



The City of Hancock's Strategic Plan Update

2012-2016

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PART 1

INTRODUCTION

A Statement of Principles and Core Values

Since 1991 the City of Hancock has utilized a strategic planning process to formulate programs and projects for guiding its development through the 5-year period immediately ahead. This document is an update which focuses on community development programs and projects to be undertaken during the period 2012 to 2016. The methodology, the information, the community self-assessment, and the vision from the 1991, 1994, 1996, 2001, and 2007 strategic plans provided the foundation for this document.

VISION NARRATIVE

Hancock city residents have witnessed changes in their community since its establishment in 1859. Many of these changes have been based on the changing regional economy. A community's economic base is a critical factor determining how a community sustains itself.

With the opening of the copper mining district on the Keweenaw Peninsula and the discovery of the Pewabic Lode under Quincy Hill, Hancock was founded as a commercial/service center. First established to serve the Quincy Mining Company and then the rest of the mining industry located on the Keweenaw Peninsula, Hancock's development as a commercial/service center was in part due to its location as a transshipment point on Portage Lake.

Natural resources and physical labor were the foundation of the original economy. Primarily these included the extraction and processing of native copper and silver, but forest products and commercial fishing were also of importance. Tourism played a role in the economy. It did not have the major role it does today, but contributed nevertheless.

For over 153 years, through economic boom and depression, in good and lean times, Hancock has served as a major commercial/service center and residential community in the region. Residents have ridden the waves and troughs of the business cycle, predicated on an economy based on natural resources. Today natural resources continue to play an important role in the economy. While copper mining and processing, along with commercial fishing, are activities slowly fading from the collective memory, forest products and tourism both enjoy dominant roles. However, the current global economy isn't fashioned only from natural resources and physical labor; it is also an information based economy, whose fundamental resources are knowledge and communications, which focus on intellectual capital and emerging technologies.

Combining our traditional economy with emerging technologies broadens our appreciation for the unique area in which we live. It creates a desire for economic growth through active business recruitment and simultaneously recognizes that preserving our quality of life is precious for future generations.

The City of Hancock has undertaken substantial actions in several areas to address environmental issues impacting the community. These include storm water management, wastewater treatment, solid waste disposal, and natural resource access. Due to its location on a hillside with a southern aspect, runoff from snowmelt water in the spring and rain storms during the year has caused serious soil erosion problems and property damage. These runoff problems have been greatly reduced through a network of storm sewers, retention ponds, and surface drainage ditches that channel the waters and safely discharge them into Portage Lake. Through the requirements of site plan review, the city has further minimized soil erosion and lessened the impact of development on the environment with buffers and other landscaping techniques.

Since 1992, Hancock, through the Portage Lake Sewer & Water Authority and in partnership with the City of Houghton, has operated a state of the art wastewater treatment facility. Currently treating just under 2 million gallons per day, the facility has the capacity to treat 18 million gallons per day. This additional capacity provides the city with future growth opportunities for both residential and industrial.

Attempts to reduce the solid waste stream into the current landfill of the region prompted the City of Hancock to offer recycling opportunities to its residents. Curbside recycling is offered once a month to residents and drop off opportunities at the recycling center are offered weekly. This service has reduced the city's solid waste stream.

In a further demonstration of its environmental consciousness, the city has provided public access to natural resources by investing in community recreation facilities along Portage Lake, in its parks, and through a network of cross country trails.

The City of Hancock is well positioned to meet the challenges of the new information-based economy. Located on the extreme outer edge of traditional transportation systems, a developing telecommunications industry keeps the community connected to the world.

Today the intellectual capital that fuels the new economy is generated in private and public research laboratories, as well as in the university classrooms and libraries. Hancock is well-endowed with such critical resources. The area is home to Finlandia University and Michigan Technological University with which the city is forging strong partnerships to provide an environment that allows both to prosper.

The Quincy Unit of the Keweenaw National Historical Park is adjacent to the City of Hancock. This national park unit has the mission of telling the story of the 125 year copper industry on the Keweenaw Peninsula. It was the nation's first metal mineral rush, preceding the California gold rush by three years. The national significance of the copper industry story offers many opportunities for Hancock to preserve its heritage while continuing to serve the tourism industry.

Complementing the cultural activities associated with the national park, Hancock's strong support for the Copper Country Community Arts Center has helped give the city a reputation as one of the top small town arts communities in the United States. The center supports an artist community of over 400 artists, and coordinates an alliance of arts and cultural organizations and partners with community organizations to deliver services.

