Underwater Preserve, and the Great Lakes Maritime Heritage Center offer cultural and historical opportunities. Tourists arriving along the City's major corridors will also view historic homes that have been restored and preserved. Many of these homes are typical of the early lumbering era and date back to the 19th century.

Organizations in Alpena County sponsor several annual festivals and other activities. These special events help to attract large groups of tourists to the City. Annual festivals held in the City include the Michigan Brown Trout Festival, Art on the Bay, the Great Lakes Lighthouse Festival, the Alpena Blues Festival, the Maritime Festival, and many others. The Alpena County Fair also takes place within the confines of the City limits at the Alpena County Fairgrounds.

<u>Maritime Heritage Tourism</u>
Maritime Heritage Tourism has become a significant economic driver in the Alpena area. Over 83,000 people visited the Maritime Heritage Center in 2012. Alpena Shipwreck Tours launched in 2011. Owned by John Madigan of Picture Rocks, Apostle Island, and Sleeping Bear Dunes Boat Tours, the tours were enthusiastically received.

<u>Trails</u>
The North Eastern State Trail (NEST) was completed in 2011. Users can walk, bicycle, horseback ride or snowmobile 71 miles from Alpena to Cheboygan. The trail runs from Woodward Avenue in the City of

Alpena to the Lincoln Street in City of Cheboygan where it merges with the North Central State Trail which runs south 45 miles to Gaylord or northwest 16 miles to Mackinaw City. The NEST has a 10' wide packed crushed limestone surface with two foot shoulders, new safety signs, access control features and mile marker posts. The trail use, determined by the DNR, is for all non-motorized users year round and snowmobiles from December 1 through March 31. This project was collaborative between two state departments, local governments and a non-profit organization. The Top of Michigan Trails Council (TOMTC) led the effort to help assemble a 3.1 million dollar funding package which included gaining 5% of the project costs from local governments, individuals and organizations. The Michigan Department of Transportation completed the engineering and project oversight while the Michigan Department of Natural Resources oversaw the project implementation and will continue to manage and maintain the facility. The trail now creates a link across northeast Michigan on the former Detroit to Mackinaw Railroad connecting Alpena, Posen, Hawks, Millersburg, Onaway, Aloha and Cheboygan.

Other notable trail systems within Alpena County include Norway Ridge Pathway, Chippewa Hills Pathway, and a snowmobile trail system throughout the county.

Pure Michigan Campaign and the Alpena CVB

The Alpena Convention and Visitors Bureau's Alpena Pure Michigan Partnership and Sunrise Coast Partnership have been successful and have caused the CVB's website position on search engines and generated visits to climb. 2011 showed a 40% increase from the previous summer. Alpena Pure Michigan partnership clicks were up 10% from 2010 to 2011. In 2011, Alpena was the 25th most clicked on property on www.michigan.org compared to the 37th most clicked on in 2010. Sunrise Coast clicks were up 8% from 2010 to 2011. Alpena was the most clicked on property in the Sunrise Coast campaign. Direct phone and email inquiries were up slightly in 2011 from 2010. In 2011, the CVB raised the room assessment which significantly increased the CVB's ability to market the area.

Opportunity Assessment/Branding

In 2011, Destination Development International (DDI) was hired to conduct an Opportunity Assessment product development program to give the community an objective look through the eyes of a visitor. The second phase, Destination BrandCamp, took place in 2012. This program resulted in a specific, identifiable brand and marketing plan to allow the CVB and the community to market the Alpena area more effectively. This brand – Alpena: Sanctuary of the Great Lakes – is now being utilized to identify Alpena as the haven from the stresses of everyday life and a culturally-rich place to relax, rejuvenate, and inspire.

US 23 Heritage Route

The US 23 Heritage Route extends 200 miles from Standish to Mackinaw City and is a tourism-focused promotional program. Each county along the route has an active Heritage Route Team and participates in an overseeing Management Council. The Alpena County Heritage Route Team consists of volunteers interested in tourism and history. Each year, the county teams and the Management Council work toward implementing projects which are stated in the US 23 Heritage Route Management Plan. A landmark project has been the award-winning website www.heritage23.com which provides an interactive one-stop shop of things to see and do along the county-wide Heritage Route corridor. In addition, the Heritage Route publishes maps and brochures highlighting recreational amenities. Therefore, the US 23 Heritage Route program assists with promotion of public and private recreational facilities in the county.

City of Alpena Economic Development Activities

There are a number of economic development activities administered by the City. Staff responsible for these efforts includes the City Manager, City Planning and Economic Development Director and City Engineer. Programs include brownfield redevelopment, renaissance zones, infrastructure improvements, and the use of CDBG grants.

Brownfield Redevelopment

The Alpena City Council established an Authority for Brownfield Redevelopment with the adoption of Resolution 1997-7 on March 17, 1997, pursuant to the Brownfield Redevelopment Financing Act, Michigan Public Act 381. The Council designated its incorporated boundaries as the boundaries of the brownfield zone. The City is considered a "core community" by the State and is able to offer financial assistance for cleanup and revitalization activities on three categories of eligible property. These categories include: blighted property, contaminated property and functionally obsolete property. Costs associated with cleanup and the redevelopment of an eligible property is funded through Tax Increment Financing. Qualified taxpayers that own or lease the brownfield site may be eligible for State Single Business Tax Credits.

Alpena developed a Brownfield Redevelopment Plan in 2001. The plan identified eight perspective eligible properties. Projects have been developed for the former Fletcher Paper Mill property at 318 W. Fletcher Street (site of the Great Lakes Maritime Heritage Center project and Fletcher Street Brewing Company project), Lafarge Midwest, Inc, Alpena Site at 1435 Ford Avenue, and Dean Arbor Ford on US 23 North. Brownfield Redevelopment activities have yielded tangible successes and supported economic growth in the core of the City, particularly along the waterfront.

Renaissance Zones

In 1998, six Renaissance Zones were designated by the State in Alpena County. Four of the zones are in the City of Alpena and two are in Wilson Township at the Alpena County Regional Airport. The Renaissance Zone designation promotes economic development through tax exemptions from State Income Tax, the Single Business Tax, General Property Tax (not including debt retirement and special assessments), and the Education Tax for eligible businesses. Business property owners and residents located in a Renaissance Zone are exempt from State taxes for a period of up to 15 years. Although that time period begins at the time of the State designation, extensions can be requested. The following zones have been designated.

<u>Commerce Industrial Park Sub Zone 1 (Expires 12-31-14)</u>
This 21.76 acre light industrial park is owned by Target Alpena Development Corporation and is a Michigan Certified Business Park. The 15 development lots average one acre in size and are intended for small industrial and commercial uses. A limitation that prevents more than two lots being combined was established to promote smaller industrial users; however, this policy can be waived based on the merits of an individual development proposal. Underground utilities and a paved road system have been installed. The park is currently under development, with one lot under development; additionally 2½ lots have recently been sold with substantial development pending.

<u>Oxbow Park Sub Zone 2 (Expires 12-31-17)</u>
This 39.7 acre former City landfill was owned by the City of Alpena but sold to a private developer in

2002. The general landfill closed in the 1950's and was most recently used for recreation and as a City dumping site for inert materials. A site plan for a neo-traditional mixed-use development has been approved as a project called Oxbow Village. Planned uses for the development include a combination of residential, office, recreation, and institutional. The City obtained grant funding that was used to perform environmental activities on the site and bring infrastructure to the area in support of the redevelopment of the property. Private development of the site is currently underway.

National Guard Armory Site Sub Zone 3 (Expires 12-31-17)
This historic structure was dedicated in the 1920's as Memorial Hall, in honor of the veterans of World War I. In the 1950's, this 0.70 acre site became a state-owned National Guard Armory Building. The State divested itself of the property in 2006 to local private developers following the relocation of the National Guard to the Combat Readiness Training Center in mid-2000. The property is zoned Planned Unit Development (PUD) and final development plans are currently in progress. The City of Alpena has completed a historic district study of the site and has established a single-resource historic district on the property.

Southwest Residential Site Sub Zone 4
This is a city-owned 14.85 acre site originally platted in 1893. The property was never developed due to the low nature of the terrain and lack of infrastructure. A Wetland Delineation prepared by Global Environmental Engineering shows that 9.75 acres of the property is wetland. Consequently, the property is unlikely to be developed. Half of the site is now preserved as wetland to mitigate the development of a ¾ acre parcel of wetland in North Industrial Park.

Other Sites located in the County
Alpena County Regional Airport, West Side Sub Zone 5 (Expires 12-31-14): This 87-acre site is located on the main entrance drive the airport. The site is adjacent to M-32 and sewer, water and fiber optics are available.

Alpena County Regional Airport, East Side Sub Zone 6 (Expires 12-31-14): This 120-acre site is located on the east side of the airport property abutting the north side of M-32. Airport related office or light industrial uses are anticipated for the site. Water, sewer, and fiber optics are available.

Residential Programs

Alpena has initiated several residential rehabilitation and development programs. MSHDA grants through the Community Development Block Grant (CDBG) program support the Downtown Rental Development Area and Lincoln School Neighborhood Target Area projects. The purpose of the Downtown Rental Development program is to increase the downtown's residential population by creating rental housing units for moderate and market rate income households in vacant or underutilized areas of the upper floors of existing commercial buildings (retail, office or institutional use) within a designated portion of the City's downtown. Increasing residential populations in business districts tends to increase business activity and growth, while creating a healthy, more vibrant downtown.

The City has also established Neighborhood Enterprise Zones under P.A. 147 of 1992. Neighborhood Enterprise Zones promote neighborhood revitalization and encourages owner-occupied housing and new investment in core communities. The revitalization and new construction programs focus on the central business district to encourage a mixed use development pattern.

Fiber Optic Plan – NEMiFC

In January of 2005, the Alpena City Council's Vision Statement and Goals document included the development of a "wired city" and the relocation of all new or reconstructed utilities underground. This led to the development of a plan to develop a fiber optic conduit network that would not only provide the backbone for high-speed telecommunications (voice, video, and data transfer), but would also provide a readymade system within which to place new or relocated aerial utilities.

The City pursued the sharing of these resources within the public/nonprofit sector through the creation of a fiber optic consortium. The City of Alpena, Michigan Works!, Alpena County, Alpena Community College, the Thunder Bay National Marine Sanctuary, Northland Library Cooperative, and Alpena Regional Medical Center were the charter members of this consortium. The consortium's purpose is to enhance voice, video and data communications among all public/non-profit entities and develop a redundant network throughout the greater Alpena area to ensure reliability of service. To further the development of this fiber optic network, the City also adopted a policy to develop this underground conduit system as part of other road construction projects within the City.

To accelerate the development of both the network and the consortium, the City applied for and received a 2006 Center for Regional Excellence designation from the State of Michigan. This designation included a $25,000 micro-grant, which targeted network development in three key target zones (City Hall/City Marina/Northland Library Target Zone; the Community Development Building Target Zone; the ARMC/Civic Center Target Zone). All construction projects were completed within one year and educational activities were completed by the end of 2007.

Recently the Consortium has reorganized, becoming the North East Michigan Fiber Consortium (NEMiFC). NEMiFC amended its Articles of Association and By-Laws in order to add additional members, gain the ability to own its own fiber optic networks, apply for grant funding and offer more support to its members. NEMiFC also developed a policy by which its members can members install and own fiber and choose to lease dark fibers to other entities to support the maintenance and expansion of the broader fiber network. NEMiFC is also working on the development of a strategic plan for future network expansion.

Economic Development Organizations

Housed under the umbrella of the Alpena Chamber of Commerce, Target Alpena Development Corporation is the primary economic development organization in the county. The City of Alpena and Alpena Township both also have Economic Development Corporations (EDC), formed under Act 347. Sporadically, issues arise that require tax-exempt bonds and the EDC's are used as the mechanism to obtain them.

The Alpena Area Chamber of Commerce and Michigan State University Extension partner with other organizations to promote general economic development in the area. Other more specialized economic development entities include Alpena's Downtown Development Authority and the Alpena Convention and Visitor's Bureau.

Target: Alpena Development Corporation

Founded in 1989, Target Alpena Development Corporation is a 501(c)3 non-profit corporation that was established for economic development purposes in Alpena County. It is the primary conduit for economic

activity in Northeast Michigan. Target Alpena is supported entirely by voluntary contributions from financial institutions, businesses, individuals, governmental entities, foundations, utilities, and grants.

North Industrial Park was created by the Greater Alpena Industrial Corporation. In the mid 1990's the corporation was absorbed by Target Alpena which received the assets of the corporation and assumed the responsibility of recruiting business into the industrial park. Since that time, Target Alpena filled eight of the remaining nine lots. In a cooperative effort with the City, Target also developed the Commerce Industrial Park. Development of the park was financed by lot sales in North Industrial Park, a Rural Development grant, and a CDBG infrastructure grant.

Target Alpena activities focus largely on the following areas:

1. Business development and assistance using a regional, collaborative perspective.
2. Job creation through retention and expansion of local businesses, attraction of new compatible businesses, and business start-ups.
3. Providing assistance to governmental entities on issues such as grant programs concerning infrastructure and transportation, revitalization projects and other relevant economic development issues.
4. Ongoing marketing and promotion of Alpena to cultivate growth potential of the Alpena area.
5. Education on current economic trends and policies as they relate to Alpena.
6. Providing financial assistance to area businesses through the Alpena County Revolving Loan Program and the Target Alpena Micro Revolving Loan Program.
7. Linking businesses by facilitating networking.
8. Developing new markets.
9. Liaison to state and federal governments.

Target Alpena's Revolving Loan Fund Program has played a key role in economic growth in the community. Since its inception, it has made 70 loans amounting to $1,300,000 resulting in $13,000,000 invested in the community. The loan program can be attributed to creating over 200 jobs and retaining an additional 2,000 jobs. Target also administers a Micro Loan program across a 6-county area. This program has made 182 loans for a total value of $2,076,400.

Alpena Downtown Development Authority

The Alpena City Council adopted Ordinance No. 110 on April 21, 1980, creating a Downtown Development Authority (DDA) under Public Act 179 of 1975. The intentions were to strengthen the downtown business district, promote economic growth and revitalization, encourage commercial revitalization, and historic preservation. The DDA provides the community with the necessary legal, monetary, and organizational tools to revitalize economically distressed areas either through public-initiated projects or with private development projects. The initial DDA district covered the core downtown area. Since that time the boundaries have been expanded to include properties along Washington Street, Fifth Street and the old Fletcher Paper Mill site on the Thunder Bay River. In July of 1981, the first Development Plan and Tax Increment Financing Plan were adopted for the DDA. These plans were amended in January of 2005. Traditional brick and mortar projects as well as historic preservation activities have remained key elements of the DDA's initiatives.

In 2013, the DDA was selected as an Associate Member of the Michigan Main Street Program. According to the organization:

The Main Street Four-Point Approach® is a community-driven, comprehensive strategy that encourages economic development through historic preservation in ways that are appropriate for today's marketplace. The four points include:

- *Design: Enhancing the downtown's physical environment by capitalizing on its best assets including historic buildings, and creating an inviting atmosphere through attractive window displays, parking areas, building improvements, streetscapes and landscaping. The Main Street program also focuses on instilling good maintenance practices in the commercial district, enhancing the physical appearance of the district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems and integrating long-term planning.*

- *Economic Restructuring: Strengthening a community's existing economic base while also expanding and diversifying it. By helping existing businesses expand and recruiting new businesses to respond to today's market, the Main Street program helps convert unused spaces into productive properties and sharpens the competitiveness of business enterprises.*

- *Promotion: Marketing a downtown's unique characteristics to residents, visitors, investors and business owners. The Main Street program develops a positive, promotional strategy through advertising, retail activities, special events and marketing campaigns to encourage commercial activity and investment in the area.*

- *Organization: Involving all of the community's stakeholders, getting everyone working toward a common goal and driving the volunteer-based Main Street program. The fundamental organizational structure consists of a governing board and four standing committees. Volunteers are coordinated and supported by a paid program director or Main Street manager. This structure not only divides the workload and clearly defines responsibilities; it builds consensus and cooperation among the various stakeholders.*

The DDA works to promote activities in the business district by selling the image and promise of Downtown to all prospects by marketing the district's unique characteristics to shoppers, investors, new businesses, and visitors. An effective promotion strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns.

The parking committee continues to review the downtown parking plan for all day and two hour parking. The two hour parking zones were established to guarantee a regular turn-over in the most convenient spaces on the streets and in parking lots, so that our visitors can be assured that a convenient parking space will be available when they come to downtown.

In the fall of 2004, the DDA initiated a Façade Grant Program that provides a 50% match up to $5,000 for exterior renovations of store fronts and backs. Renovations must be made in the historical context of the building. A design committee meets with the landowner to review and approve proposed renovations. The DDA façade grants programs awards grants under the program in any amount requested from a minimum award of $500.00 up to a maximum award of $ 5,000.00. Applicants for a grant must provide a matching amount to their grant request based on a dollar for dollar basis. An applicant's proposed improvement project total can exceed $ 10,000.00; however the DDA's participation will still be limited to a maximum amount of $5,000.00.

The DDA worked with the City of Alpena to initiate the Neighborhood Enterprise Zone (NEZ) and the downtown rental rehab grant program. In addition, the DDA offers a downtown business support team and provides a retail incentive program. The DDA recently completed a wayfinding program and launched a new website at http://www.alpenadowntown.com.

Alpena Area Convention and Visitors Bureau

The Alpena Area Convention and Visitors Bureau (CVB) was created in 1984 under Public Act 59 of 1984. The organization is funded primarily from a five percent assessment on rooms in hotels with 10 or more rooms. The organization markets Alpena County and the eastern coastal areas of Presque Isle County to bring visitors into the region. The CVB works with convention groups to provide a "packaged" event experience. Marketing is accomplished through a visitor's guide, web site, travel writers, participation in the Pure Michigan campaign, and other media. Marketing strategies focus on maritime heritage, parks and trails, and local attractions. The bureau partners with other community organizations such as the Chamber of Commerce and DDA. As the community has expanded its tourism base, the Convention and Visitors Bureau has taken on an increasingly important role in economic development and function as a "Destination Marketing Organization."

Alpena Area Chamber of Commerce

The Alpena Area Chamber of Commerce is an organization that serves and represents its business members. It is a 501(c)6 structured to be a lobbying organization. Founded over 90 years ago and officially incorporated in 1947, the organization has a long history of community involvement and creating a stimulus for community growth. Its mission statement is "*by serving our members, the Alpena Area Chamber of Commerce actively champions' economic development and the advancement of the community's quality of life*." The chamber partners with local government, Alpena Community College, Target Alpena, DDA, and Alpena Convention and Visitors Bureau to work towards realizing its mission. Services for members include a group health care plan, reduced credit cards processing fees, insurance discounts for cars and homes, and a small business loan program through a local bank. The Chamber works to create a positive business climate in Northeast Michigan, is a member of the Northern Michigan Regional Chamber Alliance, promotes Alpena, and provides networking and affordable educational opportunities to its members.

The 2012 merging of the Chamber and Target Alpena:

- presents a stronger relationship with a variety of partners
- is a full service stop for entrepreneurs and existing businesses looking for assistance
- has a more streamlined approach to assisting business start-ups and expansions
- has a combined financial audit
- builds a stronger effort for economic development in the region
- has a more efficient system internally

Economic Summary

Summary Statistics from the Edward Lowe Foundation

The Edward Lowe Foundation has provided a time-series dataset for the Alpena County economy from 2000-2010. It should be noted that "resident" refers to stand-alone establishments in the local area or

businesses with headquarters in Michigan. The resident sector is subdivided into employment stages with the number in () denotes employees. “Nonresident” refers to establishments that are located in the area but are headquartered in a different state. “Noncommercial” refers to educational institutions, post offices, government agencies and other nonprofit organizations. According to **Table 3.8**, from 2000-2010, jobs in Alpena County decreased by 4.2 percent and sales fell 13.9 percent. Primarily, the job loss was caused by establishments that went out of business during this time. The number of job losses would have been greater if the expansions of existing companies had not added 13.7 percent more jobs during the same period. As job losses were felt in the Stage 2 and Stage 3 companies, the number of self-employed rose by 86 percent.

Table 3.8
Jobs Summary
2000-2010

	2000	2010	Change	%
TOTAL	18,461	17,680	-781	-4.2%
Noncommercial	2,166	1,551	-615	-28.4%
Nonresident	1,564	1,787	223	14.3%
Resident	14,731	14,342	-389	-2.6%
Self-Employed (1)	546	1,016	470	86.1%
Stage 1 (2-9)	3,653	3,913	260	7.1%
Stage 2 (10-99)	5,922	5,333	-589	-9.9%
Stage 3 (100-499)	2,588	1,850	-738	-28.5%
Stage 4 (500+)	2,022	2,230	208	10.3%

Source: Edward Lowe Foundation www.youreconomy.org

During the same timeframe, the total number of establishments increased by 31.8 percent (**See Table 3.9**). Inversely to the number of jobs, the total number of non-commercial and non-resident establishments fell (-1.6% and -9.1% respectively), while the total number of resident-owned establishments rose by over 36 percent. Self-employed establishments and Stage 1 establishment saw the biggest gains (86% and 25% respectively). The data implies a shift from larger employers to smaller, more locally based employers.

Table 3.9
Establishments Summary
2000-2010

	2000	2010	Change	%
TOTAL	2,097	2,763	666	31.8%
Noncommercial	186	183	-3	-1.6%
Nonresident	77	70	-7	-9.1%
Resident	1,834	2,510	676	36.9%
Self-Employed (1)	546	1,016	470	86.1%
Stage 1 (2-9)	1,008	1,259	251	24.9%
Stage 2 (10-99)	260	223	-37	-14.2%
Stage 3 (100-499)	17	9	-8	-47.1%
Stage 4 (500+)	3	3	0	0.0%

Source: Edward Lowe Foundation www.youreconomy.org

This shift is further reflected by analyzing the sales summary for the same timeframe (**See Table 3.10**). Total sales declined by 13.9 percent ($243 million). The biggest declines were in non-commercial sales (-43%) and large sector establishments. Stage 3 establishments had sales declines of 63.1 percent. Interestingly, Stage 2 and Stage 4 establishments showed the fewest losses in sales and non-resident establishments showed increasing sales during this timeframe.

Table 3.10
Sales Summary
2000-2010

	2000	2010	Change	%
TOTAL	1,747,354,594	1,504,271,440	-243,083,154	-13.9%
Noncommercial	73,297,915	28,570,790	-44,727,125	-61.0%
Nonresident	202,007,600	238,662,800	36,655,200	18.1%
Resident	1,472,049,079	1,237,037,850	-235,011,229	-16.0%
Self-Employed (1)	58,435,829	64,454,887	6,019,058	10.3%
Stage 1 (2-9)	351,652,880	315,833,580	-35,819,300	-10.2%
Stage 2 (10-99)	547,052,428	539,372,983	-7,679,445	-1.4%
Stage 3 (100-499)	302,412,742	111,507,300	-190,905,442	-63.1%
Stage 4 (500+)	212,495,200	205,869,100	-6,626,100	-3.1%

Source: Edward Lowe Foundation www.youreconomy.org

Building Activity

In the last five years, building activity in the City has been very flat, with the number of issued residential building permits lagging behind the other communities in Alpena County (**See Table 3.11**). From 2007-2011, the City issued one-third (8 of 24) permits for new commercial construction. However, during the same period, the City issued only 6 percent (9 of 135) of all new residential permits. The City issued the fourth highest number of residential permits, but less than Alpena, Green and Long Rapids townships.

Table 3.11
Alpena County Building Permits: 2007-2011

	TOTAL		2007		2008		2009		2010		2011	
Permit Type	Comm	Res	New Res	New Comm	New Res	New Comm	New Res	New Comm	New Res	New Comm	New Res	New Comm
Alpena City	**8**	**9**	**3**	**2**	**2**	**2**	**1**	**1**	**0**	**1**	**3**	**2**
Alpena Twp	12	82	21	7	21	0	15	2	14	0	11	3
Green Twp	1	8	3	1	1	0	0	0	3	0	1	0
Long Rapids Twp	0	10	4	0	3	0	0	0	3	0	0	0
Maple Ridge Twp	0	10	4	0	5	0	0	0	1	0	0	0
Ossineke Twp	1	7	5	0	0	0	0	1	1	0	1	0
Sanborn Twp	2	6	4	0	2	1	0	1	0	0	0	0
Wellington Twp	0	3	2	0	0	0	0	0	0	0	1	0
Wilson Twp	2	18	9	1	3	1	1	0	1	0	4	0

Source: Township and City Building Officials

Land Values

The City Assessors Office reports on the taxable values of properties in the community. Taxable value includes real property (land and buildings) and personal property (equipment, furniture and fixtures, etc.) **Table 3.12** shows changes in total taxable valuation since 1977. As can be seen, **Table 3.12** shows that taxable growth was relatively flat in the 1980's, but showed a steady increase in value from about 1991 to 2002, when there was a loss of taxable value, likely due to plant closings. Growth returned after 2002, but at a lower rate. From 2009, the City of Alpena has lost taxable valuation every year. By Fiscal Year 2012, the City has lost approximately 19.5% of its taxable valuation and the total taxable valuation for the City is only slightly higher than 2003 levels. **Figure 3.6** illustrates the history of taxable value in the community.

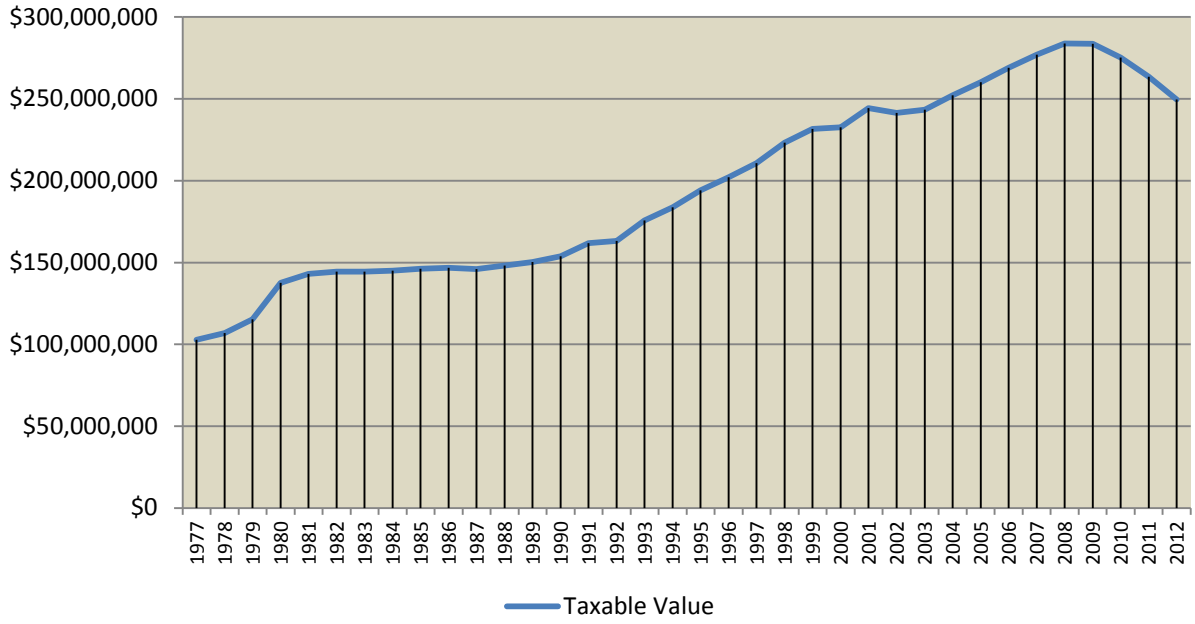
Table 3.12
Taxable Value History for City of Alpena

Year	Total City Taxable Valuation	Change from Prior Year	
		Amount	Percent
1977	102,757,201		
1978	106,917,822	4,160,621	4.05%
1979	115,358,425	8,440,603	7.89%
1980	137,635,518	22,277,093	19.31%
1981	143,038,962	5,403,444	3.93%
1982	144,411,200	1,372,238	0.96%
1983	144,463,100	51,900	0.04%
1984	145,068,900	605,800	0.42%
1985	146,259,500	1,190,600	0.82%
1986	146,844,500	585,000	0.40%
1987	146,042,500	-802,000	-0.55%
1988	148,224,700	2,182,200	1.49%
1989	150,311,300	2,086,600	1.41%
1990	153,920,200	3,608,900	2.40%
1991	161,933,200	8,013,000	5.21%
1992	163,181,100	1,247,900	0.77%
1993	175,751,100	12,570,000	7.70%
1994	183,800,200	8,049,100	4.58%
1995	194,040,476	10,240,276	5.57%
1996	202,199,796	8,159,320	4.20%
1997	210,770,430	8,570,634	4.24%
1998	223,247,078	12,476,648	5.92%
1999	231,578,994	8,331,916	3.73%
2000	232,597,633	1,018,639	0.44%
2001	244,354,733	11,757,100	5.05%
2002	241,488,060	-2,866,673	-1.17%
2003	243,361,991	1,873,931	0.78%
2004	252,148,258	8,786,267	3.61%
2005	260,126,284	7,978,026	3.16%
2006	268,987,838	8,861,554	3.41%
2007	276,903,917	7,916,079	2.94%
2008	283,914,270	7,010,353	2.53%

2009	283,681,706	-232,564	-0.08%
2010	275,187,617	-8,726,653	-3.07%
2011	263,563,355	-20,118,351	-7.09%
2012	249,724,155	-25,463,462	-9.25%

The years 1983 - Present include Commercial and Industrial Facilities Valuation
The years 2003 and after include Renaissance Zone Valuation
The years 2006 and after include NEZ, DNR PILT, REN. ZONE, and OPRA Rolls
Source: Alpena City Assessor's Office

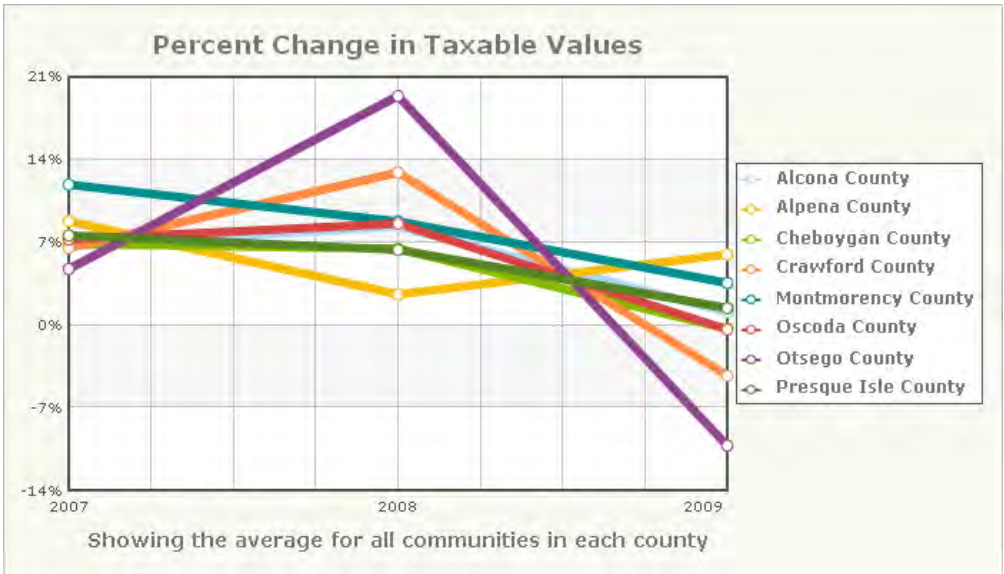
Figure 3.6 - Taxable Value: City of Alpena



State Equalized Value (SEV)

By analyzing the State Equalized Value (SEV), characteristics of property values can be obtained. **Figure 3.7** illustrates the changes in average SEV for all communities regionally between 2007 and 2009.During this timeframe, the average SEV for all communities in seven of the eight counties rose from 2007 to 2008, but experienced sharp declines between 2008-2009; with Otsego County having the largest decline. Inversely, Alpena County experienced a decline between 2007 and 2008, but saw an increase in average SEV between 2008 and 2009; Alpena County was the only regional county exhibiting this phenomenon.

Figure 3.7



Within the City of Alpena, SEV values between 2000 and 2012 show some interesting trends (**See Figure 3.8**). During this timeframe, Industrial, Commercial, and Personal Property values fluxgate, but are generally level. Values in all three categories are higher in 2012 than in 2000. Residential SEV values, however, show the largest fluxions. Values rise until about 2005, peak around 2007 and decline to pre-2000 levels by 2012.

Figure 3.8 - SEV: City of Alpena

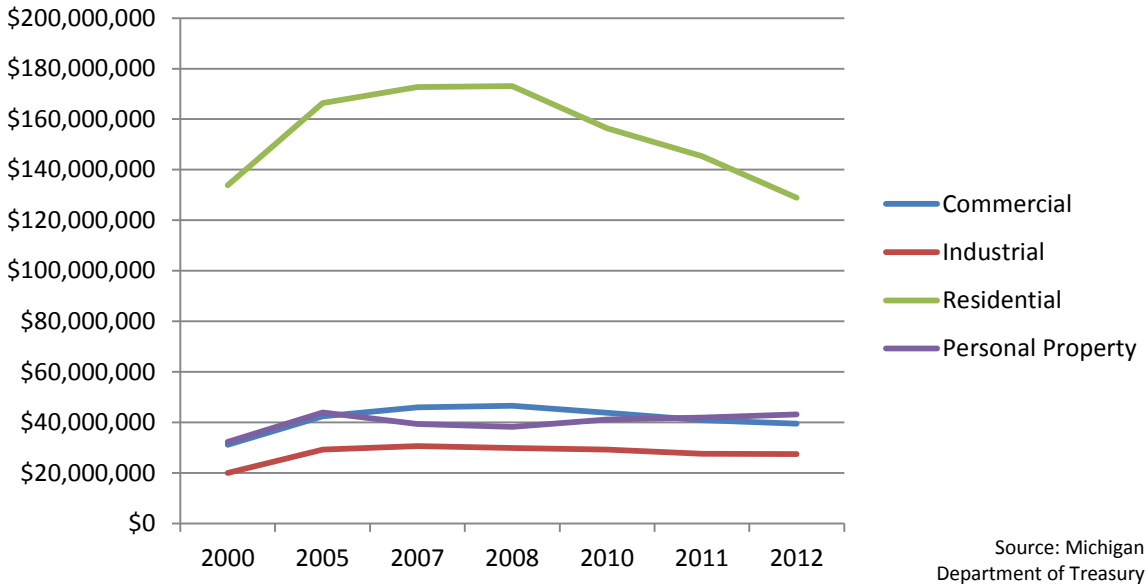


Figure 3.9 illustrates changes in SEV values for all of Alpena County between 2000 and 2011. During this period, Alpena Township experienced the steepest growth in SEV values but also the sharpest decline. SEV values in Alpena Township peaked in 2008; by 2011 values had declined to around 2005 levels.

The City of Alpena followed a similar, but much shallower growth curve. SEV values in the City peaked in 2006 and by 2011 had declined to around 2003 levels. All other communities followed a similar pattern, but on a much smaller scale. **Figure 3.10** also shows the valuations for real and personal property in the City of Alpena over the last decade.

Figure 3.9 - SEV by Municipality

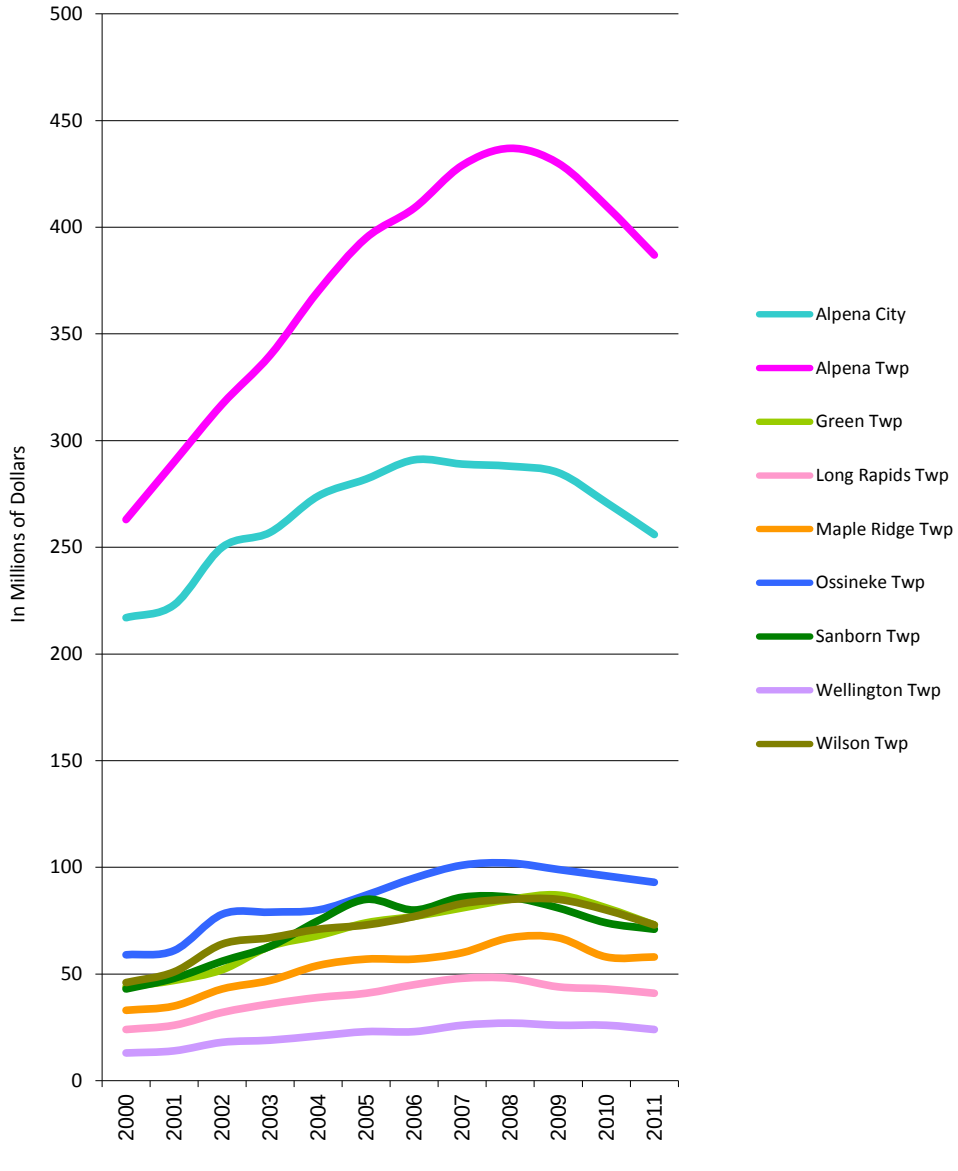
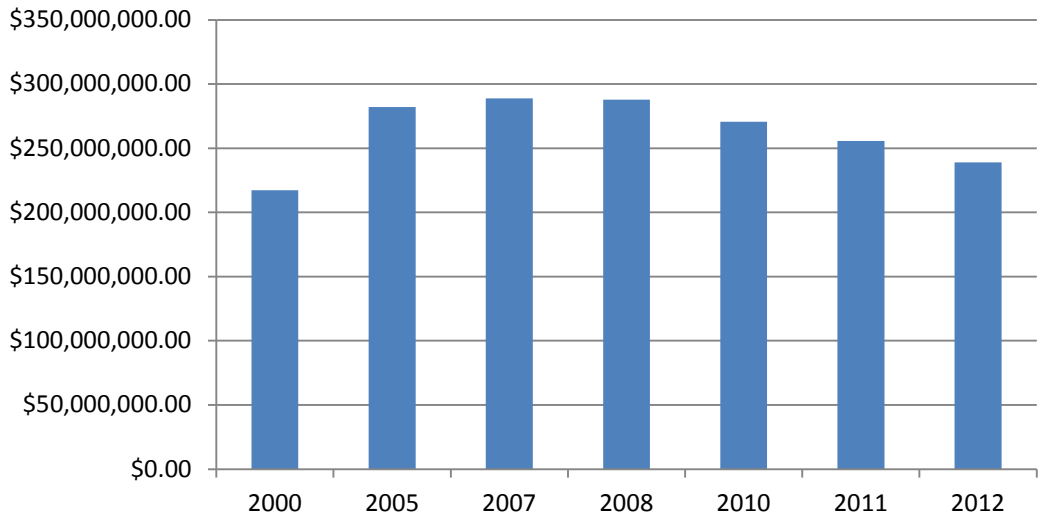


Figure 3.10- City of Alpena Total Real & Personal Property



Source: Michigan Department of Treasury

City of Alpena Finances

Information contained in this section was generated from F65 forms that the county files with the State of Michigan each year. The data is available through Munetrix LLC because the Northeast Michigan Council of Governments is a Munetrix subscriber. This section is intended to give a summary of the financial health of the City of Alpena.

Revenue

Revenue is generated from tax dollars received from residents and businesses which are generated from the millage rate multiplied by property valuations. Revenue is also generated from other sources such as State and Federal grants, permits, and fees. **Figure 3.11** shows the sources of revenue for the City of Alpena. The largest revenue source is property taxes, state contributions, and state revenue sharing. In 2011 and 2012, the "Other Revenue" category became a significant revenue source as well.

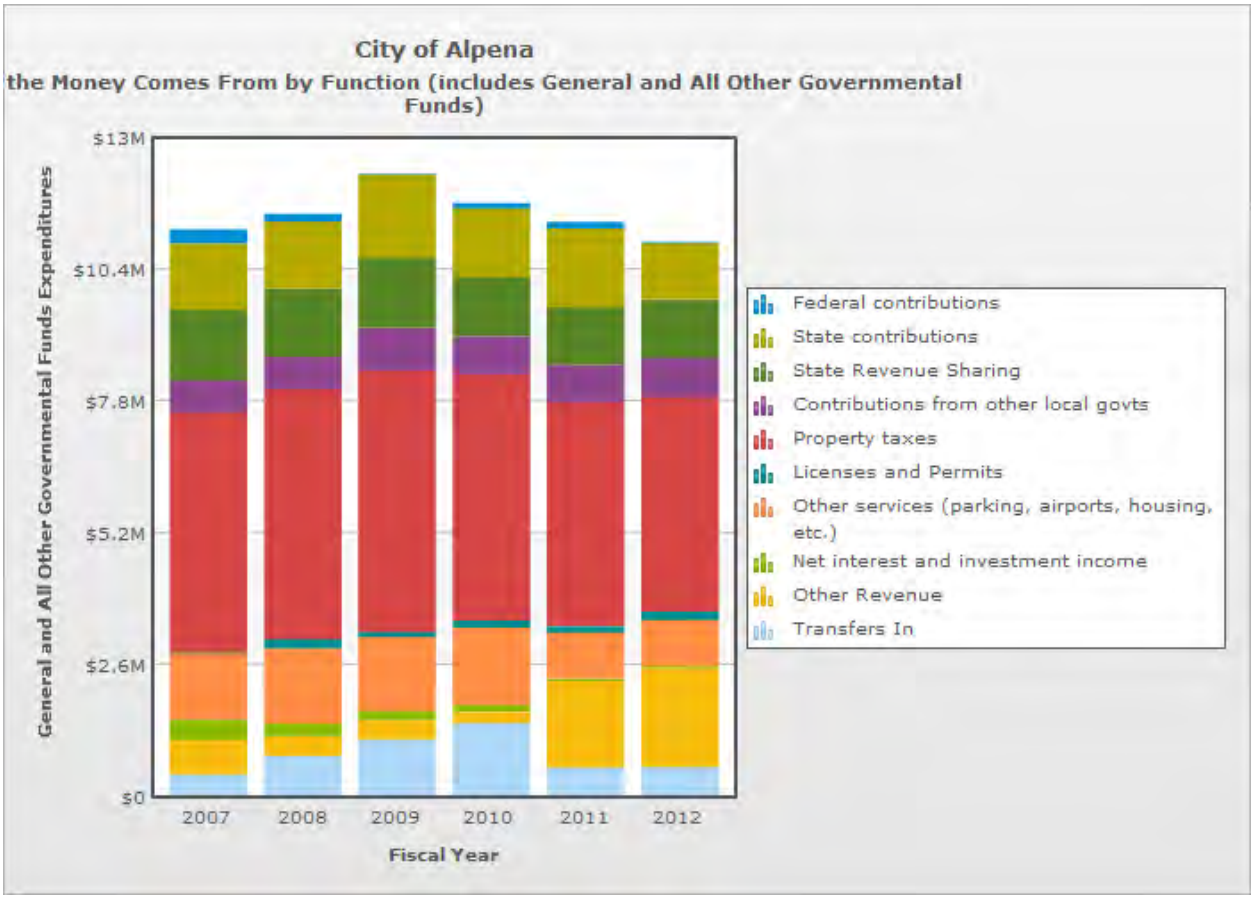


Figure 3.11: City of Alpena Revenue Breakdown

Expenditures

As a service provider for the community, expenses cover the costs associated with operating City government. As seen in **Figure 3.12**, police, fire, general government, and public works comprise the largest areas of expenditure. In 2011 and 2012, "Health and Welfare" became a large expenditure as well.

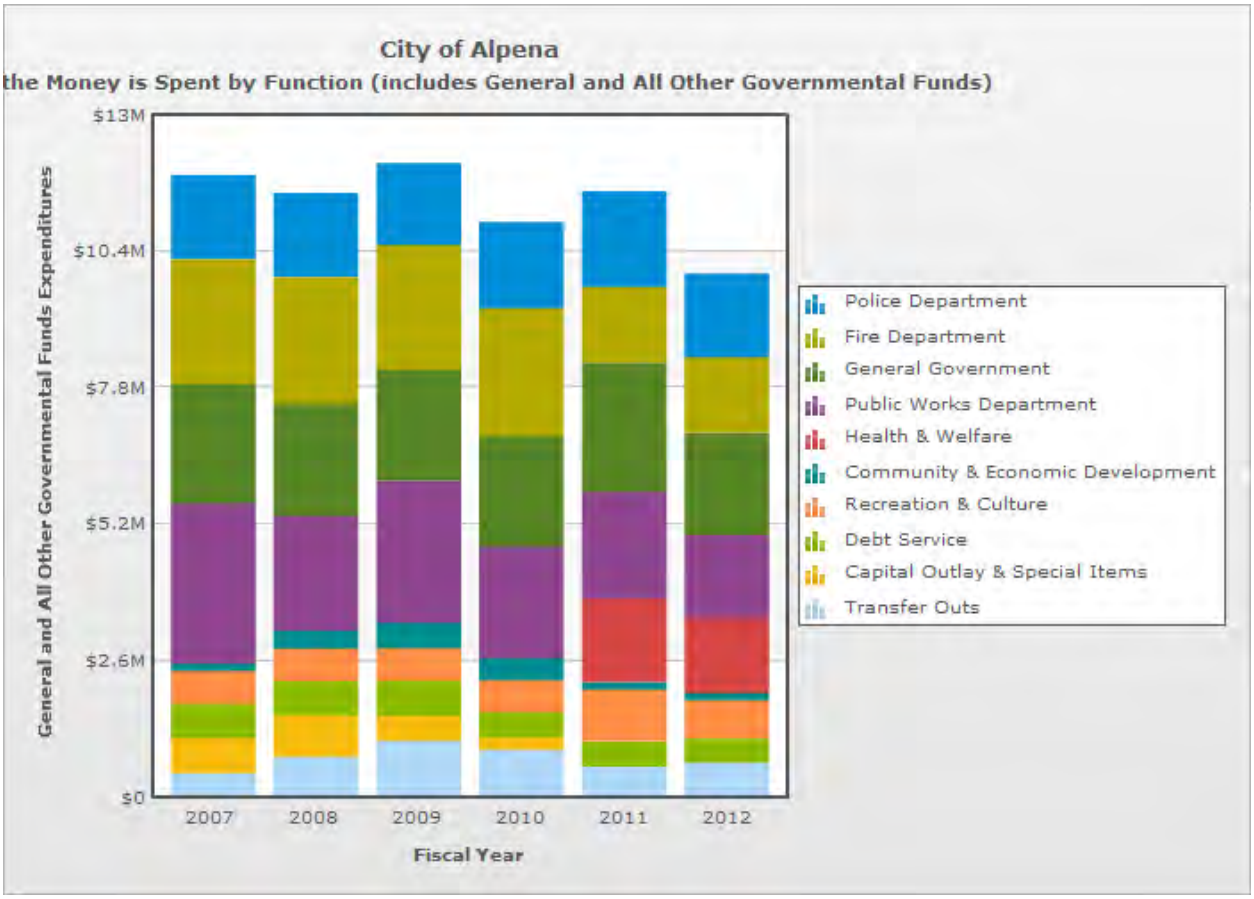


Figure 3.12: Expenditures

Fund Balance

Fund Balance is an accounting term in which total liabilities are subtracted from total assets; the difference is Fund Balance. Fund Balance is not solely cash but can include other assets. **Figure 3.13** shows Fund Balance levels for the City. Overall, the City's Fund Balance has decreased, but still remains at nearly $9-million. In 2011, approximately 50-percent of the City's Fund Balance was *undesignated*, meaning it was available for future expenditures.

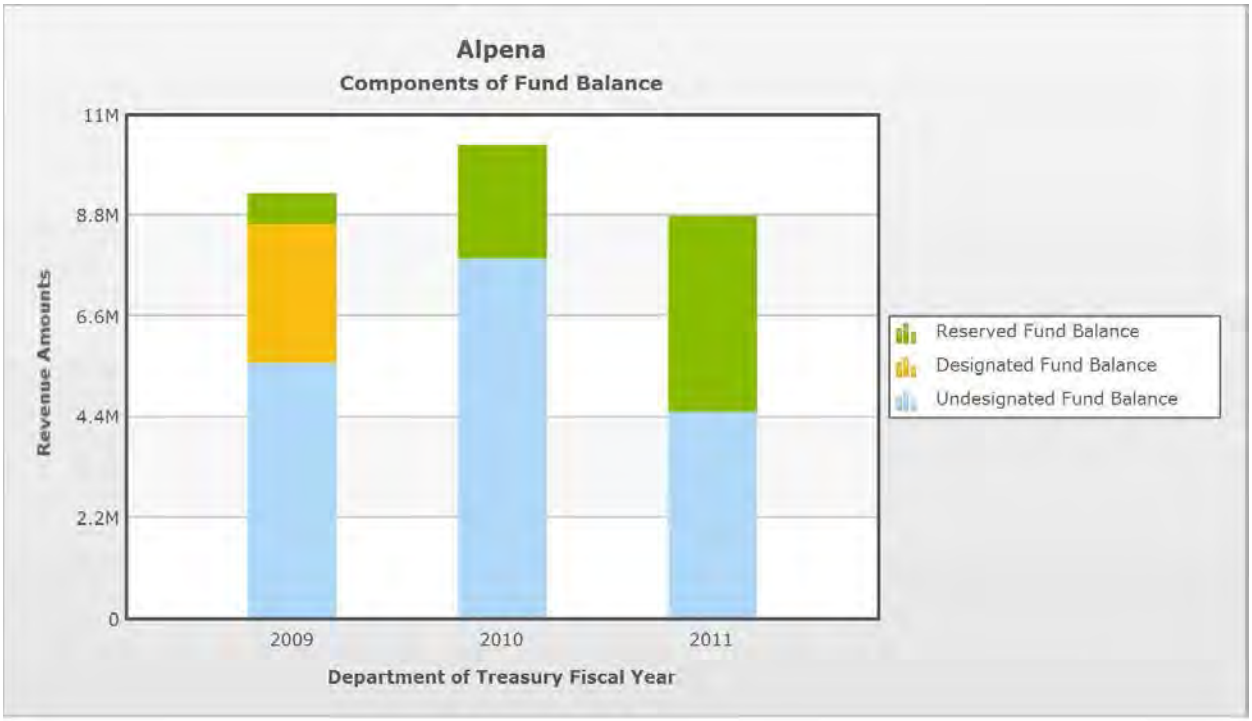


Figure 3.13: Fund Balance

Cash Investments

Another sign of a community's fiscal health is how well it manages its cash reserves and invests these funds. **Figure 3.14** illustrates revenues vs. expenditures vs. total cash and investments over the past several years. Careful analysis of **Figure 3.14** shows that while Expenditures have remained fairly consistent, there has been a gradual decline in Revenues to the point that in 2011, Expenditures slightly exceeded Revenues. Total Investments, however, have remained generally steady in the $7-$9-million range. Further analysis of **Figure 3.14** suggests that, while the City may be experiencing some fiscal distress, it remains in generally good fiscal health.

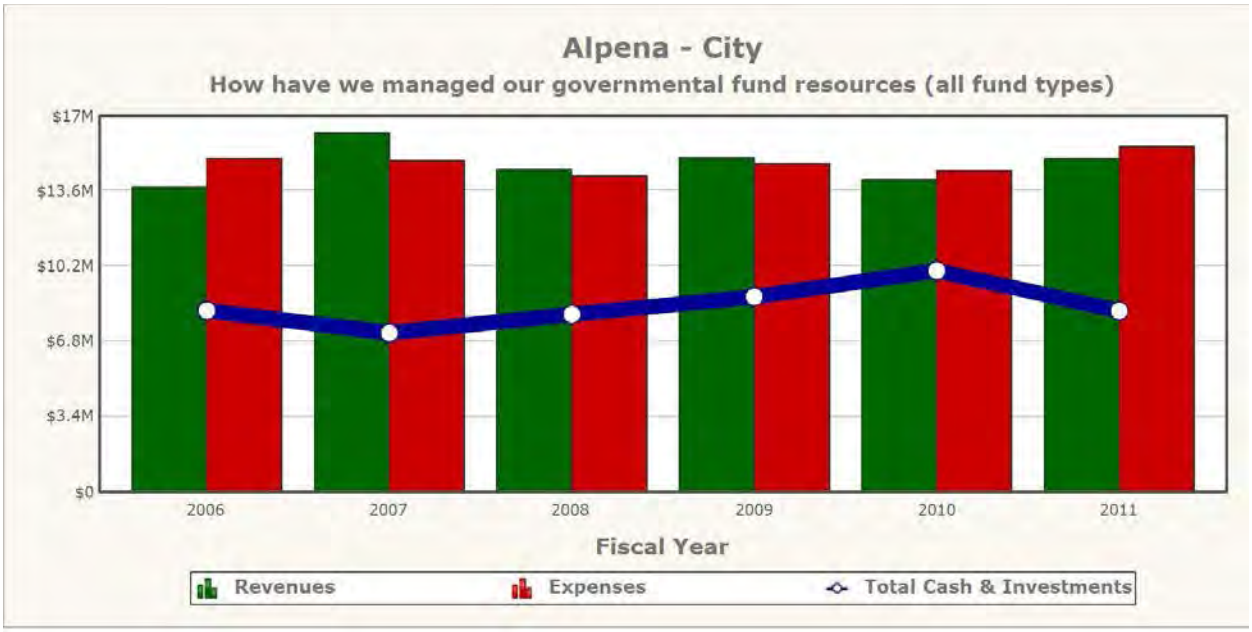


Figure 3.14: Cash Investments

Spending Per Capita

Figure 3.15 shows the spending per capita on services for citizens in selected communities within the NEMCOG region. In 2011, the spending per capita for the City of Alpena was $1,101, which is roughly equal to the statistical benchmark of $1,140 per capita. Four communities (Rogers City, Harrisville, Cheboygan, and Onaway) were below benchmark spending, while two cities (Gaylord and Grayling) were above the benchmark.

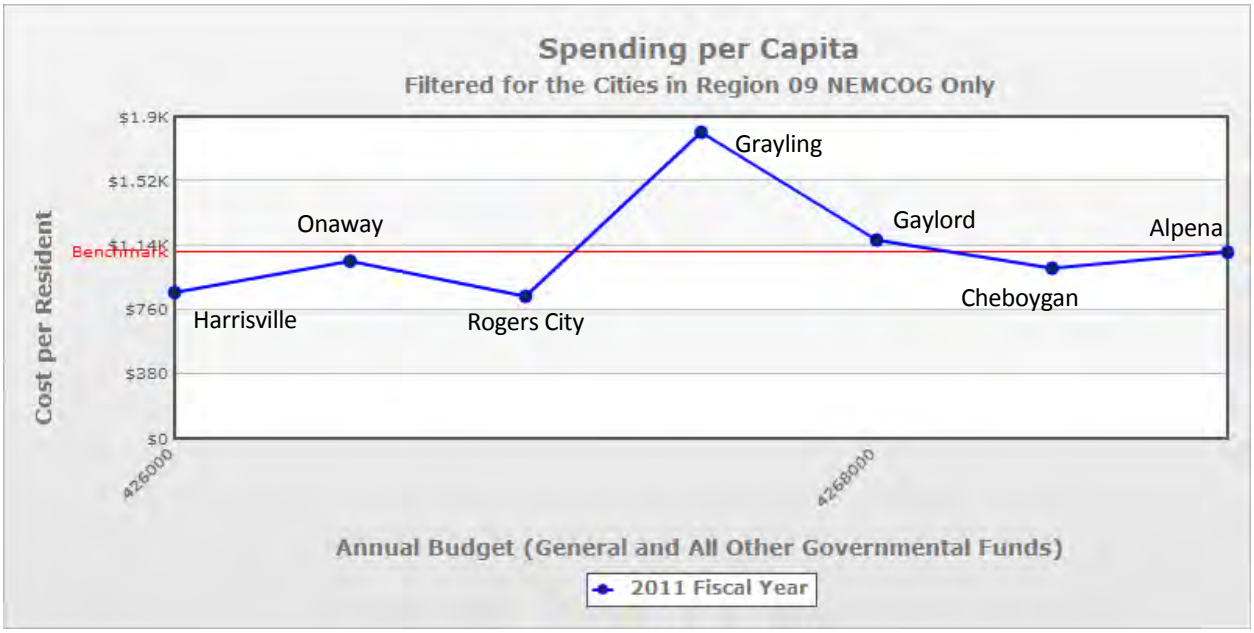


Figure 3.15: Spending Per Capita

Financial Stress

The "Stress Meter" provides an overview of Indicator Scores used by the State of Michigan to calculate the financial stress of a municipality. The Indicator Score gives an overall picture of the soundness of local governments, the trend of stability over time, and allows the identification of local units that are most in need of help. Scores are generated based on the criteria of population growth, real taxable value growth, large real taxable value growth, general fund expenditures as a percent of taxable value, general fund operating deficit, prior general fund operating deficit, size of general fund balance, fund deficits in current or previous year, and general long-term debt as a percent of taxable value. The lower the number the more fiscally sound a local unit is determined to be. There are three categories of scores grouped by color; shades of green, blue and red (**Table 3.13**). The State Department of Treasury uses these indicator scores to determine those communities in Michigan which are under the most extreme financial stress. **Table 3.14** shows the fiscal scores for the City of Alpena. As can be seen, the City has never exceeded the *Fiscally Neutral* category and has never achieved a score higher than a 3. **Figure 3.16** shows the indicator scores for all municipalities in Alpena County. The graph shows a trend of lighter green (more financial stress) since 2006, but all municipalities remain in the *Fiscally Neutral* category.

Table 3.13
State of Michigan Fiscal Distress Indicator System

Points from Scale	Category	State Action
0-4	Fiscally Neutral	No State action needed
5-7	Fiscal Watch	Unit of local government is notified of its relatively high score and is placed on a watch list for the current and following year.
8-10	Fiscal Stress	Unit of local government is notified of its high score, is placed on a watch list for the current and following year, and receives consideration for review.

Source: Munetrix, 2012

Table 3.14
City of Alpena Fiscal Indicator Scores

2006	1
2007	2
2008	3
2009	2
2010	3
2011	2

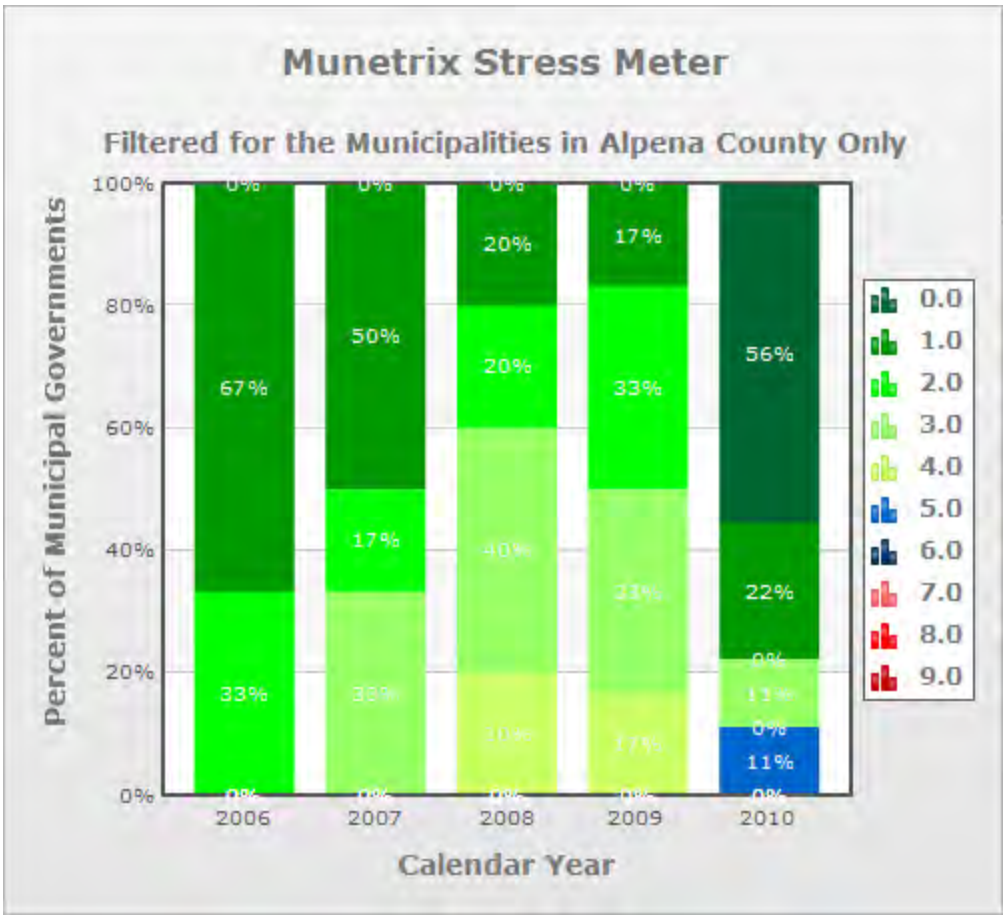


Figure 3.16: Fiscal Stress Meter

Fiscal Distress Indicator Factors

Population Growth

It can be argued there is a correlation between population loss and fiscal problems. Population loss can result in a general weakening of a locality's economy and could be caused by a loss of a major employer, demographic shift or other factors. Local governments are often unable to reduce expenditures to match a growth decline or loss of revenue due to departing taxpayers. This first indicator measures population change. If a unit lost population from the previous year it scores a 1, otherwise it is assigned a 0. **Figure 3.17** clearly shows that the City of Alpena has experienced negative population growth since 2006.

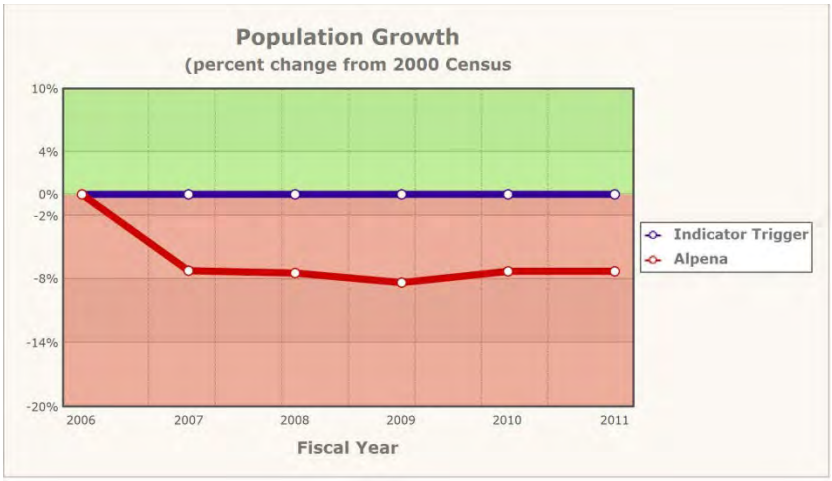


Figure 3.17: Population Growth Indicators

General Fund Expenditures as Percent of Taxable Value

This indicator assesses the size of a unit's public sector relative to its ability to generate revenues. A unit that scores relatively high on this variable indicates a unit that has a large public sector relative to the size of its tax base. Units with high scores on this indicator may wish to decrease this ratio through cutting expenditures, providing more efficient delivery of services, and/or attracting new residents or businesses that will increase the tax base. This indicator has no time lag and deals solely with data from within the same year. **Figure 3.18** suggests that the City of Alpena efficiently utilizes its resources.

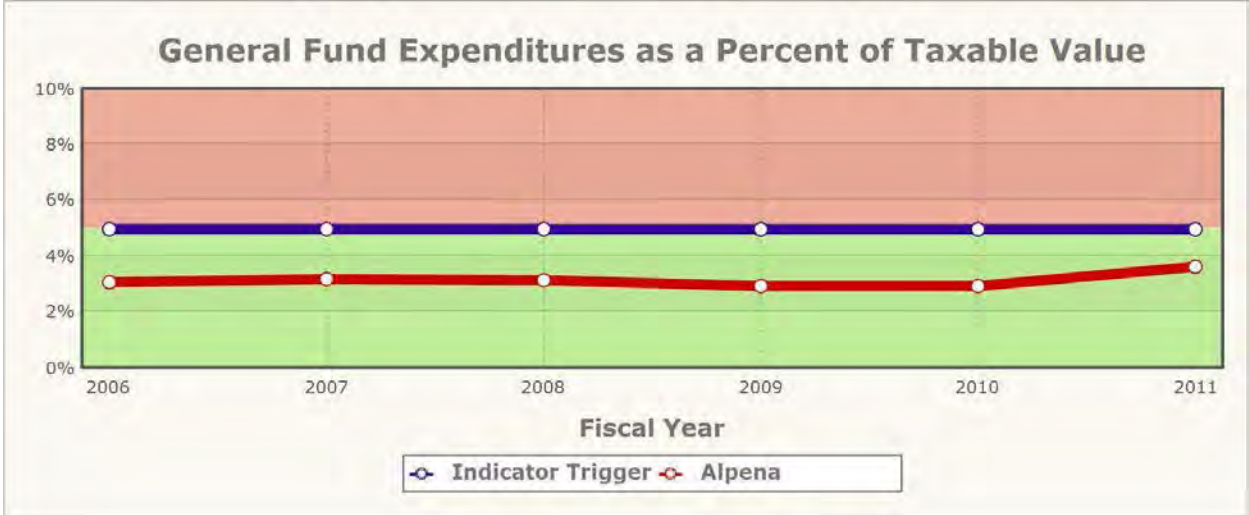


Figure 3.18: Expenditures as a Percent of Taxable Value

Operating Deficit

This variable is computed by subtracting general fund expenditures from general fund revenues for a given year. This figure is then divided by general fund revenues. If the number that results is less than -0.01, this indicates a unit has a nontrivial operating deficit and this unit received a score of 1. If the unit does not have

a general fund operating deficit, or if this deficit is trivial, the unit is given a 0. **Figure 3.19** shows that the City of Alpena does not have issues related to operating deficit.

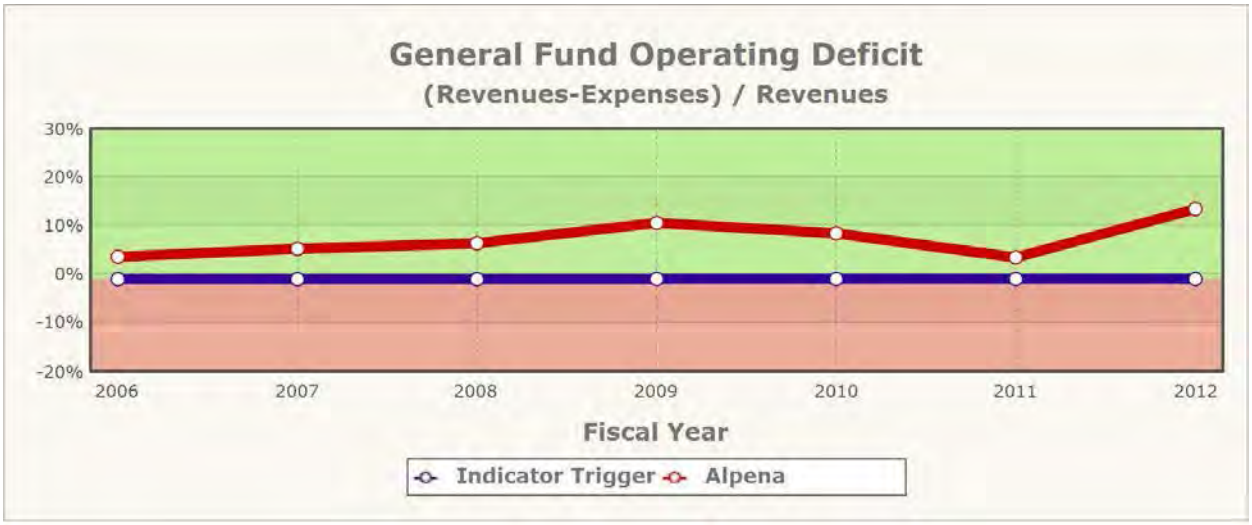


Figure 3.19: Operating Deficits

Size of Fund Balance

Most units maintain a positive fund balance, and it is a sign of fiscal distress if the fund balance is negative. Units typically find it beneficial to keep the fund balance from declining too greatly as this inhibits their ability to cope with unexpected circumstances in either the revenue or expenditure stream. The actual variable constructed for this indicator is the general fund balance as a proportion of general fund revenue. If a unit maintains a general fund balance less than 13 percent of its general fund revenue, it scores a 1. Conversely a general fund balance above the 0.13 level scores a 0. The City of Alpena has an established policy that governs the amount of Fund Balance that must be retained. **Figure 3.20** clearly shows that the City is following this policy and its levels of Fund Balance are adequate.

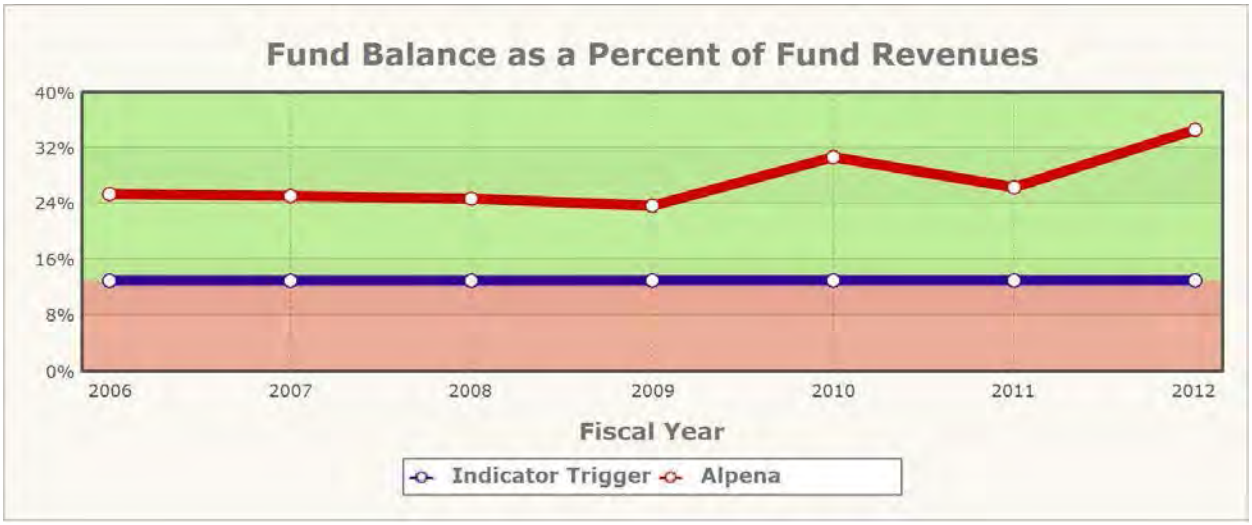


Figure 3.20: Fund Balance as a Percentage of Revenues

Long-Term Debt as a Percent of Taxable Value

Large debt levels relative to the ability of a unit to generate revenue are a clear sign of fiscal distress. This variable is constructed by taking general long-term debt and dividing it by the taxable value of the unit. Any unit with a debt to taxable value ratio above 6 percent is scored a 1 and those beneath it a 0. **Figure 3.21** clearly shows that the City is does not have any significant long-term debt issues that will impact its ability to generate revenue.

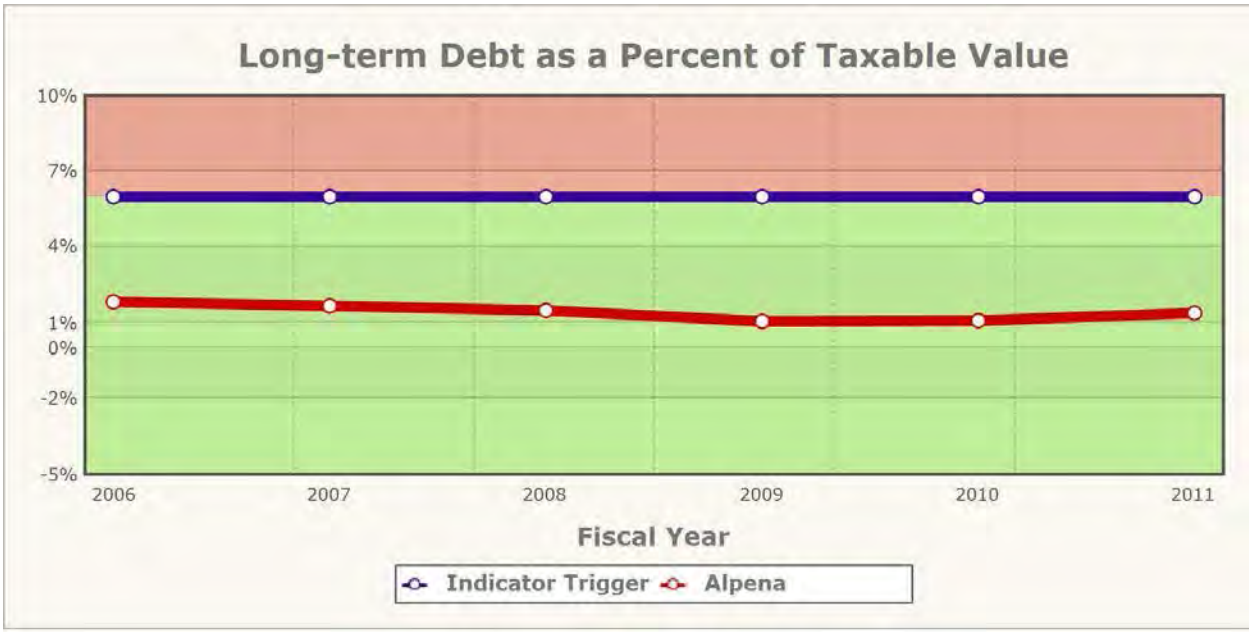


Figure 3.21: Long Term Debt

Public Safety Cost per Resident

The City of Alpena provides services to the community; approved expenses cover the costs associated with running the government, providing services, keeping the community clean, safe and maintaining the quality of life. In most units of government, police and fire services are the most expensive operations to maintain, as both services are very labor and equipment intensive. **Figure 3.22** shows that the cost per resident for police and fire services has remained fairly steady. However, in 2011 the *Per Resident* cost of fire services dramatically fell and is now lower than that of police services.

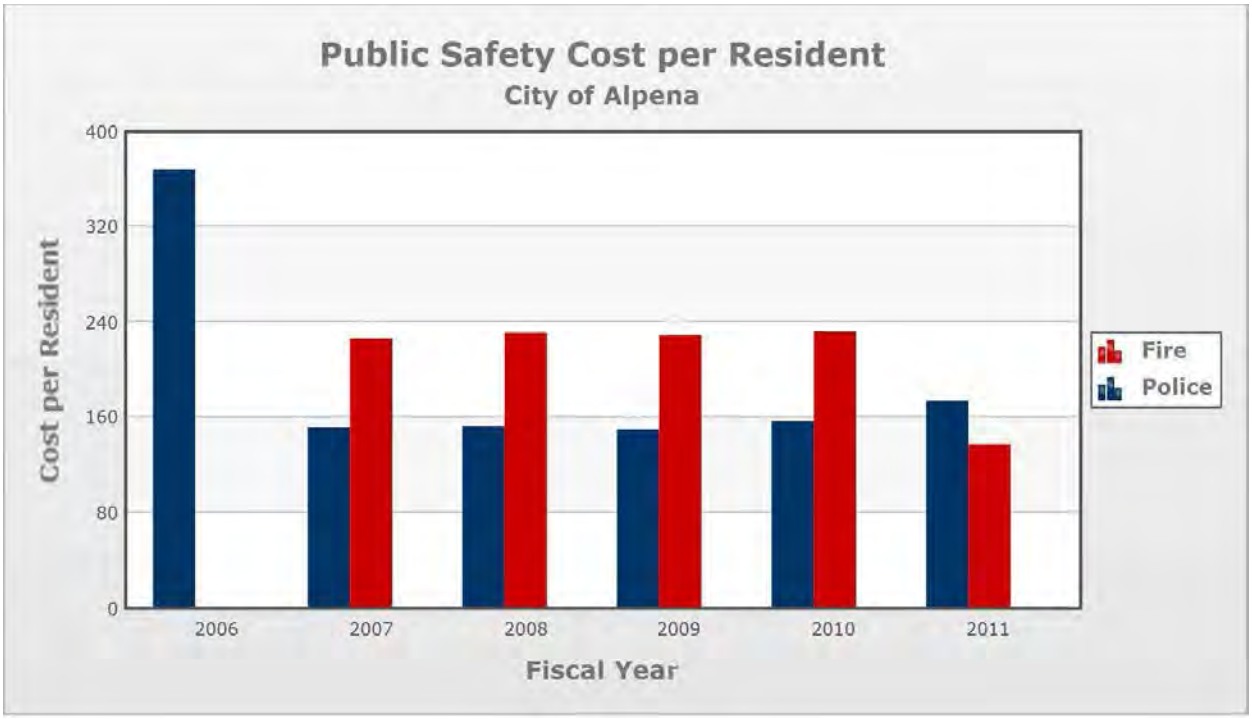


Figure 3.22 Public Safety Cost per Resident

Crime Statistics

Crime statistics provide a measure for the success or failure of certain criminal justice policies. They also provide important information on how best to allocate municipal resources. From a societal perspective, they provide indicators against which to measure criminal justice performance and therefore a way in which accountability can be measured. **Figure 3.23** shows that the overall numbers of crimes has risen recently in the City of Alpena. The most common type of crime is Property Crimes, which have also slightly risen in recent years. *Crimes Against Persons* has also risen slightly over the past few years, while Societal Crimes and Other Crimes have remained fairly steady.

