



The City of Hancock's Strategic Plan Update

2007-2011

Planning Commission: Adopted: 1-29-07

City Council: Adopted: 2-21-07

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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 2007 to 2011. The methodology, the information, the community self-assessment, and the vision from the 1991, 1994, 1996 and 2001 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 148 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 the 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 millions 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 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 School System, which serves the city and adjacent townships, has rebuilt its physical plant over the last ten years. 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 modernized its infrastructure. There is a new fire hall and a new public works garage. It has upgraded and expanded its water supply system which supplies excellent water from wells located in Adams Township. A paving program has been instituted to repave the current streets as well as the new streets due to the expansion of the city.

These are a few of the changes during the past 10 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 it.

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.

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, 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 water system following discussions with Water Dept., MDEQ. and engineering experts.	City	Annual	Annual
Adjust water rates to accommodate operations, maintenance, and replacement improvements in the annual budget process when necessary.	City	Annual	Annual
Construct a new Portage Lake crossing, 14 " transmission main.	City	2008	2009
Provide water main expansion to serve the city's new 40 acre industrial park site.	City	2008	2009

Public Sewer Improvements (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Identify and pursue funding sources to assist with local sewer system improvements, such as grants, user fees, special assessments, and other sources.	City	On-going	Annual
Provide sewer main expansion to serve the new 40 acre industrial park site.	City	2008	2009
Consider purchase of used sewer vacuum truck.	City	2008	2009

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	Annual	Annual
Evaluate and support recycling efforts in the City.	City	On-going	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	2009	2010
Complete a development strategy for reuse of former Coast Guard station.	City	2007	2008
Demolish former DPW building and finalize plans for residential reuse.	City	2007	2008
Continue installing boardwalk segments and fishing piers along the waterfront where appropriate.	City	On-going	Annual

Streets and Curbs (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Implement and update 3-5 year Capital Improvement Plan.	City	Annual	Annual
Update inventory and assess condition of City Streets.	Annual	City	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	On-going	On-going

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Construct Campus Drive west from Elevation Street to Birch Street.	City	2008	2009
Complete a new road from Tomasi Drive to Lake Annie Road to serve new industrial park.	City	2007	2008
Undertake comprehensive traffic corridor study to determine current and future traffic circulation needs	MDOT	2007	2008

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	Annual	Annual
Continue 5-year no interest loan program for sidewalk replacement for property owners.	City	Annual	Annual
Construct walkway along north Elevation Street from Fir Street to Campus Drive.	City	2009	2010

Building, Grounds & 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	On-going	On-going
Develop a rehabilitation plan for the City Hall facility including a finance plan for the project.	City	2007	2008
Update Police Dept. Offices	City	2007	2008

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	Annual
Monitor progress of manufactured housing projects and assess whether more units are needed	City	Annual	Annual
Work with local financial institutions to develop low interest loan programs for eligible residents.	City	On-going	On-going

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	Annual
Plat City owned property in Copper Ridge.	City	2008	2009
Investigate market for high-end rental units, condos, townhouses.	City/Real Estate Brokers	Annual	Annual
Complete sales in Spruce Haven subdivision.	City	2009	2010
Continue to pursue land acquisition to expand for future housing.	City	Annual	Annual

<u>Planned Action</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Complete sales in Pleasant Ridge subdivision.	Developer	2009	2010
Support continued townhouse and condo development, especially along Navy St.	City/Developer	On-going	Annual
Complete full occupancy of Birch Grove Mfg. housing	Developer	2008	2009

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/ Hist.Preservation	Annual	Annual

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	2009	2010
Continue MSHDA Single-Family and rental rehab programs when available.	City/MSHDA	Annual	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	Annual	Annual
Enforce housing code standards to prevent blight and deterioration.	H.C.Bldg. Dept.	Annual	Annual

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Rewrite the City sign ordinance.	Planning Comm. & Businesses	2009	2010
Consider Master Plan Update	Planning Comm.	2010	2011

Special Needs Housing (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Construct 20-unit apartment building for handicapped residents	Hancock Housing Foundation	2008	2009

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, 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 Comm.	2010	2011

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	Annual	Annual

Industrial Park (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Work with the KNHP to			

develop an industrial
park North of the High School
with financial assistance from the
Economic Development Administration.

