



MEMORANDUM

CITY COUNCIL STRATEGIC PLANNING WORKSHOP #3

April 3, 2023, at 5:30 PM

TO: City Council

FROM: Rich LaBombard, City Manager

**SUBJECT: FY 23-24 Strategic Planning Workshop #3 – Planning & Zoning, Sidewalks, Streets,
Downtown, Blue Star Highway**

Annually, City Council participates in a strategic planning session to provide guidance for the upcoming fiscal year budget development and to also establish priorities for the next five years based on information obtained from asset management plans, master plans, development plans, the master project list, and general observation. For this communication, the following master plans were referenced:

- Our Douglas Vision Master Plan - which is our most comprehensive master plan
- Blue Star Corridor Plan
- Downtown Development & Tax Increment Financing (TIF) Plan
- Waterfront Master Plan
- Douglas Waterfront Public Marina Plan
- Recreation Master Plan
- Tri-Community Master Plan

The following asset management plans were referenced:

- Five Year Street Asset Management Plan
- Storm Water Asset Management Plan
- Sanitary Sewer Asset Management Plan
- DPW Equipment Asset Management Plan

And, the following facility development plans were referenced:

- Wades Bayou Marina Development Plan
- Point Pleasant Municipal Marina Development Plan

In addition:

- Regional objectives (i.e. Blue Star Trail, Kalamazoo River Water Trail, recycling, housing)
- State mandates (i.e. lead and galvanized water line replacement)

The City Council also takes the opportunity to review the established strategic goals. The City Council's strategic goal is to effectively use public policy and public resources at their disposal to leverage opportunities that will establish, implement, and support programs in the following four focus areas in order to grow and strengthen the Douglas community:

1. Promote, enhance, and expand on our Social, Cultural, Environmental, and Recreational values and traditions.
2. Promote Economic Development that complements our existing businesses while creating new sustainable opportunities within the community.
3. Housing that improves on the existing range of opportunities for workers, young families, visitors, and retirees aging in place.
4. Public Services and Infrastructure that deliver cost effective solutions at sustainable levels in keeping with the expectations and future needs of the community.

City Council's priorities are typically set based on available funding and/or grant funding opportunities, project timeline constraints, and sometimes the ability / willingness of adjacent governmental units to partner to accomplish broader / regional goals.

City Council should maintain focus on the projects that can be done well and be willing to admit that sometimes government may not be the best suited to solve every problem simply because it has been presented.

Finally, most of the goals and priorities established by City Council will in some way be interrelated to other goals, asset management plans, development plans, or master plans. Government typically moves at a slow and deliberate pace. Not because it doesn't know how to move faster, but there is usually a need, desire, or requirement to inform our citizens and incorporate public input as part of the process.

The information containing in this communication was developed to provide an overview of accomplishments in the current fiscal year (FY 22-23), what is proposed to be accomplished in the upcoming fiscal year (FY 23-24) based on information received from previous strategic planning sessions, and a section to provide additional input for future fiscal years (FY 24-27). As a reminder, the fiscal year begins on July 1 and ends on June 30.

This strategic planning session is intended to provide City Council information about projects and prepare them for the ranking of the project master list. The project master list will be used to guide the budget development process for the next fiscal year.

The City Manager will provide an overview of each topic and lead a discussion on the proposed projects and provide any additional detail needed by City Council. City Council will provide their input and the City Manager will add additional project items that will be entered into the project master list for ranking. The rankings will identify top priorities which will be used for the next fiscal year budget development.

FY 21/22 Items

- ### FY 22/23 Items

- ## FY 23/24 Items

- ### Additional Items for Consideration

[illegible]

Marketing & Branding

Marketing and branding are elements that increase tourism, attract residents, bolster business, and make a community desirable, as well as memorable.

FY 21/22 Items

-

FY 22/23 Items

- Logo

FY 23/24 Items

- Branding
 - Douglas Flag

Additional Items for Consideration

[illegible]

Ordinances

A municipal ordinance carries the weight of a law and typically is associated with a fee or a fine for violating. Ordinances not intended to be “laws” are also written in such a manner that it is codified and can be easily referenced in ordinance books and have a long standing effect.

FY 21/22 Items

- Business licensing
 - Food trucks
 - Marihuana

FY 22/23 Items

- Overnight parking at City parks
- Sign ordinance
- Personal Property Surplus
- Real Property Surplus
- Environmental Protection Standards
- Mobile Food Vending Unit/Food Trucks
- Code of Ethics
- Floodplain Management

FY 23/24 Items

- Golf carts (CURV – amend to prohibit)
- Fire suppression connection & fees
- Temporary storage pods
- Municipal utility standards, specification, and details

Additional Items for Consideration

Amend non-conforming section of zoning ordinance

Planning & Zoning / Economic Development

The department of Planning and Zoning and Economic Development covers a wide range of responsibilities and is made up of several categories related to development, master planning, code enforcement, and zoning.