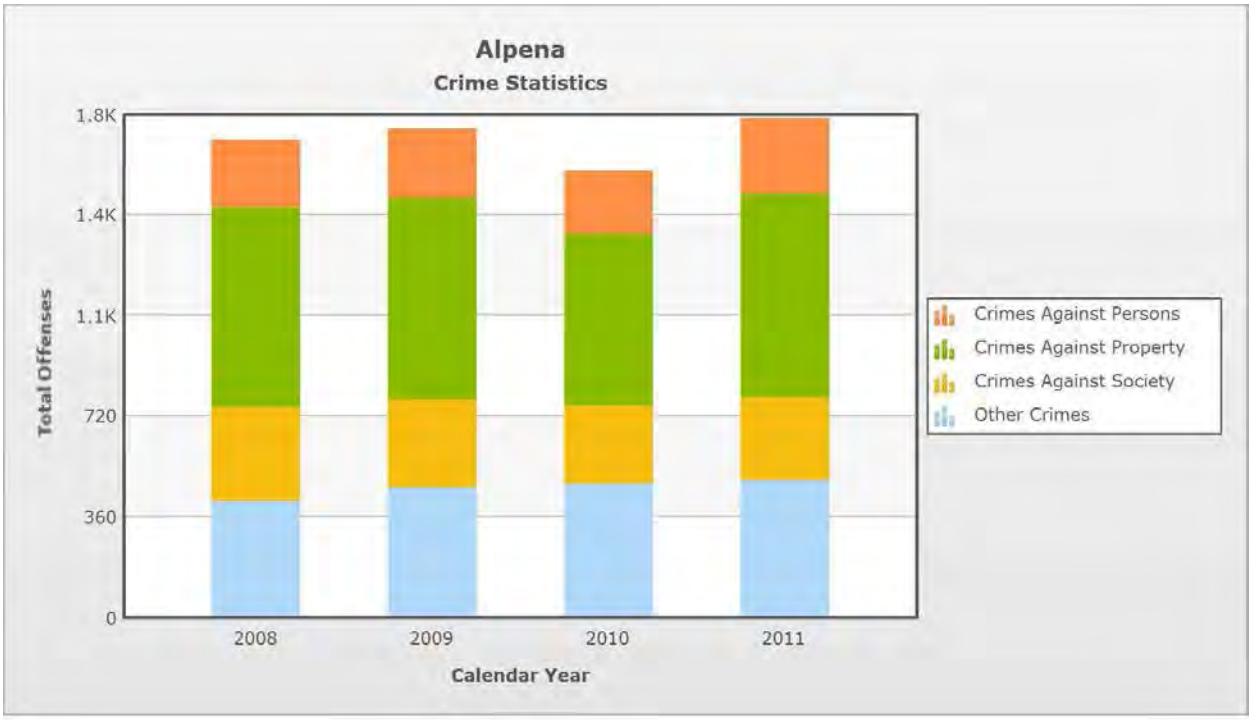


Figure 3.23 Crime Statistics

Chapter 4
Community Services and Facilities

Community services and facilities play an important role in maintaining and improving the quality of life in the City of Alpena. The location and level of some services, such as public water, public wastewater, and fiber optic lines, determine the types and intensities of development within a community. This chapter will provide information on the wide range of community services and facilities available in the City. **Figures 4.2 and 4.3,** found at the end of the chapter, show the locations of community facilities and city-owned lands, respectively.

Educational System

Alpena Public Schools (**Table 4.1**), which serves the entire county and a small portion of Presque Isle County, is part of the Alpena-Montmorency-Alcona Educational Service District; which is comprised of Alpena County, Montmorency County, and Alcona County. According to the "Standard and Poor's School Evaluation Services" Alpena Public Schools had a 2012 enrollment of 4,300 students and a student to teacher ratio of 20.71. The report also stated Alpena Public Schools had an operating expenditure of $9,333 per student in 2011. All Alpena Public Schools buildings and facilities are linked by a fiber optic network.

The number of students in the public schools has been declining over the past 32 years. From 1980 to 2012 the total number of public and parochial K-12 students in Alpena County has significantly decreased. Enrollment during this period dropped by 44 percent from 7,655 students enrolled in 1980, to 4,300 enrolled in 2012. The 2012 count recorded 1,339 less students than in the 2000 school year; a 24 percent decline in twelve years. Additionally, several elementary schools were closed during this time period. Given the current age distribution in Alpena County, the downward trend in school enrollment is likely to continue. The location and enrollment of private schools in the Alpena are shown in **Table 4.2**.

Alternative educational choices are available in the Alpena area. In addition to public elementary, middle, and secondary education, Bingham Arts Academy, a no-cost charter school, opened in 2004. Home schooling is another education option that has grown in popularity. Three private schools are available in Alpena including Immanuel Lutheran School, All Saints School, and Seventh Day Adventist School.

The Intermediate School District includes Alpena County, Montmorency County, and Alcona County. Known as the Alpena-Montmorency-Alcona Educational Service District, this agency also oversees the operation of the Pied Piper Opportunity Center.

ACES Academy

ACES Academy (Alternative Choices for Educational Success) is housed in the former Oxbow Elementary School in Alpena. ACES Academy offers adult and alternative education, as well as community education programs. Its Alternative Education component serves students who have difficulty with the regular program at the Alpena High School. The Adult Education program helps adults earn a high school diploma equivalent (GED). In 2010-2011, 173 full and part time high school students were enrolled at ACES.

Table 4.1
Alpena Public Schools

School	School Type	Location	Enrollment 2011-2012
Besser School	Elementary	375 Wilson St – City of Alpena	348
Ella White School	Elementary	201 N. Ripley – City of Alpena	402
Hinks School	Elementary	7667 U.S. 23 N. – Alpena Twp.	193
Lincoln School	Elementary	309 W. Lake St. City of Alpena	162
Sanborn School	Elementary	12170 U.S. 23 S. Sanborn Twp.	205
Wilson School	Elementary	4999 Herron Rd. – Wilson Twp.	261
Thunder Bay Junior High	Middle School	3500 West Third Ave – Alpena Township	995
Alpena Senior High	Secondary	3303 South Third St. – City of Alpena	1286
Aces Academy	Alternative	700 Pinecrest Street – City of Alpena	173
Pied Piper Opportunity Center	Special Education	444 Wilson Street – City of Alpena	34

Source: National Center for Educational Statistics

Table 4.2
Private Schools & Charter Schools

School	Location	Enrollment 2011-2012
All Saints School	500 N. 2nd Ave. – City of Alpena	(K-6) 102
Seventh Day Adventist School	4029 US 23 – City of Alpena	(K- 7) 9
Immanuel Lutheran School	355 Wilson Street – City of Alpena	(PreK –8) 102
Bingham Arts Academy	555 S. 5th Ave. – City of Alpena	204

Source: National Center for Educational Statistics

Pied Piper Opportunity Center

Pied Piper Opportunity Center is owned and operated by the Alpena-Montmorency-Alcona Educational Service District. The school serves students who are Moderately Cognitively Impaired, Severely Cognitively Impaired, Severely Multiply Impaired, and Autistic Impaired. Students range in age from 3 to 26 years. Pied Piper, located on Wilson Street, provides individualized instructional programs in personal care, independent living, language, and physical, vocational, academic, and social-emotional education to special needs students. Pupils are served at the center, at home, or in the hospital.

Alpena Community College

Alpena Community College (ACC) is located on 700 acres of land in the City of Alpena. ACC operates two major campuses plus outreach activities in various area public schools. The Main Campus is in the City Alpena and the Huron Shores campus is located at the former Wurtsmith Air Force Base in Oscoda,

Michigan. Founded in 1952, ACC will celebrate its 60th anniversary in the 2012-2013 academic year. Accredited by the Michigan Commission on College Accreditation in 1959, ACC was also awarded full accreditation from the North Central Association of Colleges and Secondary Schools in 1963. It has remained continuously accredited, with ten specific programs in applied science, nursing, and community corrections being accredited.

In 2012, enrollment was 1,967 students and 247 students earned degrees. ACC has 55 full-time and 96 part-time faculty. ACC offers degree completion programs, vocational training and community enrichment classes to residents of Alpena County and all of northeast Michigan. The Madeline Briggs University Center (MBUC) at Alpena Community College houses offices of accredited four-year institutions that are cooperating with ACC to make completion programs for selected bachelor and master's degrees available in Northeast Michigan. The MBUC houses the offices of Ferris State and Northwood universities. Ferris State University offers a Bachelor of Arts in Integrative Studies, with Organizational Engagement or Social Science Management options. Northwood University has an on-site program center offering a Bachelor of Business Administration program, with focuses on Accounting, Computer Information Management, Health Care Management, and Management. Other schools that can deliver programs to meet identified needs of undergraduate and graduate degree-seeking students in Northeast Michigan are being sought.

Campus services include veteran's assistance, financial aid, a bookstore, The Learning Center, Stephen Fletcher Library, and the Women's Resource Center. The privately owned "College Park Apartments" are located nearby to provide student housing.

Northeast Michigan Career and Technical Education Center

Housed by the Alpena High School, the Tech-Ed Center provides a wide range of career and technical programs to students from Alpena, Alcona, Hillman, Atlanta, Posen and Rogers City high schools and to those from the ACES Academy (see below). Adults may also participate in programs that range from studies in agri-science to computer specialists.

Libraries & Museums

George N. Fletcher Library

The George N. Fletcher Library is centrally located in downtown Alpena. Established in 1967, it serves Alpena County from a facility that was constructed in 1974 and fully remodeled in 1997. In 2002, the library was expanded into an adjacent building. This addition can be accessed from the second floor of the library via an enclosed walkway with surrounding windows, which afford a view of the adjacent street and plaza area below.

Library services include books, magazines, newspapers, compact discs, audiotapes, films, videocassettes and an art lending library. Inter-library loan services and computers with Internet access are available for public use. Programs are offered for both children and adults. Special services include; the READ (adult literacy program), Job Launch (resume writing, etc.), Books and Brown Bags (lunch hour book review), and the Foundation Grants Center. Authors, musicians, artists, and other specialty speakers are featured frequently. Additionally, the library has informational programs on specific topics, Internet training, and other exhibits. For children, the library offers story hours, a summer book club, and many other individual programs.

Visually and physically impaired individuals can be accommodated by the library's special materials circulation.

The range of materials available at the library includes a collection of 72,000 books, 230 magazine subscriptions, 10 newspapers, 1,600 videos, 400 compact discs, 1,300 educational media, and 125 art prints. Special Collections include the Michigan Room where numerous Michigan reference materials (i.e., law, history, and environment) and general materials (i.e., industry, maritime, sports, and wildlife) are available. In addition, genealogy sources with extensive Alpena County records, as well as records from surrounding counties are also available. The Foundation Center Collection includes private & public foundations listings, grants & funding sources, and how-to books.

In 2004, the Thunder Bay National Marine Sanctuary & Underwater Preserve approved an agreement with the Library to jointly manage the Thunder Bay Sanctuary Research Collection, one of the premiere collections on Great Lakes history in the world. The collection includes over 1,000 published works, 65,000 photographs, 56 linear feet of vertical files, 40 feet of periodicals, 60,000 data cards, 100 navigation charts, and 350 shipbuilding plans. Topics of the collection include wooden shipbuilding technology, Great Lakes ports and waterways, docks, cargoes, ships, shipbuilders, machinery and rigging, notable maritime personalities, and shipwrecks. A special feature of the collection is a card index listing most of the ships on the Great Lakes before the turn of the century, a roster of some 15,000 vessels, complete with descriptive data and highlights of the ships' careers and their ultimate losses. In addition to providing the historical basis for the Sanctuary's archeological research, the collection allows Great Lakes historians and Library patrons' access to documents and photographs not previously available to the public. This collection is available online.

The Stephen Fletcher Library

The Stephen Fletcher Library is located on the campus of Alpena Community College. Offering a full range of library services, it is available to the public as well as to students enrolled at the college. On site computers provide library patrons with Internet access. Inter-library loans offer additional resources for research and other educational purposes.

The Besser Museum for Northeast Michigan

The Besser Museum for Northeast Michigan is the only museum in Northeast Michigan accredited by the American Association of Museums. Located in the north part of the City, it is the regional center for art, history and science in northeast Michigan. The Besser Museum offers changing exhibits, lectures, workshops and classes in art, history and science. Besser Museum's galleries feature artworks by painters, photographers, potters and other artists drawn from across the area, state and country. Permanent exhibits include Great Lakes Indian artifacts, lumbering and farming implements, 19th and 20th century decorative arts, an 1890's Avenue of Shops, and 19th and 20th century arts and graphics. The museum has a planetarium, Foucault pendulum, and eight historic structures on the grounds. Guided tours and planetarium programs are available year round.

On the grounds of the Besser Museum is a group of historic buildings that have been developed into an interactive display. These buildings include the Maltz Exchange Bank, Green School, McKay Cabin and Spratt Church. These buildings, all significant to the area's history, are open to the public during special Museum events, such as, the annual Fall Harvest Day, an observance on the first Saturday in October. A 1928 commercial fishing tug, the Katherine V. also graces the grounds. A new interactive exhibit is the

Lafarge Fossil Park. The Fossil Park exhibit is a simulated limestone quarry that contains fossil material generously donated by Lafarge Alpena Plant and Specification Stone Products of Alpena. Open to the public, this display allows you to learn about the unique features of rocks and rock formations, plus allows an individual to dig in the exhibit and keep all the Devonian fossils they find.

Thunder Bay National Marine Sanctuary & Underwater Preserve

On October 7, 2000, the Thunder Bay National Marine Sanctuary & Underwater Preserve designation was finalized and it became the thirteenth National Marine Sanctuary in a system that extends from American Samoa to Massachusetts. The Thunder Bay NMS/UP protects a nationally significant collection of over 150 shipwrecks, spanning over a century of Great Lakes shipping history. Thunder Bay NMS/UP represents the first Great Lakes sanctuary, the first fresh water sanctuary, the first sanctuary to focus solely on a large collection of underwater cultural resources, and the first sanctuary located entirely in state waters.

The Thunder Bay National Marine Sanctuary and Underwater Preserve (TBNMS/UP) encompasses 448 square miles of Northwest Lake Huron. The landward boundary of the sanctuary/preserve is marked by the northern and southern limits of Alpena County, and the sanctuary extends east from the lakeshore to longitude 83 degrees west.

Lake Huron's cold, fresh waters have created a remarkable state of shipwreck preservation that is unmatched by the other sanctuaries' saltwater environments. Thunder Bay's collection of shipwrecks represents the diversity of vessels that navigated the Great Lakes in the 19th and 20th centuries. These sunken ships reflect transitions in vessel architecture and construction while conveying stories of Great Lakes transportation and commerce. Documented shipwrecks are located at depths ranging from 12 feet to as deep as 180 feet. Some of the wrecks remain largely intact while other sites are only remnants of vessels' boilers, engines, rudders, windlasses, and anchors. However, the documented wrecks are only a small section of the total wreckages believed to have occurred.

The National Oceanic and Atmospheric Administration and the State of Michigan have established a partnership to cooperatively manage the sanctuary's underwater cultural resources. A 15-member Sanctuary Advisory Council (SAC) representing the local community provides recommendations to NOAA and the State of Michigan concerning sanctuary development. The SAC will continue to advise the sanctuary/preserve manager about management issues. Sanctuary activities will focus on resource protection, education, and research. Priority activities include placing mooring buoys at identified shipwrecks, initiating an inventory and documentation of shipwrecks, and developing a maritime heritage education program.

The Great Lakes Maritime Heritage Center is a 20,000-square-foot facility that highlights the maritime heritage of the Great Lakes and the shipwrecks of Thunder Bay. The facility features a maritime heritage "discovery center" featuring more than 8,000 square feet of exhibits on the Great Lakes, shipwrecks, archaeology, and maritime history.

The Great Lakes Maritime Heritage Center, which also has interpretive shipwreck displays relating to the Thunder Bay National Marine Sanctuary, has been developed in a refurbished building within the old Fletcher Paper Mill property along the Thunder Bay River. The exhibits feature a life-size hand-built replica of a portion of a 1800s Great Lakes schooner, a recreation of a shipwreck site, artifact lab, and hundreds of interpretive learning opportunities.

Cemeteries

Evergreen Cemetery, located on Washington Avenue near the west entrance to the City, was dedicated to the City in September 1859, and is 61 acres in size. The historic entrance gate was constructed in August 1907. Burials in Evergreen Cemetery total 20,000 – 30,000. The mausoleum, built in the 1930's contains 138 burial crypts, all of which are owned. The cemetery averages 80 – 130 burials per year. There is enough undeveloped land in the cemetery for future burials to last over 50 years. All developed areas of the cemetery are under irrigation. The Grace Lutheran and Hebrew cemeteries are located within the cemetery grounds and are also operated and maintained by the City.

Holy Cross Cemetery, located across Washington Avenue from Evergreen Cemetery is a Catholic cemetery and is operated and maintained by several area Catholic churches.

Medical Facilities

Alpena Regional Medical Center is a 146-bed acute care facility located in the City of Alpena. Alpena Regional Medical Center is the federally-designated rural Regional Referral Center for northeast Michigan and home to the Northeast Michigan Cancer Center which is affiliated with the University of Michigan. The hospital has an emergency department equipped to provide services for minor injuries and illness to trauma. Air and ambulance service is available for patients requiring care not available locally. There are two medical/surgical units that can provide care for adult and pediatric patients. Alpena Regional Medical Center and other local medical providers also offer a wide variety of specialized medical services. Examples include a hyperbaric chamber, kidney dialysis, specialized cancer treatments, behavioral treatment, and treatments for sleep disorders, as well as other services. Alpena Regional Medical Center has a staff of nearly 100 physicians, over 900 employees, and 300 volunteers.

District Health Department #4 service area includes Alpena, Cheboygan Montmorency and Presque Isle Counties. Services are provided through four major divisions; Personal Health Services; Home Health Services; Environmental Health Services and Health Education. Health Department offices are located in Alpena, Cheboygan, Atlanta and Rogers City.

Northeast Michigan Community Mental Health provides support services to developmentally disabled persons as well as persons needing mental health services. The Northeast Michigan Community Mental Health service area covers Alpena, Alcona, Montmorency, and Presque Isle Counties. In addition, a VA clinic is located near downtown Alpena which provides primary care to veterans.

Parks & Recreation

The City of Alpena has made it a priority to offer numerous recreational options to its residents and visitors. Alpena boasts 18 city-owned parks and/or pocket parks spanning throughout the city (See **Table 4.3** and the City of Alpena Recreation Plan). In addition, other publicly-owned recreational facilities exist within the city limits, including the Alpena County Fairgrounds, Plaza Pool and Tennis Courts, Northern Lights Arena (owned by Alpena County), APlex (owned by the Park Family Foundation), Thunder Bay National Marine Sanctuary and Underwater Preserve, two pocket parks owned by the Alpena Downtown Development Authority, the Alpena Housing Commission's Kurrasch Park and the privately owned Rotary Island Mill Park.

Bay View, Thomson, Blair Street, Starlite Beach, and Mich-e-ke-wis parks are the five City parks located on Lake Huron. Four of the five parks (excluding Bay View) comprise the prime swimming beaches within the City. North Riverfront, South Riverfront, LaMarre, Eleventh Avenue Boat Launch, Water Tower, and Washington Avenue parks are six of the nine City parks located on the Thunder Bay River. North Riverfront Park is a primary boat launch location downstream of the Ninth Avenue Dam, while the Eleventh Avenue Boat Launch is the primary launch site upstream of the dam. South Riverfront Park has deepwater dockage for large boats. Water Tower Park also houses Riverside Stake Park.

Island, Duck, and Sytek parks are the remaining three City parks located on the Thunder Bay River. They are collectively part of the Wildlife Sanctuary, a 600-acre natural ponding-area upstream of the Ninth Avenue Dam. Veteran's Park is a small pocket park in the downtown area. Avery Park is a Victorian-style pocket park located in the downtown area across the Second Avenue Bridge. McRae Park is a large neighborhood park on Alpena's "northside." It contains multiple Little League and baseball fields. Refer to the City of Alpena Parks & Recreation Plan for more detailed descriptions of City parks. Also, refer to the 2005 Mich-e-ke-wis Park/Starlite Beach Master Plan for more information about these two parks.

Publicly-Owned Facilities/Land

City Hall

Alpena City Hall was constructed in 1908 and has remained the center of City municipal government ever since. City Hall houses all City services and departments with the exception of the Public Safety and Public Works departments.

Built in a beautiful Georgian architectural style and constructed of Bedford limestone, City Hall was dedicated a State Historic Landmark in 2002. In the 1940's, the cupola, which was part of the original building design was removed.

1908

2002

Public Safety Facility

The Alpena Public Safety Facility opened in 1992 and consolidated all Police, Fire, and Ambulance services into one building. Previously, the City Police Department had been located at Alpena City Hall, while the Fire and Ambulance departments were located a two separate fire stations, located on both sides of the Thunder Bay River. The facility contains vehicle storage bays, administrative offices, training rooms,

equipment rooms, interview rooms, equipment and evidence storage rooms, and living quarters for City firefighters.

In 2005, the City purchased an adjacent building next to the Public Safety Facility. This building is now being used as a storage facility for the DARE program and has additional vehicle and equipment storage for both the police and fire departments. The building also houses some switching equipment for the City's computer network.

DPW Service Center

In late 2005, the City of Alpena began operations at a new 32,000 sq. foot Department of Public Works Service Center at its Long Lake Avenue Storage Facility. This new structure replaced the much smaller DPW Garage on Campbell Street that began operation in the late 1940's. The new facility contains administrative offices, a conference room, modern kitchen and locker room facilities; parts storage, a carpenter shop, a modern mechanics bay, and a large vehicle storage area. Extensive improvements were also conducted to the site and other outbuildings.

Table 4.3
Public Facilities

Facility	Type of Facility	Location	Ownership
City Hall	Public Building	208 North First Ave.	City of Alpena
Public Safety Facility	Public Building	501 W. Chisholm Street	City of Alpena
DPW Service Center	Public Building	1015 Long Lake Ave.	City of Alpena
Water Treatment Plant	Public Building	1300 State Avenue	City of Alpena
Water Recycling Plant	Public Building	210 Harbor Drive	City of Alpena
City of Alpena Marina	Marina	Lake Huron	City of Alpena
Eleventh Avenue Boat Launch	Recreation	Eleventh Avenue	City of Alpena
Bay View Park	Recreation	State Avenue Lake Huron	City of Alpena
Thomson Park	Recreation	State Avenue Lake Huron	City of Alpena
Blair Street Park	Recreation	State Avenue Lake Huron	City of Alpena
Mich-e-ki-wis Park/Starlite Beach	Recreation	State Avenue Lake Huron	City of Alpena
North Riverfront Park	Recreation	Fletcher Street North side of Thunder Bay River	City of Alpena

South Riverfront Park	Recreation	Water Street South side of Thunder Bay River	City of Alpena
Island Park	Recreation	Long Rapids Road Thunder Bay River	City of Alpena
Duck Park	Recreation	Chisholm Street & Long Rapids Road Thunder Bay River	City of Alpena
Sytek Park	Recreation	Bagley Street Thunder Bay River	City of Alpena
Avery Park	Recreation	Second Avenue	City of Alpena
LaMarre Park	Recreation	Eighth Avenue & River Street Thunder Bay River	City of Alpena
McRae Park	Recreation	North Second Avenue & Hueber Street	City of Alpena
Kurrasch Park	Recreation	Fourth Avenue	Alpena Housing Commission
Water Tower/ Riverside Skate Park	Recreation	Ninth Ave. & Oldfield Street	City of Alpena
Veteran's Park	Recreation	Second Avenue & Washington Avenue	City of Alpena
Chisholm Street Park	Recreation	Chisholm Street	Alpena DDA
Washington Avenue Park	Recreation	Washington Avenue & Eleventh Avenue	City of Alpena
Alpena County Fairgrounds	Recreation	Eleventh Avenue	Alpena County
Alpena Plaza Pool & Tennis Courts	Recreation	Alpena Senior High School (Third Avenue)	Alpena County
A-Plex	Recreation	Woodward Avenue	Park Family Foundation
Northern Lights Arena	Recreation	Woodward Avenue	Alpena County
George N. Fletcher Library	Library	First Avenue & Park Place	Alpena County
Thunder Bay Underwater Preserve & National Marine Sanctuary	Archeological Sites	Thunder Bay	U.S. Government - NOAA
Great Lakes Maritime Heritage Center	Museum	Fletcher Street	U.S. Government - NOAA
Rotary Island Mill Park	Recreation	Thunder Bay River (between Sixth & Seventh Avenues)	Alpena Rotary Club
Evergreen Cemetery	Cemetery	Washington Avenue	City of Alpena
Alpena Civic Theater	Public Building	River Street	City of Alpena
Culligan Plaza	Public Square	Washington Avenue & Chisholm Street	City of Alpena
Alpena County Road Commission Facility	Public Building	Bagley Street	Alpena County Road Commission
Source: City of Alpena Recreation Plan, 2010			

Downtown Development Authority

The Alpena Downtown Development Authority was established in 1980, enabled by Michigan Public Act 197 of 1975, City of Alpena ordinance, and governed by bylaws. The DDA is guided by its Strategic Plan which was developed through many months of study and public input sessions. The final market analysis and strategic plan was finalized in 2003 and continues to be the guiding document which guides the DDA when establishing its workplan. The DDA is also guided by its Development and Tax Increment Financing Plan.

The DDA is an authority of the City of Alpena, and works with City Council and City Staff as it establishes and implements its goals, including participating annually in the City's 5 year Capital Improvement Planning process. The DDA also works closely with the City of Alpena, Downtown Alpena Business Association, Alpena Convention and Visitors Bureau, Alpena Area Chamber of Commerce, Target Alpena Development Corporation and many other groups throughout the community to support activities which help grow both downtown and the community.

The mission of the Downtown Development Authority is to correct and prevent deterioration in the established DDA district; to encourage historic preservation; to acquire and dispose of interests in real and personal property; to create and implement development plans in the district; and to promote the economic growth of the district.

The goal of the DDA is to implement positive economic and aesthetic changes in downtown Alpena according to the National Main Street Program guidelines through a committee structure. In 2013, the DDA was selected as an Associate Member of the Michigan Main Street Program. Within this program, it employs the Main Street Four-Point Approach which encourages economic development through historic preservation in ways which are appropriate for today's marketplace.

Public Safety

The City of Alpena Pubic Safety Department consists of the Police and Fire Department. In 2012, the Alpena Police Department responded to 4,824 complaints. During the same period, the Alpena Fire Department responded to 4,786 ambulance runs and transported 3,916 patients. Nearly half of these runs were emergency or non-emergency inter-facility transfers and transports from Alpena to larger hospitals as far away as Detroit and Grand Rapids.

Also during 2012, the Alpena fire units responded to 1,140 incidents; including 700 EMS assists, 126 actual fires and 9 structure fires.

City of Alpena Public Safety Department

City of Alpena Police Department: The City of Alpena Police Department employs 17 certified police officers who provide law enforcement services for the City of Alpena 24 hours a day, 7 days a week. Two full-time and one part time clerical employees support the officers. The Chief of Police administers the Police Department and oversees the daily operations. The department is comprised of a Detective Division, a Patrol Division, a Community Services Division, and a Staff Operations Division. In addition to traditional police services, the police department offers a D.A.R.E. program to all in-city public and parochial schools, a school liaison program, a bicycle patrol, and a K-9 unit. The Police Department has

six fully marked patrol vehicles, including a K-9 unit, three unmarked administrative vehicles and one marked D.A.R.E. vehicle.

City of Alpena Fire Department: The Fire Department employs 24 full-time fire fighters who provide fire suppression, prevention, and emergency medical services for the City of Alpena 24 hours a day, 7 days a week. The department contracts to the County of Alpena to provide county-wide ambulance service. The Fire Chief administers the Fire Department and oversees the daily operations. The department is comprised of the Fire Fighting Division and the Fire Prevention Division. The Fire Fighting Division is comprised of three, 8-man shifts. The Fire Prevention Division is staffed by the Fire Marshal. All but one of the fire fighters are Paramedics and the remaining fire fighter is an Emergency Medical Technician Specialist (E.M.T.S.).

The Fire Department provides many services including fire suppression, fire prevention, fire investigation, rope rescue, cold water/ice rescue, confined space rescue, hazardous material mitigation response, and emergency medical services. The department provides emergency and non-emergency ambulance service for the County of Alpena. The department currently has thirteen vehicles, including: an aerial tower truck; two fire engines; one rescue engine; a mobile command post bus; one "Echo" paramedic SUV; five ambulances, four of which are advanced life support units and the fifth is a specially equipped Mobile Intensive Care Unit (MICU); and two administrative cars (one for the Fire Chief and the other for the Fire Marshall). Additionally, the department has other equipment for confined space entry rescue, ice rescue, rope rescue and high angle rescue, two trailers containing hazardous materials equipment and two small boats.

HUNT

The Huron Undercover Narcotics Team (HUNT) is a multi-jurisdictional narcotics task force serving the northeast Michigan counties of Alcona, Alpena, Montmorency, and Presque Isle. The team consists of five undercover officers from local police agencies plus two detectives (1 sergeant and 1 lieutenant) from the Michigan State. The team is dedicated to reducing the trafficking and availability of narcotics in the community, as well as the associated violent crime that often accompanies narcotics activity. The team was formed in 1990, and has since arrested hundreds of criminals, and removed over 4 million dollars worth of drugs from area communities.

Michigan State Police Post # 74

The Michigan State Police Post #74 is located in the west portion of the City and works with the other county police agencies to patrol major county roads. Post #74 is part of MSP's District 7, which covers the Northern Lower Peninsula. There are a total of five posts in various communities across this district. Post #74 is responsible for Alpena, Alcona, Montmorency, Oscoda, and Presque Isle counties.

Alpena County Sheriff's Department

The Office of the Sheriff is established by the Michigan Constitution. The Alpena County Sheriff's Department is located in the north portion of the City and services those areas of the county that do not have municipal police coverage. The Sheriff is responsible for the administration of the county jail and patrol of the county roads. The Sheriff is also the court officer of the Circuit Court and serves writs, subpoenas and warrants. The Sheriff's Department employs approximately 15 certified deputies and 11 corrections officers. The Alpena County Jail has a capacity of 68 beds.

Department of Natural Resources

Two Department of Natural Resource Conservation Officers are assigned and living in Alpena County. They are certified law enforcement officers tasked, primarily, with conservation law enforcement. However, they do assist law enforcement agencies within the county on other law enforcement matters and/or investigations.

Combat Readiness Training Center

Located at the Alpena Regional Airport, the Michigan Air National Guard Combat Readiness Training Center (CRTC) provides an integrated, year-round, realistic training environment (airspace, facilities, equipment and instruction) which enable military units to enhance their mission capability and readiness at a deployed, combat oriented operating base. In addition, the CRTC has a full time fire department with complete fire, rescue and HAZMAT capabilities. The military area is isolated from the civilian airport to provide minimal interference between the two operations. The flight line and maintenance facilities are subdued to provide a European NATO type operating environment. Sufficient winterized facilities are available to provide a year-round training capability.

Transportation

Streets and Highways

Alpena County has no interstate highway but is served by US-23, which follows the shoreline of Lake Huron from Mackinaw City to Standish and then south into the State of Ohio, and by M-32 which runs east-west, connecting Alpena with I-75, US 131 and beyond. M-65 heads north and south, which bisects the western portion of the County. State and federal highways include approximately 72 miles of M-32, M-65 and US-23. The county maintains 660 miles of county roads and the Road Commission is also under contract with the Michigan Department of Transportation (MDOT) for the maintenance of 159 lane miles of state highway in Alpena County.

The City of Alpena contains 74.19 total miles of streets, which includes 5.34 miles of State Highway, 25.81 miles of Major Streets, and 43.04 miles of Local Streets. In and around the City of Alpena, four bridges cross the Thunder Bay River. The bridges are located on Bagley Street, US-23, Ninth Avenue and Second Avenue. The limited number of river crossings in this densely populated area of the county has created heavy traffic volumes on all the bridges, but most notably on the Bagley Street and the US-23 bridges. These roads are the primary and secondary truck routes through and around the City of Alpena. **Figure 4.4** illustrates the road system within the City of Alpena.

The City of Alpena is located within the Federal-Aid Urban Boundary. A National Functional Classification System (NFC) is utilized to determine if a given road is a federal-aid road. Federal-aid roads are eligible for federal-aid, either as part of the National Highway System (usually limited to principal arterials) or through the Surface Transportation Program (STP). Federal-aid roads are collectively all principal arterials, all minor arterials, all urban collectors and all rural major collectors. If a road has a NFC designation of rural minor collector or urban or rural local, then it is not a federal-aid road and it is not eligible for federal-aid.

Air Transportation

Regional air service is available at Alpena County Regional Airport (Phelps Collins), which is located in Wilson Township. The facility includes 11,500 feet of concrete runway and state of the art communications and radar systems. The airport has the ability to accommodate any type of commercial or military aircraft and is a U.S. Customs Port of Entry. The airport is also home to the Combat Readiness Training Center (CRTC) of the Michigan National Guard. Passenger service connecting to Detroit and Minneapolis is provided by Skywest. Charter, airfreight and medivac services, as well as flight training and aircraft rentals are available from a variety of companies.

Table 4.4 shows the amount of freight and number of passengers that have traveled through the Alpena Regional Airport from 2005 to 2012. Passenger service at the airport decreased annually from 2005-2008, then began to increase until 2010 when a sharp increase occurred in 2011 (35 percent) and continued over 2012. Since 2005, the airport has seen an overall passenger increase of nearly 29 percent. Both inbound and outbound freight have decreased overall from 2005. From 2005 to 2012, inbound freight decreased by 48 percent and outbound freight decreased by 42 percent. It is interesting to note that inbound freight has outpaced outbound freight for every year shown. This would indicate that there is an opportunity to ship more freight out of Alpena on the airplanes that have delivered goods to the area.

Table 4.4
Alpena County Regional Airport Usage 2005-2012

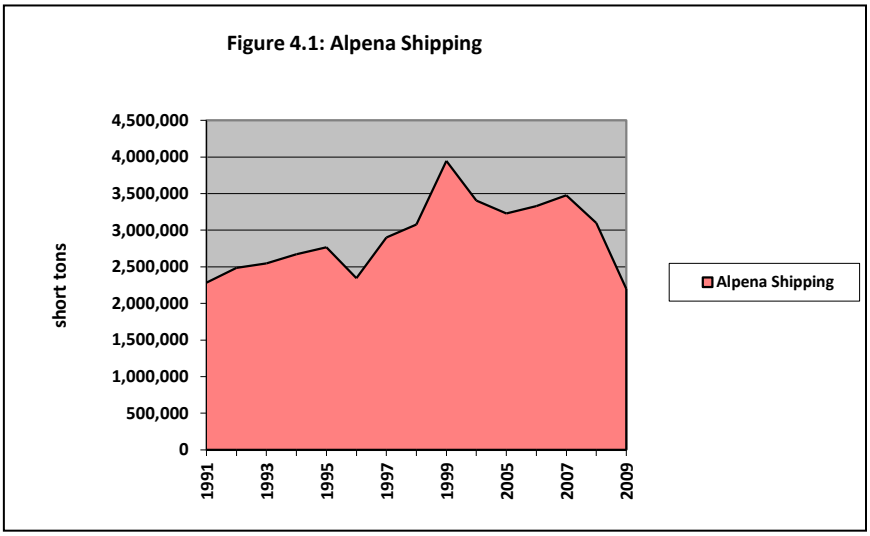
Year	Freight (inbound) lbs.	Freight (outbound) lbs.	Passengers (inbound & outbound)
2012	649,524	465,811	25,350
2011	631,246	493,640	22,747
2010	657,722	447,923	16,818
2009	518,930	411,489	14,876
2008	869,140	583,223	14,608
2007	963,505	785,840	15,288
2006	1,132,541	794,543	15,625
2005	1,244,849	806,391	19,666

Source: Alpena County Regional Airport

Rail Service

Freight rail service is provided by the Lake State Railroad Company. Rail service is used to deliver raw materials and products to and from the heavy industrial users in the area. No passenger service is offered. Alpena is at the end of the rail line, and Lake State Railroad has only one in-bound and one out-bound train per day, Monday through Saturday. Although the volume of freight is expected to increase, no extension or expansion of the line is anticipated. The rail bridge over the Thunder Bay River (**Figure 4.4**) was replaced in July 2002, financed partially through a loan from the Michigan Department of Transportation.

Marine Facilities



The Alpena area has two channels used for Great Lakes shipping. One is for the Port of Alpena and the other is for the Lafarge Corporation. The annual shipping season for Alpena Harbor is from mid-March to mid-December. Shipping has grown steadily since 1991 and peaked in 1999. In 2009, shipping was at its lowest level since 1991 (**Figure 4.1**). **Table 4.5** shows that cement and concrete are the major commodities being shipped out of Alpena with the major receipts being coal, lignite, crude materials, and nonmetal minerals.

Table 4.5
Alpena Freight Traffic 2009 (short tons)

Commodity	Total	Receipts	Shipments
Coal & Lignite	229,522	229,522	0
Coal Coke	22,859	22,859	0
Petroleum Coke	13,509	13,509	0
Potassic Fertilizer	17,156	17,156	0
Crude Materials (inedible except fuels)	266,161	189,612	76,549
Limestone	124,576	48,027	76,549
Sand and gravel	6,908	6,908	0
Non-metal mineral	134,677	134,677	0
Cement & concrete	1,634,876	0	1,634,876
Fab. Metal Products	15,014	15,014	0
Total Domestic	1,862,976	306,778	1,556,198
Total Foreign	336,121	180,894	155,227
Total	**2,199,097**	**487,672**	**1,711,425**

Source: U.S. Army Corps of Engineers, Waterborne commerce of the United States, Waterways and Harbors, Great Lakes

The City of Alpena Marina is a full-service marina and is the only public or private marina in the area. The marina can accommodate both seasonal and transient boats, of a variety of sizes. The marina is sheltered by a breakwall and access to Lake Huron is made via the mouth of the Thunder Bay River.

The City of Alpena Marina contains approximately 177 slips, with full power and water services, launch ramps, courtesy docks, a fuel station, boater restrooms and shower facility, a fish cleaning station, a pump-out station, a marine store, maintenance facilities, and office building. Winter storage and boat launching services are also available. The City of Alpena Marina also participates in the State of Michigan Central Reservation System.

Public Transit

Thunder Bay Transportation Authority

The Thunder Bay Transportation Authority, a public authority formed under PA 196, provides transportation services for area elderly, handicapped, and special needs passengers. The Authority services Alpena, Alcona and Montmorency Counties as well as Presque Isle County south of M-68, including Rogers City, Onaway and Posen. It operates five days a week and by special contract other times and days and has a fleet of 33 busses and 7 vans, of which 34 of the vehicles are equipped with lifts. TBTA has received a $7.5-million grant to build a new facility which is expected to be completed and operational by the fall of 2015. In addition, TBTA has received a $2.4-million grant to purchase four hybrid buses. The first of these buses should enter service in early 2014, with all being in-service by mid-2014 with the routes fully operational by the fall of 2014. These buses will be incorporated into a new fixed route program that should be fully operational by Spring 2014. In FY 2012, the system carried approximately 130,000 passengers, covering 34,000 vehicle hours, and 475,000 miles.

The Alpena Dial-A-Ride, now a service of Thunder Bay Transportation Authority, began operations in 1974 and was the eighth small bus system to be started in Michigan. To date, the DART system has logged nearly 8.5-million miles and carried over 4 million passengers. Today the DART system consists of 10 wheelchair lift equipped buses operating 7 days a week on a demand-response basis. DART provides transportation service to all segments of the population within the greater Alpena area, but most notably to the elderly, handicapped, and youth. Funding for the system is derived from State and Federal reimbursements, fares, and a 0.65 mill City property tax levy. The tax levy was first instituted in 1976 by a vote of the City electorate and has been renewed every 4 years by an average 3 to 1 vote margin. In 2005, the levy was renewed and increased from 0.5 to 0.65 mills.

Indian Trails, Incorporated

Indian Trails provides statewide public transportation services on a daily basis. The bus route follows US-23 through Alpena County. Buses operate seven days a week, with a southbound run in the morning and northbound run in the afternoon. Buses are wheelchair lift equipped and have space set aside to accommodate wheelchairs. The Michigan Department of Transportation (MDOT) subsidizes this transportation service for areas in northern Michigan. This system serves as a daily link between select cities and allows people to travel outside the area to other parts of the state and country.

Taxi/Shuttle/Limousine Services

Demand response public transportation service is provided by private companies operating in Alpena. A shuttle bus is provided by Holiday Inn between Alpena County Regional Airport and its lodging facility. Passenger van schedules coincide with airline arrivals and departures.

Charter/Rental bus service

Charter bus service is provided by Country Line Tours. The services provided vary by company.

Car Rental

Car rental companies are located within the Alpena County Regional Airport, Cliff Anscheutz Chevrolet, and Thunder Bay Chrysler. These companies offer local, state and national rentals.

Non-Motorized Transportation

The Alpena Bi-Path is a bicycle and pedestrian pathway system which has been developed throughout the City. This marked bikeway connects with the Alpena Township section that parallels US- 23 from the City limits at Thunder Bay Avenue to Bare Point Road. Inside the City limits, residents and visitors are able to bike, walk, roller blade and skateboard on the 18.5 miles of paved pathway and can access all the waterfront parks in the city. In a cooperative City/County effort, a section of the bikeway follows the shore of the Thunder Bay River through the Alpena County Fairgrounds. Discussions with the Alpena County Road Commission are on going for the possible future extension of the pathway along Bagley Road from the Thunder Bay River north to Long Rapids Road. Due to budget constraints, no recent additions to the Bi-Path system have been undertaken.

Public Water & Wastewater Supplies

The City of Alpena has the only water treatment and wastewater treatment plants in the County. The City contracts operation and billing for both utilities to United Water. Public water and wastewater is available throughout the city, portions of Alpena Township and lines have been extended west along M-32 through Wilson Township to the Alpena County Airport. The City of Alpena Water Filtration Plant supplies water, and all wastewater in the public system is treated at the City of Alpena Water Recycling Plant **(Figure 4.5)**.

Alpena Township and the City of Alpena each manage, operate and maintain the water facilities within their boundaries. Per a 1977 contract and Master Agreement, signed with Alpena Township, the City of Alpena provides up to 1.5 million gallons of water to the Township per day and accepts up to 2 million gallons of wastewater per day. However, this agreement has expired and is being renegotiated between the City and Township.

Data from the City's Annual Water Quality Report shows that the average daily water usage of both the City and Township is approximately 1.98-million gallons, with maximum daily usage of 3.04-million gallons. Per the 1977 agreement, service area boundaries were established that limit extension of wastewater and water infrastructure. When initially established, the boundary went north to Bloom Road, East to Wessel Road, West to the Alpena Township Line and south to Partridge Point. The agreement was amended in 1998 to extend the service area to include wastewater and water lines to the Alpena County Regional Airport. In 2006, the water main was extended south along US 23 to the southern Alpena Township line. The remainder of the county is served by individual wells and septic tanks for which permits must be obtained from the District Health Department #4.

Public Water Supply

The Alpena water system serves 4,798 customers in the City of Alpena and 2,369 customers in the adjacent portions of Alpena Township. Thunder Bay is the source for all public water in Alpena County. A groundwater investigation conducted in 1966 by W.G. Keck & Associates determined that there is not a water bearing formation in the area adequate to serve as a source for municipal supply. The City of Alpena Water Filtration Plant is located on the shore of Thunder Bay at the south end of the City of Alpena. The

water plant is a conventional surface water plant. Coagulation, flocculation, and filtration are used to clean the water.

The water system consists of a Thunder Bay intake, 6.0 mgd filter plant, four elevated storage tanks and eighty miles of distribution piping. The current raw water intake has been in service since 1905 and has two intakes. The intake line is 2,000 feet long and is a 40-inch diameter pipe with a 30-inch polyethylene liner. There are two openings that are anchored by rock and timber intake cribs; one located approximately 1,000 feet from shore in 10 feet of water and the second located approximately 2,000 feet from shore in 17 feet of water. The rated capacity of the intake pipe is 8 million gallons per day at 2.52ft/sec. Control of zebra mussel colonization within the intake pipe is accomplished via chemical addition. Once the water enters the treatment, it takes 12 hours to complete the treatment cycle.

During the process, at least 50,000 samples are collected and analyzed per year and fluoride, phosphate, and flocculant aides are added. The plant laboratory is certified by the State of Michigan to test for Total and Fecal Coliform bacteria. These are the primary indicator organisms for water quality, both for drinking and swimming/recreation. The facility also tests for chlorine (disinfectant), pH, hardness, alkalinity, turbidity, and fluoride. The State Drinking Water Laboratory also tests water samples for other possible contaminants as required.

One 750 KVA diesel powered (1034 HP) generator is available to operate the entire water treatment plant. This generator will produce all of the necessary electricity to meet City needs during any power failure. The auxiliary generator is exercised quarterly.

The treatment plant has a firm capacity of 6.0 million gallons per day with a maximum daily demand of 3.04-million gallons per day. The average daily demand is 1.98-million gallons per day. There are also 80.6 miles of water main within the entire system.

Treated water storage is as follows:

- 1-million gallon ground storage at the Water Treatment Plant
- 750,000 gallons at Ninth Avenue elevated tower
- 750,000 gallons at North Industrial elevated tower.
- 500,000 gallons at Alpena Township M-32 elevated tower.
- 500,000 gallons at Alpena Township Piper Road elevated tower.
- 300,000 gallons at the Alpena Township US-23 South elevated tower

Public Wastewater

The original water recycling treatment plant became operational in 1953 and many of the treatment units remain in use today. In 1972, the plant was upgraded to improve pollutant removal capability. Using grant funds from the USEPA, secondary treatment was added to the facility. A biological treatment process called Activated Sludge was used to enhance removal of dissolved pollutants from the wastewater. This addition improved pollutant removal rates and the plant regularly achieves 90 to 95% pollutant removal efficiency.

The Alpena Water Recycling Plant has a defined service area of 25-mile radius around the plant and serves 4,798 customers in the City of Alpena and 2,013customers in Alpena Township. The system consists of 69.3 miles of sanitary wastewater lines and 11 lift stations. The treatment plant has an average design capacity of

5.5 million gallons per day with a maximum pumping capacity of 18 million gallons per day. The average daily treatment is 2.3 million gallons per day.

Preliminary treatment accomplishes the removal of screenings and grit from the raw wastewater. The removed grit is collected, stored, and disposed of by land filling. Primary Clarifiers accomplish about 15 to 20% pollutant removal. Aeration reactors and final clarifiers aid in removing more bacteria. A Biosolids Application Program is in place, which utilizes the nutrient-rich residues to beneficially enrich soils for area farmers. Biosolids are also used to regenerate forest growth and to reclaim areas destroyed during industrial mining operations.

Chlorine bleach is added to the treated wastewater after secondary treatment is complete. Any wastewater treatment process generates solids that must to stabilized and recycled. Two 300,000-gallon anaerobic digesters are used to treat the solid material generated by the Alpena Water Recycling Plant. A valuable byproduct of the anaerobic digestion process is methane gas. This energy source is used to fire the plant boiler and fuel a 4-cylinder engine that drives a raw wastewater pump. Utilization of methane gas from the digester saves the Utility about $15,000 per year in energy costs.

Mercury Minimization: The Alpena Water Recycling Plant first implemented mercury minimization in 1986. The focus of the plan was to identify and eliminate mercury discharges from commercial and industrial sources. Utility personnel have assisted in the identification of numerous over-the-counter products that utilize mercury as a preservative. Once identified, mercury free products can be substituted.

Industrial Pretreatment Program: The water recycling plant management staff regulates commercial and industrial wastewater discharges. Chemicals that could upset the biological processes at the plant must be strictly controlled. The indiscriminate discharge of metals and other toxins can also pass through the plant and enter the environment. Customers that have the potential to negatively impact plant processes are issued discharge permits and are inspected annually to insure compliance with limitations.

Odor Control: The equipment and infrastructure necessary to transport and recycle wastewater creates conditions that are inherently prone to the creation of odors. Because of the plants' close proximity to the City Marina, $1.5-million worth of odor control equipment was added to the facility as well as aesthetic upgrades.

Utilities

The City's utility system includes private suppliers of electric, natural gas, telephone, solid waste disposal and cable television services, along with the publicly owned and operated City of Alpena water and wastewater systems **(Table 4.6)**

Table 4.6 Alpena Utility System	
Utility System	**Company**
Natural Gas	DTE Energy
Electricity	Alpena Power Company
Telecommunications	Telephone: Frontier Wireless: Numerous providers Internet: Numerous providers
Water & Wastewater	City of Alpena
Cable TV	Charter Communications
Solid Waste Disposal	Private haulers
Source: Survey of local utility officials, 2002	

Solid Waste Disposal

Alpena County is a member of the Montmorency-Oscoda-Alpena Solid Waste Management Authority (MOASWMA) The MOASWMA landfill in Montmorency County is the primary destination for the County's solid waste. Collection of solid waste is available through private hauling companies and the City of Alpena is currently serviced by commercial firms (**Table 4.7**). Curbside collection is the most common collection method with door to door pick up service provided in some instances. The City provides monthly pick-up (April-November) of yard waste and processes the materials at its composting facility located at the City DPW Facility on Long Lake Avenue.

Although the Lafarge Corporation owns and operates its own landfill, many other industries have found ways to recycle all or portions of their wastes. The Alpena City Water Recycling Plant produces 500 dry tons per year of sludge, all of which is used for different applications such as farm fields, forest regeneration and mine reclamation. It is the goal of the plant to keep all sludge out of the landfill.

The Alpena Resource Recovery Program is administered by the Northeast Michigan Council of Governments (NEMCOG) and is overseen by a Board that includes representation from various political jurisdictions. The program includes the Resource Recovery Facility located on M-32 plus a number of full-time drop off sites located in the City of Alpena and various other outlying areas. One of the primary funding sources for the program is a $10 assessment on residential properties throughout the County; although a property owner may elect to opt-out of this assessment. The program accepts electronics, household hazardous waste, paper, tin, batteries, aluminum, plastic, cardboard, garbage, construction debris, mattresses, furniture, appliances, and motor oil. It also participates in the "Cleansweep" program sponsored by the Michigan Department of Agriculture, which is designed to encourage citizens to turn in hazardous materials.

Fiber Optic Network

In January of 2005, the Alpena City Council Vision Statement and Goals included the development of a "wired city" and the relocation of all new or reconstructed utilities underground. This led to the development of a plan to develop a fiber optic conduit network which would not only provide the backbone for high-speed telecommunications, but would also provide a readymade system within which to place new

or relocated aerial utilities. The City pursued the sharing of resources through the creation of a multi-agency fiber optic consortium. The consortium's purpose is to enhance voice, video and data communications among public/non-profit entities and develop a redundant network throughout the greater Alpena. The Consortium has recently reorganized, becoming the North East Michigan Fiber Consortium (NEMiFC). NEMiFC is working to offer more support to its members, apply for grants and is also developing a strategic plan for future network expansion.

Figure 4.2

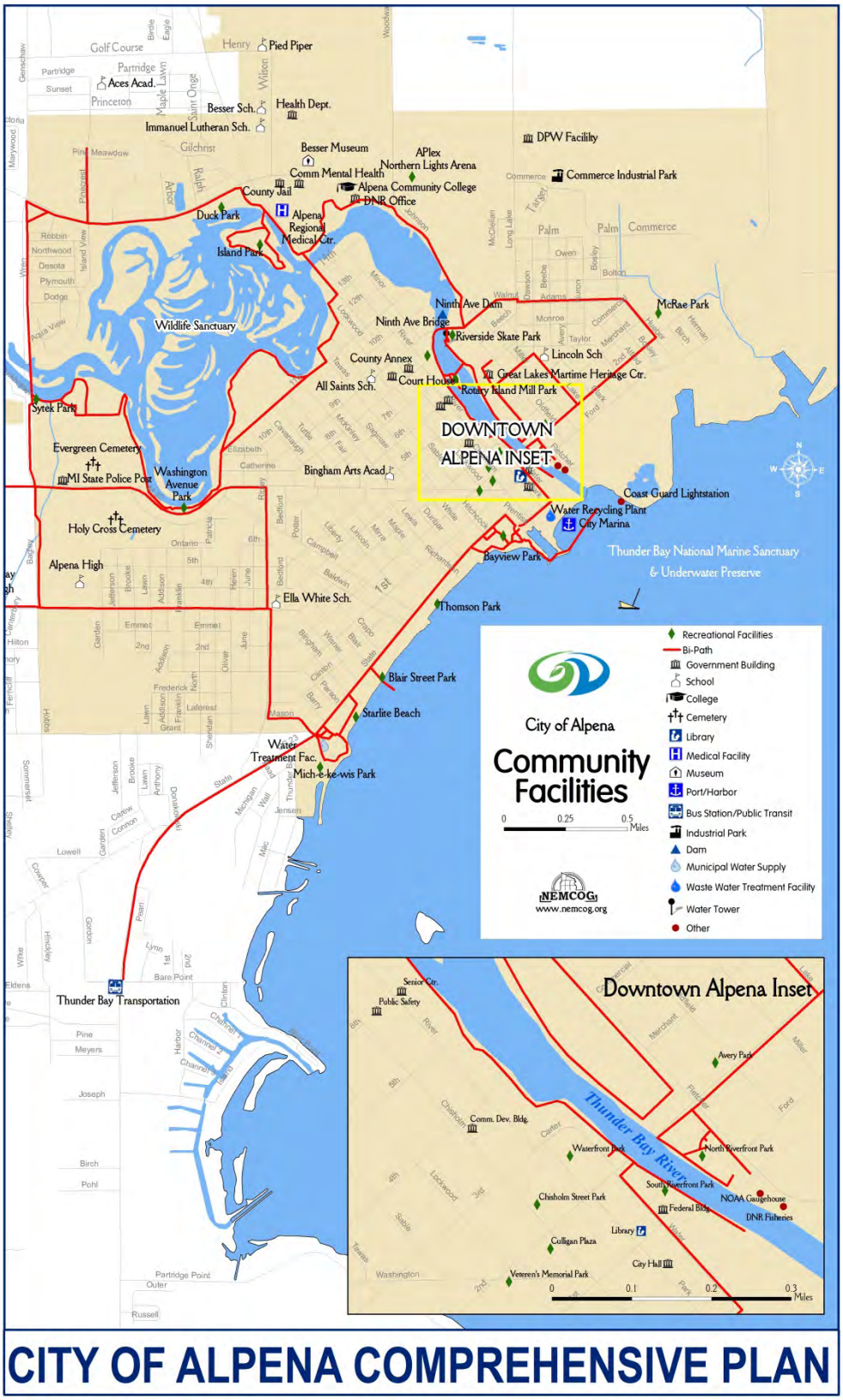

DOWNTOWN ALPENA INSET
City of Alpena
Community Facilities
0 0.25 0.5 Miles
NEMCOG
www.nemcog.org
Recreational Facilities
Bi-Path
Government Building
School
College
Cemetery
Library
Medical Facility
Museum
Port/Harbor
Bus Station/Public Transit
Industrial Park
Dam
Municipal Water Supply
Waste Water Treatment Facility
Water Tower
Other
Downtown Alpena Inset
Thunder Bay River
Thunder Bay National Marine Sanctuary & Underwater Preserve
Golf Course
Pied Piper
Aces Acad.
Besser Sch.
Health Dept.
Immanuel Lutheran Sch.
Besser Museum
APlex
Northern Lights Arena
Comm Mental Health
Alpena Community College
DNR Office
DPW Facility
Commerce Industrial Park
County Jail
Duck Park
Alpena Regional Medical Ctr.
Island Park
Wildlife Sanctuary
Ninth Ave Dam
Ninth Ave Bridge
Riverside Skate Park
McRae Park
Lincoln Sch
County Annex
Court House
All Saints Sch.
Great Lakes Maritime Heritage Ctr.
Rotary Island Mill Park
Sytek Park
Evergreen Cemetery
MI State Police Post
Washington Avenue Park
Bingham Arts Acad.
Holy Cross Cemetery
Alpena High
Ella White Sch.
Coast Guard Lightstation
Water Recycling Plant
City Marina
Bayview Park
Thomson Park
Blair Street Park
Starlite Beach
Water Treatment Fac.
Mich-e-ke-wis Park
Thunder Bay Transportation
Senior Ctr.
Public Safety
Avery Park
Comm. Dev. Bldg.
Waterfront Park
North Riverfront Park
South Riverfront Park
Chisholm Street Park
NOAA Gaugehouse
Federal Bldg
DNR Fisheries
Library
Culligan Plaza
City Hall
Veteren's Memorial Park
0 0.1 0.2 0.3 Miles
CITY OF ALPENA COMPREHENSIVE PLAN

Figure 4.3

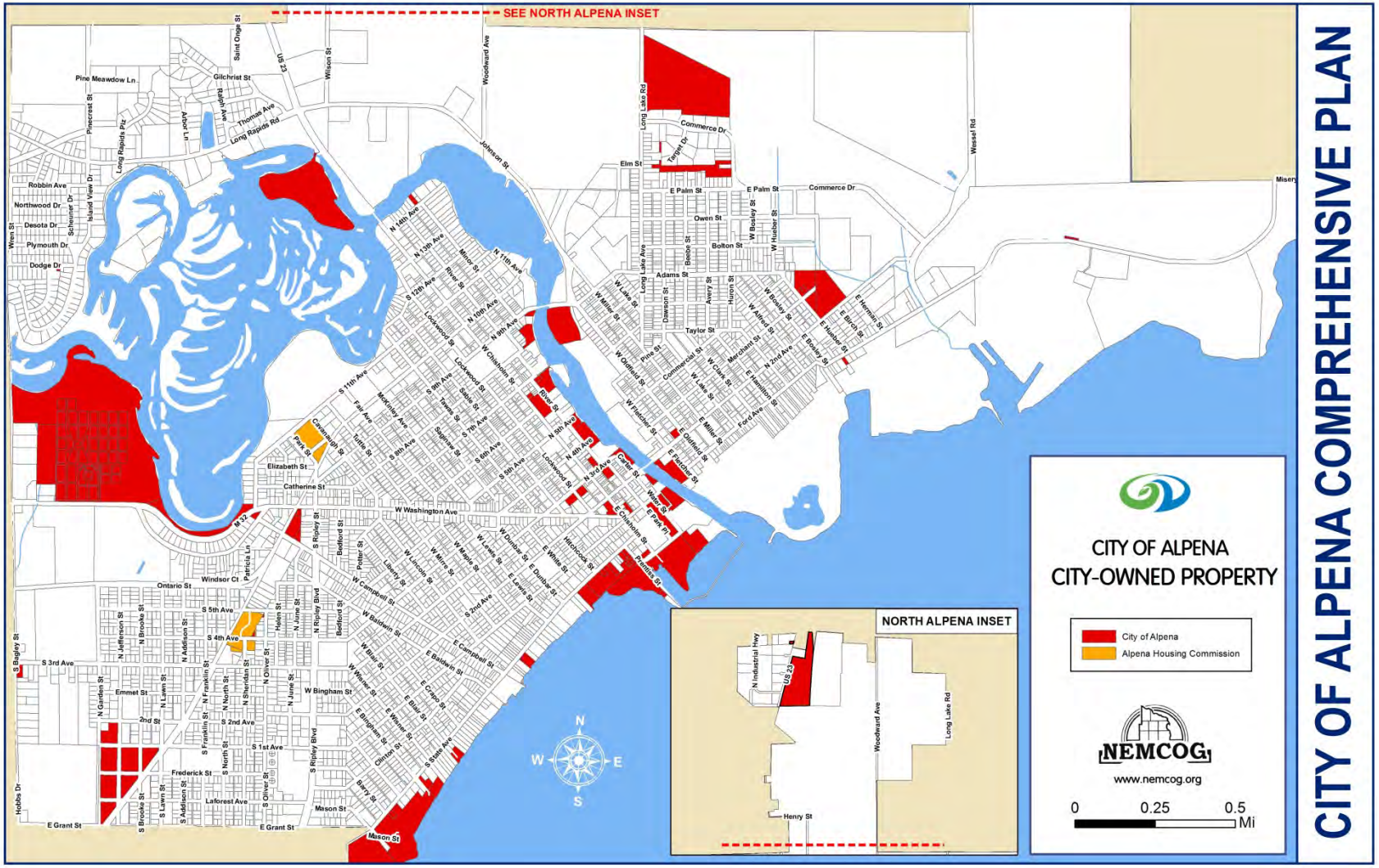

SEE NORTH ALPENA INSET
CITY OF ALPENA COMPREHENSIVE PLAN
CITY OF ALPENA
CITY-OWNED PROPERTY
City of Alpena
Alpena Housing Commission
NEMCOG
www.nemcog.org
0
0.25
0.5
Mi
NORTH ALPENA INSET
N
S
E
W

Figure 4.4

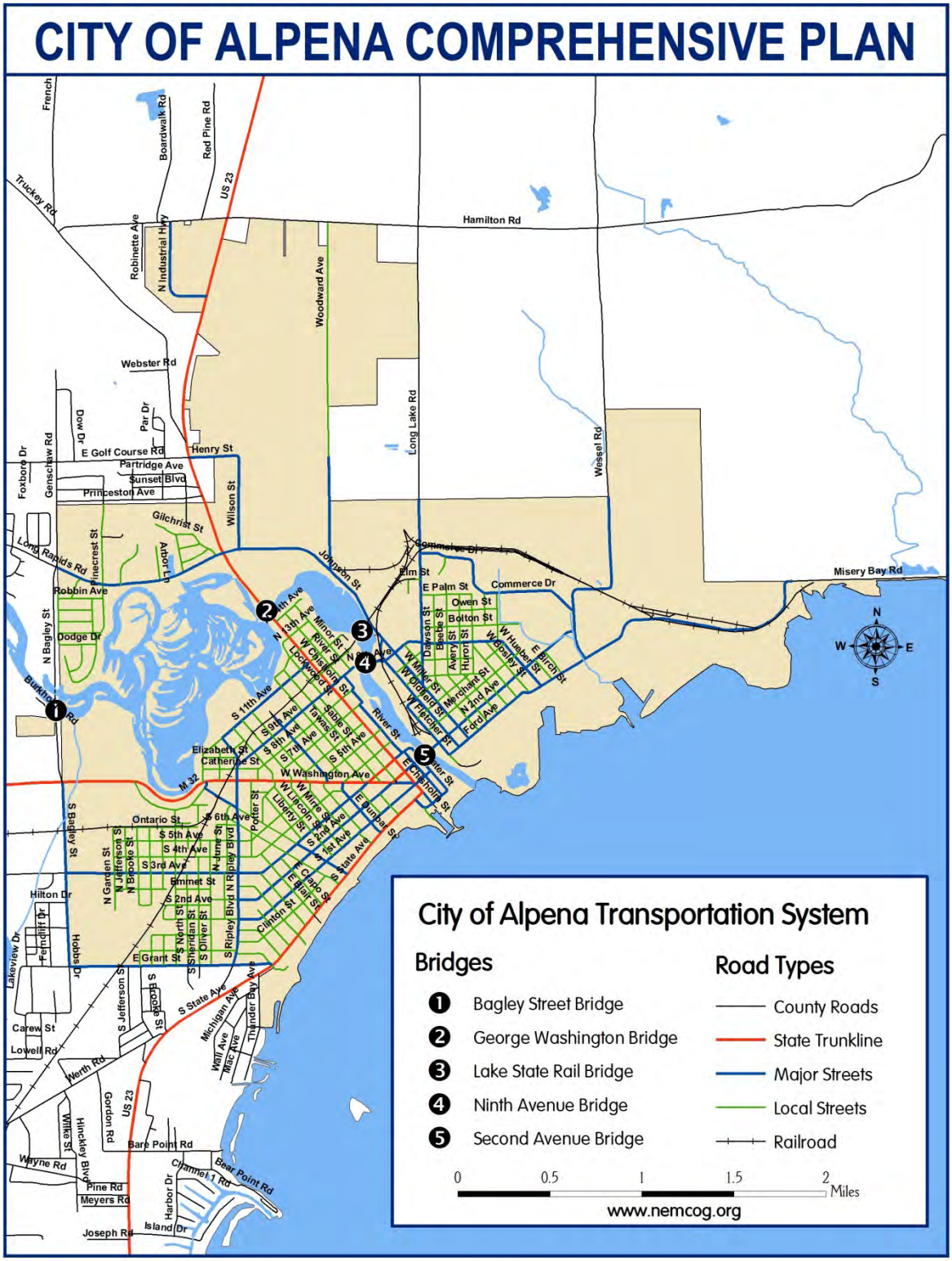
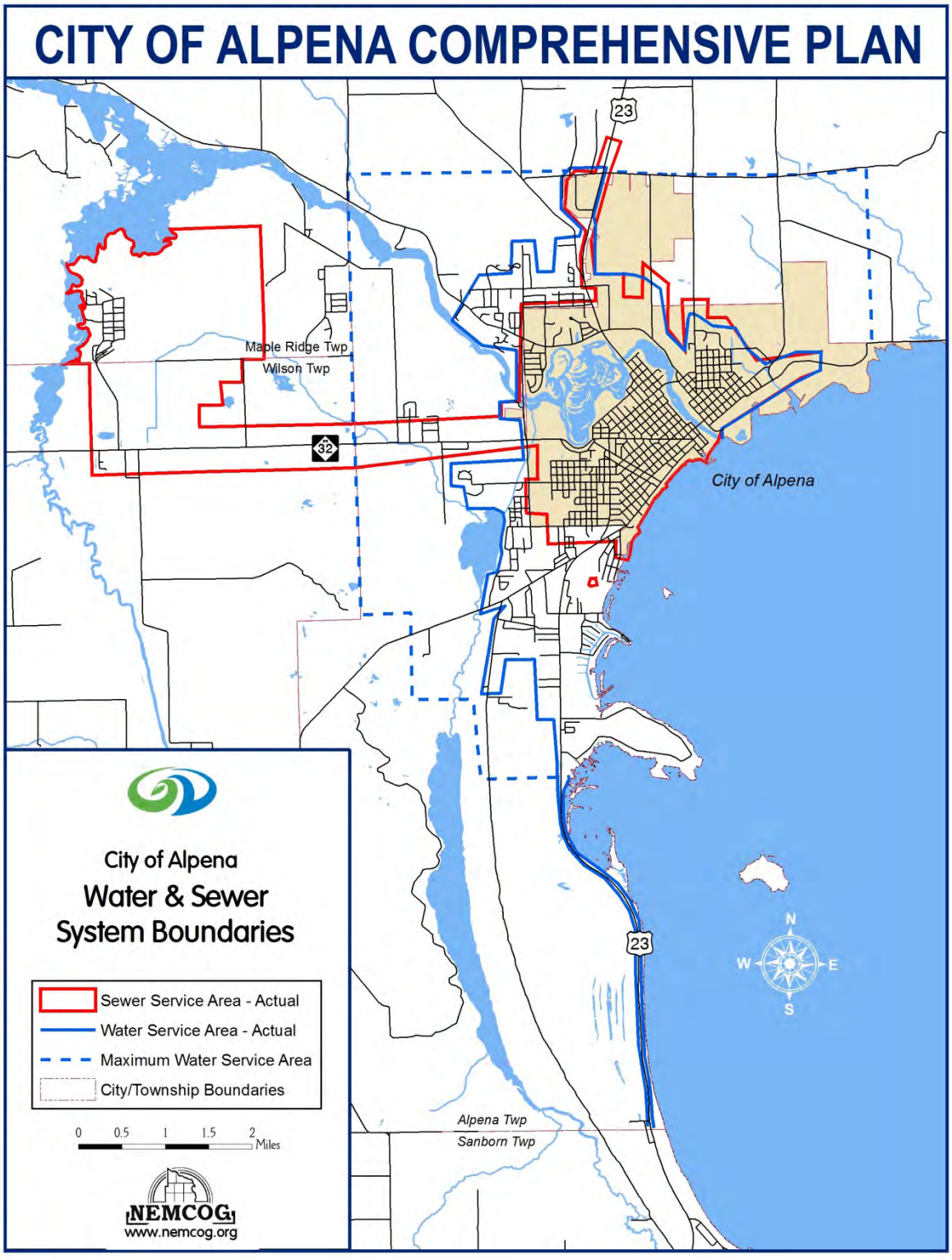

CITY OF ALPENA COMPREHENSIVE PLAN
City of Alpena Transportation System
Bridges
1 Bagley Street Bridge
2 George Washington Bridge
3 Lake State Rail Bridge
4 Ninth Avenue Bridge
5 Second Avenue Bridge
Road Types
County Roads
State Trunkline
Major Streets
Local Streets
Railroad
0 0.5 1 1.5 2 Miles
www.nemcog.org
Hamilton Rd
Woodward Ave
Long Lake Rd
Wessel Rd
Misery Bay Rd
Commerce Dr
Webster Rd
Henry St
Wilson St
Johnson St
Elm St
E Palm St
Owen St
Bolton St
Dawson St
Beebe St
Avery St
Huron St
W Hueber St
E Birch St
W Bosley St
W Miller St
W Oldfield St
W Fletcher St
Merchant St
N 2nd Ave
Ford Ave
River St
E Chisholm St
Elizabeth St
Catherine St
W Washington Ave
Ontario St
S 6th Ave
S 5th Ave
S 4th Ave
S 3rd Ave
Emmet St
S 2nd Ave
E Grant St
S State Ave
Clinton St
Potter St
Liberty St
W Lincoln St
W Mirre St
S 2nd Ave
S 1st Ave
E Dunbar St
E Clapo St
E Blair St
S Ripley Blvd
N Ripley Blvd
N June St
N Garden St
N Jefferson St
N Brooke St
S Jefferson St
S Brooke St
S North St
S Sheridan St
S Oliver St
Michigan Ave
Thunder Bay Ave
Wall Ave
Mac Ave
Bare Point Rd
Channel 1 Rd
Bear Point Rd
Harbor Dr
Island Dr
Joseph Rd
Pine Rd
Meyers Rd
Wayne Rd
Wilke St
Hinckley Blvd
Gordon Rd
Werth Rd
Lowell Rd
Carew St
Lakeview Dr
Hobbs Dr
Ferndliff Dr
Hilton Dr
S Bagley St
N Bagley St
Dodge Dr
Robbin Ave
Long Rapids Rd
Pinecrest St
Arbor Ln
Gilchrist St
Princeton Ave
Sunset Blvd
Partridge Ave
E Golf Course Rd
Genschaw Rd
Foxboro Dr
Dow Dr
Par Dr
Robinette Ave
N Industrial Hwy
Truckey Rd
Boardwalk Rd
Red Pine Rd
US 23
M 32
N
S
E
W

Figure 4.5


CITY OF ALPENA COMPREHENSIVE PLAN
23
Maple Ridge Twp
Wilson Twp
32
City of Alpena
23
N
W
E
S
Alpena Twp
Sanborn Twp
City of Alpena
Water & Sewer
System Boundaries
Sewer Service Area - Actual
Water Service Area - Actual
Maximum Water Service Area
City/Township Boundaries
0 0.5 1 1.5 2 Miles
NEMCOG
www.nemcog.org

Chapter 5
Cultural and Natural Resources

Quality of life and community character are closely tied to the City's cultural and natural resources. A community with access to a variety of cultural and natural resources is not only a desirable place to live, but these resources will draw people from outside the community and indirectly help strengthen the economic base. This chapter presents information on the cultural and natural resources in the City. **Figure 5.1** shows cultural and historic resources within the City of Alpena.

Cultural Resources

Cultural resources include such things as concerts, theater productions, festivals, and community events as well as libraries, museums, art galleries, colleges, and historic buildings. For a community of its size, the City of Alpena is blessed with an abundance of these resources. The following is a list of key cultural and historic features in the community:

Music, Theater Performances and Arts

- **Alpena City Band**: The Alpena City Band has been performing for nearly 100 years. It performs regular summer concerts at the Fine Arts Band Shell at Bay View Park and includes musicians of all ages.

- **Alpena Civic Theater**: The Alpena Civic Theatre is an all volunteer theater that has been presenting live performances to area audiences for over 40 years. On average, nearly one hundred persons become cast or crewmembers each year while participating in the season's productions.

- **Alpena Community Concert Association:** An association which brings an annual series of musical performances by international artists to Alpena.

- **Alpena Community College Players:** A theatrical performance club which is open to students of all disciplines. The ACC Players present a minimum of one show a semester and meet on a regular basis to study improvisation.

- **An Evening with the Arts:** Held on the last Friday of the fall and spring semesters, this exhibition showcases the work of ACC visual and performing arts students. It has also become popular for the great food made by art students and faculty and served throughout the evening. Admission is free.

- **Art on the Bay**: The Thunder Bay Arts Council presents Art on the Bay for three days each July at Bay View Park. It showcases artists from the area and from around the country.

- **Art in the Loft**: Art in the Loft is a non-profit art gallery which displays the work of artists from the region on the third floor of the historic downtown Center Building. In addition to the special events showcasing adult artists, Art in the Loft presents displays featuring children's art, evening events with the artists including music, and other cultural events drawing guests from the region and beyond.

- **Global Awareness Series**: Each October, ACC presents a series of free programs focusing on the political, economic and cultural aspect of another country or region of the world.

- **Huron Shore Barbershop Chorus:** The men's chorus was chartered in the Barbershop Harmony Society in May 1974. There are always two to three Barbershop Quartets in the Chorus. Groups are available for performances throughout the year. The Chorus/Quartets have an annual show at the Stanley Beck Auditorium at the Alpena High School in the last week of September or the first week of October.

- **The ACC Spotlight Series**: This performing arts series offers registered students a student-priced ticket for the entire series or for individual performances.

- **Thunder Bay Theater**: Thunder Bay Theatre (TBT), a professional live theater, occupies a turn of the century building that was originally known as Spens Drug and Wallpaper and then as the Alpena Candy and Cigar Company. The cigar humidor remains intact in the lobby and is used as a storage closet. TBT has amassed an extensive costume collection which is maintained with care to protect the many valuable period pieces included in the inventory. Professional actors work together with local residents to perform theatrical productions.

- **Besser Choir; Community Orchestra; Alpena Area Community Youth Band:** These musical performance groups offer a diversity of musical experiences in the Alpena area.

Facilities and Collections

- **APlex**: The Aplex is a state-of-the-art facility that seats 650 and offers a full commercial kitchen and audio/video services. The facility also features a gymnasium, four regulation-sized tennis courts, two multi-purpose rooms, an aerobics area, outdoor beach volleyball courts, corporate fitness area, and locker facilities. The Aplex offers an active schedule of sports, fitness classes, camps year-round for all ages, and live entertainment.

- **Alpena Area Senior Citizens Center**: The Alpena Senior Center is a County-owned facility devoted to attending to the needs of area senior citizens.

- **Alpena Community College**: Alpena Community College (ACC) is located on 700 acres of land in the City of Alpena. ACC operates two major campuses plus outreach activities in various area public schools. ACC offers degree completion programs, vocational training and community enrichment classes to residents of Alpena County and all of northeast Michigan. The Madeline Briggs University Center at Alpena Community College houses offices of accredited four-year institutions that are cooperating with ACC on completion programs for selected bachelor and master's degrees available in Northeast Michigan.

- **Alpena County George N. Fletcher Public Library**: The County-owned George N. Fletcher Library is a premier cultural center for the community and is well known for its excellent programming for children and adults. Over 3,000 visitors each month access the library (see Community Services & Facilities Chapter for more information).

- **Besser Museum for Northeast Michigan**: The only accredited museum in Northeast Michigan, the Besser Museum offers permanent and changing exhibits, lectures, workshops, and classes in art, history, and science.

- **Coast Guard Building**: The USCG has operated for many years in the City of Alpena. Due to a need to expand its Alpena operations and personnel, the Coast Guard partnered with the City and a private developer to establish a new rescue and administrative office in downtown Alpena.

- **Cemeteries (Jewish and Lutheran included)**: Alpena's Evergreen Cemetery contains 61 acres and has been an active and operating City-owned cemetery for 141 years. The City also maintains the adjacent Jewish and Lutheran cemeteries. The privately-owned Catholic Holy Cross Cemetery is located on the south side of Washington Avenue across the street from Evergreen Cemetery.

- **Fine Arts Band Shell**: The Fine Arts Band Shell, located on the shores of Lake Huron at Bay View Park, provides a wide range of entertainment events, free of charge, performed by different community cultural organizations.

- **Michigan Room at George N. Fletcher Library**: Part of the library's Special Collections, the Michigan Room offers numerous Michigan reference materials (i.e., law, history, and environment) and general materials (i.e., industry, maritime, sports, wildlife). In addition, genealogy sources with extensive Alpena County records, as well as records from surrounding counties, are also available.

- **NOAA Thunder Bay National Marine Sanctuary and Underwater Preserve**: Organized as the only fresh water NOAA sanctuary in the world, the NOAA Thunder Bay National Marine Sanctuary and Underwater Preserve focuses on the shipwrecks and unique maritime history of the region. The facility relocated to the Great Lakes Maritime Heritage Center in 2005 as part of the redevelopment of the old Fletcher Paper Mill property on the Thunder Bay River. The Great Lakes Maritime Heritage Center is a 20,000-square-foot facility that highlights the maritime heritage of the Great Lakes and the shipwrecks of Thunder Bay. The facility features a maritime heritage "discovery center" featuring more than 8,000 square feet of exhibits on the Great Lakes, shipwrecks, archaeology, and maritime history. The center also has an auditorium for showing films and live video feeds from Thunder Bay shipwrecks, an archaeological conservation laboratory, and an education resource room. Alpena Shipwreck Tours launched in 2011 and were enthusiastically received by the community. Tours are available May through September.

- **Northern Lights Arena:** Northern Lights Arena, with two sheets of ice, offers open ice skating, drop-in hockey, figure skating, and is home ice for the Alpena Wildcats, Alpena Hockey Association, Alpena Independent Hockey, Alpena Figure Skating Club, Alpena Speed Skating Club, and the Alpena Senior Men's Hockey League.

- **Old Town:** Old Town Alpena encompasses the downtown area of the City along 2nd Avenue from Fletcher Street to Oldfield Street. Old Town includes several restaurants, the Thunder Bay Theatre, two City parks, and the Great Lakes Maritime Heritage Center.

