

## City of Marquette, MI



### Meeting Agenda City Commission

**Monday, December 18, 2023  
6:00 PM  
Commission Chambers**

300 West Baraga Ave  
Marquette, Michigan 49855

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#### **Call to Order, Pledge of Allegiance and Roll Call**

#### **Approval of the Agenda**

#### **Announcements**

#### **Boards and Committees**

##### **1. Reappointment(s)**

Robert Caron, Downtown Development Authority for a term ending 1-1-28

**Public Comments - Comments may not exceed three minutes per person. Please state your name and physical address when making public comments.**

#### **Presentation(s)**

##### **2. Marquette Area Sister Cities Partnership Trip to Higashiomi, Japan, by Paulette Lindberg**

##### **3. Election Board, by City Clerk Kyle Whitney**

##### **4. Consent Agenda - Roll Call Vote**

**4.a.** Approve the minutes of the December 11, 2023 regular Commission meeting

**4.b.** Approve the total bills payable in the amount of \$1,438,579.69

**4.c.** Marquette Yacht Club - Bottomland Expansion

**4.d.** Ordinance 726 - Repeal City Code Chapter 18 - Roll Call Vote

**4.e.** Presque Isle Dredging Project - Grant Agreement Approval

**4.f.** Recreation Master Plan Contract

#### **New Business**

##### **5. Cultural Trail Contract Award**

**Public Comments - Comments may not exceed three minutes per person. Please state your name and physical address when making public comments.**

#### **Comments from the Commission**

#### **Comments from the City Manager**

## Adjournment

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**Kyle Whitney, City Clerk**

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**City of Marquette, MI**

300 West Baraga Avenue  
Marquette, MI 49855

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**Agenda Date:** 12/18/2023

**Consent Agenda - Roll Call Vote**

**Approve the minutes of the December 11, 2023 regular Commission meeting**

**ALTERNATIVES:**

As determined by the Commission.

**ATTACHMENTS:**

Description

- ▣ Dec. 11 Minutes



## City of Marquette, MI

300 West Baraga Ave  
Marquette, Michigan 49855

### Meeting Minutes City Commission

**Monday, December 11, 2023**  
**6:00 PM**  
**Commission Chambers**

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#### **Call to Order, Pledge of Allegiance and Roll Call**

Present: Davis, Hanley, Larson, Mayer, Ottaway, Schloegel, Smith

#### **Approval of the Agenda**

Commissioner Michael Larson moved to Approve the agenda as presented, seconded by Commissioner Jerney Ottaway and Carried Unanimously.

#### **Announcements**

Mayor Davis acknowledged the recent passing of Robert Niemi. Among the many roles Niemi filled in the community, he served as an administrator and director of the Marquette County Transit Authority for three decades; was elected to two terms on the City Commission, where he served as Mayor; and served two terms on the Marquette Board of Light and Power.

Mayor Davis also shared information about an upcoming public hearing to be heard by the Planning Commission.

#### **Boards and Committees**

##### **1. Reappointment(s)**

Cary Gottlieb, Planning Commission for a term ending 2-15-27

Allison Clark, Downtown Development Authority for a term ending 1-1-28

Sean Hobbins, Marquette Area Wastewater Treatment Advisory Board, 12-31-26

Commissioner Jerney Ottaway moved to Approve the re-appointments as listed, seconded by Commissioner Paul Schloegel and Carried Unanimously.

#### **Public Comments - Comments may not exceed three minutes per person. Please state your name and physical address when making public comments.**

Travel Marquette's Susan Estler offered updates on her organization's recent activities and talked about a handful of new accolades related to local attractions.

Matt Luttenberger spoke about fair representation on local boards.

Margaret Brumm spoke about recent guest speakers that joined her NMU class.



## **Presentation(s)**

### **2. Downtown Development Authority, by Executive Director Tara Laase-McKinney**

Marquette Downtown Development Authority Executive Director Tara Laase-McKinney offered an update on DDA activities for the previous year.

Following the presentation, Commissioners praised the positive impact the DDA has on the local community and asked follow-up questions related to future plans, the state of the growing farmers market, and the importance of diversifying DDA revenue.

### **3. Consent Agenda - Roll Call Vote**

Commissioner Jennifer Smith moved to Approve the Consent Agenda as presented, seconded by Commissioner Paul Schloegel and Carried Unanimously.

**3.a.** Approve the minutes of the November 27, 2023 regular Commission meeting

**3.b.** Approve the total bills payable in the amount of \$1,014,495.32

**3.c.** Ordinance 726 - Repeal City Code Chapter 18

**3.d.** Purchase of a Hot Water Trailer Mounted High Pressure Jetting Unit

**3.e.** State Right-of-Way Permit - Roll Call Vote

## **Unfinished Business**

### **4. Sale of City Property - 600 W. Spring Street - Roll Call Vote**

Mayor Pro Tem Jessica Hanley moved to Approve the Resolution of Sale of Parcel 0240012, authorize the Mayor and Clerk to execute the purchase agreement, and authorize the City Manager to complete the sale according to the terms of the purchase agreement. This motion was seconded by Commissioner Jennifer Smith and discussion ensued.

Richard Graybill, representing Habitat for Humanity, fielded Commission questions about the project, indicating that the final build-out would likely include single-story homes of 1,000-1,200 square feet, with the possible inclusion of a two-story building. He said this project would be the organization's main project for the foreseeable future, and would take roughly eight years to complete. He also explained that there is a feature of the mortgage requiring residents to live in the property for a set amount of years in order to benefit from any equity in the homes.

Commissioner Schloegel said he supports Habitat for Humanity, but said that if the goal is to create as much affordable housing as possible, he is wondering if it might be better to try to find a higher-density plan for this site.

Commissioner Smith said the Commission went through the RFP process and had no other viable options and while she understands that concern, she thinks it would be better to do something now, rather than wait.

Commissioner Ottaway discussed future tax revenue that would be generated on the site. He said he hears constant concern from residents that the City isn't doing enough to bring in revenue and that taxes are rising. This is a way to take a step in that direction, he said.

The Commission then voted on the motion, which carried 6-1, with Commissioner Schloegel voting against it.

## **New Business**

### **5. BLP Board Member Appointment**

Commissioner Paul Schloegel moved to Approve the appointment of Gerald Irby to fill the vacancy on the Marquette Board of Light and Power, effective immediately, seconded by Commissioner Jerney Ottaway and Carried Unanimously.

### **6. Resolution to Establish Polling Locations - Roll Call Vote**

Mayor Pro Tem Jessica Hanley moved to Approve the resolution establishing polling locations for the City of Marquette's election precincts, seconded by Commissioner Michael Larson and Carried Unanimously.

## **Public Comments - Comments may not exceed three minutes per person. Please state your name and physical address when making public comments.**

Matt Luttenberger asked if residents can use the Cliffs-Dow property as a park in the near-term.

Margaret Brumm welcomed Jerry Irby to the BLP board, and thanked the City Commission for appointing him.

Orville Dishno thanked the Commission for selling the property tonight and said tax base is important. He said his daughter and granddaughter visit and the first thing they want to do is go downtown and to the Farmers Market.

## **Comments from the Commission**

**Commissioner Mayer** said it's good to see the Habitat for Humanity project get closer to the finish line and he praised the work done by the group.

**Commissioner Ottaway** asked people to be careful during the holidays, and to be healthy.

**Mayor Pro-Tem Hanley** congratulated Jerry Irby on his appointment.

**Commissioner Schloegel** said he supports Habitat, and that he only wishes the project were higher-density. Asked people to shop local this season and he welcomed Jerry Irby to the BLP.

**Commissioner Smith** said she stopped at the LSCP Business After Hours on her way to this meeting, and said the events are great. She told people the City Commission would be meeting next week, due to the holidays, and she said snow is a huge part of the local economy, and we could use some.

**Commissioner Larson** talked about a listening session with EGLE that he attended this week.

**Mayor Davis** congratulated Jerry Irby, and said there are some big things coming for the BLP.

### **Comments from the City Manager**

**City Commissioner Karen Kovacs** said the City is in negotiations with the State of Michigan regarding the Cliffs-Dow site, and it is being actively monitored, so should not be opened to the public, at least in the near future. She said she has office hours scheduled in the Peter White Public Library this week.

### **Adjournment**

Mayor Davis adjourned the meeting at 7:15 p.m.

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**Sally Davis, Mayor**

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**Kyle Whitney, City Clerk**

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## City of Marquette, MI

300 West Baraga Avenue  
Marquette, MI 49855

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**Agenda Date:** 12/18/2023

### **Consent Agenda - Roll Call Vote** **Marquette Yacht Club - Bottomland Expansion**

#### **BACKGROUND:**

The Marquette Yacht Club is submitting a permit to the Michigan Department of Environment, Great Lakes and Energy (EGLE) to expand their current bottomland agreement to add four new slips to their facility. This permit application (EGLE Submission #: HPX-366X-97164) requires approval from the City of Marquette.

The addition would increase the Club's bottomland agreement with the State from 0.3 acres to 0.5 acres and allow the current 26 slips to be expanded to 30 slips.

#### **FISCAL EFFECT:**

None with this action.

#### **RECOMMENDATION:**

Approve the Marquette Yacht Club's application to the State of Michigan to expand their bottomland agreement from 0.3 acres to 0.5 acres.

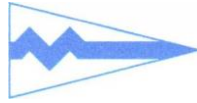
#### **ALTERNATIVES:**

As determined by the Commission.

#### **ATTACHMENTS:**

Description

- ▣ Yacht Club Letter
- ▣ Map of Yacht Club Proposed Expansion



## MARQUETTE YACHT CLUB

Since 1978

Marquette Yacht Club

P.O. Box 296

Marquette, Michigan 49855

The Marquette Yacht Club is applying to the State of Michigan to expand our marina which requires written approval by the City of Marquette. Our small club offers a unique and affordable facility for a variety of water-based activities in downtown.

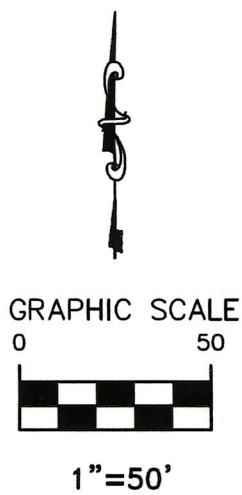
The club's vision and mission are to provide a unique gateway to recreational boating in our community, and to encourage and support sailing and non-motorized boating by providing facilities for recreational, educational, and social use. The Club supports these activities in a variety of ways. We are home to several non-profit organizations including the Northern Michigan University Sailing Club, Ensign Fleet 35, a Laser sailing fleet, the Marquette Coastal Rowing Club, and the Marquette Junior Yacht Club. The Ensign fleet has hosted regional and national regattas that bring many tourists and dollars to the community. The NMU sailors and Junior Yacht Club have taught many young sailors in the community and from afar on how to safely enjoy the sport. The club also provides a venue for various community related events and activities such as Art Week that includes educational activities for children, and water monitoring and education with the Superior Watershed Partnership.

The additional bottomlands we are requesting would increase our small but dense marina from 0.3 acres to almost 0.5 acres and would modestly increase dockage from 26 slips to 30 slips (diagram attached). This increase will help the club contribute to a vibrant waterfront in downtown Marquette.

Attached:

Proposed and existing conveyances diagram



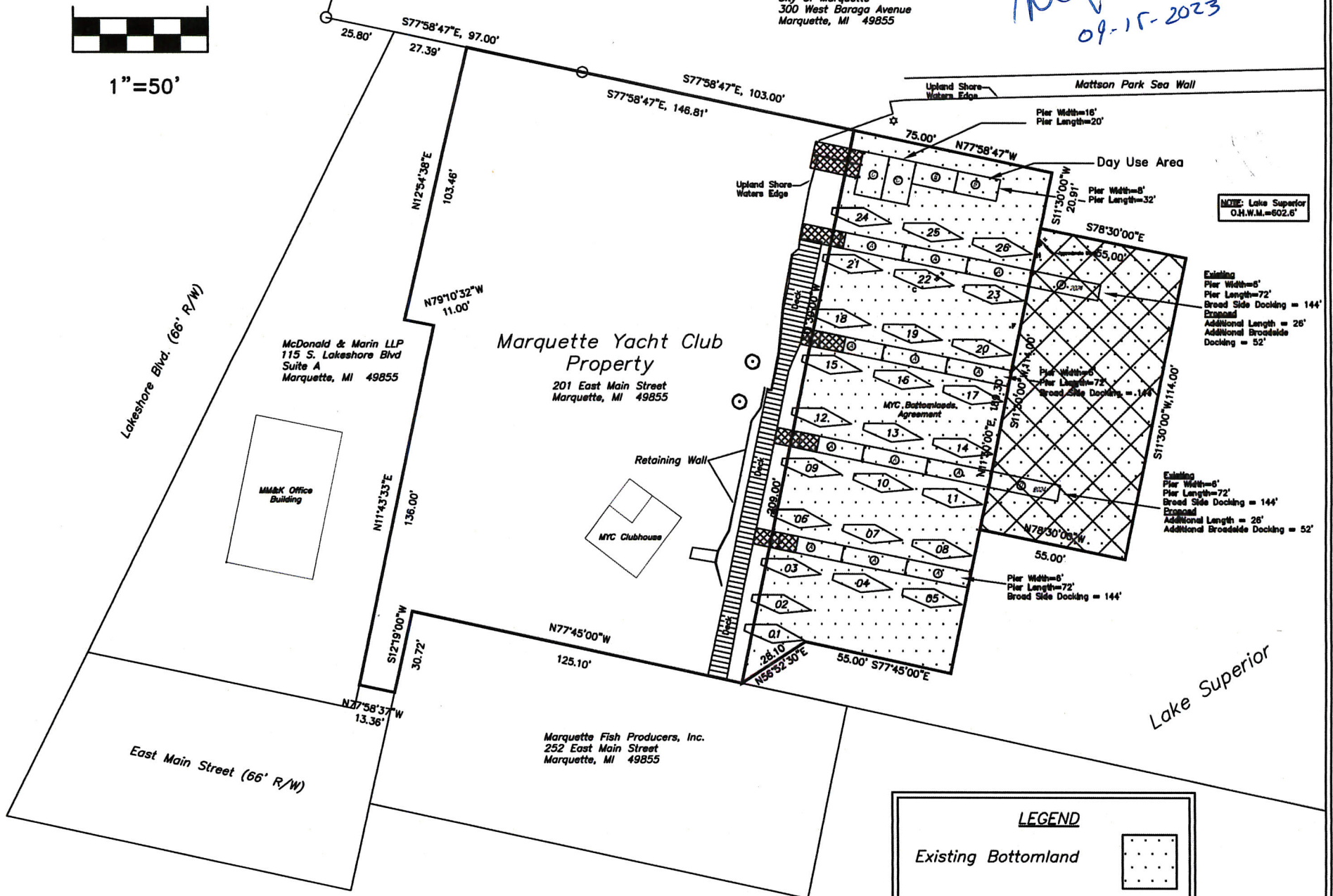


Marquette Yacht Club  
Property Boundary  
and  
Existing and Proposed  
Conveyances