City/EDA

2009

2010

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 the City of Hancock, support and grow high tech job growth.	Cities/MTU	Annual	Annual

Adaptive uses (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Assist Finlandia University to continue efforts to develop and implement a reuse plan for the former hospital facility, Jutila Building.	Finlandia/City	Annual	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.	Chamber of Commerce/ City Recreation Comm.	2007	2008
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 Recreation Comm. DDA, Council, Citizen Committee	2007	2008

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.	MSHDA/City/ MEDC	2010	2011
Implement Gove Study Downtown Marketing effort	City/DDA/HBPA Main St.	Annual	Annual
Investigate the reuse of the old CoastGuard Station property.	City/DDA	2007	2008
Seek citizen input into uses of City owned lakefront properties for possible recreational purposed.	City	2007	2008
Investigate possible uses for Gartner Building.	DDA	2007	2008
Design & construct definitive gateways for entering the City.	City/MDOT	2007	2008
Develop a plan to better physical connect the waterfront and downtown areas.	City	Annual	Annual
Begin examining how downtown properties can meet unmet residential housing needs, and help support Downtown business activity.	City	Annual	Annual

Support Main St. Hancock Inc low interest business loan fund.	City	Annual	Annual
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Seek and support restoration of The Scott Hotel building into 28 elderly housing units.	City, DDA & MSHDA	2007	2008
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<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Budget added funds for more frequent street sweeping, snow removal, and decoration maintenance.	City, DDA	Annual	Annual
Provide for public comfort stations in the downtown, Kukkonen Lot.	City, DDA, and Main St., Inc.	2008	2009
Seek out and implement traffic calming techniques on Quincy Street.	City, MDOT, and business community	2008	2009

Community Events (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Support community events focusing on the downtown as a central gathering place.	City/DDA/Main St.	Annual	Annual
Hire a part-time community events coordinator.	City, DDA, Main St.Inc.	Annual	Annual
Update City website to include information about the central business district (Note: HBPA is working on this issue for its member businesses)	City	2007	Annual
Devlop photo signboards similar to those in Houghton identifying places of historical importance	City	2007	2008
Study the feasibility of pedestrian controlled traffic lights downtown.	City/ Planning Comm. MDOT	2007	2008
Prepare and distribute a combined map and informational brochure about the central business district.	City, DDA, and Business Ass'n	Annual	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 bicycle paths.

Public Transit Access

<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

Traffic Circulation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Review traffic circulation and US41/M26 Corridor access management plan	City/MDOT	2007	2008
Continue to investigate the future of White Street continuing as a major traffic artery.	City	2008	2009
Complete Campus Drive to Birch Street.	City/MDOT	2008	2009
Establish a policy to address pedestrian and bicycle movement when building new streets and in designing new subdivision.	Planning Commission	Annual	Annual

Acquire easements and develop a waterfront access road with a pedestrian and bike pathway from the bridge to Forest Street.	City/DDA	2009	2010
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Complete access from industrial park to Lake Annie Road.	City/EDA/MEDC	2008	2009
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Off-Road Recreation Vehicles (ORVs) (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Address noise and safety problems of ORV movement within and through the city.	City/DNR	Annual	Annual
Complete paving of recreation trail from bridge to city limits.	City/DNR	2009	2010

Nordic Ski Trail System (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Continue promotion & develop of Maasto Hiihto Ski Trail	City/KNSC	Annual	Annual
Pursue land purchases or permanent easements to sustain the Maasto Hiihto trail system, when available.	Recreation Commission	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.	Rec.Comm. /DNR	Annual	Annual
Create a walkway system through the city incorporating underutilized alleys.	Rec.Comm.	Annual	Annual
Include pedestrian friendly design in site plan review of new subdivisions.	Planning Comm.	Annual	Annual

Support paved bike path from Hancock to Lake Linden following southerly old railroad grade.	MDOT/DNR	2008	2009
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Highway Rest Areas (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Encourage MDOT to redevelop the US 41 scenic overlook by expanding its size to improve the safety of getting on and off the highway & keep viewshed clear.	MDOT	2009	2010

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 Larn 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 athletics 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 recreation experiences. It is usually designed to take advantage of the available natural 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 (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Construct Transient Marina.	City/DDDA/DNR	On-going	Annual
Support County Marina in expanding both seasonal and transient slips. Waterfront (SI)			

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Construct waterfront road.	City/DDA	2008	2009
Construct fishing access docks.	City/DDA	2009	2010

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/Rec./DNR	Annual	Annual
Illuminate one Maasto Hiihto trail loop.	City/Ski Club	2009	2010
Continue partnership with Mt. Ripley ski facility.	City/MTU	Annual	Annual

Driving Park/Ball Parks (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Illuminate Baseball fields	City/FU/DNR	2009	2010

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	2008	2009
Construct additional restrooms and showers.	City	2010	2011
Provide full utility hookups on campsites.	City	Annual	Annual

Beach (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Replace swimming dock.	City/DNR	2008	2009
Enlarge and pave parking lot.	City	2008	2009
Build pavilion on existing slab near concession building.	City/DNR	2010	2011

City Parks (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Build roof over Laurn-Grove.	City/Rotary	2008	2009

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Upgrade Condon Park Tennis Courts.	City	2008	2009
Add play structure to city parks.	City	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/MDNR	2008	2009

LABYRINTH (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Promote unique Hancock Labyrinth	City	Annual	Annual

Cultural Facilities(SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Rehabilitate Hancock Pewabic House/Museum.	Historical City/Society	On-going	Annual
Install elevator in Community Arts Center, complete 2nd floor remodeling, and re-side exterior.	CCCAC	2009	2010

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 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, and snowmobiling) as well as passive ones (birding, rock collecting, forest foraging) are a few of the summer/winter water-related and forest-based recreation pursuits that attract people to the region. In addition, there is heritage tourism, festivals and Indian gaming.