- **Outdoor Ice Rink**: Due to budget cuts, the City no longer operates the public ice rink at Mich-e-ke-wis Park. The local Optimist Club prepares and operates an outdoor skating rink at McRae Park. In recent years, the facility has become weather-dependent.

- **Thunder Bay Sanctuary Research Collection at George N. Fletcher Library**: Through an agreement with the Thunder Bay National Marine Sanctuary & Underwater Preserve, the library offers one of the premier collections on Great Lakes history in the world. The collection is currently in the process of being digitized (see Community Services & Facilities chapter for more information).

- **United States Federal Building**: Included on the National Historic Register, the United States Federal Building was constructed in 1911 and is designed in the Renaissance Revival style. It is currently privately-owned.

Organizations

- **The Alpena Volunteer Center (AVC)** encourages volunteerism, responds to community needs, and promotes activities that improve the community. It is located in Room 108 of the Donald L. Newport Center on the ACC campus. The many services include: 1) Matching volunteers with requests for volunteer help, 2) Providing community information and directories; networking and consulting, 3) Coordinating community outreach programs such as the Christmas Wish List, Association for Lifelong Learners (ALL@ ACC), Community Education classes, annual A College Day event, service-learning opportunities for ACC credit classes, and the ACC Ropes Course.

- **Thunder Bay Arts Council**: An umbrella organization for a variety of cultural and artistic organizations, many of which operate within the City's Cool City project neighborhood, the Council sponsors the annual "Art-on-the-Bay" arts and crafts fair at Bay View Park each summer.

- **Northeast Michigan Genealogical Society (NEMGS)**: NEMGS aims to foster genealogical interest and activities, encourage and preserve family histories, and encourage the expansion and access to genealogy materials to the general public. NEMGS supports microfilm and genealogical collections at the Alpena County Public Library. The Besser Museum for Northeast Michigan houses the society's unpublished manuscript collection, the Faces of Northeast Michigan (ancestral photographs), and the Van Nocker and the Milo Burston collections (Alpena photographers). Support is also provided to the Alpena Latter Day Saints Family History Center.

Community Events and Activities

- **Alpena Farmer's Market**: Located behind City Hall and adjacent to the City Marina, the Alpena Farmer's Market offers vendor space every Wednesday and Saturday from July through October. Throughout the season, special event days are scheduled featuring a variety of programs and events.

- **Festivals**
  Alpena Blues Festival
  Great Lakes Lighthouse Festival
  Michigan Brown Trout Festival
  Maritime Festival
  Ramblin' Rods Car Show

- **Friday Night Downtown:** Each Friday in July, 2nd Avenue is closed to traffic and opened up to pedestrians to enjoy an evening of entertainment through music, performances, food, and other festivities.

- **Library**: The George N. Fletcher Library hosts many community events that feature authors, musicians, artists, children's programs, and many other activities.

- **Parades**
  Memorial Day Parade
  4th of July Parade
  Christmas Parade (Thanksgiving weekend)

State Historic Sites[1]

- **Alpena City Hall**: 208 North First Avenue
  Alpena City Hall, a Georgian style structure located on the Government Square, remains one of Alpena's most prominent structures. Since its completion in 1908, City Hall has been the center of civic activity in Alpena. A cupola crowned the structure until the 1950s. City Hall represents the work of several Alpena craftsmen.

- **Alpena County Courthouse**: 720 Chisholm Street
  Opened on October 21, 1935, the Alpena County Courthouse is an imposing, Art Deco public building and was likely the first public building constructed of poured Portland cement material in Alpena. The Alpena County Courthouse is on the National Register of Historic Places.

- **Arbeiter Hall**: 1224 North Second Avenue
  The Arbeiter Hall (German Aid Society Hall) has historical significance for its association with a rapidly-growing German ethnic group in Alpena during the later years of the 19th Century. In 1891, the German Aid Society constructed a hall to serve the social and recreational needs of its membership. After a fire, a new building was completed before the end of the year using the same foundation of the original structure, much of the same masonry, and the original cornerstone. The German Aid Society Hall continued in use until the late 1930s.

- **Daniel Carter Family Commemorative Designation Marker (George N. Fletcher Library)**: Park Place
  The Daniel Carter Family were Alpena's (then known as Fremont) first settlers and are interred in Evergreen Cemetery.

- **First Congregational Church**: 201 Second Avenue
  The first church built at the junction of Washington, Second and Lockwood Streets was completed in 1856 and the present concrete masonry church occupying the site was constructed in 1955 using funding provided by Jesse Besser.

- **George R. Nicholson House**: 422 Washington Avenue
  Constructed in 1904, the house was the residence of one of the city's most prominent businessmen and city officials.

- **Huron-Portland Cement Plant**: Ford Avenue
  Now called Lafarge North America, the site houses the world's largest cement plant. Portland cement, so-called because it resembles stone from the Isle of Portland (in the British Isles), was first

[1] Source: State Historic Preservation Office, Department of History, Arts & Libraries, State of Michigan

produced in the United States in 1871 and in Michigan in 1896. Because of Alpena's location in the midst of immense limestone deposits, the Huron Portland Cement Company, founded at Detroit in 1907, chose this site for its plant. Cement production began here in 1908. From Thunder Bay, ships of the Huron fleet deliver cement to all parts of the Great Lakes region.

- **I.O.O.F. Centennial Building**: 150 East Chisholm Street
  The trapezoid-shaped structure was built in 1876 on the former site of the Alpena Courthouse. For many years it housed the fraternal activities of the Independent Order of Odd Fellows and is now used for business and professional offices.

- **Jesse Besser House**: 232 South First Avenue
  The Jesse Besser House (1938) has architectural significance as an example of the use of concrete masonry as a residential building material. It has historical significance as the last home of Alpena master inventor, philanthropist, and humanitarian Jesse Besser (1882-1970). In 1904, Besser and his father designed and manufactured the first concrete block-making machine in the United States.

- **Joseph Bertrand House**: 725 South Third Avenue
  The Bertrand House was built in 1925 by Alpena contractor Floyd Gagnon for Joseph Bertrand. The Bertrand House is an excellent example of Craftsman style architecture with strong Prairie style influences. It presents an unusual example of totally unaltered exterior and interior integrity.

- **Memorial Hall/Alpena National Guard Armory**: 230 Water Street
  Constructed in 1919 in the Renaissance Revival style, the Armory Building was originally dedicated as Memorial Hall. An imposing building, it is constructed entirely of poured Portland cement. The site has been purchased by a private development group and has been designated Alpena's first historic district.

- **Monarch Milling Company**: 633 Campbell Street
  Known today as Alpena Flour Mills, the Monarch Mill has historical significance as the last remaining grist mill in Alpena. The original structure on the site was built in 1883; however, after a fire destroyed the original building, the current structure was constructed in 1913.

- **Saint Bernard Catholic Church**: Southwest corner of Fifth and Chisholm Streets
  The structure, completed in 1884, houses the oldest Catholic parish between Bay City and Cheboygan.

- **Thunder Bay River Boundary of the Cession of 1819 (Treaty of Saginaw)**: Johnson Street
  The Thunder Bay River was the northern boundary of the Treaty of 1819. The Treaty of 1819, or the Treaty of Saginaw, was signed September 24, 1819 between Native Americans and Gen. Lewis Cass, fourth military governor of the Michigan Territory (1813-1831). The treaty added some six million acres to what is now the midbelt of the Lower Peninsula.

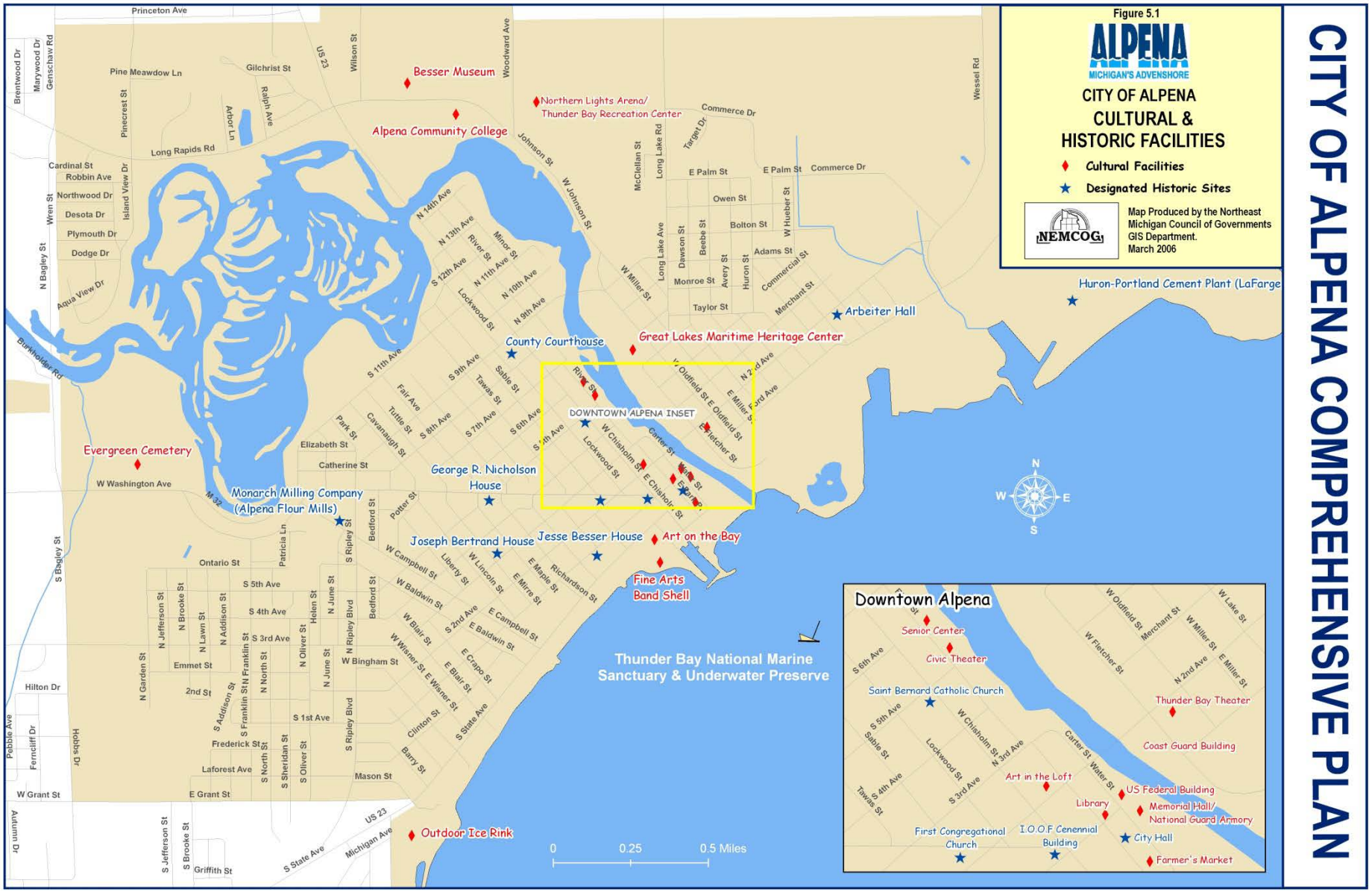


Figure 5.1
ALPENA
MICHIGAN'S ADVENSHORE
CITY OF ALPENA
CULTURAL &
HISTORIC FACILITIES
Cultural Facilities
Designated Historic Sites
NEMCOG
Map Produced by the Northeast Michigan Council of Governments GIS Department. March 2006
CITY OF ALPENA COMPREHENSIVE PLAN
Besser Museum
Alpena Community College
Northern Lights Arena/ Thunder Bay Recreation Center
Huron-Portland Cement Plant (LaFarge)
Arbeiter Hall
Great Lakes Maritime Heritage Center
County Courthouse
DOWNTOWN ALPENA INSET
Evergreen Cemetery
George R. Nicholson House
Monarch Milling Company (Alpena Flour Mills)
Joseph Bertrand House
Jesse Besser House
Art on the Bay
Fine Arts Band Shell
Thunder Bay National Marine Sanctuary & Underwater Preserve
Outdoor Ice Rink
Downtown Alpena
Senior Center
Civic Theater
Saint Bernard Catholic Church
Thunder Bay Theater
Coast Guard Building
Art in the Loft
US Federal Building
Library
Memorial Hall/ National Guard Armory
First Congregational Church
I.O.O.F. Cenennial Building
City Hall
Farmer's Market
0
0.25
0.5 Miles

Natural Resources

Climate

The climate in Alpena is greatly influence by its topography and its proximity to Lake Huron. Temperature data from the Midwest Regional Climate Center indicates that the climate along the immediate Lake Huron shore is semi-marine in nature and lacks many of the temperature extremes found only a few miles inland.

Summer months are pleasant with considerable sunshine and a daily average of more than 15 hours of daylight for outdoor activities. Summer temperatures as high as 104 degrees have been recorded, but are unusual. The following weather data reflects a 30 year average (1971-2000) data collected at the Alpena WWTP. According to the Michigan State Climatologist's Office the 30 year average July temperature is 67.9 degrees Fahrenheit.

Winters have comparatively uniform day-to-day temperatures. Sub-zero temperatures have been recorded as early as November 22 and as late as April 2 but have their highest frequency during February. Thunder Bay and Thunder Bay River are usually free of ice by the first week in April, but water temperatures remain low enough to produce diurnal sea breezes during the middle of the day with subsequent reduction in maximum temperatures on many days during the spring and summer. The 30 year average January temperature is 19.9 degrees Fahrenheit. The average date of the first killing frost in autumn is October 4. The average date of the last killing frost is May 12, but frost has occurred as late as June 9.

Precipitation is fairly well distributed throughout the year. Nearly all of the winter precipitation is in the form of snow. Most of the summer precipitation is the result of showers or thundershowers, which occur most often during the months of June, July, and August. Hailstorms average less than one per summer. The 30 year annual average precipitation is 28.59 inches. The precipitation includes the snowfall liquid equivalent. The 30 year average annual snowfall is 67.2 inches. Prevailing winds are from the northwest with the exception of May and June when southeasterly winds predominate.

Topography

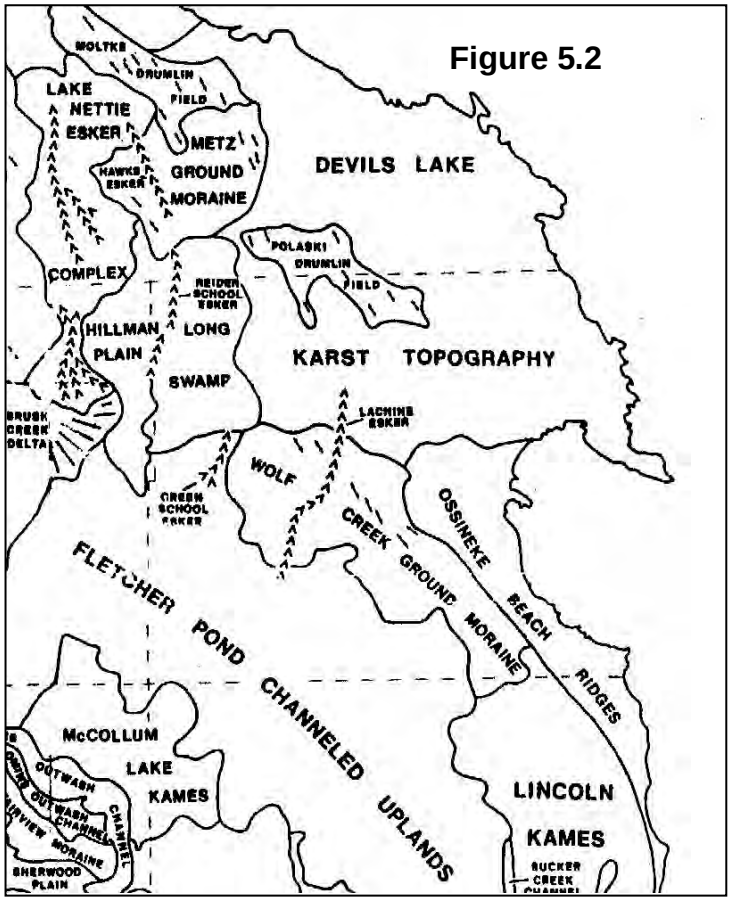
The City of Alpena is located on an old post glacial lake plain. The terrain is relatively flat. At the water's edge of Lake Huron and Thunder Bay, the elevation is 580 feet above sea level with the land gently sloping up westward from the lake shore to 689 feet above sea level at the Airport. The highest elevation noted on a USGS topographic map is 675 feet near the intersection of Hamilton Road and US-23. The elevation is approximately 620 feet above sea level along the western border of the City. One exception to the gently sloping landscape is Lafarge quarry. The sharply sloping quarry walls define a hole that is approximately 80 feet below the surface level of Lake Huron.

Geology and Landforms

Limestone bedrock laid down over 300 million years ago and glacial landforms created over 10,000 years ago define the landscape of Alpena. This section will describe the glacial landforms or quaternary geology and the underlying bedrock geology.

Starting some 2 million years ago, during the Pleistocene era, continental glaciers formed in the Hudson Bay area. Several times, over this two million year period, the massive sheets of ice built up and inched their way south across what is today Michigan. These massive ice sheets, more than one mile thick, advanced in a southerly direction, bulldozing their way across the landscape. The glacier pushed material in front of it, incorporated rocks and soil into the debris laden ice; and scraped, ground and broke apart the sedimentary bedrock of the Michigan Basin.

Each advance and retreat of the continental glaciers took tens of thousands of years. This reoccurring process shaped and reshaped the land; first obliterating and then creating hills, valleys, rivers and lakes, swamps and marshes. The last glacial period, called the Wisconsin era, created the landscape we know today. The glacier left behind boulders, rocks, cobble, sand, gravel, silt, clay and loam. In some areas the material was deposited in unsorted masses called till plains, ground moraines and end moraines. Water flowing from the melting glaciers also sorted materials, creating outwash channels, sand deltas, kames and eskers. Fine materials, captured in the fast moving glacial meltwater, settled to the bottom of expansive glacial lakes creating lacustrine clay and silt plains. According to a map prepared by W. A. Burgess and D. F. Eschman (**Figure 5.2**), titled "Landform Units in Northeastern Lower Michigan," the Alpena area is divided into two landform units. Essentially, the southern part is in the Ossineke Beach Ridges and the northern part is in the Devils Lake Karst Topography.

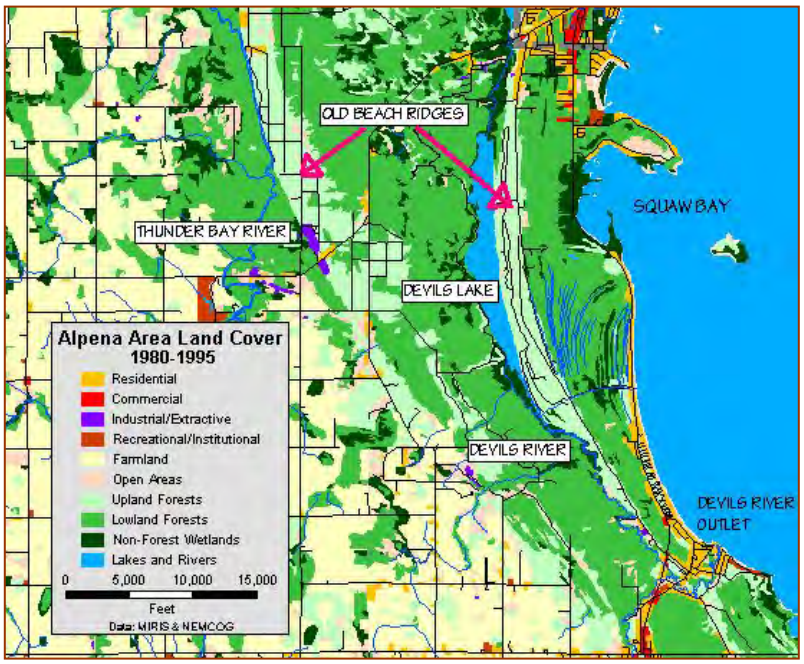


At the front of the melting glacier, vast lakes formed, these emerging lake basins were the beginnings of our Great Lakes. During different time periods, the post glacial great lakes were both much higher and much lower than the lake levels we have grown accustomed to in recent times. Geologists have identified and named the different post glacial great lake stages, which include glacial great lake stages Warren, Algonquin, Nipissing and Algoma. Landforms and soils adjacent to Lake Huron were heavily influenced by these different lake stages. Glacial Great Lake Warren formed at the front of the melting Huron glacial lobe around 12,000 years before present and was the most extensive, flooding the entire land area of Alpena.

The Ossineke Beach Ridge landform, a beach ridge and swale complex, is a series of alternating old beach ridges and linear depressions that parallel the Lake Huron shoreline. As Glacial Lake Warren receded, a series of beach ridges interspersed with low wet areas formed. At times the recession was slow but steady, creating a series of closely spaced low ridges and wet swales. When lake levels receded at a rapid rate, expansive areas of relatively level land were uncovered. Initially the area may have been an emergent

coastal wetland like Squaw Bay. As the water table further dropped, lowland brush and eventually lowland conifer and hardwood trees would dominate a site. When the receding lake levels stalled, beaches were built by wave action and deposition of sand washed up on shore. A review of aerial photos shows remnant beach ridges in the northern and southern parts of the City. This would indicate prior to settlement much of the area was covered by an extensive dune and swale complex, and as development occurred, the land was filled and leveled. Dune and swale complexes are still evident in the southwestern corner of City. With the low lake levels of Lake Huron, this on-going process can be seen today along the beach areas at Mich-e-ke-wis Park.

There were extended periods when the lake recession stalled, and combined with a readily available supply of sand, long wide sandy ridges or low sand dunes were created inland from the present shoreline. A wide sandy ridge, one to two miles inland from the Lake Huron Shoreline, runs from the community of Black River in Alcona County, through Negwegon State Park and Ossineke continuing north into Alpena Township and the City of Alpena. Sandhill Road in Alcona County as well as Piper Road in Alpena County follows this dry sandy ridge. The wide sand ridge extends into Alpena Township and the City crossing Werth Road at Hobbs Drive, following the west edge of Mud Lake, continuing in a northeasterly direction, crossing the Thunder Bay River and eventually ending northeast of the Thunder Bay Recreation Center.



Sportsman's Island Park is part of this old beach ridge landform. The pine-oak forest on the island is characteristic of forest vegetation found growing in other segments of this old beach ridge or sand dune. Along with being a good place to build roads, the well drained sand ridge is also built up with subdivisions in the southern part of the study area. Sunset Grade School, Alpena High School, Evergreen Cemetery, Alpena Community College and the Thunder Bay Recreation Center are also located in this sand ridge area.

The presence of limestone bedrock at or near the surface, particularly north of the Thunder Bay River, influences the hydrology and vegetation of the area. Northern white cedar thrives on these shallow soils and is the dominant forest species in both wet and dryer areas north of the Thunder Bay River. Beneath the thin mantel of glacial deposits is sedimentary bedrock that was created during the upper and lower Devonian ages of the Paleozoic Era. The bedrock was formed in ancient seas, which covered the area some

345 to 405 million years ago. The shallow marine seas deposited layers of silt, clay, sediments, marine animals, plants, coral, and other calcareous materials. These deposits formed shale, limestone, and dolomite bedrock. The bedrock is this area is referred to as the Traverse Group. Deposits are further defined as Potter Farm Formation, Norway Point Formation, Four Mile Dam Formation and Alpena Limestone. Rich deposits of Alpena Limestone, Newton Creek Limestone and Genschaw Formation are mined and processed at the Lafarge facility in the northeast part of the study area.

Soil Constraints Analysis

When planning for types and intensity of land uses, sustainable development and protection of critical resources, soil types and slopes are important factors that determine carrying capacity of land. Construction of roads, and buildings on steeply sloped areas, areas with bedrock at or near the surface or areas with organic and hydric soils require special design considerations. In addition, costs for developing these sensitive areas are greater than in less constrained parts of the landscape. If developed improperly, the impacts to natural resources can be far reaching.

The Natural Resource Conservation Service (NRCS) has completed detailed soil survey of Alpena County. A digital or computerized version of the soil survey maps was acquired from the Michigan Center for Geographic Information (CGI). Using information contained within the published soil survey books, a series of maps are presented that depict hydric soils, soils depth to bedrock, and soils with building limitations.

Hydric Soils

Figure 5.3 is a color thematic map that classifies hydric soils. Lower density and less intensive development should be directed to these areas with severe building constraints. Hydric soils are saturated, flooded or ponded during part of the growing season and are classified as poorly drained and very poorly drained. Hydric soils have poor potential for building site development and sanitary facilities. Wetness and frequent ponding are severe problems that are difficult and costly to overcome. Areas with hydric soils are best suited for forestlands, wetlands, wildlife habitat, and wildlands recreation. Functioning as the backbone of a community's green infrastructure, these areas convey and retain stormwater runoff from developed lands. Hydric soils are associated with lakes and streams and when covered with natural vegetation, function as important water quality buffers. Sites with high water tables may be classified as wetlands and a wetlands permit would be required to develop these areas. The map shows extensive areas of hydric soils. These wet areas are hydrologically connected to surface water resources either by streams, intermittent drainages or through subsurface water movement.

Building Site Development

The USDA soil survey rates soils for various uses such as building site development and identifies the limiting factors such as steep slopes or high water table. The rating system is slight, moderate and severe limitations. Using the rating system developed by USDA, soil limitations for buildings without basements have been mapped and are displayed in **Figure 5.4**. Areas with well drained soils and slopes less than 10 percent tend to have slight limitations for building development. Areas depicted as yellow on the map would be considered well suited for building development. Areas with slopes greater than 18 percent, high water tables, bedrock near the surface, large stones and organic soils have severe limitations. Lands with severe constraints are quite extensive. Some of those bedrock influenced areas also have constraints from high water tables.

Depth to Bedrock

The soil survey classifies soils according to depth to bedrock. **Figure 5.5** is a thematic map showing depth to bedrock according to criteria in the soil survey. Areas colored as red contain soils where bedrock is within four feet of the surface. Bedrock outcrops can be seen in road cuts on Woodward Avenue where the old railroad grade crosses the road. As noted on the above building constraints map, areas with shallow soils have severe buildings constraints.

Natural Resource Features

While much of the central core has developed into urbanized land uses over the last 100 years, there are still extensive undeveloped lands bordering the City. The forests, wetlands and open areas provide wildlife habitat, lands for outdoor recreation, protect water quality and bring nature into the city. Within developed portions of the City and the surrounding Alpena Township, the wide expanses of forests and wetlands are squeezed into narrow corridors following rivers, railroads and lakeshores. Information from a Coastal Zone Management project called the Alpena Eco-Plan will be presented to describe the ecological features of the City and surrounding area. Utilizing reference data such as land cover/use maps, topographic maps, and digital aerial photographs, NEMCOG staff developed a natural resource features map of the City, (see **Figure 5.6**).

Forests

Approximately 15 percent of the land area is forested. Forests include upland cover types such as jack-red-white pine, aspen-birch, sugar maple-beech and red oak. Northern white cedar thrives on upland sites where limestone bedrock is close to the surface. Lowland forests include lowland conifers and hardwoods, such as northern white cedar, tamarack, black spruce, balsam fir, elm, red maple, willow, black ash, balsam poplar and aspen. The forests are concentrated in the northern portions of the City. A sandy ridge, remnants of an old sand dune that runs from the southwest to the northeast crossing the river at Sportsman's Island, is dominated by red oak, white oak, jack pine and white pine.

Upland Non-forested Open Areas

Old farm fields, cleared areas, railroad corridors and shore areas are included in this category. The most extensive open areas are located north of the river and include old farm fields, wet meadows and cleared areas. Shrubs such as hawthorn, autumn olive, tartarian honeysuckle, spreading junipers can be found growing in upland areas. Speckled alder, willow, and red osier dogwood shrubs dominate wetter areas. Land bordering the Thunder Bay River, Wildlife Sanctuary and Lake Besser are mapped in this category, with some segments being mowed lawns. The Lake Huron shoreline south of the river mouth and within the City is included in this category. These sites are mainly mowed lawns. The railroad corridors and rail-trail (Paxton Spur) are narrow openings that pierce the urban built-up portions of the Township and City. The open areas, particularly in the urban setting, present wonderful opportunities for

planting shrubs and trees to enhance wildlife habitat. Shrubs in the undeveloped, mostly wet areas south of the river are speckled alder, willow, and red osier dogwood. Shrubs such as hawthorn, autumn olive, tartarian honeysuckle, spreading junipers can be found growing in upland areas.

Wetlands

Wetlands are defined as land that has sufficient water at, or near, the surface to support wetland or aquatic vegetation. These areas are commonly referred to as swamps, marshes and bogs. Two of the most important functions of wetlands are water quality protection and ecological corridors. As can be noted on the Alpena Resource Map, the major wetland areas are adjacent to rivers and creeks. The networks of wetlands receive surface water and subsurface water discharge creating the many streams and creeks which in turn flow into the area lakes. The interconnected resources exemplify how activities distant from major water bodies can still have an impact on the water quality.

The wetland category comprises non forested types such as lowland brush (speckled alder, willow, and red osier dogwood shrubs, emergent vegetation (cattails, rushes, sweetflag, arrowhead and pickerelweed), and wet meadows (water-loving grasses and sedges). Non forested wetlands are common in the Wildlife Sanctuary and in the northeast and southwest parts of the City. The wetland complex in the southwest of the city is part of a dune and swale complex. Non-forested wetlands often form transition zones between upland areas and water features. Lowland forests grow on soils with a seasonally high water table and are often classified as wetlands. Lowland forests include areas that support lowland hardwoods and conifers, such as northern white cedar, black spruce, balsam fir, elm, black ash, red maple, ash and aspen species.

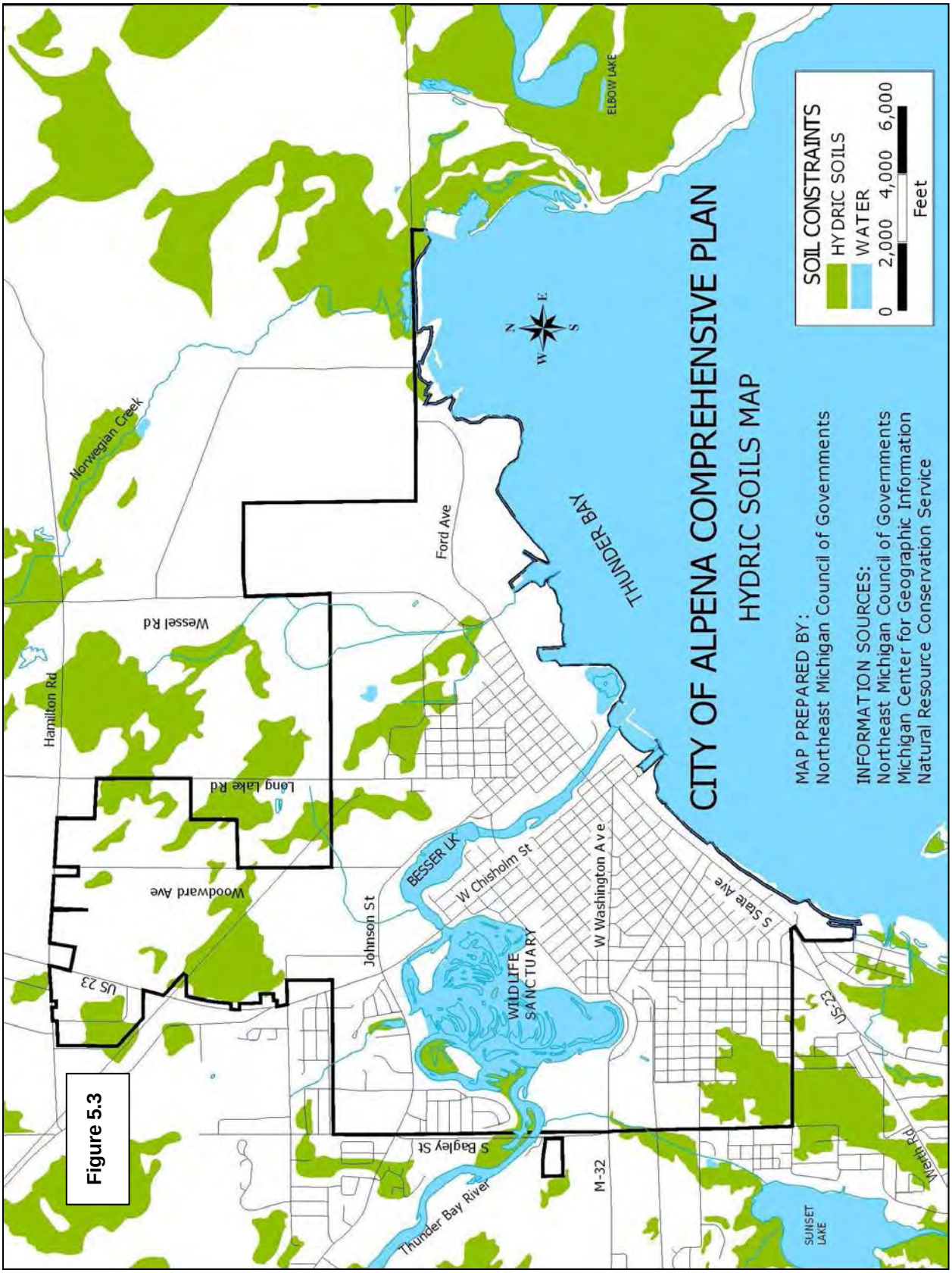

CITY OF ALPENA COMPREHENSIVE PLAN
HYDRIC SOILS MAP
MAP PREPARED BY:
Northeast Michigan Council of Governments
INFORMATION SOURCES:
Northeast Michigan Council of Governments
Michigan Center for Geographic Information
Natural Resource Conservation Service
SOIL CONSTRAINTS
HYDRIC SOILS
WATER
0 2,000 4,000 6,000
Feet
N
E
S
W
THUNDER BAY
ELBOW LAKE
Norwegian Creek
Ford Ave
Wessel Rd
Hamilton Rd
Long Lake Rd
Woodward Ave
US 23
Johnson St
BESSER LK
W Chisholm St
W Washington Ave
S State Ave
WILDLIFE SANCTUARY
S Bagley St
M-32
Thunder Bay River
SUNSET LAKE
Werth Rd

Figure 5.3

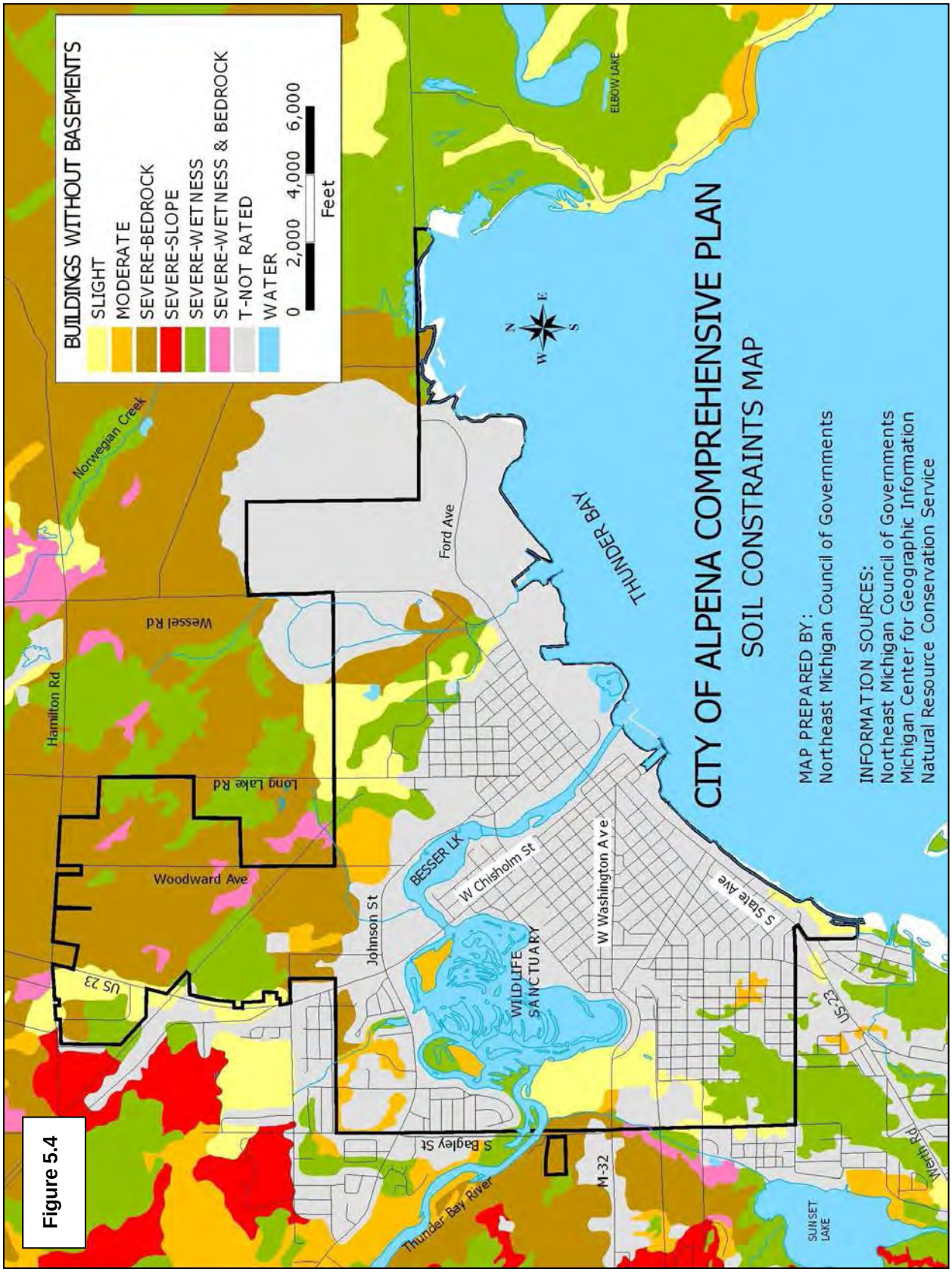

CITY OF ALPENA COMPREHENSIVE PLAN
SOIL CONSTRAINTS MAP
MAP PREPARED BY:
Northeast Michigan Council of Governments
INFORMATION SOURCES:
Northeast Michigan Council of Governments
Michigan Center for Geographic Information
Natural Resource Conservation Service
BUILDINGS WITHOUT BASEMENTS
SLIGHT
MODERATE
SEVERE-BEDROCK
SEVERE-SLOPE
SEVERE-WETNESS
SEVERE-WETNESS & BEDROCK
T-NOT RATED
WATER
0 2,000 4,000 6,000
Feet
THUNDER BAY
ELBOW LAKE
Norwegian Creek
Ford Ave
Wessel Rd
Hamilton Rd
Long Lake Rd
Woodward Ave
US 23
Johnson St
BESSER LK
W Chisholm St
W Washington Ave
S State Ave
WILDLIFE SANCTUARY
US-23
S Bagley St
M-32
Thunder Bay River
SUNSET LAKE
Werth Rd

Figure 5.4

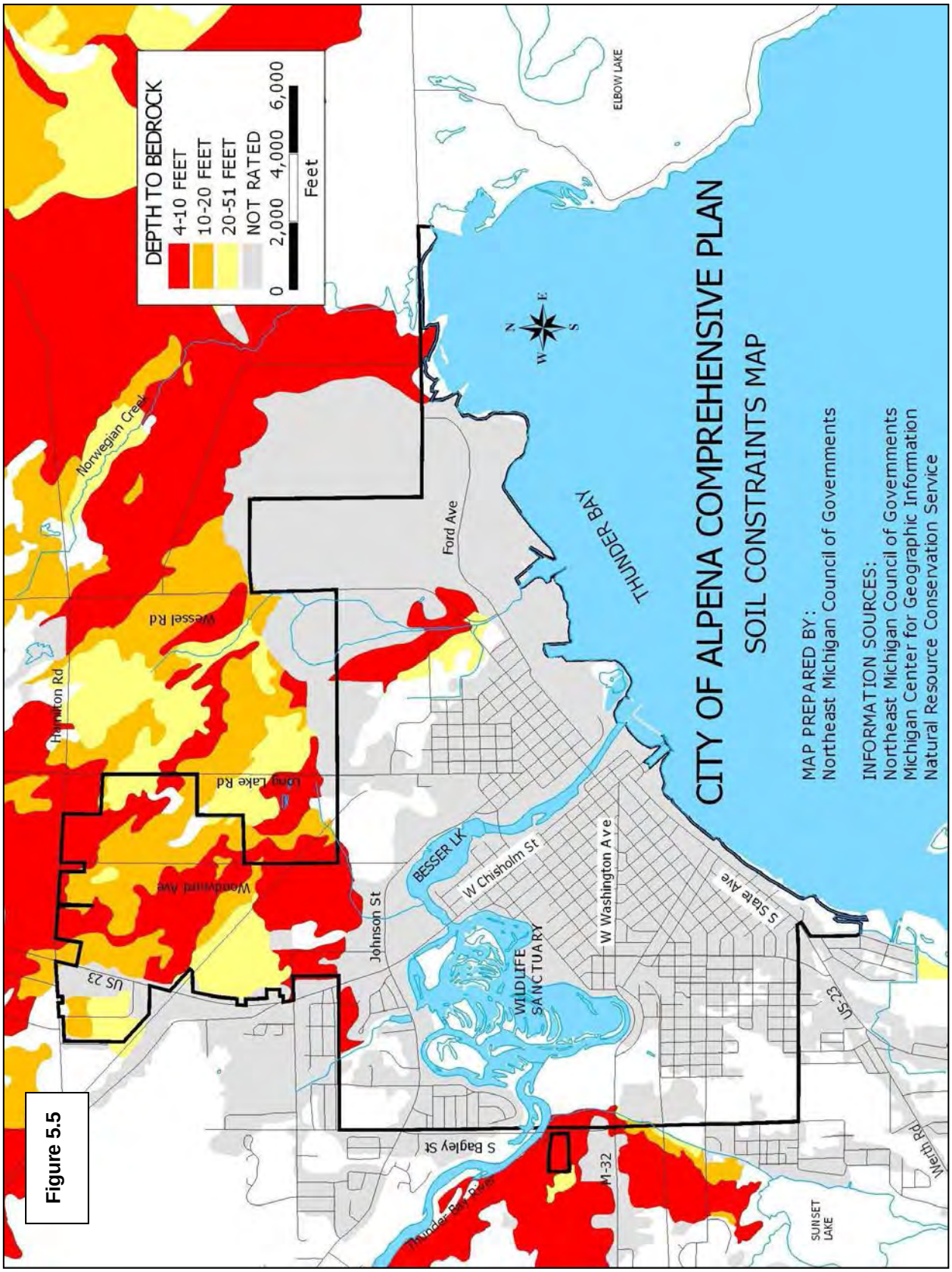

CITY OF ALPENA COMPREHENSIVE PLAN
SOIL CONSTRAINTS MAP
MAP PREPARED BY:
Northeast Michigan Council of Governments
INFORMATION SOURCES:
Northeast Michigan Council of Governments
Michigan Center for Geographic Information
Natural Resource Conservation Service
DEPTH TO BEDROCK
4-10 FEET
10-20 FEET
20-51 FEET
NOT RATED
0 2,000 4,000 6,000
Feet
THUNDER BAY
ELBOW LAKE
BESSER LK
WILDLIFE SANCTUARY
SUNSET LAKE
Norwegian Creek
Ford Ave
Vessel Rd
Hamilton Rd
Long Lake Rd
Woodward Ave
US 23
Johnson St
W Chisholm St
W Washington Ave
S State Ave
US-23
Werth Rd
S Bagley St
M-32
Thunder Bay park

Figure 5.5

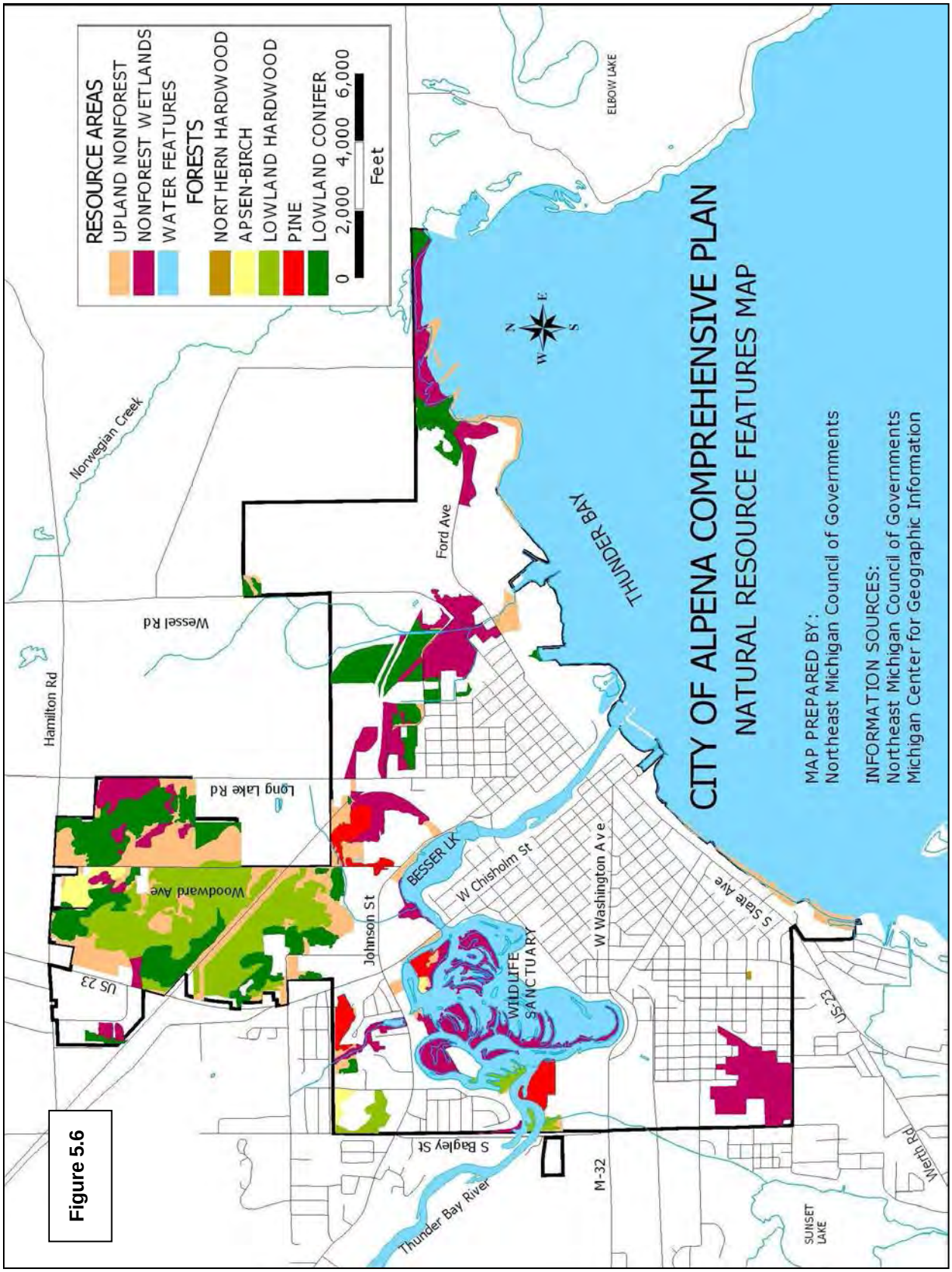

CITY OF ALPENA COMPREHENSIVE PLAN
NATURAL RESOURCE FEATURES MAP
MAP PREPARED BY:
Northeast Michigan Council of Governments
INFORMATION SOURCES:
Northeast Michigan Council of Governments
Michigan Center for Geographic Information
RESOURCE AREAS
UPLAND NONFOREST
NONFOREST WETLANDS
WATER FEATURES
FORESTS
NORTHERN HARDWOOD
ASPEN-BIRCH
LOWLAND HARDWOOD
PINE
LOWLAND CONIFER
0 2,000 4,000 6,000
Feet
THUNDER BAY
ELBOW LAKE
Norwegian Creek
Ford Ave
Wesser Rd
Hamilton Rd
Long Lake Rd
Woodward Ave
US 23
Johnson St
BESSER LK
W Chisholm St
W Washington Ave
S State Ave
WILDLIFE SANCTUARY
US-23
S Bagley St
M-32
Thunder Bay River
SUNSET LAKE
Werth Rd

Figure 5.6

Water Resources

Surface water resources define the shape, climate, and character of the community. In the developed neighborhoods, one is never more than one half mile from a lake or river. Key water resources include Lake Huron, Thunder Bay and Thunder Bay River. Other water resources include Lake Besser, Norwegian Creek, Fletcher Creek, and Gilchrist Creek. Fletcher and Gilchrist Creeks along with numerous manmade ditches tend to be intermittent, carrying water during spring run-off and heavy rain events.

A large portion of the City's eastern border follows the shoreline of Lake Huron, which is the second largest Great Lake and the fifth largest freshwater lake in the world. Lake Huron serves as habitat for fish, waterfowl, and other aquatic organisms, and offers many fishing opportunities. An abundance of boating and other water-related recreation opportunities are also available through this resource.

In addition to the Lake Huron (including Thunder Bay) shoreline, there are a total of 7.6 miles of Thunder Bay River frontage located in the City. The river is used for recreation and transportation. The greatest use designated for the river is as parkland. The next largest use of this river frontage is residential, with residential dwellings occupying 12,247 feet. The remaining 15,352 feet are occupied by institutional, industrial, and commercial uses. According to the City's 1992 River Plan, the water quality of this river can "be considered fair to good and of a quality that will support intensive urban fishing programs and urban recreation."

The Thunder Bay River includes a small impoundment of 45 acres at the Ninth Street Dam called Lake Besser. Located upstream from Lake Besser, the Wildlife Sanctuary is an impoundment of the Thunder Bay River that contains marshes, narrow curving linear islands and flooded river oxbows. The lake area includes approximately 190 water acres, and the river includes 160 acres for an approximate total water area of 350 acres. The Sanctuary is a key ecological resource located entirely within the city limits. Water courses function as the central core of ecological corridors. The Thunder Bay River is a corridor of regional importance.

Islands

Numerous curve-a-linear islands, remnants of past erosive powers of the untamed Thunder Bay River, can be found in the Wildlife Sanctuary. Depending upon the soils and elevation above the average water level, vegetation varies from pine and oak on Sportsman Island; willows and ash on lower islands and speckled alder, red osier dogwood, sedges, and cattails on wetter sites.

Pre-settlement Vegetation

The Michigan Department of Natural Resources has compiled pre-settlement vegetation maps of counties in Michigan. The maps were generated from information contained in the first government land survey

notes in the 1800's along with information such as current vegetation, land forms and soils. A review of the pre-settlement vegetation map of the Alpena area show much of the city was classified as spruce-fir-cedar forests and mixed conifer swamp forests. The sand ridge (old sand dune) was covered with jack pine-red pine forests and pine-barrens. Other types of vegetation in the northern parts of the City included beech-sugar maple-hemlock forests and hemlock-white pine forests. Hemlock, considered an important species for song birds, was once fairly common along coastal areas, but logging and land clearing has greatly reduced the species.

The pre-settlement map does not show coastal wetlands, but one can only surmise coastal marshes and emergent wetlands would have been abundant. Coastal wetlands in Isaacson Bay, Squaw Bay and around Bare Point and Partridge Point are remnant examples of the extensive wetlands that ringed Thunder Bay during pre-settlement times. The mouth of the Thunder Bay River was a rich delta consisting of emergent wetlands, marshes, wetland forests, sandy beaches and oak and pine forest covered beach ridges. It was an area where great numbers and types of wildlife and fish congregated. Native American people understood and exploited the abundant plant, animal, and fish resources. The junction of a major river and Great Lakes was also the best place to locate a town. When water transportation was the primary mode, the Thunder Bay River brought raw materials to the community, to be processed into goods, loaded on the sailing ships and steamers and then transported to markets in large cities around the Great Lakes. To allow for the construction of large factories, land was cleared, low areas filled and the river tamed. One hundred years of activity eliminated the coastal marshes from Lafarge Corporation down to Mich-e-ke-wis Park.

General Ecological Areas

Based on soil conditions, past and current development patterns, geological landforms, and existing vegetation, general ecological areas have been delineated. This effort identified six eco-areas: beach ridges and swales, riverine, karst, coastal resources, sand dunes and urban areas. **Figure 5.7** is a map of the Eco-Areas. The mapping of these areas will lend itself to development of recommended treatments in subsequent chapters. For example, several preferred species to plant on old sand dunes are red oak, serviceberry, beach cherry, and jack pine.

Beach Ridges and Swales

This area includes remnant sections of the post glacial beach ridge and swale complex called the Ossineke Beach Ridge, (see above section on geology). Most of the remnant undeveloped areas have high water tables and as a result are less desirable for development. However, both the City and Township have slated these areas for residential development. The old beach ridges are low and tend to support aspen, ash, elm and willow trees. White pine can be found growing on better drained, somewhat higher ridges. Speckled alder, willow, and red osier dogwood shrubs along with cattails, sedges are common in the wet swales.

Riverine

This area includes the Thunder Bay River, Wildlife Sanctuary, Lake Besser, islands in the river and riparian lands adjacent to the water features. Vegetation in this eco-area ranges from aspen and jack pine on upland well drained sites to willow, and red osier dogwood shrubs on lower sites adjacent to the river and to cattails, bulrushes and lily pads on wet sites. The area includes the Alpena Wildlife and Sportsman's Island Park. Rivers and riparian forests provide critical habitat for many species of wildlife and reptiles. The riparian zones are long narrow edge habitats, an interface between land and water. The area is part of an ecological corridor that extends far inland to Oscoda and Montmorency Counties

Karst-Forest Lands

The northern part of the planning area is influenced by the presence of limestone bedrock at or near the surface. Northern white cedar thrives on these shallow soils and is the dominant forest species in both wet and dryer areas. Black spruce, white spruce, balsam fir, eastern tamarack, aspen, white birch, white pine, jack pine, and red pine can be found growing in the forested areas. Shrubs such as hawthorn, autumn olive, tartarian honeysuckle, spreading junipers can be found on dryer sites, while, speckled alder, willow, and red osier dogwood shrubs dominate wetter areas. There are also numerous open areas in the karst eco-area which consist of old farm fields, wet meadows and cleared areas. The karst eco-area has extensive areas of undeveloped lands, partially due to large ownership, limited development potential and the underlying bedrock resources.

Old farm fields and natural forest openings are most prevalent in the karst eco-area. Forest openings serve an important function in the spring; because they are in the sun most of the day, openings are the first area to lose snow and to green up. After a winter of eating twigs and seeds, animals seek out openings for a meal of succulent nourishing fresh greens. Predators, like the red-tailed hawk and fox, understand this fact and cruise these areas for a spring meal of rodents. Flowering plants throughout the growing season attract insects, which in turn are devoured by birds.

Coastal Resources

The coastal wetlands in Whitefish Bay, Squaw Bay and around Bare Point and Partridge Point are remnant examples of the extensive wetlands that ringed Thunder Bay during pre-settlement times. The mouth of the Thunder Bay River was a rich delta consisting of emergent wetlands, marshes, wetland forests, sandy beaches and oak and pine forest covered beach ridges.

With lower water levels of Lake Huron, coastal marshes along Stony Point, Bare Point and Whitefish Bay have temporarily expanded. Between Stony and Bare Points wave action is creating new beach ridges. The landward side of the beach ridges drops off, creating a protected emergent wetland. This is a living example of the process that happened 1000's of years ago further inland when the beach ridge and swale complexes were created. Birds such as sandpipers, terns, plovers, snipes and gulls all frequent these coastal wetlands and beaches. Great blue herons, marsh wrens, red-winged blackbirds, swamp sparrows, mallard and black ducks can be found in the marshes. Plants include cattails, sandbar willow, bulrushes, sedges, joe-pie-weed, jewelweed, arrowhead, and water plantain.

Sand Dunes

The wide beach ridge or sand dune, located approximately one mile inland from the lakeshore, is designated as its own ecological feature. The pine-oak forest is the predominant forest type growing on these sandy ridges. This forest type is not common in other parts of the study area. Remnant forests of red oak are found in subdivision adjacent to Hobbs Drive, Autumn Drive, Grant Street, Piper Road, Greenhaven Lane and Shelley Street in the southwest corner of the study area. Natural stands of jack pine and white pine trees can be found adjacent to the Alpena Area High School, Evergreen Cemetery, and Thunder Bay Recreation Center. Other plants include sedges, grasses, blueberries, spreading junipers, serviceberry, and chokecherry. Most of this ecological feature has been developed for institutional or residential uses.

Urban Areas

Typical of older cities, small natural pockets of land are very limited in residential and commercial developments. Active and abandoned railroad rights-of-way, parks, cemeteries, creeks and drainageways provide critical corridors. Connected backyards in the internal portions of city blocks may also function as habitat for certain species of song birds.

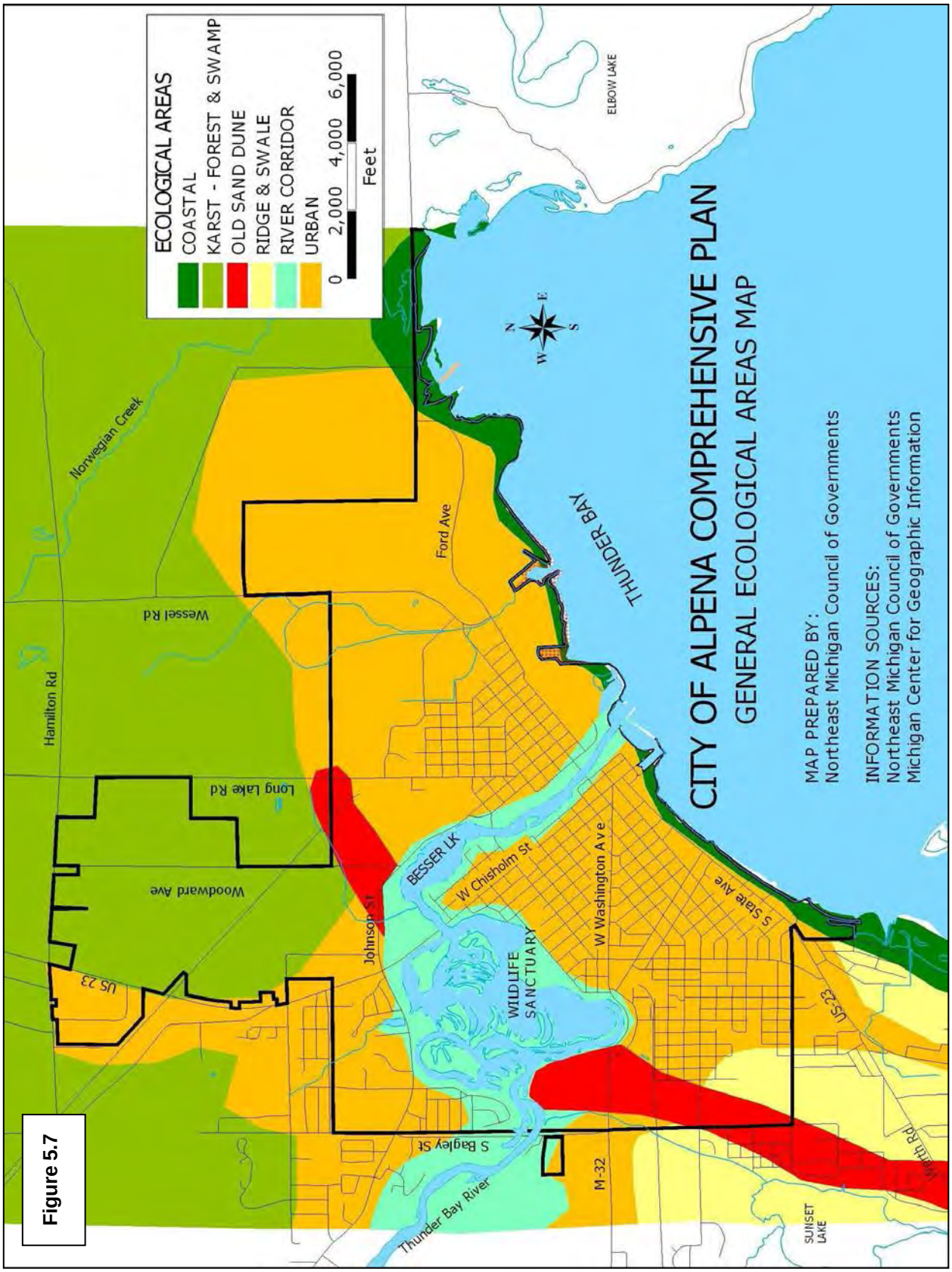

CITY OF ALPENA COMPREHENSIVE PLAN
GENERAL ECOLOGICAL AREAS MAP
MAP PREPARED BY:
Northeast Michigan Council of Governments
INFORMATION SOURCES:
Northeast Michigan Council of Governments
Michigan Center for Geographic Information
ECOLOGICAL AREAS
COASTAL
KARST - FOREST & SWAMP
OLD SAND DUNE
RIDGE & SWALE
RIVER CORRIDOR
URBAN
0 2,000 4,000 6,000
Feet
THUNDER BAY
ELBOW LAKE
Norwegian Creek
Ford Ave
Wessel Rd
Hamilton Rd
Long Lake Rd
Woodward Ave
US 23
Johnson St
BESSER LK
W Chisholm St
W Washington Ave
S State Ave
WILDLIFE SANCTUARY
US-23
S Bailey St
M-32
Thunder Bay River
SUNSET LAKE
N
S
E
W

Figure 5.7

Key Ecological Corridors

The key ecological corridors are Thunder Bay River, Wildlife Sanctuary, Lake Besser, Norwegian Creek, Fletcher Creek, and several manmade drainage networks. The shoreline and emergent wetlands along the Lake Huron Shoreline are another important, yet very limited corridor. Other important corridors are the Lake States Railroad that enters the community from the southwest, and the Paxton Spur Rail-Trail that enters the community from the west near the Alpena High School. Though the Lake States Railroad Right-of-Way (ROW) passes through the community, connecting to Lafarge at the north end, the ecological integrity is greatly compromised in commercial areas.

Sites of Environmental Contamination

The Part 201 (Environmental Response) of Natural Resources and Environmental Protection Act (P.A. 451 of 1994), as amended, provides for the identification, evaluation and risk assessment of sites of environmental contamination in the State. The Environmental Response Division (ERD) is charged with administering this law. A site of environmental contamination, as identified by ERD, is "a location at which contamination of soil, ground water, surface water, air or other environmental resource is confirmed, or where there is potential for contamination of resources due to site conditions, site use or management practices". The agency publishes a list of environmentally contaminated sites by county showing the sites by name, pollutant(s) and site status (**Table 5.1**). A Site Assessment Model (SAM) score is computed to assess the relative risk a site may pose and to help determine the aggressiveness of clean up efforts. SAM scores range from 0 to 48 with 0 being the least contaminated and 48 the most contaminated. In some instances where the score is high and further contamination is possible, immediate response may be required. Conversely, a location where the score is low and the conditions of the site are not likely to change; no action may be the preferred course.

Table 5.1
Sites of Environmental Contamination

Site ID & Status	Location	Source	Pollutant	Score (out of 48)
04000017 Interim response in progress	2222 US 23 S Harry's Oil Co	Gas Station	Acenaphthene; Acenaphthylene; Benzene; Ethylbenzene; Fluoranthene; Fluorene; Naphthalene; Phenanthrene; Toluene; Xylenes	32
04000024 No Action Taken	132 Tuttle	Private Residence	Fuel Oil	28
04000026 Interim response in progress	2919 Garden St Alpena Manufacturing	Metal Working Machinery	Fluoranthene; Phenanthrene; Cutting oil; Oil	20
04000030 No Action Taken	620 West Campbell Alpena Oil	Petroleum Bulk Stations & Term	benzene , toluene , xylenes	25
04000039 Interim response in progress	416 Ford Avenue Abitibi-Price Corp	Misc Manufacturing Industries	Ethylbenzene; Xylenes	36

04000066 See LUST (Leaking Underground Storage Tank)	235 Water Street Alpena Oil Company	Petroleum Bulk Stations & Term	Petroleum Products	23
04000075 Delisted	2341 Third Avenue	Private Households	Metals	32
04000077 No Action Taken	Third Avenue Soil Piles	Nonclassifiable Establishments	As	21
04000094 Evaluation in progress	1435 Ford Ave Lafarge Corporation	Chemicals & Allied Products	As; Methylene chloride; PCE; Hg	23
04000095 Interim response in progress	Ford and North Point Roads National Gypsum	Portland cement manufacturin	As; Hg; Heavy metals	38
04000115 No action taken	1002 Long Lake Avenue Lake State Railway	Railroad Transportation	1,3,5 TMB; As; Fluorene; Se; BEHP; Hg	30
04000116 Interim response in progress	off Pinecrest Oxbow Park	Refuse Systems	Pb; Se; PCE	29
04000121 No action taken	Second Avenue NE of Herman Street Second Avenue Former Salvage Yard	Scrap & Waste Materials	Metals	20
04000127 No action taken	Wessel Road Quarry	Concrete Work	Al; Mn; Se; Na; V; Hg; Industrial waste	43
04000128 Interim response conducted – no further action	Third & River Streets Riverview Condos	Unknown	Benzene; Pb; Methylene chloride; Se; VC; cis-1,2 DCE	31
04000129 Interim response conducted – no further action	318 W. Fletcher Street Fletcher Paper	Paper and Allied Products	As; Benzene; Cl; Fe; Se; PCE; Toluene; TCE	41
04000136 No action taken	500 Palm Street	Agricultural Production-Crops	Cd	26
04000141 No action taken	324 North 11th Avenue	Petroleum Bulk Stations & Term	1,2,4 TMB; 1,3,5 TMB; Benzene; Ethylbenzene; Xylenes	36
04000142 No action taken	901 W. Chisholm Street Former Werth Dry Cleaners	Coin Laundry & Dry Cleaners	PCE; TCE	36
04000152 Interim response conducted – no further action	1135 West Chisholm	Gasoline Service Station	1,2,4 TMB; 1,3,5 TMB; Benzene; Ethylbenzene; Naphthalene; Xylenes	33
04000154 No action taken	100-190 North State Avenue Harborside Mall	Dry Cleaning Plants	PCE; VC	34

Source: Department of Environmental Quality

Discharge Permits

Surface Water - National Pollution Discharge Elimination (NPDES) Facilities

Anyone discharging, or proposing to discharge, waste or wastewater into the surface waters of the State is required to obtain a National Pollutant Discharge Elimination System (NPDES) permit. The NPDES program is intended to control direct discharge into the surface waters of the State by imposing effluent limits and other conditions necessary which meet State and federal requirements. The NPDES program regulates pollutants discharged directly into waterways from wastewater sources. The lists below show NPDES permits issued in Alpena County.

Table 5.2
National Pollution Discharge Elimination Facilities

Alpena Biorefinery	Lakeshore Estates MHP
Alpena Co Regional Airport	Lees Auto Parts-Alpena
Alpena WWTP	MDOT-US-23-Alpena
Alpena WWTP	Nemroc Inc-Alpena
Ameri-Shred Ind Corp-Alpena	Nor-Tech Ind Corp-Alpena
ATI Casting Service LLC	Northern Aggregates
Bay Mfg Corp-Alpena	P C I
Benjey North	Panel Processing Inc-Alpena
Besser Co	Quest Industrial Corp-Alpena
Cheboygan Cement-Alpena BP	R E Glancy Inc-Alpena
Conveyor Systems Inc	Ren-Tech Ind Corp-Alpena
Decorative Panels Intl-Alpena	Specification Stone Products
Federal Express Corp-APNA	Specification Stone Products
Floyd Minton Cedar Post-Alpena	Steel Craft Inc-Alpena
Great Lakes Maritime Center	UPS-Alpena
Lafarge N America-Alpena Plt	Via-Tech Corp-Lachine

Source: Michigan Department of Environmental Quality 2013

Air Discharge Permits

Two facilities, Decorative Panels, Inc. and LaFarge Midwest, Inc., are listed by the Department of Environmental Quality as a source subject to Michigan's Renewable Operating Permit Program.

Chapter 6
Existing Land Cover/Use

Prior to establishing goals and determining future land uses, a community must have an accurate assessment of existing land uses. This chapter presents information on both the types and location of existing land uses. The process identifies both urban built-up land uses such as residential and commercial, along with natural land cover types like forests and wetlands. As a result the final map presented in this chapter is a hybrid that combines land cover and land use.

Land Division Patterns

As development occurs, larger tracts of land are subdivided into smaller parcels. Therefore, studying the existing pattern of land divisions is one way to analyze the status of land use and development. Typical of most cities, the older parts of the community have small lots that are 10,000 square feet or less. As development occurred, particularly over the last 30 years, lots became larger. This fact is most noticeable for highway commercial development where on-site parking is a requirement. The trend is slowly reversing as new development has shifted to compact, mixed-use and higher density residential. Three developments that fit this trend are Oxbow Village, Alpena Marc, LLC (Fletcher Mill site) and Rivers Edge Condominiums.

The north parts of the City are still in large ownerships. Alpena Community College owns a large tract of land along Woodward Avenue and Long Lake Avenue. The college is developing a master plan that will propose development activities and uses on this tract. Lafarge is another large landowner in the northern part of the City. Most of this land is dedicated to the quarry and processing facility.

Existing Land Cover/Use Characteristics

Fourteen categories have been identified and mapped within the City. Urban and built-up areas were separated into ten categories and undeveloped areas were separated into four categories. The map of existing land use, shown as **Figure 6.1**, illustrates the distribution of land uses throughout the City. The map was generated using ancillary data sets such as the Alpena Area-wide Transportation Plan, National Wetlands Inventory, 1998 Existing Land Use and 2002 digital aerial photography. **Table 6.1** presents the land uses, showing the number of acres and percent of the City in each of the land use categories. Each of the land use categories is discussed later in this chapter.

Table 6.1 Existing Land Cover/Use Statistics		
Land Use Category	**Number of Acres**	**Percent of City**
Single- Family Residential	1,370	23.7
Multi-Family Residential	46	0.8
Office	44	0.8
Commercial	149	2.6
Downtown Business District	60	1.0
Mixed Use	66	1.1
Light Industrial	204	3.5
Heavy Industrial	1,037	18.0
Parks	218	3.8
Institutional/Public	533	9.2
Non-Forested Uplands	255	4.4
Forests	751	13.0
Non-Forested Wetlands	422	7.3
Water	557	9.6
Other (Urban Vacant, Beaches, Railroad ROW)	64	1.1
TOTAL	**5,776**	**99.9**
Source: NEMCOG - 2013 Land Use Map		

Single-Family Residential

This category includes one and two family residential units. As can be seen in **Figure 6.1** - Existing Land Cover/Use Map and **Table 6.1**, this category covers the largest area within the urban built-up categories. The one and two family residential use occupies approximately 23.7 percent (1,370 acres) of the land in the City. Single family residential accounts for most of the residential development in the City.

Multi-Family Residential

Multi-family residential is characterized as a building or cluster of buildings containing three or more dwelling units. This classification includes apartments, condominiums, retirement homes and nursing homes. Multi-family development is found throughout the city with concentrations in the northwest and southwest parts of the City. Upper story residential units above older commercial buildings in the downtown business, while classified as multi-family, are not separated from the downtown business category. Proposed developments such as Rivers Edge Condominiums will add to the multi-family units. Multi-Family residential accounts for 0.8 percent of the City and covers 46 acres.

Office

This category includes office uses such as doctors, dentists, attorneys, accountants, insurance, personal services and office buildings such as medical clinics, banks, and corporate headquarters. Office uses are concentrated along Chisholm Street, Ripley Street, and in the Arbor Lane Office Park and Long Rapids Plaza north of Long Rapids Road. Office uses in the downtown are not separated from the Downtown Business District. Office uses cover 44 acres or less than 0.8 percent of the City.

Commercial

The commercial category includes retail sales of goods and services, motels and restaurants outside the Downtown Business District. This classification contains 138 acres. Commercial activity is concentrated along Chisholm Street, Ripley Street, South State Street, Second Street, north of the river and Washington Avenue, west of Ripley Avenue. Neighborhood commercial establishments are scattered throughout the City. Commercial uses cover 149 acres or 2.6 percent of the City.

Downtown Business District

The downtown business district contains a mix of uses including retail, service, restaurants, and residential. Many of the buildings are multi-story with residential, office or vacant above street level uses. In a effort to revitalize the downtown, the City has been working to encourage residential development in the upper stories of these older commercial buildings. The area mapped as downtown covers 60 acres or 1.0 percent of the City.

Mixed Use

Two areas are classified as mixed use, Oxbow Village and Alpena Marc LLC (Fletcher Paper Mill Property). These developments will include mixed residential, commercial, service, and institutional uses. These two developments account for 1.1 percent of the City's area or 66 acres.

Light Industrial

Light industrial uses include limited manufacturing activities that emit a minimum of noise, vibration, air pollution, etc. Typical uses include warehousing, distribution, research and development, light manufacturing, and limited assembly of finished materials. Land within this category is found along 11th Avenue, east end of Johnson Street, North Industrial Park and Commerce Industrial Park. Land in this use category covers 204 acres or 3.5 percent of the City.

Heavy Industrial

Heavy industrial uses are generally found in the northeast parts of the City and along the waterfront. Uses include quarries, bulk storage, salvage operations, and facilities that process raw materials. At 1,037 acres (18.0 percent of the City) this is the second largest land use category in the City of Alpena.

Parks

City parks, Alpena County Fairgrounds, City Marina and Paxton Spur Rail to Trail corridor are included in this category. With some 218 acres of parklands (3.8 percent of the City), residents have ample access to parks. The wetlands and surface water in the Wildlife Sanctuary are not included in this category.

Institutional/Public

This category includes institutional uses such as churches, schools, recreation fields associated with schools, museums, hospitals, cemeteries, and public agencies and buildings such as City Hall. This is a large category covering 515 acres or 8.9 percent of the City. These uses can be found around the City with large areas along West Washington Street and West Johnson Streets. Alpena Community College owns extensive lands north of the campus along Woodward Avenue and Long Lake Avenue. Since this property has not been developed, the land area was mapped as current cover types of forests, wetlands and old farm fields.

Non-forested Uplands

The non-forested land category consists of herbaceous and shrub lands, beaches and undeveloped shorelines. The land use inventory found 255 acres (4.4 percent of the City) mostly located in the northern part of the City. A majority of the non-forest areas are old farm fields located on Alpena Community College lands.

Forests

Upland and lowland forests are classified in this category. Upland forest types include pine, aspen-birch, and northern hardwoods (sugar maple, red maple, beech, & basswood). These forest types are found growing on well drained soils. Lowland forests grow on soils with a seasonally high water table and are often classified as wetlands. Lowland forests, include areas that support lowland hardwoods and conifers, such as northern white cedar, black spruce, balsam fir, elm, black ash, red maple, ash and aspen species. Forests occupy 751 acres or 13.0 percent of the City area.

Wetlands

Wetlands are defined as land that has sufficient water at, or near, the surface to support wetland or aquatic vegetation. These areas are commonly referred to as swamps, marshes and bogs. The wetland category comprises non forested types such as lowland brush (tag alder and willow), sphagnum bogs, emergent vegetation in lakes, and wet meadows. Non-forested wetlands account for 422 acres or 7.3 percent of the City.

Two of the most important functions of wetlands are water quality protection and ecological corridors. As can be noted on the Existing Land Use Map, the major wetland areas are adjacent to rivers and creeks. The network of wetlands receives surface water and subsurface water discharge, creating the many streams and creeks, which in turn flow into the area lakes. The interconnected resources exemplify how activities distant from major water bodies can still have an impact on the water quality.

Surface Water

The Thunder Bay River, Wildlife Sanctuary, and Besser Lake are mapped as this category, and cover 9.6 percent or 557 acres in the City. Thunder Bay/Lake Huron are not mapped in this category. Given Alpena is bounded by Lake Huron on the east, and the Thunder Bay River and impoundment, water resources are key to the community character and environment.

Other

Certain land uses were included in this category because they comprise a very small portion of land within the City. Primarily this land consists of urban vacant, beaches and the railroad right-of-way. These three land uses total 64 acres of the City. The 2008 Comprehensive Plan did not include the “Urban Vacant” and the “Beach” categories. Instead, these areas were classified as “Upland Openings”. They were changed in the 2013 update in order to more accurately represent the land cover.

Downtown Alpena

Downtown Alpena Inset

Figure 6.1

CITY OF ALPENA

EXISTING LAND USE

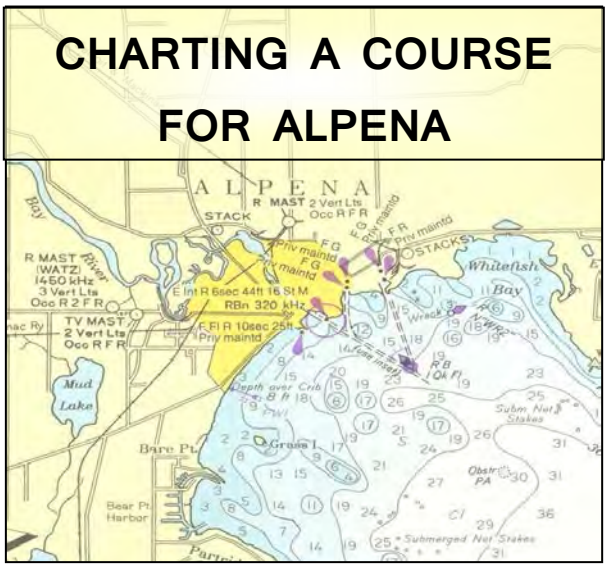
www.nemcog.org

- Single-Family Residential
- Multi-Family Residential
- Office
- Commercial
- Downtown Business District
- Mixed-Use Development
- Light Industrial
- Heavy Industrial
- Parks
- Institutional - Public
- Upland Openings
- Forests
- Wetlands
- Water
- Railroad ROW
- Urban Vacant
- Beach
- Alpena Township

Chapter 7
Public Input

2007 Comprehensive Plan Community Input

Charting a Course for Alpena: "Identifying Choices for our Future"



After background studies were completed, the next critical step was to create a vision of where the community wants to be in the future. To accomplish this important step, the Planning Commission, with the assistance of the Northeast Michigan Council of Governments held a series of meetings to gather input from the community.