City of Marquette  
300 West Baraga Avenue  
Marquette, MI 49855

Intersection of  
Lake Street &  
Washington Street

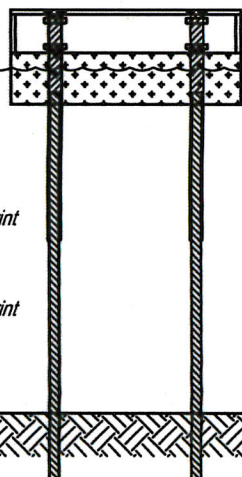


**LEGEND**

Existing Bottomland

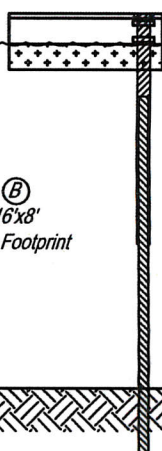
Proposed Bottomland

TYPICAL  
HIGH FLOAT DOCK  
CUBE STYLE FLOATATION  
w/ PIPE ANCHORS



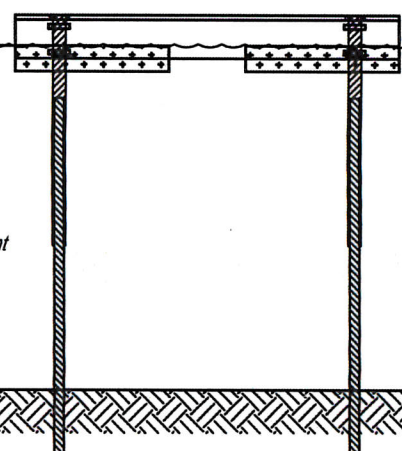
A  
24'x6'  
Dock Footprint  
D  
26'x6'  
Dock Footprint

TYPICAL  
LOW FLOAT FINGER  
CUBE STYLE FLOATATION  
w/ PIPE ANCHORS



B  
16'x8'  
Dock Footprint

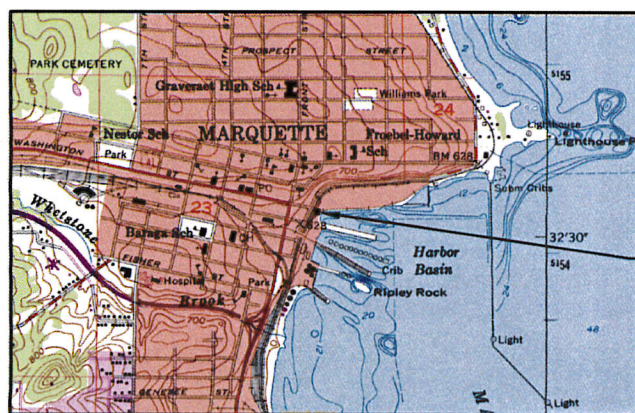
TYPICAL  
LOW FLOAT DECK  
CUBE STYLE FLOATATION  
w/ PIPE ANCHORS



C  
16'x10'  
Dock Footprint

- Existing Bottomland
- Proposed Bottomland
- Anchor Pipe
- Pipe Section
- Lake Bottom
- Flotation
- Ramp
- Deck

LEGEND



VICINITY SKETCH

MYC SITE PLAN

APPLICANT: MARQUETTE YACHT CLUB  
WATERWAY: LAKE SUPERIOR  
CITY: MARQUETTE  
TOWNSHIP: N/A  
COUNTY: MARQUETTE  
SHEET: 1 of 2  
DATE: 09/14/2023

FINAL

## City of Marquette, MI

300 West Baraga Avenue  
Marquette, MI 49855

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**Agenda Date:** 12/18/2023

### **Consent Agenda - Roll Call Vote**

#### **Ordinance 726 - Repeal City Code Chapter 18 - Roll Call Vote**

##### **BACKGROUND:**

Marquette City Code Chapter 18 - Elections contains only one section, which details the boundaries of the City's election precincts.

As state law (MCL 168.661) and the Marquette City Charter (Sec. 4-1) grant the City Election Board the authority to establish election precincts, this chapter of City Code is unnecessary.

Per City Charter, an ordinance cannot be adopted at the meeting in which it is introduced. This ordinance was originally introduced at the Commission's regular meeting of December 11.

##### **FISCAL EFFECT:**

None.

##### **RECOMMENDATION:**

Adopt Ordinance 726, and authorize the Mayor and Clerk to sign.

##### **ALTERNATIVES:**

As determined by the Commission.

##### **ATTACHMENTS:**

Description

- ▣ Ordinance 726

**ORDINANCE #726**  
**AN ORDINANCE TO REPEAL MARQUETTE CITY CODE**  
**CHAPTER 18 – ELECTIONS**

**INTENT**

The purpose of this ordinance is to repeal Chapter 18 - Elections.

**The City of Marquette Ordains:**

**SECTION 1. That Chapter 18 - Elections be hereby repealed in its entirety.**

**SECTION 2. That this ordinance shall take effect ten days after adoption but not before publication.**

\_\_\_\_\_  
Sally Davis, Mayor

\_\_\_\_\_  
Kyle Whitney, City Clerk

Date Adopted: \_\_\_\_\_

Date Published: \_\_\_\_\_



## City of Marquette, MI

300 West Baraga Avenue  
Marquette, MI 49855

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**Agenda Date:** 12/18/2023

### **Consent Agenda - Roll Call Vote**

#### **Presque Isle Dredging Project - Grant Agreement Approval**

#### **BACKGROUND:**

The Marquette City Commission previously approved a grant application through the US Department of Transportation (USDOT) Maritime Administration (MARAD) at their July 26, 2021 meeting. The proposed dredging project is located between the mouth of the Dead River and the unloading conveyor near the ore dock. The dredge material will be used to reroute the mouth of the Dead River and for shoreline protection and stabilization along the Lake Superior shoreline between Hawley Street and Fair Avenue. If surplus material is leftover, it may be placed on the north portion of the Cliffs-Dow site for future reuse. The City is partnering with Cliffs Natural Resources on this project with Cliffs funding the required non-federal match as shown in the attached Memorandum of Understanding. An extensive Environmental Assessment (EA) of the project has been completed and resulted in a finding of no significant impact (FONSI). MARAD has reviewed the EA/FONSI and has provided a grant agreement which will require City approval.

#### **FISCAL EFFECT:**

None. The City contracted portion of this project will be fully reimbursed by USDOT/MARAD. Cliffs Natural Resources has agreed to fund the required grant match under a separate contract.

#### **RECOMMENDATION:**

Approve the grant agreement with MARAD, and authorize the Mayor and Clerk to sign the agreement.

#### **ALTERNATIVES:**

As determined by the Commission.

#### **ATTACHMENTS:**

##### Description

- ▣ PIDP Grant Agreement
- ▣ Memorandum of Understanding - PIDP Grant
- ▣ PIDP Grant Proposal

**U.S. DEPARTMENT OF TRANSPORTATION  
MARITIME ADMINISTRATION**

**GRANT AGREEMENT UNDER THE  
FISCAL YEAR 2021 PORT INFRASTRUCTURE DEVELOPMENT PROGRAM (PIDP)  
GRANTS**

MARAD FY 2021 PIDP Grant No. 693JF72245018

70X1713D21 2024 1PM2245018 0000150002 41010 61006600 — \$1,617,750

This agreement is between the United States Department of Transportation Maritime Administration (“**MARAD**”) and the Marquette, City of<sup>1</sup> (the “**Recipient**”).

This agreement reflects the selection of the Recipient to receive a PIDP Grant for the Protecting Critical Infrastructure and Improving Efficiency Project.

The parties therefore agree to the following:

**ARTICLE 1  
GENERAL TERMS AND CONDITIONS**

**1.1 General Terms and Conditions.**

- (a) In this agreement, “**General Terms and Conditions**” means the content of the document titled “General Terms and Conditions Under The Fiscal Year 2021 Port Infrastructure Development Program (PIDP) Grants,” dated October 27, 2023, which is available at <https://www.maritime.dot.gov/ports/port-infrastructure-development-program/fy-2021-pidp-general-terms-and-conditions-october-27>. Articles 8–29 are in the General Terms and Conditions. The General Terms and Conditions are part of this agreement.
- (b) The Recipient states that it has knowledge of the General Terms and Conditions.
- (c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient’s non-compliance with the General Terms and Conditions may result in remedial action, terminating of the PIDP Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to MARAD the PIDP Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

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<sup>1</sup> The Recipient is referred to here as “Marquette, City of” because that is how its name is listed as part of its unique entity identifier, as required by 2 C.F.R. 200.211(b)(1), but the rest of this agreement will refer to the Recipient by its legal name, the City of Marquette.

## **ARTICLE 2 APPLICATION, PROJECT, AND AWARD**

### **2.1 Application.**

Application Title: Protecting Critical Infrastructure and Improving Efficiency

Application Date: July 30, 2021

### **2.2 Award Amount.**

PIDP Grant Amount: \$1,617,750

### **2.3 Award Dates.**

Budget Period End Date: July 22, 2027

Period of Performance End Date: July 21, 2030

### **2.4 Large Project or Small Project at a Small Port Designation.**

Large-Small Project Designation: Small

### **2.5 Capital or Planning Designation.**

Capital-Planning Designation: Capital

### **2.6 Federal Award Identification Number.** MARAD identifies this award with the following federal award identification number:

**693JF72245018**

## **ARTICLE 3 SUMMARY PROJECT INFORMATION**

### **3.1 Summary of Project's Statement of Work.**

The Project will improve critical port infrastructure, dredge encroaching sediment to protect port infrastructure, and deposit dredge materials on shore to enhance coastal restoration and protect road infrastructure at the Port of Marquette.

### 3.2 Project's Estimated Schedule.

| Milestone                                                                 | Schedule Date      |
|---------------------------------------------------------------------------|--------------------|
| Planned City of Marquette Sponsored Dredging Start Date:                  | March 1, 2024      |
| Planned City of Marquette Sponsored Dredging Substantial Completion Date: | September 20, 2026 |
| Planned Cliffs Inc./ LS&I Sponsored Dredging Start Date:                  | March 1, 2024      |
| Planned Cliffs Inc./ LS&I Sponsored Dredging Substantial Completion Date: | September 30, 2025 |

### 3.3 Project's Estimated Budget.

| Eligible Project Costs       |             |
|------------------------------|-------------|
| PIDP Grant Amount:           | \$1,617,750 |
| Local Funds:                 | \$13,000    |
| Other Funds:                 | \$737,000   |
| Total Eligible Project Cost: | \$2,367,750 |

## ARTICLE 4 CRITICAL MILESTONE DEADLINES

### 4.1 Critical Milestone Deadlines.

The Recipient acknowledges MARAD may terminate this award under Section 17.1(a) on some conditions related to the Project's estimated schedule, as listed in Section 3.2 and in the following table.

| Milestone                                  | Deadline Date |
|--------------------------------------------|---------------|
| MARAD receives first reimbursement request | May 1, 2024   |

## ARTICLE 5 PARTY INFORMATION

### 5.1 Recipient's Unique Entity Identifier.

Recipient's Unique Entity Identifier: NJTGBUGAVBF9

**5.2 Recipient Contact(s).**

Mikael Kilpela  
City Engineer  
City of Marquette  
1100 Wright Street  
Marquette, MI 49855  
mkilpela@marquettemi.gov  
(906) 225-8995

and

Kellen Wessels  
Assistant City Engineer  
City of Marquette  
1100 Wright Street  
Marquette, MI 49855  
kwessels@marquettemi.gov  
(906) 225-8990

and

Dennis Stachewicz  
Director, Community Development  
City of Marquette  
1100 Wright Street  
Marquette, MI 49855  
dstachewicz@marquettemi.gov  
(906) 225-8377

**5.3 Recipient Key Personnel.**

None. The parties have not identified any individuals as key personnel for this award.

**5.4 MARAD Project Contact(s).**

Kelly Mitchell-Carroll  
Grants and Cooperative Agreements Officer  
DOT – Maritime Administration  
1200 New Jersey Ave, SE  
Washington, DC 20590  
MAR-380  
W26-422  
Mailstop 5  
(202) 366-9714  
k.mitchell-carroll@dot.gov

and

David Bohnet  
Supervisory Grant Management Specialist  
DOT – Maritime Administration  
1200 New Jersey Ave, SE  
Washington, DC 20590  
MAR-510  
W21-226  
Mailstop 3  
(202) 366-0586  
david.bohnet@dot.gov

## **ARTICLE 6 MARAD ADMINISTRATIVE INFORMATION**

### **6.1 Payment System.**

MARAD Payment System: Delphi eInvoicing System

### **6.2 Office for Subaward and Contract Authorization.**

MARAD Office for Subaward and Contract Authorization: None

## **ARTICLE 7 SPECIAL GRANT TERMS**

### **7.1 Mitigation Measures.**

- (a) The Recipient shall complete the mitigation activities described in MARAD’s Finding of No Significant Impact (FONSI) and accompanying Environmental Assessment (EA), dated September 18, 2023, including the terms and conditions contained in the required permits and authorizations for the Project.
- (b) The Recipient shall complete the mitigation activities described in the Section 106 consultation correspondence with the Michigan State Historic Preservation Office (MI-SHPO), Ho-Chunk Nation, and Sokaogon Chippewa Community, dated March 6, 2023, December 15, 2022, and December 27, 2022. MI-SHPO and the Sokaogon Chippewa Community require that work be halted and they be contacted if any human remains or archaeological materials are encountered during construction activities. These remains and/or archaeological materials shall not be removed until appropriate consultations with MI-SHPO and the Sokaogon Chippewa Community are complete.