The Hancock Public Schools District, which serves the city and adjacent three townships, has rebuilt its physical plant over the last ten years. The new middle school, an addition to the high school, was opened on January 1, 2011. It has been acknowledged that the school system provides a quality education and enhanced level of instruction. The school system has also increased its computer technology capability to better address the needs of its students to meet the expectations of the new economy.

Portage Health has reorganized itself to compete in today's health care environment. To accomplish this, it has constructed a new community health care facility, located within the city. It has also changed how it delivers health care so area residents have available to them the most up-to-date medical procedures.

The city has continued to upgrade its infrastructure and facilities. A new fire hall was built in 1997 and a new DPW facility was constructed in 1998.

Between 2008 and 2012 the city invested \$10.85 million in water main replacement work, including replacing the entire 5 mile water transmission main from 6 mile hill located just south of Baltic to the Scanlon Street valve and meter house.

In 2011 the city invested \$4 million in rehabilitation of sewer mains, sewer manholes, and storm sewers located throughout the city.

In 2010 the city completed a new 4,200 square foot transit facility at a cost of \$700,000 and in 2008 the city invested over \$600,000 to remodel the 1899 City Hall.

These are a few of the changes during the past several years. However, to continue to meet the challenges ahead, the residents of Hancock and their city administration need to seek vision, provide leadership, and make a commitment to grow responsibly. While we continue to see ourselves as an important residential community and commercial/service center, we need to adapt to the ever changing world.

MISSION STATEMENT

The mission of the City of Hancock is to provide a sustainable small urban environment for the well-being of its citizens by planning for and managing its physical development in an environmentally friendly manner, by fostering an economy to support its public and private infrastructure, and by nurturing cultural and recreational activities that enhance the quality of life within the city.

GOALS

- Establish new partnerships and strengthen old ones between the council and its administration among other local governments, federal/state agencies, non-governmental organizations, ad hoc citizen groups, as well as individuals, for the well-being of the community and its residents.
- Encourage the utilization of sound community design in building for the region's winter climate requirements; to meet the economies for energy efficiency; and to protect the city's architectural heritage and community landscape assets.
- Collaborate with residents, state and federal agencies, and other organizations to implement natural resource conservation strategies that allow the community to protect its lands and waters while balancing environmental, economic and quality of life issues.
- Provide for the health, welfare and safety of all city residents through public infrastructure and services such as a potable water supply, a wastewater collection and treatment system, a solid waste management system, as well as police and fire protection.
- Foster the development and rehabilitation of safe, sanitary, and affordable residential housing which meets the physical requirements, social needs and income levels of every city resident.
- Foster the development and enhancement of community recreation and cultural facilities and programs for the recreational enjoyment, personal wellness, and cultural enrichment of city residents.
- Support public policies and programs which maintain the central business district (downtown) as a focal point of community life in the city.
- Promote economic development policies which encourage entrepreneurial activities and nurture industrial development, to strengthen the economic base of the city and the region.
- Provide opportunities within the city for establishing businesses in the retail and service sectors that offer a wide selection of goods and services to meet consumer demand.
- Support the development of tourism-related attractions including the conservation and preservation of historic resources which provide recreational and cultural opportunities.
- Provide a transportation system within the city that allows pedestrians, non-motorized, and motor vehicles to move in a safe and direct manner to their destinations.
- Improve the quality of life of city residents by supporting the enhancement of institutional infrastructure and service systems which provide health care and social services, energy distribution, telecommunication services, and educational services.
- Continue the city's leadership in growing the high tech business sector in the area.
- Foster the continued growth of Finlandia University and Michigan Technological University.
- Support continued efforts to obtain the best quality fiber optics to allow high speed transmission of data to serve the current and future local business and education community needs.