The first session was a community-wide meeting, open to all residents and business owners. Flyers were developed and distributed by planning commission and city staff. A copy of the flyer can be found in **Appendix A**. Other forms of advertisement included a newspaper article, an editorial and local television show helped to get the word out to the community. People were invited to take part in an evening planning session at the Civic Center on September 13 at 6:00 p.m. The Planning Commission's goal was to have 50 to 100 people, some 85 people attended. <u>All</u> attendees had an opportunity to participate in the process and provide input to the planning commission. Participants were divided into small groups of eight. Each group worked through a series of brain storming exercises. Participants were first asked to identify *Community Assets to Protect* (What do you value about your community ?). Each table was then asked to vote on their list and select the top five items. N ext the top items from each table were

copied to a master list and all participants were give three dots and asked to select their top choices. The double vote process helped to identify the top community interests. The same procedure was used to identify *Community Issues to Address* (What would you like to change about your community?). The final activity for the evening public meeting was to create a desired future vision of what the City of Alpena will be in the year 2030. Each table was asked to select their top five items for the desired community vision.

Summary of Comments

The following are lists of the top community assets, issues to address and the desired future. Note, the items are ordered by category and do not reflect the ranking score. A complete list of all comments and voting scores can be found in **Appendix A**.

Assets to Protect

Rivers, lakes, beaches (waterfront)
Preserved natural resources within the City
Natural beauty combined with the City layout
Parks & wildlife recreational opportunities
Friendly atmosphere
Safety
Heritage/historical structures
Downtown
Schools
Alpena Community College
Hospital/medical/social services
Thunder Bay Marine Sanctuary
Library
Museum/cultural activities
Marina
City services & programs
Potential job opportunities
Industrial

Issues to Address

Air Quality/Water Quality
Clean Beach & Parks
Improving approaches to City from North & South
Better use of waterfront for recreation
Recreational opportunities as attractions
More cultural activities
Lack of youth/young adult activities
Lack of hotels/motels
Revitalization of downtown
Improvement of housing
Transportation (maintenance & improvements)
Employment/Development of new jobs
Balanced/Diversified Economy
Anticipating changes & economic trends
Balancing environment & industry
Attracting Investments in the Community
Healthy small businesses
Lack of cutting edge technology
Lack of development at airport
Community Promotion
Zoning/Planning Issues
Need to draw younger population
Negative attitude towards change & growth
Unified vision between City, County, Township
Poverty
Geographical Isolation

Desired Future Visions

Expansion of ACC to a 4-year University
Have solid, consistent marketing plan
Develop green storm water system
Management of air quality based on valid science
City have waterfront acquisition program
All utilities underground
Controlled, Planned growth; balancing waterfront development & open space

Desired Future Visions (continued)
Create town square at Harborside Mall
Brownfield remediation & redevelopment
Residential living in the downtown
Unified, diversified, and attractive downtown
20 year plan to move salt pile to Lafarge
Complete recycling program
Environmentally friendly community
Sanctuary of success with many employment opportunities
Multi-modal transportation opportunities
Strong intergovernmental cooperation
Aggressive Chamber of Commerce
Inviting looking city
Attractions for younger generation
Cement Plant & ABTCO gone/Industry & Wastewater off lakeshore
City with night life
Looks like Marquette or Rockford
Alpena a destination city
High tech jobs available
Having full service marina
Vibrant downtown
Alpena as a regional hub for culture, education & health care
Alpena a walkable community & entertainment mecca
Commercial & residential properties well maintained
4 lane highway off I-75 into Alpena
Ongoing waterfront development

Focus Group Sessions

As a follow-up to a large community-wide visioning session, held in mid-September, a series of ten small **focus sessions** were held in the community. The focus group sessions targeted the following sectors within the community: retail/service businesses, manufacturing, recreation/tourism, economic development/financial institutions, developers, human service agencies, health/education, families, students, and elder population. In order to effectively target each sector and manage the size of each session, the Planning Commission and City staff developed invitation lists for each focus group. Invitations were mailed to individuals and some personal follow-up calls were made. Participation was by invitation only. The goal was to have between six and twelve people in each session. A series of questions were developed for each focus group. The sessions were facilitated by NEMCOG and responses were recorded. The entire list of responses can be found in **Appendix A**.

Summary of Comments

Generally participants find the quality of life in Alpena to be very good. The friendly, small town atmosphere, numerous local cultural activities and the close proximity to abundant natural resources are all favorable assets to the community. Parks, bi-path, shoreline and community events add to the quality of life. The hospital, schools, college and NOAA facilities are valued and have been a plus to the local economy. Human service organizations provide needed services but need to improve coordination of services. People generally feel the services provided by the City are very good.
The shrinking base of good paying jobs is a growing issue. The lack of employment opportunities is causing young families to move away. Yet, the major industries with the best paying "blue collar" jobs are often criticized as being bad for the environment and people would like to see them go away. Some businesses feel the community is too regulated and can stifle business development. Generally, the feeling is the City is better at working with businesses and developers than in the past. Organizations working on economic development need to better coordinate and develop a common message. It is difficult for a small business to start as there is no one entity they can turn to for guidance through the start-up phase. The community needs to do a better job of marketing itself. There are excellent opportunities from development and starting new small industries, given the available workforce and industrial sites. However, the remoteness and lack of 4-lane/freeway is seen as a deterrent to growth. Tax incentives and low interest loans would help existing businesses and may attract new businesses and development. Recruitment of new industry should focus on smaller manufacturers with 20 to 40 jobs. Tourism has opportunities to further develop the local economy, especially with the NOAA facility. However, it will not be the saving grace; the community needs to work towards a broad based economy.

People wish for the downtown to become more alive with new businesses and residential opportunities. Competition from "big box" stores and limited hours of operation of existing stores are seen as major deterrents. Improved access to transportation and recycling are needed. Younger people feel the community is focused on the elderly, and there is a lack of employment and cultural activities for them. The community is becoming a retirement community and services need to shift towards that growing segment of society. New employment opportunities could be realized by focusing on the needs of the retirement community.

All groups were asked, "if there is one message we should take back to the planning commission, what would it be?"

- Focus on Seniors
- Be geared towards Senior Citizens
- Inevitable senior growth in city. Be ready for more seniors
- Senior Citizen Center expand or be moved, lock down facility for Alzheimer patients
- Better transportation for Seniors
- Transportation – continue to support and improve
- Transportation
- Public transportation, tourism attractions, expanding senior services, affordable assisted senior housing
- Something built – place to stay, more stores downtown
- Build campground (Mich-e-ke-wis)
- Sink holes – tour & be stressed
- More activities for young people
- Less conversation and more action

- Keep an open mind, don't rule anything out
- Alpena is very land locked, City needs to take a hard look at reclamation of property in city
- Find common ground between City & Township so we can move forward
- Maximize waterfront for public, improve property, look at what is available in City
- Housing (hotels, motels) for people coming to town for visits, open up waterfront
- Create jobs that can take advantage of newer technologies, like the Fiber Optics Consortium
- We need more good paying jobs, the Fiber Optics Consortium is a good start
- Help to increase access to technology
- Proactive coordination of efforts to build the local economy
- Productive coordination of efforts City-Township-County-Businesses
- Participate in all aspects of the community – be a resource to organizations
- Education is the foundation of the community
- Engage kids with technology
- Alpena Community College is a real asset to the community and can help reinvent the community
- Need B.S. and M.S. programs at Alpena Community College
- Senior Services - need to increase level of service to meet the increasing aging population
- We need a growth in population – healthier economy will keep kids here
- Stay the course of offering incentives to industries
- Be open minded
- Identify economic generators versus economic beneficiaries, then do everything you can to make life easier for economic generators
- Two-way streets. Several agree.
- Who do we go to? Lack of information. Can't get information from Chamber, Target, DDA. Need a person that someone can go to when they are trying to open new business in Alpena. Need to put together a package of everything that they need to do to proceed. Step by step process. Needs to be a key person to sit down with if you want to start a business. Someone like Greg. Also, mentoring type of situation. Need an Economic Coordinator.
- Get more people to Alpena, however, we need to have the jobs before people move here.
- Bend rules – need to look at case by case basis. Maybe change the zoning ordinance to make more flexibility?
- Two-way streets in the downtown.
- Couldn't find anyone that didn't want to be like Traverse City.
- Think outside the box.
- Planning Commission – our waterfront needs to be opened up for restaurant and hotel. Use the resources we have.
- Downtown area should be expanded (DDA).
- City has been great at supporting DDA projects.
- Stop thinking just of downtown. Planning for the entire community – one transportation system, services along that path. Flow. Relationship-building between places and organizations.
- Include central body that encompasses Alpena County, City, and Township – all working together for a vision of growth for the whole county. Need to all be together on the same page.
- Cooperative effort in expanding public transportation to get people to city at night (people who don't drive) for cultural events. Even if they only went to pick up point. Also reduce reliance on oil.
- Plan for greatness.
- Be open minded.
- Rethink rules.

- Get things done – make them happen. Have "I can" attitude instead of "I can't".
- Keep quality of life.
- Keep Alpena alive and vibrant community.
- Maintain history.
- Keep energy level going.
- Revive the downtown.
- Keep moving forward. Keep up with times but maintain integrity.
- Keep children in mind.
- Expand playground area at Bay View Park
- Community itself – doesn't present itself with one unified, stable message. Can't find information on the internet about Alpena and businesses in Alpena. Whole community doesn't present itself well and project a unified message for Alpena.
- Develop a unified message.
- People need to be willing to change. Be open-minded. Let technology come in and let the city grow.
- Planning commission's job is looking at use of land
- Aggressively approach to economic development
- Don't just shut down everyone
- Figure out who has the income, bring them to City, and help with building a development
- Be flexible and listen, before you make a decision
- Have "can do" spirit
- More 4-way stops. Take out traffic lights
- City in competition with township and they need to learn how to cooperate
- Need to look at the big picture of making the downtown a downtown again
- Mechanism for low interest loans for development in a defined district area
- Keep the city core intact. Some communities have torn everything down

2013 Comprehensive Plan Community Input

The City Planning Commission commissioned a city-wide survey that was available online to all city residents. The survey was coordinated with the Alpena County Master Plan survey. Both surveys were available on the Alpena County website and the City of Alpena Website. In addition, hard copy surveys were also available at Alpena City Hall and the George N. Fletcher Public Library. Press releases were issued to inform the public about the availability of the surveys. 149 completed surveys were received. Participants were asked a number of different questions, including the identification of assets in the City of Alpena; the identification of negative issues about the City of Alpena; and a number of different questions regarding government services, community facilities, natural resources, housing, economic development, transportation, and quality of life. Lastly, participants were asked to provide suggestions on improvements that could be undertaken by the City of Alpena in the future. The complete survey responses can be found in **Appendix B**.

Survey Summary

Survey Responses

- 149 Surveys Received

Respondents

- 105 Full-Time Residents
- 43 Non-Residents
- 1 Seasonal Resident
- 91% of Respondents own their own home or property within the City
- 44% of respondents have lived in the City 20+ years
- 58% of respondents are age 50 and above
- 36% of respondents occupy the professional/managerial category; 28% are retired
- 83% of respondents work within the City of Alpena

Information Flow

- 85% of respondents stated that they get information from the newspaper
- 2/3 of respondents acquire information from the Internet
- 60% of respondents get information from family and friends
- More than 50% gain information from TV and Radio, respectively

City Assets

The residents of the City of Alpena value the access to water and the small, friendly nature of the community. The access to outdoors, the City's park and recreation facilities, and the presence of the National Marine Sanctuary were also listed as premier assets of the City. The safe environment to raise a family was also listed frequently.

The following items were the most identified by survey respondents as being the most liked reasons for living in the City of Alpena:

Most Liked Aspects of Living in the City of Alpena – Most Common Responses

- Access to Lakes and Water Resources
- Small Town Environment
- Access to the Outdoors
- Recreation Facilities & City Bi-Path
- People
- Waterfront Community
- Beautiful
- Safe Community
- Arts, Culture & Entertainment Activities
- Marine Sanctuary
- Friendly
- Great Community to Raise Kids

The following illustrate a number of positive issues about living in the City of Alpena that were identified by survey participants.

SATISFACTION: 85% of respondents are very satisfied or satisfied living in the City of Alpena.

SENSE OF COMMUNITY: 54% believe that there is a sense of community in the City of Alpena. However, the number that say there is no sense of community and those that are unsure are of nearly equal amounts. In addition, a number of comments were received about the community's negative attitudes toward change. Other comments indicated differences based upon geographic location within the City and that newcomers are not particularly well received.

GOVERNMENT: 85% of respondents favorably rate the services that City government provides. Unfortunately, 47% of total respondents only rate City services as "Adequate." In addition, one-quarter of respondents believe the City is responsive to the public's needs; one-quarter believes the City is unresponsive and nearly half of respondents are unsure of what City government does for them. Many comments were noted about political in-fighting, a lack of vision or desire for change within the community, and the loss or reduction of specific City services. This could warrant additional investigation.

RECYCLING & SOLID WASTE: Over 60% of respondents are satisfied with both solid waste disposal and recycling options within the City (60% and 68% respectively). The most noted comments regarding lack of glass collection by the recycling program and a lack of curbside recycling. Nearly 70% of respondents want the City to develop a curbside recycling program.

LEVEL OF DEVELOPMENT: Over 60% of respondents say that the City has too little development, while 38% say that the level of development within the City is "just right." Two-thirds of respondents also supported the concept of controlled growth, provided that it was reasonable and produced positive economic growth. In addition, 68% of respondents state that the City of Alpena has to sustain physical growth in order to thrive. Economic development to increase jobs, shopping options, provision of stable income, and a better quality of life were the most frequent reasons stated for this opinion. A need to see more young families moving to the area was also noted as one way to growing the community.

RESIDENTIAL DEVELOPMENT: 51% of respondents wish to see continued residential development within the City. However, a number of comments were noted that suggested a need for economic development first and a surplus of existing housing negating the need for residential development. This could warrant additional investigation.

COMMERCIAL/ECONOMIC DEVELOPMENT: Near unanimous agreement (92%) among respondents supported the growth of commercial development within the City. Comments were noted for good paying jobs and more shopping opportunities. Also, 81% of respondents support proactive economic development programs to spur growth within the City. A nearly identical number (89%) support the City's efforts to continue downtown CBD improvements.

INDUSTRIAL DEVELOPMENT: Over two-thirds (68%) of respondents desire additional industrial development within the City. In addition, 73% of respondents indicated support for the approval of tax abatements to support future development. A number of comments were received that expressed a desire for clean, environmentally safe industrial development.

TOURISM DEVELOPMENT: A near unanimous majority (92%) of respondents support tourism development.

ROADS: There is overall satisfaction with road conditions, especially with snow removal operations. Comments suggest that there are some strong opinions about potholes, roads in specific areas of the City, and certain maintenance issues. This issue could warrant additional investigation.

The most identified road segments needing improvement include:

- Grant Street
- Miller Street
- Eleventh Avenue
- Bagley Street/Bridge
- Roads with Sunken Manhole Covers
- Dawson Street
- Second Avenue
- Roads around Lincoln School
- Potholes
- Cemetery roads
- Palm Street
- Lake Street
- Emmett Street
- Palm Street
- Oldfield Street
- Ninth Avenue
- Owen Street
- Adams Street

- Johnson Street
- Campbell Street
- Princeton Street
- Pinecrest Street
- Potter Street
- State Street
- Maple Street
- Wilson Street
- Ontario Street
- Woodward Avenue
- Third Avenue
- First Avenue

PUBLIC TRANSPORTATION: Nearly two-thirds (63%) of the responses believe that public transportation services are adequate. Nearly one-quarter of respondents are unsure. Some comments regarding wait times, lack of standard routes, and the need for more buses were noted. This could warrant additional investigation.

SIDEWALK REPAIR/REPLACEMENT: Over three-quarters of respondents (82%) desire to see the City continue with a sidewalk replacement program. Many comments expressed a desire for the program within the limits of available funding and a number of comments noted the potential liabilities of not having the program. The benefits of a walkable community were also noted in the comments.

HOUSING OPTIONS: Over 80% of respondents positively rated the quality and range of housing options within the City. However, 40% of total respondents only rate those options as "Moderate." Comments focused upon the need for more non-subsidized rentals, better selection for "middle income" brackets, and fewer poorly maintained homes.

RENTAL HOUSING INSPECTION PROGRAM: Over three-quarters of respondents support the City's rental housing inspection program.

HOUSING REHABILITIATION PROGRAM: 60% of respondents support the housing rehabilitation program. However, over one-third of respondents indicated that they knew very little about the program. This could warrant additional follow-up.

SENIOR HOUSING & SERVICES FOR THE ELDERLY: A plurality (46%) of respondents is supportive of exploring options for senior housing but three-quarters of respondents believe that there are adequate services in the City for the elderly. Given the demographic breakdown of the results and that only about one-third of respondents were of retirement age, this could have had an influence on the responses and could require additional follow-up.

ABOVE COMMERCIAL UNIT HOUSING: Three-quarters of respondents support the City's program to encourage the creation of dwelling units above commercial establishments.

ATTRACTION OF YOUNG FAMILIES: Three-quarters of respondents support the idea of attracting young people and families to the City. However, caution was expressed that without more quality jobs and economic development that this would be very difficult to achieve.

PUBLIC SAFETY: A clear majority of respondents support public safety services. The data, along with other responses, suggest very strong support for local fire and EMS services (97% and 86% respectively). Interestingly, support for law enforcement was only at 64%; with a number of comments being noted about perceived rises in the crime rate and the lack of response to this by local law enforcement. This could warrant additional investigation.

MEDICAL FACILITIES: There are clear differences regarding satisfaction with medical facilities in the community. While a majority (63%) of respondents supports ARMC, 32% dislike the quality of medical facilities. The most noted issues regarding medical care within the community were the lack of specialists and the perceived poor quality of the ARMC Emergency Room; resulting in nearly one-third of respondents

indicating that they leave the community for medical treatment on a monthly or weekly basis. This could warrant additional investigation.

CULTURAL/HISTORICAL RESOURCES: The data shows overwhelming support (91%) for cultural and historical resource protection. Comments did note that respondents perceive the value of these assets to the community but only want protection efforts to occur within the limits of available funding.

CITY CEMETERY: Three-quarters of respondents believe that the City Cemetery is adequately maintained. However, a number of comments unfavorably compare the cemetery to Holy Cross Cemetery. This could warrant additional follow-up.

SERVICE PROVISION: The data shows clear support for the maintenance of City services (brush pick-up, park irrigation, leaf pick-up/drop-off, sidewalk snowplowing, street sweeping, and tree trimming). Over one-third of respondents wish to see expanded sidewalk snowplowing and brush pick-up; over one-quarter of respondents wish to see expanded leaf pick-up/drop-off services; and between 10-20% of respondents wish to see expanded tree trimming, street sweeping, and park irrigation services.

RECREATION FACILITIES: The data regarding recreation facilities and the City park system varied widely. There was near unanimous support for the City to maintain the park system and nearly 60% of respondents support an expansion of the park system. However, noted uses of park facilities were concentrated in the *Rarely* (1-2/year) and *Sometimes* (1-2/month). Virtually no *Daily* use was recorded. The demographic breakdown of the survey could have some impact upon these results. As noted, 58% of respondents are age 50+. Only 11% of respondents were under the age of 30 but 13% of respondents were over the age of 70.

The least used City facility is Avery Park; the City Bi-Path is the most used. The top rated facilities per category are:

- *Never Used* – 1) Avery Park; 2) Water Tower Park; 3) Eleventh Avenue Boat Launch; 4) LaMarre Park; 5) McRae Park.
- *Rarely Used* – 1) APlex/NLA; 2) Rotary Island Mill Park; 3) Duck Park/Island Park; 4) Sytek Park; 5) Bay View Park.
- *Sometimes Used* – 1) Bay View Park; 2) Mich-e-ke-wis Park; 3) Duck Park/Island Park; 4) City Bi-Path; 5) Starlite Beach.
- *Often Used* – 1) City Bi-Path; 2) City Marina; 3) Duck Park/Island Park; 4) Starlite Beach; 5) Mich-e-ke-wis Park.
- *Daily Use* – 1) City Bi-Path; 2) APlex/NLA; 3) Bay View Park; 4) Mich-e-ke-wis Park; 5) City Marina.

City Issues

A wide range of concerns were expressed by the respondents. Perception of rising crime rates and the lack of employment opportunities were, overwhelmingly, the most noted concerns. Included within these responses were multiple comments about the role of local shelters in contributing to the local crime problem. Another highly noted concern was the perceived continuous political in-fighting and discord within the City and with other units of government. Included with these comments were responses noting the overlap and duplication of government services and the lack of "vision" and/or resistance to change and the lack of implementation of new ideas.

The lack of quality jobs and economic opportunities in the City was one of the top concerns of respondents. Respondents also rated the related the lack of shopping, entertainment, restaurants, and hotels equally with the lack of economic opportunities. Blight is also a perceived issue within the City of Alpena.

The following items were the most identified by survey respondents as being the most disliked reasons for living in the City of Alpena:

Most Disliked Aspects of Living in the City of Alpena – Most Common Responses

- Rising Crime
- Government Discord and a Lack of Vision for the Future
- Lack of Jobs and Economic Opportunities
- Lack of Amenities/Stores
- Blight
- Condition of Roads
- Lack of Waterfront Development and Permitting Industrial Development on the Waterfront
- Negative Attitudes about the Community/Lack of Community Pride
- Lack of Shopping Opportunities
- Declining Property Values and Rising Tax Rates
- Drugs
- Pollution/Odor Issues

The following illustrate a number of potential problem issues about living in the City of Alpena that were identified by survey participants.

QUALITY OF LIFE: Approximately 72% of respondents believe that the City's overall quality of life has either declined or stayed the same, while only 28% of respondents believe that the County's overall quality of life has improved. The most common responses regarding this issue were economic decline, crime, lack of families, and pollution. This could warrant additional follow-up.

COLLABORATION: While nearly three-quarters of respondents believe that the City should collaborate with other local units of government to provide services, there was parity among the responses as to whether the City currently works well with other units to improve the community. This could warrant additional follow-up.

COMMUNITY PROBLEMS: *Lack of Employment* and *Decreasing Property Values* were overwhelmingly voted the biggest problems facing the community. The breakdown of the top-rated community problems is as follows:

- *Big Problem* – 1) Lack of Employment; 2) Decreasing Property Values; 3) Quality of Medical Services.
- *Medium Problem* – 1) Air Quality; 2) Condition of Roads; 3) Property Taxes.
- *Small Problem* – 1) Unsightly/Unsuitable Business Operations; 2) Condition of Roads; 3) Property Taxes.
- *Not a Problem* – 1) Water Quality; 2) Quality of Services for Seniors; 3) Quality of Recreational Opportunities.

RECYCLING: Despite strong support for the community recycling program, about one-third of those not using the program do so because of a lack of information about it. Another third of those not using the program do so because of lack of convenient locations. This could warrant additional investigation.

BLIGHT: 68% of respondents believe that blight is a problem within the City. Many comments noted that much of the blight appears concentrated in specific areas of the City. The responses suggest support for the enforcement of regulations to address junk, blight, and nuisances. This could warrant additional investigation.

WAYFINDING: 58% of respondents do not wish to see additional wayfinding within the City.

MARKET RATE RENTAL HOUSING: A small plurality of respondents (39%) does not support the development of market rate rental housing units. An analysis of the submitted comments suggests that perceptions of this issue are influenced by perceptions of adequate housing stock and the quality not being attractive to young families or professionals. This could warrant further investigation.

LOW-INCOME HOUSING: A clear majority of respondents do not support the development of low-income housing units. Three submitted comments suggest that perceptions are influenced by an apparent surplus in housing stock being available. This could warrant further investigation.

TELECOMMUNICATIONS: Although majorities of respondents believe that cell phone coverage and high-speed Internet access is adequate within the City, a number of comments clearly indicate that such services could and/or should be of better quality than they currently are. This could warrant additional investigation.

ECONOMIC DEVELOPMENT: 93% of respondents believe that the condition of the local economy is either *Stable* (56%) or *Bad* (35%). About one-third of respondents indicated that they have barely enough (22%) or not enough (14%) financial resources to meet daily needs. Nearly three-quarters of respondents (71%) indicated that they leave the City for shopping experiences monthly (53%) or weekly (18%). A majority (53)% of respondents also indicated that they leave the county for entertainment opportunities either monthly or weekly. The impacts upon the local economy are likely significant and could generate additional follow-up.

REAL ESTATE MARKET: Nearly three-quarters of respondents believe that the local real estate market has become weaker.

JOBS: 93% of respondents believe that there are inadequate job opportunities within the City.

Additional suggestions offered to the City:

- Address rising crime rates
- Focus on Economic Development and creating job opportunities
- Elected officials need to focus on moving the community forward and making improvements
- Focus on Tourism
- Promote a positive community attitude and vision for the future
- Attract new shopping opportunities
- Expand the Underwater Sanctuary
- Collaboration with other units of government
- Preserve community assets
- Generate Community Growth

Chapter 8
Goals & Objectives

Purpose

The purpose of this chapter is to establish the goals, objectives and action steps that will guide future growth and development in a manner that will reflect the City's unique character. In developing community goals and objectives, it is important to analyze demographics, housing, economic conditions, services and facilities, cultural and natural resources and existing land use. Preceding chapters of this comprehensive plan have documented the above characteristics.

Goals & Objectives

Note: The following items are not listed in order of importance.

Land Use, Planning, Community Development & Quality of Life:

A community's "character" is an intangible item which identifies the attributes which make a community unique. A community's character can be influenced by a number of factors that include land use patterns, natural features, transportation systems, economic patterns. While a community's character will continually change over time, attempting to preserve it can be a very important part of maintaining a community's cultural heritage and traditions. A community's "quality of life" are those factors, when taken in totality help define the viability of a community as a place to live, work, and play.

In the past, land use patterns developed as a consequence of natural features. The river and lake were integral parts of the development of the local economy and transportation systems. Land developed around these features and the City grew based upon those early patterns. However, land use patterns are changing based on the economy of the present day, and planning for these changes allows the City to reshape its future while retaining its essential community character. Planning for the preservation of unique neighborhoods, commercial and industrial centers, and recreational areas as well as areas of mixed-use development will promote sustainable growth within the City. In addition, with over one-third of the City existing in wetlands, forests, herbaceous uplands and open water, planning for natural resources becomes an integral part of sustainable community development.

Goal 1:

Maintain and enhance the overall quality of life of the City of Alpena.

Objectives:

A. Strive to balance future growth and development in the City, while maintaining its small town character.

B. Promote the quality of life in the City in order to recruit new families.

C. Engage in placemaking initiatives which focus on (1) access and linkages, (2) a safe, clean and attractive image, (3) unique uses and activities, and (4) a welcoming and neighborly atmosphere.

D. Encourage public feedback regarding ongoing efforts to improve the City's quality of life.

Action Items:

1. Implement the goals and objectives of the City Comprehensive Plan.
2. Coordinate with the City Council and appropriate departments, agencies, and organizations.
3. Actively engage in strategic planning to ensure goals and objectives are being met.
4. Pursue funding to implement placemaking projects. Coordinating placemaking activities with the DDA.
5. Implement active communication with adjacent units of government.
6. Respond accordingly to changes in state planning statutes.
7. Encourage public feedback and input.

Goal 2:

Provide for land uses within the City that provide necessary services, shopping, tax base, and employment, while complementing and enhancing residential areas.

***Objectives**:*

A. Develop policies and programs to sustain existing development and promote quality growth.

B. Develop policies and programs that integrate multi-modal transportation planning into the overall land use planning process.

C. Promote increased buffering between incompatible land uses.

D. Continue periodic review and updating of the City's Zoning Ordinance as necessary to correct errors and modify districts and/or standards based on changes in land use or development/zoning practices.

Action Items:

1. Conduct annual Comprehensive Plan reviews and future goal setting by the City Planning Commission to evaluate accomplishments and actions needed for the next year.
2. Provide efficient and effective enforcement of existing zoning regulations.
3. Ensure that adequate protection is provided to existing residential areas from highway commercial and industrial areas.
4. Maintain and establish transitional zones to help separate incompatible land uses.
5. Revitalize underutilized residential and commercial areas.
6. Expedite revitalization of areas of persistent blight.
7. Continue to accommodate the senior population by developing housing and services that specialize in enhancing the quality of life for seniors.

8. Compare City zoning requirements to Alpena Township's in order to seek more common definitions and standards.
9. Establish a zoning ordinance review committee to evaluate and propose modifications to the City's Zoning Ordinance.
10. Develop policies and programs that utilize new development and design strategies and techniques that further enhance placemaking within the City.
11. Incorporate *Waterfront Smart Growth* development concepts and standards into the Comprehensive Plan and Zoning Ordinance to promote quality "people oriented" development/redevelopment, while preserving the “working” and “natural” qualities of the waterfront.
12. Aggressively promote mixed-use development (PUD's) in the downtown and other appropriate areas that support higher densities and walkable designs.
13. Continue to promote citywide implementation of the City's Brownfield Redevelopment Plan.
14. Improve neighborhood public access to the Thunder Bay River where appropriate.
15. Incorporate 'Complete Streets' design concepts and standards into the City Comprehensive Plan, including a Complete Streets City-Wide Transportation Plan.
16. Consider traffic impact, access to proposed commercial land uses and their relation to existing residential areas.
17. Investigate traffic impact analysis for new and expanded commercial and industrial uses.
18. Continue to focus efforts on elements central to a "walkable community" such as sidewalks, Bi-Path extension, visual elements, destination points and corridor improvements.

Goal 3:

Maintain and enhance the appearance and character of the City of Alpena.

Objectives:

A. Encourage the preservation of neighborhood integrity of existing neighborhoods by protecting them from the intrusion of incompatible uses.
B. Enhance community gateways through the implementation of land use controls, landscaping and screening.
C. Investigate the implementation of conservation-based open space or cluster development options as a means to protect community character.

Action Items:

1. Actively engage in strategic planning to ensure goals and objectives are being met.
2. Implement the goals and objectives of the City Comprehensive Plan.
3. Develop model zoning ordinance language to implement stated goals and objectives.
4. Explore the concept of forming beautification efforts to enhance the appearance of public facilities and gateways into the City.

5. Work with and encourage the City Council to promote and implement community beautification efforts.
6. Encourage public feedback and input.

Government Services

Governmental institutions owe their constituents an efficient and open organization by continually seeking ways in which to operate in the most cost-effective manner. Efficient and consistent delivery of services to the public is critical in achieving this goal. Cooperation and collaboration between local units of government is also an important part of achieving this goal. Open lines of communication with the public will help to assure constituents that this is being pursued.

Focusing on a regional perspective to enhance the area by working with adjacent communities toward common goals will provide a seamless look and feel to the City and adjacent areas. Common goals can be reached faster and resources utilized more wisely by partnering with adjacent communities on joint projects that provide the best service to area residents. The City strives to enhance the level of service it provides to its residents and will continue to do so at both an intra- and inter-governmental level.

Goal 1:

Enhance intergovernmental cooperation by developing a sense of community between city, township, and county entities and continue to provide stable, responsible, and progressive City governmental services.

Objectives:

A. Enhance intergovernmental communication and collaboration.
B. Work with the City Council to investigate ways to coordinate and collaborate with other units of government.
C. Explore joint meetings and areas of coordination or cooperation with county or township planning commissions.
D. Investigate ways to generate economies of scale and cost savings through collaboration and coordination with other units of government.
E. Encourage cooperation between other local units of government within the County.

***Action Items*:**

1. Support the collaboration of zoning administration between other units of government.
2. Support the uniform development and adoption of land use controls with other local units of government.
3. Develop procedures for consistent and timely exchange of information between the City Planning Commission, township planning commissions and the County Planning Commission.

4. Encourage discussion on cross-jurisdictional issues.
5. Encourage the City Council to continue to participate in meetings of the Michigan Municipal League.
6. Encourage continued City participation in the Alpena Intergovernmental Council and Intergovernmental Sub-Committees.
7. Sponsor biannual joint Planning Commission/City Council meetings.
8. Develop an area wide comprehensive vision which integrates the vision of all area entities together for a common purpose.
9. Work with the Intergovernmental Roads Committee to achieve Bi-Path improvements along perimeter roads.
10. Work with Alpena County to keep the County jail facility in the City limits.
11. Encourage the City Council to maintain a long-term ambulance agreement with Alpena County.
12. Negotiate a long-term water and sewer rate agreement with Alpena Township.
13. Work with other officials in the County toward a permanent solution to animal control and impoundment.

Goal 2:

Communicate effectively with the public.

Objectives:

A. Encourage the City to implement continuous communication improvement processes with its citizens and customers.
B. Support the City Council in informing the public about the scope and value of City services.
C. Encourage public feedback on issues impacting the City of Alpena.
D. Encourage public feedback from a wider array of City residents.
E. Develop a Planning Commission website.
F. Publish planning-related information and resources on the City web page.

***Action Items*:**

1. Encourage the maintenance of an open atmosphere at all City facilities that encourages citizen input.
2. Increase public awareness and the effectiveness of the City Planning Commission.
3. Continue to communicate with the public through sponsoring community and neighborhood public forums to gather information on needs and issues.
4. Implement annual strategic planning sessions and encourage public participation.
5. Revisit annual goals and objectives quarterly and encourage public participation.
6. Solicit public feedback from all demographic sections of the City.

7. Use the City's website as a vehicle to disperse information such as news releases, newsletters, commission agendas, meeting minutes, website links, plans and history of the City.
8. Continue to provide information and expand the use of forms on the City of Alpena website.
9. Establish an e-mail or Podcast listing of interested citizens to send information on relevant and important Planning Commission topics.
10. Continue representation on community boards, advisory groups, and intergovernmental groups to actively demonstrate Planning Commission involvement in community issues.
11. Promote citizen participation on City boards and commissions (Planning Commission, Zoning Board of Appeals, Wildlife Sanctuary, Rental Housing, etc.).
12. Make assessment record data available on the City website.

Goal 3:

Ensure effective and efficient City responses to public needs.

Objectives:

A. Work with the City Council on ways to deliver City services in a wise and efficient manner.

B. Collaborate with the City Council on planning for future issues impacting the City of Alpena.

Action Items:

1. Work with the City Council to ensure continued funding and support for the City of Alpena Planning Commission.
2. Implement annual strategic planning sessions to organize effective service delivery.
3. Work with the City Council to ensure funding for adequate ongoing training for Planning Commission members and staff.

Goal 4:

Encourage the prudent use of City fiscal resources.

Objectives:

A. Encourage City officials to maintain continued excellence in fiscal responsibility.

B. Encourage the City to continue to inform the general public on the financial status of the City.

C. Support changes to purchasing policies to permit the greater use of electronic commerce.

***Action Items*:**

1. Continue to encourage the use of the standards of the Certificate of Financial Achievement Award as best practices for the City.
2. Encourage the City to continue to maintain a General Fund balanced budget.
3. Encourage annual contributions to the Budget Stabilization fund, as allowable.
4. Encourage the continued funding of the sewer backup/self-insured account and a build-up of reserves.
5. Support the investigation of the feasibility of paying property taxes and other bills electronically.
6. Establish a Property Purchase fund or a designated fund balance for property purchases, as funding permits.

Historic & Cultural Resources

The protection of a community's historic and cultural environment is imperative in maintaining the quality of life and ensuring that future generations develop a sense of community. A focus upon preserving these resources and presenting them in an attractive environment helps to attract new businesses, residents and tourists. Economic development and historic and cultural protection are both necessary for a healthy community.

Alpena was incorporated in 1871 and boasts an industrial heritage beginning with the logging era of the 1800s. This rich history is evident in the historic homes and buildings throughout the City. The City contains 13 sites which are listed on the State Historic Register and has recently established its first local historic district (the Memorial Hall Historic District). The presence of the many historic structures located in the City gives Alpena a unique character that is important to maintain as surrounding development pressures increase. In addition, the City has become the cultural center of northeast Michigan, making Alpena a destination for area residents and travelers. Cultural resources available in Alpena include such things as a community college, two live performance theaters, libraries, Besser Museum for Northeast Michigan (the region's only accredited museum), the Thunder Bay National Marine Sanctuary and Underwater Preserve, Great Lakes Maritime Heritage Center, an art gallery, numerous musical events, cemeteries, festivals, and many organizations devoted to the arts. Maintaining and expanding these valuable resources will preserve and enhance the quality of life in Alpena for present and future generations.

Goal 1:

Maintain and enhance the unique historic character of the community.

Objectives:

A. Protect and promote the historic character of Alpena.

B. Work cooperatively with community partners, the public, agencies and organizations to develop studies and institute programs that protect historic resources.

C. Investigate the adoption of zoning ordinance language to protect historic resources.

D. Support the creation of additional historic districts within the City.

E. Encourage private efforts to protect valuable historic resources.

F. Support historic resource education that assists landowners, businesses and communities.

Action Items:

1. Encourage the rehabilitation and preservation of older and/or historic homes and buildings within the City.
2. Collaborate with the City Council to promote the development of local ordinances and policies to protect historic resources within the City of Alpena.
3. Explore tax incentives and/or loan programs for the preservation of older and/or historic structures.
4. Work with agencies and officials to inform the public about the benefits of historic preservation.
5. Encourage the inclusion of additional properties on the National Historic Register.
6. Coordinate upgrades in neighborhoods and housing stock in the City with historic preservation groups so historically significant structures can be preserved whenever possible.
7. Encourage the use of historically sensitive designs and styles in new residential and commercial development.

Goal 2:

Maintain and enhance the unique cultural richness of the community.

Objectives:

A. Encourage the promotion of the City's heritage.

B. Encourage the preservation of features unique to the City's heritage.

C. Encourage the restoration of the City's heritage.

Action Items:

1. Develop design guidelines for new development and the renovation of existing development in older parts of the community.
2. Encourage the rehabilitation and restoration of older homes previously converted to multiple dwelling units back to their original single family design and function, where appropriate and feasible.
3. Incorporate features that reflect Alpena's historic character and cultural heritage into signs and streetscape elements within the City.

Goal 3:

Maintain the City's small town atmosphere.

Objectives:

A. Revitalize and strengthen the City's downtown and older neighborhoods in a manner that will maintain Alpena's small town atmosphere.

Action Items:

1. Review all development proposals to ensure that future development will be compatible with the community's character.
2. Promote development that is pedestrian friendly by adding or extending existing pedestrian pathways connecting downtown to surrounding residential neighborhoods, commercial, manufacturing and public uses.
3. Continue to promote residential development through the City's NEZ program.

Goal 4:

Encourage the continued development of Alpena as a cultural destination.

Objectives:

A. Promote and expand the City's cultural resources (museums, theaters, galleries, and concerts).

B. Promote partnerships among various cultural and arts organizations, the City of Alpena, Alpena Community College, the Alpena Area Convention and Visitors Bureau and other relevant agencies for the purpose of developing programs and promotional materials dedicated to arts and culture in the City.

Action Items:

1. Provide an avenue for cultural events by allowing use of City recreational facilities and other public areas for concerts, festivals, etc.
2. Continue wayfinding program on a city-wide basis which directs residents and visitors to cultural resources.
3. Establish and promote a public art program.
4. Ensure members of the local arts and cultural community are represented in public forums.
5. Investigate methods to create funding sources for the arts.

Natural Resources

The protection of a community's natural environment is imperative in maintaining the quality of life and ensuring that future generations live in healthy surroundings. A clean and attractive environment helps to attract new businesses, residents and tourists. Economic development and environmental protection are both necessary for a healthy community.

Alpena was founded on the rich and abundant resource base of the region. Its geographic location on Thunder Bay and at the outlet of the Thunder Bay River was central to the City's early growth and economy. The natural resources of the region are often cited as a key reason for living in Alpena. The City has little influence on the natural resource base outside the City boundaries. However, it can feel the effect of activities far beyond its borders. For example, since the community is located at the outlet of the Thunder Bay River and relies on Thunder Bay for drinking water, what happens "upstream" directly impacts the community. The Wildlife Sanctuary provides "in town" access to the natural environment. Wetlands complexes, with limited development potential, also provide critical habitat for wildlife as well as stormwater retention and water quality protection. Many of the community festivals and events focus on the water resources of the community. An active program to protect water resources of the river and bay will have long term payoffs for quality of life and livability.

Goal 1:

Protect the community's valuable resources from impacts associated with an urban built-up environment so that people and natural systems can coexist

Objectives:

A. Continue to improve air and water quality.

B. Support the Thunder Bay River regional watershed plan.

C. Promote consistent stormwater and drainage management practices among all affected units of government.

D. Control and reduce presence of odors in the City.

Action Items:

1. Develop a "Protect the Bay" program including: sponsoring educational workshops and distribution of educational information on stormwater impacts, water friendly lawn care, protecting water quality, wetlands, threatened and endangered species, and wildlife habitat.
2. Partner with townships and/or other organizations to explore options, including grant opportunities to improve water quality.
3. Solicit volunteers and work with the Thunder Bay River Watershed Council to mark "Dump No Waste - Drains to River" at storm sewer catch basins.

4. Identify non-protected areas within the community that present opportunities for protection, prioritize those areas to maximize biodiversity and community benefits, preserve priority areas using all available resources and techniques.
5. Plan and implement a "Coastal Watershed Resource Day" and encourage participation by students in area schools, community members and local government.
6. Increase public awareness and encourage residents and businesses to participate in the implementation of the community-wide Eco-Plan through educational programs and community events such as National Arbor Day and Earth Day.
7. Develop a *best management practices* plan and public information/education program regarding stormwater management.
8. Adopt an area-wide stormwater management ordinance to regulate the conveyance, containment and treatment of stormwater run-off.
9. Implement a mercury minimization public education effort for wastewater discharges by exploring *Clean Michigan* grant opportunities for mercury minimization.
10. Continue participation in ongoing air and water quality issues based on defined, acceptable and enforceable standards.
11. Encourage the preservation, enhancement and restoration of critical wildlife habitat and important ecological corridors.
12. Promote a healthy and diverse natural environment by developing a landowner technical assistance program with the assistance of agencies, organizations, associations and resource professionals.
13. Encourage the use of natural landscaping, where appropriate, in community parks, around public facilities and on private lands.
14. Encourage the use of native plants for reforestation, wildlife habitat, street and neighborhood trees, landscaping, parks and roadside areas.
15. Discourage the use of invasive, harmful and problem prone plants, such as autumn olive, multiflora rose, reed canary grass, purple loosestrife, boxelder and Siberian elm.
16. Support the City's ongoing street tree planting program and designation as a Tree City USA community.
17. Encourage the retention of existing native trees and the establishment of street and shade trees in residential neighborhoods and commercial developments.

Goal 2:

Preserve Maritime Resources

Objectives:

A. Protect City and coastal ecological resources.

B. Work cooperatively with communities, agencies and organizations to develop studies and institute programs that address watershed, woodlands, wildlife and ecosystem management.

C. Explore ways to work with other local units of government for the protection of natural resources.

Action Items:

1. Use a collaborative approach to protecting and managing natural systems by forming partnerships with local, state and federal agencies, adjacent units of governments, and resource organizations.
2. Implement a proactive community-wide resource management program based on principles of ecosystem management.
3. Support a community-wide natural resource management program.
4. Investigate ways to eliminate seasonal, organic beach deposits.
5. Pursue grants to-remove CKD that has entered Thunder Bay.
6. Work cooperatively with local, regional and state agencies to restore and protect natural buffers along the edges of streams, lakes and wetlands.
7. Support the stabilization and enhancement of game fish population for the benefit of sport and commercial fisheries.
8. Support research and proposals for management of fish predators such as cormorants.
9. Support state and federal legislative efforts to control the spread of invasive species particularly the Asian Carp into the Great Lakes.
10. Develop an environmental center at the Wildlife Sanctuary as an educational tool to protect our ecological and cultural heritage as it relates to the Thunder Bay River and its environs.

Goal 3:

Promote the effective and consistent administration and enforcement of environmental regulations.

Objectives:

A. Support studies that identify ways in which to protect critical resources, wildlife habitat, water resources, ecological corridors, scenic areas and vistas, and other important ecological resources.

B. Incorporate resource planning into the community's land use planning process.

C. Explore with the City Council the development of local ordinances and policies to protect natural resources within the City.

D. Encourage the adoption of model zoning language that protects groundwater and surface water.

E. Encourage local officials to meet to ensure proper enforcement of existing regulations.

Action Items:

1. Encourage government officials to effectively administer and enforce regulations such as soil erosion and sedimentation control and adopt needed ordinances such as storm water control.
2. Develop design standards to supplement State and Federal laws pertaining to wetlands and water quality protection.

3. Work with the City Council on informing the public about natural resource protections and regulations.
4. Work with the County Conservation District, MSU Extension, the County Drain Commissioner, and the Northeast Michigan Council of Governments to develop natural resource education and technical programs that assist landowners, businesses and communities.
5. Promote and support LEED-certified (Leadership in Energy and Environmental Design) development to promote environmental health through sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

Community Services & Facilities

In addition to the transportation infrastructure, other types of facilities, infrastructure and services (i.e. water, sewer, fire, police, schools, etc.) constitute the backbone of a community. Having well designed and managed infrastructure and services greatly adds to the "livability" of a community. The continued maintenance of these facilities is essential and requires constant oversight. The expansion of infrastructure and services is extremely expensive and places additional funding burdens on the public. Expansions which are not carefully planned can inadvertently add to environmental degradation and undesirable sprawl.

The City of Alpena continues to provide high quality services to its residents. Maintaining and upgrading this infrastructure will allow continued provision of these high quality essential services to City residents and businesses, and will assist in achieving other established goals. These services include the transportation system, water and wastewater systems, public safety operations, a full-service marina facility, non-motorized transportation routes, public parks and facilities, a fiber optic network and the provision of public records.

Goal 1:

Continue to plan for the maintenance, upkeep, replacement and expansion of community facilities, infrastructure and services that accommodate the needs of residents and businesses in the City.

Objectives:

A. Identify facilities and services that need attention during annual goal setting sessions.
B. Include planned improvements to community facilities and public infrastructure in the City Capital Improvements Plan.
C. Work to position the City of Alpena to secure state and federal funding for infrastructure improvements.
D. Solicit public input regarding upgrades to community facilities.

***Action Items*:**

1. Conduct annual goal setting sessions that include discussions of community facilities and infrastructure.
2. Continue to update and adopt an annual Capital Improvements Plan.
3. Participate in the Northeast Michigan Council of Governments' annual Community Economic Development Strategy (CEDS) process.
4. Coordinate with the City Council regarding the need for maintenance and improvements to community facilities and infrastructure.
5. Work with other local units of government to investigate joint authorities.
6. Encourage public feedback regarding ongoing efforts to improve the City's community infrastructure and facilities.

Goal 2:

Develop, maintain and fund a safe and efficient multi-modal transportation system.

Objectives:

A. Support the development of a transportation system that facilitates the safe and efficient flow of motor vehicles and other modes of transportation.

B. Adopt and implement access management standards.

C. Incorporate road and infrastructure capacity into land use decision making.

D. Explore with the City Council, County Board of Commissioners, County Road Commission, MDNR, user groups, and the public ways to expand and improve recreational trails within the community.

***Action Items*:**

1. Continue to improve the condition of the City streets and implement a transportation asset management program to prioritize maintenance activities.
2. Work with the City Council, the City Engineering Department, the Department of Public Works, the County Road Commission, property owners, developers, residents and other entities to ensure road maintenance priorities are established and implemented.
3. Continue to include planned road system improvements in the City Capital Improvements Plan. Continue to support the Department of Public Works to ensure adequate maintenance activities and snow removal.
4. Develop Traffic Impact Study requirements for developments that exceed minimum impact thresholds.
5. Complete a City-wide traffic flow and street plan.
6. Review and implement the City's Corridor Design Plan.
7. Support and promote implementation and funding of the Road Inventory Asset Management System, the Alpena Area-Wide Transportation Plan and the US-23 Heritage Route Management Plan.

8. Support the implementation of land use controls that discourage linear strip development along state highways and primary City streets.
9. Support the implementation of land use techniques, such as clustering, shared parking, access management, and landscaping, to regulate commercial development along state highways and City streets.
10. Support development of an alternate commercial vehicle bypass route (U.S. 23) away from downtown and residential areas.
11. Provide signaled crossings at all intersections where primary pedestrian/bicycle routes cross a major thoroughfare.
12. Support improvements to regional transportation networks, including more passing lanes and 4-lane segments on US 23 and M-32.
13. Continue to expand and improve the Bi-Path network to include completion of pedestrian/Bi-Path linkage to all City parks and waterfront.
14. Provide a separate sidewalk or Bi-Path along all residential/commercial streets in order to promote safe pedestrian/bicycle activity.
15. Support the provision of reliable and affordable passenger and commercial air travel and support economic development at the Alpena County Regional Airport.
16. Support the continuation of rail service to Alpena for industrial development.
17. Support the enhancement and improvement of the deep water port in the City of Alpena to better facilitate commercial shipping and tourism.
18. Continue participation in the Great Lakes Small Harbors Coalition and the Michigan Port Collaborative.
19. Investigate feasibility of shuttle or trolley service to connect key locations within the community such as the downtown business area, commercial corridors, Maritime Heritage Center, hotels, restaurants, college, library, schools and residential neighborhoods.

Goal 3:

Maintain the infrastructure and provide essential services that meet the community's needs while being fiscally responsible.

Objectives:

A. Encourage the continual provision of water, sewer and other infrastructure services.
B. Continue to provide high quality public services.
C. Maintain community aesthetics.

***Action Items*:**

1. Inventory and map all existing utility infrastructure and document using GPS technology.
2. Evaluate existing sewer and storm water capacity capabilities.

3. Investigate the impacts if the City of Alpena were to provide water to other townships on an "as requested" basis.
4. Continue to explore all opportunities to secure a state revolving fund loan for wastewater treatment facility upgrades.
5. Continue a public education effort on drinking water protection.
6. Require underground utilities (electric, telephone, cable) for all new development and appropriate reconstruction.
7. Enhance streetscapes to include pedestrian-friendly features such as trees, street furniture, trash receptacles, pedestrian-scaled lighting and public art.
8. Continue to investigate solid-waste options including curbside recycling and franchising/contracting of trash pickup.
9. Continue implementation and expansion of recycling services.
10. Continue to develop the City's and County's Geographic Information System (GIS) programs for use in community planning, community development, and natural resource management. Work towards developing data sharing agreements and establish protocol to exchange GIS data.
11. Continue development of a City-wide wayfinding program, as needed, designed to enhance tourism opportunities and promotion.
12. Conduct public education sessions regarding the merits of a wayfinding program.

Goal 4:

Support and fund a public transportation system.

Objectives:

A. Plan and prepare for the future transportation needs of the entire City.

B. Work with the Thunder Bay Transportation Authority to ensure sufficient public transportation options for City residents.

C. Encourage the continued development of public transportation options for the benefit of City residents.

***Action Items*:**

1. Support efforts of the Thunder Bay Transportation Authority to improve and expand transit within the City and to surrounding communities.
2. Investigate feasibility of summertime or year-round fixed route specialized public transportation service (trolley) for festivals and special events or general public service.
3. Work with the Thunder Bay Transportation Authority to educate the public regarding public transportation services.
4. Support the continued funding of public transportation activities.

5. Support development by Thunder Bay Transportation Authority of new Transportation Service Facility.

Goal 5:

Ensure efficient delivery of emergency services within the City.

Objectives:

A. Plan for upgrades to existing public safety equipment to ensure provision of efficient services.

B. Support coordination of public safety services with the goal of the efficient use of tax dollars.

C. Continue to implement the efficient deployment of law enforcement services within the City.

D. Plan for future telecommunication needs for public safety services.

E. Maintain adequate response times to public safety incidents.

F. Support and participate in County Emergency Management operations.

G. Investigate collaboration or consolidation of public safety services between local units of government.

Action Items:

1. Support neighborhood watch programs and enhance relationships between neighborhood residents and the Police Department.
2. Support efforts to establish a cooperative relationship with Alpena Township in the provision of fire and safety services.
3. Encourage the City Council, the City of Alpena Police Department, the Alpena County Sheriff's Department, and the MI State Police to collaborate to ensure that adequate levels of law enforcement coverage exist within the City.
4. Encourage the allocation of resources to ensure adequate staffing for both fire departments and emergency medical service operations.
5. Encourage public feedback regarding ongoing efforts to improve the City's level of public safety services.
6. Continue the development of the City's Capital Improvements Plan to plan for future upgrades to public safety equipment.
7. Support continued funding and training for City public safety personnel.
8. Encourage participation in and collaboration with County Emergency Management planning and exercise operations.
9. Encourage the City Council to consider collaboration or consolidation of public safety services with other local units of government, as appropriate.

Goal 6:

Ensure efficient and accessible solid waste disposal methods within the City of Alpena.

Objectives:

A. Support and promote the Alpena County Resource Recovery Facility and encourage local recycling efforts.

B. Inform the public about solid waste and recycling options available in the City.

Action Items:

1. Continue the placement of additional recycling drop-off sites within the City.

Goal 7:

Support the maintenance of efficient communication networks within the City.

Objectives:

A. Investigate ways to maintain and expand adequate cell phone service within the City.

B. Explore ways to upgrade available Internet services to high-speed capability.

C. Explore ways to expand wireless Internet connectivity within the City.

Action Items:

1. Work with Target Economic Development Corporation, Alpena County Emergency Management and private vendors to find ways to maintain and upgrade cell phone services within the City.
2. Work with Target Economic Development Corporation and private vendors to find ways to expand high speed Internet access within the City.
3. Investigate ways to expand the City's use of fiber optics.
4. Investigate the development and deployment of a citywide wireless Internet network.
5. Implement "Wired City" initiatives developed by the North East Michigan Fiber Consortium (NEMiFC) for fiber optic expansion and WiFi installation for governmental as well as public use.
6. Implement a server-based GIS which allows the linkage of GIS data with City databases and records, and is accessible to all City departments.
7. Implement a web-based GIS that would be accessible on the City website to the general public to look up GIS layers, parcel data and tax records.

Waterfront

Nearly one half of the shoreline is found along Thunder Bay, while the remaining includes both banks of the Thunder Bay River and the perimeter of the Wildlife Sanctuary. The Thunder Bay waterfront north of the Thunder Bay River outlet is classified as heavy industry use. Other areas are in a state of transition from industrial use to mixed residential and commercial use. Given the numerous parks and Bi-Path routes, residents have a high level of both physical and visual access to waterfronts. Public input has repeatedly defined a vision of mixed uses along the waterfront with residential, commercial, restaurants, hotels, industrial and public open space. The City is continuing to work towards providing additional pedestrian friendly access to the waterfront on both public lands and via arrangements with organizations and private entities.

Goal 1

Emphasize the City's waterfront assets by coordinating and complementing private development while improving recreational opportunities, tourism, and the overall economy.

Objectives:

A. Provide for compatible uses and allow for reasonable access.

B. Support and improve existing development, while encouraging new development.

C. Adhere to waterfront Smartgrowth principles.

Action Items:

1. Continue to commit resources to maintaining clean public beaches.
2. Enhance the City's waterfront resources in an effort to improve their desirability as a recreational/tourism opportunity.
3. Acquire waterfront recreational property when available and appropriate.
4. Expand and enhance pedestrian access to City parks.
5. Improve access to the Thunder Bay River to encourage pleasure boat usage.
6. Promote and expand the usage and further development of the City Marina.
7. Work with the Harbor Advisory Committee on development of a Marina Master Plan.
8. Develop a plan for the waterfront that maintains a healthy balance between tourism, accessible parks, and residential and commercial uses.
9. Recognize the downtown waterfront offers unrealized potential for restaurants, retail, and residential development. The waterfront as well as the historic character of the downtown can make this area desirable for residential and entertainment opportunities.

10. Develop public/private partnerships for the increased access, development and beautification of the waterfront. Include City, County and State officials as well as local industry, businesses, developers and property owners.
11. Work with industrial property owners to soften the views of property along the Thunder Bay shoreline and the Thunder Bay River.

Tourism & Recreation

The City of Alpena is blessed with many natural resources and recreational opportunities. This helps to add to the quality of life and makes the community a more enjoyable place in which to live and work. The City's many recreational facilities and opportunities are also very important in attracting tourists, new residents and businesses. Maintaining and improving these recreational facilities and opportunities is vital for present and future generations.

As the City works toward diversifying its economic base to provide economic stability, tourism has become a vital economic component to the City and the entire region. As other areas of Michigan, which have traditionally been tourist destinations, become built out, travelers will begin looking for areas of northern Michigan that offer abundant natural resources, cultural opportunities, and a slower-pace of life. The City can fill that niche by providing recreational amenities and serving as the urban center for visitors to northeast Michigan looking to find the amenities they need as they travel. As northeast Michigan becomes a tourist destination, the City of Alpena will grow as a tourist destination and will become the hub around which all other area tourism connects. The existence of 18 City-owned parks, in addition to numerous other publicly owned recreational facilities within the City shows that recreation has been and will continue to be a priority. In addition, an effective marketing strategy for Alpena and the surrounding area is needed for northeast Michigan to fulfill its tourism potential.

Goal 1

Continue to improve recreational facilities within the City and make Alpena a tourism destination.

Objectives:

A. Develop a unified tourism vision for the Alpena area that includes specific tourism themes.
B. Provide a park and recreational system that is representative of the broad recreational needs and preferences of all segments of the City's population while utilizing the special natural resources of the community and utilizing these resources to their maximum potential.
C. Maintain waterfront facilities for cruise ships.
D. Expand stays in Alpena for cruise ships.
E. Develop and promote industrial tourism opportunities (e.g. quarry viewing or tours).

Action Items:

1. Continue to support existing services that are attracting people to the City (i.e. the National Marine Sanctuary and Underwater Preserve, Great Lakes Maritime Heritage Center, City parks, Bi-Path, Alpena Community College, Northern Lights Arena, local festivals and art fairs and the North Eastern State Trail.
2. Continue to coordinate with the Thunder Bay National Marine Sanctuary and Underwater Preserve to develop its potential as a major tourism magnet for the region.
3. Continue to support the Convention and Visitors Bureau efforts to increase tourism, including allocation of additional resources for tourism marketing and advertising by the private sector and governmental units.
4. Promote year-round sustained tourism, i.e. spring, summer, fall and winter festivals and activities that will draw people to the City of Alpena.
5. Create and market "package" destination plans that include recreational activities, lodging and dining coupons.
6. Continue to support community events such as the Brown Trout Festival, Great Lakes Lighthouse Festival, Art-on-the-Bay, Maritime Festival, and the Ramblin' Rods Car Show.
7. Support and promote the development of mixed lodging opportunities within the City by measures such as adopting zoning ordinance provisions that permit various forms of lodging, i.e. hotels, motels, bed and breakfasts, and tourist homes.
8. Support the DDA's recruitment of restaurants, night clubs and cafes into the downtown to create a lively, vibrant "after 5:00 p.m." atmosphere.
9. Continue to be an active partner on the US-23 Recreational Heritage Route Management Council and the Alpena County team.
10. Cooperate with the private sector, as appropriate, to establish a waterfront hotel or resort complex.
11. Promote year-round activities through the *Winter Cities* concept. Expand in-City winter recreation opportunities and festivals.
12. Support the designation of the City of Alpena as a Tall Ships "Port of Call."
13. Update the City's Recreation Plan in accordance with Michigan Department of Natural Resource requirements; expand and upgrade the City park system consistent with the approved plan.
14. Systematically implement the Starlite Beach/Mich-e-ke-wis Park Master Plan.
15. Provide support for recreational projects that support the preferences of the community and meets the needs of user groups.
16. Design and manage park lands and facilities in a manner that is compatible with adjoining land uses.
17. Support efforts of the Alpena Snowmobile Association and local governmental units to develop linkages between existing snowmobile trails. Support the development of a snowmobile pamphlet that shows trails, hotels, restaurants, trail heads and trails.
18. Continue expansion of Bi-Path to underserved areas and facilities and make improvements for year round usage.
19. Coordinate Bi-Path expansion efforts with Alpena Township and the Alpena County Road Commission to establish necessary linkages.

20. Continue to pursue Railroad Abandonment/Rails to Trails within the City limits and explore potential uses of abandoned track.
21. Implement Wildlife Sanctuary Board's plan for an environmental interpretative center and associated park activities such as canoe launch, boardwalk and pathway paving.
22. Continue to expand pedestrian access along the Thunder Bay River.

Goal 2:

Preserve and improve indoor and outdoor recreational, historical, and cultural opportunities, programs and facilities for the enjoyment of residents, visitors and future generations.

Objectives:

A. Encourage the pursuit of outside funding sources for recreational development and improvements.
B. Provide ample and quality recreational sites for residents and visitors.
C. Ensure recreational amenities are designed for a variety of demographics.
D. Support and encourage the continued development and expansion of the Thunder Bay National Marine Sanctuary and Underwater Preserve and other water related recreational opportunities.
E. Support and encourage improvements to indoor and outdoor recreational, historical and cultural facilities and programs in accordance with the City's Recreation Plan and any other relevant plans.

Action Items:

1. Maintain an updated City Recreation Plan that identifies and prioritizes needed recreational facilities.
2. Study existing and anticipated demographics to ensure that planned recreation improvements are targeted to the correct age brackets and ensure efficient use of City resources.
3. Implement the elements of the City Recreation Plan.
4. Support cooperative recreational planning and development with other governmental units.
5. Work with the City Council to preserve and maintain public access sites.
6. Update and maintain playground equipment.
7. Pursue outside funding sources, such as grants, for land acquisition and recreational development.
8. Provide a sufficient number of public amenities (restrooms, picnic tables) in key recreation locations.
9. Encourage public input on planned and future recreational improvements.
10. Support and encourage continued City involvement on the Thunder Bay National Marine Sanctuary Advisory Council.

Goal 3:

Support the expansion and maintenance of motorized and non-motorized trails within the City.

Objectives:

A. Encourage the maintenance and improvement to non-motorized recreation trails.

B. Encourage the expansion of motorized snowmobile trails in and around the City.

Action Items:

1. Investigate the designation of snowmobile routes that would connect the City to a wider snowmobile network by working with the appropriate local units of government, snowmobile groups, the County Road Commission, County Sheriff Department and the Michigan Department of Natural Resources.
2. Investigate the continued expansion of recreational trails throughout the City.
3. Work with other units of government, the MDNR, the County Road Commission and user groups to explore the development of new types of recreational trails.
4. Encourage public feedback on recreational trail development within the City.

Goal 4:

Market the City of Alpena as a recreation destination.

Objectives:

A. Promote recreational amenities within the City.

Action Items:

1. Support the marketing of recreational amenities in and around the City to residents and visitors.
2. Participate in the marketing of Alpena as the “Sanctuary of the Great Lakes”.
3. Develop a signage/wayfinding program for recreational facilities.
4. Continue to support the marketing and development of the US 23 Heritage Route and related activities.
5. Work with community groups and the Northeast Michigan Council of Governments to develop promotional recreation and trail tour maps of the City.
6. Investigate other promotional/marketing efforts to promote City recreational amenities.

Goal 5:

Utilize recreational amenities within the City to enhance the overall quality of life.

Objectives:

A. Support the development of recreational events and programs that enhance the City's quality of life.

Action Items:

1. Support the promotion of community events that use existing recreational facilities.
2. Support community groups that develop new or expanded community events.
3. Investigate the development or promotion of eco-tourism-oriented events.

Goal 6:

Ensure public water access sites.

Objectives:

A. Support the expansion and improvement of public water access sites for residents, seasonal residents and visitors.

B. Support the promotion and marketing of the City Marina.

C. Support the continued maintenance and improvement of the City Marina.

Action Items:

1. Work with the City Council and other appropriate agencies to maintain and improve public water access sites.
2. Work with appropriate agencies and departments to ensure the enforcement of public access to water sites.
3. Explore the development of a wayfinding signage plan to public water access sites.
4. Explore options to expand dockage and pedestrian access opportunities for transient boaters.
5. Support participation in marketing and collaborative efforts such as the Great Lakes Small Harbors Coalition and/or the Michigan Port Collaborative.

Residential Development

A diverse and well-maintained selection of housing choices is another vital component of a community. The strength of a local economy is based, in part, on the affordability and selection of the housing stock. As a strong economy is an essential element of a healthy community, adequate housing choices must be available for residents to feel economically secure. In order to have productive community members and attract new citizens to an area, a local community needs a broad mix of demographics to develop a well-rounded economy. This helps to add to the quality of life and makes the community a more enjoyable place in which to live and work. Housing choices impact more than just what type of structure an individual buys. Access to and the affordability of housing choices impacts overall community development by influencing such factors as access to quality education, church attendance, community organizations, and convenient shopping opportunities. Therefore, a local community must actively seek ways in which to encourage desirable residential development.

Demographic trends show that the City is declining in population. This fact combined with the trend of fewer persons per household and that the median household income in the City is lower than both Alpena County and the State of Michigan indicates that there is a need for quality affordable housing. In addition, the variety of income levels present in the City suggests that a range of housing opportunities will be needed to satisfy the needs of the entire population. Since high percentages of the age of the current housing stock was constructed prior to 1970, this presents additional challenges to maintain a housing stock that is attractive to a wide variety of income levels and demographics.

Continued housing rehabilitation programs are needed to ensure this housing stock doesn't fall into disrepair but enhances the character of the City. With a limited supply of land available for residential development, the City needs to strongly encourage new housing developments that provide a variety of housing options across the economic spectrum, while at the same time supporting ongoing efforts to maintain and enhance the current housing stock. Through these efforts the housing demands of current and future residents can best be met.

Goal 1:

Provide a variety of housing opportunities and choices while maintaining Alpena's unique character.

Objectives:

A. Provide additional housing opportunities for individuals and families of all types and income levels.

B. Continue to preserve and enhance existing housing and neighborhood character.

C. Provide safe and affordable apartment and housing rental options.

Action Items:

1. Provide opportunities for new housing including detached single family, multi-family, apartments, downtown upper level residential and townhouses.
2. Provide for mixed use development in the downtown and other areas identified as appropriate and consistent with existing surrounding neighborhoods.
3. Increase opportunities for higher density residential uses in and near the downtown.
4. Identify areas appropriate for multiple-family land use and amend the zoning ordinance to allow for development.
5. Support the development of age-progressive (continuum of care), senior and assisted living housing.
6. Pursue grant money and develop policies to encourage the restoration and rehabilitation of older homes. Where appropriate, encourage rehabilitation/restoration of older homes previously converted to multiple family units back to single family design and function.
7. Encourage quality infill development that is compatible with existing housing stock and will strengthen neighborhoods.
8. Support homeowners in preserving and maintaining older homes as owner-occupied, single family dwellings.
9. Protect against the conversion of single-family homes to multi-family rental unit neighborhoods.
10. Promote neighborhood enhancement programs such as street tree plantings, clean-up days, neighborhood gardens, etc.
11. Explore opportunities for development of neighborhood parks.
12. Investigate the use of grant programs such as Community Development Block Grant Program to rehabilitate existing low and moderate income housing units.
13. Discourage infringement of incompatible land uses on residential neighborhoods.
14. Encourage the return of small neighborhood businesses that serve residents and support a walkable community environment.
15. Work towards the elimination of "eyesores" or structures in disrepair by use of incentive programs and legal approaches.
16. Support the establishment of a residential historic district to promote and protect areas with older residential homes.
17. Encourage the development and installation of fiber optic/WiFi in residential neighborhoods.
18. Continue and expand Michigan State Housing Development Authority (MSHDA) rental rehabilitation program, Neighborhood Enterprise Zones and low interest loan programs to improve existing rental stock and expand opportunities for new rental units, both in existing residential areas and in the downtown.
19. Continue ongoing monitoring and evaluation of the rental registration and mandatory rental inspection programs. Support and encourage the City Council to maintain this program.

Goal 2:

Provide for suitable housing opportunities for all income levels and age groups and preserve and enhance the existing small-town character.

Objectives:

A. Ensure adequate and suitable housing is available to all residents. Investigate the use of State and federal funding programs to meet these objectives.
B. Support the construction of new or renovation of existing housing to meet all income needs.
C. Encourage a mix of housing development within the City.
D. Maintain the tranquil quality of existing residential areas.
E. Encourage the maintenance of the existing housing stock to keep residential areas in good repair, appearance, usefulness and safety.
F. Encourage the development and installation of fiber optic/WiFi to residential areas.

Action Items:

1. Encourage quality infill development that is compatible with existing housing stock and will strengthen residential areas.
2. Use housing programs and the property maintenance code to affect the elimination of structures in disrepair by use of incentive programs and legal approaches.
3. Work with the City Council to pursue grant funding to encourage restoration and rehabilitation of older homes.
4. Encourage public feedback regarding the development of different mixes of dwelling units.
5. Plan for medium- and high-density residential development only in those areas that are suitable for such use.
6. Explore and pursue affordable housing funding programs.
7. Plan for the mixing of residential uses with commercial and offices uses where possible.
8. Work with appropriate agencies to identify appropriate locations for senior and assisted living housing.
9. Support continuation of the rental housing inspection program to ensure that high standards are maintained in single- and multi-family rental housing.
10. Explore housing preservation options through the implementation of historic preservation techniques.

Economic Development

A strong economy is an essential element of a healthy community. Residents must have the opportunity to earn family-sustaining wages in order to be productive community members. A strong economy does not usually just "happen" without the local community actively seeking ways in which to encourage desirable development. The U.S. and world economies are changing rapidly, which is profoundly affecting local economies, as well. The City of Alpena has seen first-hand how quickly communities can lose high-paying employment, due to new technological advances and competition from abroad. It is imperative, therefore, to plan ahead in order to insure a vital economic future.

As the City works toward diversifying its economy, expanding the commercial/retail base is essential. New commercial development has been primarily occurring outside the City limits. This new development has and will continue to establish Alpena as the retail center in the region, which, in turn, will spur redevelopment of commercial areas within the City (i.e. the downtown area). As more commercial development occurs in Alpena, people who, in the past, traveled to other regions to meet their needs will be able to remain in or travel to Alpena. The revitalization of the Central Business District along with Ripley Boulevard, Chisholm Street and development of new commercial corridors (US-23 North property) is essential to the economy and to maintaining a centralized retail center for the region.

Until automated systems reduced required manpower in the 1980s, Alpena relied on large-scale heavy industry as its economic base. As the economy has become diversified, the community has become a regional commercial, education and health care center. As the twenty-first century develops, Alpena must continue this diversification to meet the challenges of the new century. A unified and comprehensive economic development vision will provide the structure upon which progress will occur. Maximizing the development of all designated land for industrial or commercial use while working with businesses to retain existing jobs and tax base will be essential. As a built out community, the reuse of vacant, underutilized, or abandoned properties will be a necessary component of the economic plan.

Goal 1:

Develop and promote the growth of a diverse economic base to serve the employment needs of the City.

Objectives:

A. Formulate public-private partnerships to improve the local economy.

Action Items:

1. Continue to support Target Alpena and the Alpena Area Chamber of Commerce in their economic development efforts, especially related to business attraction and retention.
2. Work with Alpena Community College, Alpena County, surrounding communities, and appropriate agencies to develop an Incubator facility in the City.

3. Work with Alpena Community College to develop instructional programs that meet the current and future needs of the community and instructional programs that coincide with Alpena's tourism and economic development visions.
4. Continue expansion of infrastructure and services (water, sewer, fiber optic, etc.) to support appropriate future development.
5. Strive to attract young people and young families to the City and develop the goods, services, recreation and employment opportunities needed to retain them.
6. Support Downtown Development Authority efforts in development of new businesses downtown.
7. Expand efforts to complete development of Commerce Industrial Park. Work with property owners on appropriate segments of Commerce Drive Industrial Park.
8. Pursue redevelopment of obsolete commercial properties throughout the City.
9. Promote existing Renaissance Zones.
10. Acquire property for new development through the City Economic Development Corporation (EDC).
11. Pursue tax base expansion through redevelopment of existing underutilized properties and appropriate development of vacant parcels.
12. Work with Alpena Township on resolving boundary issues including streets, infrastructure, and land use issues that impede economic development.
13. Diversify the economic base to include research and development businesses, additional manufacturing services some limited urban agriculture.
14. Encourage NEMiFC in the development of public fiber optic services.
15. Continue and maintain appropriate relationships with potential economic development partners: County, townships, Chamber, Target Alpena, private investors as well as State and federal agencies.
16. Continue to support efforts that encourage "tourism" in Alpena.

Goal 2:

Provide for economic growth that creates a diversified economic base and improves the competitiveness of the City's economy by enhancing employment opportunities for residents and the profitability of businesses and industries, while maintaining the community character and environment.

Objectives:

A. Encourage the continuation of strategies that build on Alpena's status as a regional market place for Northeast Michigan.
B. Support and cooperate with regional economic development organizations to explore ways that help promote and develop the City of Alpena.
C. Support reasonable land use and development regulations and the development of infrastructure and facilities necessary to support economic development in a planned and managed way.

D. Encourage economic expansion through the promotion and attraction of new businesses to the State designated Renaissance Zones.

E. Support the attraction of health related businesses and services to the City, which will build on the location of a regional hospital and other available medical services.

F. Strive to balance economic development with the small town atmosphere of the City.

G. Encourage a diverse mix of new businesses.

H. Work with Target Alpena Development Corporation to implement existing business retention programs.

I. Continue to investigate and implement methods to develop high speed telecommunication service in the City.

J. Work with Target Alpena Development Corporation to encourage economic expansion through the promotion and attraction of new businesses.

K. Encourage the expansion of the infrastructure required to make the City attractive to commercial, industrial, and home-based business.

L. Promote the concept of compact development design to maximize potential land uses.

M. Encourage that parking needs, whether private or public, are a consideration for all expansions and new developments.

N. Re-invigorate outlying commercial areas, such as Ripley Boulevard and Chisholm Street commercial corridors.

O. Investigate the expansion of the DDA, a Corridor Improvement Authority, or a Tax Increment Finance Authority in appropriate areas to improve local economic conditions.

P. Support the implementation of streetscape projects to increase the attractiveness of commercial areas.

Action Items:

1. Work with appropriate economic development agencies to promote business retention, expansion, and diversification.
2. Promote worker education and training programs.
3. Work with appropriate agencies to expand high-speed telecommunication coverage within the City.

Goal 3:

Expand commercial development opportunities within the City and support the retention and expansion of existing businesses and jobs.

Objectives:

A. Diversify business opportunities by making the City of Alpena a vibrant community and a desirable place to live and work.

B. Balance new commercial growth with the existing small town character of the City.

C. Work with the Chamber of Commerce, Target Alpena Development Corporation and the business community to develop and maintain healthy and vibrant community centers.

D. Investigate the development of a business incubator within the City.

E. Support the development of the City's Renaissance Zones.

Action Items:

1. Form public-private partnerships to improve the local economy.
2. Seek out and encourage the establishment of businesses that serve to fill gaps in the year-round needs of the City.
3. Support the maintenance of the City's "central business district."
4. Support the development of mixed land uses in appropriate areas.
5. Encourage the development of home-based businesses.
6. Re-evaluate tax incentive and abatement programs to encourage commercial development. Utilize such programs as appropriate
7. Investigate and support business façade improvement programs.
8. Encourage the return of small neighborhood businesses that serve residents and support a walkable community environment.
9. Support and encourage a coordinated effort for marketing and recruitment of small businesses.
10. Encourage public feedback on commercial development efforts.
11. Encourage the development of the Ripley Blvd. area as a commercial corridor.

Goal 4:

Work to attract a diverse age group to the city by providing a thriving environment for training and job growth as well as by maintaining a family-friendly high quality of life.

Objectives:

A. Strive to attract young people and young families to the City.

B. Develop goods, services, recreation and employment opportunities needed to retain families.

C. Support development that expands family sustaining job opportunities.

D. Encourage partnerships between community organizations, Alpena Community College, and Michigan Works in order to insure that education and training programs continue to meet the needs of the City's present employers and possible new businesses.

Action Items:

1. Work to attract "daily shopping needs" types of businesses into locations that are walkable for residents and visitors.
2. Support the implementation of programs and policies that encourage a "family-friendly" environment.
3. Actively seek out the development of entertainment-based businesses.
4. Work cooperatively to ensure that activities exist for all age-groups.
5. Encourage entrepreneurial training programs to assist residents in starting and maintaining their own small businesses.

Goal 5:

Promote and encourage tourism and tourism-based activities.

Objectives:

A. Promote cultural, historical, industrial and environmental attractions to a broad market.
B. Work to establish the City of Alpena as a year-round tourism destination.
C. Promote eco-tourism opportunities.
D. Promote water-based tourism opportunities.

Action Items:

1. Work with other communities, Chambers of Commerce, and the Convention and Visitor's Bureau to develop and implement strategies for marketing the area as "The Sanctuary of the Great Lakes".
2. Encourage community organizations to develop strategies that build the idea of the City of Alpena as a destination.
3. Promote year-round sustained tourism, i.e. spring, summer, fall and winter festivals and other activities that will draw people to the City.
4. Support the tourism promotion and marketing efforts of regional entities such as the US 23 Heritage Route, the Sunrise Coalition, and the Michigan Arts & Culture Northeast.

5. Support the continued development and expansion of the Thunder Bay National Marine Sanctuary and Underwater Preserve.
6. Support the continued improvement of recreational facilities within the City.
7. Encourage sale of local produce within the City's commercial areas and by home-based businesses.
8. Support the maintenance, upgrade and promotion of the City Marina.
9. Support the designation of the City as a Tall Ships "Port of Call."
10. Investigate the development of a tourism-oriented wayfinding program.
11. Support the City as a Great Lakes Cruise Ship destination.

Goal 6:

Promote the growth of existing industrial businesses and the development of "clean" light-industrial and heavy-industrial businesses.

Objectives:

A. Maintain and enhance the City's industrial base.
B. Provide the necessary services, facilities and programs to expand industrial development opportunities within the City.
C. Initiate public education regarding the nature and economic impact of industrial development.
D. Balance new industrial growth with the existing small town character of the City.
E. Minimize the negative impacts of industrial development on adjacent land uses.

Action Items:

1. Re-evaluate tax incentive and tax abatement programs to encourage industrial development. Utilize such programs as appropriate.
2. Encourage the expansion of infrastructure required to make the City attractive to industrial development.
3. Support industry that utilizes the area's rich resource base to produce marketable goods.
4. Improve marketing efforts, especially Internet-based marketing efforts, to attract new industrial development to the City.
5. Target the recruitment of high tech, and research and development businesses to the City.
6. Continue to strengthen relationships between the City and existing industrial businesses.
7. Investigate strengthening City economic development initiatives to ensure the retention and competitiveness of existing industry.
8. Investigate ways to develop appropriate locations for light industrial/research park land uses.