## **ATTACHMENT A STATEMENT OF WORK**

This Project will be broken down into two separate dredging components. Each component will be performed under two independent contracts, one initiated by the Recipient and the other by project partners, Cliffs Inc./ LS&I Railroad. Component 1 will be funded by the PIDP award and Cliffs Inc./ LS&I will fund Component 2 as a non-Federal match.

### **Component 1 – City of Marquette Sponsored Dredging**

- Complete design.
- Dredge up to 54,100 cubic yards (CY) of material from the sediment plume at the outflow of the Dead River. The soils dredged from this location will be placed along the shoreline either at the mouth of the Dead River or to the south of the dredge area.
- Conduct coastal resiliency and shoreline stabilization projects with community partners.

### **Component 2 – Cliffs Inc./ LS&I Sponsored Dredging**

- Dredge up to 22,900 CY of material from the boat loading and unloading areas on the south side of the ore dock. Soils located in the area of the ore dock have been found unsuitable for redistribution due to ore-pellet contamination and will be disposed of in a landside facility that is currently being used for dredge material disposal as part of annual maintenance dredging.

## ATTACHMENT B ESTIMATED PROJECT BUDGET

### 1. Supplementary Fund Source Table

The following table supplements the budget information in section 3.3.

| <b>Eligible Costs</b> |                                                 |                                                     |                    |
|-----------------------|-------------------------------------------------|-----------------------------------------------------|--------------------|
|                       | <b>City of Marquette<br/>Sponsored Dredging</b> | <b>Cliffs Inc./ LS&amp;I<br/>Sponsored Dredging</b> | <b>Total</b>       |
| PIDP Funds:           | \$1,617,750                                     | \$0                                                 | <b>\$1,617,750</b> |
| Local Funds:          | \$13,000                                        | \$0                                                 | <b>\$13,000</b>    |
| Other Funds:          | \$0                                             | \$737,000                                           | <b>\$737,000</b>   |
| Total:                | \$1,630,750                                     | \$737,000                                           | <b>\$2,367,750</b> |

### 2. Cost Classification Table

| <b>Cost Classification</b>               | <b>PIDP Eligible Costs</b> |
|------------------------------------------|----------------------------|
| Administrative and legal expenses        | \$36,200                   |
| Architectural and engineering fees       | \$26,500                   |
| Other architectural and engineering fees | \$75,050                   |
| Site work                                | \$215,000                  |
| Construction                             | \$2,015,000                |
| <b>Project Total</b>                     | <b>\$2,367,750</b>         |



**ATTACHMENT C**  
**OUTCOME PERFORMANCE MEASUREMENT INFORMATION**

**Study Area:** LS&I Ore Dock

**Baseline Measurement Date:** March 1, 2023 - February 29, 2024

**Baseline Report Date:** May 1, 2024

**Table 1: Outcome Performance Measure Table**

| Measure           | Category and Description of Measure                                                                        |
|-------------------|------------------------------------------------------------------------------------------------------------|
| Freight Movements | Economic Competitiveness<br>Number of Railcars loaded with iron ore delivered to the ore dock.             |
| Gross Tons        | Economic Competitiveness<br>Tons of material shipped to and from the ore dock.                             |
| Vessel Calls      | Economic Competitiveness<br>Vessel type and freight capacity of vessels loading/unloading at the ore dock. |

## **ATTACHMENT D CHANGES FROM APPLICATION**

**Scope:** After preliminary design, collection of bathometric data, and input from regulators, it has become evident that not all the proposed dredging material shown in the grant proposal is suitable for use in the proposed beneficial reuse areas. Additional areas to deposit dredged materials are described below:

1. The Cliffs Inc./ LS&I Sponsored dredging material (boat slip areas near the Ore Dock) will be placed at a site within the LS&I railyard. This site is currently being used for dredge material disposal as part of annual dredging. The Cliffs Inc./ LS&I Sponsored dredge spoils may contain deleterious materials that are not suitable for beneficial re-use.
2. Any remaining dredge materials will be placed west of Lakeshore Boulevard as shown in the Project design drawings.

**Schedule:** Due to delays in getting NEPA completed, the Project start and end dates have changed from that anticipated in the application.

### **Application:**

| <b>Milestone</b>                                                          | <b>Schedule Date</b> |
|---------------------------------------------------------------------------|----------------------|
| Planned City of Marquette Sponsored Dredging Start Date:                  | July 1, 2022         |
| Planned City of Marquette Sponsored Dredging Substantial Completion Date: | December 1, 2024     |
| Planned Cliffs Inc./ LS&I Sponsored Dredging Start Date:                  | July 1, 2022         |
| Planned Cliffs Inc./ LS&I Sponsored Dredging Substantial Completion Date: | December 1, 2024     |

### **Grant Agreement:**

| <b>Milestone</b>                                                          | <b>Schedule Date</b> |
|---------------------------------------------------------------------------|----------------------|
| Planned City of Marquette Sponsored Dredging Start Date:                  | March 1, 2024        |
| Planned City of Marquette Sponsored Dredging Substantial Completion Date: | September 20, 2026   |
| Planned Cliffs Inc./ LS&I Sponsored Dredging Start Date:                  | March 1, 2024        |

| Milestone                                                                 | Schedule Date      |
|---------------------------------------------------------------------------|--------------------|
| Planned Cliffs Inc./ LS&I Sponsored Dredging Substantial Completion Date: | September 30, 2025 |

Additionally, the Cliffs Inc./ LS&I Sponsored Dredging component in the ore boat area is being proposed for a period of 2 construction seasons (generally March – September due to fish spawning in the fall and the port freezing over during winter) instead of 1 construction season as shown in the grant application. This will allow contractors to complete this work during the short construction seasons without causing shipping delays at the active port site, and not interfering with fish spawning requirements.

**Budget:** None.

**ATTACHMENT E**  
**APPROVED PRE-AWARD COSTS**

The Recipient sent a written request to MARAD on January 26, 2023, for pre-award approval authority to begin incurring certain pre-award costs for Preliminary Engineering Design and NEPA Administration related to its Project. The Recipient requested pre-award costs authorization for \$13,000.

On February 23, 2023, MARAD approved the Recipient's request to allow the following pre-award costs:

- Preliminary Engineering Design: \$8,000
- NEPA Administration: \$5,000

These pre-award costs will be eligible to count towards the Recipient's non-Federal cost share, assuming such costs would have been allowable if incurred after the date of the Federal award.

## RECIPIENT SIGNATURE PAGE

The Recipient, intending to be legally bound, is signing this agreement on the date stated opposite that party's signature.

### THE CITY OF MARQUETTE

\_\_\_\_\_  
Witness

\_\_\_\_\_  
City Mayor  
City of Marquette

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Kyle L. Whitney, City Clerk  
City of Marquette

APPROVED AS TO FORM:

APPROVED AS TO SUBSTANCE:

\_\_\_\_\_  
Suzanne C. Larsen  
City Attorney

\_\_\_\_\_  
Karen M. Kovacs  
City Manager

## MARAD SIGNATURE PAGE

MARAD, intending to be legally bound, is signing this agreement on the date stated opposite that party's signature.

### UNITED STATES DEPARTMENT OF TRANSPORTATION MARITIME ADMINISTRATION

\_\_\_\_\_  
Date

By: \_\_\_\_\_  
Signature of MARAD's Authorized Representative

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**THE CITY OF MARQUETTE, MICHIGAN**  
**and**  
**LAKE SUPERIOR & ISHPEMING RAILROAD CO.**

1. **Parties.** The Memorandum of Understanding (hereinafter referred to as "MOU") is made by and between the City of Marquette ("City"), a Michigan municipal corporation whose address is 300 W Baraga Ave, Marquette, MI 49855, and Lake Superior & Ishpeming Railroad Co. ("LS&I"), a Michigan corporation, with an address of 200 Public Square, Suite 3300, Cleveland, Ohio 44114.

2. **Purpose.** This MOU, between the above-named parties, is entered into to provide some assurance that both parties will work together to provide matching up to \$750,000 toward the required non-federal match for the Port Infrastructure Development Program ("PIDP") Dredging and Coastal Restoration project to dredge encroaching sediment to protect port infrastructure, and deposit dredge materials on shore at the Port of Marquette (the "Project") and collaborate to complete the required work once the PIDP funds have been received for the Project.

3. **Term of MOU.** This MOU shall commence upon the day last signed and executed by the duly authorized representative of the parties to this MOU and will remain in effect until canceled by either party.

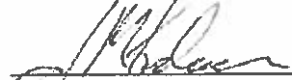
4. **City's Responsibilities.** If PIDP funds are approved for the Project, the City will be responsible for applying for the PIDP grant, executing the grant agreement, obtaining necessary clearances (environmental, historical, etc.) and permits as required prior to beginning the project, and overseeing and executing the Project. The City will coordinate with LS&I on the scope of the dredging and location of dredging, permitting for the Project, and the timing of the required non-federal match.

5. **LS&I's Responsibilities.** If the PIDP funds are approved for the Project and LS&I has agreed to the scope and location of dredging, LS&I is willing to provide the required non-federal match, in the form of annual dredging of its ore dock in the amount of approximately \$375,000/per year for two years, as deemed necessary and appropriate by LS&I. LS&I will assist the City with providing evidence of this match in the necessary form and timeframe to comply with the grant requirements.

6. **Scope of MOU.** Nothing in this agreement shall be construed to bind either party to the MOU to perform any dredging work, but reflects the parties intentions to coordinate on the dredging efforts contemplated herein and to coordinate on the PIDP grant requirements for non-federal matching.

7. **Signatures.** The parties to this MOU through their duly authorized representatives have entered into this MOU on the dates set out below.

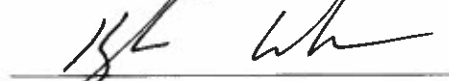
Lake Superior & Ishpeming Railroad Co.

  
James M. Kochevar      8-25-22  
President      Date

City of Marquette

  
Jennifer A. Smith      9-29-22  
Mayor      Date

CITY OF MARQUETTE

  
Kyle Whitney  
Clerk

Approved as to substance:

  
Karen M. Kovacs, City Manager

Approved as to form

  
Suzanne C. Larsen, City Attorney



**U.S. Department of Transportation  
Port Infrastructure Development Program (PIDP) Proposal**

**Proposal Title:** The Port of Marquette, MI: Protecting Critical Infrastructure and Improving Efficiency

**Applicant Organization:** City of Marquette

**Contact Name:** L. Karen Kovacs

**Title:** City Manager

**Contact E-mail:** [kkovacs@marquettemi.gov](mailto:kkovacs@marquettemi.gov)

**Mailing Address:** 300 W. Baraga Avenue, Marquette, Michigan 49855

**Telephone Number:** (906) 228-0435

**Proposal Partners:** Cleveland-Cliffs Inc. (Cliffs), Lake Superior & Ishpeming Railroad (LSI) and the Superior Watershed Partnership (SWP)

**Funding Requested:** \$1,617,750

**Matching Funds:** Non-Federal sources: \$750,000; 31.6%

**Total Project Cost:** \$2,367,750

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### **Attachments Form:**

**Appendix A.** Additional Information for Historic Preservation Review

**Appendix B.** BCA Documentation

## **I. PROJECT DESCRIPTION**

The City of Marquette, Michigan (largest city in the Upper Peninsula; population 20,822), in cooperation with Cleveland-Cliffs Inc. (Cliffs), the Lake Superior & Ishpeming Railroad (LSI), and the Superior Watershed Partnership (SWP), is pleased to submit this proposal to the Department of Transportation Port Infrastructure Development Program (PIDP).

Marquette is located on the south shore of Lake Superior and includes Presque Isle Harbor and the LSI Ore Dock, which is one of the busiest Great Lakes shipping ports in both the US and Canada. The Port of Marquette (Port) was authorized by Rivers and Harbors Acts of June 3, 1896; June 13, 1902; August 30, 1935; and July 14, 1960. The Port is almost entirely used for iron ore (taconite) shipping that supports the economy of Great Lakes mining and U.S. steel manufacturing industries with an annual capacity of 9.5 million tons, generating over \$6 billion per year. In addition, the Port provides over 31,000 jobs that produce over \$433 million per year in personal income in transportation and commodity related industries. The LSI Ore Dock is 1,250 feet long, 60 feet wide and 75 feet above the water level.

The south side of this critical Port is currently operating under capacity, as a result of coastal erosion and sedimentation caused by severe storm events. Specifically, a record breaking October 2017 storm produced 28.8-foot waves (historic record) and hurricane-force wind gusts (77 mph; also a historic record), that resulted in two drownings and millions of dollars in shoreline damage. Additionally, two back-to-back storms in 2019 decimated beaches along Marquette's shoreline, pushing sediment north and shifting the outflow of the Dead River into Lake Superior, creating a massive sediment plume and the erosion of the LSI Ore Dock—critical infrastructure to the Port. The erosion of this critical port infrastructure and the plume threaten the efficiency of the transportation of goods by blocking shipments/unloading off the south side of the LSI Ore Dock (with a lost shipping capacity of \$15,689,000). Severe storms also impacted the sole access road to the Port—Lakeshore Boulevard—resulting in road closures and hundreds of thousands of dollars in additional damages. The City of Marquette provided funding for critical engineering solutions that controlled some coastal erosion and the source of sedimentation along Lakeshore Boulevard, however dredging the massive sediment plume, completing shoreline stabilization, and improving Port access infrastructure remains an urgent matter. Without these proposed mitigation efforts, sediment encroachment and erosion around the LSI Ore Dock threaten capacity of Port operations being reduced to 50% over 3 years, resulting in a \$15.7 million dollar loss in iron ore revenue—an economic pillar of the Great Lakes region.