A Guide to Abbreviations and Acronyms

ATV	All-Terrain Vehicle
CCCAC	Copper Country Community Arts Center
CDC	Community Development Categories
City	Hancock City Council and/or City of Hancock staff
DDA	Hancock Downtown Development Authority
DNR	Michigan Department of Natural Resources
DPW	Hancock Department of Public Works
EDA	U.S. Economic Development Administration
FU	Finlandia University
HB&PA	Hancock Business and Professionals Association
KC&VB	Keweenaw Convention & Visitors' Bureau
KNHP	Keweenaw National Historical Park
KNSC	Keweenaw Nordic Ski Club
KPCC	Keweenaw Peninsula Chamber of Commerce
Main Street	Main Street Hancock Incorporated
MDOT	Michigan Department of Transportation
MEDC	Michigan Economic Development Corporation
MSHDA	Michigan State Housing Development Authority
MTEC	Michigan Tech Enterprise Corporation
MTU	Michigan Technological University
ORV	Off-Road Vehicle
PASER	Pavement Surface and Evaluation Rating
PLLBEMLTOG	Portage Lake Lift Bridge Emergency Management Long Term Outage Group
SHPO	Michigan's State Historic Preservation Office
SI	Strategic Issues
USNPS	U.S. National Park Service

PART 2

COMMUNITY DEVELOPMENT CATEGORIES (CDC) and STRATEGIC ISSUES (SI)

During the previous strategic planning process all the identified strengths, weaknesses, constraints, and opportunities were developed into lists. The items on these lists were evaluated then consolidated into nine community development categories. This process helped determine the content of the vision narrative, mission statement, and the goals. The process also helped in selecting strategic issues for placement in the nine categories.

All nine community development categories require some level of public and/or private investment. Consequently, it is important to understand the interdependence between the two types of investment. The quality of the facilities, services, and relationships that make up these categories is a critical index of Hancock's economic, environmental, and social vitality as measured among similarly sized communities. To nurture a sustainable community requires a proper balance between public and private investment.

The nine community development categories are described below. Under each category are the strategic issues pertinent to that particular category. Following each strategic issue are the activities, programs, projects and/or tasks believed necessary to address the issues.

PUBLIC INFRASTRUCTURE AND SERVICES (CDC) make up the basic framework upon which a modern city provides for the health, welfare, and safety of its residents, and the support of its local economy. These include a potable water supply, a wastewater collection and treatment system, a solid and hazardous waste disposal system, storm water drainage including curbs and gutters along with police and fire protection. Such a framework demands continual maintenance and upgrading. It also requires the application of a long-range planning process, particularly when it is expanded into undeveloped lands within the city or new areas are incorporated into the city.

Public Water Improvements (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Implement the Capital Improvement Plan for the water system.	City	Ongoing	Annual
Adjust water rates to accommodate operations, maintenance, and replacement improvements in the annual budget process when necessary.	City	Ongoing	Annual
Provide water main expansion to serve the city's new 40 acre technology park site.	City	2015	2016

Public Sewer Improvements (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Implement the Capital Improvement Plan for the sewer system.	City	Ongoing	Annual
Provide sewer main expansion to serve the city's new 40 acre technology park site.	City	2015	2016
Continue to remove roof drains from the sanitary sewer where feasible.	City	Ongoing	Annual

Solid Waste Management (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Monitor garbage costs on an annual basis and consider fee increases when appropriate.	City	Ongoing	Annual
Evaluate and support residential recycling efforts in the city.	City	Ongoing	Annual

Waterfront Improvements (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Extend Navy Street one-way east to west, from the condos to Forest Street, after securing the necessary easements.	City	2015	2016
Construct new Navy Street boardwalk in front of the Coon Electric building.	DDA	2013	2014
Continue installing boardwalk segments and fishing piers along the waterfront where appropriate.	City	Ongoing	Annual

Streets and Curbs (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Implement and update 5-year Capital Improvement Plan.	City	Annual	Annual
Update inventory and assess condition of city streets using PASER system.	City	Annual	Annual
In cooperation with property owners, plan for and construct new streets to serve the 45 acres north and the 40 acres east of the Old Apostolic Church.	City	Ongoing	Annual
Construct Campus Drive west from Elevation Street to Birch Street.	City	2014	2015

Street and Curbs (SI) continued

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Complete a new road from Tomasi Drive to Lake Annie Road to serve new technology park.	City	2015	2016
Continue to review traffic corridor study to determine current and future traffic circulation needs.	MDOT	Ongoing	Annual
Support reconstruction of Front, Reservation and Quincy Streets (US-41).	MDOT	2016	2017

Sidewalks (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Determine annual priorities and budget funds for high volume traffic areas, such as the downtown.	City	Ongoing	Annual
Construct walkway along north Elevation Street from Fir Street to Campus Drive.	City	2015	2016
Construct sidewalk from Campus Drive to Hancock Central High School.	Hancock Public Schools	2012	2013
Install signage on Campus Drive walkway.	City	2012	2013
Install green space on shoulder of Campus Drive.	City	2012	2013

Building, Grounds and Equipment (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Continue to upgrade DPW fleet as funds become available.	City	Ongoing	Annual
Develop a long-term maintenance and operations plan for all city buildings.	City	2013	Annual

HOUSING (CDC) had its importance firmly secured in the federal housing and redevelopment legislation of 1949. This legislation established the national housing goal which is – to assure the availability of affordable, decent, safe, and sanitary housing in a suitable living environment for everyone.