FY 21/22 Items

-

FY 22/23 Items

- DDA Development / TIF Plan - Audit & Amendment

FY 23/24 Items

- Zoning ordinance and map update (\$25,000)
- Redevelopment Ready Community
- Master Plan Update (\$12,000-\$30,000)
- Parks and Recreation Master Plan (\$7,500)

Additional Items for Consideration

[illegible]

Policies & Resolutions

A policy is generally a document that describes the way a municipality will conduct business.

FY 21/22 Items

- Kayak storage

FY 22/23 Items

- Schedule of fees
- Donation policy for memorial trees, benches, and miscellaneous – need to standardize the donation policy so its managed consistently.

FY 23/24 Items

- Rebate policy
- Funds from scrap policy
- Annual inventory
- Standard operating procedures for various items

Additional Items for Consideration

[illegible]

202-463 & 202-464 Major Streets

203-463 & 203-464 Local Streets

101-463 General Streets & ROW

Right-of-Way & Sidewalks/Trails Projects

Right-of Way: In addition to the five-year asset management plan, improving and expanding non-motorized transportation routes within the City is listed on many of the master plans.

Sidewalks/Trails: Sidewalks and Trails provide alternative means of transportation for exercise, leisure, or recreation and provides a network of interconnected routes typically for pedestrian and non-motorized travel throughout the community.

FY 21/22 Items

- Wiley Road Trail – Blue Star to Wiley Court
- Beach to Bayou Trail – Correction of non-compliant ADA slope issues
- Westshore Trail – Install trail along portion of Ferry Street
- Campbell Road widened shoulder for pedestrian use
- Union Street sidewalk from BSH south to Center

FY 22/23 Items

- BSH fill in sidewalk gaps from Dunes Resort north to existing sidewalk (Dunes portion \$xx,xxx). Note: City will pay for drain improvements
- Wayfinding Signage – Install physical signage (\$42,000)

FY 23/24 Items

Note: When a sidewalk or trail project is proposed that requires design engineering, the design engineering shall be budgeted in the first year with construction budgeted the following year.

- BSH fill in sidewalk gap from Chestnut St. to Union St./Lawn St.; Lawn St. from Union St./BSH to Main St.; relocation of Crossing at BSH and Main St. (\$260,000)
- BSH resurface west side asphalt sidewalk – Main to St. Peters (\$92,000)
- 319 S Union Street – Resident gets storm water flow from properties on the west side of road (\$5,000)
- Center/Ferry intersection storm water replacement (flagged by SAW-collapsed) (\$xx,xxx)
- Westshore/Hamilton storm water replacement (8" steel connected to 4" clay, collapsed) (\$xx,xxx)
- DPW storm water drainage improvements, ponding on Water St. (\$x,xxx)
- Mixer St./Fremont St. storm water drainage improvements, ponding at 99 Fremont (\$x,xxx)
- Banners (\$35,000)

Additional Items for Consideration

Complete Wiley Road Trail Extension from Wiley Court east to Schultz Park

Passage over ravine on Wiley Rd. (bridge \$1,000,000 or boardwalk \$600,000)

Union St. from BSH north to Hamilton (Union Street Boat Launch) (\$90,000)

Complete Union St. sidewalk from South St. to Wiley (\$350,000)

Complete Ferry Street sidewalk from Artisan Row north to Campbell Rd. (\$420,000)

Water St. sidewalk to connect beach to bayou to Wiley

Tunnel at Union St. & BSH (starting at \$600,000)

Blue Star Trail Extension – Wiley to City Limits

Sidewalk – connection from West Centre Collective to Ferry

St. Peters Drive Sidewalk – Connection to BSH

Extend curb on Union by City Hall

Street Projects

Per the five-year asset management plan, the municipality committed to improving streets throughout the municipality. Includes items with the plan are traffic signage and pavement markings associated with local and major streets funds.

FY 21/22 Items

- Resurface, Chipseal, Crackseal

FY 22/23 Items

- Chip and Fog Seal
 - Bayou – E Center to Crosswalk
 - Center – Washington to Bayou Drive
 - BSH – Curb and gutter starts (approx.. 1,200' N of Wiley) to Wiley
 - Washington – Fremont to Center
 - Washington – Center to BSH Bridge
 - Washington – BSH Bridge to BSH Grade
 - Randolph – Ellis to Spring
- Mill and Overlay
 - E Wiley Rd. – Pavement change (approx. 1600' W of Schultz Park Dr.) to Schultz Park Dr.
 - E South St – S Main St. to Water St
 - Randolph – S Spring St. to Water St
- Crack seal for surface maintenance (\$4,400)
 - Union St. –W Wiley Rd. to BSH
 - Ellis St. – W Fremont St. to Center St.
 - McVea Dr – Campbell Rd. to Dead End
 - W Fremont St. – Ellis St. to S Union St.
 - Whittier Ave – First St. to W Center St.
- Replace Traffic Signage – Local Streets (\$7,500)
- Replace Traffic Signage – Major Streets (\$7,500)
- Storm Sewer Jetting and Cleaning – Local Streets (\$20,000)
- Storm Sewer Jetting and Cleaning – Major Streets (\$20,000)
- Pavement Markings – Local Streets (\$5,000)
- Pavement Markings – Major Streets (\$5,000)
- Dust Control for gravel streets and parking lots (\$5,000)