9. Encourage overall economic development by supporting Target Alpena and the Chamber of Commerce in their ongoing efforts to serve as information clearinghouses by providing technical assistance on governmental issues.
10. Identify and address any City regulations perceived by potential investors/employers as particularly burdensome.
11. Identify how "flex" can be provided to staffs decision-making while continuing to ensure needed regulations are enforced.
12. Restrict the development of heavy industrial uses to those areas properly buffered from residential uses.
13. Develop a plan in conjunction with local industries for the beautification of existing waterfront industrial sites.
14. Maintain ongoing communications between City representatives, state and federal agencies, area environmental groups and industrial representatives.
15. Encourage the relocation of industrial uses in residential areas to more appropriate locations in planned industrial areas.
16. Encourage ongoing efforts to reduce pollution levels to protect public health.

Goal 7:

Plan for commercial/retail/service uses to meet the needs of City residents.

Objectives:

A. Support the revitalization of the Central Business District.

B. Work with business owners, organizations and developers to strengthen and expand the commercial sectors in the City, including Chisholm Street, Ripley Boulevard, US-23 and First Avenue corridors.

Action Items:

1. Develop a sense of identity for Alpena's downtown; investigate a land acquisition and development plan dedicated to establishing this identity through partnerships with organizations such as the DDA, CVB, Chamber of Commerce and Target Alpena.
2. Promote vitality by emphasizing the downtown area as an entertainment and cultural center (i.e. restaurants, theater, library, museums, public gathering places, outdoor entertainment, art galleries, etc.) that also support the long range plans by the DDA and the CVB.
3. Implement consistent wayfinding signage within the community to direct people to key attractions such as the Downtown, parks, community buildings, river and lakeshore.
4. Provide improved linkages between the downtown and the waterfront for pedestrian access.
5. Continue to support DDA initiatives including historic preservation and restoration, pedestrian lighting and "main street" activities.

6. Support the DDA facade program to improve store fronts and work towards styles consistent with the downtown's historical character.
7. Work with the DDA to market and continue implementation of the neighborhood enterprise zone (NEZ). Market and continue to implement other City NEZ zones.
8. Encourage residential development on the second and third floors of the downtown.
9. Support and encourage retention of existing services, within the City, such as the Senior Citizens Center, IRS, US Post Office, and the County Jail.
10. Support and encourage a coordinated effort for marketing and recruiting of small businesses. Investigate the development of a small business incubator program.
11. Support the DDA in its efforts to provide convenient parking to promote access to downtown businesses.
12. Work with the DDA to prepare a feasibility study and identify appropriate location for the construction of a parking structure in the CBD.
13. Work with the CVB and DDA in implementing suggestions for downtown improvement as suggested in Destination Development International's "Assessment, Findings and Suggestions Report."
14. Continue to coordinate and support the CVB and the DDA in maintaining a public relations campaign that “brands” the "uniqueness" of Alpena.
15. Coordinate efforts between the City, Chamber of Commerce, DDA, CVB and local businesses to help remove real and perceived governmental barriers to development.
16. Work with the DDA, Chamber of Commerce and Target Alpena to continue a business retention program by identifying and addressing business owners' concerns.
17. Purchase properties for possible development and/or revitalization through the EDC or other entities.
18. Work with Target Alpena, the MEDC and the DDA to encourage the development of a downtown hotel.
19. Coordinate with private property owners to redevelop the river frontage on Water Street from 2nd Avenue to the Thunder Bay River mouth.
20. Support continued redevelopment of river front property by working with developers and pursuing grant money to supplement private and City investment funds.
21. Ensure new development is pedestrian friendly and, where appropriate, retrofit older commercial developments to meet the same standards.
22. Expand the downtown banner program to cover other commercial corridors.
23. Promote a program for improved signage in commercial areas beyond entryways.
24. Develop and improve entryway signage and landscaping to identify City boundaries.
25. Complete Bi-Path connections between the City Marina and the Second Avenue Bridge.
26. Promote adding additional bike racks, trash receptacles and planters into commercial areas beyond the downtown.

27. Support projects that implement creative placemaking in the city (such as the plaza project in downtown Alpena).

Chapter 9
Future Land Use Plan

The next step in the comprehensive planning process is to plan for types and intensity of development that may occur over the next twenty years. With the establishment of a future land use plan, Alpena intends to ensure that existing land uses such as residential, institutional, parks, commercial and industrial can continue; that irreplaceable resources such as water, wetlands and forestlands will be protected; and that reasonable growth can be accommodated with minimal land use conflicts or negative environmental impacts.

The Planning Commission, with public input and assistance from NEMCOG, developed future land use recommendations for the City. Recommendations are based on an analysis of several factors including: social and economic characteristics, environmental conditions, existing land uses, available community services and facilities, existing patterns of land divisions, current zoning, community input and community goals and objectives. The future land use plan illustrates the proposed physical arrangements of land use for the City of Alpena. It identifies and defines the major future land use categories as well as the approximate locations for each use. The boundaries reflected on the map are not intended to indicate precise size, shape or dimension; rather they portray a general land use arrangement, which may be refined as the community develops. The plan is prepared to serve as a policy for the City regarding current issues, land use decisions, investments, public improvements and zoning decisions. The plan is also intended to be a working document which will provide for the orderly development of the City, assist the community in its efforts to maintain and enhance a pleasant living environment, protect important natural resources and foster economic development and redevelopment.

Future Land Use Planning Areas

The community has identified thirteen categories of land use needed to serve future development needs. These categories are listed below and depicted in **Figure 9.1.** The proposed land use categories were developed in an effort to create a long-term plan for the development and redevelopment of the City of Alpena.

Residential Uses

Several residential categories are included in the future land use plan. It is the intention of the plan to protect existing residential neighborhoods while providing a variety of housing options to meet future needs.

Single- and Two-Family Residential

This category includes one and two family detached dwellings along with other related facilities such as parks, churches and schools. Infill development and redevelopment should be considerate of existing neighborhood character. Lot sizes range from less than 0.1 acre (65'x65") to nearly one acre with the average size being approximately 0.2 acres (125'x65'). The community recognizes some larger homes have been divided into 3-4 family rental units. It is the intension to discourage further conversion of large single

family homes into multi-family rental units and to encourage the re-conversion back into single and two family dwellings.

Multi-Family Residential
This designation is intended to provide locations for apartments, townhouses and condominiums. This category is intended for residential development with a density greater than six units per acre. Higher density residential uses can generate a significant amount of traffic, and therefore should be located directly adjacent to a major thoroughfare. Higher density residential uses can serve as a transition between non-residential districts and lower density residential areas.

Planned Development/Residential
This designation encourages the use of the property as a residential Planned Unit Development (PUD). The PUD/Residential category allows residential uses in a manner that would encourage innovative or creative housing design. If designated within older neighborhood areas, the housing must complement the historical character of the City. The PUD could include a mix of densities such as attached or detached housing, as well as generous setbacks, open space, landscaped areas, and architectural design that is complementary to adjoining structures.

Commercial Uses

Commercial activities such as retail, service and office are key components of a vibrant growing community. Along with generating employment and wealth, commercial centers provide access to goods and services for residents both local and regional. Commercial development generates tax revenue while helping to support community infrastructure improvements and services. The plan identifies a variety of commercial land use areas.

Office/Service
This classification is intended for uses such as office buildings and for mixed-use service districts which may include office buildings, banks, services business, convention centers, public facilities, medical related facilities, social service agencies and churches. The designation could include privately owned facilities as well as public or quasi-public institutions.

Local Business
This land use category is designed to provide opportunities for local services and convenience centers for the day-to-day needs of the surrounding neighborhood. Local business would not include intensive or highway commercial related uses. Protection of the abutting and surrounding residential land use is important, therefore uses that create hazards, offensive or loud noises, vibration, smoke, glare, large truck traffic, high traffic volumes or late hours of operation are not compatible. The designation would include commercial uses in predominately single-family residential neighborhoods where the prevailing land use is residential, and where the commercial use abuts local streets, not considered major thoroughfares.

Central Business District
The Central Business District provides for commercial development that is pedestrian oriented and offers a mix of uses within a central core. Downtowns provide convenient, safe access to shopping, restaurants, nightclubs, theater, cultural events, parks and services for the local community and visitors. A strong orientation and connection to the waterfront is encouraged. Streets, designed to provide efficient traffic flow, as well as centralized parking are critical to accommodating a population orientated to automobiles. At the same time, the City must continue to focus on a walkable, pedestrian friendly environment. A vibrant

downtown draws families into the community center for entertainment, cultural events and festivals. Upper story apartments and condominiums over first floor retail and office space, in conjunction with healthy adjacent residential neighborhoods, breathe life into the downtown and contribute to its vitality and viability. Small parks, benches, street cafes, river walks and public art add to the pedestrian atmosphere.

General Business

This district is intended for the widest and most intensive variety of retail and service businesses. Businesses that meet the commercial needs of the automobile dependent public are typically associated with roadways having high traffic volumes. Typical uses in this district include drive through restaurants, auto service establishments and commercial uses serving a regional clientele. The uses within this district are auto dependent and benefit from the exposure of high traffic volume thoroughfares. At the same time the City will work towards providing safe pedestrian access.

Mixed Use

This designation could include areas proposed under a unified development scheme incorporating either a singular land use or a mixture of office, commercial or residential uses. The Planned Unit Development (PUD) may incorporate innovative or creative design that promotes open space, trails, bike paths and landscaping within a campus style plan as well as more densely developed urban designs. A PUD could also be incorporated within a multi-year long-range development plan.

Industrial

The industrial base has supported Alpena for the last 150 years. Industry infuses energy into the local economy by providing reasonable wages and generating tax revenues. There has been a loss of large-scale industrial jobs over the last few decades. The City has been actively recruiting smaller-scale light industry to diversify the industrial base and become less dependent on a few large-scale industries. The plan intends to support existing industrial land uses and provide areas for new light and heavy industrial development. Furthermore, the plan recognizes there are industrial sites within the community that are adjacent to or surrounded by residential uses. It is the long range vision of the planning commission to minimize industries' negative impacts on residential neighborhoods through ensuring buffering and screening, encouraging relocation of industrial uses to more appropriate locations in planned industrial areas and encouraging on-going efforts to reduce pollution levels. Some areas may transition from heavy industry to light industry or industrial into mixed-uses such as a mixture of office, commercial or residential uses.

Light Industrial

The light industrial district is designed primarily to accommodate wholesale activities, warehouses and industrial operations whose external and physical effects are restricted to the immediate area and have a minimal effect on surrounding districts. This designation allows uses such as manufacturing, compounding, processing, packaging and assembly of finished or semi-finished products from previously prepared materials. "Clean" industries (research and high-tech) are included in this designation.

Heavy Industrial

This category is designed to provide locations for general or heavy industrial activities such as those which involve the use of heavy machinery, extensive amounts of contiguous land, service by railroad lines or major thoroughfares, processing of chemicals or raw materials, assembly, generation of industrial waste, noise, odor, or traffic problems of similar characteristics. These uses require service by large trucks, rail or deep port shipping. Heavy industrial uses should be adequately screened and buffered from adjacent residential uses.

Community Uses

Alpena functions as a regional hub, drawing people into the community to access higher education, health services, recreation facilities and cultural activities. The community recognizes the importance of these facilities both for City residents and persons around the region. The plan designates areas to accommodate existing uses and potential expansion of uses.

Institutional

This public and quasi-public designation includes government buildings, water treatment plant, sewage treatment facility, cemeteries, libraries, museums, indoor recreational facilities, community centers, hospitals, nursing homes, churches, schools and associated facilities, and colleges. City Hall and government buildings in the downtown are included in the Central Business District.

Park/Public Open Space

This classification includes public parks, quasi-public parks and the City Marina. The category is designed to provide protection to existing recreation property and identifies areas planned for future recreation use.

Natural Resources

Water resources, natural areas and other environmentally sensitive areas are key elements of the quality of life for community residents.

Resource Conservation

There are environmentally sensitive areas within the City that are not suitable for intensive development. Consistent with the natural resource goals and objectives; the plan designates those areas as resource conservation. It should also be recognized there are other environmentally sensitive areas not mapped as part of this land use plan. When development occurs in and around those sites, efforts should be made to minimize impacts and incorporate natural features into site development plans.

Water Resources

Water is central to the daily life and community identity of the City of Alpena. The Thunder Bay River, Wildlife Sanctuary, Besser Lake and Lake Huron provide over twenty miles of waterfront and considerable opportunities for recreation. The plan recognizes the importance of water resources in the community's quality of life and the need to protect water quality.

Special Issue Planning Areas

Senior Citizen Issues

On February 5th, 2006, an article in the "Bizjournals" recognized Alpena as the #1 place to retire in Michigan and 44th in the United States. An analysis of population trends shows people have known Alpena is a great place to retire for a long time. As the local population of "Boomers" reach retirement age and new retirees move into the area, the community must work toward accommodating an increased demand in senior and retirement housing and other services.

Planning and development summary points:

- Housing should be located close to shopping and services, be low maintenance, and offer a range of options and values.
- Market rate rental apartments, garden apartments, townhouses, and elder transition housing are lacking in Alpena. Public/private partnerships will be essential to achieve the desired outcome.
- Mixed-Use, Planned Development/Residential and Multi-Use Residential planning areas could accommodate this type of development.
- The community must adapt in order to make Alpena an "elder-friendly" place. For example, a high level of personal safety and security must be maintained. Transportation systems must be in place to facilitate in-town and out-of-town travel. Other businesses and services to meet senior's commercial, health care, and lifestyle needs must be available. In addition to providing for the basic needs of senior citizens, recreational, cultural, social, and spiritual needs should be addressed. There must be supportive community systems in place which take seniors into consideration when decisions are made.

Waterfront

With over 20 miles of shoreline, including Lake Huron and the Thunder Bay River, waterfront is a key asset to the community. Based on input from community sessions, citizens would like to see a mix of uses along the waterfront.

Planning and development summary points:

- Continue to strengthen the connections between waterfronts and the City.
- Consider physical connections, visual connections, and spiritual connections to the water features.
- Make the connections easy by providing visual clues and connect activity points.
- Encourage a mix of uses such as hotels, restaurants, residential, parks, businesses, and industry.
- Transition that has occurred in recent years should be used as an example for the future (for example the Fletcher Mill Property).
- Continue to provide and improve pedestrian access to waterfronts.
- Continue to provide and improve boating access to water features.
- Develop a Comprehensive Waterfront Plan.

Johnson/Miller Street Corridor

The Johnson /Miller Street Corridor is a key entryway into the City. The corridor is the primary access point for persons going to the college and museum. As downtown attractions such as the

Great Lakes Maritime Heritage Center and Old Town grow in popularity, this corridor will become increasingly important. As Johnson Street crosses 9th Avenue, the connection becomes fragmented, and visitors can become confused with directions to points of interest.

Planning and development summary points:

- Make the corridor a recognized and used entryway into Alpena.
- Maintain and enhance the campus-like setting of the corridor.
- Provide a better connection to downtown businesses and facilities.
- Provide visual and physical connections to the Thunder Bay River.
- Enhance landscaping to retain visual integrity and maintain slower traffic speeds.
- Maintain and enhance a pedestrian friendly environment by providing benches and small pocket parks; and strengthen pedestrian connections with the downtown.

Chisholm Street Corridor

Chisholm Street is a primary commercial corridor and entryway into the City. Businesses located along this major thoroughfare are oriented to vehicular access. Because it is also Business US-23 and the major north-south state highway along the east coast, high traffic volumes make this one of the busiest streets in the City. The older commercial development with parking lots in the front of buildings, sidewalks, and numerous curb cuts results in a hardened urban landscape. The Comprehensive Plan recognizes this as a key commercial corridor and recommends the City supports development and redevelopment of businesses. The City of Alpena will coordinate with the Michigan Department of Transportation to implement changes along the Chisholm Street Corridor.

Planning and development summary points:

- Develop and implement an access management plan to improve safety and traffic flow.
- Develop and implement a Streetscape Plan to improve visual character, soften the urban edge, and incorporate multi-modal transportation.
- Develop a program, similar to the downtown building façade to continue to upgrade the visual character of the corridor.
- Improve pedestrian access along the corridor and provide benches and bike racks.

Downtown Revitalization

During the various community input sessions, people commented on the importance of the downtown to the identity of the community. Historically, the downtown was a regional draw as families came from surrounding farming communities to shop at the stores and do business. With the growth of “big box” retail outlets in Alpena Township, the downtown business district (DBD) suffered, and its ability to draw people downtown diminished. The Downtown Development Authority and the City of Alpena have been working to improve the business climate and shopping experience in the DBD.

Planning and development summary points:

- Continue to explore grants and loan programs to make improvements to the downtown
- The City should continue to encourage and support residential growth in the District through the conversion of upper story living areas.
- The community needs to continue to strengthen the pedestrian environment through promoting the Walkable Community concept.

- Way-finding signs, benches, pocket parks and bike racks all add to the pedestrian experience.
- The downtown must strengthen its connections to the water, residential neighborhoods, attractions and community parks by providing trails, signs and visual clues.

Destination Alpena

Consistent throughout the various community input sessions was the desire to transform Alpena into a "destination" location. With its proximity to many natural amenities, waterfront location, full-service marina, and developed recreational system, Alpena is a natural haven for the outdoor enthusiast. In addition, it also has a number of "cultural" amenities available to capitalize upon. Amenities ranging from the Great Lakes Maritime Heritage Center/Thunder Bay National Marine Sanctuary and Underwater Preserve, the Besser Museum of Northeast Michigan, numerous historical sites, to two live performance theaters, blend together with the area's natural amenities to create a destination that can appeal to a very wide range of people.

The City of Alpena recognizes the underdeveloped potential of the area being marketed as a destination location and has been partnering with a number of public and private agencies to facilitate this process.

Planning and development summary points:

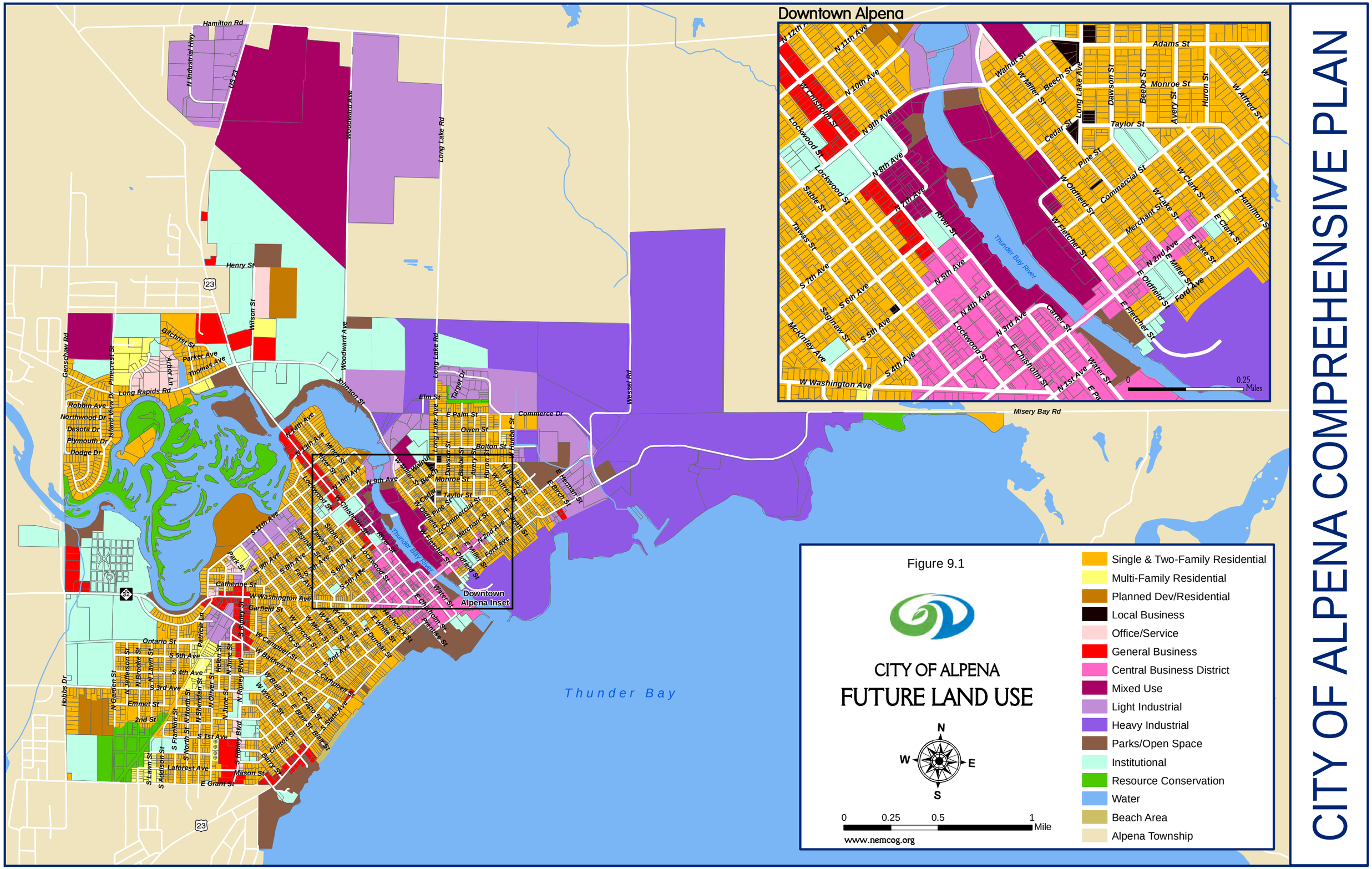
- Continue partnerships with the Alpena Area Convention and Visitors Bureau and other relevant agencies to develop consistent and coordinated marketing of the Alpena area.
- Implement the brand identity *Alpena: Sanctuary of the Great Lakes*.
- Work with the private sector to develop larger hotels, thereby increasing the total room count within the area.
- Continue to support the development of a waterfront campground within the area.
- Work with the appropriate public and private entities to market and promote the City of Alpena Marina as a first class marina and to provide the necessary amenities.

Industrial Development

Historically, heavy industry has been a linchpin of the local economy. As the twenty-first century begins, the total dominance of heavy industry over the local economy has waned. However, industrial development continues to provide employment opportunities and a significant tax base in the City. Therefore, the growth of new industry and the continuation of existing industry must be emphasized.

Planning and development summary points:

- Continue to work with economic linchpins Lafarge North America and DPI to expand and retain their industrial operations.
- Work with appropriate federal, state, and/or local entities to address and alleviate any environmental issues resulting from industrial development.
- Promote a range of industrial development in North and Commerce industrial parks.
- Continue brownfield redevelopment.
- Expanded college programs related to manufacturing should be developed at Alpena Community College.
- Retain existing manufacturing entities.



CITY OF ALPENA COMPREHENSIVE PLAN

Chapter 10
Implementation and Adoption

Plan Coordination and Review

As required by the Michigan Planning Enabling Act (PA 33 of 2008), as amended, notification of intent to develop the City of Alpena Comprehensive Plan was sent to all adjacent communities and other relevant entities to request cooperation and comment. A copy of the notice letter, affidavit of mailing and entities notified can be found in Appendix C.

After the draft plan was completed by the City of Alpena Planning Commission, a draft was transmitted to the City Council for approval to distribute the plan for review and comment. The draft plan was transmitted to entities notified at the initiation of the plan update. After the required comment period, public hearing and plan adoption the final plan was transmitted to all required entities. A copy of all relevant information can be found in Appendix C.

Public Hearing

A public hearing on the proposed Comprehensive Plan for the City of Alpena, as required by the Michigan Planning Enabling Act (PA 33 of 2008) as amended, was held on November 12, 2013. Section 43(1) of the Act requires that 15 days notice of the public hearing be given in a publication of general circulation in the municipality. A notice of the public hearings was published in a local newspaper. Copies of the public hearing notice are reproduced in Appendix C.

The purpose of the public hearing was to present the proposed master plan and to accept comments from the public. During the hearing, maps of existing land use, resource maps and proposed future land use recommendations were presented.

Plan Adoption

The City of Alpena Planning Commission formally adopted the Comprehensive Plan on November 12, 2013. The Alpena City Council passed a resolution of adoption of the Comprehensive Plan on December 16, 2013.

Plan Implementation

The Comprehensive Plan was developed to provide a vision of the community's future. It will serve as a tool for decision making on future development proposals. The plan will also act as a guide for future public investment and service decisions, such as the local budget, grant applications, road maintenance and development, community group activities, tax incentive decisions, and administration of utilities and services.

On an annual basis, the City of Alpena Planning Commission will review the goals and objectives of the Comprehensive Plan and identify and prioritize three to four working objectives for the year. These identified priority items will be the focus of the Planning Commission's activity throughout the year. This will allow the Planning Commission to work on a proactive basis in order to better accomplish the goals identified in the Comprehensive Plan.

Zoning Plan

Section 33 of the Michigan Planning Enabling Act, PA 33 of 2008, as amended, calls for a plan to include a zoning plan for the control of height, area, bulk, location and use of buildings and premises in the city. The zoning plan identifies the current zoning districts and their purposes, as well as how the land use categories on the future land use map relate to the districts on the zoning map.

According to the Michigan Zoning Enabling Act, Public Act 110 of 2006, as amended, comprehensive planning is the foundation of a zoning ordinance. Section 203 (1) of the Act states:

"The Zoning Ordinance shall be based upon a plan designed to promote the public health, safety, and general welfare, to encourage the use of lands in accordance with their character and adaptability, to limit the improper use of land, to conserve natural resources and energy, to meet the needs of the state's residents for food, fiber, and other natural resources, places of residence, recreation, industry, trade, service, and other uses of land, to insure that uses of land shall be situated in appropriate locations and relationships to avoid the overcrowding of population, to provide adequate light and air, to lessen congestion on the public roads and streets, to reduce hazards to life and property, to facilitate adequate provision for a system of transportation, sewage disposal, safe and adequate water supply, education, recreation, and other public requirements, and to conserve the expenditure of funds for public improvements and services to conform with the most advantageous uses of land, resources, and properties. The zoning ordinance shall be made with reasonable consideration to the character of each district, its peculiar suitability for particular uses, the conservation of property values and natural resources, and the general and appropriate trend and character of land, building, and population development."

The City of Alpena completed a comprehensive rewrite of its Zoning Ordinance in 2009. The new Ordinance was adopted by the Alpena City Council on January18, 2010 with an effective date of March 1, 2010. The new Zoning Ordinance better reflects and supports the implementation of the goals and objectives and future land use contained in this Comprehensive Plan. Additionally, the Ordinance reflects changing conditions in the community and along the coastline.

Although many of the use districts remained the same or were consolidated, the City included major modifications, including the development of new districts and the inclusion of hybrid form based zoning in the Central business District (CBD), the new Commercial Corridor District (CCD) and in portions of the new Waterfront Development District (WD). These changes enable the Zoning Ordinance to provide new regulations that preserve the aesthetic and natural qualities of the City, while providing flexibility to accommodate innovative building and land use applications that enhance the quality of life for residents, create an attractive destination for visitors, and protect the abundant natural resources found in and around the community.

Current Districts

Following are the land use categories within which the 18 zoning districts and 3 overlay districts in the City of Alpena are organized:

Residential Districts:

The following districts are considered residential districts: One-Family Residential Districts (R-1 and R-2), Two-Family Residential District (RT), Multiple-Family Residential Districts (RM-1and RM-2), Thunder Bay Junior High Neighborhood Overlay District. The principal purpose of these districts is to provide for a range of residential dwelling types at various densities for specific uses. These include: single family attached and detached, duplexes, multi-family structures and complexes, and condominium units. These may be developed utilizing standard subdivision, land division or site condominium regulations as permitted by state law.

Non-Residential Districts:

Commercial

The City of Alpena currently has the following commercially-related districts: Office Service District (OS-1), Central Business District (CBD), Commercial Corridor District (CCD), Local Business District (B-1), General Business District (B-2), and Commercial District (B-3). These commercial districts allow varying types and intensities of commercial establishments.OS-1 is intended to accommodate offices, banks and personal services and to serve as transitional areas between residential and commercial districts and to provide transition between major thoroughfares and residential districts. B-1 is intended to meet the day-to-day shopping needs of the adjacent residential districts. CBD provides for office buildings and retail stores within the City's traditional downtown. The new CCD provides specific development standards for unique commercial nodes along major corridors and high impact intersections within the City outside the downtown area. B-2 provides for more diversified businesses and is typically located along major thoroughfares. B-3 also provides for more diversified businesses which could result in external physical effect.

Industrial

The City reduced the number of industrial districts from three to two, consolidating the two light industrial districts into a single I-1, Light Industrial, and re-designating the I-3 Heavy Industrial District, to the new I-2, General Industrial. The Light Industrial District (I-1 is intended to accommodate wholesale activities, warehouses, and industrial operations whose external physical effects do not affect the surrounding districts. The new General Industrial District (I-2) is designed for manufacturing, assembling, and fabrication activities whose external physical effects will be felt by surrounding districts and generally require state and/or federal environmental reviews and permits.

Special Zoning Districts

The following special districts are overlay or multi-use districts that do not directly fall under the residential and non-residential categories listed above:

- Thunder Bay Neighborhood Overlay – Provides supplemental development standards for a vacant residential block and abutting properties to promote residential development compatible with the eclectic architecture of existing neighborhood residences dating from the late 1800's to the mid 1950's.
- Downtown Overlay District – Form based development standards applicable to the City's CBD district and portions of the Waterfront Development District (WD) located within the City's downtown, with the purpose of ensuring the compatibility of new, rehabilitated and existing downtown structures with one another utilizing specific standards for architecture, function and scale.

- US 23 North Corridor Overlay – Provision of common development standards along the principal entry corridor into the City from the north. The highway corridor consists of properties located in both the City of Alpena and Alpena Township.
- Waterfront Development District (WD) – A riverfront district providing public access along both sides and across the Thunder Bay River promoting mixed-use development of residential, commercial and water-related commercial/industrial uses.
- Vehicular Parking District (P-1) – Provides for the development of parking lots with specific design standards located as transitional zoning between business/industrial zones and abutting residential zones.
- Conservation & Resources District (CR) – District containing sensitive environmental habitats permitting limited development with strict development standards.
- Parks & Recreation District (PR) – Permits public recreational developments and protects existing public park and recreation lands for the use and benefit of the community.
- Planned Unit Development (PUD) – District provides development that does not readily comply within the typical zoning district classifications. Flexibility in use and development standards provides for creative design solutions unique to a property that provide the most efficient and effective use of the property to the benefit of the entire community.

One of the primary functions of a zoning ordinance is to promote development that directly assists in the implementation of the goals and objectives outlined in the Comprehensive Plan. The adoption of the new Zoning Ordinance in 2010 greatly facilitated this process. The City of Alpena lends itself naturally to the principles of New Urbanism – an approach to designing cities and neighborhoods, which attempts to reduce traffic and eliminate sprawl. Many of the goals formulated by citizens of Alpena included in Chapter 8 and recently updated can be addressed by implementing the 10 principles of New Urbanism: (1) Walkability (2) Connectivity (3) Mixed-Use and Diversity (4) Mixed Housing (5) Quality Architecture and Urban Design (6) Traditional Neighborhood Structure (7) Increased Density (8) Smart Transportation (9) Sustainability and (10) Quality of Life.

The City's new Zoning Ordinance incorporates many, if not all, of these principles through a combination of traditional and form based zoning techniques with a strong emphasis on the use of mixed use development, public non-motorized linkages, preservation of unique cultural and natural resources, and flexible design standards.

Relationship Between Future Land Use Plan and Zoning Ordinance

For the City Zoning Ordinance to effectively implement the overall development goals and objectives of the Comprehensive Plan, the established zoning districts must reflect and directly relate to the general land use categories of the Plan. The following chart illustrates the correlation between the Plan's future land use categories and the corresponding zoning districts.

Future Land Use Category	Corresponding Applicable Zoning District(s)
Single & Two-Family Residential	R-1, One Family Residential
	R-2, One Family Residential
	R-T, Two Family Residential
	TBO, Thunder Bay Overlay
Multiple Family Residential	RM-1, Multiple Family Residential
	RM-2, Multiple Family Residential
Planned Development/Residential	PUD, Planned Unit Development
Local Business	B-1, Local Business
Office/Service	OS-1, Office Service
General Business	B-2, General Business
	B-3, Commercial
	CCD, Commercial Corridor
	US-23 North Corridor Overlay
Central Business District	CBD, Central Business
	WD, Waterfront Development
	DOD, Downtown Overlay
Mixed Use	CCD, Commercial Corridor
	WD, Waterfront Development
	CBD, Central Business
	PUD, Planned Unit Development
Light Industrial	I-1, Light Industrial
Heavy Industrial	I-2, General Industrial
Parks/Open Space	PR, Parks and Recreation
Institutional	All Residential & Business Zoning Districts
	Dependent on Specific Use.
Resource Conservation	CR, Conservation and Resources

Grants and Capital Improvement Plan

The Comprehensive Plan will be used as a guide for future public investment and service decisions, such as the local budgeting, grant applications, and administration of utilities and services. The City of Alpena maintains an aggressive six-year capital improvements program across all City departments. As the Capital Improvements Plan is updated annually, the goals and objectives designated in the Comprehensive Plan will allow the City to prioritize and focus its spending decisions and refine its capital planning to key areas.

Recreation Plan

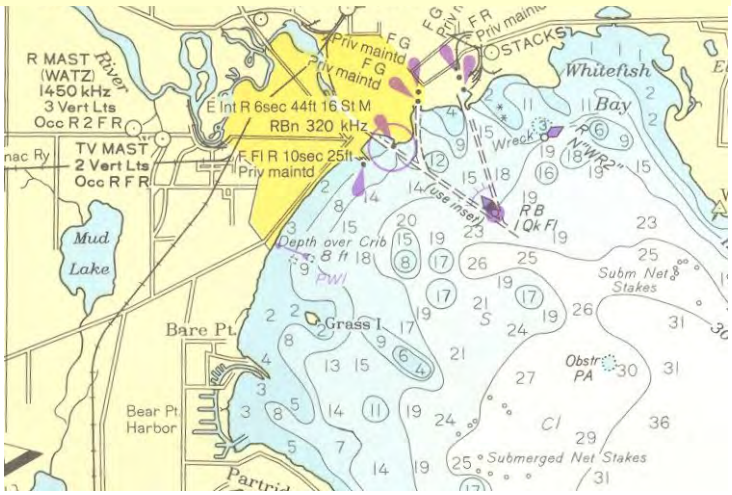
The City of Alpena actively updates its Recreation Plan and implements planned recreation improvements through its capital improvements program. The goals and objectives contained in the "Waterfront", "Tourism and Recreation", and "Natural Resources and Environment" sections of Chapter 8 will guide future Recreation Plan updates and the implementation of recreation related capital improvement projects. In addition, the goals pertaining to recreation found in both the Comprehensive Plan and Recreation Plan will facilitate grant applications to fund identified projects.

Appendix A – Community Input Sessions

Charting a Course for Alpena

"Identifying Choices for our Future"

CHARTING A COURSE FOR ALPENA



"Identifying Choices for our Future"

You are invited to participate in planning for the future of Alpena. What do you want the City to be in the year 2030?

Community Input Session Location and Time:

Alpena Civic Center
133 Johnson Street
Wednesday, September 13 at 6:30 PM

The City of Alpena Planning Commission is updating the **City's Comprehensive Plan**. Background studies have been completed that profile the community **(Where are we now?)** and analyze the trends **(Where are we going?)** The **next critical step** is to create a vision of where the community wants to be in the future. To accomplish this important step, the Planning Commission, with the assistance of the Northeast Michigan Council of Governments, is holding a community input session to solicit ideas from residents and business owners.

The public is invited to take part in an evening planning session to be held at the Civic Center on September 13 at 6:30 p.m. **All** attendees will be encouraged to actively participate in the process and provide input to the planning commission. Participants will first be asked to identify:

- **Community Assets to Protect**
- **Community Issues to Address**
- **What is your desired future vision for Alpena in 2030?**

FOR FURTHER INFORMATION ON THE CITY'S COMPREHENSIVE PLAN AND THE COMMUNITY INPUT SESSION, PLEASE CONTACT:

GREG SUNDIN, ALPENA CITY PLANNER, 354-1700
RICHARD DEUELL, NEMCOG, 989-732-3551 EXT. 14.

ALPENA
MICHIGAN'S ADVENTSHORE

Assets	
Votes	**Item**
55	Rivers, Lakes, Beaches (Waterfront)
27	A.C.C.
24	Thunder Bay Marine Sanctuary
24	Hospital/Medical/Social Services
20	Recreational Opportunities
17	Preserved Natural Resources/Natural Beauty/City Layout
15	Schools
15	Museum/cultural
13	Safety
10	Heritage/Historical Structures
8	Industrial
7	Parks & Wildlife
6	Friendly Atmosphere
5	Library
4	Potential Job Opportunities
2	City Services & Programs
2	Downtown
1	Marina

Assets to Protect		
Table	**Votes**	**Asset**
1	6	water and its accessibility
1	5	Thunder Bay7 Marine Sanctuary - diving
1	4	ACC
1	4	cultural assets - TBT, ACT, music
1	3	Public School system - high quality
1	3	quality of life in a small town
1	3	small boat harbor/fish cleaning station
1	2	hospital - regional medical center
1	2	parks, trails, bike path
1	2	airport and air base
1	2	library
1	1	industry - Besser
1	1	neighborhoods - a walkable town - safety
1	1	Island Park - wildlife sanctuary
1	1	hunting - outdoor recreation opportunities
1	0	downtown
1	0	museum
1	0	events
1	0	band shell
1	0	TBRC/NLA
1	0	restaurants
1	0	brewery/Fletcher street area
1	0	the culture of our people - ethnicity, maritime culture
1	0	well functioning city government
1	0	dinosaur gardens/babe & blue ox
1	0	shopping
2	7	ACC
2	7	Hospital
2	6	River & lakes.
2	6	Beaches - Bay view, etc. Volleyball courts
2	4	Summertime Festivities (Brown Trout Festival, Concerts in the Park, Friday Night Live - Family oriented)
2	4	Ice Rink - Northern Lights Arena
2	3	Low Crime Rate
2	3	outdoor sports, i.e.: hunting, fishing
2	2	E.S.D. - Pied Piper - School System
2	2	Small Town Unity - community care
2	1	Underwater Sanctuary
2	1	county library
2	0	Art in the Loft
2	0	Brewery - Fletcher Paper Restoration Project
2	0	Lower cost of living
2	0	air Base
3	6	hospital
3	5	natural assets/water 7 river front
3	5	trees - maintain & protect
3	4	ACC & education
3	3	shoreline & river = city acquire & zone for public use
3	3	intergovernmental cooperation/county
3	3	safe family environment
3	3	protect history
3	3	reverse tax arrangement - city tax relief historic district - enhance historical buildings
3	3	bike path
3	2	recreation - water

Assets to Protect		
Table	**Votes**	**Asset**
3	1	marina
3	0	preservation of area
3	0	downtown activities
3	0	shipwrecks
4	5	safety (low crime)
4	5	city lay out with respect to water
4	5	in city parks/landscaping/openness of water front
4	5	natural wild life preserve/National Marine Sanctuary
4	4	schools (charter, public, parochial)
4	3	hospital & college
4	3	Alpena's potential - opportunity to protect tranquility balance
4	2	isolated/____ railway, airport, highway, boats - room for growth
4	2	quality of life
4	2	natural beauty
4	2	culture events - theater, museums
4	1	history of city
4	1	roads (dice drive)
4	1	hunting & fishing
4	1	model for ecotourism
4	0	spread out - not just one road
4	0	sense of community
4	0	waterfront property
4	0	Chamber of Commerce/ambassadorship
4	0	sense of identity/personal history/definition of family
5	1	parks & recreational opportunities, Great Lakes & inland lakes, NOAA
5	1	Friendly atmosphere - small community feeling, leadership, senior talent
5	1	services/medical, public, senior, library, airport, educational opportunities (K-2yr degree, lifelong learners)
5	1	cultural opportunities (museum, theater, art in the loft, drama club, downtown area)
5	1	potential for job opportunities, uniqueness - recreational & industrial - air base
5	0	downtown area
5	0	ACC
5	0	ability to change
5	0	city leadership for future planning
5	0	library system
5	0	base (Phelps Collins)
6	5	Ed & cult. Inst.
6	4	waterfront & environmental aspects
6	3	healthcare
6	2	city services & programs
6	1	charming/uniqueness - downtown DDA
6	0	bi-path
6	0	scenery & waterfront
6	0	city services (things get done - waste disposal, flowers) friendliness
6	0	fairgrounds
6	0	marine sanctuary
6	0	fiscal responsibility (city government run well
6	0	downtown, old town feeling. Well kept up
6	0	ACC
6	0	ARMC
6	0	city programs - visions 20/20
6	0	county library
6	0	museums, etc.

Assets to Protect		
Table	**Votes**	**Asset**
6	0	reasons to live here - attracted by job - heads of lots of non-profits
6	0	two theatre groups - center of many organizations
6	0	small town atmosphere
6	0	lower crime rate
6	0	walkable/rideable city
6	0	community involvement
6	0	preserving "small town"
6	0	strong family/church community
6	0	not just "city" focus
6	0	regional development
6	0	marina & break wall - aesthetic appearance
6	0	safety
7	8	view of the water - (public) development presentation
7	8	Alpena Community College
7	4	library
7	4	hospital - good facility & close
7	3	parks & wildlife
7	2	downtown activities - parades, Friday night Alpena
7	1	Besser Museum & the Maritime Heritage Center
7	1	maintaining architecture of the original town
7	1	airport & services it provides
7	1	bi-path
7	1	encouragement of diversification of liget industry
7	1	public school system
7	1	senior citizens center & activities they provide
7	1	cultural arts organizations
7	1	dial a ride
7	1	supportive of those in need
7	0	small town atmosphere
7	0	strong work ethic
7	0	high level of public safety
7	0	few traffic problems
7	0	skate park
7	0	strong civic charity - volunteerism
7	0	high level of honesty & integrity
7	0	affordable housing
7	0	history of the town familiar faces/sense of family/community/belonging
7	0	festivals
7	0	summers
7	0	neat & Pride in town (no bad part of town) no urban blight
7	0	wholesome environment - absence of sleaze
7	0	employment opportunity - ACC
7	0	Family/Relatives
7	0	employment/adopted a family. Small comm. Can give that
7	0	safe environment to raise kids
7	0	somewhere in the north w/small town feel
7	0	farmers market
7	0	room to grow gardens
7	0	sports opportunities - outdoor rinks, etc.
8	6	water/recreation (including bi-path, parks, NLA - Norway)
8	5	cultural aspects (college-museums, band-shell, library, theatres
8	4	brick & mortar (downtown, city hall, county building, historical bldg)
8	3	community services (hospital - shelter)

Assets to Protect		
Table	**Votes**	**Asset**
8	2	education (college, K-12, ACES)
8	1	industry - Lafarge - Besser, DDI, etc.
8	0	Lake Huron - TB River - Nat'l water
8	0	area's recreation areas - marina/parks - access
8	0	bike path
8	0	duck island
8	0	college & it's community - life long learn….
8	0	library & its programs
8	0	biz's theater
8	0	proximity to all assets
8	0	Norway ridge
8	0	hospital
8	0	city hall/county building
8	0	theatres
8	0	city band/orch & museum: cultural
8	0	sanctuary
8	0	safety/security
8	0	"family town"
9	8	water (river and lakefront)
9	5	heritage/historic structures
9	5	ACC & affordable education
9	4	natural resources
9	4	marina
9	3	wildlife sanctuary
9	3	health care/hospital
9	2	employment
9	1	entries to the city
9	1	smallness of community
9	1	bay view park & band shell
9	1	healthy downtown businesses
9	1	vistas, scenic views
9	1	Besser Museum
9	1	marine sanctuary
9	1	special culture/values
9	0	quality of life
9	0	live theatres / cultural assets
9	0	public access
10	9	River frontage for future development - 9th to river mouth. Waterfront-Lake Huron/Thunder Bay
10	7	college - educational opportunities
10	6	Low crime rate
10	6	Healthcare availability
10	5	Recreational opportunities
10	5	Hometown pride - volunteers in community
10	3	airport - transportation - ease of getting from point a to point b
10	1	Museum - Cultural opportunities
10	1	remoteness
10	1	school system *
10	0	Natural Landscape of area
10	0	waterfront
10	0	educational opportunities

Issues	
Votes	**Item**
41	Employment/Development of new jobs
30	Unified vision between City, County, Township
27	Air Quality/Water Quality
13	Improving approaches to City from North & South
12	Negative attitude towards change & growth
12	Clean Beach & Parks
11	Revitalization of downtown
9	Lack of youth/young adult activities
8	Balanced/Diversified Economy
7	Better us of waterfront for recreation
7	Balancing environment & industry
6	Need to draw younger population
4	Community Promotion
4	Poverty
4	Recreational opportunities as attractions
3	Zoning/Planning Issues
3	Lack of cutting edge technology
3	Lack of development at airport
2	Attracting Investments in the Community
2	Geographical Isolation
2	Anticipating changes & economic trends
2	Healthy small businesses
1	Lack of hotels/motels
1	Transportation (maintenance & improvements)
1	Improvement of housing
0	More cultural activities

Issues to Address		
Table	**Votes**	**Issue**
1	5	unemployment
1	5	development of new jobs
1	5	attracting investment in the community and keeping money here
1	3	balanced economy - example: skilled and unskilled jobs - revenue coming not just from tourism
1	3	a clean beach & parks
1	2	retaining current industry
1	2	attracting tourists
1	2	voter turnout - lack of community involvement
1	1	planned growth i.e. infrastructure
1	1	vacant businesses/storefronts
1	1	roadways - four lane highway?
1	1	lake water level
1	1	fishery
1	1	invasive species in lake
1	0	downtown development
1	0	waterways commission having control of harbor
1	0	retail options
2	8	lack of youth/young adult activities
2	6	more incentives to bring in new business
2	6	more cultural activities
2	6	economic development
2	5	need to draw a younger population
2	4	promote local businesses
2	3	job market
2	3	better marketing i.e. advertise plays, sporting events, etc.
2	1	government agencies not working together
3	6	employment opportunities - creating jobs - well paying
3	6	air quality
3	5	lack of development at airport
3	4	community promotion
3	3	cleaning up water front & preserving
3	3	bringing industry into area
3	3	commercial development - within city
3	3	expand tax base
3	2	keeping money here - local county monies
3	2	entrance into town
3	2	demographic - older population
3	1	service & industry growth - economy
3	1	housing age
3	0	mouth of river - clean up
3	0	changing roadways - easier to get around
3	0	lack of land within city - physical boundary
4	8	pollution (air & water quality)
4	6	poverty
4	5	transportation access (maintenance/revamp improvement)
4	4	ways to keep youth/aging population
4	4	mapping economic trends to anticipate changes
4	3	lack of good jobs
4	3	drug use
4	2	proper diversity/log range outlook
4	2	decrease in state & federal funding
4	1	intestinal fortitude of leadership

Issues to Address		
Table	**Votes**	**Issue**
4	1	unemployment
4	1	changing mindset to value education
4	0	community morale
5	1	Lack of jobs - keeping young people here - attracting & retaining businesses & technology (business friendly attitude)
5	1	smell from ABTCo & sewage plant
5	1	access roadways
5	1	resistance to change
5	1	Lack of diverse recreational opportunities & development of parks (i.e. white water park)
6	8	development of diversified economical base, industrial growth - young people career/support family
6	7	beaches - residue slime, cleanliness, "sludge" areas - unappealing to tourism
6	5	perception "old boy" town - resistance to change
6	5	limited access - roads to Alpena
6	4	new jail needed / facilities/look at regional approach - mini prison
6	4	extreme rural poverty
6	3	zoning/planning issues - regional zoning limits for new businesses
6	2	development of natural resources public spaces attractive
6	0	Omni industry - good example of business
6	0	many opportunities - lack of perspective "that's the way it's always been"
6	0	more efficient use of land areas
6	0	"salt pile" eyesore
7	5	finding employment - teen drain
7	5	air and water quality
7	4	geographical isolation due to lack of transportation methods
7	1	resistance to change - overcoming resistance to change
7	1	declining population & tax base
7	1	over-regulation by city
7	1	aging infrastructure - pipes flooding old water system
7	1	preserving small town atmosphere
7	1	attracting diverse tourism
7	1	cultural heritage tourism
7	1	access to city - lack of freeway - too expensive for business here
7	1	poor planning of traffic patterns
7	1	low level of college graduates
7	0	first impressions of city - gateway to city
7	0	engaging youth activities
7	0	challenges to downtown business owners
7	0	sustainability of entrepreneurship
7	0	keeping water available to public
7	0	trucks driving through residential areas
7	0	high turnover of doctors
7	0	non-critical care availability
7	0	smoke free restaurants or smoke free until 9pm
8	8	waterfront rehab - better utilize the lakeshore for recreation…improve beach/clean up/relocate mini svcs.
8	8	removing smell & Health challenges w/out harming the local economy
8	7	lack of jobs for young families with kids
8	6	approaches to city N & S unattractive
8	5	negative attitudes toward change/growth (vision)
8	4	need more shopping & restaurants
8	3	not enough hotel rooms - especially on lake
8	0	revitalize the downtown itself

Issues to Address		
Table	**Votes**	**Issue**
8	0	poor road to west
9	6	good jobs/unemployment
9	6	jobs (Lafarge) vs. health air quality & environment
9	6	recreational opportunities as attractions
9	5	need four 4-year university to serve region
9	4	health small business
9	4	housing stock - need improved quality
9	3	growth vs. small town character
9	3	quality commercial development
9	3	consistent & coordinated marketing
9	0	northern lights arena
10	6	economic development/revitalize downtown
10	6	creating opportunity for working families
10	6	creative & innovative technology - lack of (cutting edge)
10	6	unified vision between city, county & township
10	6	Lack of hotels/motels
10	3	Planned growth - north/south transportation (bypass)
10	2	aging population

Visions
Expansion of ACC to a 4-year University
Have solid, consistent marketing plan
develop green storm water system
management of air quality based on valid science
City have waterfront acquisition program
All utilities underground
Controlled, Planned growth; balancing waterfront development & open space
Create town square at Harborside Mall
Brownfield remediation & redevelopment
Residential living in the downtown
Unified, diversified, and attractive downtown
20 year plan to move salt pile to LaFarge
Complete recycling program
Environmentally friendly community
Sanctuary of success *employment opportunities)
Multi-modal transportation opportunities
Strong intergovernmental cooperation
Aggressive Chamber of Commerce
Inviting looking city
Attractions for younger generation
Cement Plant & Abtco gone/Industry & Wastewater off lakeshore
City with night life
Looks like Marquette or Rockford
Alpena a destination city
High tech jobs available
Having full service marina
Vibrant downtown
Alpena as a regional hub for culture, education & health care
Alpena a walkable community & entertainment mecca
Commercial & residential properties well maintained
4 lane highway off I-75 into Alpena
Ongoing waterfront development

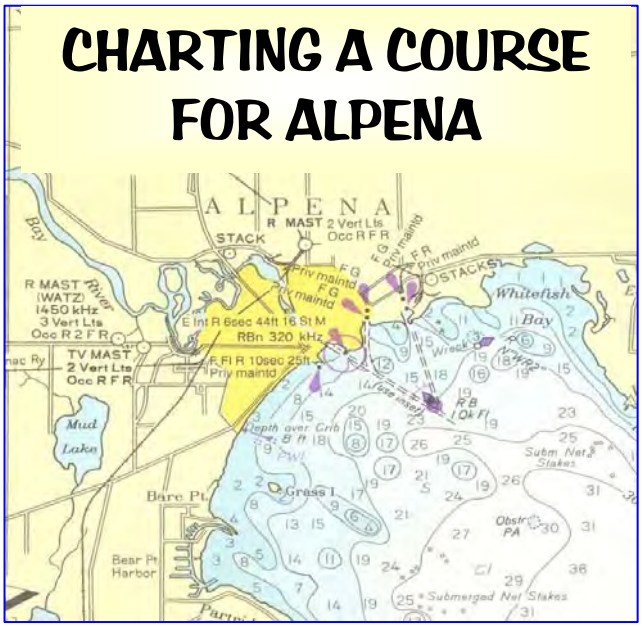
Ideas		
Table	**Votes**	**Idea**
1	7	Coast Guard station on Thunder Bay island with air strip and radar
1	6	a four year university patterned like Ann Arbor - increased culture, arts, medical
1	5	any possible means of creating clean, usable beaches. Cut a channel through North Point Rd - will help clean up bay.
1	5	more coordination between city, township, county governments
1	4	for the development of new attractions along waterfront. Example: water park like great wolf lodge
1	4	our harbor full of boats and those people spending money here.
1	2	thriving tourism
1	1	preservation of park land along waterfront
1	1	Strong and active historical preservation
1	0	a more diverse community
1	0	efficient and maintained roadways
1	0	for the city/government to reclaim waterfront property
2	7	family sustaining jobs
2	7	expand hospital to Mayo Clinic Status - More specialization at our hospital
2	5	marketing on a larger scale
2	5	large scale festivals
2	5	develop ACC to a University or establish a University separate from ACC in Alpena
2	4	create more recreational/sporting events
2	3	smart economic development plan
2	1	regime change within the city
2	1	pollution free new economy business
3	4	aggressive chamber of commerce or such entity
3	4	city needs to look inviting
3	4	4 year university = ACC
3	3	minor league sports
3	2	expressway N/S/E/W - transportation Hub - transportation network
3	2	promoting!!
3	2	four season tourism
3	1	become a tourism town - develop tourism
3	1	economic hub
3	1	public art in parks and throughout community
3	0	maintain small town
3	0	community trail network
4	6	Choosing geographic zones for growth/balance of waterfront/open vs. city controlled growth
4	5	create a town square at Harborside Mall
4	4	clean our present resources/toxic
4	3	cooperative strong leaders with vision (follow the plan)
4	2	regional view of future
4	2	build on the esthetic appeal of the city (step up quality)
4	2	focus on health of kids
4	2	provide a clean way to make money/decrease poverty and obtain an education
4	1	tying community to college involvement/activity
4	1	link to major corporations (centers of excellence)
4	1	improve health promotion activities
4	1	government upholds standards of environmental quality
4	1	increase awareness of winter activities (winter Fest)
4	0	tourism/global business/show us the money
4	0	teen club (tutoring, mentorship) no drug/no alcohol/non-denominational
4	0	activities for community and youth to get active
4	0	give (tax break) incentive for community beautification

Ideas		
Table	**Votes**	**Idea**
4	0	rigger sailing school
5		walkable community with night time activities (restaurants, shows, entertainment
5		make Alpena an entertainment mecca (weekly outdoor theater, movies, concerts, cultural food stands
5		development of recreational opportunities (white water park, downhill skiing
5		continue encouraging residents & businesses to maintain and improve properties. Preserve historical charm
5		capitalize on heritage - waterfront properties
5		market locally and downstate on service and/or technology based business development - white collar focus
5		access - 4 lane highway off I-75
6	4	twenty-year plan to move the salt pile to Lafarge or industrial site and fill the area occupied by salt pile
6	4	jobs of all levels - diversity - focus on youth career areas - raising families support
6	4	complete recycling program
6	3	residential living in the downtown area
6	3	unified and attractive downtown area
6	2	4 lane approach to Alpena
6	1	20 year plan to develop lake & river
6	1	retain small town atmosphere with natural resources
6	0	skywalk connectors between stores & living areas
6	0	affordable living areas (downtown)
6	0	limit story levels to 4? on buildings - focus on view - don't limit - 8 stories too high
6	0	restaurants, shopping, living areas, parks to help downtown thrive
6	0	public transportation system
6	0	more comprehensive health human and education services
7	7	4 year university/college
7	5	sanctuary of success that our children do not have to leave for career opportunities (employment opportunities)
7	5	improved transportation methods - bus, air, train
7	4	environmentally friendly (clean air)
7	3	expanded historic & cultural preservation & interest
7	2	vibrant downtown with diverse businesses
7	2	improved waterfront dining & hotels on water
7	2	maximize offerings of the arts - library, museum, ACC, AAS Council
7	1	every student post-secondary education
7	1	improved bookstores/coffee/music stores
7	1	cultural diversity
7	1	improved beaches
7	1	nice movie plex
7	1	no historic district
7	1	one council person from every ward
7	1	a diversified light industry base
7	1	more opportunities for new comers
7	1	fresh fish restaurant - seafood
7	0	permanent satellite campus of Ferris State University on ACC property.
7	0	healthy people - aware & concerned about health
7	0	connect Alpena to Ossineke or Presque Isle by a bike path
7	0	more children
7	0	more family activities
7	0	more 25-35 year olds
7	0	find a lure to bring in boaters/sailors

Ideas		
Table	**Votes**	**Idea**
7	0	winter festival
7	0	homebrew club
8	6	get industry & municipal services off lakeshore
8	5	looks like Marquette or Rockford
8	5	make Alpena a "destination" city
8	4	high-tech jobs
8	3	outdoor wintertime recreation events - ski, snowmobile, skate
8	3	improve marketing & promotion - tell our story
8	3	marina - full service - accessible, beautiful, close to downtown svcs, low dock for kayak
8	1	wider roads, improved access
8	1	an economic anchor - casino
8	1	full-service hospital
8	0	planned growth & development\
9	5	develop solid, consistent marketing plan, consistent themes
9	5	develop "green" storm water systems
9	5	underground power lines/utilities
9	5	manage air & water quality efficiently - based on valid science
9	4	city should develop waterfront acquisition program
9	3	consolidate city & county services - water treatment, law enforcement, recreation services
9	1	65-23 bypass downtown area
9	1	relocate fair grounds, develop property for housing
9	1	concentrate on family - sustaining jobs
9	1	manage growth carefully
9	0	develop more attractive entries into community
9	0	preserve all flood-mains
10	6	attracting technological business
10	5	vibrant downtown, cultural center, theme
10	5	hub for cultural, education, healthcare = regional
10	4	ACC/specialized training programs
10	3	fuller commerce park
10	3	link to west/south
10	2	more regional government cooperation and planning (working together for the same goal)
10	2	developing airport (using what is there)

City of Alpena Comprehensive Plan
Health & Education Focus Group Session

You are invited to attend a speical public input session related to the update of the City of Alpena's Comprehensive Plan



The City of Alpena Planning Commission would like to extend this invitation to attend and participate in a community planning focus group session. Your commitment will entail attending this ***one session*** *and* ***being an active participant*** *by sharing your ideas with the planning commission's representative.*

As you may be aware, the City of Alpena Planning Commission is updating the City's Comprehensive Plan. To date background studies have been completed that profile the community (Where are we now?) and analyze the trends (Where are we going?) The next critical step is to create a vision of where the community wants to be in the future. To accomplish this important step, the Planning Commission, with the assistance of the Northeast Michigan Council of Governments, is holding a series of meetings to gather input from the community. Information from these public input sessions will be used to develop goals and objectives and the future land use components of the Comprehensive Plan.

As a follow-up to a large community-wide visioning session, to be held the middle of September, a series of ten small **focus sessions** will be held in the community. The focus group sessions will target the following sectors within the community: retail/service businesses, manufacturing, recreation/tourism, economic development/financial institutions, developers, human service agencies, health/education, families, students, and elder population. Participation will be by invitation only. The goal is to have between six to twelve people in each session. Each group will be asked 3 to 4 questions. A short summary of each person's answer will be written on a flip chart.

Please consider accepting this invitation and attending the session. ***If you are interested, you must complete the form on the next page and return it by September 14, 2006.*** You can also RSVP by calling Greg Sundin, Alpena City Planner, 354-1700 or Richard Deuell, NEMCOG, 989-732-3551 ext. 14. To view City's Comprehensive Plan, log onto to NEMCOG's web page at http://www.nemcog.org/Pages/City_of_Alpena_Comp_Plan.htm

Please complete the RSVP by September 14, 2006.

Health & Education Focus Group Session

Date: September 27, 2006

Time: 4:00 p.m.

Location: City Council Chambers in the Alpena City Hall

Please either fax, send or email this information:

Richard Deuell, AICP
Community and Natural Resource Programs
NEMCOG
P. O. Box 457
Gaylord, Michigan 49735

Phone Number: (989) 732-3551 Ext. 14

FAX Number: (989) 732-5578

Email address: rldeuell@nemcog.org

___ Yes, I am interested in participating in the Health & Education Focus Group Session.

___ I am NOT interested in participating in the Focus Group Session. However, I would suggest you invite _____ to the focus group.

Name _____

Representing _____

Address _____

_____

Phone _____ Fax _____

Email: _____

Focus Group: Tourism

Date: September 22, 2006
Time: 10:30 a.m.
Location: City Hall
Number of participants: 4

1. What is your perception of the current quality of life in Alpena?

- Wonderful – chose to be here. Environment, cultural activities. Active community concert association, college cultural events. Waterfront and trees, small population, ease of parking, museum. Association of Lifelong Learners. Need more people using downtown. Library.
- Moved away, then back. Quite a change – grown but stayed small. Need to have controlled growth with plan in mind. Not like Traverse City. Like recreational opportunities that have developed. Youth activities – skate parks, bmx track, ice arena, tennis courts. Mich-e-ke-wis Master Plan.
- Skate park. Interested in youth activities. Relaxed atmosphere. People come up to visit – don't want to go home – there's a feeling. Alpena is growing, but Alpena is conscious of constructive growth. Traverse City growth is helter skelter. Traffic pattern problems. Like the friendliness of City Hall. Active Chamber of Commerce – better than it used to be. Conscious of welcoming people – warm and friendly place. Saw a gap for seniors – now filled by Alpena Village. Association of Lifelong Learners. Would like to see downtown businesses filled.
- Came here for employment. Searched for community like this. Enviroment was like big city (biggest town in region), but small town people. Welcoming, friendly. Continue to maintain that attitude despite changes. Throughout history, has had so much to offer culturally. Recreation assets. Unique package of attractions. Effort to offer something to every segment of the population. All ages and walks of life. Transitioning into retirement community population without retirement community feel. Still vibrant. Cultural orgnizations help to maintain vibrancy. Downtown is still intact – needs heritage conservation and renovation for modern businesses. Would like to see them capitalize on historic structures. Would like to see focus on larger area of downtown. Broaden across river to NOAA to ACC and Besser Museum. Greenbelt park all the way from the bridge to NOAA to college. Pedestrian-commercial matches along the way.

2. What are the key recreational/tourism draws in Alpena?

- Town of volunteers!
- Theaters
- Cultural focal point – need. Community Arts and Community Concert Associations.
- Library
- Museum
- Community Concerts
- Thunder Bay Arts Council
- ACC
- Community Concert Series
- NOAA

- Ice Arena – games and entertainment groups
- Skate Park
- Island Park
- Bike Path
- Duck Park
- Beaches
- Art in the Loft
- Baseball and soccer fields
- Woodward Avenue corridor
- Woodcarvers, Geneological Society, NE MI Artists Guild, Farmers Market
- Brown Trout Festival, Blues Festival, Riverfest, Fair, Log Cabin Days, Harvest Days
- Bandshell – built by volunteers w/locally raised funds
- Alpena Symphony
- Alpena City Band
- Ice Diggers
- Golf Courses
- Great sports programs
- Boys and Girls Club
- Yng-Ylng (small sailboats)
    - Boat Harbor
- Volunteers from <u>all ages</u> who volunteer with multiple organizations.
- Disconnect between kids and things to do. Not a lot of teenage and young adult space in Alpena. Internet generation. Need to carve out spaces where they feel comfortable. Need to catch their imagination. Matter of communication. Example – create museum as a wi-fi hot zone. Light show at planetarium idea.
- Kids have nothing to do, leave town, many come back after they have kids
- Find out what brought them back and what drove them away
- Kids in this town are good kids – people forget that
- Youth Center – never takes off
- *Outside the city:*
    - Ski and hiking trails
    - Snowmobile trails (Snow Drifters)

3. What steps need to be taken to improve recreation and tourism in Alpena?

- More stuff at band shell, a variety of concerts. Put speakers lower so that it doesn't disturb neighbors
- Need people to raise funds to get more happening there
- Disk golf course, inline hockey rink at old mini skate park. Waterslide in summer for families. BMX park like skate park (but no land available in city). Youth center in central location. More winter activities. Ice carnival. Problem is the small pool of volunteers – same people all the time get burned out. Aging volunteers.
- Focus on youth activities
- Soccer taking over for baseball
- River frontage should be used for recreational. Walkway, bridge over to Rotary Island Mill Park

4. What type of development/redevelopment would you like to have happen in Alpena over the next 20 years?

- Corridor connecting downtown to museum (above).
- Harbor
- Get sewage plant off harbor area and get salt pile off the river. There is a disconnect of the downtown with the waterfront.
- Alpena was industrial port town. Now have to transition to make river an asset uses other than industrial. Need both tourism and industry to keep economy strong.
- Cultural heritage tourism should be boon, but not the foundation. Traverse City has sacrificed so much for their tourist base.
- Have a cultural arts center built over top of the wastewater treatment plant – heat with methane gas that is by-product. Make use of the artisans of Alpena. Community multi-use cultural center to have events. Focal point – make it visible. It's been done in other places.
- DPI forced to control its odors.
- Balance of environmental and economy – DPI and Lafarge.
- Possibility of wonderful fishery here – threatened by mercury from plant.
- Light industrial people making and shipping industrial products. Continue encouraging more light manufacturing – since Lafarge has a life span.
- Keep light industrial off water.

5. One message to the Planning Commission?

- Stop thinking just of downtown. Planning for the entire community – one transportation system, services along that path. Flow. Relationship-building between places and organizations.
- Include central body that encompasses Alpena County, City, and Township – all working together for a vision of growth for the whole county. Need to all be together on the same page.
- Cooperative effort in expanding public transportation to get people to city at night (people who don't drive) for cultural events. Even if they only went to pick up point. Also reduce reliance on oil.

Business Focus Group

Date: September 22, 2006
Time: 7:30 a.m.
Location: City Hall
Number of participants: 8

1. What is your perception of current quality of life in Alpena?

- Lived here all life, a lot of activities – quality of life excellent. Can be improved. Great education system. Lot of activities for kids. City strives to help kids/businesses. Ahead of smaller communities.
- Very good – everything is available here. Recreation. Job – things could be better. Economics worse than 10 years ago, but quality of life is better. Citizens have made quality of life better. Ice rink, Art in Loft.
- Quality of life great, but price to pay. Born in Detroit, lived here almost all life. Could make a lot more money in larger city. Have to pre-plan – business supplies.
- Used to live here, came back. Made great strides and suffered losses. Medical great. Improvements in quality of life that are intangible. Low crime rates. Wife misses opportunities in larger city – the one drawback. But positives outweigh.
- People seem to care. Need full facilities at military base. Have everything else – has everything you need.
- Make a little sacrifice, but quality of life is worth it. Took adjustment to live here. Facilities – hospital, college, Sanctuary – wonderful. Miss arts and culture – but more than outweighed. Easy to go downstate to concert.
- At first, large adjustment. Alpena has grown with her. Happy with it. No traffic.
- Excellent – need about 10,000 people better to have the services we need. Don't miss out on so much. A little isolated.

2. Locate or relocate a business – would you locate in the city? Why or why not?

- You know people here, the friendliness and small community life. Business focus is tremendous.
- Don't see a difference – in or out of city. We try to be centrally located, close and convenient to everyone.
- Depends on business – manufacturing outside city.
- Hard time deciding – red tape in city can be stifling. City officials don't realize how bad it is. Every time we want to do something, it's a challenge to comply with all the rules. The City needs to also have vision, be flexible and bend rules. It took long period of time to get approval from city. Sticking point is parking requirements. Parking places per square foot – doesn't make sense. Afraid to bend rules and make concessions – afraid of lawsuits. Too many rules are stifling to business. Rules should be more lenient.
- Love downtowns – wouldn't move.
- Considered moving out of downtown, but we like it in the downtown. Walkability is important. Parking was an issue at first, but city made changes, so it worked. Taxes are consideration if were to build brand new.
- Closed a business because of parking requirements – required to pave parking lot. We felt harassed, but that doesn't happen today. That attitude is gone. Would locate

downtown today. Advantages out on M-32 for some types of business. We are so car-driven, need to be more foot-driven. The more foot-driven, downtown becomes friendlier. Bike path, etc. make Alpena wonderful. Business will dictate where locate. Internet based business make it less likely to be downtown.

- Would locate in Alpena again. Love downtowns, walkability. Restrictions – difficult to make progress because of interpretation of restrictions. City Council and city staff are all positive. Liability reasons – conservative interpretation. Needs to be more out of the box thinking to support growth. Had struggles with historic building. Wouldn't matter where office is, but it is a fun place to be.
- Depends on business – CPA – should be downtown. Like to walk – energy crisis coming – need type of community where you can walk. We need that sense of community.

3. What is perception of current economic state of Alpena?

- Not good, lost industrial jobs and replaced them with service jobs without impact of industrial jobs. Retail is coming back, but might not have to do with Alpena. People are learning to live more efficiently as far as manufacturing operations. Most good economic things that have happened are from grants and community investment, but not from economic growth.
- Focus on youth and create jobs for kids. Young people are leaving. Need to have a vision, ideas with kids. Its becoming a haven for retirement. Make money downstate, come to Alpena to retire.
- Volatile. Last couple of years, down. Not good outlook. Key – buy local. Lose bids to out of town. All businesses look at that as investment – to make a priority to buy local. With the bid process, out-of-town businesses are hired over local. Keep contracts local – would add jobs. Need to look long term – give concessions to local people in terms of contracts, bids.
- Not good, but I'd rather be here now than in larger city. Need population growth. Losing youth, replacing with retirees. Without population growth, no economic growth.
- Downstate areas – struggling. Business up here is better. State of Michigan economy is awful – Alpena is tied in with that poor statewide economy. Without population, no economic growth. Look at retail sales, Gaylord does better than Alpena. Need better marketing and different hours of operation.
- Downtown businesses open from 9-5, are marketing to the unemployed.
- Wal-Mart had to have impact to downtown Alpena. It also draws people into the community from many miles away.
- Down 4% in real estate. Not a really high %. Economic environment is better in Alpena because we don't feel it as much as downstate. Not as stressed. There is still a lot we can do. Population is what we need. Need to have cooperative governmental effort.
- Michigan one of worst economies, and we suffer consequences. Alpena is in transition from industry to something else. Focus on areas where we see growth like health care. Tourist economy – Sanctuary will help. Agree that if population doesn't expand, it will be hard to see economic growth.
- Agree my small clients are suffering. See transitions. Sense of community – buying in Alpena supports our community. Education for people to support local businesses.

4. How do you feel about encouraging concept of controlled growth?

- Communities worry too much about controlling growth and become paralyzed. If left alone, things will work out. If major business came to town, it would work. Need to have planning, foresight. I think Traverse City is great. Economy is stronger. Don't see anything wrong with unbridled growth.
- Don't think we need controlled growth. Would like to see uncontrolled growth – any growth is great. Lots of vacant land, great infrastructure.
- Agree, need free thinkers. General economic models of control are bad. Need loose, working parameters. Infrastructure can handle a lot. We are comparable to TC. Have systems in place, need to be open-minded, flexible, no road blocks. Make it convenient.
- Responsible growth – very few would want toxic waste going up and down streets. Easily controlled. Other things like that is responsible growth. Zoning – certain things that you have to do. Need responsible growth. Need happy medium. Can't just let anybody do anything, can't restrict reasonable growth.
- We stumble over the small points. Need to take a chance. Not as bad today as it used to be in the city.
- Disagree with concept of controlled growth. Would love to be like TC. Agree that regulations need to be relaxed. Let marketplace be the control.
- No hotel on lakefront. Don't want Alpena to get spoiled. Need to be mindful of natural resources, but let market develop.
- Economic figures from downtown TC are unbelievable. Need to tell people what we have here – a good quality of life to bring them here. Need to get to news media about mercury emissions – what factories do. How do we get people here with that kind of press. Too much negativity in local paper. Need to be more positive. Promote Alpena!! Friendliness separates Alpena from other places.
- Perception of word "controlled", means restricted growth. Would love to have Traverse City's problems. People paying taxes to solve them.

5. One message to take back to the Planning Commission?

- Two-way streets. Several agree.
- Who do we go to? Lack of information. Can't get information from Chamber, Target, DDA. Need a person that someone can go to when they are trying to open new business in Alpena. Need to put together a package of everything that they need to do to proceed. Step by step process. Needs to be a key person to sit down with if you want to start a business. Someone like Greg. Also, mentoring type of situation. Need an Economic Coordinator.
- Get more people to Alpena, however, we need to have the jobs before people move here.
- Bend rules – need to look at case by case basis. Maybe change the zoning ordinance to make more flexibility?
- Two-way streets in the downtown.
- Couldn't find anyone that didn't want to be like Traverse City.
- Think outside the box.
- Planning Commission – our waterfront needs to be opened up for restaurant and hotel. Use the resources we have.
- Downtown area should be expanded (DDA).
- City has been great at supporting DDA projects.

Family Focus Group:

Date: September 21, 2006
Time: 7:00 p.m.
Location: City Hall
Number of participants: 10

1. Why do you choose to live in Alpena?

- Moved here because of job, small city with appeal of small city, low crime, no traffic, no long commutes, laid back lifestyle
- Job - same reasons, less stress
- Wife from Alpena – move closer to family
- Identified Alpena as a good place to start church. We did demographic studies to gain an understanding of the area. Saw need for church, potential growth for young families (greater opportunity than other cities in northern MI)
- Born and raised here; lived in major cities; wife wanted to see four seasons. Came to visit Alpena – wife loved it here (had no intention of living here).
- Small town atmosphere.
- Education levels – good
- Slower pace, four seasons. Even though risky job situation, stayed here
- Isolated, but there is peace of mind. Abundant water resources
- Family and quality of life
- Job – moved from similar but larger community.
- Mix of industrial and commercial, good parks, and Thunder Bay River.
- Feel at home here. The place grows on you and we've put our roots down – kids like it, works out well
- Great place to raise families – born here, moved away – moved back after kids
- Just wanted to move back here. Family and friends. Hunting camp. Lakes, fishing, hunting, golfing. Familiar place
- Good place to raise kids. Nice place to grow up. Watchful community

2. What is your opinion of the quality and range of options for housing?

- Good in general – need more for aged people.
- Good housing for seniors – more quantity. Good variety of housing. Not all directed toward one economic level.
- Houses available to buy – hard time selling them. Possible price structure problem. Wide variety of housing. Quantity of apartment buildings. Large amount for seniors. Need more based on difficulty of finding houses. Population not increasing.
- Nationwide housing problem – house on market for a year now. Housing very segregated. 30's and 40's houses, then newer subdivisions. Not a lot in between. Not a new subdivision with $120,000 - $200,000 homes. Not a good mix or blend. Families looking to get out of town – out of city limits – older homes need upkeep. Looking to get out because there's nothing to offer as far as newer homes at prices we can afford. No range of options. Older homes here – too much upkeep and money involved.

- Thunder Bay Junior High lots – would think it would be built on. Range of houses – yes – fixer uppers to expensive. Almost is more affordable to build than fix one up. Many houses for sell.
- Around 700 houses for sale.
- Not looking at house as investment in area. A lot out there.
- Options are all there. Waterfront drives prices up. People transplanting here – looking for new houses. Used to brand new subdivisions. Opting to build - can't find something satisfied with. Can't find good quality land to build on either. Pushes you out away from town. Incomes – problems – transplanting with higher income – cuts off locals.
- Good place for first time home buyers. North side homes – harder to sell because of smell. Put a lot of money into it – won't get money back out of it. Urge to migrate out (by professionals). Don't have to remodel home in city – move out of town.
- Property still affordable. Housing stock – well maintained, but old. Older homes, older architecture, problems with small parcels, no garages, no yards. No place to put new homes – city has no land left. Professionals going out – change demographics of city. No apartment/townhouse type housing. Island View Sub – most modern, historic homes along lake. Homes in certain age bracket. Not a lot of two-car garages. The rest of the land available is owned by ACC or city-owned commercial development possibilities.
- Nice homes, but on busy streets. Wouldn't want to live there with kids. State Avenue – too busy.
- No townhouses. Would have lived in them to give more time to look properly.
- Not a lot of rental options for professionals. Not a lot of rentals, but aren't nice.
- Slightly less than 1/3 are rentals properties.
- Downtown – turning upper stories of buildings into apartments:
- Can get very expensive.
- Market for something like that in this area – depends on income.
- Need a population base to keep downtown vibrant after hours. Think there is a market, but parking will be an issue.
- Need to try to bring in families, not just higher income people.
- Apartments above buildings for parents. \
- Need services for those people in downtown.
- Lives in north side – want to move up. Too expensive if decent. Not a lot of selection. Many houses are for sale on north side. Not a lot of people looking.
- Not impressed with housing. Can't sell house. Quality is bad for the price.

3. Downtown – what needs to change?

- More events that incorporate the downtown. Gus Macker example. Friday Night Downtown. Think going in the right direction.
- Not a variety of retail in downtown. A lot of the same thing. Mall area starting to fall by wayside.
- Too many empty buildings
- Retail is more higher end.
- Needs to become a niche market – will never compete with Wal-Mart. Needs specialty shops.
- Needs to be a focus on nightlife. No connection north to south – everything in between is closed. Lack of advertising needs to be addressed. DDA work on facades has

improved things. Need to do more of that – preserve – make it look really sharp. Need greater effort to go out and attract. Great retail space that is empty.

- Young kids in Culligan Plaza – hindrance or add to it? Might intimidate a few, but it puts people there.
- Need more places like Surf's Café. All dinner facilities are across the river.
- Façade needs to improve – buildings are old – people are attracted to new things. Gravitate toward area where newness is – look at downtown same way – bringing something new – new face on downtown. Were in storefront downtown as a church – had to leave - trying to get back downtown. Starting a nightclub – starting downtown. Looking for space – there isn't enough space.
- Paradigm shift – service our ancestors – folks aren't doing those same things anymore. If more entertainment, family location – reason to go down there. No more antique shops.
- Don't have a reason to go downtown – not down there to shop. Expensive. Would like to spend money downtown, but it's not pulling.
- Entertainment. No live entertainment. No reason to get out and walk around. Go to other communities to look and see what they have.
- During day, office population base, when workers leave, not a lot left.
- Snowmobilers – being talked about. Getting them through town to downtown is the problem.
- Grew up in Petoskey – major transition in downtown area – hub of activity. Marina and shoreline – didn't used to be special. Put a lot of money into it. Now bike path from Petoskey to Harbor Springs. Need to clean up waterfront. Have a nice marina, but it's a long distance across Thunder Bay. Look to Petoskey as role model. Pile of salt, big blue building (shopping center). Fence blocking your way.
- Extend path on riverside of sewage plant. Can't get through private property.
- Bike/walking path from Ossineke to Presque Isle County.
- Most effort into downtown goes into 2 block area. Need to preserve Post Office.
- Marquette's downtown has people. Thriving downtown. Nightlife, college crowd. More of a cultural community downtown. No walk-by traffic. Marquette has more interconnected buildings for wintertime.
- Balance missing. No small steady draw to pull people to downtown. Only go there to eat lunch. Need something to do without overcrowding.
- Better choice in stores. Different options. Not much for everyday person to look at. Thinks good thing that bigger box stores will help because it will keep people from going to Gaylord.