As a community development category, housing includes a wide range of issues that address the building of new housing units and the rehabilitation of older ones. It also includes the enforcement of codes which insure the maintenance of all housing units as well as addressing their energy efficiency in the region’s winter climate.

Affordable Housing (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Identify homes and pursue MSHDA housing rehabilitation projects for single-family residences.	City	Annual	Ongoing
Monitor progress of manufactured housing projects and assess whether more units are needed.	City	Annual	Ongoing

New Housing Units (single family/apartments) (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Pursue development of new residential plats to meet goal of 10 housing starts per year.	City/Land Owners	Annual	Ongoing
Review use of city-owned property in Copper Ridge.	City	2012	2013
Support market for high-end rental units, condos, and townhouses.	Developers	Annual	Ongoing
Complete lot sales in Spruce Haven subdivision.	City	Annual	Ongoing
Continue to pursue land acquisition to expand for future housing.	City	Annual	Ongoing

New Housing Units (single family/apartments) (SI) continued

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Develop residential plat on city land west of Sylvan Estates	City	2015	2016
Complete lot sales in Pleasant Ridge subdivision.	Developer	Ongoing	Annual
Support continued townhouse and condo development, especially along Navy Street.	City/Developers	Ongoing	Annual
Inventory available city property.	City	2012	2013

Historic Preservation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Encourage property owners in historic districts to take advantage of available historic preservation tax credits.	City/Owners/ State Historic Preservation Office	Ongoing	Annual
Work with owner to renovate 116 Quincy Street building.	City/DDA/Developer/ MSHDA	2012	2013

Neighborhood Preservation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Apply for participation in the Neighborhood Preservation Program through MSHDA for the area surrounding central business district.	City	Ongoing	Annual
Continue MSHDA single-family and rental rehab programs when available.	City/MSHDA	Ongoing	Annual

Codes and Ordinances (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Continue to evaluate the zoning ordinance to promote quality development.	City	2012	2013
Enforce housing code standards to prevent blight and deterioration.	Houghton County Building Department	Ongoing	Annual
Rewrite the city sign ordinance.	Planning Commission/ Business Community	2014	2015
Consider Master Plan Update.	Planning Commission	2015	2016
Develop Complete Streets ordinance for consideration.	City	2012	Annual

Special Needs Housing (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Evaluate need for additional apartment building for residents with special needs.	Housing Foundation	Ongoing	Annual

ECONOMIC DEVELOPMENT (CDC) is a process supported by public policy in response to concerns about economic conditions. The objective is to create employment opportunities, strengthen the overall economy, and improve the quality of life. Another definition is that of nurturing sustainable economic growth in the private sector and complementary development in governmental and not for profit organizations.

A traditional economic development strategy is the construction of public infrastructure to stimulate and/or assist private investment. At the local level, this has been understood to include public investments such as streets, parks, and water and wastewater systems. Public investments have supported private development in housing, commercial development, neighborhood revitalization as well as industrial and other types of business growth. This strategy is referred to as a community-business partnership.

Over the years, more direct and sophisticated types of partnerships involving public-private financing arrangements, joint ventures, use of special tax incentives and other techniques have emerged. Regardless, the objective of any partnership for the City of Hancock and its economic development partners is to make something positive happen by sharing the costs and risks through the economic development process.