To address port infrastructure impacts the proposed project will accomplish the following:

- Improve critical port infrastructure (access infrastructure, unloading dock/pier stabilization)
- Dredge encroaching sediment to protect port infrastructure (approximately 77,000 cubic yards)
- Beneficial reuse of dredged materials on shore to enhance coastal restoration/resiliency and protect port road infrastructure

As noted above, the accumulated sand/silt is obstructing the Dead River outflow and diverting the current towards the LSI Ore Dock. Port authorities are concerned as the diverted flow not only jeopardizes port infrastructure and impacts the ability of ore freighters to dock, but it amplifies the danger of paddlers and other boaters being pulled toward dangerous interactions with large freighters.

The removal of the sediment plume will restore the natural outflow of the Dead River into Lake Superior and compliment larger-scale coastal resiliency improvement efforts that are currently underway immediately south of the proposed project site. Sediment that is dredged from the LSI Ore Dock will be tested, and if compatible, will be deposited along Marquette’s shoreline for beneficial reuse in shoreline stabilization efforts—mitigating the impacts of future severe storm events that target the cause of these critical port infrastructure issues.

In 2020, project partners consulted the Detroit District U.S. Army Corps of Engineers (USACE) regarding the proposed dredging/infrastructure protection project. USACE supported the related benefits to the adjacent federally authorized navigation channel for Presque Isle Harbor and encouraged the City of Marquette to apply for this Port Infrastructure grant. The project is not dependent on, or affected by, U.S. Army Corps of Engineers (USACE) investment but will provide related benefits to the adjacent federally authorized navigation channel for Presque Isle Harbor.

## **II. PROJECT LOCATION**

The proposed project will support infrastructure improvements to Presque Isle Harbor and the LSI Ore Dock, dredging a sediment plume located immediately adjacent to Lake Superior in Marquette County, Michigan (46.577979, -87.388961). As the largest city in Michigan’s rural Upper Peninsula (U.P. population 311,000; Marquette population 20,822), Marquette is considered an “urban cluster with population less than 50,000.” This Great Lakes port project located in a qualified opportunity zone will support infrastructure improvements critical to the continued operation of the port at Presque Isle Harbor. A project location map is included in Appendix A.

- Total Project Area: 11,120 linear feet, 1,110’ wide (maximum) and 80’ wide (minimum), 82.7 acres.
- Dredge Area (excavation): 1,740’ long x 50’ (minimum) to 500’ (maximum) wide, 5’-18’ deep. 14 acres. Includes approximately 75,000 cubic yards of material to be dredged from this area.
- Beneficial Reuse Area (fill): 8,000’ long, 450’ wide (maximum), and 80’ wide (minimum), 25.7 acres.

## **III. GRANT FUNDS, SOURCES AND USES OF ALL PROJECT FUNDING**

Project partners are seeking \$1,617,750 in PIPD funding to complete proposed objectives. Project partners have pledged \$750,000 (32%) in non-federal matching funds as detailed in the attached letter from Cleveland Cliffs Inc. A detailed project budget is outlined in the narrative and table below.

*Administration:* Administration: Includes project administration by the City of Marquette, including technical, engineering, and grant administration costs; \$36,200 (PIDP Funds).

*Architectural and engineering fees:* Includes professional engineering costs, environmental reviews and permitting: \$126,500 (PIDP Funds).

*Other architectural and engineering fees/consulting:* Superior Watershed Partnership and its Great Lakes Climate Corps field crews will provide technical assistance for project coastal stabilization and restoration components: \$75,050 (PIDP Funds).

*Site work:* Includes costs for the deposit of dredge materials on shore; \$215,000 (PIDP Funds).

*Dredging:* Includes costs to dredge encroaching sediment (approximately 75,000 cubic yards); \$942,000 (PIDP Funds) + \$750,000 (non-Federal Match) = \$1,692,000.

*Beneficial Re-use:* Includes construction of a coastal restoration area: \$223,000 (PIDP Funds).

*Total PIPP Funds Requested:* \$1,617,750 (68.3%)

*Total Non-Federal Match:* \$750,000 (31.6%)

*Other Non-Federal Additional Cost:* \$0

*Total Project:* \$2,367,750

NOTE: The attached SF-424C Line 17 will not allow more than two decimals, resulting in a federal assistance requested amount of \$1,610,070 (lower than the requested amount of (\$1,617,750).

**Table 1. Project Budget**

| Budget Category                                     | Source of Funds     |                   |               | Total Project Costs |
|-----------------------------------------------------|---------------------|-------------------|---------------|---------------------|
|                                                     | PIPD Funds          | Non-Federal       | Other Federal |                     |
| Administration                                      | \$ 36,200           | \$ -              | \$ -          | \$ 36,200           |
| Land, structures, rights-of-way, appraisals         | \$ -                | \$ -              | \$ -          | \$ -                |
| Relocation expenses and payments                    | \$ -                | \$ -              | \$ -          | \$ -                |
| Architectural and engineering fees                  | \$ 126,500          | \$ -              | \$ -          | \$ 126,500          |
| Other architectural and engineering fees/consulting | \$ 75,050           | \$ -              | \$ -          | \$ 75,050           |
| Project inspection fees                             | \$ -                | \$ -              | \$ -          | \$ -                |
| Site work                                           | \$ 215,000          | \$ -              | \$ -          | \$ 215,000          |
| Dredging                                            | \$ 942,000          | \$ 750,000        | \$ -          | \$ 1,692,000        |
| Beneficial Reuse of Dredged Materials               | \$ 223,000          | \$ -              | \$ -          | \$ 223,000          |
| Equipment                                           | \$ -                | \$ -              | \$ -          | \$ -                |
| Miscellaneous                                       | \$ -                | \$ -              | \$ -          | \$ -                |
| <b>TOTAL</b>                                        | <b>\$ 1,617,750</b> | <b>\$ 750,000</b> | <b>\$ 0</b>   | <b>\$ 2,367,750</b> |

#### IV. MERIT CRITERIA

##### A. Achieving Safety, Efficiency, or Reliability Improvements

Erosion related to an increase in the frequency and intensity of coastal storm events has resulted in a sediment plume that is threatening offshore access to the Port at Presque Isle Harbor. The proposed project will address this critical issue in order to ensure the continued safe operation of the harbor and the reliable transport of goods. Specifically, the project will: 1) improve critical port infrastructure (loading/unloading dock), 2) dredge encroaching sediment to protect port infrastructure, and 3) beneficially reuse dredged materials on shore to enhance coastal restoration and protect port road infrastructure. Benefits of the proposed project include improved reliability and usage of the south side of the LSI Ore Dock, thus ensuring the critical movement of goods throughout the Great Lakes region, by providing critical port access that is not blocked by the sediment plume. Beneficially reusing the dredged material south of the proposed project location, along the only access road to the Port (Lakeshore Boulevard), supports critical infrastructure that enables and ensures long-term economic vitality—and coastal resiliency.

The removal of the sediment plume will also restore the natural outflow of the Dead River into Lake Superior, targeting transportation-related safety concerns. Michigan's Department of Natural Resources (DNR) notified the public of their concerns near the proposed project location, as the plume creates the dangerous possibility of paddlers and other recreational boaters of that area being pulled toward interaction with large shipping freighters. The Marquette Port project will improve the safety, efficiency, and reliability of iron ore shipments through this port and connecting Great Lakes ports.

## **B. Supporting Economic Vitality at the National and Regional Level**

1. In 2017, with a shipping capacity of 9.5 million tons, the port at Presque Isle Harbor ranked 10<sup>th</sup> in tonnage among Great Lakes harbors and 58<sup>th</sup> among U.S. ports. It was also estimated that bulk commodities that pass through the harbor generate \$6.03 billion annually in business revenue and support 31,371 direct, indirect, and induced jobs that produce over \$433 million per year in personal income through transportation and commodity related industries. Without the proposed project, the south side of the LSI Ore Dock could be operating at 50% capacity, creating a revenue loss of nearly \$15.7 million, due to lost shipping capacity of iron ore.
2. The proposed project's benefits and costs were calculated by the City of Marquette's engineer, resulting in a benefit-cost ratio (BCR) of 8.5. Complete details including input values and calculations relative to a no-build baseline are included in Appendix B below. Costs associated with the calculated BCR include: lost shipping capacity, dredging costs, park land, ecosystem services, new infrastructure maintenance costs, and new infrastructure construction costs. Lost shipping is valued at approximately \$15.7 million over a three year period.
3. The proposed project will improve the economic advantage of the Port, contribute to freight transportation at the Port, and improve the competitive advantage of the Port by improving the critical access point of shipping/receiving at the south side of the LSI Ore Dock. This critical access point will be improved through the stabilization of the unloading dock, the dredging of the large sediment plume, and the beneficial reuse of dredged material in coastal resiliency and stabilization

efforts. Currently, the plume creates shipping/receiving delays and blockages of the transportation of critical goods. Removing this barrier improves the efficiency, reliability, and capacity of the Port, thus improving the competitive advantage.

4. Increasing capacity and efficiency of Port operations, will add sustainable, local jobs to Marquette County—a designated Michigan rural county. Local hiring preferences will ensure the proposed project supports economic vitality at the local/regional level. Specifically, contract work will utilize the SWP’s Great Lakes Climate Corps (GLCC) and local engineering experts. GLCC crews consist of young women and men, trained to implement a variety of high priority hands-on climate adaptation, restoration, and resiliency projects within three Great Lakes Watersheds.

### **C. Addressing Climate Change and Environmental Justice Impacts**

Climate change is impacting the Great Lakes region with more frequent and intense storm events—such as the ones that resulted in the erosion of Marquette’s shoreline and the sediment plume impacting the Port of Marquette. [Marquette County’s 2040 Draft Master Plan](#) outlines the goal of a community resilient to climate change through mitigation, adaptation, and coordinated public policy; the proposed project directly aligns with that goal by focusing on climate adaption and mitigation measures through direct implementation of costal restoration, resiliency, and stabilization efforts. The proposed project also aligns with the Climate Change and Environmental Justice criterion, as outlined by the US DOT, through the proposed beneficial reuse of dredged materials in other climate adaptation and mitigation projects. Specifically, compatible dredged sedimentation will be beneficially reused along Marquette’s southern shorelines, focusing on shoreline stabilization, reducing future dredging requirements at the Port. Shoreline stabilization efforts will be contracted by a local environmental 501c3 nonprofit, the Superior Watershed Partnership (SWP). The SWP has enacted climate adaptation projects for over 20 years, utilizing state and national climate plans for guidance. The Environmental Protection Agency’s EJSCREEN Mapper tool (attached in appendix A) identifies the immediate population surrounding the project area with a demographic indicator of low income population at 37%.

### **D. Advancing Racial Equity and Reducing Barriers to Opportunity**

Under Executive Order 13985, Advancing Racial Equity and Support for Underserved Communities through the Federal Government (January 20, 2021) outlines advancing equity for all through planning, policies, and project investments. Underserved communities positively impacted by the Marquette Port project include persons who live in rural areas, as defined by Section 2. Definitions of the executive order; the proposed project area is in a designated rural area. The Marquette Port project aligns with this executive order by improving freight access to underserved communities, increasing access to goods for underserved communities, and creating sustainable job opportunities for underserved communities.

### **E. Leveraging Federal Funding to Attract non-Federal Sources of Infrastructure Investment**

The proposed project will leverage a minimum of \$750,000 in non-federal funding—31.6% match. Specific non-federal sources are outlined in the attached letter of support

from Cleveland-Cliffs Inc. (non-federal match is in the form of dredging and related infrastructure improvements.) The proposed project also compliments larger shoreline restoration/coastal resiliency efforts by the City of Marquette just south of the proposed project site (ongoing). This includes and is supported by funding from the National Fish and Wildlife Foundation (\$2.5M).

## **V. PROJECT READINESS**

### **A. Technical Capacity**

The mitigation activity will be managed and completed by the City of Marquette in The mitigation activity will be managed and completed by the City of Marquette in cooperation with Cleveland-Cliffs Inc., other project partners, and licensed contractors. The City of Marquette is the sole owner of the shoreline property in the project area and has the authority to carry out the project. The Port of Marquette (Port) was authorized by Rivers and Harbors Acts of June 3, 1896; June 13, 1902; August 30, 1935; and July 14, 1960. Cleveland Cliffs Inc. (project partner) owns and operates the Port and its infrastructure. The city administers numerous local, state and federal grants including state-funded block grants for housing and public works projects each year and has been recognized with a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association.

The project team includes the following City staff/departments: Karen Kovacs, City Manager; Mary Schlict, Finance Director; Dennis Stachewicz, Director of Community Development; Mikael Kipela, City Engineer; Scott Cambensy, Director of Public Works; and Mark O'Neill, Director of Municipal Utilities. The Marquette City Department of Engineering will be the lead on project design and will coordinate closely with other departments. The department is composed of nine individuals (three civil engineers, one surveyor, three technicians/inspectors, on GIS technician, and one office staff person) and completes utility and street reconstruction and rehabilitation projects throughout the city each year.