4. How often to you go downtown each week?

- Once or twice a week. Post Office, go to work.
- Once a month. JJ's once a month. Nothing else to draw.
- Twice a week.

5. Quality of services by City and other entities?

- Please with services. Need White Street repaved.
- Adequate.

- Don't notice – must be working good.
- Never had negative experience.
- Have alley behind house – gravel – a mess. River Street.
- No negative experiences.
- Good – likes cops on bicycles. Would like library to have more money.
- Would like to see Besser Museum get back together – would make a good compliment to NOAA facility. Would like to see more community promotion.
- CVB/Chamber haven't learned how to use Internet to their advantage. Need to understand how much web activity goes on.
- Newspaper – only prints event once. No outreach to other communities. Have a lot to offer, but no one ever knows about it.
- Local beaches – who's in charge of quality? Not a pleasant place to swim.
- Could be old sawdust that's been down there for a long time.
- Would help public opinion to know what causes that.
- Probably better water quality now than 20 years ago.
- Organic silt, sawdust – only there when there's a onshore wind.
- Need public awareness - maybe a little history sign at the beach telling why that's there.
- Lived in other communities – recycling. In Alpena, have to drive out of town or someplace with restricted hours. Need recycling in "Cool City".
- Adequate. There's a perception that they aren't adequate. City has tried to be comparable to others in region and has exceeded.
- Haven't had a problem. Seems the city is looking out for people. Everybody seems pleased with what they are doing.

6. What type of development or redevelopment would you like to happen in next 20 years?

- Best schools in Michigan.
- People coming out of college – kids want to get out of town as soon as possible. Nothing to keep them in town. Try to keep small community feel, but keep people in town. How can we eliminate flight? We have to have something here so that people can stay.
- More parks, open waterfront, pedestrian-friendly access. No way across river on Bagley, no way to cross Chisholm safely.
- Retirement-friendly community. More services for retirees. Shopping services for elderly.
- Neighborhood redevelopment. Incentive to build those neighborhoods back up. Hotels. Nice to be able to get in and out of Alpena easier. Buses, trains, flights. Schools – foreign languages. Family bathrooms in Alpena. Higher education – need more.
- Waterfront leveled – start fresh rather than redevelopment. Housing issues. Keeping kids here – want to go see what else is going on. Natural tendency to want to go away, but usually come back. But, jobs aren't here. Alpena's off the beaten track – needs to be promotion.
- 4 year program at ACC. 2 airlines in town (more competition). No more smell. Mexican restaurant.
- Businesses and industry in residential areas – should go. Party stores and bars in residential areas. Adult entertainment facilities, tattoo parlors all should be kept out.

- Economically – need balance. Tourism won't solve all of our problems. Can see us as destination for outdoor activities. Industrial tourism – put observation deck at quarry. Recreation Center/Ice Arena. Feasible attract minor league baseball team. Could become that type of community. Shipwrecks in bay. Expand city boundaries.
- Can't tell where city ends and township starts.
- Expand our boundaries – have more control over development.
- Most township government not organized to handle big time development – don't have staff. City has ability to handle that type of development. Would be a big battle. City has no development left – the only grocery store in city limits is Save A Lot. Where do non-mobile people go for groceries. As tax base expands, relieves the burden on everyone. Structure set up that communities lose money every year. Tax base and property boundaries of city are major problems. Township has twice the tax base as city. As more people move out, changes dynamic of people that are left in city.
- What are the incentives to get people in City? Services could be near by like businesses.
- Sounds like these are overlapping issues.
- Goal – kids don't have to move away. Jobs. More technology. 3 industries: technology (only need power, no transportation), agriculture, and energy/agriculture. Should be a company in town that takes advantage of raw product produced by the area farms.
- Like Alpena the way it is. Like old town look- redeveloping old buildings to keep the look of old town Alpena.

7. If one message to take back to the Planning Commission, what would that be?

- Keep quality of life.
- Keep Alpena alive and vibrant community.
- Maintain history.
- Keep energy level going.
- Revive the downtown.
- Keep moving forward. Keep up with times but maintain integrity.
- Keep children in mind.
- Expand playground area at Bay View Park
- Community itself – doesn't present itself with one unified, stable message. Can't find information on the internet about Alpena and businesses in Alpena. Whole community doesn't present itself well and project a unified message for Alpena.
- Develop a unified message.
- People need to be willing to change. Be open-minded. Let technology come in and let the city grow.

Manufacturing Focus Group

Date: September 21, 2006
Time: 4:00 p.m.
Location: City Hall
Number of participants: 3

1. What is your perception of the current economic state of the City of Alpena?

- Making strides to improve
- Mayor is doing very good job. No one at City is hard to approach
- Nothing but opportunities, overflowing with potential
- Even though the economy is struggling, there are still jobs to be had for those who want to work
- Opportunities
- Overflowing, we are not all tapped into yet
- Economy is good, there are very well paying jobs
- Manufacturing sector needs to remind the community how important we are and what we do to give back in local support, tax base and jobs
- As the community moves forward, let's not forget what got us here, the foundation was industry
- Industry has a huge investment in the community
- Industry is engaged in a global market
- Cornerstone of success is people
- The community is engaged in a big change effort
- We also need to embrace tourism
- Can't depend on tourism without manufacturing to carry it, we need a combination to make it all successful
- Tax incentives are good for everyone
- Encourage businesses to start here
- Younger population wants growth at a faster pace than older residents
- Community has a perception, not very good about government
- Community is resistant to change
- Corporation life cycles- we don't want to be at the decline and death stage, we need an environment that causes more birth and growth so we can overcome decline and death of industries
- With no investment in plants, the businesses will not survive
- Roads into the community (lack of t four lane highway) are the reason we are not growing
- No local employment market for skilled trades, have to hire outside the community to find the qualified persons
- Tremendous work ethic, but not educated
- Average age of Lafarge employee is 50 years
- Demographics are changing as young people leave the community
- 3 T's of economy
    - Talent – hard to find all of the talents locally
    - Technology – has risen and productivity is up
    - Tolerance – for change and creativity

2. What do you see as the trends in economic conditions?

- Older manufacturing plants not investing into their facilities
- Wages are low
- Need raw materials to generate wealth
- NOAA Underwater Sanctuary has real potential to help the local economy
- If nothing is done, it won't be pretty because of businesses that are in the decline/death stage
- We need to develop good sales skills
- Need better customer service that would cause customers to want to come back to the area

3. What should we do today to ensure that Alpena has economic stability and controlled growth into the future?

- Change culture from a negative perspective to a positive outlook
- Education
- Work towards getting smaller businesses and work towards economic growth
- Learn to be better at sales, both business and community
- Diversity of economy, need a broad economic base

4. What can the City do to help the economic well being of the community?

- Stay the course of offering incentives to industries
- Be open minded
- Identify economic generators versus economic beneficiaries, then do everything you can to make life easier for economic generators

Alpena Community College Student Focus Group

Date: September 21, 2006
Time: 12:30 p.m.
Location: Alpena Community College
Number of participants: 25

1. What is your perception of the quality of life in Alpena?

- Nice scenery
- Nice mix of architecture
- Safe place to live
- Middle Class community
- Better place for younger people to live than the smaller surrounding communities
- A great place for old people
- A retirement place
- Too focused on elderly population
- Lacking in options of things to do, there is no variety
- No place to hang out after 10:00 p.m. for people under 21 years old
- There aren't opportunities for kids (8-15 yrs)
- Not much for young people to do
- Boring place for young people
- Not enough job opportunities
- There is a lack of good paying jobs
- Not a good place to raise a family because there are no job opportunities
- Good paying jobs are declining
- Could see the place shrinking and becoming a ghost town because there are less jobs
- Problems with air pollution, air quality needs to be improved
- Beaches are dirty, black substance covers the beaches
- Congested – too many businesses in a small area, needs to spread out

2. What needs to change in the downtown to make it a better place to "hang out" and shop?

- Better restaurants
- Better variety of shops
- Bigger name stores and restaurants, like Starbucks
- Bring shops from malls
- Businesses that cater to young people, like extreme sports shops
- Places to gather like cafes, video arcades, pool halls, clubs for under 21, music
- More activity oriented, places to gather
- The Friday nights need to have activities for teens and college students
- Entertainment
- Concerts after 8:00 – later night activities
- Too many vacant buildings
- Fill empty stores
- Redevelop Harborside Mall

3. What is a theme for Alpena?

- Water, maritime, logging/sawmills, how about a winter theme to accommodate the long cold season

4. When asked is they will stay after graduating from college?

- Two students plan to stay in the community and 15-20 will leave
- If there were better jobs? 10 would stay
- If it were a cool place? A few more would stay
- 10 students said they will leave no matter what.

5. What needs to happen to attract young people to live and work in Alpena?

- Jobs and Activities
- Better paying jobs
- ACC a 4 year college
- Affordable housing
- Apartments
- Shops keeping longer hours
- More variety
- Awareness of mixed ages and interests
- More winter activities, less seasonal activities
- Clean environment – the place smells
- Stop waiting for direction
- Town needs to decide what kind of community it wants to be (either a retirement or booming) and do it.

6. What is the one message you want us to take back to the Planning Commission?

- More activities for young people
- Less conversation and more action

7. What do you need to do to make Alpena a better place?

- Stop thinking like an employee and start thinking like an employer
- Broaden our horizons
- Help organize
- Get involved

Health and Education Focus Group

Date: September 27, 2006
Time: 4:00 p.m.
Location: City Hall
Number of participants: 6

1. What is your perception of the current quality of life in the City of Alpena?

- Overall quality is good, hospital expanding, cultural activities moving into area. Smell of DPI & lack of things to do for youth are negative qualities.
- Excellent quality of life – absence of major crime, ability to leave house unlocked, just moments away from any outdoor sport, a lot of things for kids to do, quality of health care is exemplary, excellent educational opportunities, and organized activities for children are abundant
- Need more recreational activities for children
- Excellent quality of live – need to structure training to replace aging workforce, airport is a big positive, we need air service in this day & age
- Pleasant quality of live – however, the economy is Michigan is collapsing, so there will be a ripple affect that will affect all of state including Alpena
- Excellent quality of life – concerns are: not many from the young age group still living in Alpena, no outdoor winter activities
- The way to transform lives is through Alpena Community College

2. What is your opinion of the quality of services provided by the City and other entities?

- Overall, services are good, need better transportation for disabled, seniors, and Medicare recipients
- Transportation needs to be improved, city has made an effort to have bike paths, parks are nice, sewer and water quality is exemplary, City of Alpena is a clean town
- Services are good, never any issues
- Impressed with making Alpena a walkable community, parks and bike path are excellent, sewer and water quality are good, Council is accessible, don't know if we do a good job of making walkways accessible in the winter, overall City does a good job
- Very pleased – not quite sure where City, County, and Township services start or end
- Good quality of services, use bike path during winter (cross-country skiing) impressed with activity going on at Fletcher Street

3. What is your opinion on the level of coordination of planning between your organization and the City? Is there room for improvements?

- Great level of coordination
- Planning – liaison officer at high school went very well, it was initiated by city. When you want something done for your benefit, then you need to do something for them before they will do something for you
- City would collect school taxes for school for a fee
- Planning at hospital is done at a state and federal level, not much interface with City
- Culvert issue with college, City not willing to do research

4. What type of development / redevelopment would you like to have happen in Alpena over the next 20 years?

- Better shopping opportunities in the community
- Let's recognize that we are a retirement destination and make that our industry. We can make it a great place for retirement. A greater, more hospitable environment. Housing, health care, access to education, and recreation
- Housing amenities, not appropriate housing stock
- City is working on downtown housing in the second story buildings – should be pushed as much as possible
- Develop parks more
- Groom bike paths during winter for use for cross-country skiing

5. How can the City help organizations work towards providing a better quality of life for its constituents?

- Maintain student enrollment - the more attractive the City is, the more people will relocate and the more students will be enrolled in schools
- Hospital has 50% of market, can double amount of services
- By being a better City, improve City

6. One message to Planning Commission?

- Keep an open mind, don't rule anything out
- Alpena is very land locked, City needs to take a hard look at reclamation of property in city
- Find common ground between City & Township so we can move forward
- Maximize waterfront for public, improve property, look at what is available in City
- Housing (hotels, motels) for people coming to town for visits, open up waterfront

Developers Focus Group

Date: September 27, 2006
Time: 7:00 p.m.
Location: City Hall
Number of participants: 5

1. What factors attracted you to invest into Alpena?

- I have lived here all my life. Like the lay of the land
- Moved here, unique location, like the people, land valued right, abundant water resources around community
- If money is the primary objective, don't go to Alpena. A lot easier to work in back-yard because you were born & raised in Alpena
- Unique perspective to see what we need, water resources

2. What is your perception of the current quality of life in the City of Alpena?

- Good, good hospital, good schools, good industrial base
- Something positive about being here, away from big cities
- Northeast Michigan is a unique opportunity, low density, a lot of rural space, tremendous amount of private land, low growth rate, great rural life
- Not traditional developers, community looks at Lafarge as negative, cleanest cement plan
- Depends on age group you are in, recreation is fabulous, rivers, lakes, woods, very safe community, low crime rates. Certain issues are not good, we need good jobs, people can't take care of household when there isn't a decent quality of life. Need downtown stores for our older population (small grocery stores, drug stores)
- Adding to quality of life – Fletcher Development, Fletcher Development Boardwalk

3. What is your perception of the current economic state of the City of Alpena?

- Scale of 1 to 10 with ten being the best, about a 3 ½ to 4
- Downtown – the merchants are suffering, it will take savvy business skills to get businesses to do better
- All of Michigan is on a downfall, the whole state is hurting, Alpena has never hit a real low, but it has never hit a real high either
- Little less than 3 ½ on a scale of 1 to 10, downtown will come back around given time and effort
- Scale of 1 to 10 give it 3 or less – if City wants traffic, we have to have a core that will bring the people to downtown, we need to promote Alpena, to pick up economic status
- We need to do a better job to promote the community, no hotel on water and we need one, Alpena is so far off the freeway
- How do we promote? Is there a common, united voice?
- There is no marketing in other towns or communities to bring tourists or residents here
- Dealing with people who are not locals – they like downtown stores, plays and of the cultural activities in the community
- shortage of marketing resources for promoting the community

4. Do you believe there is community-wide support for economic development and growth in Alpena? Why or why not?

- No – consensus in the community
- Need awareness and marketing
- Same people doing most of the developments, no new money coming into the area
- Older population doesn't want to see more development
- A lot of people don't want change
- Distance from freeway

5. **What can the City do to help the economic well being of the community?**

- Give incentives
- Tax breaks
- City is pro-business
- City lead the way, bring in tax base
- Find ways to incentivize – freeze taxes for landlords
- Not in partnership with airport enough
- Housing – we don't have a handle on housing, not enough of new housing, not enough efficient stock (housing)
- Campground – Michi-eke-wis
- People and businesses are not buying in City because of taxes
- Too many different groups trying to market the area – should pool resources
- Need to better market the community
- City leads the way by promoting projects
- Create tax incentives to draw in business such as hotels and restaurants
- NEZ can create new space
- What will the zoning be in the future and need business incentives
- Freeze taxes for 5 years
- Need to diversify the core city
- Create collaboration with development community
- Renaissance Zones & Job bonus.
- Reduction in interest rate
- Need to partnership with airport – free trade zone – can't find the cost of land at airport

6. One message to take to the Planning Commission

- Planning commission's job is looking at use of land
- Aggressively approach to economic development
- Don't just shut down everyone
- Figure out who has the income, bring them to City, and help with building a development
- Be flexible and listen, before you make a decision
- Have "can do" spirit
- More 4-way stops. Take out traffic lights
- City in competition with township and they need to learn how to cooperate
- Need to look at the big picture of making the downtown a downtown again
- Mechanism for low interest loans for development in a defined district area
- Keep the city core intact. Some communities have torn everything down

Senior Citizen Focus Group

Date: September 27, 2006
Time: 1:00 p.m.
Location: Alpena Senior Center
Number of participants: 10

1. How long have you lived in Alpena?

- 3 live in the city – 7 live outside the city
- 2-5yrs, 1-9yrs, 2-15yrs, 1-20yrs, 1-25yrs, 1-40yrs, 1-50yrs, 1-60yrs

2. Think back 20 years, what is one of your best memories of the community?

- Sense of comfort, nurturing, a relaxed, at home feeling
- Shopping downtown – JC Penney, reminded her of her childhood
- Small town atmosphere, outdoor activities, downtown shopping
- Proximity to Lake Huron, concert series, theaters, rich community, misses downtown stores
- Perpetual vacation, Lake Huron, miss some stores in the downtown
- Younger years, Christmas – city bagged candy – 2nd & Washington Street Christmas tree, shopping downtown
- 1934 – quiet, slow, downtown stores
- Cement Plant Specials, North side is a lot cleaner, stores on every corner, friendly
- Beautiful, enormous steps, 4th of July parades
- Ice fishing, small, nice, quiet, Senior Center, College Programs, objects to DPI smell, need more jobs

3. Think ahead 20 years, what do you want your grandchildren's best memories to be?

- Farmer's market, young children activities, 4th of July parade, are activities that need to be celebrated right now
- Grandkids would love to live here, museum, library
- Small town – everyone knows everyone else
- Be able to stay in Alpena, college education, have opportunities here for grandkids to stay & live in Alpena, quality family life, fair wages, prosperous small community
- It wouldn't be what it is without other communities feeding into our community more the same
- Doesn't want to see city mushroom, other communities that mushroom become hateful, not anti-progress
- Stay in Alpena, can't – not enough jobs, great place to visit, grandkids will have to move
- Not enough jobs to keep kids in town
- Kids went to college here but had to leave because there4 are not enough jobs
- Kids go away and then come back to retire in community

4. What is lacking to make it a better place to for seniors to live?

- If manufacturing in area diminishes, then it will become a senior community

- Not much lacking, there are places for seniors to go when they grow older (Tender Care) will always be jobs (low paying) for seniors
- Likes town for what it is, however, good jobs are lacking in the community
- Senior Citizen Center needs to be made bigger; a need for Alzheimer Unit, which is locked down; we have hospital facility, but we don't have doctors who are good enough to service Senior Citizen's needs
- Specialists for Senior Citizen care, keep our community attractive enough to retain good doctors & specialists
- Better image of itself, a lot right about city, an extension of transportation beyond city limits
- Transportation; help with prescriptions; wider access for help with prescriptions; better access to all people living alone to help them out better (in home services); need more senior housing
- Better health care, state of the art Alzheimer & Assisted living facilities
- Destination spot for retirees; so lets make it the best place for retirees

5. What is your opinion of the quality of services provided by the City and other entities?

- Taxes are outrageous, needs plowing of sidewalks, police need to be more visible, the clean streets are nice
- Very happy, all throughout the city there are improvements and things being made better all the time, no complaints
- Need police to work better for citizens
- Quality of service at Senior Center is excellent, need more things (stores, drug stores) in closer proximity to city center for seniors
- Need more police enforcement
- Services of city are good, can't please all the people all of the time
- City services are adequate to good, more attention to transportation for seniors, get city news and what is happening in the city out to public
- Planting and gardening is beautiful
- Beautification in city is wonderful
- Sanitation is very clean

6. One message for the Planning Commission?

- Focus on Seniors
- Be geared towards Senior Citizens
- Inevitable senior growth in city Be ready for more seniors
- Senior Citizen Center expand or be moved, lock down facility for Alzheimer patients
- Better transportation for Seniors
- Transportation – continue to support and improve
- Transportation
- Public transportation, tourism attractions, expanding senior services, affordable assisted senior housing
- Something built – place to stay, more stores downtown
- Build campground (Mich-e-ke-wis)
- Sink holes – tour & be stressed

Human Services Focus Group

Date: September 27, 2006
Time: 10:00 p.m.
Location: City Hall
Number of participants: 6

1. What is your perception of the current quality of life in the City of Alpena?

- Above average
- Smallness of community gives opportunities to participate without loosing your identity
- General caring community with neighbors helping each other
- Above average, compared to the 12 counties I work in
- The elderly can help younger families
- Kinship care program is very positive
- High quality of life, but at risk of declining due to economic census
- We need intergenerational interaction
- One quarter of the population has a bachelor degree or higher
- Places to work and make a good living are shrinking
- High school graduates aren't able to make a good living/ lacking skills to compete in the new workforce. Community needs to address the needed training
- There is a huge disparity in income levels – some people don't have above average quality of life
- Fragmented community of the have's and have-nots
- Young families are struggling to make it. Many depend on services from our agencies
- We have the working poor, people earn just above the level the cut-off for assistance
- Sometimes there is a negativity in the community, finger pointing and the blame game
- We have seen an increase in need for home services
- Assisted care facilities are filled, long wait for vacancies
- 13% increase in home delivery of meals for elderly
- 18 and older – 25 % living in poverty
- 5% dropout rate
- We need to give a hand up instead of a hand out
- Costs for medical services are ever increasing
- Medicare "D" is very problematic
- Retirees are depending upon just social security income
- Agencies are at risk from the poor economic state
- Need better coordination between agencies and between generations
- There isn't adequate coordination for benefits – agencies don't know what each other offer
- Agencies are facing budget problems, having to tighten the belt and make cuts in staff and hours at the same time there is a increase in need for services

2. What is your opinion of the quality of services provided by the City and other entities?

- The community is very clean
- Parks are well maintained
- New small pocket parks downtown are wonderful, sitting benches are a nice addition to the downtown

- Flowers and trees improve the community
- Landscaping in front of ACC very nice
- Streets are in good condition, making places safer
- Sidewalk program great, does put a burden on some low income folks
- Bi-Path is great benefit to community, need to have lighting system along the trail
- Streetlights important
- Public Safety – fire and police outstanding
- Rental rehab and rental inspection very important
- Public Transportation, Dial-a-Ride and TBT is a good service
- A bus route system would be a benefit
- The City reimburses the Boys and Girls Club for community services provided by kids

3. What services need to be improved?

- Convenient recycling is needed in town with better drop-off access
- Need to expand services of Dial-a-ride, possibly routes and longer hours
- The bus system needs to coordinate with other players to offer door to door service
- Guarantee any business starting can get necessary permits in 30 days. Need to coordinate between departments and agencies, the process is extremely slow
- There seems to be turf wars between certain agencies
- We need intergovernmental cooperation and interagency coordination

4. What needs to happen to make Alpena a better place to live and work?

- We need better paying jobs
- We need growth, but should be smart growth
- Need a vision of what we want to be, the community is a state of transition
- Tourism is icing on the cake, we need a foundation of good paying jobs
- We should focus on small manufacturing with 20 to 40 jobs
- Community needs to make it easier for businesses to get established – get out of the way
- The first impression of the downtown isn't good with the vacant buildings
- Retirees are not content to sit around. We should have facilities for retired people like woodworking shops, craft workshops
- The City struggles with the county on certain issues
- We are still struggling with the reputation of being a union town
- People aren't as friendly and there is less of a sense of community in fast growing communities like Traverse City

5. What is the one message we should take back to the planning commission?

- Create jobs that can take advantage of newer technologies, like the Fiber Optics Consortium
- We need more good paying jobs, the Fiber Optics Consortium is a good start
- Help to increase access to technology
- Proactive coordination of efforts to build the local economy
- Productive coordination of efforts City-Township-County-Businesses
- Participate in all aspects of the community – be a resource to organizations
- Education is the foundation of the community
- Engage kids with technology

- Alpena Community College is a real asset to the community and can help reinvent the community
- Need B.S. and M.S. programs at Alpena Community College
- Senior Services - need to increase level of service to meet the increasing aging population
- We need a growth in population – healthier economy will keep kids here

Economic Development Focus Group

Date: September 22, 2006
Time: 2:00 p.m.
Location: City Hall
Number of participants: 8

1. What is your perception of the current economic state of the City of Alpena?

- 7 on scale of 10 – struggling. Optimistic.
- Optimistic that there are things being explored and identified. Certain components that are prevalent here. On the whole, need to improve.
- Struggling, 6 on scale of 10. Down year. Expansion of business – not up and coming year. Represent 6 states, MI is slowest.
- 5 out of 10 – ready to plateau. Become more of depository institution for seniors. Don't see young people getting mortgage and car loans. Target and Chamber – will do great things.
- Realty down about 4%, but personally up 10% from last year. Some doing well and some not. Optimistic about river, Sanctuary and M-32. Future looks good. Can do more.
- Economy less than vibrant – have tools in place. Help stimulate that. See customers in better shape than thought they would be. Just a wait and see attitude. Good things on horizon.
- 6 or 7out of 10. Be careful of comparisons. We are our own entity. Unique with marine sanctuary. People used to be non-progressive. Now people are more progressive. Had poor self image. Could still improve. Alpena is attracting class people. Quality of life has improved over last few years. Now people seeing this is someplace they'd like to go.
- Trends – declining, will plateau and then take off.
- Downstate influences, retirees will have an impact.
- Perception worse than reality. Positive about economic future. See great strides in healthcare, and the Sanctuary. In transition between industrial and whatever comes next.

2. Most agree that communities need growth to remain vibrant places to live and work. How do you feel about encouraging the concept of controlled growth?

- First reaction, want to control. What are controls? What do we mean? Have a lot of controls in zoning and economics. Control –what to do and where. Who would have that control?
- Controlled growth – in favor of it. Limited space available. Natural resources – asset. A lot of areas that could be in-filled.
- Make plan – thinking ahead where you want everything. Can always be amended. If someone has a good, logical reason why be located somewhere else, there's always a variance. Plan to guide the growth.
- Control through zoning - ask for variance.

- Proponent of controlled growth. Absence of 4 lane highway – control. As long as plan for traffic management, controlled growth is the way to go.
- Would love to see out of controlled growth. There are enough controls – artificial and governmental. See best things when you take the controls off. Would love to see like TC.
- Closed up a business because of control implementation. Issues were remedied with change of personnel at City. Responsible growth – does mean some zoning. Not a union town anymore. Against restricted growth, but for responsible growth.
- Planned growth – planning for growth – infrastructure, transportation. Not a lot of planning in TC. Supports planned growth, but not hindering it.
- Problems in TC – traffic. Have and have not concept. We have a lot of coastline held for public use.

3. What type of development/redevelopment would you like to happen in Alpena over the next 20 years?

- Mistake if we turned our back on manufacturing. We need a mix for success and growth. Tourism, service jobs won't take the place. We need a product to base it on.
- Would like to see airport surrounded by companies. Present airport as an asset to bring people in.
- Retain core community structurally and physically. Shouldn't lose riverfront. Keep characteristic of community.
- Sustainable mix – manufacturing vs. service. Wouldn't want to see retirement community. As land becomes available, people will discover us. Land some manufacturing firms. City becoming more business friendly.
- Take advantage of skills that are here. (working with their hands example – workshops)
- Innovation and new technology. High speed internet/communication. Healthcare. Alternatives to small business tax combined with incentives to relocate here. Innovation and execution.
- Manufacturing – brought us to where we are today. Tourism has to be important part of the future. Thinks development is wrapping around the lake towards Alpena. Need to be ready for tourism. In the process of being discovered. Still need manufacturing as base, tourism extremely important.
- Change to two-way streets downtown. Hotel on waterfront. Focus on heart of community – downtown and waterfront. Support those resources.
- Hotel with restaurant on top – view of lake.
- 10 foundation businesses expanded. Everything else comes with it. Fits into planned growth. Have diversified types of manufacturing, but need more of the technological end. Need more diversification.
- Shouldn't be so dependent on manufacturing and tourism.
- Making inquiries – getting name out there. Companies have done market research.

4. What are the obstacles to development of a better local economy?

- Lack of transportation to geographic area.
- High speed communication.
- Taxes, restrictions from DEQ

- Practical SBA program in Alpena? Difficult and expensive process.
- Risky financing is an obstacle.
- Not enough staffing; no program to assist someone who wants to start a small business. Need more staffing.
- General property tax structure within the city is a detriment. Homestead tax credits help. High tax burden relative to value of property.
- Overcome perception that we are out of the way. Market ourselves that we have the resources and capabilities.
- Community seems more open to growth and new people now. Reality check – aging population.
- Needs to be one larger group with more staffing instead of several smaller groups that are understaffed to support small business owners.
- Don't see Alpena being marketed the way it should be. "Alpena Magazine".

5. There are a number of commercial and residential structures for sale in Alpena. What is the trend for the real estate market in Alpena?

- National problem. Alpena has missed out on appreciation that other areas have had. Lack of bigger homes available. Tax structure – another problem. Higher in city.
- Appreciation isn't there even with improvements.
- Large parcels aren't as attractive anymore. Disagreement by realtor.
- To get out of low, need to create jobs.
- Tear more down to create better market.
- Need to have realistic expectations about the time it takes a house to sell. Cyclical economy.
- Houses everywhere are taking a long time to sell.
- Fewer buyers.
- Needs better marketing – how is marketing for homes? Don't have enough people with substantial incomes to buy the more expensive homes.
- Need more internet marketing.

6. What can the City do to help the economic well being of the community?

- Market Alpena.
- Incentives
- Take aggressive steps to be business-friendly
- Can't wait for them to come to us.
- Efforts have tried to change the historical lethargy. City has been run well, but hasn't been aggressive. Change in mayor has helped.
- Taxes – study to look at whole system. Homestead tax has helped, but not with rentals.
- Rental program has helped and hurt.
- Look at income tax, reducing property tax.
- Do we need all of the expenses? Some has been to build infrastructure.
- Can negotiate valuation in township, not city.
- Township probably has too low a tax rate.

- Further incentives – any family that moves in – pay for education at ACC? (Like Kalamazoo).
- Work on a more cooperative basis – county, township, city, region.
- Need to have systems in place. Real Estate Board help. Mentoring – to help businesses. Use expertise that we have. Banks – had to learn banking to make it in business. Need to get closer together on the financing part.
- Two-way streets. Business-friendliness. Little things – interpreting regulations to get things done. Detour sign example. More of a "yes" attitude.
- Last few years, city has come a long way. More proactive. Found working with city to be easy. Smooth process.
- Decrease expenses so that you don't need the tax.
- Look at what message we are sending – drive through town to see what we can do.

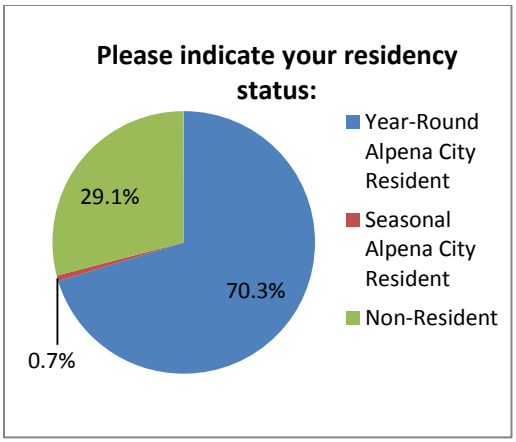
6. One message to Planning Commission

- Plan for greatness.
- Be open minded.
- Rethink rules.
- Get things done – make them happen. Have "I can" attitude instead of "I can't".

Appendix B

2013 Online Public Input Survey Results

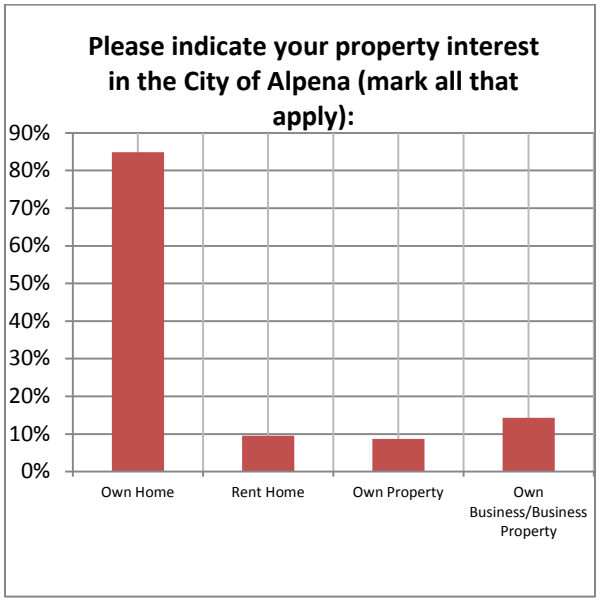
1. Please indicate your residency status:		
Answer Options	**Response Percent**	**Response Count**
Year-Round Alpena City Resident	70.3%	104
Seasonal Alpena City Resident	0.7%	1
Non-Resident	29.1%	43
If non-resident, indicate place of residence		31
answered question		**148**
skipped question		**1**

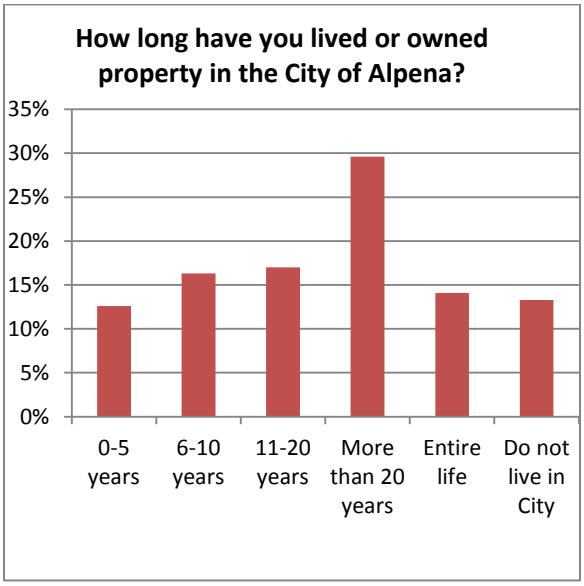


	1. If non-resident, indicate place of residence
1	Ossineke
2	Alpena Township
3	Alpena Township
4	Krakow Township - Long Lake
5	Alpena Township
6	Wilson Township, Alpena County
7	Alpena Township
8	Alpena Township
9	Alpena Township
10	Presque Isle Township, Presque Isle County
11	Alpena Twp.
12	Alpena Township
13	Alpena Township
14	Sanborn Township
15	Hubbard Lake
16	I work in the city, have children that attend APS
17	Petoskey
18	Des Moines, put still have a lot of family there and visit often.
19	Ossineke
20	Alpena county, green township
21	Saginaw
22	Alpena Township
23	Maple Ridge Twp
24	Alpena Township
25	Grand Rapids
26	Ossineke, MI
27	I live just outside of town but own a rental property in town, I also work in town
28	Hillman, work in Alpena City
29	Now attend college at WMU
30	Alpena Township
31	Isabella County, Michigan

2. Please indicate your property interest in the City of Alpena (mark all that apply):		
Answer Options	**Response Percent**	**Response Count**
Own Home	84.9%	107
Rent Home	9.5%	12
Own Property	8.7%	11
Own Business/Business Property	14.3%	18
Other (please specify)		16
answered question		**126**
skipped question		**23**

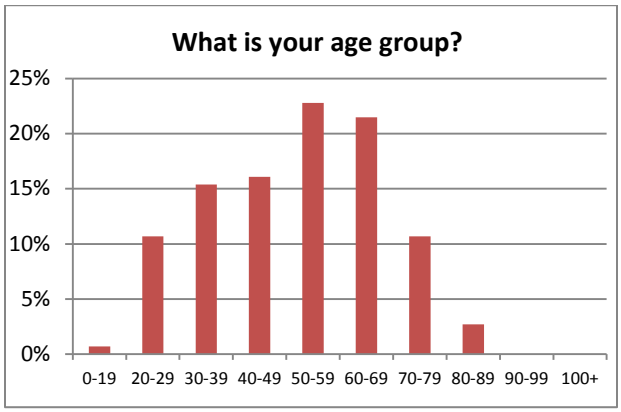
3. How long have you lived or owned property in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
0-5 years	12.6%	17
6-10 years	16.3%	22
11-20 years	17.0%	23
More than 20 years	29.6%	40
Entire life	14.1%	19
Do not live in City	13.3%	18
answered question		**135**
skipped question		**14**





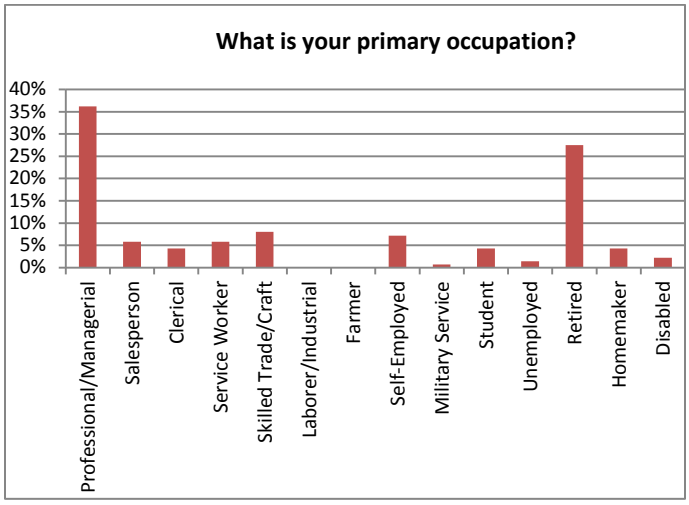
	2. Other (please specify)
1	Do not own property within the City of Alpena
2	Vacant Buildings
3	Own rental residences
4	I work and play within the city limits
5	nothing in the City
6	Work in City of Alpena
7	I work in the city
8	Volunteer on city board and work as volunteer in city gardens and parks
9	Live in a manse owned by the church
10	future property purchase
11	Own in Ossineke
12	None
13	use to live in Alpena, still have family there
14	rent apartment
15	I work in Alpena City
16	Work in city

4. What is your age group?		
Answer Options	**Response Percent**	**Response Count**
0-19	0.7%	1
20-29	10.7%	16
30-39	15.4%	23
40-49	16.1%	24
50-59	22.8%	34
60-69	21.5%	32
70-79	10.7%	16
80-89	2.7%	4
90-99	0.0%	0
100+	0.0%	0
answered question		**149**
skipped question		**0**



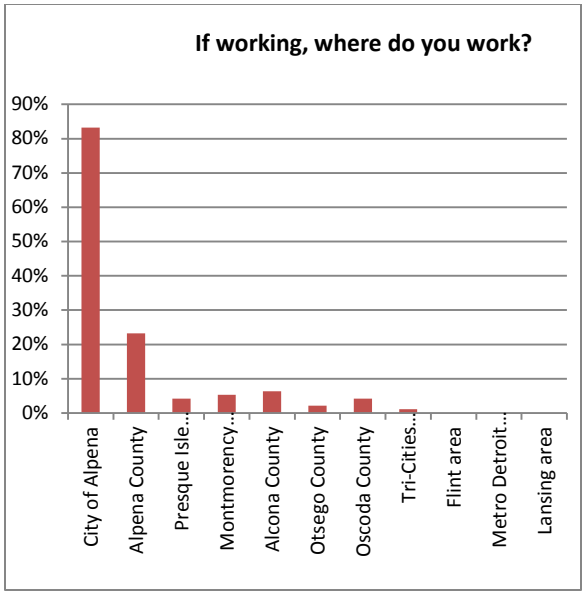
5. What is your primary occupation?		
Answer Options	**Response Percent**	**Response Count**
Professional/Managerial	36.2%	50
Salesperson	5.8%	8
Clerical	4.3%	6
Service Worker	5.8%	8
Skilled Trade/Craft	8.0%	11
Laborer/Industrial	0.0%	0
Farmer	0.0%	0
Self-Employed	7.2%	10
Military Service	0.7%	1
Student	4.3%	6
Unemployed	1.4%	2
Retired	27.5%	38
Homemaker	4.3%	6
Disabled	2.2%	3
Other (please specify)		11
answered question		**138**
skipped question		**11**

	5. Other (please specify)
1	Teacher/Business Owner
2	cashier
3	Journalist
4	Health Care
5	Health Care
6	Nurse
7	direct care worker
8	Firefighter / Paramedic, 911 Dispatcher
9	E-911 Dispatcher
10	Postal Service
11	Government

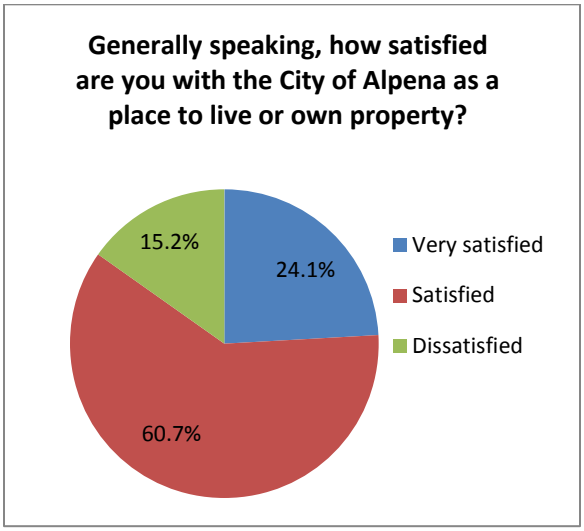


6. If working, where do you work?		
Answer Options	**Response Percent**	**Response Count**
City of Alpena	83.2%	79
Alpena County	23.2%	22
Presque Isle County	4.2%	4
Montmorency County	5.3%	5
Alcona County	6.3%	6
Otsego County	2.1%	2
Oscoda County	4.2%	4
Tri-Cities (Saginaw/Bay City/Midland)	1.1%	1
Flint area	0.0%	0
Metro Detroit area	0.0%	0
Lansing area	0.0%	0
Other (please specify)		8
answered question		**95**
skipped question		**54**

	6. Other (please specify)
1	Federal Govt other than military
2	Oscoda
3	Iowa
4	Grand Rapids area
5	Grand Rapids MI
6	n/a
7	Mount Pleasant
8	Alpena Township



7. Generally speaking, how satisfied are you with the City of Alpena as a place to live or own property?		
Answer Options	**Response Percent**	**Response Count**
Very satisfied	24.1%	27
Satisfied	60.7%	68
Dissatisfied	15.2%	17
answered question		**112**
skipped question		**37**



8. What 3 things do you like most about the City of Alpena (3 biggest assets)?			
	First Response	**Second Response**	**Third Response**
1	Outdoor activities	Friendly atmosphere	Seasonal Weather
2	outdoor activities	general friendliness of the people	lack of big city problems
3	The water view	City Marina	The fireworks
4	People	Location	Lack of Big City Problems
5	River	Bay	Beaches
6	Bi-Path	TBNMS	Farmers Market
7	Small community	Bike path	Fire and police
8	Waterfront, river and lake	People	Arts - galleries, music, TBCC Chorus
9	Waterfront	Museums	Parks
10	Medical facilities	Natural beauty	Schools
11	Beauty of outdoors and buildings	The arts and things to do	Our city workers are wonderful
12	Change of seasons	Small community - good place to raise children	Hospital
13	Environment	Good education systems	Positive thinking toward the future
14	Geographic location	College, arts, music, activities.	Ease of getting around in area.
15	Increased recycling availability	Bike/Walk Trail	Lively Arts and Culture Community
16	waterfront and related activities	recreational activities (bike bath)	NOAA
17	Summer activities	Close to lake	Bike path
18	Water	Weather	Location
19	the lakeshore	NOAA / Thunder Bay Marine Sanctuary	bike path
20	Lake Huron	bike paths	close to businesses
21	Parks & Bike paths	Downtown redevelopment	Summer activities e.g. free concerts in park, brown trout festival
22	It is a pretty town.	It is near the water.	
23	Bicycle access and trails	The water	Infrastructure of essential services
24	Waterfront Accessibility	Bi-Paths	Seasonal Weather
25	Smaller city, but much to offer	Proximity to lake and surrounding beauty. Safe city.	New growth and renewed energy last couple of years
26	Bike Path	Water frontage	Planned activities (i.e. Concert in the Park) etc
27	Downtown redevelopment	Bike/Park system	New signage
28	water	outdoor sports	armc
29	Thunder Bay National Marine Sanctuary	Wildlife Sanctuary	Lake Huron
30	The downtown is not completely dead	It's walkable	It's pretty
31	Downtown/Riverfront development	Parks/Bike Paths	Concerts in park
32	Lakes and Rivers	Good navigable road system	Local Arts and Culture Opportunities
33	Waterfront	Parks	Business Community
34	NOAA Bldg	Besser Museum	Ship wreck tour boat
35	Lake Huron & other lake access	small	safe community
36	Access to water	Parks and concerts	Besser Museum
37	The beauty of the area	The size of the area	Feel safe in Alpena
38	small	safe	friendly

39	Location - lake, river, woods, airport, highway	Safe, compassionate community to raise family	Community involvement
40	parks	downtown area	proximity to Lake Huron
41	Resort community feeling due to water front	Downtown development	Parks
42	Recreational amenities - parks and bike path	Availability of health care - ARMC and medical clinics	Small town atmosphere
43	proximity to water	size	many things to do
44	shopping	friendly people	
45	Downtown improvements	Riverfront developments	Resort/Lakefront Community feel
46	Bi-Path, and parks	Recycling efforts	Cultural events, theater, music
47	Bike paths and park systems	Concerts in park	Riverfront/downtown development
48	River front development	Bike paths throughout city.	Concerts in park in summertime
49	Bike/Walking Paths	Parks/Concerts	Marina/Riverfront/Downtown area
50	Lakes and rivers	Downtown redevelopment	Parks/Free Concerts
51	Proximity to biking trails in town & Alpena-Cheboygan Trail & Proximity to hiking /X Cuntry skiing/water: Norway Ridge, Negwegon, Lake Huron, Chippewa HIlls, Black Mt	Art and Theater	a nice selection of non-chain restaurants
52	small town atmosphere	schools	
53	Marina	Tennis facilities	quiet
54	only 2 or 3 miles to everything we shop or doctor at	miles of lake shore beautiful views parks	great miles of bike paths
55	Area we live in is very pretty	Quick access to fishing and hunting	Good police department and Sheriffs department
56	Slow pace of life, not too crowded.	Lakes.	
57	The Bi-Path	Accessibility to the Lake	
58	The lakeshore	Access to woodlands	The state parks
59	Lake Huron	Events (concerts in the park, festivals, etc)	Ease of walking places
60	NOAA Museum	Shipwreck Tour	Northern Lights Arena
61	water front	curb appeal	
62	lakefront and river parks	people	effort to improve community for citizens
63	NOAA	ACC	Beach
64	small town atmosphere	no traffic	close to stores
65	Small town	Bike Trail and Band Shell	Two live theaters
66	PARKS, BOAT LAUNCHES ETC	DOWNTOWN IMPROVEMENTS	NOAA, MARITIME SANCTUARY
67	water access for the public...parks etc.	small town atmosphere	downtown renewal that is taking place
68	Proximity to water and other abundant resources	quaint downtown	welcoming population
69	waterfront on both lake and river	streets in grid pattern and sidewalks	boat harbor
70	the water	old money	scenery
71	downtown is nice	sportsman island	city bike path
72	Beach	People	New bike path
73	all the nature	the river systems and inland lakes	the weather
74	Lake	?	?

75	Beaches (although dirty)	Bike paths	Farmers market
76	Biking trails	River	
77	Friendly People	Lake Huron	Low Crime
78	low crime rate	the lakes	exceptional schools
79	Lake side	things going on	friendly
80	Thunder Bar River and associated parks	Marina area	Free concerts in park
81	on the water, lakes, rivers, ect.	small but not to small	Parks & rec.
82	low crime	kid friendly	good schools
83	Small town atmosphere	Bike Path	
84	Water	People	Trails
85	Water	Shopping	Restaurants
86	Lake Huron	Downtown	Bandshell
87	fishing	outdoor opportunity	lots of water
88	Riverfront development	Bike Paths	Parks
89	Band Shell	Streets ar always cleaned	Ship wreck tours
90	Lake Huron	The extensive bike path	The historic buildings downtown
91	Downtown	Cultural Assets and activities	Water and recreational activities
92	Lakes	Trails	Quietness
93	Lack of crime	Lake Huron, Thunder bay River	Size
94	Beautiful lakes	Kayak launch	Bike path
95	the beach front	clean	
96	Proximity to Lake Huron and the Thunder Bay National Marine Sanctuary	Abundance of outdoor activities	Wineries, brewery
97	Easy access to nature.		
98	People	Lakes	Recreational
99	natural resources	low crime	ability to have industry
100	Lake Huron	Seasons	Hospital
101	The lake	Ease of getting around	friendly
102	schools	safe	good size
103	Fire and EMS services	Separate Police Dept from Sherriff	Near the Water
104	Good EMS	Lots of restaurants	The Lake and all the attachments.
105	public beaches	marine sanctuary	free or low cost entertainment
106	Thunder Bay	Area to expand	A lot of waterfront potential
107	public beaches	bi=path	free or low cost attractions
108	Beaches	Close knit community	police and fire coverage
109	Waterfront Community	Free concerts in Marina/Park area	Farmers Market
110	Marine Sanctuary	Outdoor recreation - biking, boating, kayaking	Friendly people!
111	Waterfront	Bike Path	Recreation options
112	Close drive to work/school	Quiet	Good place to raise children
113	The Harbor	The Downtown	The feeling of safety to bike and walk around town
114	public waterfront access	festivals	farm produce
115	Waterfront	Riverwalk	Downtown businesses and art establishments
116	bike path	beaches/parks	downtown
117	Lakes	Climate	Air quality
118	Small town	Excellent police and fire	lots of recreation available

		response	
119	about the right size in population	water	4 seasons
120	Bi-path	Parks	Education
121	waterfront	safety	people
122	Located on the water	Climate	safety

9. What 3 things do you dislike most about the City of Alpena (3 biggest problems)?			
	First Response	**Second Response**	**Third Response**
1	Bickering politics	Lacking of shopping variety	Lack of specific medical needs
2	minimal services for the needy	school budget problems	aesthetic problems
3	Polluted beaches	Odor from DPI	Far from Freeway
4	Present Economy	Technology Changes	
5	Government In-Fighting		
6	Lack of cooperation between City, Township & County	Duplication of Services	
7	Pollution	Truck Traffic through the City	City Politics
8	City Council dismissal of Thad Taylor	Inefficient DPW - lots of green trucks running back and forth	City owns way too much land (23 north) and vehicles
9	City government - firing of Thad Taylor		
10	Stagnation in recreation promotion. Dirty beaches.	Low employment.	No curbside recycling.
11	Rental inspection fees	Separate government units	Condition of some streets
12	Government and agencies not working together	Too many levels of government	
13	Drug use		
14	Governmental agencies bickering back and forth		
15	Governmental units need to be combined or more cooperative		
16	Loss of yard waste pick-up	not enough living wage employment options	lack of growth/new ideas
17	industrial odors/pollution	poor traffic flow	not enough stores/shopping
18	All the drunks I see passed out on city sidewalks and laying in bushes	Sunrise Mission helping people from downstate instead of the locals	Crime-you have to lock all your doors and windows now.
19	lack of diversity	cleaner / more appealing beachfront areas	more downtown shopping options
20	lack of good jobs	government spending priorities	high taxes
21	Quickly rising crime	Sunrise Mission	*Comment edited due to use of personal name and a personal attack* - -added cost of a recall election
22	Trucks using Streets marked No Through Trucks	City not doing anything about the first even with complaints.	Paying High taxes when the property next to me looks like it should be torn down.
23	Politics	Lack of retail	Lack of nightlife
24	Political decision making	Employment opportunities are always filled outside of Alpena	No employment opportunities
25	Negative attitudes of some people toward growth	Labeling of Alpena as a "Retirement Town"--Ridiculous!!!	Lack of clothing shopping !!!. WHY??? Makes no sense!
26	High taxes	Negative attitudes in community	Not enough pride or "feeling" of community
27	Petty small town politics	Sunrise Mission and the felons it attracts	Rising crime

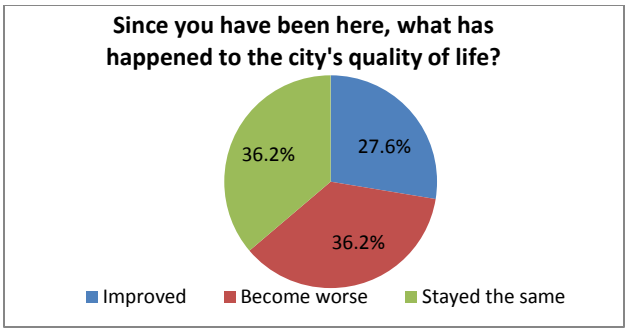
28	no good jobs	taxes to high	money wasted on starlite beach
29	Variety of Shopping	Variety of Restaurants	Sunrise Mission
30	The city management (major changes needed!)	the poor use of waterfront	the things that aren't pretty
31	The area seems to be attracting undesirables/criminals to area	homes not being taken care of/abandoned	You have to start locking your cars/home to prevent being a crime victim
32	Smell from DPI	Lack of Jobs for Alpena's youth	
33	Negativity about our town	Economic stagnation	Politics
34	The negative view visitors have due to the amount of homeless (drunks) wandering the streets	Vacant homes and businesses	Have to start locking my house and car to keep from being ripped off
35	no shopping	the movie theaters need updating	needs more jobs
36	Sunrise Mission and all of the felons brought into area because of it.	Rising Crime *See Above*	Drunks/Vandals/Thieves wandering streets at all hours
37	Need places to shop (keeping our money here)	Need a few more things for teens to do	
38	lack of innovation - fear of new things	factories on waterfront	lack of fast internet & cell phone service (Twp)
39	Lack of good lodging for visitors	Intergovernmental strive	self-deprecating attitude of some residents
40	bloated tax rate; 16 mills more than Alpena Twp residents pay	mentality of people who want to keep Alpena a "secret" and who fear tourism	there is little practical readiness here in order to attract a big employer
41	Kids roaming the streets at all hours of the night	Sunrise Mission and the problems it brings with it	Crime on the rise
42	The current city council and the inability of the three persons under recall to tell the truth and move this city forward.	Tax rate higher than surrounding areas but with dwindling services for this additional tax	Industrial odors, even though they are better - they still define much of the City.
43	not enough activity late in the evening	not enough stores downtown	lack of coordination between governmental units
44	painting on road turning off of Johnston onto Washington		
45	Seeing drunks passed out on lawns and in bushes-- *Comment edited due to use of personal name*	All the cars being broken in to.	Sunrise Mission
46	Snowmobile routes thru the city	Lack of separation of traffic and pedestrian traffic on Bagley where Bi-Path shares road	Snow mobiles using the Bagley St. bridge
47	Petty Politics-- *Comment edited due to use of personal name*	Increase in crime and the types of crime we're now seeing	ACC bringing in criminals for their basketball team
48	Drunks and criminals in streets at all hours of night	Sunrise Mission not helping local citizens when needed	Small town politics-- *Comment edited due to use of personal name*
49	Increasing Crime and Graffiti	All the kids/drunks/criminals walking the streets after midnight	*Comment edited due to use of personal name and personal attack*
50	Rise in crime	Petty small town politics-- *Comment edited due to use of personal name*	Sunrise Mission not helping locals while importing criminals from downstate
51	lack of employment	Increasing Crime (see above)	Sunrise Mission
52	All the drunks and rowdy kids wandering the streets at all hours	Increasing crime (see above)	Influx of no/low income families due to Sunrise Mission

53	Appearance of some areas.....south entrance; roads on the north side	Smell from (what use to be)Abatibi....now pressboard(?)	I would like to see leaf collection in the Fall NOT using plastic....for instance a machine that can vacuum leaves from the curb & compost them would be more environmentally minded instead of using plastic bags
54	post-rain garbage on beaches + geese	disgraceful state of waterfront at Bay View	Autumn leaf pickup scheduled before leaves are down
55	HUNT		
56	half of the city councilmen	ONE WAY STREETS	money council spends on town slogans-dumb ideas
57	Property taxes arer to high. Wish I lived in Township	Lack of concentration on quality jobs for our youth	City Government in the past was a good ole boys network
58	Young people have to leave.	People form 2 opposing sides to every subject	lack of opportunity. lack of tax dollars to get things done.
59	Loss of regular brush, leaf and grass pickup	Sidewalks not cleared of snow	
60	The "who you are" type of community	The general attitude of the populace	
61	Lack of business diversity	Abandoned Buildings along River Front	Not enough rentals places for tourists (fishing, boating, bike rental)
62	Sunrise Mission	Blight	Condition of City Parks
63	lack of employment opportunities	the general attitude of those who reside within the area	poor road conditions
64	city infighting/firing Thad Taylor/recall		
65	Press board smell in the city limits	Trailer park in the middle of town on Ripley	Poor utilization of waterfront (unsightly factories, etc)
66	city buildings are not properly maintained	no good restaurants	beach area is full of rocks
67	The town is against itself, ei sue the biggest contributor	City Gov. is too big for what it does for the residence	does not maintain / utilize what it has
68	Lack of good medical care	Pollution..air and water	Noise
69	TRAFFIC CONGESTION, INTERSECTIONS NOT EQUIPPED WITH VEHICLE SENSORS	TAXES TOO HIGH FOR SERVICES BEING CUT BACK SO MUCH	
70	vacant commercial properties	influx of people(associated with the mission?) wandering the streets	lack of good employment opportunities for families.
71	lack of good jobs for young people	too set in ways to allow for progress and development	development/utilization of waterfront
72	overly high breakwater (can no longer see shipping)	one-way streets	lack of newer, cleaner, nicer, hotels & lodging
73	the mall	sidewalks without ramps	no jobs for the disabled
74	public beach is disgusting with all the black slime and bird poop	way too many old people that should not be driving	can't find anywhere to buy professional men's clothes other than jcpenney.
75	Heroin and other hard drugs, it is a big problem	Lack of jobs	The new high school kids have a lot more troublemakers than we ever did and I thought we had a good bunch of rowdy kids, but the kids there nowadays are bad
76	we have all this river and were not utilizing it we need to do something to draw nautical traffic into the city	letting *(Comment edited due to use of personal name and personal attack)* get away with not paying taxes on the paper mill while he scrapes out the interior of the building...that space would be a great spot	too much petty crime and theft

		to have a river walk shopping district	
77	Lack of culture	No jobs	Sunrise mission
78	Dirty beaches	Limited restaurants/entertainment	No shopping
79	Smell from factories	Attracting additional businesses	Horrible movie theaters
80	Variety of shopping	Job availability	Lack of progressive attitude by officials
81	to far from freeway	the downtown area is ok, but one-way streets are more of a hindrance the a help.	the downtown stores are wayyyy to expensive for the folks who live & work here all year long
82	waste of funds	parking down town and Chisholm st	
83	Increased criminal element	Kids(young adults) wandering streets at all hours looking for things to steal/destroy	Drunks passed out in bushes— *Comment edited due to use of personal name*
84	inter-gov fighting	lack of things for young people to do	lack of employment
85	lack of good jobs - nothing to keep our kids here	sometimes it seems that the more expensive areas of town get upgrades while others really could use them more - ex: resurface roads in Island view at least twice since I have lived here and other roads are falling apart	Un-openness to change
86	Not enough restaurants	No shopping	Not enough business on the water
87	abandon building, not cleaning them up	Loans for new business's	
88	no lawn/leaf pickup	dogs not leashed/running loose	need more shopping
89	deteriorating buildings	too much industry along lake huron shoreline	not enough park between dam and lake huron
90	Blight, empty businesses & homes, uncut lawns,trash	All the drunks and homeless laying about the city	Sunrise Mission (see above)
91	Smell Northside	No brush or lawn clipping pick-up all summer	
92	Our biggest assets, Lake Huron and the river aren't being utilized properly for businesses and tourism.	The lack of variety with sit down family friendly restaurants. When out of towners come ,they also want to feel comfortable and chain places like Applebee's help but we need more.	The lack of tourism and tourist shops and knick knacks, there are no casual shopping places for t shirts or postcards etc.
93	poor self image and attitude		
94	Political figures	Communities negative attitude	Mall
95	Dangerous bike trail on Bagley St.	Lack of development on the lake frontage	Lack of sidewalks
96	Could be more Eco friendly (curb side recycle, composting, try sand instead of salt in the winter, water and air pollution, etc.)	Us 23 south is a poor introduction to Alpena	Could use influence from Marquette, and Traverse City
97	nothing to do	nothing to do	nothing to do
98	Lack of restaurant diversity	Organizations/opportunities for young professionals	Use of downtown: It has a lot of promise to be a gathering place
99	The amount of heroin and meth around this town.	The abuse of police power upon middle and lower class citizens.	The lack of jobs and city planning.
100	Lack of water front parks	Festivals- more than just BTF	More stores/ restaurants
101	aging population	focus on tourism	downtown is not cutting it
102	Not enough stores	Not growing	lack of jobs
103	nothing for kids to do	limited shopping	not a lot to do
104	The Sunrise Mission and	The Sunrise Centre Rehab Facility	Drug Addiction, Crime, unkept

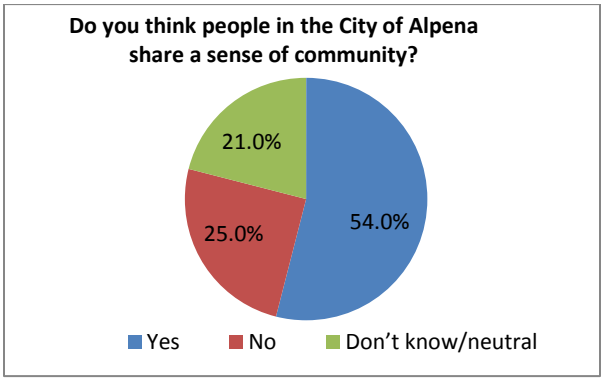
	related services		properties
105	DRUGS	CRIME	
106	trash pick up every day of the week	stray cats	
107	Beaches	Downtown/Nightlife	Poor design, should be promoting tourism with lakefront
108	trash pick up every day of the week	free roaming cats	
109	Sunrise mission bringing in all the undesirables	smell from factories	Lack of entertainment for teenage age group
110	Finding homeless/drunks lying in bushes, on sidewalks	Sunrise Mission (seldom helps locals)	Blight
111	THE SMELL OF THE NORTHSIDE - We must support Alpena Biorefinery and do something to recycle the pollution coming from DPI!	Lack of retail shopping - In particular, brand name clothing stores and also restaurants	The fact that the older residents aren't willing to change - We need more businesses in Alpena and we need to be 100% supportive of all business enterprise!
112	Too much fighting among council members--not very professional	Lack of retail	No clear vision of our future, no hope
113	Not enough choices for shopping	Gas prices	Not a lot of dining choices
114	incomplete "sidewalk program "	dilution of homeowner benefits ie; lawn pickups etc	police cutbacks
115	Salt pile!!! Ugly, repelling, dirty.	Old, dilapidated buildings such as closed hotels across from Big Lots	Smell of moldy sawdust from particle board plant.
116	The ugly salt piles that interrupt the beautiful view of the lake	How dated parts of downtown look	The underutilized river front (reuse the Lafarge building for shops, hotels, recreation, etc.)
117	Lack of concern for the economy	Poor business atmosphere	Neighborhood decline
118	Bad experience with ed. quality at Ella White	Lack of quality jobs	
119	seems like a closed community	population not very open to new ideas	shopping choices very limited
120	Water front	Lack of use of down town	Old rundown buildings
121	smell	clean up beaches	northside needs work
122	difficulty with public transportation	shopping not what I need	river untapped resource

10. Since you have been here, what has happened to the city's quality of life?		
Answer Options	**Response Percent**	**Response Count**
Improved	27.6%	35
Become worse	36.2%	46
Stayed the same	36.2%	46
Explanation or comment:		47
answered question		**127**
skipped question		**22**



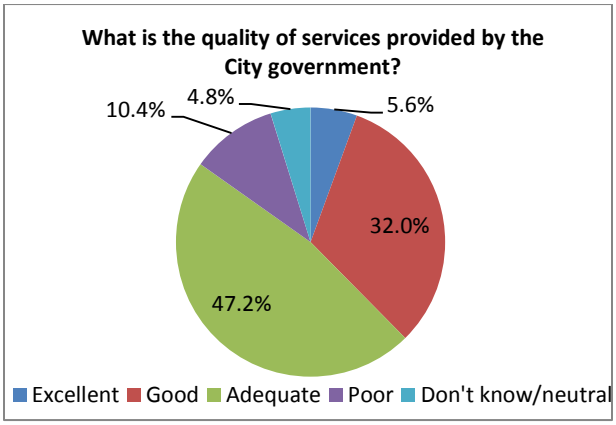
	10. Explanation or comment:
1	Restaurants have increased available choices
2	Bi-path; NOAA; ARMC
3	Politics Worse; Pollution Continues
4	More opportunities in arts, music, theater.
5	The downtown community seems to be on the rise
6	Less jobs now than when I moved here for young people.
7	Nothing changes. Alpena is stuck in the eighties
8	I generally hear from the community and friends that our local economy is in disarray, people are leaving for works and families are being split because or relocating for work.
9	Stayed the same for a very long time. Only over last few years am I sensing new energy and more positive attitudes.
10	More unemployed, more crime, more undesirables wandering the streets at all hours of the night
11	less jobs, people moving out and losing their homes.
12	A large portion of the population/business has left Alpena due to recession and tough times. I am very optimistic about the future of Alpena and plan on being very active w/in the community.
13	Alpena's quality of life has improved, but I don't think anymore than other similar communities.
14	very insular when I came, less so now, but the economy of the country has made it materially meager
15	more city amenities, bike path, parks, park improvements, new ice arena, sports complex, etc.
16	Read (Local Viewpoint) 10-6-12. Time for city to come together again. I agree!
17	Efforts at beautification, efforts to encourage small business, encouragement of recycling programs
18	ACC Basketball Program awarding scholarships to criminals to have more competitive players
19	Business climate has declined. City government has focused on tourism and not permanent jobs.
20	more cultural events are being held
21	While the city of Alpena has curb appeal it does not have viable employment opportunities. Too much infighting among city leaders. The assets that Alpena has are poorly used or are simply ignored. Cost of such items as gasoline and staples of living are far above median income.
22	Partially due to the economy, but ultimately due to the lack of/poor planning. There is no long term industry which promotes a future focus. The employment opportunities are relatively nonexistent. Families cannot survive on service type jobs (Walmart, etc).
23	we used to have leaf & lawn clipping pick-ups monthly-now that is lost everything is sourced out and the workers have no sense of ownership or pride in their work
24	When the police responding to a automobile B&E respond "That's what insurance is for" it isn't getting better
25	Alpena has the feel of a dying town struggling to hang on but never doing anything
26	new stores or businesses never say open. old mindset thinking not outside of box when growth occurs
27	Heroin, alcoholism and lack of jobs made Alpena a rough town
28	you used to be able to leave your door unlocked....and businesses are closing everywhere
29	Much worse our town is falling apart
30	the new senior living places are a plus, but what about young entrepreneurs? I realize there's target & other programs available, but at what price?
31	city has funds left over so they waste funds so they can get the same funds or more the next year. Parking is really bad for business, plus now they want to take away parking on the west side of Chisholm, for a turning lane, that we do not need.
32	too many people have lost their jobs and moved away - so many houses for sale
33	Sunrise Mission attracting more out of area homeless, adding to crime increase
34	It shouldn't stay the same, we should be growing in the tourism area. We're the largest town/city on Lake Huron north of Bay City. We have the potential to be the Traverse City of the Sunrise side.
35	Has grown since 1981 but not fast enough. Too many people on a power trip!
36	Improvements, but they're always focused in the same areas. Often neglecting Alpena's biggest asset, Lake Huron and the stretch of road leading to.
37	Stores have closed, no real shopping selections, no attractions to draw in tourists.
38	Small businesses have grown, and there has been a definite effort to improve the quality of Alpena, with groups participating in the branding movement.
39	The heroine and meth dealers & users has gone up from what i can see and the prosecutors and judges keep letting them go for telling on someone. This lets the drugs stay and multiply on the street and does nothing for our community.
40	Lots of jobs lost since besser and fletcher paper co
41	Drug problem and related crime are cyclical, up then down.
42	It has improved slightly, with Alpena starting to slowly head in the right direction, focusing on tourism.
43	Except for downtown because I think the downtown has improved a lot.
44	anything newly introduced has a cost impact and never benefits residents
45	Establishments like Marketplace, Scoops, Art in the Loft, and Thunder Bay Arts Council are nice additions. The Marine Sanctuary is a great addition!

11. Do you think people in the City of Alpena share a sense of community?		
Answer Options	**Response Percent**	**Response Count**
Yes	54.0%	67
No	25.0%	31
Don't know/neutral	21.0%	26
Explanation or comment:		40
answered question		**124**
skipped question		**25**



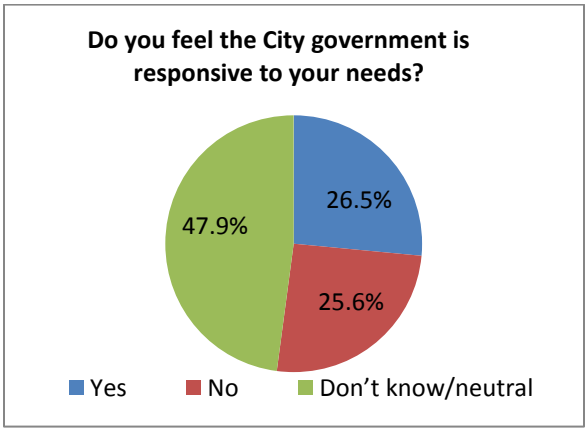
	11. Explanation or comment:
1	Alpena residents are generally interested in positive improvements
2	Many do; many don't
3	Not very much - Too Divided
4	Big split - north and south side.
5	Rental inspection denotes second class citizens to renters and rental property owners.
6	Not consistently inclusive of newcomers
7	I believe we do share a since of community but at a family level not as a community that strives to put us on the top.
8	I don't think we have enough sense of community, which is why I am really pleased to see the new branding effort. I also much appreciate the comments/columns of Jackie Krawczak and Mary Beth Stutzman. I think many people are following their commentary.
9	to many naysayers
10	In large part, I believe the people of Alpena share a sense of community. I believe there are steps to strengthen this bond; however, we have a great start.
11	unfortunately its sometimes a hindrance though - like they want to keep the "community" small and closed to new ideas and outsiders
12	Yes but they need to get behind their thoughts with actions
13	Divisive community – - *Edited due to use of personal names and personal attacks*
14	At first it was a negative perception but now I think there is more pride in the community because people step forward and take care of the community and each other - they are more involved, and because of that more positive.
15	Or at least I did before this gang of thieves tore the city apart.
16	Same as #10
17	Evidenced by the number of folks who have adopted streets, help take care of parks, groups that help with beautification projects
18	I like the park initiative....for citizen groups to maintain or garden or keep areas clean.
19	The people I associate with all agree that we are not better off than 20 years ago. Sure we have the sanctuary but that cannot increase our ability to grow permanent jobs and retain skilled labor. Our community has been reduced to a transient community.
20	People here have to argue about everything. Like trying to seek a prison yrs ago to the council recall situation today.
21	It has been my experience that the people of Alpena are very standoffish. In the three years that I have lived in Alpena I have encountered more examples of rude and antisocial behavior than anywhere else I have been. I have also encountered an attitude that shows that the citizens of Alpena have no respect for one another.
22	People seem to care about one another. Citizens want to be proud of their community.
23	For the most part people keep to themselves. There is not a sense of a community team spirit. However, this survey is a good start on calling on the community for their open input.
24	The communication in the city is awful. Everyone is on a need to know basis, and if you don't know where to look, it is really difficult to find out what is happening
25	Alpena from the top down is all about me. There may be a change now, it is too soon to tell. To my point the recall to stop any change that may happen.
26	Just when people are celebrating holidays or when some tragedy happens. People retire here and move away when no jobs are available.
27	Yes but I don't think it's a good outlook
28	I love Alpena and all the people I know that still live there. When I go back to visit I take the kids to the beach and we ride our bikes and go for walks. It is a lot of fun.
29	When I read the newspaper, it seems the same people are volunteering, being voted for for different awards. I'm not saying they don't deserve it, but our paper is a bit 1 sided, especially where politics are concerned.
30	Some yes, hard to deal with those who are afraid of change!
31	Feels like Alpena is divided. Some people try to improve the quality of life, while others try to keep Alpena in the "past", hindering Alpena's true potential.
32	There is a partial sense, but there is also a sense of privacy in Alpena, which I think is ultimately what draws people to live here full-time. It's their escape from the world. (Which has its pros and cons)
33	Alpena is a small charming town where everyone knows everyone. Nothing is a secret there. This can be annoying but at the same time it is a nice feeling.
34	some do, some don't
35	For the most part, yes. We need more community events.
36	there are the "haves" and the "have-nots"
37	There are two Alpena's... one composed of "old guard" people who want it stay "the way it used to be" and the other composed of younger people who are interested in trying new policies and tactics to improve the quality of life.
38	I think it could improve.
39	Too many old people. They don't care about growing Alpena and the up incoming generations.
40	I think we are trying to work towards sense of community

12. What is the quality of services provided by the City government?		
Answer Options	**Response Percent**	**Response Count**
Excellent	5.6%	7
Good	32.0%	40
Adequate	47.2%	59
Poor	10.4%	13
Don't know/neutral	4.8%	6
Explanation or comment:		33
answered question		**125**
skipped question		**24**



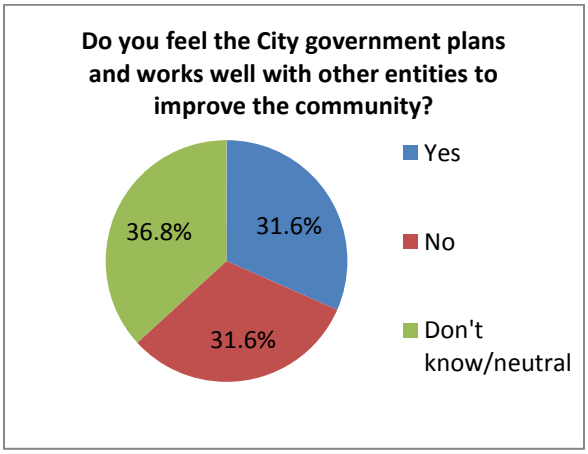
	12. Explanation or comment:
1	Council gives cash to several organizations, but won't ploy residential sidewalks.
2	Taxes. We used to have leaf pick-up, sidewalk program, snow removed from city sidewalks in winter.
3	City always looks great
4	Would prefer more yard waste pick-up dates both spring and fall
5	No they did not care about the trucks using streets that they are not supposed to use.
6	You guys keep stripping stuff away. Less workers less services, same costs or more
7	Snow plowing has seemed to be less than in previous. No cleanup on street corners near us.
8	Could be better, could be worse.
9	Need to be more proactive! less reactive
10	Partly because of the economy, partly because of tradition and unsure in a rapidly changing world.
11	United Water is awful; when the water main break occurred on Ripley in early 2012, we were never notified that our water was safe to drink again. And what's the point of having brush/leaf pickup in mid-October, when there are still plenty of leaves on the trees? Use some common sense and push it to mid-late November.
12	What is the problem currently that people are not able to get absentee ballots in an expedient manner?
13	no leaf pick up, no watering of plants and flowers city used to do, roads full of pot holes, cutting cemetery workers is a horrible thing.
14	The city council is a bunch of primadonnas, and only have their own secret agendas in mind. The new mayor was a step in the right direction, but there is to many of the old guard entrenched. When a city councilman can take a person's property by eminent domain and use the city attorney to do that there is a real problem.
15	A lot doesn't get done due to lack of dollars.
16	for those they provide
17	the general public doesn't seem to matter, and once someone is in office, what we want is no longer important
18	What do they do?
19	ONES THEY PROVIDE EXCELLENT, BUILDING DEPARTMENT GREAT, MARINA GREAT, PLOWING CRUMMY, BRUSH PICK UP CRUMMY, STREET CLEANING CRUMMY
20	Maintain the streets and parks very well...have not utilized police and fire dept services, but have not complaints
21	we need a better transportation system and mental health system
22	I have moved a lot in my adult life and all the other towns I have lived in have a much more active parks and rec dept that offers classes to children-seniors. In Alpena there is more than enough for Seniors to do but High School kids need more direction and activities in Alpena
23	id probably give a higher rating if everyone wasn't so hell bent on ousting the mayor....its b.s that all the council sessions as of late have been nothing but bickering amongst officials
24	I would like to see more services, such as curbside brush/grass removal reinstated and an addition of curbside recycling.
25	Thad Taylor! Need I say more?
26	things that need to be cared for are not, always top priority
27	Should have monthly lawn clippings pick-up
28	Basics covered
29	The water ratings have been unsafe recently and I have also been over charged on my bill several times and have had to confront them about this. Also my property value has gone down but taxes stay the same or increase.
30	The city council really needs to be more open minded and creative!
31	The Water Dept is especially a caring and great place to work with.
32	charges for too many services... refuse collection was free at one time in Alpena
33	Things like the Christmas tree in Culligan Plaza are nice; same with the street cleaning, street banners, and flowers around town. City Hall seems to be maintained well.

13. Do you feel the City government is responsive to your needs?		
Answer Options	**Response Percent**	**Response Count**
Yes	26.5%	31
No	25.6%	30
Don't know/neutral	47.9%	56
Explanation or comment:		21
answered question		**117**
skipped question		**32**



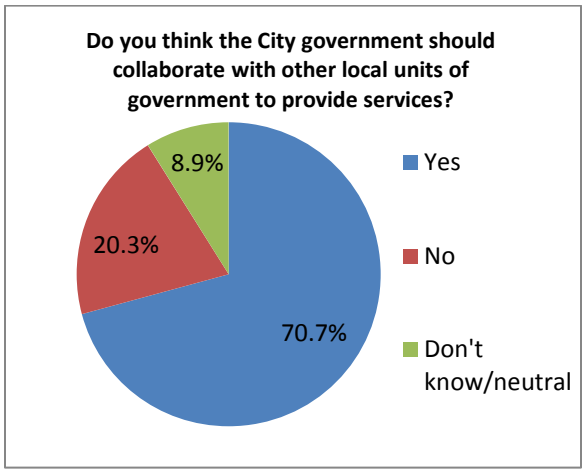
	13. Explanation or comment:
1	Had a good experience with City Engineer - Rich Sullenger and Water Department - very helpful.
2	Since implementing the rental fee several years ago, have they ever reviewed this law.
3	No- they did not even try to stop the truck traffic. Or get back to me about my e-mails.
4	Too wrapped up in small town politics e.g. recall effort
5	too many unanswered complaints
6	I think too much time is being caught up with the recall ordeal. Until this is over, the jury is out.
7	we don't ask for much - just do it ourselves
8	Too wrapped up in politics and not addressing the needs of the community – *Edited due to personal attack*
9	More so now, because they can't do everything
10	Usually - Think this quality has gone down since the loss of Thad Taylor and the stability he brought to the city. I don't currently have a lot of TRUST in city government.
11	Able to go before appropriate group to have issues heard, maybe doesn't get it solved but at least they are aware.
12	we didn't need new water meters, just so the city could collect a few more dollars, it will take a long, long, long time to make up that million???? dollars...Which could have fixed the pot holes , watered and planted flowers along entrances into Alpena, paid for more leaf pickups
13	Not really. They need to lead by consensus not dictate.
14	Yes for things like police or fire, no for things like repairing the bipath or snow removal on the bipath. no for turning the only sidewalk in an area into a snowmobile trail with no regard for where people are going to walk.
15	I cannot answer this question as I have had limited experience with City Government.
16	I feel I have access to government officials if I am concerned about something.
17	Been trying to change sidewalks for years. nobody will hire me because I am in a wheelchair. all buildings should be ADA compliant and accessible for any person with a disability, especially the armory.
18	I feel my fire/ems/police needs are covered. But I've never really had a problem I needed to address to the city hall.
19	However, I think Leslie Dort is doing great things for downtown
20	we need our waterfront to remain "city owned"
21	The city doesn't have a vision.