Socio-Economic Data Evaluation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Evaluate 2010 Census data to guide development activity.	City/Planning Commission	Ongoing	Annual

University Growth (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Support Finlandia University to enhance offerings and facilities to grow to 700 students.	City/FU	Ongoing	Annual
Support Michigan Technological University in its student recruitment and research development.	City/MTU	Ongoing	Annual
Support phases II and III for McAfee Field.	FU	Ongoing	Annual
Support Finlandia University's effort to have Division III football.	FU	2014	2015

University Growth (SI) continued

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Support Finlandia University's \$6 million conversion of old middle school to Health Science Building.	FU	Ongoing	Annual
Support additional student housing on Finlandia University campus.	FU/Developer	Ongoing	Annual
Support continuation of Campus and Community scholarship program.	City/FU/ Hancock Public Schools	Ongoing	Annual

Technology Park (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Work with the Keweenaw National Historical Park to develop a technology park north of the high school with financial assistance from the Economic Development Administration.	City/EDA	2015	2016

Smart Zone Designation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
In partnership with Michigan Technological University, the City of Houghton, and Finlandia University, support and grow high tech jobs and businesses.	Cities/FU/MTU	Ongoing	Annual
Support business incubator space occupancy for both Finlandia University and the Michigan Tech Enterprise Corporation SmartZone, over 32,000 square feet.	City/FU/ MTEC SmartZone	Ongoing	Annual

Adaptive Uses (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Assist Finlandia University to complete efforts to implement the reuse plan for the Jutila Building, and the Health Science Building at the old middle school.	City/FU	Ongoing	Annual

Other Recommendations (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Support the trail system plans for entire Keweenaw.	Recreation Comm./ Keweenaw Peninsula Chamber of Commerce	Ongoing	Annual
Develop a workable plan for enhancing the walkability from residential areas to downtown – year round using alleys and sidewalks, (“groom” alleys in winter for access by snowshoes/skis).	City/DDA/ Recreation Comm./ Citizen Committee	Ongoing	Annual

City Business Growth (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Promote business growth in the city from 240 businesses to a goal of 300.	City/Private	Ongoing	Annual
Expand the city job base from 2,400 to 3,000 jobs.	City/Private	Ongoing	Annual

Business Cluster (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Support the development of an Upper Michigan Green Forces aviation coalition/ business cluster, especially in and around the Houghton County Memorial Airport.	City/County/MTU/ Private	Ongoing	Annual

CITY CENTER (CDC), more commonly referred to as downtown or the central business district, depends on concentrated functions in a limited area. These functions include retail and selected services such as shopping, professional services, financial services, governmental agencies, educational and religious institutions, communication services, lodging, entertainment and other cultural facilities as well as public gathering places. It also provides general office space and residential housing.

Communities have learned that it is critical to their identity to maintain their city centers. It not only serves as a focal point for the community, but provides an attractive locale and marketplace for people to gather.

Revitalize the Downtown (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Encourage the restoration of at least 25% of historical facades.	City/DDA/MEDC/MSHDA	Ongoing	Annual
Implement Gove Study downtown marketing effort.	City/DDA/HB&PA/Main Street	Ongoing	Annual
Investigate possible uses for Gartner clothing building.	City/DDA/Owner	2013	2014
Design and construct definitive gateways for entering the city.	City/MDOT	2015	2016
Develop a plan to better physically connect the waterfront and downtown areas.	City	Ongoing	Annual
Begin examining how downtown properties can meet residential housing needs, and help support downtown business activity.	City/MSHDA	Ongoing	Annual
Promote more nightlife options for the downtown.	DDA/Private	Ongoing	Annual
Support Main Street Hancock Inc. low interest business loan fund.	City	Ongoing	Annual
Budget additional funds for more frequent street sweeping, snow removal, and decoration maintenance.	City/DDA	Ongoing	Annual

TRANSPORTATION (CDC) is a series of circulation systems which provide for the safe and convenient movement of people and goods within Hancock as well as to and from other parts of the region. These circulation systems enable the movement of people and goods at peak hours during the regular work week, as well as to and from recreational pursuits in the evenings and on weekends. In addition, these systems allow tourists and the other traveling public access into Hancock or to pass through the city to their destination.

These systems center on surface transportation. The most common form is highways, roads, and streets. In Hancock, these consist of primary and secondary streets as well as off-street parking. These are used by motor vehicles, non-motorized vehicles such as bicycles as well as pedestrians. There is little or no separation among different users so safety becomes an issue. Challenging these traditional surface systems for resources is a demand for alternatives such as trails, pathways, and linear parks. This is prompted by a demand for greater recreation access and safety. These alternative forms serve a wide spectrum of users ranging from ATVs (all-terrain vehicles) and snowmobilers to mountain bikers and cross-country skiers to joggers, pedestrians (walkers) and bicyclists.