Reconstruction projects include/have included initial topographic survey, design, contract document creation, bidding, construction management and inspection. In 2013, the City of Marquette completed a marina restoration project valued at \$450,000; 11,000 cubic yards were dredged (\$202,000). Rehabilitation projects include/have included: slip lining sewers, water and sewer service line replacement, sidewalk replacement, milling and overlaying street pavement, and pavement crack sealing. Both reconstruction and rehabilitation projects involve administering contracts with contractors. Over the past twenty years the cost of the above mentioned projects has averaged five million dollars per year.

In addition, the Superior Watershed Partnership (SWP) will provide technical assistance for project coastal stabilization and restoration components. Baird Engineering will provide technical oversight for port infrastructure, road infrastructure, dredging and related onshore infrastructure protection components.



- 1. Project Schedule.** The proposed project schedule includes planning and implementation activities to be completed between November 1, 2021 and December 31, 2024 (3 years). The project schedule identifies project milestones including State and local planning and other Federal reviews and approvals, including obtaining permits in compliance with the Federal Clean Waters Act, Rivers and Harbors Act, and the Michigan Natural Resource and Environmental Protection Act (described below). The proposed schedule allows for sufficient time to complete all necessary activities to allow grant funds to be obligated sufficiently in advance of the statutory deadline of September 30, 2024. The project is expected to begin construction quickly upon obligation of grant funds and those funds will be spent expeditiously once the project starts, with all funds anticipated to be expended by December 2024.

**Table 2.** Project schedule

|                                                                              | Nov-Dec<br>2021 | Jan-Mar<br>2022 | Apr-Jun<br>2022 | July-Sept<br>2022 | Oct-Dec<br>2022 | Jan-Mar<br>2023 | Apr-Jun<br>2023 | July-Sept<br>2023 | Oct-Dec<br>2023 | Jan-Mar<br>2024 | Apr-Jun<br>2024 | July-Sept<br>2024 | Oct-Dec<br>2024 |
|------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| <b>Administration</b>                                                        |                 |                 |                 |                   |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| Coordinate partners                                                          | X               | X               | X               | X                 | X               | X               | X               | X                 | X               | X               | X               | X                 | X               |
| Continued Public Engagement                                                  | X               | X               | X               | X                 | X               | X               | X               | X                 | X               | X               | X               | X                 | X               |
| State and Local Planning                                                     | X               | X               | X               |                   |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| <b>Environmental Approvals</b>                                               |                 |                 |                 |                   |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| Obtain all Federal, State, and Local Permits and Approvals                   | X               | X               | X               | X                 |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| Final Design and Approvals                                                   | X               | X               | X               | X                 |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| Obligation of Funds and Agreement                                            |                 |                 |                 | X                 |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| <b>Construction</b>                                                          |                 |                 |                 |                   |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| Bid Advertising                                                              |                 |                 | X               | X                 |                 |                 |                 |                   |                 |                 |                 |                   |                 |
| Port Infrastructure Improvements (access infrastructure, dock stabilization) |                 |                 |                 | X                 | X               |                 |                 |                   |                 |                 |                 |                   |                 |
| Dredge encroaching sediment from Harbor                                      |                 |                 |                 | X                 | X               |                 |                 |                   |                 |                 |                 |                   |                 |

|                                                                                         | Nov-Dec 2021 | Jan-Mar 2022 | Apr-Jun 2022 | July-Sept 2022 | Oct-Dec 2022 | Jan-Mar 2023 | Apr-Jun 2023 | July-Sept 2023 | Oct-Dec 2023 | Jan-Mar 2024 | Apr-Jun 2024 | July-Sept 2024 | Oct-Dec 2024 |
|-----------------------------------------------------------------------------------------|--------------|--------------|--------------|----------------|--------------|--------------|--------------|----------------|--------------|--------------|--------------|----------------|--------------|
| Deposit/re-use dredge materials on shore to stabilize erosion                           |              |              |              | X              | X            |              | X            | X              |              |              |              |                |              |
| Conduct coastal resiliency and shoreline stabilization projects with community partners |              |              |              | X              | X            |              | X            | X              | X            |              | X            | X              | X            |
| Intermediate and Final Inspections                                                      |              |              |              |                | X            |              |              |                | X            |              |              |                | X            |
| Project Closeout                                                                        |              |              |              |                |              |              |              |                |              |              |              |                | X            |

- 2. Assessment of Project Readiness Risks and Mitigation Strategies.** All required environmental approvals are outlined in section V below. Required approvals and appropriate lead time are included in the project schedule. It is not anticipated that obtaining necessary permits/approvals will affect project obligation. Further, the City of Marquette and project partners have undertaken and will continue to undertake strategies to mitigate any potential risks to project implementation and completion. Any uncertainties around environmental conditions will be addressed through environmental studies, early and frequent communication with the regulatory agencies, and the project team, which includes a diverse collaboration of partners. The project design will utilize coastal resiliency best practices including beneficial reuse of dredged materials for development of a “living shoreline” to restore and strengthen natural systems, improve the resiliency of the shoreline to more frequent and intense storms, and provide contiguous habitat along the Lake Superior shoreline. Additional best practices will be implemented to avoid the introduction and/or spread of invasive species, soil erosion and off-site sedimentation, and other non-point source pollution. The City and partners will continue to work closely with Michigan EGLE and USACE permitting staff to finalize engineered plans, and obtain NEPA clearance and permits for implementation.

## **B. Environmental Approvals**

- 1. Information about the NEPA status of the project.** Based on review of the Maritime Administration Manual Orders MAO 600-1, the City of Marquette and partners anticipate the project will qualify for a Categorical exclusion that does not require an environmental assessment or environmental impact statement as the proposed actions will not have a significant effect on the quality of the environment (individually or cumulatively).

The actions proposed will not change the existing character of the Port equipment, facility, or structure but will ensure the safe and efficient operations

of the Port including the LSI Marquette Ore Dock shipping channel. If a Categorical exclusion cannot be issued and environmental documents are required, the City and its partners are prepared to develop an Environmental assessment/Finding of No Significant Impact.

2. **Environmental Permits and Reviews.** The City of Marquette and partners have initiated pre-application discussions with the Michigan Department of Environment, Great Lakes and Energy (EGLE) and the U.S. Army Corps of Engineers and will be required to obtain permits in compliance with the Federal Clean Water Act and Rivers and Harbors Act, and the Michigan Natural Resource and Environmental Protection Act (NREPA) prior to beginning construction on the project. The City will also coordinate with Marquette County to determine permitting needs under Part 91 of Michigan's NREPA. It is anticipated that all permits and necessary approvals will be obtained prior to construction on the timeline specified in the project schedule.

It should also be noted that this project compliments larger shoreline restoration/coastal resiliency efforts by the City of Marquette just south of the proposed project site (ongoing). The City has obtained environmental clearances for this work from the Federal funders (NFWF/NOAA/FEMA) as well as local, state, and federal permits.

3. **State and Local Approvals.** The project will require state and local approvals under the authority of the Michigan Natural Resource and Environmental Protection Act (NREPA) administered by the Michigan EGLE and Part 91 of Michigan's NREPA administered by Marquette County. It is anticipated that all permits and necessary approvals will be obtained prior to construction on the timeline specified in the project schedule.

Extensive public outreach has been conducted and the public is supportive of increasing the resiliency of the Lake Superior shoreline in the vicinity of the project area. Extensive planning around alternatives has resulted in a comprehensive approach that will not only protect and stabilize the shoreline and critical infrastructure (roads, utilities, etc.), but will restore coastal habitat, public green space, and public access to Lake Superior.

The City of Marquette in cooperation with partners has recently invested (with public support) over \$3 million in non-federal funding to implement coastal resiliency actions at the highest priority sites. During the fall of 2019, the shoreline experienced further damage, including shoreline areas that were previously not as impacted. This resulted in the need for emergency protection efforts and a need to address impacts to new sections of the shoreline sooner than anticipated (including the actions described in this proposal).

4. **Information on reviews, approvals, and permits by other agencies.** The proposed project does not require reviews, approvals, and permits by other entity other than state and local agencies.
5. **A description of whether the project is dependent on, or affected by, U.S. Army Corps of Engineers investment and the U.S. Army Corps of**

**Engineers planned activities as it relates to the project.** The project is not dependent on, or affected by, U.S. Army Corps of Engineers (USACE) investment but will provide related benefits to the adjacent federally authorized navigation channel for Presque Isle Harbor. Project partners consulted the U.S. Army Corps of Engineers (USACE) regarding the proposed dredging/infrastructure protection project. USACE supported the related benefits to the adjacent federally authorized navigation channel for Presque Isle Harbor and encouraged the City of Marquette to apply for this Port Infrastructure grant.

- 6. Environmental studies or other documents.** Please see the attached additional information and photos in Appendix A.

## **VI. DOMESTIC PREFERENCE**

The proposed project will improve the efficiency of the Port and protect critical infrastructure through shoreline stabilization and coastal resiliency efforts. This will reduce dredging requirements in the Port by removing the large plume of sediment that is encroaching on the shipping channel for a beneficial use elsewhere, further reducing future dredging requirements at the port by impounding sediment to the south through the coastal resiliency efforts. All attempts will be made to source materials that are produced or manufactured domestically; work requiring contracts will favor local businesses and organizations. No acquisition of heavy equipment or exceptions to/waivers of the Buy American provisions are anticipated.

## **VII. DETERMINATIONS**

Applicants should use this section of the application to summarize how their project and, if present, each independent project component, meets each of the following requirements.

| <b>Project Determination</b>                                                                                                                 | <b>Guidance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. The project improves the safety, efficiency, or reliability of the movement of goods through a port or intermodal connection to the port. | The Marquette Port project will improve the safety, efficiency, and reliability of iron ore shipments through this port and connecting Great Lakes ports. Specifically, the project will: 1) improve critical port infrastructure, 2) dredge encroaching sediment to protect port infrastructure, and 3) deposit dredge materials on shore to enhance coastal restoration and protect port road infrastructure. Benefits of the proposed project include improved reliability and usage of the south side of the LSI Ore Dock (targeting the possibility of a permanent blockage of the Port as a result of the plume) and ensure the critical |

|                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                             | <p>movement of goods throughout the Great Lakes region.</p> <p>The removal of the sediment plume will also restore the natural outflow of the Dead River into Lake Superior through dredging, targeting transportation-related safety. Michigan's Department of Natural Resources (DNR) notified the public of safety concerns near the project location, as the plume creates the dangerous possibility of paddlers and other recreational users of that area being pulled toward interactions with large shipping freighters.</p> |
| 2. The project is cost effective.                                                                                                           | The project is cost effective, with a calculated BCR of 8.5; see the attached BCA.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 3. The eligible applicant has the authority to carry out the project.                                                                       | The City of Marquette is the sole owner of the shoreline property in the project area and has the authority to carry out the project. The Port of Marquette (Port) was authorized by Rivers and Harbors Acts of June 3, 1896; June 13, 1902; August 30, 1935; and July 14, 1960. Cleveland Cliffs Inc. (project partner) owns and operates the Port and its infrastructure.                                                                                                                                                         |
| 4. The eligible applicant has sufficient funding available to meet the matching requirements.                                               | Cleveland-Cliffs Inc. is providing non-federal match in the form of dredging and related infrastructure improvements. The dredged material will then be reused and deposited along compatible shoreline areas for coastal restoration.                                                                                                                                                                                                                                                                                              |
| 5. The project will be completed without unreasonable delay.                                                                                | The project will be completed on time and within budget. No unreasonable delays are anticipated.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 6. The project cannot be easily and efficiently completed without Federal funding or financial assistance available to the project sponsor. | The proposed project is targeting the mitigation and adaptation of climate change impacts to a critical port access point. Without federal funding assistance, the project cannot move forward at full scale; instead, the project would consist of small-scale yearly dredging efforts—                                                                                                                                                                                                                                            |

|  |                                                                                                          |
|--|----------------------------------------------------------------------------------------------------------|
|  | continuing the consistent threat of delay and/or total blockage of access to the south side of the Port. |
|--|----------------------------------------------------------------------------------------------------------|

## **VIII. PHOTOS AND GRAPHICS**

Please refer to Appendix A.

## **Appendix A - ADDITIONAL INFORMATION FOR HISTORIC PRESERVATION REVIEW**

### **Brief Project Description:**

High Great Lakes water levels and recent storm events have created the following impacts to the Port of Marquette and related port infrastructure:

- Unprecedented stress to port infrastructure (access infrastructure, unloading dock erosion)
- Severe coastal erosion that has damaged shoreline to the south of the Port
- Created a massive sediment plume that is encroaching on the ore dock threatening port infrastructure and shipping

To address these port infrastructure impacts the proposed project will accomplish the following:

- Improve critical port infrastructure (access infrastructure, unloading dock stabilization)
- Dredge encroaching sediment to protect port infrastructure (approximately 75,000 cubic yards)
- Deposit dredge materials on shore to stabilize erosion and protect port road infrastructure

#### **1. USGS Quad Map that clearly identifies the project location.**

Please see the attached USGS 7.5 minute series quadrangle map (1:24,000 scale). The project Area of Potential Effects (APE) including the entire length of the project and 1,000 feet inland (Michigan Coastal Zone Boundary) and 2,000 feet offshore.

#### **2. Township, Range, Section.**

The proposed project is located in T48N, R25W, Section 2, Section 11, and Section 14.

#### **3. Site planning showing limits of proposed excavation. Description of width, length, and depth of proposed ground distributing activity.**

Please see the attached site plan. Total project area, and dimensions of excavation and fill areas are provided below:

- Total Project Area: 11,120 linear feet, 1,110' wide (maximum) and 80' wide (minimum), 82.7 acres.
- Dredge Area (excavation): 1,740' long x 50' (minimum) to 500' (maximum) wide, 5'-18' deep. 14 acres. Includes approximately 75,000 cubic yards of material to be dredged from this area.
- Beneficial Reuse Area (fill): 8,000' long, 450' wide (maximum), and 80' wide (minimum), 25.7 acres.