14. Do you feel the City government plans and works well with other entities to improve the community?		
Answer Options	**Response Percent**	**Response Count**
Yes	31.6%	36
No	31.6%	36
Don't know/neutral	36.8%	42
Explanation or comment:		24
answered question		**114**
skipped question		**35**



	14. Explanation or comment:
1	Once in a while
2	Need to push more for consolidation with the townships and county
3	They have tried with the Township but each governmental unit is afraid of losing their medical coverage, jobs and other benefits.
4	Within their budget
5	There needs to be more effort.
6	They set up truck routes but did not enforce them.
7	There are so many committees that it is impossible to know who is doing what with whom.
8	Maybe more so recently, but not in the past. It really seemed like status quo and almost blocking positive growth for a very long time.
9	I believe the City should have more planning and involvement with Thunder Bay National Marine Sanctuary in mind.
10	Go along to get along.
11	They certainly used to. Right now City government is so dysfunctional it doesn't even work well with itself.
12	will remain neutral until we have a new city manager
13	Our government does not have the growth of the business community as a focal point. They think if this community is a good vacation spot it will grow. Yes temporary summer growth and that is all.
14	Working well with other entities starts long before schools close, and people leave the area. They may be good at working within their remote click, but it is apparent leadership is not well versed and/or experienced to successfully negotiate profitable industries into the area.
15	I have some real concerns about the city council and it's openness with the community!!!!! This became apparent to all with the recent firing of the city manager and the reluctance and refusal to be open with the community about the reasoning behind the decision!!!!!
16	See above. The township and city need to merge
17	I travel state and try to bring new ideas to the mental health system and get shot down every time.
18	I think it's very dumb to have both township fire depts within 5 miles of the city f.d...it would seem that the township fire dept could better serve the comm a little further out of town ...but politics seem to get in the way of that
19	Recall???
20	I often hear constructive criticism from likeminded individuals, who were only shot down.
21	Too often the focus is on a course of action that only benefits a few and uses a great deal of the people's monies.
22	At times it appears the city feels its superior to the other townships and they want to take over
23	There is no singular vision for the city. How many entities are doing "development" in Alpena?
24	I believe we have a great councils and mayor. For the exception of one personnel. They have a passion to grow Alpena.

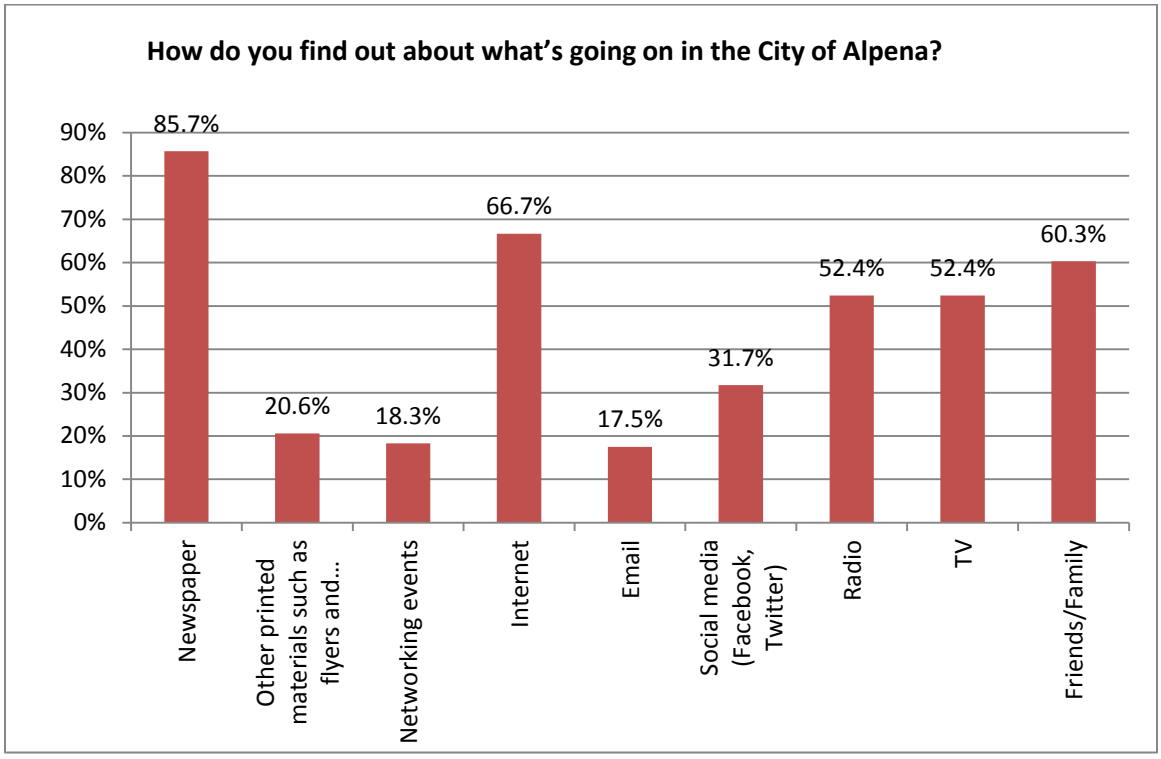
15. Do you think the City government should collaborate with other local units of government to provide services?		
Answer Options	**Response Percent**	**Response Count**
Yes	70.7%	87
No	20.3%	25
Don't know/neutral	8.9%	11
Explanation or comment:		32
answered question		**123**
skipped question		**26**



	15. Explanation or comment:
1	Definitely
2	Including police and fire departments.
3	When budget allows
4	They probably could not do that right either.
5	Why make us pay for the other areas problems and low income burdens
6	I think there should be a reduction in services such as more independence on one fire department for both the city and township and one police department for the city and county.
7	consolation is not the answer with fire and police
8	The City and other local units should work with synergy and have a collective goal for the area going forward.
9	If feasible. It takes both participants to want to collaborate
10	Will take years to work in harmony - would need help of facilitators - but a good thing once the economy provides something to work with
11	Yes, whenever feasible and possible. Some services just can consolidate but there is always room for cooperation and substantive discussion.
12	They seem to be doing a good job of it with our new Mayor.
13	when efficient
14	With the attitude they have they would only want to dictate and be the lead in any coalition.
15	We don't need separate government for every township in the county.
16	Alpena Township needs to open up to change more.
17	some of the same jobs are done multiple times by different areas of government, and if they were combined, things could be a lot less expensive
18	I DO, BUT MOST TIMES WHEN WORKING WITH OTHER UNIT'S ALPENA GETS THE SHAFT.
19	There should be less protection of "turf" and more what is best for the city, twp and county as a whole....we are all in this together and utilize each other's services on a regular basis.
20	New blood, fresh ideas. Community will grow.
21	More activities for the young kids in town
22	absolutely
23	Why would anyone say no???
24	Can't even keep their own house in order
25	don’t know if it would help or cause more fighting
26	I think the city should start listening to its residents, open their minds to the big picture, not their personal agendas for control!
27	I suppose it would depend on the topic.
28	The duplication of services w/ townships & county must end for financial benefit of all.
29	Keep the City Police and Fire Depts separate from the county
30	There is so much room for growth in this area but it wont happen without true collaboration with the townships
31	Collaboration is KEY
32	The city owns too many ambulances... we tore down the Northside firestation because response was fast enough from the Southside . Why put an ambulance west of town on M-32 ?

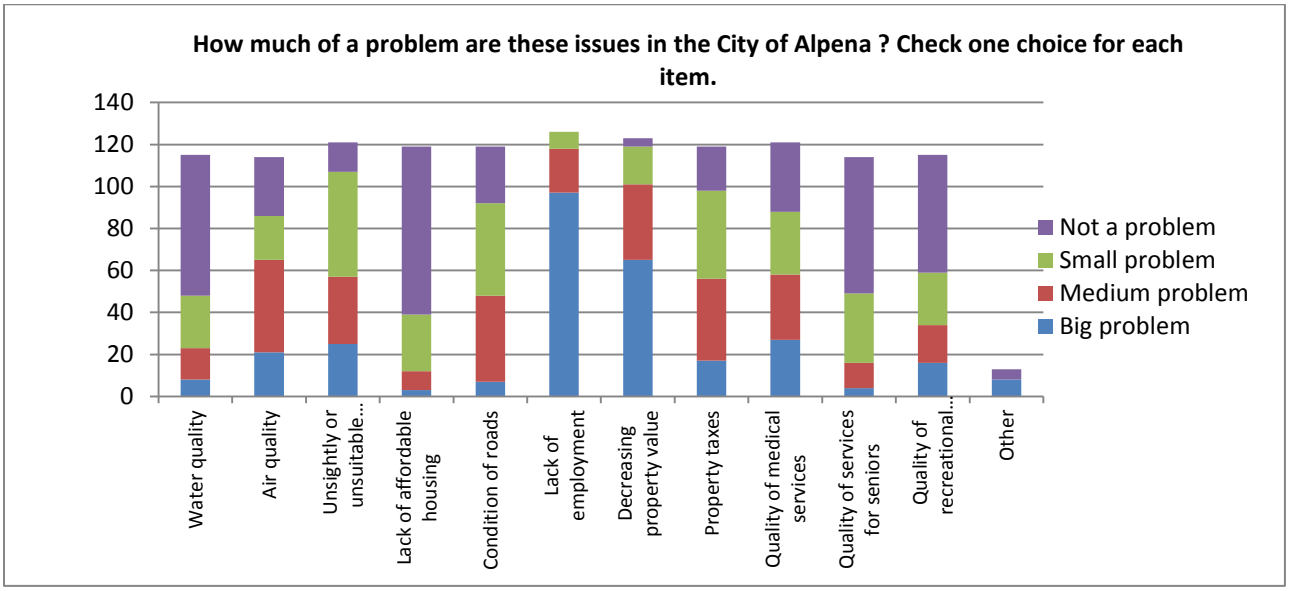
16. How do you find out about what's going on in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Newspaper	85.7%	108
Other printed materials such as flyers and brochures	20.6%	26
Networking events	18.3%	23
Internet	66.7%	84
Email	17.5%	22
Social media (Facebook, Twitter)	31.7%	40
Radio	52.4%	66
TV	52.4%	66
Friends/Family	60.3%	76
Other (please specify)		10
answered question		**126**
skipped question		**23**

	16. Other (please specify)
1	clubs & churches
2	Clubs & Church
3	attend meetings
4	work
5	I have no family here; no TV, NPR, no fast internet so that makes everything but email too slow, this survey is tying up my phone line
6	council meetings
7	going to city and county meetings
8	Printed material is often clutter, litter, and a waste of trees.
9	WATZ, Alpena Now
10	Alpena Now mostly. But Alpena really needs to be more involved with networking sites like Facebook and Twitter! Start marketing the "Greater Alpena" area.

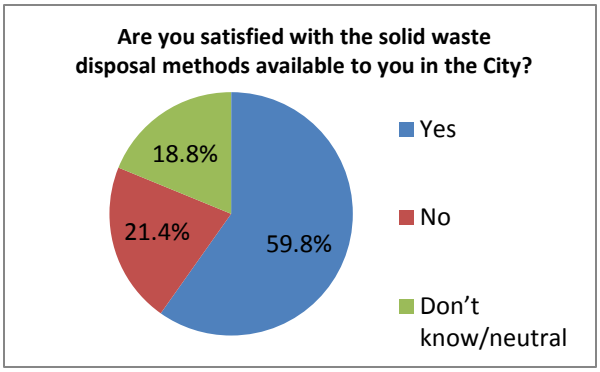


17. How much of a problem are these issues in the City of Alpena? Check one choice for each item.					
Answer Options	**Not a problem**	**Small problem**	**Medium problem**	**Big problem**	**Response Count**
Water quality	67	25	15	8	115
Air quality	28	21	44	21	114
Unsightly or unsuitable business operations	14	50	32	25	121
Lack of affordable housing	80	27	9	3	119
Condition of roads	27	44	41	7	119
Lack of employment	0	8	21	97	126
Decreasing property value	4	18	36	65	123
Property taxes	21	42	39	17	119
Quality of medical services	33	30	31	27	121
Quality of services for seniors	65	33	12	4	114
Quality of recreational opportunities	56	25	18	16	115
Other	5	0	0	8	13
Other (please specify)					12
				answered question	**127**
				skipped question	**22**

	17. Other (please specify)
1	Need lifeguards at beach - a travesty we don't.
2	DPI discharge into air is horrible.
3	Outdoor recreation for seniors?
4	Providing walkable areas in winter. Sidewalk plowing.
5	Enough bars and car dealerships. more malls and restaurants
6	Our community needs to find ways for the younger generation to stick around and be able to afford living in their home town! I strongly feel that Alpena is for the retired people and not the young professionals. It's extremely discouraging!!!
7	drug and alcohol usage among young adults
8	ARMC has a very bad reputation; ER services are terrible
9	Snowmobile route poorly thought out . Sewer & water rates always rising since privatization and city pays for its major projects concerning the water plant
10	The salt pile, the disintegrating armory, the wasting of our riverfront.
11	lack of quality of many doctors

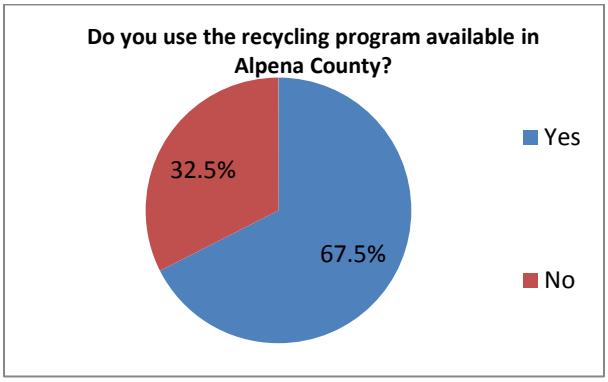


18. Are you satisfied with the solid waste disposal methods available to you in the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	59.8%	67
No	21.4%	24
Don't know/neutral	18.8%	21
Explanation or comment:		16
answered question		**112**
skipped question		**37**



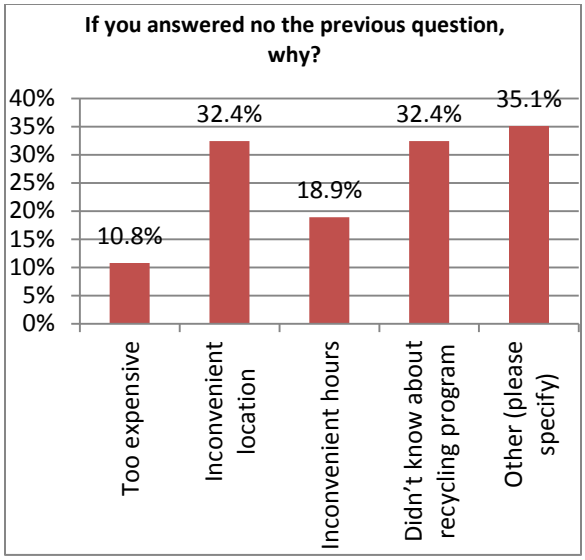
	18. Explanation or comment:
1	We recycle but no one takes glass
2	Need more options - i.e. glass, metal, tires, etc
3	Need curbside recycling.
4	The garbage sitting out every day along the streets depending on your service provider detracts from the City
5	Happy with Jewell's Disposal Service.
6	Better than it used to be with recycling, this should be expanded to more items - such as glass, etc.
7	We need curbside recycling with one provider
8	would be even better if there could be curbside recycling, especially for seniors
9	Need a more clear and comprehensive re-cycling program
10	Without a truck yard waste can be problematic
11	would like curb side pickup for recyclables
12	There are so much more advanced solutions, everyone is afraid to spend a dime to make a dollar
13	I find it crazy that so many companies go up and down the same roads, why not territories.
14	Lack of curb-side recycling
15	Too much waste! Could reduce with composting and curbside recycling issues.
16	Need recycling pick up

19. Do you use the recycling program available in Alpena County?		
Answer Options	**Response Percent**	**Response Count**
Yes	67.5%	77
No	32.5%	37
Explanation or comment:		26
answered question		**114**
skipped question		**35**



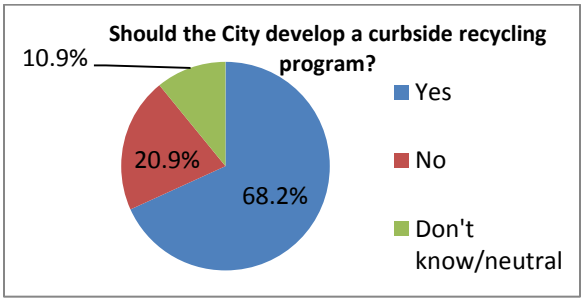
	19. Explanation or comment:
1	Should be required for all residents
2	Wish would take glass and more plastics beyond #1 & #2
3	Will not take glass
4	It's a positive for everyone
5	Should not have to fill out form to opt out each year.
6	Need to add plastics beyond #'s 1 and 2 and glass.
7	Would like clear glass added
8	Very Important Service...love the increasing availability of recycle bins
9	But only if I have more than the Garbage man will take. Like card board
10	Appreciate this service. (Can we somehow recycle glass?)
11	If it were curbside I would
12	let's have glass also
13	Wonderful. I now spend $10 a year on city program and about $5.00 a month. Was spending $15 a month.
14	Why don't we have recycling for glass?
15	It is a real pain to participate
16	The containers used are not user friendly. The openings are too small to dump containers of cans or papers into. Have to put in piece by piece.
17	I would like glass recycling and plastic 1-8 recycling
18	I can take it across the street and get paid for it, why would I give it to you, you should be profiting as well as us.
19	needs to be more robust, e.g., curbside, glass, more plastics accepted
20	Not much information out there that I have seen.
21	Need to be able to recycle glass
22	I don't know where, there should be curb side pickup for more than just the city. Advertise where recycling is.
23	More people would participate if it were curbside.
24	Used to before I moved away to college 4 years ago.
25	I recycle by hand using the Habitat container.
26	Didn't know it existed

20. If you answered no the previous question, why?		
Answer Options	**Response Percent**	**Response Count**
Too expensive	10.8%	4
Inconvenient location	32.4%	12
Inconvenient hours	18.9%	7
Didn't know about recycling program	32.4%	12
Other (please specify)	35.1%	13
answered question		**37**
skipped question		**112**



	20. Other (please specify)
1	Not worth the effort - don't force mandate.
2	Being unemployed and the constant need for millages translates into every penny counts. Also, I simply leave it on the curbside and someone allocates my items in minutes.
3	Should be curbside pick up like trash
4	just don't
5	I would recycle if it could be put out at the same time as the garbage without extra cost
6	It's a joke
7	Don't live in Alpena
8	I don't have anything to recycle
9	inconvenient period
10	I pay to have my trash picked up why go out of my way
11	I use the recycle bins but I don't agree with the 10 assessment on all the properties in this county
12	Don't know how it works, or get started!
13	poorly laid out as far as educating the public

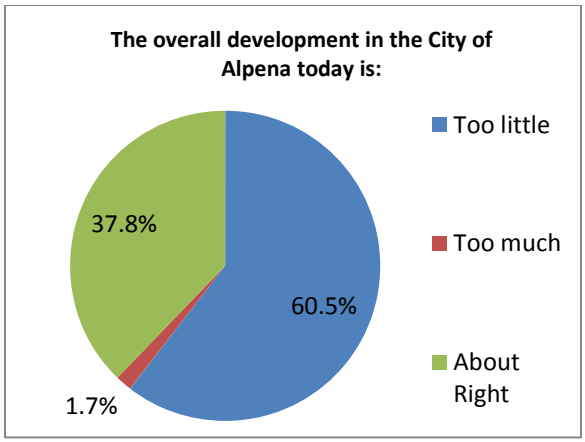
21. Should the City develop a curbside recycling program?		
Answer Options	**Response Percent**	**Response Count**
Yes	68.2%	75
No	20.9%	23
Don't know/neutral	10.9%	12
Explanation or comment:		32
answered question		**110**
skipped question		**39**



	21. Explanation or comment:
1	Yes if it can be enforced and should include glass and plastic bottles
2	It can be unsightly
3	Perhaps. For a city our size the present program works.
4	Maybe more would use it
5	The easier to recycle the better - some people are not motivated to take recyclables to the dumpsters
6	Don't force mandate.
7	That would be great.
8	Have garbage haulers have program from door to door.
9	Must consider cost
10	too expensive
11	in the dream world
12	SPEND MONEY ATTRACTING JOBS/BUSINESSES, NOT RECYCLING!!!!
13	depends if we could afford it
14	Specifically for vacuuming leaves instead of bagging the in 'unenvironmental' plastic.
15	The city should have this at no cost. The recyclables would pay for the service if done right.
16	And don't have an opt out option.
17	It should be free, recycling turns a profit when done right
18	Not if cost would be passed on, or reduce other services
19	Yes! Absolutely! Please!!
20	They could use the funds they are wasting for this.
21	too costly to justify the savings
22	I moved here from outside of Chicago-we had a bin provided by the city that we put curbside with our garbage pickup every week
23	For sure
24	it needs to be free
25	This would be sooooo exciting!
26	It is a shame that we are so far behind in this issue.
27	Please and thank you!!
28	if it will be used and is cost effective
29	Only if it is cost (to me) neutral.
30	Too much other important activities that need funding

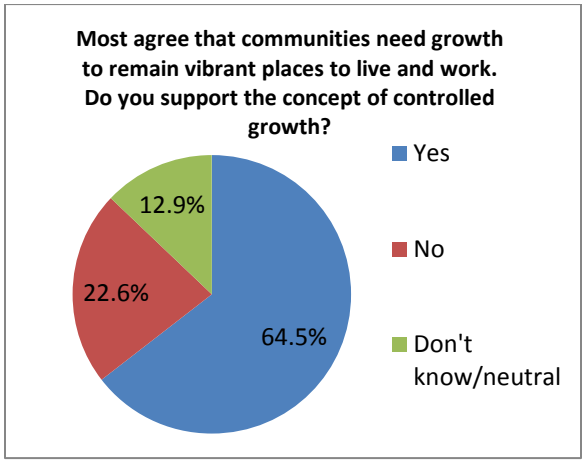
	worse.
31	Green is the way to go! Alpena needs to be a leader in the recycling and renewable energy industry especially with the Alpena Biorefinery in business!!
32	with the recycle money it receives

22. The overall development in the City of Alpena today is:		
Answer Options	**Response Percent**	**Response Count**
Too little	60.5%	72
Too much	1.7%	2
About Right	37.8%	45
Why?		24
answered question		**119**
skipped question		**30**



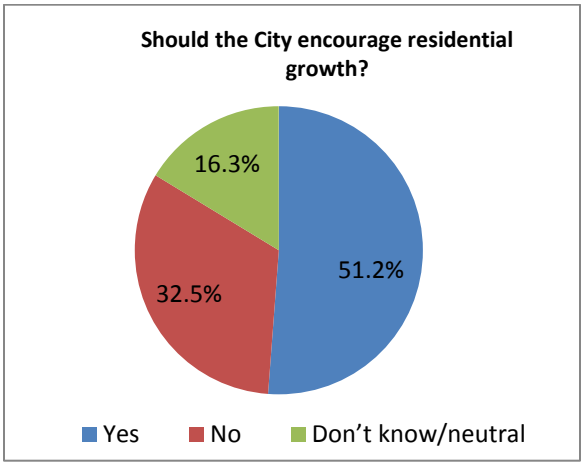
	22. Why?
1	Don't think there is much available land to develop within the City. Who owns North Industrial Park?
2	Can always use more development
3	Keep waterfront and parks
4	Can improve with branding effort
5	It seems that as soon as a business opens, one leaves. Also, there isn't a great deal of consumer choice unlike Gaylord and Tawas.
6	Alpena has so much to offer, we just need to capitalize on it. We don't have to be Traverse City, but something even close would be wonderful.
7	We have a lot of work to do but an excellent start.
8	Many empty buildings. Yes, to development if it used the empty building or building site
9	Great things seem to be happening
10	We have nothing in place to attract a major employer. See Stephen Fletcher's editorial on this issue.
11	the more development the more revenue for the city
12	just fill the empty stores in alpena
13	We need to promote new quality businesses with real jobs. Flipping hamburgers is not a quality job.
14	It seems we are adding businesses and not losing businesses
15	Greater development leads to greater employment opportunities which leads to a greater tax base leading to increased assets.
16	Businesses are closing.
17	no jobs.
18	The economy is recovering, the local entities seem to be working together to bring in growth opportunities.
19	When it comes down to it, the downtown area is quite small, especially in terms of tourist stores. We don't utilize the river front property here, wouldn't it be awesome to start something like the San Antonio Riverwalk? We have so much history here, we should be more proud of it that on a tucked away bike path along the river.
20	To many Vacant buildings, and under utilized
21	Jobs!
22	Way too little! Alpena has a great opportunities and potential to grow and expand but nothing is being done about it! It is a dying community and things need to change. Alpena needs to have a reasoning for young people to come back. There are no job opportunities.
23	Not sure...Maybe everyone needs to work together and collaborate more
24	not enough large employers

23. Most agree that communities need growth to remain vibrant places to live and work. Do you support the concept of controlled growth?		
Answer Options	**Response Percent**	**Response Count**
Yes	64.5%	80
No	22.6%	28
Don't know/neutral	12.9%	16
Explanation or comment:		21
answered question		**124**
skipped question		**25**



	23. Explanation or comment:
1	Not much area available for growth
2	We are far behind other northern MI communities
3	In nonwaterfront places. More public transportation.
4	We don't want to be like a Traverse City
5	Alpena needs to expand but not at an accelerated paced wherein adaptability is simply thrown together without consideration.
6	Positive growth 110%!!! Who would not support positive growth?
7	any growth is better than now, is what we have now
8	I would like to know more about the city and its idea of "controlled growth". I believe in preservation of the area and its resources. However, there is no place for policy that will stifle growth and prosperity.
9	It depends on who makes the decisions. They could do badly by accepting polluters or badly because they have no vision. Unless you have ordinances that protect the environment you are going to have trouble and city will be less attractive
10	Controlled growth is for sprawling urban areas, not dying small towns. Beggars can't be choosers. We need to let anything grow that is capable of growing, and rein it in later if growth becomes a problem.
11	Controlled/no growth is the reason the city is in the shape it's in.
12	Growth is good - but it is the job of the governing entities to prevent overgrowth, while encouraging appropriate growth.
13	Controlled growth???
14	Jobs!!
15	Nothing changes in Alpena. There has been very little growth over the past 10 years.
16	we need a prepared section of land for heavy industry
17	Alpena has not grown in decades. We need to do something about it before our economy collapses.
18	Controlled growth sounds restrictive and very business UNfriendly
19	What is "controlled" growth exactly? To control growth to discourage decent growth I don't agree with.
20	growth is good as long as the negatives that come with any growth are addressed properly
21	Very suspicious of "controlled growth"

24. Should the City encourage residential growth?		
Answer Options	**Response Percent**	**Response Count**
Yes	51.2%	63
No	32.5%	40
Don't know/neutral	16.3%	20
Why or why not?		38
answered question		**123**
skipped question		**26**

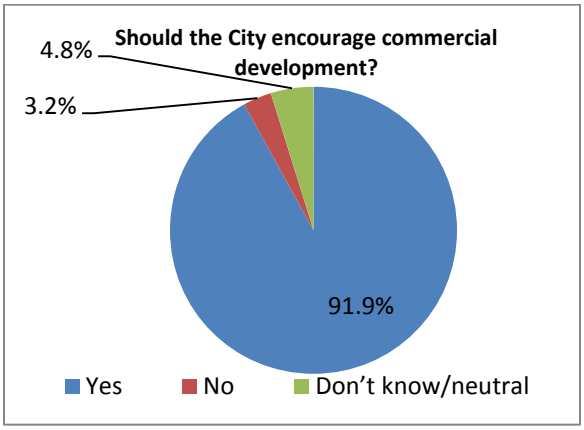


	24. Why or why not?
1	It promotes better and diversified restaurants, stores, activities, etc.
2	residential improvement should come ahead of residential growth
3	Use what is available now. Too many "For Sale" and foreclosure properties.
4	Only if good jobs are available.
5	More taxes, more services, we have room for more.
6	Need apartments and condos for older population
7	Good tax base.
8	Need employment opportunities first
9	Trying fixing up all the vacant homes before worrying about growth
10	Encourages moving out of city cause there is no building sites in city
11	There are so many homes for sale, in foreclosure or vacant. These needs to be occupied first.
12	Of course! I really don't understand the question. Why would you not?
13	People are what make a community. There is a limit to how much res. growth we can handle but there's lots of room now.
14	How many vacant homes are currently in the city?
15	Only if they have better knowledge of the land on which resident will be built to avoid flooding and destroying valuable ecosystems.
16	Too many empty homes now.
17	How would you do this?
18	should encourage cleanup of rundown properties first
19	If we grow jobs the people needing housing will come and the growth will occur for the right reasons.
20	With a declining population it doesn't seem necessary.
21	If people live in the city they will shop and eat there too.
22	But first things first, jobs are needed.
23	Alpena and TC were about the same size not to long ago, we now got there for shopping etc.....
24	More senior condos...
25	More jobs, more housing, more community.
26	There is more than enough residential growth and vacant houses already!
27	There are so many vacant houses to be bought, renovated and lived in. Plus, we have such a huge construction industry - they need residential growth to grow their businesses.
28	Too many empty/low income homes now driving down property values
29	City already attracting low/no Income to area.
30	Plenty of homes for sale
31	Not at this moment because there is a distinct lack of jobs....
32	Improved tax base.
33	not until we have jobs to support the growth
34	The city needs to get people moving in Alpena not out!
35	Why wouldn't it? That's a stupid question...Cities should never stop growing.
36	is there room for growth?
37	We don't need more homes, but we need to improve our neighborhoods and renovate our properties.
38	Why spend the money?

25. If you answered yes to the previous question, what kind of residential growth would you like to see?	
Answer Options	**Response Count**
	56
answered question	**56**
skipped question	**93**

	25. Response Text
1	places that draw people
2	A return of younger people. New ideas are always good.
3	Downtown Apartments
4	Single family homes
5	Condos
6	Apartments and condos off waterfront
7	Facilities for more intensive care for seniors.
8	Well planned - keep zoning in mind.
9	Lower income options; nice apartments/condominiums...fix older homes
10	Cosmetic improvements to run-down homes & apartments
11	A prison or casino maybe not so great, but other positive growth. growth
12	Growth due to new job opportunities.
13	I would like to see population growth within the current bounds of property availability. We have plenty of housing waiting to be purchased and improved.
14	Any! middle-upper class, people with disposable income
15	Legal, law abiding residents. What kind will depend on what type of jobs are available.
16	single family residential or market value apartments
17	Parkland with a few homes. Residences that handle their own water runoff. Protect the river corridor, keep it green and wooded
18	Apartment/condo housing that is attractive and NOT income based. We have no housing to attract young professionals to Alpena who may be interested in coming here to work but not willing to take the plunge into buying a house. We have more than enough low-income housing. Concentrate on housing that will attract young people with disposable income.
19	a combination of single housing and condos
20	? Not sure what you are asking.
21	More apartments
22	Single Family
23	condos affordable
24	See comment above
25	All
26	DEVELOP VACANT SPACES, APTS AND CONDOS,
27	family owned homes
28	better housing and more events
29	working class professionals and less retirees
30	make the comm a place thatll keep the younger generation here after grad.
31	Quality people
32	Newer/Improved homes. Downtown Alpena homes are mostly eye sores.
33	Single family housing.
34	More houses
35	curb appeal, pride of ownership and better roads
36	more housing
37	Newer neighborhoods. We need afforadable housing, condos would be nice. Also, seasonal rental cabins are a must.
38	More younger citizens
39	Younger families
40	Neighborhood outreach- know your neighbors and keep your area clean
41	any and all
42	more jobs
43	Quality
44	Single family homes.
45	Every aspect
46	less rentals and more pride in the care of homes and neighborhoods
47	The city keeps getting senior housing but there hasn't been any middle age growth
48	We need more residential apartment complexes!!
49	Waterfront development of the Paad Addition for condos
50	More employment opportunities so more people are willing to live here
51	A beautiful condo setup at the river and 3rd.....Or how about a downtown Hotel there
52	Programs which encourage neighborhoods to decorate and improve houses.
53	Improving neighborhoods by encouraging people to beautify/improve their homes and property.
54	rehab of existing housing and new construction
55	any
56	Affordable, nice, multi-family units

26. Should the City encourage commercial development?		
Answer Options	**Response Percent**	**Response Count**
Yes	91.9%	114
No	3.2%	4
Don't know/neutral	4.8%	6
Why or why not?		46
answered question		**124**
skipped question		**25**



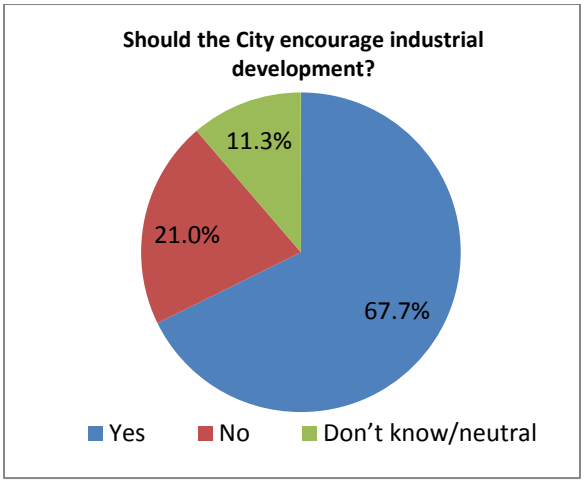
	Why or why not?
1	To bring people to a City that encourages permanent residence
2	economic stability
3	development should be allowed to happen naturally
4	just to stay healthy
5	North Industrial Park
6	Jobs
7	We need more jobs to keep residents, youth here.
8	Jobs
9	Help with employment, tax base, tourism
10	Jobs are the key to a vibrant community
11	Vacant commercial buildings need to have businesses in them.
12	Of course!! What other option is there? Stagnation and slow but sure death!?? Snow birds and retirees really don't do much of anything to help a community thrive.
13	we need good paying jobs
14	The City should encourage bringing business to the area. We have plenty of vacant commercial property. More work should be put into bringing business to the area, not driving it away.
15	Commercial creates a larger tax base per area and will help support infrastructure maintenance and growth.
16	We need to keep our money locally. We can do that by encouraging businesses to open in the City/County.
17	Yes, for jobs, but get rid of the big and ugly and smelly
18	Are you kidding?
19	Some types of shopping are very limited
20	jobs
21	jobs
22	there really does not seem to be any large plots of land to bring businesses into city only township has places to expand to larger businesses
23	Without jobs we will continue to decline no matter what kind of tourism occurs.
24	Commercial development equals jobs and tourist
25	Without jobs, the people will leave. I left the area 7 years ago due to the lack of employment opportunities available. Had I stayed, I would have lost everything. Underemployment and teenager wages are unacceptable.
26	other areas have a large variety of stores for shopping-we have Walmart and nothing else, and forget about going out for a nice dinner, because its either a bar or fast food
27	If Alpena does not grow it will die
28	JOBS, JOBS, JOBS
29	the disabled community need a place to work, live, and advocate.
30	STRONGLY!! Get jobs to Alpena now!
31	to bring more jobs
32	There are many decrepit properties that need renovating or reconstruction - the overall "face" of the city is old and tired.... commercial development will improve that face-value of the city.
33	money spent, is money earned for the people
34	The south end of town looks dead. Even though we have businesses there, it just looks sad.
35	To many Vacant business
36	absolutely
37	Jobs!!!
38	we need high paying job growth, we need to get jobs that enable young families to prosper
39	without commercial there are no jobs
40	Again, anyone who answers no to this question should have no influence over the city's decisions because they are being selfish.
41	Commercial development is great for the economy
42	We need to continue to get business to the downtown area and within the city limits
43	city decay is a nationwide problem ...get with it , it's 2012.. throwing good money after bad here
44	The City needs to identify what kinds of businesses will help Alpena be a good place to visit and live. We DO NOT need more manufacturing businesses which pollute the air/water and bring more industrial traffic through the city.
45	No need to spend the $$
46	If we encouraged residential growth, we could support commercial

27. If you answered yes to the previous question, what kind of commercial development would you like to see?	
Answer Options	**Response Count**
	91
answered question	**91**
skipped question	**58**

	Response Text
1	a variety
2	non-polluting
3	most kinds
4	small manufacturing - something for jobs for the young
5	Manufacturing or New Technology
6	Good paying companies
7	Industry, business, commercial
8	Living wage employment
9	Job shops, factories, service-oriented sites
10	Drone project; clean industries
11	Retail
12	Clean businesses - things to draw folks to visit.
13	Small business
14	More clothing options
15	retail business
16	more shopping & dining options such as Meijer, Target, Old Navy, Kohl's, etc
17	Any development should be considered
18	tourism
19	Small to medium solid business ventures. Large corporate business growth probably not too probable.
20	All types - manufacturing, retail, service, etc.
21	small shops etc., retail, industrial
22	Any development that would bring growth and prosperity to the area.
23	retail, tourism specific, support manufacturing but it might have to go in the County (but be ok with it going in the twp or county and not city)
24	Any.
25	Service industry, high tech, manufacturing
26	Retail stores
27	Neighborhood small business - not malls Small clean factories
28	We need a medium to large industry to employ many to bring families and therefore start-up businesses. We need a campground in the city, on the water. We need one or two decent hotels or lodging options.
29	ANYTHING THAT WILL GROW!!!
30	something that provides jobs to residents
31	jobs so people would come & stay
32	Retail, greater variety
33	Downtown tourism
34	Tourism based as has Traverse City
35	downtown dev in empty stores
36	restaurant (not fast food/chain), hotel
37	Real high tech jobs. Also some industrial development into our vacant and empty spaces.
38	unique shops, eateries, downtown hotel
39	More Businesses in the downtown area
40	anything to bring jobs
41	Manufacturing, service industry, better utilization of assets such as Lake Huron
42	jobs for citizens in retail, new business development
43	Anything would help. But the problem is, as it has been for over 20 years, the city is not easily accessible to major expressways. What ever happened to the proposed expansion of U.S. 23? Someone dropped the ball on this one.
44	we need development of all types-Meijers, Menards, Bath & Body, Target
45	Any and all
46	I don't want to see the small town environment destroyed. I don't want Alpena to become a Traverse City.
47	THINGS FOR YOUNGER FOLKS TO DO
48	hotel/motel for visitors....restaurants
49	internet related, tourism
50	see above
51	retail
52	Anything that would bring jobs is good
53	Shopping, restaurants, casino
54	shopping ..restaurants...
55	Any
56	Anything. I lets give businesses a try and go from there.
57	Renovation or reconstruction of vacant properties - bringing in more businesses that hilight ourlocal talents and natural resources - businesses such as the National Marine Sanctuary, Art in the Loft
58	I'd like to see the Mall, developed into an actual enjoyable shopping experience. we need more recognizable stores, restaurants, VARIETY!!!!
59	Tourist based
60	jobs
61	more shopping opportunities - nothing really close - 3 hours to Bay City or Traverse City
62	Grocery store, department stores, restaurants, bars
63	find uses for all these empty building
64	Retail
65	city storefronts filled up and taken to original historical facade
66	Tourism Based
67	Chain restaurants and more clothing store options. Family dinner restaurants.
68	Shopping and restaurants!
69	Support our attractions- camping supplies, outdoor rentals (snow mobile, moped, ski, bike, etc.) bring back the outdoor skating rink (perhaps in the fountain parking lot downtown). Organic grocery store, year round farmers market, open mt Maria back up (with to toboggan and tube rental, snack and warming station), just to name a few.
70	More retail stores, restaurants, and cafes that stay open

	later than 8:00 p.m.
71	Anything to bring in jobs, such as a concert venue that actually hosts different quality bands.
72	23 south and between neimans and marina
73	ALL Businesses, bigger stores!
74	Whatever fits.
75	something for family and kids
76	More variety of retail stores
77	Technical jobs, since we need jobs that do not rely on surface transportation
78	meijers, cosco, lowes etc
79	Hotels, Restaurants, Stores, Airport growth, etc.
80	heavy industry - factories
81	electronics and computers
82	Large corporations, small businesses, more entertainment (an amusement park at North Point or a waterpark would be awesome)
83	More retail
84	More retail growth to bring more visitors and income to the business owners here
85	Bath & Body, Hobby Shop, another Shoe Store, Dress Barn
86	Software development, tourism, eco-tourism, folk art, distilled spirits... strawberry vodka!
87	I would like to see family oriented businesses encouraged to develop in Alpena (recreational activities, restaurants, shops, services, anything that encourages tourism)
88	small factories, entertainment facilities
89	any
90	Small business that offer a diversity of services.
91	shopping, more jobs, development on the river

28. Should the City encourage industrial development?		
Answer Options	**Response Percent**	**Response Count**
Yes	67.7%	84
No	21.0%	26
Don't know/neutral	11.3%	14
Why or why not?		54
answered question		**124**
skipped question		**25**

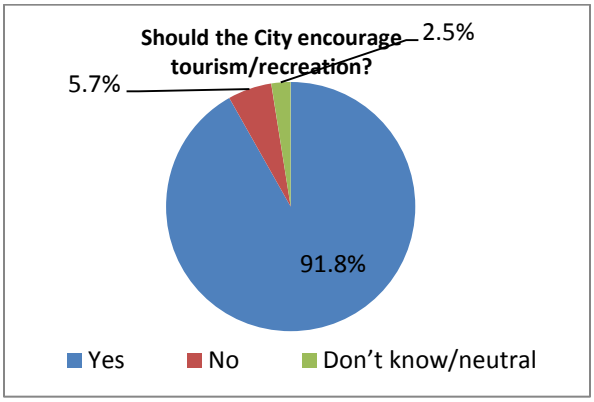


	28. Why or why not?
1	promotes permanent residency
2	taxpayer funds should not be put toward this
3	hard to do these days
4	more jobs better morale for the City
5	Good paying jobs. Existing companies should bring work back to Alpena (Besser)
6	We need jobs, just not on the waterfront.
7	In Industrial Park north of Alpena
8	Keep it clean.
9	Employment opportunities.
10	We need jobs that pay living wages and benefits
11	to provide more employment opportunities
12	Industrial development typically provides better jobs
13	We need jobs
14	People choose to live in Alpena because it is Northern MI, not industrial city Detroit.
15	Plenty of space to accommodate industry in areas outside of the city limits.
16	with target Alpena that is a good start
17	So long as the industry is not detrimental to the environment, I am completely for industrial development with our current properties available.
18	see above
19	Industrial growth creates a larger tax base per area and will help support infrastructure maintenance and growth.
20	Clean industries.
21	Are you kidding?
22	ATI is a eyesore in the residential area and hasn't proven out for additional employment, development in the industrial parks seems most desirable
23	jobs
24	jobs
25	no land plots big enough
26	It does not take a rocket scientist to understand why. JOBS that pay real money, that leads to a growing and vibrant economy in the area.
27	Industrial development should be outside of the city if possible. Industrial development is an eye sore.
28	industrial development leads to more jobs
29	I hope the city has been doing that for years.
30	Industry would help bring in new jobs and the people to go with them
31	You have to have strong industry to have any commercial growth
32	Noise, air and water pollution...Alpena already has a high cancer rate!
33	JOBS
34	brings younger people to town
35	jobs
36	Industrial factories should mostly be outside city limits.
37	Our natural resources have been largely depleted and the beautiful landscape already marred by the existing factories. The time for building factories has largely passed in our economy - it's time to think outside of the factory box for job development.
38	Money spent by industrialists makes jobs & paychecks for the people!!
39	create good paying - steady jobs for those that lost theirs from paper mill and Besser lay offs
40	Brings jobs.
41	I like the industrial park, too bad no one is moving into the old ATI place, it's centrally located.
42	Depends what damage it will do to our environment
43	If Eco friendly, otherwise we have a hard enough time with the current pollution and vacant buildings.
44	to provide jobs
45	Lots of jobs were had in this industry-fits northern Michigan jobs
46	this is our bread and butter
47	Jobs!!!!
48	again without industrial growth there are no jobs
49	Because we need the city to grow!
50	Why Not; Our young people and older have to leave the area; no opportunities here
51	where ? we paid almost $1 million for land on Hamilton/US23 that is sitting ?!?!
52	We already have the particle board plant which makes Alpena an undesirable place to live and a turn-off to visitors. We do not need another industry occupying prime real estate and blocking growth.
53	Jobs
54	WE have natural resources and a community college to educate the work force

29. If you answered yes to the previous question, what kind of industrial development would you like to see?	
Answer Options	**Response Count**
	54
answered question	**54**
skipped question	**95**

	29. Response Text
1	non-polluting
2	Clean Industry
3	High tech
4	Job shops, factories, service-oriented sites
5	Aeronautics
6	Especially environmentally safe industry...high tech if possible...
7	any
8	high tech specialized with training
9	Anything if it's an environmentally sound operation. Wolverine power plant would have been a good example
10	your guess is as good as mind
11	Anything not detrimental to the environment and local resources.
12	see above
13	Obviously, the most desirable would be clean, sustainable, with high paying jobs.
14	Low impact high tech
15	Information technology, horticulture and natural science, green building
16	ANYTHING THAT WILL GROW!!!!!
17	something on a small scale
18	clean
19	any
20	High tech such as computer hardware and software development. Heavy industrial supported by light industry.
21	un manned flying machines
22	Manufacturing, better utilization of assets such as Lake Huron
23	green
24	Anything that would pay their employees a minimum of $15.00 per hour and full benefits.
25	anything we could get
26	Any and all, Aviation would be great
27	ANY!
28	see above
29	anything
30	any and all but there should be continued ind growth in the ind section north of town keep it away from our waterfronts and lets utilize the waterfronts for better public areas...look at Oklahoma city and how much revenue they generated by putting a canal/river in a rundown part of the city which is now thriving....Alpena could do that on a smaller scale and draw people from all over and bring some of the west side of the state's money over here
31	Any
32	Whatever can make use of our natural resource, and not destroy them. Our biggest nat. res. is H2O. and forestry, and space. There's so much unused land that could be used for some sort of industry. This is not my forte', so I'll leave the rest to you all.
33	jobs
34	something that would be clean and maybe utilize the existing empty factory buildings
35	?
36	Anything that provides jobs and is safe
37	Green industry
38	Green technologies and building of echo friendly ways to produce power.
39	More info on the bio refinery- has that done anything??
40	any that would bring jobs, expand hospital
41	Whatever works.
42	Development of Lafarge and DPI projects
43	We need jobs. Period!
44	heavy industry with good paying jobs
45	anything to create good paying jobs
46	Unfortunately don't really have a good answer its hard to get industry here without cheaper shipping costs..ie interstate closer for trucking
47	RENEWABLE ENERGY
48	Any kind that would give residents employment so they don't live off of unemployment
49	The City should work together with those necessary on the Drone project at the Airport
50	Industries that improve our natural resources and encourage tourism.
51	dedicate properties to this type of development
52	Any type of skilled worker employment
53	any
54	Technology, building products,

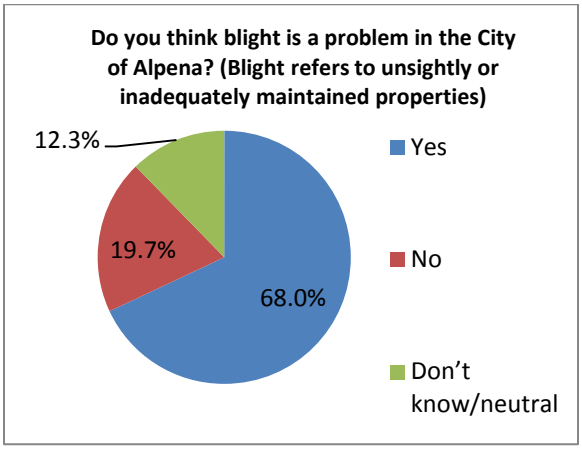
Should the City encourage tourism/recreation?		
Answer Options	**Response Percent**	**Response Count**
Yes	91.8%	112
No	5.7%	7
Don't know/neutral	2.5%	3
Why or why not?		53
answered question		**122**
skipped question		**27**



	Why or why not?
1	for a healthy economy; also to share our resources and history
2	word-of-mouth is the best advertisement
3	it is something we are good at; we have a lot to share
4	Already doing a fair share of it.
5	We have so much natural area. Use/protect natural resources.
6	To support small businesses
7	It's good for merchants.
8	Adds life to our small community; NOAA is a big plus!
9	Since we have NOAA, that is a significant tourist draw; so we might as well encourage tourism.
10	more people visiting our area for tourism/recreation = more money spent at our local businesses
11	every little bit helps
12	I traveled throughout MI in my previous employ and everyone knows about Alpena and what is has to offer.
13	Most definitely! We have the beauty and natural resources all around us.
14	that's about all we have left to invest in
15	I would devote 2/3 of my time to tourism/recreation. This is the key area to build off of for the local economy. Though we may not want to be "Traverse City", we have a lot to learn. Stop being close minded.
16	We have great amenities here that could help us support local business and government.
17	Because people like it here and we need the money
18	Tourism is the next great industry for northern Michigan. Without tourism, including YEAR-ROUND tourism, Alpena will continue its slow decline and population loss.
19	It would bring in more revenue
20	It has proven to be a draw to the community, unfortunately we don't have infrastructure to accommodate large #'s of tourist and it doesn't provide living wage jobs
21	It is important to leave the natural areas as they are.....no more camping facitilites, building on waterfront etc.
22	$$$
23	Just be happy we are a nice community, maybe we have large amount of senior citizen, so what they spend a lot of money too.
24	But not at the expense of real jobs and businesses that provide incomes that can support the economy in the off season.
25	Doesn't create the right kinds of jobs.
26	The locals need recreational activities and we need tourism to keep businesses operating
27	good for local business
28	But again, the entire waterfront needs to be cleaned up - removing the old factories, salt pile, etc.
29	people bring money-they spent it here-hence-more jobs
30	More hotels, malls, events, fairs, and museums.
31	duhhhh
32	We have so many natural resources - highlight them and draw people to the four season wonderland. Absolutely work to attract nice (Modern! Name-brand!) hotels that are close to the beaches and the downtown shopping district. Who wants to stay near Walmart? or in an antiquated motel? If no one has a nice place to stay, why would they come visit??
33	Water park on the beach. (Mischekewis), boardwalk incorporated with shops & food huts, hot dogs, cotton candy, pretzels, etc. PLEASE consider this idea, it's a great one
34	I would say keep it limited tho - it creates revenue for the city, but not viable jobs to support our families
35	Tourism is the bridge during bad economic times
36	We need tourism to stay alive and grow and thrive! Besides, it's fun and personally I think residents would be more proud to say they're from Alpena if we have more to offer other people. (Like, "yeah, we know we're cool. We have this and this and this...etc)
37	We live in a beautiful community and we aren't set up properly for tourism
38	It brings money, friends, and family back to our area.
39	to help bring in new business to the area and income.
40	We have so many resources- need to show of our Lakes, trails, rivers
41	it is not working. We just don't have the draw or the fancy lodging to bring in the downstaters
42	Helps bring money to the area
43	Jobs!!!!!
44	To create jobs for our residents.
45	Tourism is what Alpena should be built off of! Alpena needs to get with the program with the rest of the state. What do you think the Pure Michigan campaign is for? Michigan is moving from an industrial state to a tourism state.
46	but tourism alone is not enough
47	Because Alpena is a wonderful place with lots of treasures
48	What else would we promote?
49	smalltown is a good feeling

50	It provides a variety of entry-level jobs and provides many opportunities for entrepreneurship.
51	Let the restaurants and motels do it.
52	Absolutely
53	We have resources on the river and lakes to support tourism

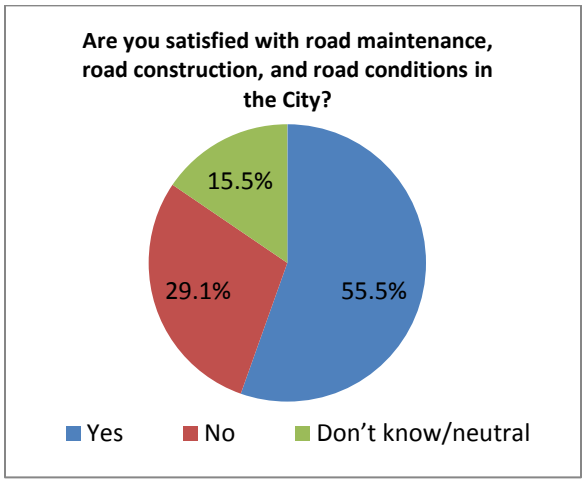
30. Do you think blight is a problem in the City of Alpena? (Blight refers to unsightly or inadequately maintained properties)		
Answer Options	**Response Percent**	**Response Count**
Yes	68.0%	83
No	19.7%	24
Don't know/neutral	12.3%	15
Indicate area of blight:		71
answered question		**122**
skipped question		**27**



	Indicate area of blight:
1	north Alpena - 1) Housing; 2) Odor
2	there are a few areas that need more law enforcement
3	Enforce existing ordinances. We see many poorly maintained homes in the middle of well-maintained homes.
4	Too many empty buildings not maintained
5	Some neighborhoods seem worse than others.
6	Grass not cut, junk in yards, too many dogs at one house.
7	Grass is too long on unoccupied lots - give owners too much time.
8	We are seeing the beginning of what has happened in Detroit, Flint, and Saginaw.
9	Old and unkempt houses throughout the City.
10	Empty houses are worrisome - hope they don't create blight.
11	A few places exist, but not a major issue where I tend to be....what is happening with old factory on Eleventh Avenue?
12	the north side
13	Too many vacant & boarded up homes.
14	Northside
15	One area is the location of the fairgrounds adjacent to an empty factory and a cement company. Also, the fairgrounds itself. Why would someone camp there? The graffiti art on the windows of the old Flowerland building across from the Cracker Barrel.
16	Yes I do!! One example would be 10th Avenue Bar (now Naylor's) That ridiculous multi-colored eyesore is only one example of blight that greets tourists and visitors as they enter our great city from the North. Nothing can be done to remedy this??? I understand that this is private property, but it is located in the middle of the city and reflects poorly on Alpena and everybody that lives here. Make them paint it or offer them some financial help if needed to get it taken care of!! Another more minor issue is the " art work" on the windows of the old the Flower Land shop across from the Cracker Barrel Party Store. It may have initially been a noble venture to help "at risk" children express themselves, but now looks trashy and its time to take it down. That old medium blue real estate building (house) that is for sale and is located a few lots before Hudson's Motor Sales on Chisholm St. It's pealing and faded and looks terrible. Maybe it won't sell for another 10 years, what then? There is a residential neighborhood blight ordinance in the city of Alpena, but no ordinance that addresses these unsightly properties?? I do everything I can to keep my house and property looking good. Force these property owners and others like them make improvements through newly adopted ordinances if necessary!!! Send them letters!! Do something! Why do these property owners have the right to degrade the image of the entire community? These properties are located on main city thoroughfares! How much does paint cost?? These are a few examples, but I'm sure there are more.
17	Some areas could use some attention, but I don't see this as a major problem. Many property owners take good care of their space.
18	Many homes run down, abandoned. Dragging down property values of homes around them.
19	Southern corridor of Alpena on US-23, Oldfield St., Ford Ave., Miller St., Chisholm St.(Sunrise Mission; between Ninth and Thirteenth), River St. and Minor St.(between Ninth and Fourteenth), various areas between Washington, Chisholm and Eleventh.
20	if there is any blight at all its a problem. there are unattractive spaces but nothing I'd consider blight right now
21	Commercial businesses need to improve their appearance and trash. Residential needs to be cleaned up and housing stock maintained
22	the north side of town
23	Large black factory, some places could use some landscaping, DPI, Lafarge sometimes and salt pile I know they're grand but I wouldn't have allowed car dealerships to be built at an otherwise attractive intersection and heavens knows what the grease and dirt draining off the lots will do to the water quality of the river.
24	The main trunk lines should be spruced up. The main downtown area is good. But as one travels north on US23

	there are some ignored, dilapidated buildings. Also, the work that has begun on US23 south corridor is great. Keep going. Areas that folks use to get into the city should be spruced up. First impressions are paramount.
25	No, but Alpena sure could use more landscaped buildings.
26	approaches to the city
27	I see some porches & lawn with garbage & junk that has been there awhile. Doesn't the city give these places so many days to clean-up their property?
28	All of the older unkempt homes, especially north of the river
29	Motel properties not kept up along State street, closed motel properties on so. M-23, ATI, hulking behemoth in residential area.
30	Almost everything north of the river.
31	South 23.....just looks depressing.
32	neighborhoods on either side of Chisholm; former flower shop on corner of 8th and Chisholm; neighborhoods on North side
33	Trailer parks we have are not very well maintained.
34	It's not wide spread but there are some rundown weed infested places around.
35	Some city buildings need improvements and the river front is an eye sore.
36	Much of the "north side" shows blight and blighted conditions. Run down rental properties. Abandoned houses/businesses
37	homes or property not occupied...grass cut only it becomes unsightly, like the home behind Bank of Alpena earlier this summer.
38	Described above for one. The trailer park in the middle of town. The closed hotel on U.S. 23 near the previous Dunkin Donut shop. The ice blob in the winter that people call a sculpture. The bowling center needs to fix their sign.
39	OLD PAPER MILL, PARTS OF MILL ISLAND, VACANT LOT NEAR CELLAR REST, AREA NEAR THE 9TH ST DAM, OUT PAST MICHEKEWIS
40	closed businesses, north side
41	Vandalism of parks and bike paths.
42	Corner of Ripley and 3rd
43	The small area behind shallas (i mean the one house has a tarp with tires holding it down for a garage roof) for gosh sakes...fletcher paper mill.....
44	Look around they are all over downtown.
45	Absolutely! Several businesses in the corridor on Chisholm St from 7th street to 12th street. The area that includes the Dry Dock, Whispers, and Concert Connection. The vacant lots on the corner of Water and 3rd, the corner of 4th and Chisholm and the poorly maintained parking lots along 3rd avenue (behind the Marketplace and behind Alpena Agency. Also the former industrial areas on Miller/Johnson Street near the railroad tracks and Besser company and the entire area around the fairgrounds, the old magic fingers car wash, and the former ATI Casting. Residential areas on the Northside - including neighborhoods around Lincoln School and the Walnut/Miller street areas.
46	If I have to point it out to you, then you haven't left your home in the last 10 years.
47	all cities have some
48	there are several homes in town - not one area - and of course commercial properties too
49	Some areas but it's not too bad
50	the outside of empty buildings brings down the property value of their neighbors
51	Residential areas
52	All over. Are you kidding? Look around.
53	in some areas of the city
54	The south end of town on 23 looks run down and sad, even though we have good businesses there. Originally from Mio, I took Werth Rd into Alpena, I didn't know that we had a Joann's and that whole section of town because there are no signs for businesses outside of the small downtown area. We should help the town as a whole, not just downtown.
55	The old businesses near the water front and the 23s area when coming into town. Old, trashy hotels, rundown strip malls and our mall is a problem!
56	Us 23 south, is the biggest area of impact.
57	The North side of Alpena - many abandoned properties, storefronts and unsightly yards. US-23 south has a lot of room for development, as there are many shut down and empty buildings.
58	US 23 south and Chisholm- even downtown looks shabby- bolenz, royal night etc. new fountain!!!!
59	Look around you. If you can't see it your blind.
60	Found all over the city, particularly on the North Side
61	North Side of Alpena and downtown area.
62	There has been a burned out house on Oldfield street for well over 2 years and its right by the entrance to the NOAA building so all the tourists we are trying to get into NOAA have to see a burned out house. Also I see lots of pack rats in the city with plain old junk built up in their yards. The assistant building inspector IS NOT DOING HIS JOB!!!! He is more worried about trying to measure how long your grass is and yet over looks the junk yard next door. If the city needs to save money that is one area you have my vote on is Eliminating the 2nd building inspector. They city truly do not need 2.
63	Many homes around the north side. W Miller, Oldfield, Merchant, etc
64	Northside housing.
65	Those supposed deadlines for grass cutting don't seem to be enforced.
66	Some residents don't take pride in their properties and it is unfortunate
67	These areas should be addressed by visual inspection from the street . A neighbor should not have to complain .
68	Old Alpena Power headquarters, Federal Building, Armory, salt pile, abandoned hotels across from Big Lots, two hotels on water side of State Street near KFC and the putt putt golf place.
69	Rental homes with no yard maintenance, rental homes with refuse around them, rental home with no snow removal on the sidewalks.
70	north side
71	some properties around the White Street, Second Ave, Third Ave, north of the river

31. Are you satisfied with road maintenance, road construction, and road conditions in the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	55.5%	61
No	29.1%	32
Don't know/neutral	15.5%	17
Explanation or comment:		30
answered question		**110**
skipped question		**39**

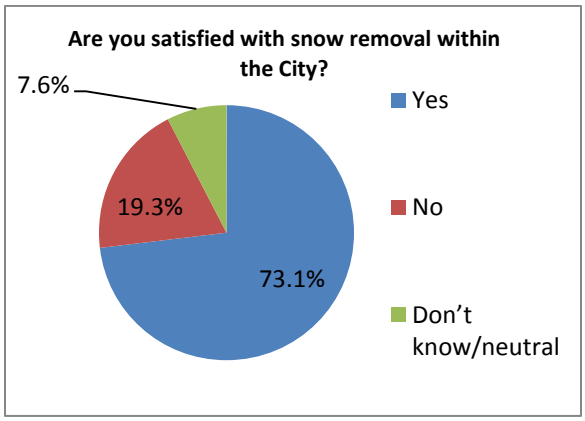


	Explanation or comment:
1	Excellent Service
2	Basically yes, but there are always some roads that need improvement
3	Amount of truck traffic preventing improvements
4	Remove parking from downtown roads
5	Some streets need more attention.
6	Several north side roads are awful. Lincoln school has the worst road in the city bordering it. Shameful!!!!
7	patchwork at its best
8	Some side streets are somewhat in need of repair such as Tawas between 4th and 6th.
9	For the most part.
10	Many side streets are like off road courses, bumpy and full of potholes.
11	with what little money the city has, it does a good job
12	Need additional resources targeted at road reconstruction
13	Much improved
14	Concerned about traffic/pedestrian separation along Bagley between Long Rapids and M-32. Deterioration of neighborhood streets
15	North side streets are not kept up
16	city council does not give these groups enough money to work with
17	In general we are barely staying even. An assessment of roads and the results posted, then prioritize and plan the fixes.
18	There are some terrible streets. A few years ago they repaved our street. No engineering and now the street holds water.
19	The road conditions, particularly within residential areas is substandard to say the least
20	some roads need resurfacing
21	MY ROAD IS FINE, SEE COMMENTS ABOUT PLOWING AND ALSO NEED SENSORS SO YOU DON'T SIT AT RED LIGHT AT 5 AM
22	too much heavy equipment compromising city roads
23	some areas need better roads and sidewalks
24	I live on a city street that's not paved or anything else. We barely get plowed in winter. I realize because it's a dead-end, and there's a power transfer station on the end of the road, that trucks for the power co. cause a lot of yearly damage, which is costly to the city, but can't something be worked out? The city did a sort of resurfacing, and in the process of that, tore up the edge of our lawn,(such as it is.) I believe it's been about 10 yrs. IT NEEDS TO BE DONE AGAIN!!!
25	It's okay, but not great. I understand because of budgets os I don't complain.
26	Not the greatest/ nor the worst.
27	they are falling apart
28	"Elm St." (Intersecting Long Lake Ave.) is used by heavy truck traffic hauling even though it is not always in accordance with the city Truck Ordinance .
29	Due to the economic drain we are in I can understand why roads are not maintained as well
30	I believe that the city does the best they can consider funding.

32. Are there roads or road segments you would like to see improved? Please list:					
	First Response	Second Response	Third Response	Fourth Response	Fifth Response
1	Pot holes	Poor Patch Jobs			
2	Roads with sunken manhole covers				
3	The street along the old railroad grade and Catholic cemetery				
4	Grant Street from Bagley to tracks...always bad!				
5	Lake St.	Dawson St.	Palm St.		
6	Chisholm Street - traffic backups at certain times of day				
7	grant st.	a lot of streets on the north side			
8	The ones I drive on.				
9	Miller Street	Oldfield Street	N. Second Avenue	Ninth	Eleventh
10	Grant Street.				
11	Emmet St. off of 3rd St.				
12	Pedestrian walkway on Bagley Bridge	Separation of snowmobile traffic over Bagley bridge	Oxbow addition streets, Parker received new paving when used because of reconstruction of Long Rapids rest of street ignored		
13	the rest of the manhole covers on US23	view of oncoming traffic at intersection of M32 & Bagley			
14	Grant need some work.	some of the side streets off Miller should be worked on.			
15	Owen street	Grant street			
16	Dawson Street	Adams Street	2nd Avenue	11th Avenue	
17	Werth road is an accident waiting to happen. How about putting white and yellow line on the road all the way to M65. This road also needs to be widened especially in the area of Werth and Kings Settlement; this is usually an accident area every winter.				
18	11th	Johnson	Campbell	Grant St	
19	courthouse sidewalks	bagley bridge	no crosswalk at Pinecrest and Long Rapids	by Perch's	Princeston Ave area
20	Bike bath on werth and/or hobbs dr				
21	Potter				
22	all the streets in the city that need paving				
23	northside	west	south		
24	Grant St	any of the streets by Lincoln school			
25	State street				
26	Pearl rd	Grand lake hwy-widened	32 to bagley transition from 4 lanes to 2 to 4 makes no sense by culverts	French rd	Gordon
27	Area of street by Lincoln Elementary school!!!!!! The street is horrible!				
28	11th ave Between Chisholm and Washington				
29	Maple St.				

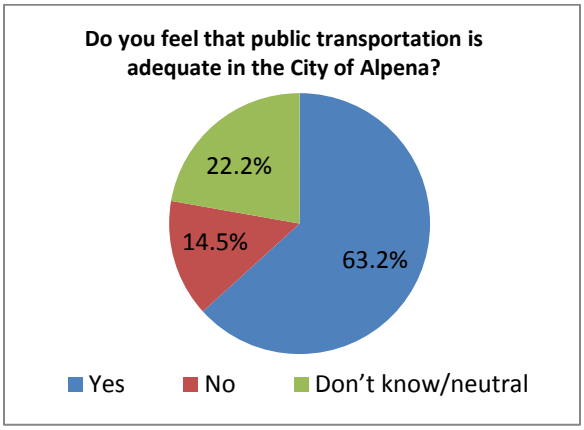
30	Miller St from Walnut to Long Lake	Grant ST from tracks to Hobbs	Wilson st from Johnson St to Besser School	Ontario St from Franklin to Garden St	Woodward from tracks to at least the Humane Society
31	Increase the speed limit on Ripley Boulevard. It is a highway bypass road. There's nothing special on this road to slow down traffic!!				
32	Miller Street				
33	Wayne Rd				
34	North Third	Some northside streets			
35	1 st ave	I would like to see state street a little larger	Some of the roads on the north side		

33. Are you satisfied with snow removal within the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	73.1%	87
No	19.3%	23
Don't know/neutral	7.6%	9
Explanation or comment:		26
answered question		**119**
skipped question		**30**



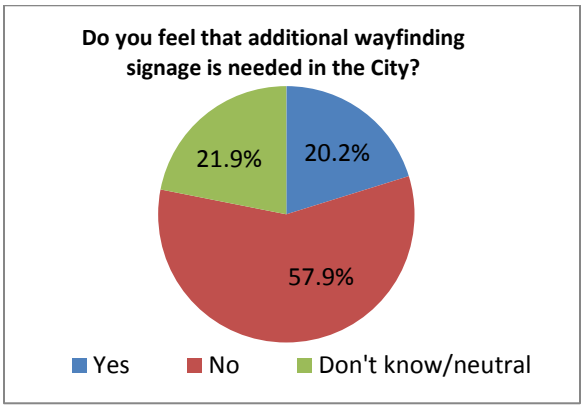
	33. Explanation or comment:
1	Very Good
2	Very Good
3	More removal is being pushed onto individuals - including seniors
4	No sidewalk plowing, disposal site at 23/Hamilton Rd costing lots of fuel with trucks running back and forth.
5	Please keep at same level as 2011-2012
6	Curbs are difficult for pedestrians when snow accumulates.
7	Fantastic job by DPW.
8	The city spends money on plowing the bike path but not sidewalks. Downtown businesses are taxes at the highest rates but get the least in service. No sidewalk or leaf cleanup.
9	Many corners not being adequately cleared - 5th & Campbell, Ripley & Campbell, etc.
10	Sidewalks and roads in the downtown should be clean of snow. Plow and haul it out on a weekly basis. Our community is older and the snow build up to 15-18 inches is dangerous for our residents and visitors. Shop owners should be responsible for entry way, but city should carry the weight of snow that falls on the roads - not push it off to the curb (literally).
11	sometimes the plow comes by a second time when not needed.
12	when the city provides them with enough money to get their jobs done.
13	Again, the bipath and sidewalks are not done in a timely manner or at all. Not everybody drives a car. Don't turn a sidewalk into a snowmobile trail>
14	instead of using a blade under the truck, they should use a front blade and push the snow up and over the curb- instead they make the streets narrower each storm, and the corners are just plain dangerous
15	You can not park on the streets at night for snow removal, but you only plow during the day, Crappy job done
16	DO A CRUMMY JOB, LEAVE BIG PILES IN CROSS ROADS
17	bike paths aren't shoveled
18	not so much salt and more plowing of the roads. Salt just makes it slushy
19	I have never had my mailbox run over, so I'm happy.
20	Need better downtown plan
21	Salt is damaging! Colorado recieves more accumulation and uses sand for ice and traction).
22	Too many snow days for school systems- out source , so many people own plows here!!! And would love to make money
23	Plows seem to go further and further away from the curb with each snow fall and by mid winter the streets are almost single lane streets and you are shovleing 3 feet into the road.
24	DPW is very conscientious about snow removal. Need a few more workers in winter, tho...
25	City used to do sidewalks . Especially now with the snowmobile rte. snowblowers can't deal with impacted snow on the walks .
26	Each time it snows the plows create piles of snow across main streets like Second Avenue which cars have to plow through.

34. Do you feel that public transportation is adequate in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Yes	63.2%	74
No	14.5%	17
Don’t know/neutral	22.2%	26
Explanation or comment:		20
	answered question	**117**
	skipped question	**32**



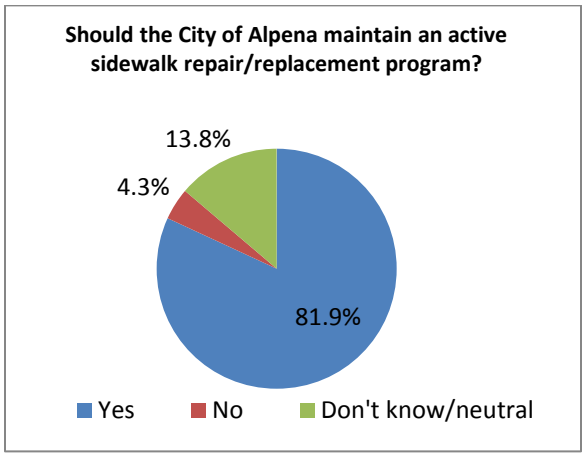
	34. Explanation or comment:
1	Remove millage - users pay!
2	Need more routes established which I know is being worked on.
3	Timely routes - regular times
4	I wish there was a schedule for a bus from a bus stop to stores. I would use public transportation.
5	Not dependable...long waits...
6	However, the Dial-A-Ride vehicles are just too big in size.
7	it’s going to get better as TBTA gets more buses
8	Don't need it.
9	Only hear of wait time involved in Alpena Transit being inconvenient for those who use it
10	I don't use it.
11	Downtown bus route needed
12	need routes
13	You should have an idea when it will get around to picking you up
14	bus stops. transportation drivers need cameras on buses and are accident prone.
15	We are so lucky we have this! However, a downtown trolley or something would be nice, that takes you to the "shopping districts" from public parking lots or something. Petoskey has a really nice and friendly system.
16	A trolley would be cool to get around in the city, also great for tourism, and people moving during festivities.
17	Taxis and busses aren’t enough
18	For a city this size it isn't bad.
19	However, the term "Dial-A-Ride" is outdated and the city needs to rename it to keep the city "cool". How about Alpena Transit Authority (ATA) ??
20	most public transportation is undependable.

35. Do you feel that additional wayfinding signage is needed in the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	20.2%	23
No	57.9%	66
Don't know/neutral	21.9%	25
Explanation or comment:		21
	answered question	**114**
	skipped question	**35**



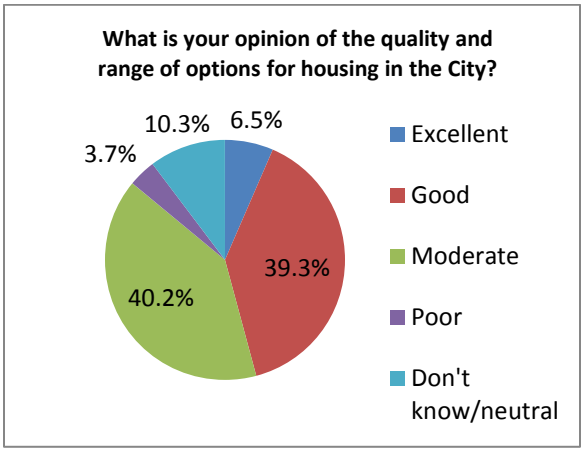
	35. Explanation or comment:
1	Enough. More would look distracting and overdone
2	Too much now.
3	Better now.
4	You have done a great job lately.
5	Recent additions are helpful.
6	I've seen more of late; directional info for visitors always important
7	Many new signs in recent years is a big plus for finding attractions.
8	we have to many signs now
9	expand it outside of the dda district
10	It has improved, still need some local neighborhood street signs to be renewed (larger, brighter)
11	good job is being done, especially with the larger street signs coming soon
12	Tourists are often confused when driving around the city
13	NEVER HURTS
14	How else are newcomers supposed to know where to go? Walmart is not in the downtown area, the mall is on the opposite end of both of those. If they don't know it's there, how are they supposed to visit?
15	Continue outside of downtown with new regional but similar signage to identify other assets and public bldgs.
16	Highlight what we do have and take pride in
17	Our roads aren’t easy to navigate
19	Look at Petoskey! Their signage is amazing - signs indicating a distinct downtown area, bayfront area, and other districts
20	too much signage
21	Second ave and third ave (one- way) are confusing for visitors. We should consider blocking one end at Chisholm on second to make a Plaza

36. Should the City of Alpena maintain an active sidewalk repair/replacement program?		
Answer Options	**Response Percent**	**Response Count**
Yes	81.9%	95
No	4.3%	5
Don't know/neutral	13.8%	16
Explanation or comment:		33
	answered question	**116**
	skipped question	**33**



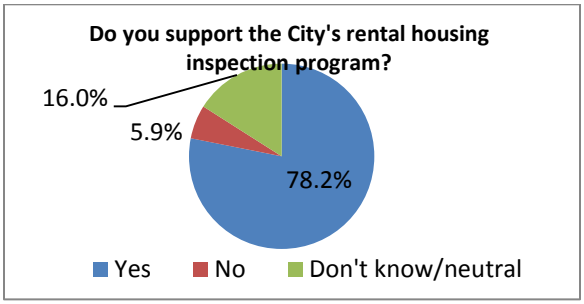
	Explanation or comment:
1	Need more sidewalks near the High School
2	If the money is available. Avoids liability
3	Repair only - stop replacement as wasteful and no consistency when sidewalks are replaced - install where there are none.
4	Need to keep improving - some sidewalks dangerous for walking, biking. Please grow the program.
5	Stick to the same program where the city shares the cost!
6	Thought it was already underway.
7	Sidewalks simply not that necessary in my neighborhood....where a good deal of walkers can always be found in good weather seasons! As we all age, snow removal becomes an issue. I don't want to have to start clearing a sidewalk now...
8	Replacement of sidewalks with small cracks was foolish and costly.
9	Walking is a great way to see our community. We need to encourage that.
10	we walk a lot in the city
11	But charge abutting property owners a smaller percentage of the cost.
12	Finish what was started years ago
13	Part of Bike Path
14	Seniors trip up easily
15	need to make sidewalks more bicycle and handicap useable - too many curbs
16	Part of the Bike path system
17	To be a tourist friendly city we need to have user friendly sidewalks
18	But don't put them in areas where they are not wanted. Worry more about snow removal.
19	It enhances the safety of the community
20	The City should do it as needed at their cost, and not contract it out, that's what we pay you for
21	for accessibility
22	Continue replacement of the non-handicapped curbs at road crossings. Good sidewalks will encourage people to be out and about, giving the city a friendly atmosphere. Please continue to plow sidewalks as needed in the winter to allow activity year round.
23	however, I was not happy when the city made me put sidewalk in front of my house - it is higher than my yard, backfilled with gravel, planted with weeds - but I do feel that if the sidewalks get bad, they need to be repaired
24	I see people out of the sidewalk and bike path every day. We look updated and "civilized" with sidewalks. :)
25	Provoke people to use them more
26	Common sense and safety for all concerned.
27	it needs to be affordable
28	Yes on the repair part, No on the new addition to sidewalks where there never was one. The city really needs assess the area first to see if there is foot traffic before sticking a new walk in
29	We want our city to look nice when tourists come visit, right?
30	I think what you do now is good
31	finish the program so everybody has to meet the same criteria & standard !!
32	Yes, but stop billing the homeowners!
33	It depends if people are going to continue riding their bike on the roads. It seems like the sidewalks re to small for families to ride their bikes on.