Public Transit Access (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Operate quality public transit to city residents.	City/MDOT	Annual	Annual
Encourage and market use of transit by FU and MTU staff and students.	City	Annual	Annual

Traffic Circulation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Review traffic circulation and US-41/ M-26 Corridor Access Management Plan.	City/MDOT	Annual	Annual
Continue to investigate the future of White Street serving as a major traffic artery.	City	Annual	Annual
Complete Campus Drive to Birch Street.	City/MDOT	2014	Annual
Establish a policy to address pedestrian and bicycle movement when building new streets and in designing new subdivisions.	Planning Commission	Annual	Annual

Traffic Circulation (SI) continued

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Support second bridge spanning Portage Lake and emergency management and long-term outage plans for current lift bridge.	City/MDOT/ PLLBEMLT OG	2012	2013
Support M-26 improvement in Ripley.	City/DDA/ Planning Commission	2014	2015
Acquire easements and develop a waterfront access road with a pedestrian and bike pathway from the bridge to Forest Street.	City/DDA	Annual	Annual
Complete access road from technology park to Lake Annie Road.	City/EDA/MEDC	2015	2016

Off-Road Vehicles (ORVs) (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Address noise, speed limits, and safety problems of ORV movement within and through the city.	City/DNR	Annual	Annual
Continue to promote and develop the Maasto Hiihto ski trails and the Keweenaw Nordic Ski Club.	City/DNR	Annual	Annual

Nordic Ski Trail System (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Pursue land purchases or permanent easements to sustain the Maasto Hiihto trails system when available.	City/KNSC	Annual	Annual

Pedestrian Systems (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Investigate the utilization of the linear park concept in seeking new walkway/ hiking opportunities in the city.	Recreation Commission/DNR	Annual	Annual
Create a walkway system through the city incorporating underutilized alleys.	Recreation Commission	Annual	Annual
Include pedestrian-friendly design in site plan review of new subdivisions.	Planning Commission	Annual	Annual
Develop a walkway from the marina to downtown.	Planning Commission	Annual	Annual
Improve signage on all walkways, trails and paths.	City/DDA/ Recreation Commission	Annual	Annual
Support paved bike path from Hancock to Lake Linden following southerly old railroad grade.	DNR/MDOT	Annual	Annual
Upgrade East Hancock stairway.	City	2012	2013

Highway Rest Area (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Encourage MDOT to keep viewshed clear at the US-41 scenic overlook.	MDOT	Annual	Annual

COMMUNITY RECREATION AND CULTURAL FACILITIES (CDC) are integral elements of quality of life in a modern city, since their goal is the pleasurable and constructive use of leisure time. They represent a special subset of community facilities (public and private facilities of a community-service nature) which serve Hancock residents.

Community recreation facilities include outdoor and indoor venues. The outdoor spaces are provided in the form of municipal parks and school campuses. There is a wide range of such spaces. The smallest is the tot lot or playground for small children. Montezuma Park is an example. The neighborhood playground such as Lurn-Grove is primarily intended for the use of children and adolescents between the ages of six and fifteen, but may offer limited use to adults. Next is the community playfield such as Driving Park. It is a relatively large area reserved for organized athletic events such as baseball, football, and soccer.

The last type is the community park or recreation area such as Hancock Beach, which is designed to serve large numbers of people with a wide variety of recreational experiences. It is usually designed to take advantage of the available terrain such as hilly topography, and Portage Lake. Connected closely with this type are such facilities as picnic tables, fire rings, pavilions, changing rooms, parking areas and comfort stations. These allow for utilization by a greater number of people and for large groups to gather for social functions.

Indoor cultural facilities are an important element in the social fabric of the community. They provide a way for the arts and humanities to contribute to the quality of life in Hancock. Such facilities include museums, art centers, libraries, theaters, and arenas. Less obvious are the public and private institutional buildings (i.e. schools, churches, fire halls, etc.) with meeting rooms that facilitate group gatherings.