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 & follow the activity of the Keweenaw National Historical Park Commission.	City	Annual	Annual
Support the Quincy Mine Hoist Association	City	Annual	Annual
Support and encourage development monies for the Quincy Smelter historic site, located in Franklin Twp.	City	Annual	Annual
Install plaques recognizing significant historic buildings in the city.	City/Historic Preservation	Annual	Annual
Support efforts to complete the relocation of the Seaman Mineral Museum to Quincy Hill	MTU	Annual	Annual

Point of Destination Promotion (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
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Develop an enhanced city web site to better promote city and local businesses.

City/Tourism Council/TBPA

Annual

Annual

Planned Actions

Responsible Party

Target Date

Review Date

Develop a city-wide promotional brochure.

City/Plan.Comm.

2008

2009

Develop a tourism marketing strategy to promote Hancock.

City/HBPA/DDA

Annual

Annual

Promote alpine skiing at Mt. Ripley in partnership with Tourism Council.

City/Tourism Council

Annual

Annual

Promote Nordic skiing on the Maasto Hiihto trail system in partnership with the Tourism Council.

City/Tourism Council

Annual

Annual

Nationally promote Hancock as a hub for snowmobile touring in the Keweenaw.

City/Toursim Council

Annual

Annual

Promote Hancock as the home of the Quincy Unit of the Keweenaw National Historical Park.

City/Historic

Annual

Yearly

Investigate placement of year round water fountain.

City/DDA

Annual

Annual

Finnish Heritage Theme (SI)

Planned Actions

Responsible Party

Target Date

Review Date

Continue to nurture sister-city relationship with Porvoo Finland, and promote exchanges.

City/Finnish Theme Comm.

Annual

Annual

Encourage strong relationship with Finlandia University in promoting Finnish Heritage Theme.

City

Annual

Annual

Note: The Strategic Plan acknowledges that not all residents of Hancock are Finnish, or of Finnish decent, but that the promotional and financial benefits of adopting an ethnic theme are well documented as in Holland, Michigan with the Dutch Theme, Gaylord, MI with its Bavarian Theme and Frankenmuth with its German Theme.

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 Hancock, relates to its surroundings.

Landscape Ordinance (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Implement a landscape ordinance which includes all requirements for plantings, greenbelts, and shrubs	Planning Commission	2009	2010

Site Plan Review Procedure (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Develop criteria to clarify for developers /builders the steps they need to follow in order to develop property within the city, including storm water curbing & street lighting.	Planning Comm.	2008	2009

Historic Preservation (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Determine level of interest among downtown property owners/operators in developing a historic theme for civic center.	City	Annual	Annual
Seek outside financial resources to assist in implementing historic theme in downtown.	City	Annual	Annual
Provide technical assistance to property owners to help them restore their buildings	City	Annual	Annual

historic appearance.

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Provide oversight to assure remodeling plans are consistent with historical significance of building.	City/Plan. Commission	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 the community's well-being.

Winter Cities (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Incorporate "Winter Cities" practices in designing community development activities when appropriate.	City	Annual	Annual

Strategic Issue

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
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Planned Action \ Leadership/Communication (S1)

Encourage annual joint meetings with key City Committees, including City Council, DDA & Planning Commission	City/Staff	On-going	On-going
Inform City Committees & Commissions about various City initiatives and awareness of what each group is undertaking.	City/Staff	On-going	Annual
Undertake liaison effort with key City entities, including Finlândia University, Portage Health, Hancock Business & Professional Association.	City/Staff	On-going	Annual
Encourage a comprehensive Community Development initiative including housing, rehab & inspections.	City/Staff	On-going	Annual

Encourage aggressive grant writing for City projects.	City/Staff	On-going	Annual
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<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.	City/Staff	On-going	Annual
Support & promote the Michigan Tech SmartZone Business Incubator.	City/MTU	Annual	Annual
Continue to review annexation, also identifying future strategic land acquisitions for the City to allow for long range growth opportunities.	City/Staff	On-going	Annual

Church, Institutional & Other Charitable Groups (SI)

<u>Planned Actions</u>	<u>Responsible Party</u>	<u>Target Date</u>	<u>Review Date</u>
Foster an environment of growth and development in our local religious & institutional groups.	City	On-going	Annual
Encourage religious, charitable, and civic groups to continue to provide social services to the Community.	City	On-going	Annual
Foster an environment conducive to arts and culture, and support various community arts and history initiatives.	City	On-going	Annual