37. What is your opinion of the quality and range of options for housing in the City?		
Answer Options	**Response Percent**	**Response Count**
Excellent	6.5%	7
Good	39.3%	42
Moderate	40.2%	43
Poor	3.7%	4
Don't know/neutral	10.3%	11
Explanation or comment:		12
	answered question	**107**
	skipped question	**42**



	37. Explanation or comment:
1	More multiple dwellings
2	Is the City rental inspection a service provided. If so, there should be no fee.
3	Plenty of property/housing available. Some need work but there is an abundance of quality options.
4	it's either really nice or crap. little in the middle, especially for rentals
5	Need rental options for professionals.
6	There are virtually no apartments/rentals available to help attract young professionals with disposable income; all of the "nice" apartments in town are income-based.
7	Range appears to all be on the low end to provide housing for DHS recipients
8	There are some houses that need to either be condemned or fixed
9	I would like to see more senior condos; and fewer slum landlords
10	Most new or remodeled housing units are govenment subsidized and are only available for the low income individuals.....need nice moderately priced rental units that are not income based.
11	way to many rentals in the neighborhoods
12	Pinecrest Manor apts is not so much for the elderly like it used to be. Riverview apts are looking kind of dingy

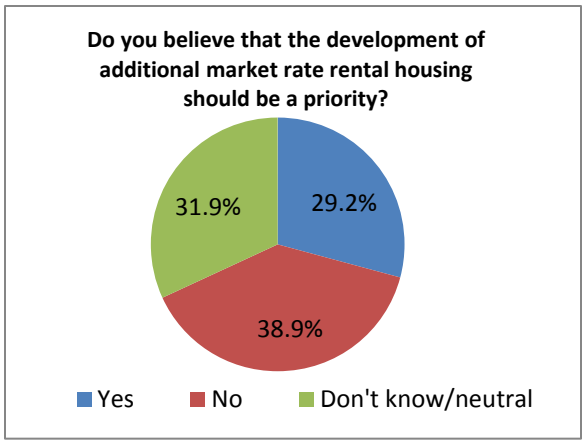
38. Do you support the City's rental housing inspection program?		
Answer Options	**Response Percent**	**Response Count**
Yes	78.2%	93
No	5.9%	7
Don't know/neutral	16.0%	19
Explanation or comment		22
	answered question	**119**
	skipped question	**30**

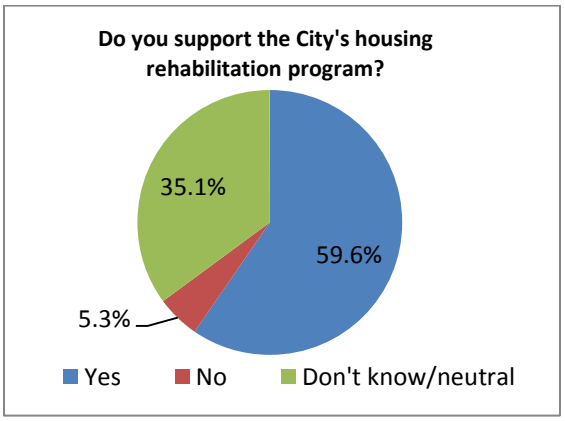


	38. Explanation or comment
1	Health Reasons; Protects from deterioration
2	Rental unit occupants have to be notified of city inspection by rental property owners as well as collecting for recycling fees yearly.
3	Great!
4	It is excessive. We maintain property. I think if owners didn't, they wouldn't be able to find good tenants.
5	But make it stronger...more enforcement
6	Intrusive and overstepping of authority. Too expensive.
7	Safer for renters
8	Excellent Program
9	Good for renters safety, but I don't want to see too many burdens placed on landlords.
10	it makes for safe living conditions for renters
11	having been involved in Habitat am aware of the housing situations that are available to low income folks
12	It must be a pain for landlords.
13	we have a lot of slumlords in this town-some of the people that own a lot of rentals seem to get away with never fixing up anything
14	For the most part it is a money grab
15	I've seen some pretty poor rental properties.
16	It appears the city likes to pick & choose who they inspect & some people are never inspected and their property is disgusting!
17	It is imperative to have oversight of this! Well maintained properties and strict governing of landlords will improve the overall feeling of the quality of living in the city.
18	More preparation from the landlord before the inspection is conducted would be appreciated.
19	Could even be more rigorous.
20	Too many single dwellings that have been turned into multi-unit welfare rentals that cause/breed trouble.
21	waste of money to have a 2nd building inspector
22	I believe rentals should be inspected. I don't know the details of the program.

39. Do you believe that the development of additional market rate rental housing should be a priority?		
Answer Options	**Response Percent**	**Response Count**
Yes	29.2%	33
No	38.9%	44
Don't know/neutral	31.9%	36
Explanation or comment:		11
answered question		**113**
skipped question		**36**

40. Do you support the City's housing rehabilitation program?		
Answer Options	**Response Percent**	**Response Count**
Yes	59.6%	68
No	5.3%	6
Don't know/neutral	35.1%	40
Explanation or comment:		9
answered question		**114**
skipped question		**35**

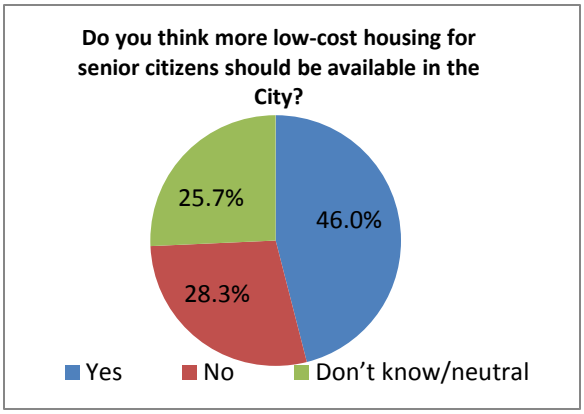




	39. Explanation or comment:
1	Be aware that social agencies provide yearly inspections of rental units w/o charging fees.
2	There is adequate already.
3	But we really need better options for the poor, or those simply struggling financially.
4	don't know what the demand is for rental housing
5	it would help to get rid of some the bad rentals units
6	ABSOLUTELY. This will help to attract young professionals with disposable incomes.
7	I think there is enough rentals now.
8	If it is based on the average income of the residents.
9	The government backing rentals hurts private land owners, we can not compete against grants we can not get
10	Need more that is for the middle income individuals that is not income based.
11	Plenty of homes that could be turned around as is.

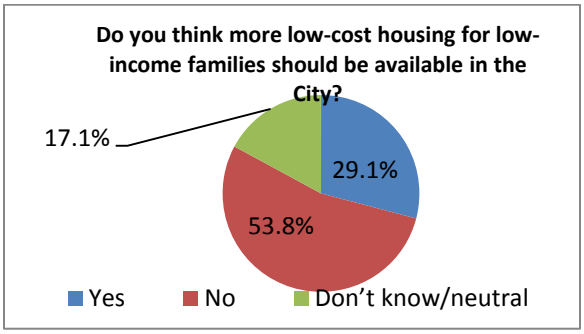
	40. Explanation or comment:
1	Don't really know much about it...
2	Yes, in theory.
3	don't know anything about this
4	I don't think the city needs to be into that.
5	Knock them down. Clean up the areas and promote Community gardens. There are empty properties all over.
6	Cannot afford. it is the owners responsibility
7	what is this ...I've never heard of it
8	This is an excellent initiative.
9	not sure what it is other than real estate tx evaluation abatement for upgrades

41. Do you think more low-cost housing for senior citizens should be available in the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	46.0%	52
No	28.3%	32
Don't know/neutral	25.7%	29
Explanation or comment:		15
answered question		**113**
skipped question		**36**



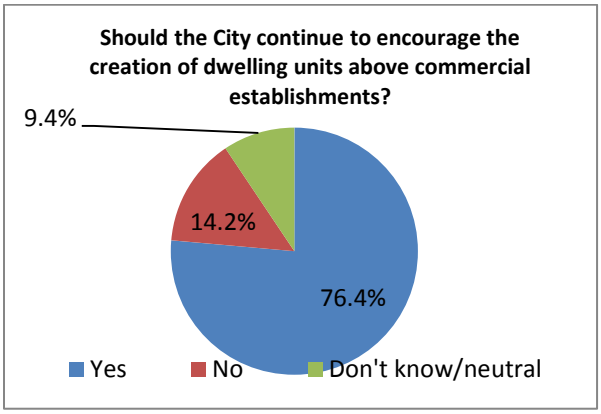
	41. Explanation or comment:
1	Is it needed?
2	Unless units are available. With aging population, more may be needed.
3	housing is already fairly low-cost in Alpena
4	I think facilities like Luther Manor are really beneficial
5	the more the better
6	There are a variety of income-based apartments available in the city already.
7	There are several now.
8	Low cost housing within the city should be available for those who are handicapped or disabled as well, not just for seniors.
9	What about some senior housing that is for the middle income senior?????
10	Seniors are FINE in Alpena, let's focus on the youth for 1 SECOND! C'mon you are ruining Alpena!
11	As long as it doesn't hurt home values m.
12	The senior population has plateaued and will decline in the next decade - while it is a bread-and-butter business now, to add more housing at this point will tap out the market in a short time.
13	I think there are more of these than for other families.
14	Why should there be a difference for age groups? Finances are hard on numerous age groups and families.
15	apts with patio's; an outdoor space is what a lot of seniors would like

42. Do you think more low-cost housing for low-income families should be available in the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	29.1%	34
No	53.8%	63
Don't know/neutral	17.1%	20
Explanation or comment:		26
answered question		**117**
skipped question		**32**



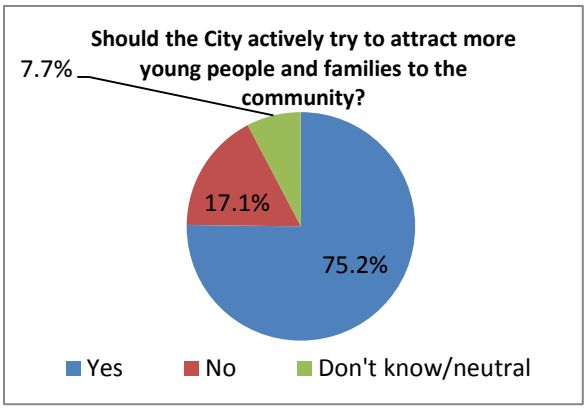
	42. Explanation or comment:
1	There are lots of reasonable rentals available
2	Is it needed?
3	I see this need first hand in my volunteer activities….a major problem.
4	The only population growth you will attract will be more welfare families living close to DHS.
6	Have too many already. All we are doing is encouraging low income people to move here
7	Too many low cost options now. All the homeless from the mission are being placed in those homes.
8	it's hard to fine clean & safe rentals units for low income families
9	There is plenty of income-based multi-family housing available.
10	Too many at present time
11	Don't like big block apartments unless landscaping is attractive
12	Too may now!
13	Too many now
14	Bring in some industry and put the people to work.
15	The Senior housing on the river has been given to them as well as the 4th and 11th street complexes
16	PLENTY NOW
17	no that'll just lead to higher crime rates ...sorry but its true
18	We need less low income people.
19	But not necessarily multi-unit housing projects. These can be unsightly and cause problem areas. Alternative is to distribute single family or duplexes throughout the city.
20	Too many now
21	Too many right now!
22	These people can't afford to move away, but they can afford to stay, we should help them.
23	Perhaps try using foreclosed homes, or vacant hotels renovated into apartments or condos.
25	Get rid of the mission & all associated residential services
26	in the form of ownership not rentals

43. Should the City continue to encourage the creation of dwelling units above commercial establishments?		
Answer Options	**Response Percent**	**Response Count**
Yes	76.4%	81
No	14.2%	15
Don't know/neutral	9.4%	10
Explanation or comment:		21
answered question		**106**
skipped question		**43**



	43. Explanation or comment:
1	it causes poor and unhealthy atmospheres for families, especially for children
2	This is good for downtown
3	Use available empty space
4	With elevators
5	I like the feel this gives to our downtown.
6	Although most enjoyable, Art in the Loft would be ideal for several apartments.
7	I think that is great. It creates a vibrant alive feeling to the downtown area.
8	its a good used for unused space.
9	YES YES YES
10	But these need to be market-rate units. Young professionals with disposable incomes want to live downtown, but they can't because they make too much money and are disqualified from living in low-income units.
11	But parking can be an issue in the downtown area that needs to be addressed for residence in those units
12	We need more commercial development for better tourism and more jobs
13	dwelling units above commercial establishments diminishes the street appeal and draw to a business.
14	why should private property owners get funds to fix up their building for rentals-as a private individual no one gives me anything to fix up my place
15	But for middle income people!!!
16	This is a very good use of space!
17	I'm torn on this. On one hand, okay cool for young singles and what not. On the other hand, what if a business wants to move upstairs? I don't know how that works, so I'm neutral.
18	It's a great way to occupy unused space and draw more activity to businesses downtown.
19	It's great to bring more people downtown! Parking for downtown residents is an issue that needs to be addressed.
20	Private investment matter

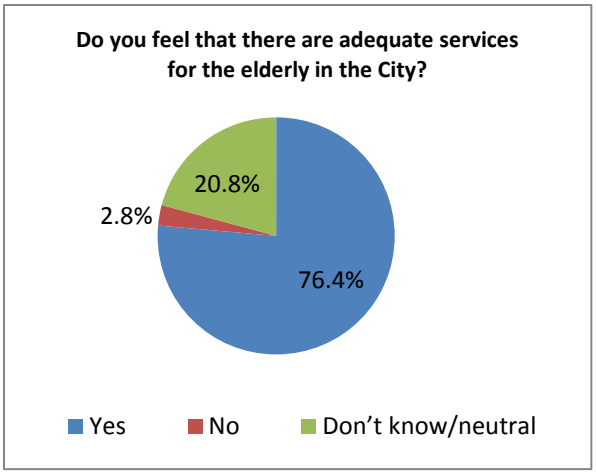
44. Should the City actively try to attract more young people and families to the community?		
Answer Options	**Response Percent**	**Response Count**
Yes	75.2%	88
No	17.1%	20
Don't know/neutral	7.7%	9
Explanation or comment:		41
answered question		**117**
skipped question		**32**



	44. Explanation or comment:
1	young families are the backbone of a community
2	No taxpayer money needs to go toward this
3	Young families; new ideas; better for the community
4	What would draw them without available employment?
5	Need jobs for them.
6	Additional work opportunities would make this happen.
7	You need jobs to attract young people and families to the area.
8	People are moving away. have jobs and they move back
9	The consensus that i often hear in the community is that Alpena is and should be marketed as a retirement community.
10	Definitely! That is the foundation of a vibrant community along with elderly and middle age residents. A good diverse mix.
11	No jobs so you would only be adding to the homeless/unemployed problem.
12	it's hard to do with good paying jobs
13	This, along with tourism/recreation, should be a top priority.
14	Lack of employments opportunities
15	YESS!!!
16	You would only be adding more unemployed to the city's population.

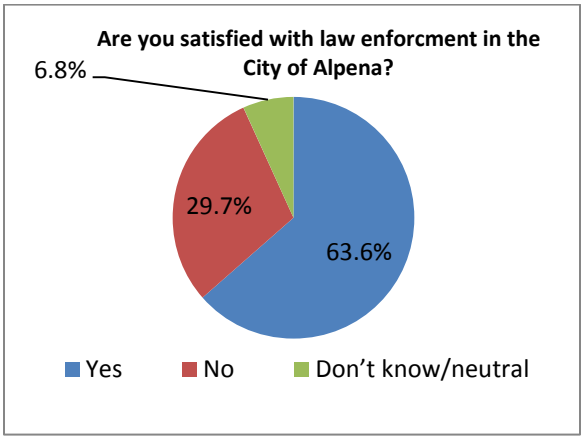
17	How about a cluster of small homes, duplexes with park and playground behind Sunset school
18	There has to be jobs for them to come & stay.
19	most definitely
20	No jobs for them to apply for only breeds more unemployed walking the city streets at all hours of the night
21	Lack of employment
22	Where are they going to find work after they get here?
23	Our kids are already having to leave area to find work, how would you support influx if not through general assistance?
24	No employment options now
25	why not?
26	only if jobs are available for them
27	We should only do this when there are jobs for them. Bringing in welfare people results in a rising crime rate, which we have now. I think it is because of the importation of low income people that this trend has recently started.
28	We can barely keep the ones we have.
29	Young people and families spend money and will raise children in the community.
30	There is no point in trying to attract more young people and families to the community when there are no opportunities available for these families to support themselves with.
31	why not try to keep the young people we have-we shouldn't sent them away just to try to get others
32	We are currently thought of as a retirement community, but as stated before - this will be declining. If we look to the future, young families are the way to go. Use the resource of ACC, develop more programs to attract and maintain families through education for local jobs.
33	For sure
34	Why not?!
35	It's a heat place to live, and has plenty of potential and room for improvement.
36	Good thought, no jobs!
37	not until we have the jobs to support them
38	not until you have jobs to support them, welfare or working 3 jobs to get by does not instill pride
39	This is critical! We need more high-paying jobs. We need to encourage college educations. We need college degree opportunities in Alpena.
40	take care of what we have before entertaining others
41	Should be a priority

45. Do you feel that there are adequate services for the elderly in the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	76.4%	81
No	2.8%	3
Don't know/neutral	20.8%	22
Explanation or comment:		9
	answered question	**106**
	skipped question	**43**



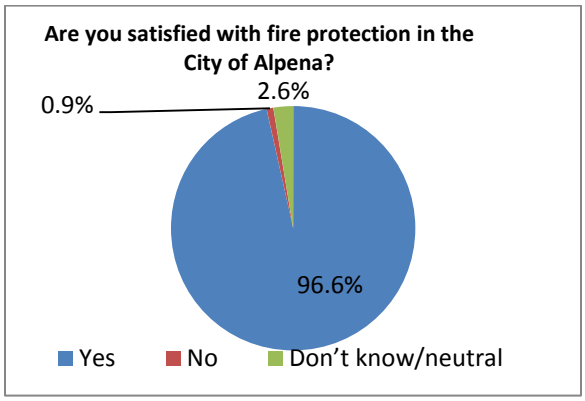
	45. Explanation or comment:
1	Senior Center provides many services to the elderly
2	Access to Public transportation could improve.
3	Alpena Senior Cneter is Great. Good medical services.
4	We have a very good safety net in place. There is a need for transportation to shopping/appointments outside of dial-a-ride.
5	It has gotten better since I moved here but there is always room for improvement. Senior residences that includ meals service but aren't assisted living would be helpful. Not all seniors can get to Senior Ctr. for meals but are able to live independantly. Fixing healthy meals becomes an issues
6	The inside of the Sr. Center is an absolute dump. Clean it up and make it a center for Sr. excellence.
7	No more elderly talk again they are fine, no issues!
8	I think we have this well covered!
9	those I've spoken to seem to enjoy

46. Are you satisfied with law enforcment in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Yes	63.6%	75
No	29.7%	35
Don't know/neutral	6.8%	8
Explanation or comment:		37
answered question		**118**
skipped question		**31**



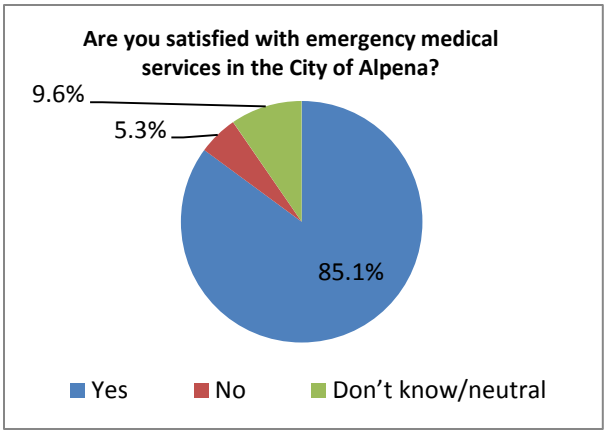
	46. Explanation or comment:
1	HUNT is a waste of money and resources. It should be disbanded.
2	With a 2-minute response time, this is very good.
3	Do not like HUNT thugs.
4	Do you have a 24/7 police department in the city? I never see any cars anywhere at night except those parked at the public safety building.
5	With the crime rising the way that it is, are you satisfied with the police in the city? People should still be able to walk away from their home and/or vehicle and not wonder what is going to be stolen while they're at work!
6	they did not stop the trucks using the no through truck streets
7	Although I don't consider HUNT to be effective at all.
8	A little over zealous with minor speeding.
9	Does the city just turn the streets over to the criminals after dark?
10	second to none
11	Are they paid to patrol? Or are they paid to sit in office all night long while thieves wander the streets?
12	With all of the drunks and thieves wandering the city streets, more should be arrested to decrease crime in the city.
13	As soon as it gets dark out, the vandals and thieves take to the streets. So many of our friends have had their cars broken into, they are trying to move out of the city.
14	Never see patrol cars on road, always parked at police department.
15	Does the city have a 24/7 police department? Crime appears to be unchecked after dark. No person in their right mind would walk the city streets after 10pm
16	Crime going up-how many cars have been broken into in the last 6 months alone?
17	There are people wandering the streets all night long. What are they doing? Breaking into my friends/buddies cars!
18	All summer long you see drunks passed out on front lawns, in bushes. What does that say about the City of Alpena? How are we viewed by tourists?
19	More kids and drunks roaming the streets at all hours now. It's almost as if the city is turned over to the criminals at about 10PM
20	Too many drunks/vandals walking streets at night. Impression that crime is rising(cars being broken into)
21	speed limits are not enforced
22	Overall trend of law enforcement is threatening rather than friendly/helpful to citizens (shaved heads, etc.)
23	When our car was broken into, it was just blown off, because even though there were other breaking that night, it would be hard to connect them. When our Halloween decorations were slashed, the officer said a lot of that was happening-that really made us feel safe
24	Way to much crime for a small town, When you won't investigate a B&E the word gets out the criminals have free reign
25	stop focusing on pot and start focusing on the drugs that kill
26	They do an excellent job.
27	How much are they being paid to sit in the office for the entire shift?
28	Wish they would enforce noise ordinances!
29	The quality will depend on which officers are working that shift. Just turn on a police scanner. I've heard them not arrest people with warrants!
30	I find it ridiculous that the HUNT officers are delivering warrants to people. Also that they push to get heroine and meth addicts and dealers to tell on anyone for anything and then let the most dangerous individuals back out onto the streets.
31	Satisfied but need more officers
32	They are a good bunch of cops. Need a fire put under them once in a while, but generally a Real Good Bunch!
33	We are lucky enough to have 24/7 coverage, unlike county residents
34	Level of performance/professionalism depends on which officers are working
35	Some of them are too narrow-minded; I see a lot of vehicles going thru red lights!!!!!!!!!
36	nee more police patrols
37	I think there should be more and they should be better paid.

47. Are you satisfied with fire protection in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Yes	96.6%	112
No	0.9%	1
Don't know/neutral	2.6%	3
Explanation or comment:		5
answered question		**116**
skipped question		**33**



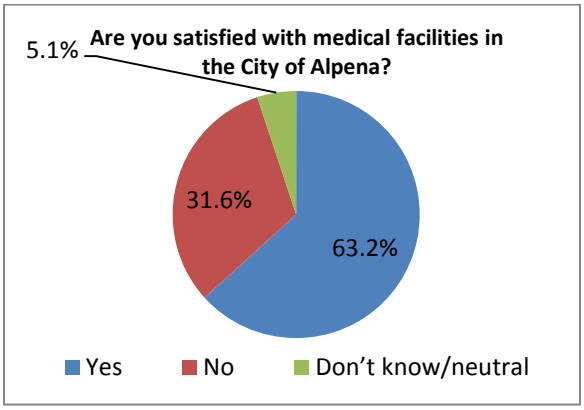
	47. Explanation or comment:
1	Not enough. They run ambulance like crazy but there isn't anyone left for fire protection
2	top rate fire and ems
3	Again, excellent!
4	The absolute BEST of ALL City Services!
5	Satisfied but need more staff to keep up with workload

48. Are you satisfied with emergency medical services in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Yes	85.1%	97
No	5.3%	6
Don't know/neutral	9.6%	11
Explanation or comment:		11
answered question		**114**
skipped question		**35**



	48. Explanation or comment:
1	The city ambulance is busy all the time. See them all over
2	if you mean emergency room at hospital, they are great
3	The ER seems to take forever when you are in there.
4	A lot of people get shipped out.
5	we recently had to call 911 and the response was very good
6	City Ambulance also BEST of City Services.
7	Except for e.r. Hospital staffing, too slow!
8	The upgrade in training for our ambulance staff has been outstanding I'm sure lives have been saved.
9	Need more staff and another ambulance for backup
10	Too many ambulances.... how many do we need ? We don't need to be venture capitalists
11	I don't trust the doctors of ARMC. If I were to have a major medical issue, I would be heading to Traverse City or Petoskey for a second opinion.

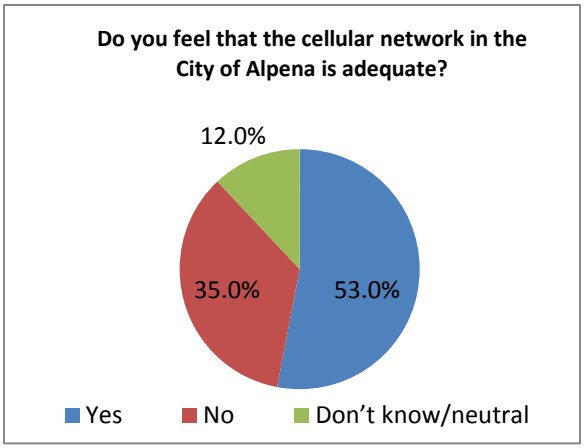
49. Are you satisfied with medical facilities in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Yes	63.2%	74
No	31.6%	37
Don't know/neutral	5.1%	6
Explanation or comment:		24
answered question		**117**
skipped question		**32**

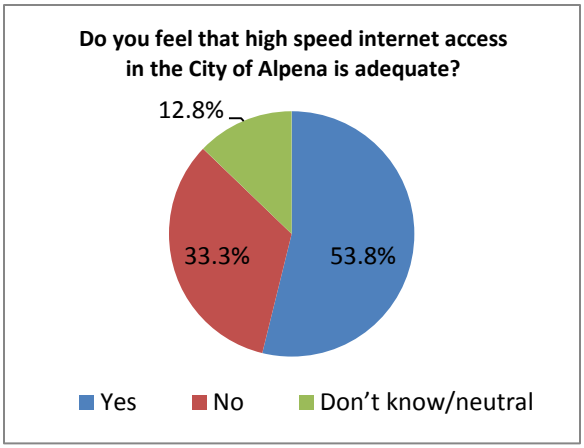


	49. Explanation or comment:
1	Hospital has a bad reputation
2	Need more specialists.
3	These can always get better...hard to keep up with advances in technology and attract exceptional physicians to our small community. I do always consider med services locally as well as elsewhere, so there must still be room for improvement here!
4	For the most part services are pretty good. Hopefully always getting better.
5	Though we have lost some very good doctors
6	Not enough Doctors in Alpena
7	just recently had a relative hospitalized here and the service was great
8	The transient medical staff provides very little continuity of the care relationship. It seems the quality of care has been decreasing over the last 10-12 years. I personnaly take my loved ones to Gaylord or Petoskey if I want qualty care and not a MRSA infection.
9	A lot of people have to go elsewhere. What they do here I am satisfied with.
10	Medical care within the City of Alpena is below par. not just ARMC but with the Alcona Health Center clinic as well. Too much micro management of the Doctors and not enough oversight of other employees. Dentistry is Alpena is absolutely substandard.
11	Do need more medical specialties so we do not have to travel to see drs. or for surgeries. i.e. eye surgery
12	Someone really needs to look at the patient to staffing ratios, especially, in the long term facilities. Counting staff that never leave their offices is an issue.
13	A lot of medical issues I have encountered in the past required to be completed out of town because our town doesn't have those services.
14	I think the new management of ARMC are on the right track to attract more medical providers to the area and build the healthcare system. Local gossip and image issues are the biggest problem with the medical facilities in the area.
15	Need a heart institute
16	Hospital employees are slow and rude!
17	Yes and know, depending on the situation.
18	The hospital has given many people MRSA among other miss diagnosis calls every month.
19	The hospital is more concerned about making money, they tend to pt patient care and employees at the bottom of their list!
20	For a town as remote as we are they aren't bad.
21	ARMC has inadequate services, ER is too small
22	However, quit referring patients to physicians in Traverse City!
23	I wish there was more that ARMC could do to care for more serious illnesses. We have a Cancer center and residents in Alpena that have cancer travel elsewhere for care because they don't have the tools here necessary for them as an example
24	It's hard to find a competent doctor who is taking patients.

50. Do you feel that the cellular network in the City of Alpena is adequate?		
Answer Options	**Response Percent**	**Response Count**
Yes	53.0%	62
No	35.0%	41
Don't know/neutral	12.0%	14
Explanation or comment:		20
answered question		**117**
skipped question		**32**

51. Do you feel that high speed internet access in the City of Alpena is adequate?		
Answer Options	**Response Percent**	**Response Count**
Yes	53.8%	63
No	33.3%	39
Don't know/neutral	12.8%	15
Explanation or comment:		13
answered question		**117**
skipped question		**32**

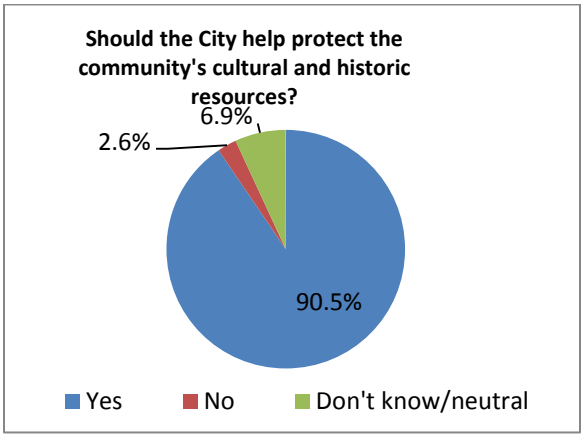




	50. Explanation or comment:
1	What is a cellular network?
2	Though I am not a very active user of these services...
3	More options would be nice
4	4G is the norm. Not here
5	Inside of the city, coverage is adequate. Outside city limits, coverage is poor.
6	we could have better signal with more towers
7	NO, I live 7 miles from city limits. Cell phone capability stops after 4 miles.
8	4G would be great.
9	could have stronger signal
10	4g would be nice.
11	need expanded coverage outside of city, 4g coverage
12	We need 4G LTE!!!
13	Poor cell service
14	more wireless areas in the City/ better fiber network
15	Need 3G or better yet 4G for ATT
16	Loose service a lot
17	but would be nice to have more choices in cell providers but other than that we have good coverage
18	Could be better but really not a priority
19	Could be better.
20	It could be improved.

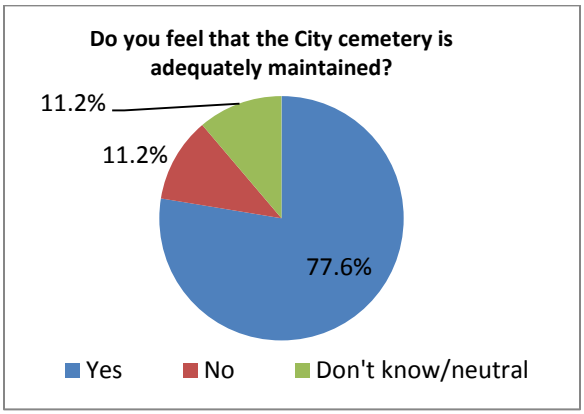
	51. Explanation or comment:
1	Charter needs competition for TV and broadband
2	I'm fine for my needs...is it good for businesses, hospital etc?....Is it good enough to be a positive when a new industry is looking at us as a possible site?
3	We need more affordable, dependable, high speed options. Could the City offer Wi-Fi to residents?
4	its getting there
5	We need additional providers other than Charter and Frontier.
6	To get Cable to my house would cost $10,000. No kidding. 7 miles out of town with a 1/5 mile driveway
7	we opted out, but everyone else in the area didn't-where will business go-not here
8	It is my understanding the city opted out of the fiber installation the rest of NE Michigan is getting, Just stupid
9	Cost is too high
10	Need more competition! Charter goes out at least once a week!
11	A little pricey.
12	again though would be nice to have more choices
13	I have high speed internet that works well, but there is nothing like it out there to compete for pricing.

52. Should the City help protect the community's cultural and historic resources?		
Answer Options	**Response Percent**	**Response Count**
Yes	90.5%	105
No	2.6%	3
Don't know/neutral	6.9%	8
Explanation or comment		12
answered question		**116**
skipped question		**33**



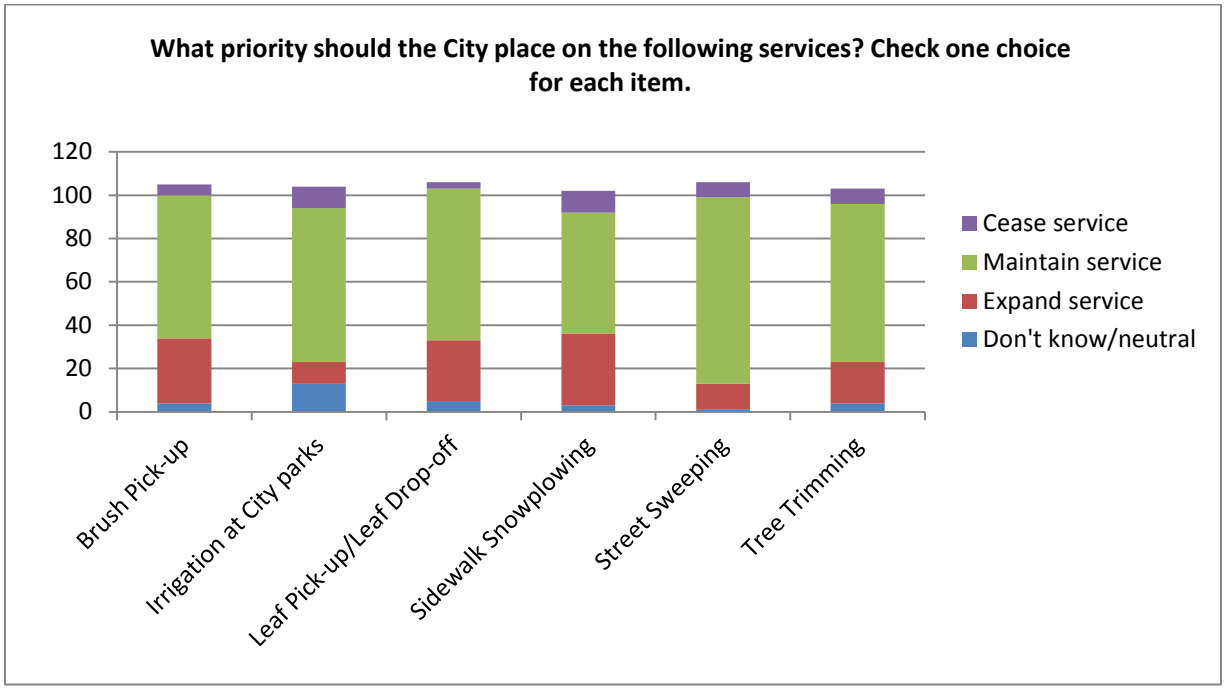
	52. Explanation or comment
1	This can be a community supported area
2	If the money is available
3	Let's not be the "best kept secret in Michigan"
4	to a point if we have the money
5	This should also be a very high priority. Work with the Marine Sanctuary and other resources on this one.
6	Leave this to private funding groups, though the City should help with enabling ordinances, etc.
7	If you are referring to the ice blob - no.
8	To some extent, yes... but not at the cost of progress. I think that historical areas can have new businesses, but I think they should match the historical image of surrounding businesses.... something like the building design codes of the downtown area of Gaylord to maintain a cohesive look about the area.
9	As the budget allows.
10	But not at the expense of the future.
11	PRIORITY HERE. We need more historic and cultural committies. We need to really increase the diversity of our town. About 98 percent is white...We need to attract more cultures and market Alpena as a city of diversity!!!!!!
12	Historical building should be maintained and recycled into useful buildings.

53. Do you feel that the City cemetery is adequately maintained?		
Answer Options	**Response Percent**	**Response Count**
Yes	77.6%	90
No	11.2%	13
Don't know/neutral	11.2%	13
Explanation or comment:		12
answered question		**116**
skipped question		**33**



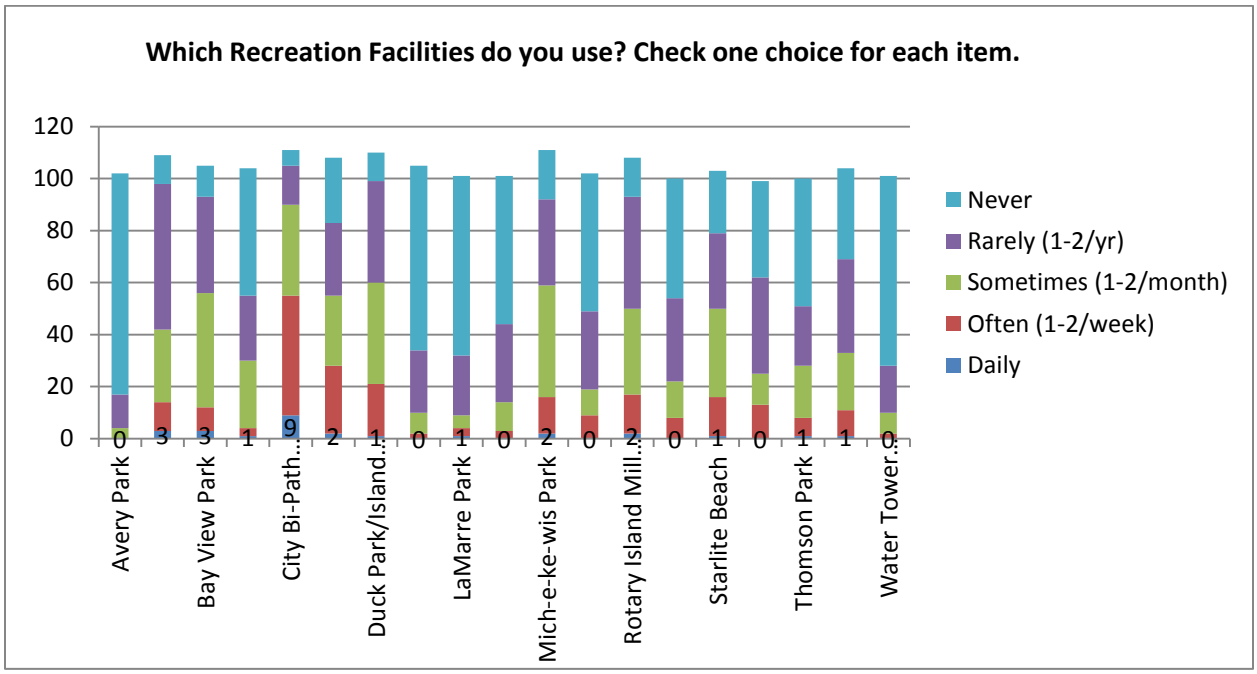
	53. Explanation or comment:
1	Excellent upkeep and personal service
2	No comparison to Holy Cross. Condition is sometimes disgraceful
3	Grass a problem - need to address yearly, not just 2012
4	I don't ever go through the cemetery.
5	But, area where tree limbs are discarded needs to be monitored
6	The man in charge at cemetary is great does a wonderful job, dispite the fact they don't give him the extra workers he needs, he cares about people
7	It's too much for one man, even though he does a great job.
8	I spend a lot of time trimming around family plots, fertilizing and pulling weeds-on Memorial Day it was a mess-the grass is only weeds
9	Contracting it out is not the answer either
10	.could be better....
11	Good work.
12	I would like to see a rule that does not allow anything on the graves but fresh cut flowers and grave blankets.

54. What priority should the City place on the following services? Check one choice for each item.					
Answer Options	**Cease service**	**Maintain service**	**Expand service**	**Don't know/neutral**	**Response Count**
Brush Pick-up	5	66	30	4	105
Irrigation at City parks	10	71	10	13	104
Leaf Pick-up/Leaf Drop-off	3	70	28	5	106
Sidewalk Snowplowing	10	56	33	3	102
Street Sweeping	7	86	12	1	106
Tree Trimming	7	73	19	4	103
Other (please specify)					13
				answered question	**106**
				skipped question	**43**



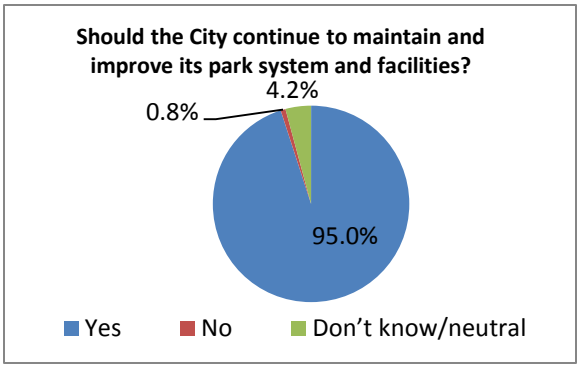
	54. Other (please specify)
1	Grass cutting at parks - too much.
2	Give land owner some leeway in taking trees out of the tree lawn.
3	Recycle pick-up - expand service
4	maintain if financially possible
5	Sidewalk snowplowing at least twice a month and when extreme snowfall occurs.
6	I've seen a few very poorly trimmed trees in the past.
7	Sidewalk snowplowing in downtown commercial only
8	many stop signs hidden by branches
9	tree trimming, where are the trimmers, street sweeping where are they, give these people back there jobs so our town looks nice
10	Tree trimming has gotten out of control in the past.
11	the street sweeper went by our house about 3 times this year but much more at our son's house on Campbell st
12	Stop contracting everything out all was better when the city did their jobs
13	Get rid of nuisance trees!

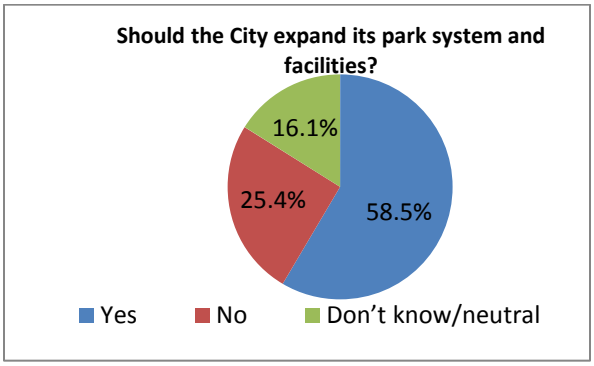
55. Which Recreation Facilities do you use? Check one choice for each item.						
Answer Options	**Never**	**Rarely (1-2/yr)**	**Sometimes (1-2/month)**	**Often (1-2/week)**	**Daily**	**Response Count**
Avery Park	85	13	4	0	0	102
APlex/Northern Lights Arena	11	56	28	11	3	109
Bay View Park	12	37	44	9	3	105
Blair Street Park	49	25	26	3	1	104
City Bi-Path System	6	15	35	46	9	111
City Marina	25	28	27	26	2	108
Duck Park/Island Park	11	39	39	20	1	110
Eleventh Avenue Boat Launch	71	24	8	2	0	105
LaMarre Park	69	23	5	3	1	101
McRae Park	57	30	11	3	0	101
Mich-e-ke-wis Park	19	33	43	14	2	111
North Riverfront Park	53	30	10	9	0	102
Rotary Island Mill Park	15	43	33	15	2	108
South Riverfront Park	46	32	14	8	0	100
Starlite Beach	24	29	34	15	1	103
Sytek Park	37	37	12	13	0	99
Thomson Park	49	23	20	7	1	100
Washington Avenue Park	35	36	22	10	1	104
Water Tower Park/Riverside Skate Park	73	18	8	2	0	101
					answered question	**114**
					skipped question	**35**



56. Should the City continue to maintain and improve its park system and facilities?		
Answer Options	**Response Percent**	**Response Count**
Yes	95.0%	113
No	0.8%	1
Don't know/neutral	4.2%	5
Explanation or comment:		21
answered question		**119**
skipped question		**30**

57. Should the City expand its park system and facilities?		
Answer Options	**Response Percent**	**Response Count**
Yes	58.5%	69
No	25.4%	30
Don't know/neutral	16.1%	19
Explanation or comment:		25
answered question		**118**
skipped question		**31**





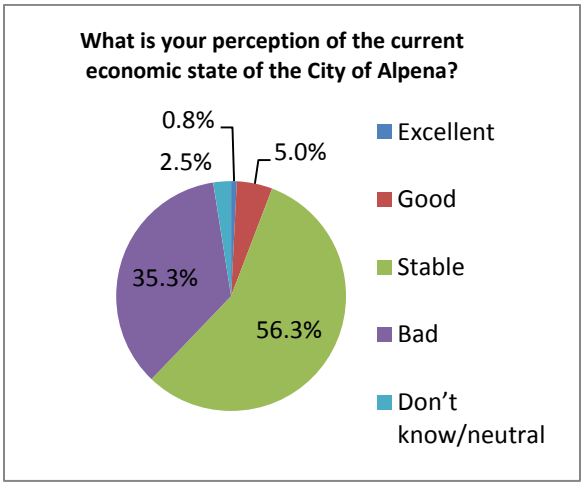
	56. Explanation or comment:
1	They are a big asset
2	A major card for Alpena
3	Important for tourism
4	if we have the money
5	Maintaining and increasing the attraction of our riverfront and parks is essential.
6	Additional commitment to maintaining what we have
7	Cut back on mowing. Let some small area return to nature or plant as meadows. Geese don't like tall grass
8	But money should never have been spent on restroom/pavilion facilities at Starlight Beach.
9	It adds to the overall impression of the city of one that cares and is vibrant
10	I think maintaining is appropriate but I see no reason to expand.
11	Open the warming shelter to the public
12	The parks are a beautiful attraction for visitors as well as use by many in the community.
13	beautification is important
14	People like well maintained parks - it will be a draw to the area for young families.
15	Dog bags downtown at Washington park
16	I enjoy biking and dog walking these parks
17	it makes it desirable place to visit
18	As budget allows.
19	maintain. this city has a lot of parks that cost a lot of money!
20	there is never enough money to support youth but always enough money to prosecute them if they go wrong .
21	Maintain- not expand

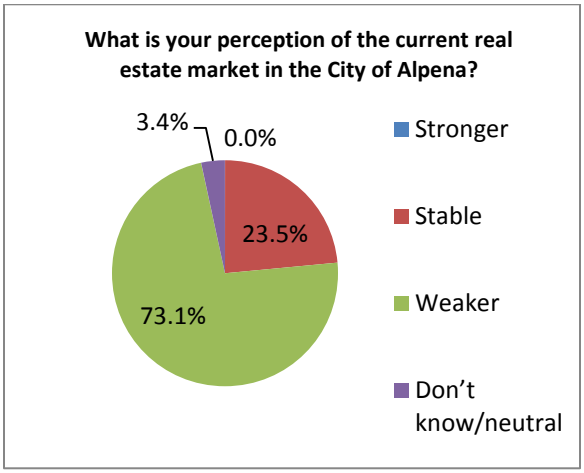
	57. Explanation or comment:
1	If money is available
2	Maintain what you have with good maintenance
3	Need to get involved with the development of the River Center
4	Should encourage and promote anything related to cycling
5	This is a good way to attract people to the city, help to build community.
6	we have more than we can afford
7	Within our boundaries.
8	well yes of course but ONLY if it financially makes sense. that needs to be applied to this entire survey. the way the questions are asked leads people to of course say yes! without taking into account the budget
9	They are our biggest asset
10	The BiPath needs to be built on Bagley Rd, north of the river. I prefer woodlands with trails, benches, lookouts - more wildlife.
11	Keep working to clean up water fronts and maintaining parks for public use. Green = Good
12	Even though I don't use all of the parks, there are some that do & it pays for them to look good.
13	Would love to see a splash park for the young on bikes and walking
14	Would like to know the plan.
15	expand after present facilities are maintained
16	We have an adequate number of parks in Alpena
17	we need a nice campground in the area-the survey that said the local camping areas are not filled so we don't need any more did not talk to campers-a good campground would be full all of the time and bring in a lot of money-we have Lake Huron in front of us-isn't it time to use it

18	Some of the parks are not well maintined and could use some attention.
19	Ice skating park with coffee
20	city discgolf course
21	Mich-e-ke-wis Park needs a beach if we want people to come and swim and stay for ice cream and a movie if they're from out of town.
22	They impove the appearance of our city and prevoke others to get outdoors.
23	As budget allows.
24	buil on what we have
25	Develop the riverfront between the Second Avenue bridge and the marina.

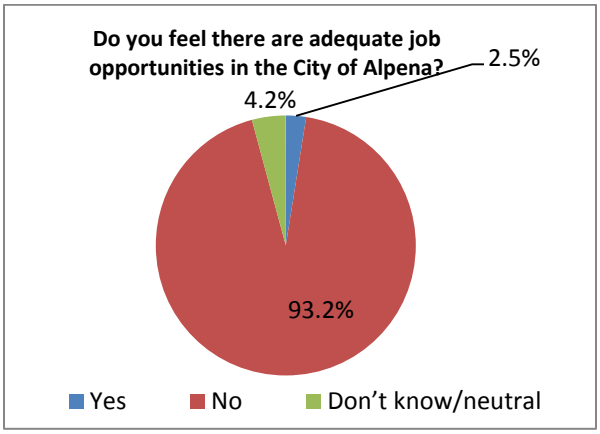
58. What is your perception of the current economic state of the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Excellent	0.8%	1
Good	5.0%	6
Stable	56.3%	67
Bad	35.3%	42
Don't know/neutral	2.5%	3
answered question		**119**
skipped question		**30**

58. What is your perception of the current real estate market in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Stronger	0.0%	0
Stable	23.5%	28
Weaker	73.1%	87
Don't know/neutral	3.4%	4
answered question		**119**
skipped question		**30**



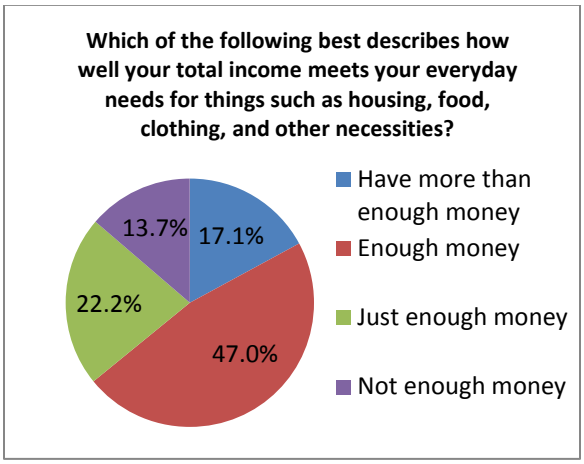


59. Do you feel there are adequate job opportunities in the City of Alpena?		
Answer Options	**Response Percent**	**Response Count**
Yes	2.5%	3
No	93.2%	110
Don't know/neutral	4.2%	5
Explanation or comment:		15
answered question		**118**
skipped question		**31**

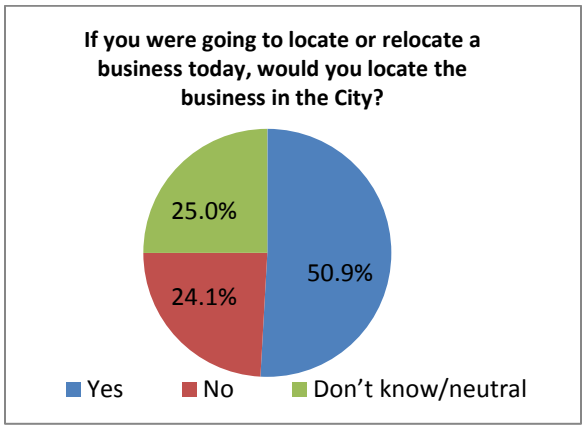


	59. Explanation or comment:
1	Need expansion of new and varied stores and industries
2	Few jobs for our young people
3	Not for high paying, family supporting jobs
4	Not enough manufacturing jobs
5	With a BS degree and eight years professional experience, I have been unemployed for 1.5 years and now am looking outside of Alpena with the likelihood of splitting my family.
6	Parlty reflection of US economy
7	A lot of work to do here.
8	Where are our young people not here?
9	Slow down has reduced opportunities for young people and cut backs on workforce in established businesses
10	non for disabled
11	There are a lot of entry level jobs, but not a lot of growth jobs.
12	I'm aware of to many unemployed citizens
13	There re no jobs in alpena. We have nurses and teachers working at walmart becuase they can't find jobs!
14	Not in this lifetime!!!
15	retired

60. Which of the following best describes how well your total income meets your everyday needs for things such as housing, food, clothing, and other necessities?		
Answer Options	**Response Percent**	**Response Count**
Have more than enough money	17.1%	20
Enough money	47.0%	55
Just enough money	22.2%	26
Not enough money	13.7%	16
answered question		**117**
skipped question		**32**



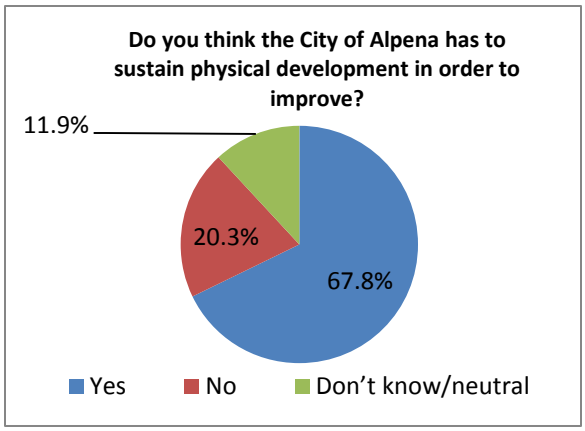
61. If you were going to locate or relocate a business today, would you locate the business in the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	50.9%	59
No	24.1%	28
Don't know/neutral	25.0%	29
Why or why not?		39
answered question		**116**
skipped question		**33**

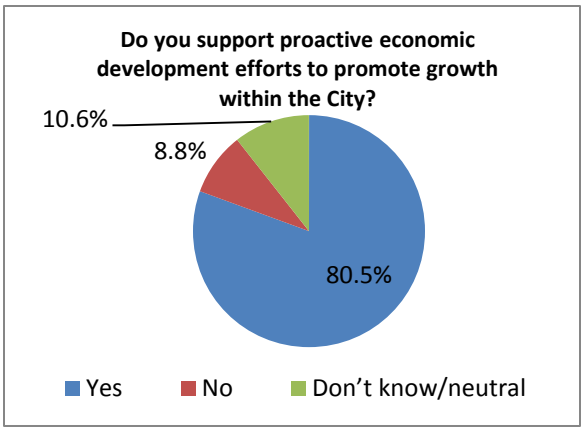


	Why or why not?
1	The City is the hub to which citizens and travelers visit to spend money
2	Even though it would be rough
3	City politics too bad - too much micromanaging as well
4	Have improved outlook in city
5	I'm too old
6	To support our community
7	Over regulated and expensive. Building department inspector is a jerk. To hard to work with
8	As soon as one business opens another closes. There are many vacant commercial buildings. It seems that Walmart and Home Depot have business.
9	Seems to be some new energy within the city . If the correct niche could be found.
10	I am glad the mayor is working on the "checklist" of things that new businesses would look for.
11	But only in downtown area.
12	taxes are to high
13	It would have to be what is best for my business. The City needs to make opportunities within Alpena attractive to businesses.
14	depends what the business was
15	Services available
16	Why pay taxes in the City when I could pay fewer taxes in Alpena Township?
17	But would be selective as to placement
18	Downtown District only though
19	would not operate a business anywhere
20	I don't have a business.
21	Taxes and a lack of commitment by the city to business development.
22	The city claims to want business but forces them to jump through way to many hoops.
23	Incentives and the city if becoming stronger with more people shopping local
24	Alpena simply does not have or does not utilize existing assets well enough to create a draw or attractive incentive to bring in new business.
25	The majority of the population is on public assistance, no means of transporting goods effectively (highway access), lack of credentialed workers.
26	I think someone has to for the city to survive, downtown needs something to draw people in
27	space
28	yes, because this is home. I feel locals should invest in the community and build it for the future
29	But only in downtown area. Seen as recovering and flourishing
30	start up is to costly due to gov. reg. overburden
31	But location would be crucial in its success. Downtown area a plus
32	Or just outside of city limits
33	income level is not good to support a business
34	There is little public parking downtown and the one way streets are not needing and clog up traffic as well.
35	Depends on my needs.
36	If I owned a business, it wouldn't be in Alpena.
37	Taxes are bit higher than if I were to locate into Alpena Twp for example
38	Vandals/Thieves/Drunks take over city after 11pm
39	RE Taxes - I'd go to the county

62. Do you think the City of Alpena has to sustain physical development in order to improve?		
Answer Options	**Response Percent**	**Response Count**
Yes	67.8%	80
No	20.3%	24
Don't know/neutral	11.9%	14
Explanation or comment:		10
answered question		**118**
skipped question		**31**

63. Do you support proactive economic development efforts to promote growth within the City?		
Answer Options	**Response Percent**	**Response Count**
Yes	80.5%	91
No	8.8%	10
Don't know/neutral	10.6%	12
Explanation or comment:		14
answered question		**113**
skipped question		**36**

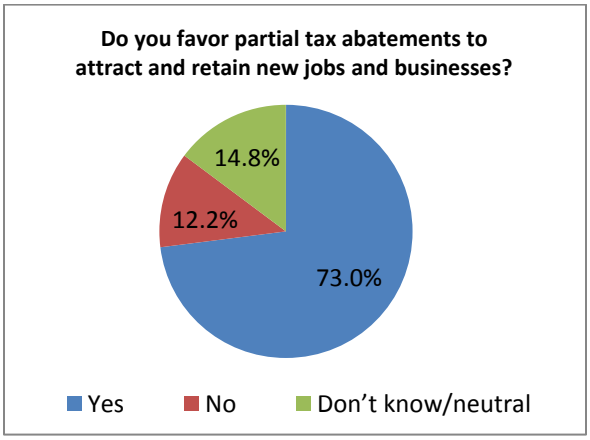




	62. Explanation or comment:
1	More diverse stores to attract people
2	Otherwise, everything begins to deteriorate...looks old, uninviting...safety issues develop
3	Anything that improves the area will be welcome, so long as it is not detrimental to the environment and local resources.
4	Just fill all those empty building. Don't be dazzled by fancy shiny big footprints
5	Rehabbing existing bldg for business rather than new builds help with blight, light industrial also would provide jobs that provide a living wage
6	it looks great, how many times do they have to redo it physically, they already screwed it up with one way streets, you can't even tell a tourist how to get around
7	The infrastructure is barely adequate an needs to be maintained if the city intends to develop new opportunities for and jobs.
8	More so elbow grease in cleaning up what we already have first
9	Duh!
10	I don't understand the question - sustain what type of physical development?

	63. Explanation or comment:
1	growth should happen naturally
2	Need bigger stores - Kohl's, Best Buy, Cosco, or Sam's Club
3	Is there a non-proactive approach to economic development?
4	not sure current economic development is productive
5	Although this will be considered ridiculous, it would an immeasurable benefit and boost to Alpena's economy, retention and increase of residents if a railroad service could be introduced that would allow residents to live in Alpena but commute daily to areas reaching as far as Saginaw, Grayling, Gaylord and Traverse City.
6	Completely
7	Wholeheartedly
8	Just don't lose your head
9	they just keep throwing more money at the idea people waste of money
10	I am not sure we have the kinds of areas that promote business growth.
11	But not at the expense of the resident, e.g., increasing taxes.
12	As long as it is environmentally sound.
13	Has to be county wide.
14	Target program was a waste of money... Downtown Development Authority should not get city grants

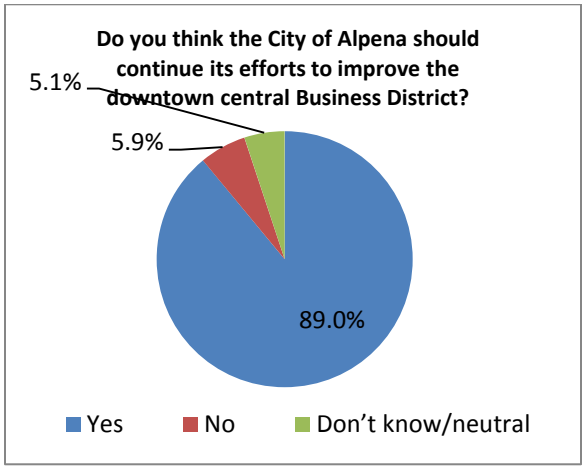
64. Do you favor partial tax abatements to attract and retain new jobs and businesses?		
Answer Options	**Response Percent**	**Response Count**
Yes	73.0%	84
No	12.2%	14
Don't know/neutral	14.8%	17
Explanation or comment:		25
answered question		**115**
skipped question		**34**

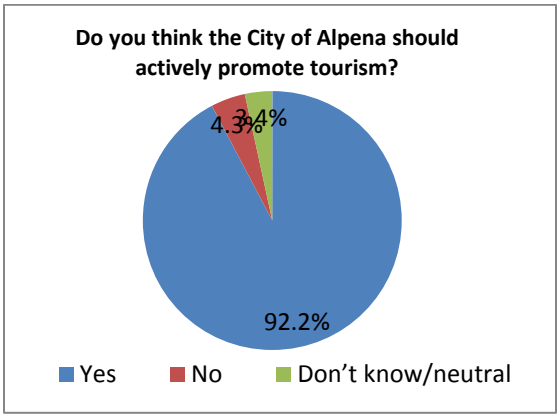


	64. Explanation or comment:
1	only if it is at least state-wide
2	with strict controls to prevent abuse
3	Monitor abatements.
4	I need to know the facts...are these really effective? Sometimes they feel like an auction..."My jobs go to the highest bidder!"
5	Only if they prove they create new jobs. Don't give away tax dollars.
6	All companies should be able to apply. Companies that don't attain criteria for abatement should pay the city back
7	Most companies who relocate here benefit from tax abatements but bring their own workforce or set the standard for employment too high.
8	Very important. Especially in this economic climate. Takes a lot of guts to start a business.
9	Whatever it takes to promote business in Alpena over somewhere else.
10	depends...if other communities are doing it, we have to but we have to find a way to stand out
11	Just what do you mean by partial? Not $1; how about 50% plus something in kind - decent landscaping, discounts for green building and protection of the environment incentives
12	When they don't pan out eg ATI, those incentives should have deadlines that are enforced.
13	abatement must be offset by jobs created
14	For a period of time, not forever, just to help people get established.
15	does not seem to have worked to well so far, all those abatements and hardly any new jobs created
16	We need to give them and incentive to come. The increase in the personal tax base will offset the incentives and lead to more growth.
17	That's the only way the city will attract/keep prospective employers and business.
18	if a business is given a tax abatement and the business doesn't get off the ground but they still own the property, they should not continue to get the abatement
19	But only short term and percentages based on the amount of income the business actually produces for the community. We don't need another ATI Casting debacle!
20	You had me at partial.
21	With proper safeguards.
22	AND retain OLD JOBS, TOO!!!
23	abatements have their place in providing growth but need to be done reasonably and make sure the entity follows through on their promise of growth
24	proven that abatements do not work . also the formula for abatements was exceeded long ago
25	modest - only tied to short and long term job growth

65. Do you think the City of Alpena should continue its efforts to improve the downtown central Business District?		
Answer Options	**Response Percent**	**Response Count**
Yes	89.0%	105
No	5.9%	7
Don't know/neutral	5.1%	6
Explanation or comment		15
answered question		**118**
skipped question		**31**

66. Do you think the City of Alpena should actively promote tourism?		
Answer Options	**Response Percent**	**Response Count**
Yes	92.2%	107
No	4.3%	5
Don't know/neutral	3.4%	4
Explanation or comment:		18
answered question		**116**
skipped question		**33**



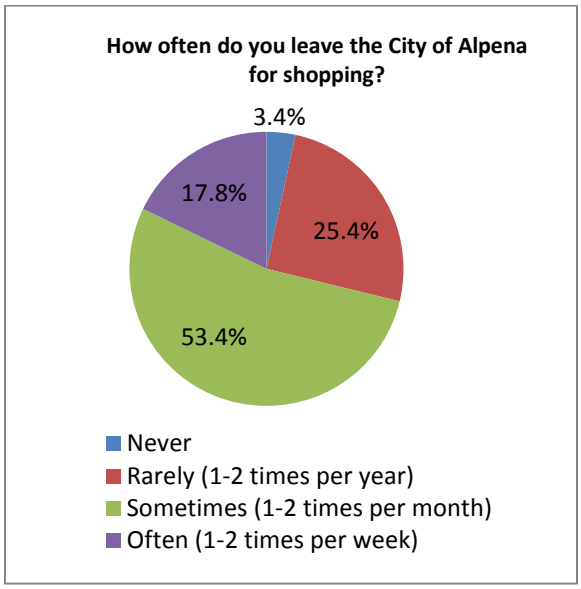


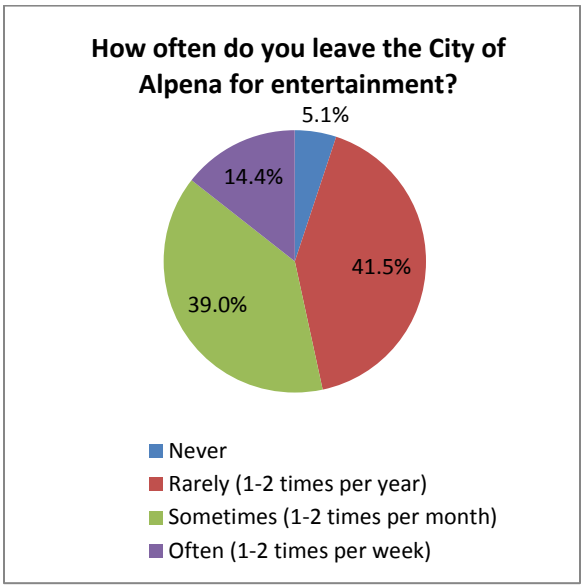
	65. Explanation or comment
1	Maintenance is important as well
2	Great job
3	Off to a good start
4	But only if it is paid for by grant and not raising property taxes to do the work.
5	Retail and dinning brings people in
6	Make the old Ford garage property into a one level parking area with access to the waterfront, Close Second Avenue between Chisholm Street and Park Place and design into sidewalks, lawn grass, trees, benches, etc.
7	Definitely
8	This is very important to Alpena, going forward.
9	always
10	it is cute and charming now
11	It is improving slowly
12	It is a drawing point for tourists.
13	I think it should be expanded, but it looks awesome so far.
14	Only if we actually get businesses that are worth going to (i.e. not the marketplace) Need chains, bigger companies that offer affordable prices.
15	Noooooooooooo...this is a nationwide change . local monies won't help and many owners live outside the city

	66. Explanation or comment:
1	being on the lake should help attract tourists
2	word-of-mouth advertising is the best
3	Definitely - we have such a beautiful city - out friends love to visit.
4	Everyone in the state and beyond knows of Alpena and what is has to offer.
5	In every way possible.
6	Very, very key piece of the puzzle.
7	do it through the organization that already does it - and hold them responsible for it
8	Tourism is the new industry of northern Michigan.
9	make the town people happy they are the ones who already live here
10	Tourism equals jobs and better shopping choices
11	The waterfront needs to be cleaned up.
12	if we don't tell people what we have, they won't find it very often by accident
13	Yes, yes and YES! But it also needs to continue the development of businesses that support tourism - shopping, dining, and hotels - and not just the small local businesses, there need to be recognizable names of we are going to draw people from outside of the area..
14	NOAA Bldg, Ship Wreck tours, Concerts in Park
15	Jobs! even if most are min. wage.
16	like it small
17	modestly
18	Priority

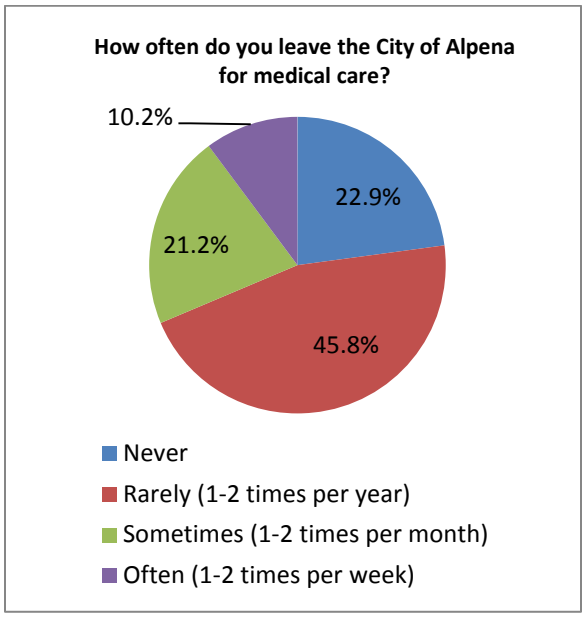
67. How often do you leave the City of Alpena for shopping?		
Answer Options	**Response Percent**	**Response Count**
Never	3.4%	4
Rarely (1-2 times per year)	25.4%	30
Sometimes (1-2 times per month)	53.4%	63
Often (1-2 times per week)	17.8%	21
answered question		**118**
skipped question		**31**

68. How often do you leave the City of Alpena for entertainment?		
Answer Options	**Response Percent**	**Response Count**
Never	5.1%	6
Rarely (1-2 times per year)	41.5%	49
Sometimes (1-2 times per month)	39.0%	46
Often (1-2 times per week)	14.4%	17
answered question		**118**
skipped question		**31**





69. How often do you leave the City of Alpena for medical care?		
Answer Options	**Response Percent**	**Response Count**
Never	22.9%	27
Rarely (1-2 times per year)	45.8%	54
Sometimes (1-2 times per month)	21.2%	25
Often (1-2 times per week)	10.2%	12
answered question		**118**
skipped question		**31**



70 Please use this space to make any additional comments which might help City officials plan for the community's future:	
Answer Options	**Response Count**
	43
answered question	**43**
skipped question	**106**

	70. Response Text
1	Unattractive gateways to the City. Adopt-a-Park program is great. I'm proud of Alpena's progress. Strongly recommend a policy and zoning regulations that require a green belt at the water's edge.
2	I strongly support greenbelting the water's edge along Alpena.
3	City has too many vehicles in DPW and Police Dept. Time to reduce. DPW burns a lot of fuel running back and forth to garage for breaks, lunch.
4	Problems - DPI smell, empty stores, condition of 11th Street on curve. Keep pool ice arena prices down.
5	I enjoy Alpena and Alpena County.
6	All residences within the city should have city inspections if rental residences are required to have them.
7	Keep up the good work.
8	Clearly we need a diverse population of youth and age for many reasons. Our location is both an attraction and a hindrance. Is there a way to make our city more accessible to business that can pay living wages and benefits?
9	*(Edited due to personal attack – essentially states "ignore politics")* and go about the business of providing the services the residents need. Jobs, police protection, protect & maintain the assets of the city (parks, cemetery, marina) and try to clean up all the blight in the city.
10	Don't hide city hall budget in the other department budgets. That is not transparent budgeting.
11	Try paying attention to what the people say not just what you would or think you would like to do.
12	There is a perverse attitude of the city fathers that the employees are a burden. I here all this talk about legacy costs and the like. The fact is that without the City employees, the city has nothing. I personally know several people that work for the city. We need to support infrastructure for essential city services like fire and police. No one is going to want to move to a city without these essentials. As far as I am concerned I would pay more taxes for better services in the city. You want to turn Alpena around? Promote tourism and retail. Look at Traverse City, Petoskey, etc. Encourage downtown development of retail and dinning.and for crying out loud, City council needs to drop the agendas from the Michigan municipal league and grow some local ideas of their own.
13	As I stated previously, I am sensing some new energy toward positive growth in Alpena over the past couple years and I am thrilled. It is so long overdue!!! Hopefully we can get away from the "retirement community" mantra forever! I think NOAA helped really get things moving and I hope the trend continues. Regarding shopping locally for clothing, that is impossible and really a sorry situation. I would think that if we had a real mall with some real stores along with other shopping opportunities, Alpena would not only attract shoppers locally, but from all the surrounding counties as well. Hope the Drone Project goes through!
14	We need to continue to diversify our efforts in attracting new employers. We cannot hang our hopes on only manufacturing or tourism, for example. We need a good core of stable industries that offer living wages for the good workers we do have in this community. We have many hard workers with a good work ethic, but I think a few employers are taking advantage of that and paying low wages. Additional employment options would help to make wages more competitive. Wage increases would increase disposable income, which I assume would be spent in the community. Thanks to all our local governments that are working together for the greater good!
15	I am very optimistic with the progress of Alpena. Every effort should be made to support the Marine Sanctuary, moving forward. This is an increasingly important facet of the local area. Coupled with the Shipwreck Tours, the Sanctuary brings a very large portion of tourism to the area that would never have heard of Alpena, otherwise. Beautify the riverfront, make Alpena attractive for business, promote the heck out of local tourism, and try to bring youth back to Alpena. I am 22 and were it not for ACC and the option of renting a house from my parents, it would most likely not be an option for me to live here.
16	Overall Alpena is not bad. we just need to be more proactive and instead of saying "no", find ways to say "let's find a way"
17	I fully understand that the current recall effort is something that is special and protected about our country, *(edited due to personal attack – expresses displeasure with recall).*
18	Protect the river with strong ordinances that require 25 foot riparian barrier on trees and shrubs or the river you are exposing will look like sewer. Encourage DIS-use of fertilizers near the river.
19	#69: my answer was not a choice. I leave the city for shopping 6 or 7 times a year
20	The City needs to get proactive and prepare the city in advance for growth. When businesses are looking they look for where the can go in a short time period. Government bureaucracy stretches the time from and they move to some place that is faster. How are you going to make the elephant dance and move like a ballerina?
21	Make the city walkable in winter. Keep snowmobiles off sidewalks Keep bipath maintained. Bridge behind Sytek park is a good example.

22	Eliminate the infighting within city government. repair and better maintain the roads. Enforce traffic regulations such as tailgating, speeding and aggressive driving MUCH more aggressively! I can think of literally hundreds of times when my life has been endangered by the careless driving that is exhibited by the vast majority of Alpena's residents!
23	Food prices are too high for the area. Friends go to Gaylord or Saginaw to stock up on both food and household goods.
24	Alpena could get a lot better, but look at it from my point of view-Starlite Beach is so full of rocks that no one can walk out in the water without getting hurt. If you drive through Alpena in the winter and have to go to the bathroom, stop at McDonalds, because we do not have a public rest room open in the winter. The docks at the boat harbor are always full of goose droppings. That sure will bring people back. Not everything has to cost a fortune to fix, but would make a big difference.
25	The City needs to get off the "Protect My Own Interests" attitude. We need development to come to town. I so far agree with Taylor,s firing, but a recall because of it will keep people from coming here to open anything. Lafarge used to sponsor a lot of good things, they got sued, now it is all gone. Everything this town gets going for it , it kills just as fast. It used to be that is a street light was out the police would call it in and the next day or so the city workers would go change it, problem fixed. Now it is contracted, you pay someone else to do it once or twice a year, and the same city worker sets in the office, the light is out for six months. True story, a city worker is dumping trash at Starlite, take 1 bag puts it in the truck, take 1 bag to the city garage, throws it away and goes back to Starlite to get 1 more bag. The City is a mess and needs to be fixed!
26	I like that Alpena is trying to attract people with using the band shell, bike trails, and fishing/boating along the river. Alpena could do better with attract businesses, improve downtown housing and reaching out to the community for suggestions.
27	The city council needs to stop having closed session meetings - for whatever the reason. They create suspicion and breed distrust in the city government. Transparency in government is essential for a cooperative atmosphere between citizens and government. Alpena needs a make-over. We need to think outside of the box and recreate what it means to live, work, and play in Alpena looking to the future, not relying on the ways we've always done things.
28	Need more nice hotels and condos to rent on the water
29	I think that the smaller businesses in Alpena county should be used more often for work done in Alpena, it seems only the large company get any of the city's business.
30	All residential roadways in the city need curbs.
31	It seems that about an hour after dark, the city is turned over to the criminal element. I rarely see police cars patrolling the streets at dark. From about 9pm on, all the cars are parked at the police station.
32	We have a great town that's been sitting and waiting for new love to make it look young and hip again!
33	Please bring opportunities for young adults to be successful in our community!!!
34	it makes me sad every time I come to visit family how so many businesses have shut down due to lack of support and how people cannot find good jobs to support their families so they have to leave the area. I hear many a story of the major drug problem of the young adults in the area and the lack of recreational things for the youth to get involved in. I could never fantom living in Alpena the way it is now.
35	Doctors in this town can be downright rude. Members of our family have traveled to Petoskey, Saginaw, TC...Just to get proper care. We have one neurologist and he treats his patients like trash! Need to expand so we can get better doctors!
36	Any development plans have to integrated with county and townships. If one wins we all win. Any idea that the city can go it alone is stupid and doomed. The little political fiefdoms have to be overcome or we will go nowhere. It was once written that in prosperous communities when someone has an idea they try to make it work. In this area we argue for five years as to who's idea it was. Nuff said.
37	Please keep the City Police and Fire Dept separate from any other entity, close the mission and sunrise centre and any other associated residential housing that brings in people not from Alpena specifically because of criminal history or other problems
38	I would like to see the cleaning of snow from the residential and business sidewalks stopped. instead I feel we should offer the service free to the elderly who are in their homes but are not able to clean the snow. For all others we need to step up enforcement of the time limits to remove snow from the sidewalks especially commercial
39	Question 71 - The ER at ARMC is kind of a dangerous place to go; they are not thorough enough. They just want to send the patient home when they should have been entered in the hospital. This should really be looked into.
40	Please finish old projects before beginning others , one example was the sidewalk program . It sends mixed signals to the public. Either money is tight , or it isn't . The precinct that could best afford new sidewalks was suspiciously let off the hook when "money ran out" for the program . We went on to other projects though . Also we have a city engineer...why always hire one for projects? City staff should not hire as many consultants because we pay them a good salary to know many of the items .
41	The City needs to sponsor services which help businesses improve and expand. We desperately need customer service training and marketing/advertising help for local businesses.
42	Alpena is said to be a great retirement community, but would like Alpena to be a great place to raise a family with great schools, family activities and attractions, shopping, and restaurant options.
43	It is important to stabilize City government. The perception that we have small town good old boy decision makers is not helpful in promoting Alpena.

Appendix C

Transmittals