Marina/Waterfront (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Construct a user-friendly transient marina/Navy Street/Portage Park area.	City/DDA/DNR	Annual	Annual
Support the county marina in expanding both seasonal and transient slips.	City/DDA/DNR	Annual	Annual
Complete waterfront road.	City/DDA	2015	2016
Construct more fishing access docks.	City/DDA/DNR	Annual	Annual

Winter Recreation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Purchase Maasto Hiihto trail easements when available.	City/Recreation Commission/DNR	Annual	Annual
Reopen trails to skate skiers by widening city-owned trails.	City/KNSC	Annual	Annual
Illuminate one Maasto Hiihto trail loop.	City/KNSC	Annual	Annual
Continue partnership with Mont Ripley ski facility.	City/MTU	Annual	Annual
Create a scenic ski/walking trail with signage starting from canal up along Swedetown Creek for both traditional and skate skiing.	City/KNSC	Annual	Annual

Campground (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Install double boat launch ramp and overnight docking.	City	Annual	Annual
Construct additional restrooms and showers.	City	Annual	Annual
Add additional full utility hookups on campsites as able.	City	Annual	Annual
Make Wi-Fi available in the campground.	City	Annual	Annual
Improve reservation system.	City	Annual	Annual

Driving Park/Baseball (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Illuminate baseball fields.	City/FU/DNR	Annual	Annual

Beach (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Repair/replace swimming dock as funding is available.	City/DNR	Annual	Annual

City Parks (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Maintain playground equipment.	City	Annual	Annual
Maintain ice at Lurn-Grove.	City	Annual	Annual
Add or upgrade play structures to city parks.	City	Annual	Annual
Promote festivities at city parks.	City/DDA/HB&PA	Annual	Annual

DNR Trail (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Pave trail from Prospect Street north to city limits.	City/DNR	Annual	Annual

Labyrinth (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Maintain Hancock Labyrinth.	CCCAC/DDA/HB&PA	Annual	Annual

Cultural Facilities (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Continue to support the Celtic Quarter in the rehabilitation of the former Pewabic House.	City/DDA/ Celtic Quarter	Annual	Annual
Support and promote the Finnish American Heritage Center and the Eskola Auditorium.	City/DDA/HB&PA/ Finnish Theme Committee/FU	Annual	Annual
Support and promote performing arts in Hancock.	City	Annual	Annual
Develop space in the city for the community events: Heikinpäivä; Burns Dinner; St. Patrick's Day; and conferences.	City/DDA/HB&PA	Annual	Annual

TOURISM (CDC) is defined as recreation involving travel outside of one’s home area, and it plays an important role in the region in which Hancock is located. The tourism industry is a subset of business establishments in the retail and service sectors of the economy that serve the tourist and the traveling public.

The region’s history, culture, art, scenic landscapes, forests, inland lakes, rivers, streams, and extensive Lake Superior shoreline have fostered a thriving tourism industry. Active activities (skiing, hunting, water-related activities, snowmobiling, and ATV-ing) as well as passive ones (birding, rock collecting, forest foraging, and visiting historical sites and artists’ studios) are a few of the summer/winter water-related and forest-based recreation pursuits that attract people to the region. In addition there are festivals and casinos in the area.

Tourism as a community development category has fostered such public venues in the city as a campground, waterfront parks, a Nordic ski trail system and an alpine facility. These attract tourists into the city, and these venues also serve as community recreation resources.

Keweenaw National Historical Park (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Support and follow the activity of the Keweenaw National Historical Park Advisory Commission.	City	Ongoing	Annual
Support the Quincy Mine Hoist Association.	City	Ongoing	Annual
Support and encourage development monies for the Quincy Smelter historic site located in Franklin Township.	City	Ongoing	Annual
Develop funding sources and install plaques recognizing significant historical buildings in the city.	City/DDA/HB&PA/ State Historic Preservation Office	Annual	Annual
Continue to develop and promote a walking tour of historic buildings.	City/DDA/HB&PA	Annual	Annual
Support efforts to complete the relocation of the Seaman Mineral Museum to Quincy Hill.	City/MTU	Annual	Annual
Support the relocation of the Isle Royale National Park Headquarters to the Quincy Smelter site.	City/USNPS	Annual	Annual