#### **4. Previous land use and disturbances.**

Historically, the Lake Superior shoreline in the project area consisted primarily of industrial uses (factories and rail yards), Port operations, and utilities including the Presque Isle Power Plant. Today, the project area serves as the main route to the Port, public marina public parks, and public/open green spaces that provide recreational access to Lake Superior (please see attached photos).

There is a parcel (35 acres) located immediately south and west of the project site (known as the former Cliffs Dow Site) has been designated as a Michigan Part 201 Facility due to contaminated groundwater from past industrial uses. The City is currently working closely with Michigan EGLE and Great Lakes Coastal Engineers to ensure that the ongoing and proposed shoreline improvements will not result in impacts to the environment or public health from contamination at the site. More information related to this site (including studies and reports) will be provided upon request.

Previous land disturbances in the project area have included historic industry and rail lines/yards that road and non-motorized trail construction, maintenance dredging of nearshore areas, construction of new park buildings/facilities, loss/damage of natural shoreline habitat due to large Lake Superior storms, and mechanical removal of debris and sand from roads and paths following large storm events.

5. Current land use and conditions.

The proposed project area includes 11,120 linear feet of Lake Superior shoreline that consists of sand beach, dune grasses, and native tree species, and park facilities including a parking area, restroom facility, and picnic areas. This area has been highly impacted by storm damaged and coastal flooding in recent years (please see attached photos). The Lake Superior bottom lands in the project area consist primarily of sand with few small rock outcroppings and boulders.

Lakeshore Boulevard, municipal utilities (water, sewer, electric, etc.), and a multi-use trail parallel the shoreline and provide north/south access to the Port and public parks. There have been no artifacts found in the project area. There are small wetlands located on adjacent private property in the project area. These wetlands will not be impacted by the proposed project (please see attached photos).

6. List and date all properties 50 years of age or older located in the project area.

Buildings/structures located in the project area (listed from north to south) include, the LS&I Marquette Ore Dock and facilities (constructed in 1911) including a coal un-loading structure, the Presque Isle Power Plant (constructed in 1955), Clark Lambros Beach Park restroom facility (constructed in 2015), a City of Marquette sanitary sewer lift station building (age unknown), and a commercial building (constructed in 2014) and parking area. There are no other structures or buildings located in the project area.

7. Timing of Construction Activities: Construction is expected begin in 2022 and will be completed by December 2024.



8. Proposed Construction Materials: Proposed construction materials include sand, rock, and native plant species.
9. Construction Operation Practices: Construction is expected begin in 2022 and will be completed by December 2024. Some tasks may occur simultaneously but in general would consist of the following sequence:
  1. Improve critical port infrastructure (access infrastructure, ore dock stabilization)
  2. Dredge encroaching sediment to protect port infrastructure (approximately 75,000 cubic yards).
  3. Deposit dredge materials on shore to stabilize erosion and protect port road infrastructure- beneficial reuse
10. Site Access During/After Construction: Site access will be restricted during earth moving activities. Following construction, full public access will be restored.
11. Tree Clearing: There is no planned clearing of live trees included in the proposed project.
12. Best Management Practices to be implemented: The project design will utilize coastal resiliency best practices including beneficial reuse of dredged materials for development of a “living shoreline” to restore and strengthen natural systems, improve the resiliency of the shoreline to more frequent and intense storms, and provide contiguous habitat along the Lake Superior shoreline. Additional best practices will be implemented to avoid the introduction and/or spread of invasive species, soil erosion and off-site sedimentation, and other non-point source pollution. The City and partners will continue to work closely with Michigan EGLE and USACE permitting staff to finalize engineered plans, and obtain NEPA clearance and permits for implementation.
13. Direct, Indirect, and Cumulative Impacts: The project is not expected to result in any direct, indirect or cumulative impacts to coastal uses, essential fish habitat, historic properties including archeological resources or historic structures, or to the long-term conservation of fish, wildlife and other natural resources. A State Historic Preservation Office (SHPO) review and Phase I archeological study was previously conducted for the southern portion of the project area and determined that no historic properties or archeological sites or artifacts were present. If funded, a separate SHPO review of the proposed project site area will be conducted to verify that no known historic structures will be affected during construction. The project is not located in a Special Flood Hazard Area, as depicted on a National Flood Insurance Rate Map. The City of Marquette participates in the National Flood Insurance Program.
14. Project Site Map/Plan and Photographs: See attached.
15. Documentation of Endangered or Threatened Species: A review of potential threatened or endangered species or critical habitat was provided by The Nature Conservancy using the Michigan Natural Features Inventory National Heritage database. The table below lists the potential occurrences located within a one mile radius of the proposed project area.

Endangered or Threatened Species Observed within One Mile of the Project Area:

| Scientific Name                | Common Name         | Federal Rank | State Rank |
|--------------------------------|---------------------|--------------|------------|
| <i>Falco peregrinus</i>        | Peregrine falcon*   |              | E          |
| <i>Salix pellita</i>           | Satiny willow       |              | SC         |
| <i>Drosera anglica</i>         | English sundew      |              | SC         |
| <i>Carex atratiformis</i>      | Sedge               |              | T          |
| <i>Rallus elegans</i>          | King rail           |              | E          |
| <i>Myotis septentrionalis</i>  | Northern long-eared | LT           | SC         |
| <i>Myotis lucifugus</i>        | Little brown bat    |              | SC         |
| <i>Trisetum spicatum</i>       | Downy oat-grass     |              | SC         |
| <i>Gymnocarpium</i>            | Limestone oak fern* |              | T          |
| <i>Pinguicula vulgaris</i>     | Butterwort*         |              | SC         |
| <i>Corispermum</i>             | American bugseed*   |              | SC         |
| <i>Juncus stygius</i>          | Moor rush           |              | T          |
| <i>Amerorchis rotundifolia</i> | Small round-leaved  |              | E          |
| <i>Tanacetum huronense</i>     | Lake Huron tansy    |              | T          |

\*observed within the past 10 years

*Determination of no adverse impacts from TNC:* The proposal area was checked against the Michigan Natural Features Inventory database. The project area falls into the element occurrence range of Small Round Leaved Orchis (*Amerorchis rotundifolia*), King Rail (*Rallus elegans*), Satiny Willow (*Salix pellita*), Lake Huron Tansy (*Tanacetum huronense*), Moor Rush (*Juncus stygius*), Northern Long Eared Bat (*Myotis septentrionalis*), and Little Brown Bat (*Myotis lucifugus*). All of these element occurrence observations are more than thirty years old. Within one mile of the project area, there are other occurrences of Peregrine Falcon (*Falco peregrinus*), English sundew (*Drosera anglica*), Sedge (*Carex atratiformis*), Downy oat-grass (*Trisetum spicatum*), Limestone Oak Fern (*Gymnocarpium robertianum*), Butterwort (*Pinguicula vulgaris*), and American bugseed (*Corispermum americanum*). Some of these have been seen within the past ten years. In accordance with TNC staff recommendations, the [MNFI Rare Plants and Animals List](#) will be utilized to survey the project area for these species; however, it is unlikely that they are still present in the project area.

*Citation: Natural Heritage Biotics Database. Consolidated by: Michigan Natural Features Inventory. Distributed by MNFI and accessed on December 10, 2019 by Lisa Niemi and Emily Clegg at The Nature Conservancy.*

## The Port of Marquette, MI: Protecting Critical Infrastructure and Improving Efficiency

Project Area of Potential Effects (APE)





# The Port of Marquette, MI: Protecting Critical Infrastructure and Improving Efficiency

## Project APE on USGS Topo





# The Port of Marquette, MI: Protecting Critical Infrastructure and Improving Efficiency





Photo 1. Looking north at the Port access road (Lakeshore Boulevard) during a storm.

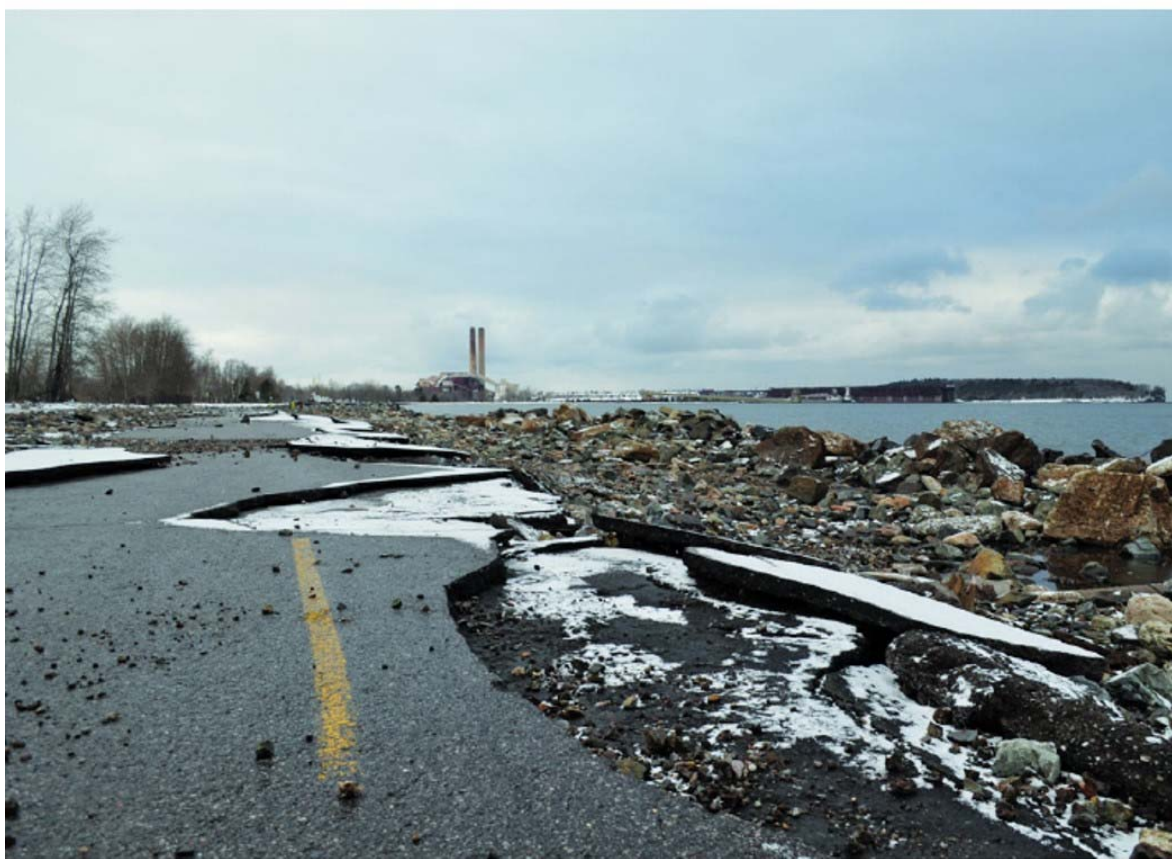


Photo 2. Looking north at Lakeshore Boulevard and shoreline damage that occurred during the fall of 2019.





Photo 3. Addition shoreline damage that occurred during the fall of 2019 south of the project area.



Photo 4. Aerial photo looking north at the sediment plume encroaching on the Marquette Ore Dock.



## The Port of Marquette, MI: Protecting Critical Infrastructure and Improving Efficiency



Photo 5. Google Earth image of the same area prior to recent fall storms.

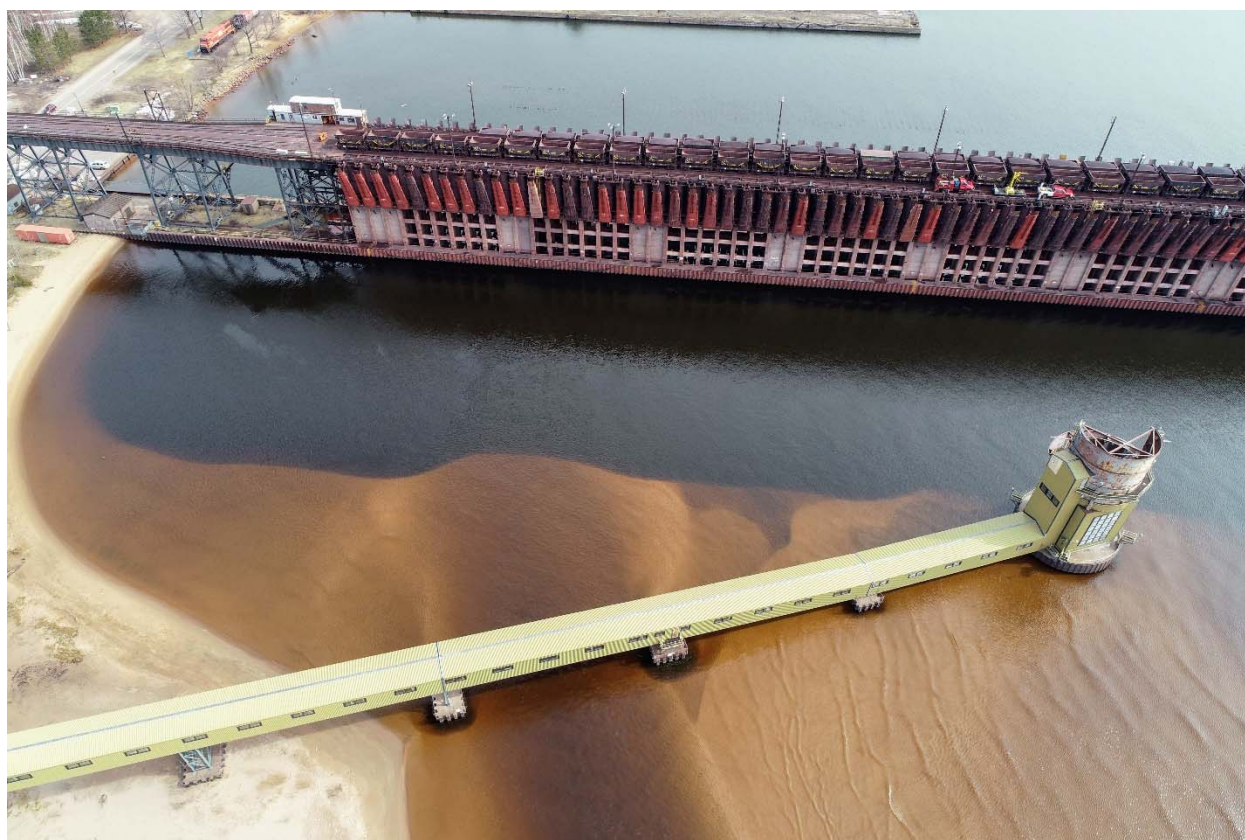


Photo 6. Aerial photo of the sediment plume encroaching on the Marquette Ore Dock slip.