FY 23/24 Items

- Replace Traffic Signage – Local Streets (\$7,500)
- Replace Traffic Signage – Major Streets (\$7,500)
- Storm Sewer Jetting and Cleaning (\$40,000)
- Pavement Markings – Local Streets (\$5,000)
- Pavement Markings – Major Streets (\$5,000)
- Dust Control for gravel streets and parking lots (\$5,000)
- Mill and overlay (\$xxx,xxx total)
 - S Ferry – Center to just past 200 BSH (\$xx,xxx)
 - Schultz Park Dr. – E Wiley to Riverview (\$xx,xxx)
 - Wiley Rd. – West City Line to BSH (\$xx,xxx)
 - Wiley Rd. – BSH to Wiley Court (\$xx,xxx)
 - Campbell Rd – Shorewood/Lakeshore Dr. to McVea Dr. (\$xx,xxx)
- Crack Seal (\$xx,xxx total)
 - BSH – Center to Bridge (\$x,xxx)
 - W Chestnut – BSH to N Main (\$x,xxx)
 - E Chestnut – N Main to N Washington (\$x,xxx)
 - N Water – E Wall to E Chestnut (\$x,xxx)
 - Center – BSH to Washington (\$x,xxx)
 - BSH – 129th to Wiley (\$x,xxx)
- Establish truck routes on Water and Union
- Water Street workshop results (\$xx,xxx)

Additional Items for Consideration

Bridge fund to establish a reserve for future maintenance of the Blue Star Hwy Bridge for inspections, scour repair of piers, resurfacing of deck, bridge painting, and other bridge related work (\$x,xxx recommended by engineer)

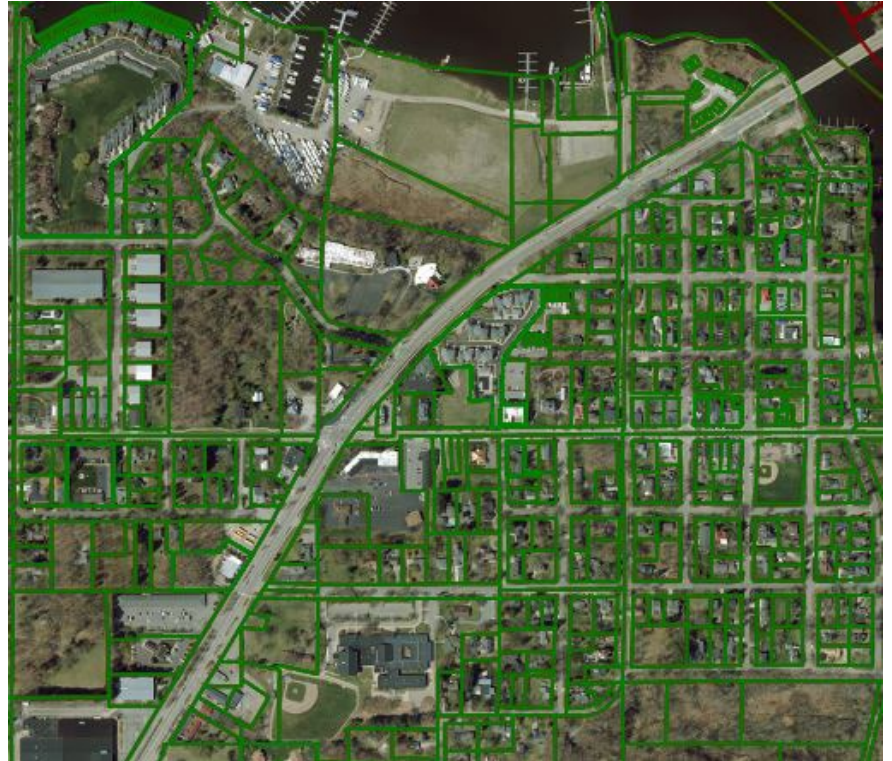
Reconfigure Center St. & Ferry St. intersection (\$x,xxx)

Ferry Street Reroute

Felkers Road Replacements

Blue Star Highway Business Corridor (City Limit to Bridge)

The corridor is a key throughfare that bisects the city and is the location of many businesses.



FY 21/22 Items

-

FY 22/23 Items

- Wayfinding Signage along BSH (\$10,000)

FY 23/24 Items

- Boulevards on S BSH (\$x,xxx)
- Wayfinding Signage – Install physical signage (\$xx,xxx)
- Decorative light pole painting on bridge (entire pole painted) (5 poles for Douglas) (\$5,000)
- Traffic Signal at BSH and Wiley (\$xx,xxx)

Additional Items

Install trees in the parkway

Marihuana revenue for corridor improvements (fund balance \$216,000)

Blue Star Highway / Center St. intersection traffic study for round-about, dog legs, and pedestrian access_(engineering the first year, construction the second year)

Roundabout at BSH and Wiley Rd.