Point Of Destination Promotion (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Exploit our competitive advantages, including our small urban unusually sophisticated arts and culture opportunities, as well as being the snowiest US city east of the Rockies.	City	Ongoing	Annual
Continue enhancing the city website to better promote the city and local businesses.	City/HB&PA	Ongoing	Annual
Encourage tourist oriented businesses to locate in Hancock.	City	Ongoing	Annual
Develop a tourism marketing strategy to promote Hancock.	City/HB&PA/ KPCC/KC&VB	Annual	Annual
Support and promote alpine skiing at Mont Ripley in partnership with Michigan Technological University and the Keweenaw Convention and Visitors Bureau.	City/KC&VB	Ongoing	Annual
Support and promote Nordic skiing on the Maasto Hiihto trail system in partnership with the Keweenaw Nordic Ski Club and Keweenaw Convention and Visitors Bureau.	City/KNSC/ KPCC/KC&VB	Ongoing	Annual
Support snowmobiling and ATV activity in the Keweenaw.	City/KPCC/KC&VB	Ongoing	Annual
Promote Hancock as the home of the Quincy Unit of the Keweenaw National Historical Park on the city website.	City/KNHP	Ongoing	Annual
Investigate placement of an off-shore, year-round water fountain near Porvoo Park as an MTU Senior Design project.	City/DDA/MTU	Annual	Annual
Promote more holiday activities to assist the business community.	City/DDA/HB&PA	Annual	Annual

Finnish Heritage Theme (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Continue to nurture sister city relationship with Porvoo, Finland and promote exchanges.	City/Finnish Theme Committee	Ongoing	Annual
Encourage a strong relationship with Finlandia University in promoting Finnish heritage.	City/FU	Ongoing	Annual
Support, expand and promote the Tori Market by encouraging a festival-type Super Tori Market at least once each summer.	City/DDA	Annual	Annual
Support Big Louie Moilanen memorial monument.	City/Houghton County Historical Society/ Citizens' Committee	2013	2014

CIVIC DESIGN (CDC) is an important but seldom recognized community development category. It satisfies the city’s need to meet its operational responsibilities but it does more. It provides the aesthetics, a sense of fitness and beauty, and the connection to the community with its values, its aspirations, and its historical traditions. A community’s form is perceived, consciously and unconsciously, by every resident. It provides silent and powerful support aimed at identifying our sense of place and how this place, the City of Hancock, relates to its surroundings.

Design (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Find and work with individuals and/or groups to encourage community art-scape projects that help build community pride, cohesiveness and belonging (for example the door and mitten project).	City/CCCAC	Annual	Annual

Historic Preservation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Provide technical and financial assistance to property owners to help them restore their buildings such as facade grants.	City/DDA	Annual	Annual
Provide oversight to assure remodeling plans are consistent with historical significance of specific building.	City/DDA	Annual	Annual

COMMUNITY RELATIONS AND PARTNERSHIPS (CDC) involves the processes of developing and maintaining relationships among different stakeholder groups with regard to community development and other public policy issues. These processes involve resolving conflicting goals among different stakeholder groups. The challenge is to maintain open lines of communication with the different stakeholder groups; seek common ground on issues, and develop consensus to reduce difficult issues. This can be encouraged through wide and active citizen participation on committees, commissions, and authorities whose sessions are part of the community’s well-being.

Winter Cities (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Revisit “Winter Cities” practices in designing community development activities when appropriate.	City	Annual	Annual
Support winter recreation opportunities within the city such as Lurn-Grove Park and the Maasto Hiihto trail system.	City/DDA/HB&PA/ Recreation Commission	Ongoing	Annual

Leadership and Communication (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Encourage annual joint meetings with key city committees including City Council, DDA and Planning Commission.	City	Annual	Annual
Inform city committees and commissions about various city initiatives and awareness of what each group is undertaking.	City	Ongoing	Annual
Undertake liaison effort with key city entities including Finlandia University, Portage Health, the Hancock Business and Professionals Association, Michigan Technological University and the Hancock Public Schools.	City	Ongoing	Annual
Encourage a comprehensive community development initiative including housing, rehab and inspections.	City	Ongoing	Annual

Leadership and Communication (SI) continued

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Encourage aggressive grant writing for city projects.	City	Ongoing	Annual
Support growth of the medical community, specifically Portage Health and new ancillary services within the city.	City	Ongoing	Annual
Support and promote the Michigan Tech Economic Corporation SmartZone's and Finlandia University's business incubators.	City	Ongoing	Annual
Support Finlandia University's growth and success.	City	Ongoing	Annual
Continue to review annexation also identifying future strategic land acquisitions for the city to allow for long range growth opportunities.	City	Ongoing	Annual
Review use options for Government Lot 5.	City	Ongoing	Annual

Church, Institutional and other Charitable Organizations (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Encourage organizations to continue to provide social services to the community.	City	Ongoing	Annual
Foster an environment conducive to arts and culture and support various community arts and history initiatives.	City	Ongoing	Annual