Photo 7. Looking southeast from Hawley Street at a commercial building (built in 2014).



Photo 8. Looking north at the City municipal pump house building located near the northwest intersection of Hawley Street and Lakeshore Boulevard (date of construction is unknown).



Photo 9. Looking north at the Port access road (Lakeshore Boulevard) at the intersection with Hawley Street.



Photo 10. Looking south at Lakeshore Boulevard from the intersection with Hawley Street.





Photo 11. Looking south at shoreline damage adjacent to Lakeshore Boulevard. Note the road is very close to the lake in this area and is frequently overtopped by waves.



Photo 12. Looking north at the Lake Superior shoreline and Lakeshore Boulevard near Hawley Street.





Photo 13. Looking north at the natural sand/dune beach and public park.



Photo 14. Clark Lambros Beach Park restroom facility and parking area (constructed in 2015).



Photo 15. Looking north at the mouth of the Dead River.



Photo 16. Looking northeast at natural beach and parking area adjacent to the Marquette Ore Dock.





Photo 17. Looking northeast at the Marquette Ore Dock and coal unloading structure.



Photo 18. Looking north at the natural shoreline adjacent to the Marquette Ore Dock.



## The Port of Marquette, MI: Protecting Critical Infrastructure and Improving Efficiency



Photo 19. Looking north at the LS&I dock facilities and outbuildings (first construction in 1911).



Photo 20. Looking southeast at the LS&I Marquette Ore Dock and facilities including U.S. Customs station (year built unknown).





Photo 21. Aerial photo looking southwest at the coastal restoration/beneficial reuse area (July 2020). Phase I included road relocation to move the road inland. Phase II shoreline restoration to begin in 2022.

## City of Marquette, MI

300 West Baraga Avenue  
Marquette, MI 49855

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**Agenda Date:** 12/18/2023

### **Consent Agenda - Roll Call Vote** **Recreation Master Plan Contract**

#### **BACKGROUND:**

The City's Five-Year Parks and Recreation Master Plan serves as the guiding document for recreation policies and capital improvements within the park system. The plan also is mandatory in order to apply for most state grant programs.

The City Commission approved the budget of \$50,000 to update the Five-Year Parks and Recreation Master Plan within fiscal year 2024. Staff advertised a request for proposals with a December 7, 2023 deadline. One proposal was received from Dick Horton Consulting.

Staff has reviewed the proposal and found it to be substantially complete.

Dick Horton has conducted the last three revisions of Marquette's Recreation Master Plan. The proposal includes working with Pat Coleman of North of 45 LLC and Sara R. Kirk of SRP Design Studio, LLC.

#### **FISCAL EFFECT:**

The FY 24 budget includes \$50,000 for this plan.

#### **RECOMMENDATION:**

Approve the Dick Horton Consulting proposal with a not-to-exceed amount of \$50,000 to conduct the Five-Year Recreation Master Plan and Citizen Survey revision, and direct the City Attorney to develop a professional service agreement.

#### **ALTERNATIVES:**

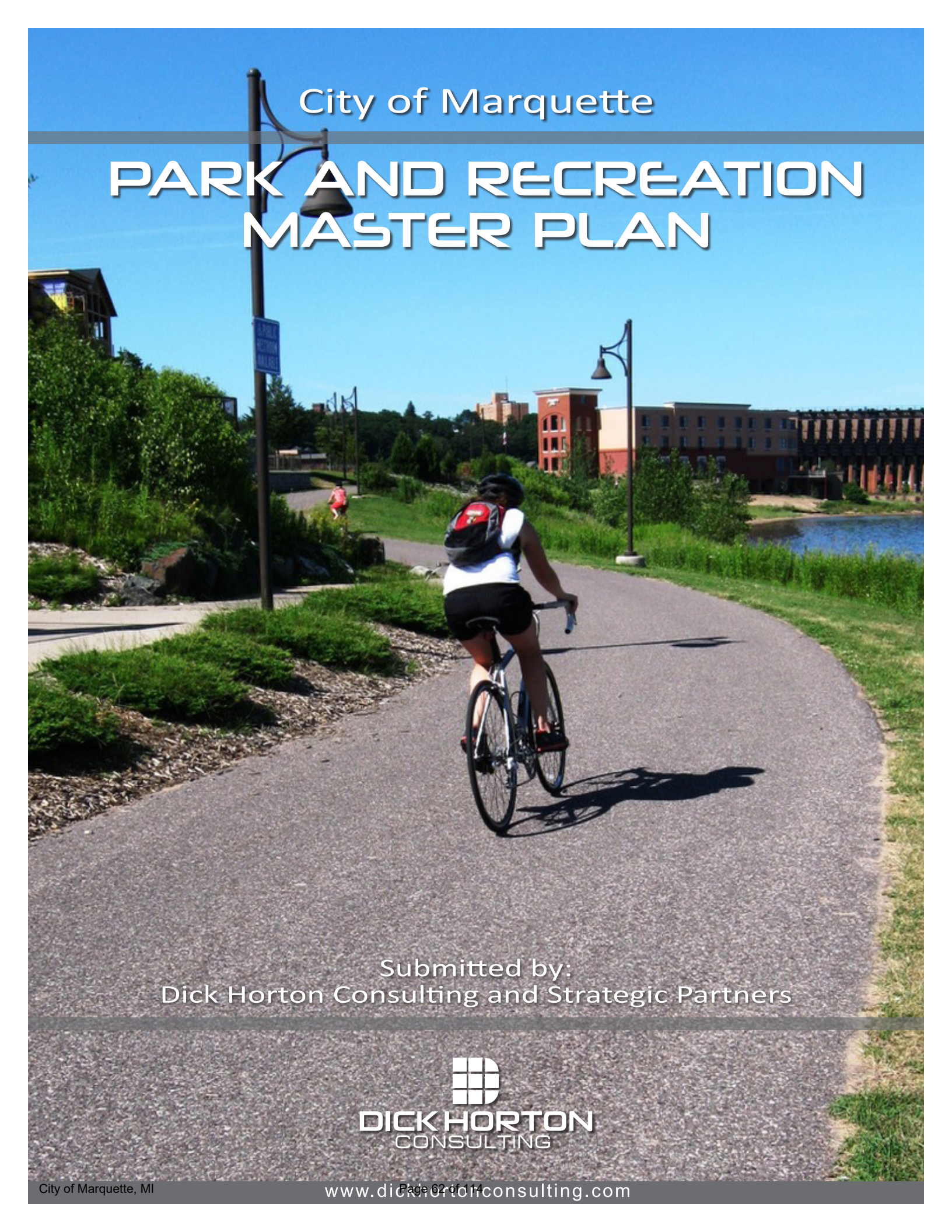
As determined by the Commission.

#### **ATTACHMENTS:**

Description

- ▣ Proposal



A person is cycling away from the camera on a paved path in a park. The path curves to the right. In the background, there are green trees, a body of water, and several buildings under a clear blue sky. A street lamp is visible on the left side of the path.

# City of Marquette

# PARK AND RECREATION MASTER PLAN

Submitted by:  
Dick Horton Consulting and Strategic Partners







December 4, 2023

City of Marquette  
ATTN: Katie Burnette, Finance Department  
300 W. Baraga Avenue  
Marquette, MI 49855

**RE: RFP 23-12**

Dear Ms. Burnette:

As I submit the credentials for my consultant team for this very important project, I am fully aware of its importance to the City of Marquette. In part, my awareness of the Master Plan's importance dates back to 2006 when I was the project manager and author of the 2006 Master Plan and again in 2011 and 2018.

My review of the city's needs as detailed in the RFP resulted in my selection of three (3) subject matter experts to ensure that the final master plan is exactly what is needed. The experts I added are:

- Patrick Coleman, AICP who is the owner of North of 45 LLC
- Sara Kirk, ASLA who is the owner of the SRP Design Studio LLC

In my proposal, I have tried to showcase my lifetime commitment to both the Park and Recreation Profession as a consultant and as a public servant by serving as a Director of Parks and Recreation in Missouri, Kansas and New Mexico.

My background positions me to have an in-depth understanding of city government and all matters pertaining to park and recreation planning, management and operations. This unique background has proven to pay dividends for my clients throughout the United States and I am confident that Marquette will be no different.

Your Friend in Parks and Recreation,



Dick Horton, AICP (American Planning Association)  
Fellow (American Academy of Park and Recreation Administration)





|                                          |       |
|------------------------------------------|-------|
| Cover Letter .....                       | i     |
| General Information .....                | 3     |
| The Team .....                           | 4-13  |
| Experience .....                         | 14-28 |
| Project Scope .....                      | 29-28 |
| Testimonials .....                       | 39    |
| Certificate of Liability Insurance ..... | 40    |



**Name, Address and Phone Number**

Dick Horton Consulting  
507 Norris  
Pittsburg, Kansas 66762  
c) 816.210.3818

**Geographic Location of Company's Principal Office**

Just south of Kansas City in Pittsburg, Kansas  
The local office for the project will be at North of 45 LLC located near Marquette at Hancock, Michigan

**Number of Years in the Park and Recreation Profession and the Consulting Business**

24 years in the consulting business and entire career in the park and recreation profession

**The percentage of time spent on such studies/projects**

100% with my core service of park system master planning

**Size of Staff**

I am the only staff member of DHC; however, this works to the advantage of both myself and for my clients for this reason:

- Each project, just like Marquette, receives the benefit of DHC adding subject matter experts to his team who have the specific skills and values that are the best match for those of the City of Marquette.

**Timeline**

DHC guarantees completion of the project within the time frame that is detailed in the RFP.

**Project Fee**

The advertised fee of \$50,000 is acknowledged and DHC will provide all the services required, including all expenses, to develop a master plan that meets or exceeds the city's expectations.



**Table: Key Personnel**

| Name              | Firm                   | Project Role                                                                                                                                                                                                                                                                                                                              |
|-------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dick Horton, AICP | Dick Horton Consulting | Project Manager<br>Author of the draft and final reports<br>Recreation Program Analysis<br>Develop the survey instrument<br>Facilitate public meetings<br>Demographics update<br>Funding sources review and update<br>Level of service review<br>Future trends analysis<br>Organizational assessment<br>All tasks not otherwise mentioned |
| Pat Coleman, AICP | North of 45 LLC        | Assist with meeting facilitation<br>Assist with redundancies between the city and others<br>Obtain maps, aerial photos, plans and surveys from others<br>Review other city plans<br>Analyze congruence between existing land use and city master plans                                                                                    |
| Sara Kirk, ASLA   | SRP Design Studio LLC  | Universal Accessibility Analysis<br>Mapping                                                                                                                                                                                                                                                                                               |





## Citizens of Marquette

Dick Horton Consulting

**Dick Horton, AICP**

Project Manager

SRP Design Studio LLC

**Sara Kirk, ASLA**

Universal Accessibility/Mapping

North of 45 LLC

**Pat Coleman,  
AICP**

Community Planner and Local Contact

Other subject matter experts and support staff needed are routinely employed or contracted by DHC as the need arises.

Dick Horton began his consulting career in 1999. It began following many years in the park and recreation profession where he served as a Director of Parks and Recreation in Missouri, Kansas, and New Mexico and as a Regional Director for an eleven state area for the National Recreation and Park Association.

Since 1999, his national consulting practice has resulted in completed projects in 30 states and an international project in Canada. His clients include cities, counties, not-for-profit organizations, and the U.S. Navy.



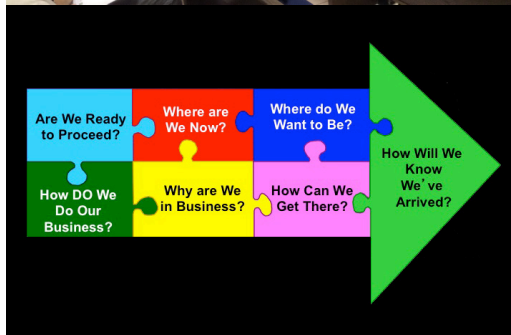
## PLANNING

World Class Community Engagement  
 Visioning  
 Master, Strategic, and Tactical Planning  
 Scenario Planning  
 Level Of Service (LOS) and Maintenance Management Analysis  
 Recreation Program Analysis  
 Economic Impact Assessment of Special Events and Sports Tourism  
 Pricing and Cost Recovery Analysis



## EDUCATION

Citizen Involvement - Best Practices  
 Economic Impact of Sports and Special Events  
 Pricing And Cost Recovery Concepts  
 How to Write a Cost Recovery Policy  
 Success Principles The Use of Imagery to Reach Consensus  
 Visioning - How to Create and Implement a Vision Statement  
 Measurements to Succeed By



## CONSULTING

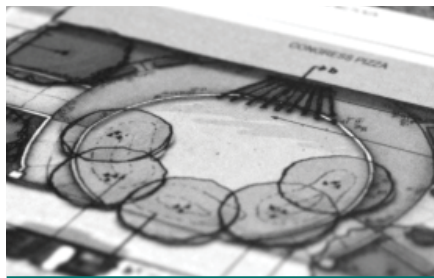
Organizational Assessment  
 Communication Audits  
 Process Evaluation  
 Partnership Analysis



## TRAINING

Customer Service  
 Process Management  
 Planning - The Approach  
 Communication Versus Connecting

## PROJECT EXPERIENCE



Sara Kirk, ASLA has over 15 years of experience in the field of landscape architecture and has worked on project locations ranging from Georgia to Alaska. The following is a list of selected previous project experience.

### **park and recreation**

- AuTrain Trailhead Development - AuTrain Township, MI
- Gladstone Sports Park Master Plan, Gladstone, MI
- **Richland Creek Greenway - Nashville, TN [2006 TN ASLA Merit Award]**
- White Bridge Renovation/Trail Connection - Nashville, TN
- Bellevue Greenway - Nashville, TN
- McCabe Community Center - Nashville, TN
- Adelia Park - Nashville, TN
- Gulch Greenway Master Plan - Nashville, TN
- Shelby Park Master Plan - Nashville, TN
- Richland Park Master Plan - Nashville, TN
- Raven's Glen and Ethel's Woods Master Plan - Grayslake, IL

### **planning**

- Odenaang Sustainable Development Code - Sault Ste. Marie, MI
- Odenaang Development Plan - Sault Ste. Marie, MI
- Forest County Potawatomi Land Use Plan - Crandon, WI
- Valdez Urban Beautification Plan, Valdez, AK
- Hematite Heights Recreation Area - Ishpeming, MI
- Burns Landing Master Plan Updates - Powell Township, MI
- Hendersonville Town Center Master Plan - Hendersonville, TN
- Mt. Juliet Town Center Master Plan - Mt. Juliet, TN
- Landscape Master Plan/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- Bedford Avenue Streetscape Master Plan - Nashville, TN

### **site planning & design**

- Interpretive Center Amphitheater, New Town, ND
- Gladstone Farmers Market Concept, Gladstone, MI
- Ishpeming Gateway Improvements - Ishpeming, MI
- Hill Center Belle Meade - Nashville, TN
- **Annandale - Nashville, TN [2009 TN ASLA Merit Award]**
- CONRAC (Rental Car Facility and Plaza)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- John C. Tune Airport Entry/MNAA - Nashville, TN
- **Schermerhorn Symphony Center - Nashville, TN [2007 TN ASLA Merit Award]**
- Various Private Residences - Tennessee and Michigan

### **transportation**

- Altran Bus Station - Munising, MI
- TARI (Terminal Access Road Improvements)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- State Route 840 Schematics and Landscape Restoration - Williamson County, TN
- Union City Corridor Plan - Union City, GA
- **Memphis MPO Bicycle & Pedestrian Plan - Memphis, TN [2005 TN ASLA Honor Award]**
- **MPO Bicycle & Pedestrian Plan - Nashville, TN [2010 Best Project Award, ITE]**
- Northeast Corridor Study - Nashville, TN

### **environmental graphics**

- **Loveless to Leiper's: Natchez Trace Corridor Initiative - Nashville, TN [2007 TN ASLA Merit Award]**
- Maryville Streetscape Wayfinding and Interpretive Signage - Maryville, TN
- Ensworth High School Sustainable Design Interpretive Signs - Nashville, TN
- Nashville Symphony Firefighter's Memorial - Nashville, TN
- **Deaderick Streetscape Signage - Nashville, TN [2010 TN ASLA Honor Award]**
- Brentwood Bikeways, Interpretive Signs - Brentwood, TN
- Maryville Civic Arts Center - Maryville, TN
- Mack Hatcher Parkway, Interpretive Signs, Franklin, TN
- Independence Grove Site Map, Libertyville, IL

### **health care & institutional**

- St. Ignace Elder Housing - St. Ignace, MI
- Allve Wellness Center, Hayes Green Beach Memorial Hospital - Charlotte, MI
- West Park Memorial Hospital - Cody, WY
- Bedford Medical Office Building - Nashville, TN
- Erlanger Wellness Center - Chattanooga, TN
- University School of Nashville - Nashville, TN
- Ensworth High School Campus (multiple projects) - Nashville, TN
- Ensworth Red Gables Campus (multiple projects) - Nashville, TN

# North of 45, LLC

## ...responsive urban and town planning

Patrick Coleman, AICP, is a highly versatile urban and town planner with more than 30 years of experience serving both urban and rural communities in the Upper Great Lakes Region and Alaska. His skills and experience encompass community master plans, land use and zoning, economic development, downtown revitalization, urban design and placemaking, recreation plans, trail development, and Tribal/Native community planning.

Listening, understanding the needs of clients, good communication and being responsive are key to Patrick's success as a planning consultant.

Patrick is a strong advocate for citizen involvement and public participation in the community planning process. He has organized and facilitated numerous public planning charrettes, workshops, and public hearings. His philosophy is to create the right environment to make people feel comfortable expressing their concerns and ideas. Listening and documenting community input, and shaping the resulting concepts and plans to reflect community consensus characterize the public processes he has facilitated.

Planning in northern communities or "winter cities" must address the unique needs and opportunities of the winter season. Patrick is internationally known for his work to help communities identify unique winter opportunities, design solutions and projects that enhance winter's positive attributes, pedestrian comfort, management and maintenance considerations. He leads the Winter Cities Institute, an online resource for northern communities found at [www.wintercities.com](http://www.wintercities.com).

Patrick works independently for clients and can assemble and serve on multi-disciplinary design teams to meet specific project needs.

### Planning and Development Services

- **Master/Comprehensive Plans**
- **Downtown Revitalization Studies and Strategies**
- **Public Planning Process Facilitation**
- **Community Recreation Plans**
- **Park Master Plans**
- **Grants and Funding Strategies**
- **Form Base Codes**
- **Sustainability Planning**
- **Zoning Ordinance Updates and Entitlement Permitting**
- **Urban Design and Placemaking Studies**
- **Pedestrian and Bicycle Enhancement Planning**
- **Highway Corridor Studies**
- **Facility Development Feasibility Studies**
- **Planning Commission Training**
- **Tribal and Native Community Planning**

#### Education:

M.A. Urban and Regional Studies, 1978

B.S. Urban and Regional Studies, 1977

Minnesota State University-Mankato

#### Professional Affiliations:

American Institute of Certified Planners (since 1986)

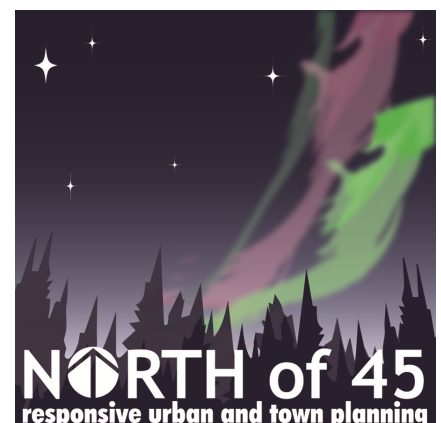
Michigan Chapter, American Planning Association

#### CEO:

Winter Cities Institute  
[www.wintercities.com](http://www.wintercities.com)

#### Contact:

Patrick J. Coleman, AICP  
48684 N Grosse Pointe Rd.  
Hancock, MI 49930  
906.370.9953 (cell)  
[pcoleman@northof45llc.com](mailto:pcoleman@northof45llc.com)







## DICK HORTON, AICP

### CAREER PARK AND RECREATION PROFESSIONAL

Given the seriousness of the current economic crisis and numerous other political and management issues, Mr. Horton understands that agencies are challenged in ways that may require a person with his background to provide professional assistance. To that end, Mr. Horton offers an in-depth understanding of national best practices, innovations, and solutions that clients throughout the United States and Canada have taken advantage of.

Mr. Horton's experience in the profession is on three levels:

- Director of Parks and Recreation in Missouri, Kansas, and New Mexico
- Regional Director for the National Recreation and Park Association for an 11 state area in the Midwest and Southwest
- National consultant for cities, counties, and the U.S. Navy in over 30 states

### CONTACT



816-210-3818



RICHARDHORTON971@GMAIL.COM



DICKHORTONCONSULTING.COM



507 NORRIS DRIVE  
PITTSBURG, KANSAS 66762

### EDUCATION

MASTER OF SCIENCE  
PHYSICAL EDUCATION  
PITTSBURG STATE UNIVERSITY

BACHELOR OF SCIENCE  
RECREATION ADMINISTRATION  
PITTSBURG STATE UNIVERSITY

### AFFILIATIONS

APA | Certified Urban Planner

NRPA | Certified Park & Recreation Planner

AAPRA | Fellow in the American Academy of  
Park & Recreation Administration

DTM | International Toastmasters

### PUBLICATIONS

- Co-author of a white paper on "Level of Service Analysis for Parks, Facilities, Recreation, and Quality of Life; 2010
- Co-author of an article on "Management of Community Centers" for the Missouri Park and Recreation's Magazine; 2009
- Author of a white paper on the "Pros and Cons of Park System Lighting" that was distributed through the National Recreation and Park Association's network; 2002
- Co-author of a Park Maintenance and Management Plan for Los Alamos, New Mexico. The Plan was recognized by the New Mexico Recreation and Park Association for excellence and an award was given; 1995

### AWARDS & CERTIFICATIONS

- Certified Planner (AICP) through the American Planning Association; 2000 – Certification #016292
- Service Award from Western Region Service Center of the National Recreation and Park Association
- Graduate of National Executive Development School of the National Recreation and Park Association
- "Outstanding Professional" in the State of New Mexico
- Graduate of Western Revenue Sources Management School of the National Recreation and Park Association
- Certified Parks and Recreation Professional (CPRP) by the National Recreation and Park Association; Certification #30018
- Recipient of a statewide award from the State of New Mexico for developing a Park Maintenance & Management Plan
- Fellow in the American Academy of Park and Recreation Administration (AAPRA)
- Distinguished Toastmaster (DTM), one of 3,500 in the world. 2020



**DICK HORTON**  
CONSULTING



## Resume

## Landscape Architect



Sara R. Kirk, ASLA, LEED AP, is a landscape architect and founder of SRP Design Studio. She is a member of the American Society of Landscape Architects and currently holds licenses in Tennessee, Michigan and Minnesota. Sara graduated with honors from Michigan State University in 2002 with a Bachelor of Landscape Architecture with a specialization in environmental studies. Her areas of focus include park and recreation, community planning, site design and streetscape projects. Sara has extensive experience with sustainable design, in both planning and implementation.

**LANDSCAPE ARCHITECT**

*SRP Design Studio, LLC, 2013 - Present*

**PROFESSIONAL REGISTRATIONS**

*State of Tennessee, registration no. 785*

*State of Michigan, registration no. 1541*

*State of Minnesota, registration no. 58230*

*USGBC LEED v2.2 Accredited Professional*

**SELECTED ORGANIZATIONS**

*American Society of Landscape Architects (ASLA), 2003 - Present*

*Village of Benzonia Planning Commission, 2019 - Present*

*Crystal Lake & Watershed Association: Land Use Committee, Advisory Role, 2019-Present*

*Iron Mountain Main Street Design Committee, 2010 - 2013*

*SIGMA Lambda Alpha, 2002*

**EDUCATION**

*Michigan State University, East Lansing, MI Bachelor of Landscape Architecture (BLA) with a Specialization in Environmental Studies, 2002*

**SELECTED PAST EXPERIENCE**

*Landscape Architect, UPEA, Inc., Marinette, WI, 2010 - 2013*

*Landscape Architect, Hawkins Partners, Inc., Nashville, TN, 2003-2010*

*Landscape Architect, Lake County Forest Preserve District, Grayslake, IL, 2002-2003*

**SELECTED RECENT PROJECT EXPERIENCE**

- *Sunset Station, Beach Restoration, Picnic & Play Area - Arcadia Township, MI*
- *Lakeshore Drive Corridor Rehabilitation - Houghton, MI*
- *Railroad Point/Outlet Carry-In Access Site Concept Plan - Benzie County, MI*
- *Peshigo Boat Launch (WI DNR) - Marinette, WI*
- *Henes Park Master Plan and Trail Concepts - Menominee, MI*
- *Elder Center and Trail Overlook - Granite Falls, MN*
- *Pere Marquette Park Improvements, Concept Plans - Muskegon, MI*
- *Rockport State Recreation Area Concepts - Rockport, MI*
- *Autrain Park and Kayak Launch - Autrain Township, MI\**
- *Schwemwood Park and Trailhead Concept Plan - Marquette Charter Township, MI\**
- *Richland Creek Greenway Concepts and Construction Documents - Nashville, TN\**
- *Shelby Bottoms Greenway Improvements and Signage - Nashville, TN\**

*\* denotes project completed during employments at a previous firm.*



Sara Kirk, ASLA has over 15 years of experience in the field of landscape architecture and has worked on project locations ranging from Georgia to Alaska. The following is a list of selected previous project experience.

### **park and recreation**

- AuTrain Trailhead Development - AuTrain Township, MI
- Gladstone Sports Park Master Plan, Gladstone, MI
- **Richland Creek Greenway - Nashville, TN [2006 TN ASLA Merit Award]**
- White Bridge Renovation/Trail Connection - Nashville, TN
- Bellevue Greenway - Nashville, TN
- McCabe Community Center - Nashville, TN
- Adelicia Park - Nashville, TN
- Gulch Greenway Master Plan - Nashville, TN
- Shelby Park Master Plan - Nashville, TN
- Richland Park Master Plan - Nashville, TN
- Raven's Glen and Ethel's Woods Master Plan - Grayslake, IL

### **planning**

- Odenaang Sustainable Development Code - Sault Ste. Marie, MI
- Odenaang Development Plan - Sault Ste. Marie, MI
- Forest County Potawatomi Land Use Plan - Crandon, WI
- Valdez Urban Beautification Plan, Valdez, AK
- Hematite Heights Recreation Area - Ishpeming, MI
- Burns Landing Master Plan Updates - Powell Township, MI
- Hendersonville Town Center Master Plan - Hendersonville, TN
- Mt. Juliet Town Center Master Plan - Mt. Juliet, TN
- Landscape Master Plan/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- Bedford Avenue Streetscape Master Plan - Nashville, TN

### **site planning & design**

- Interpretive Center Amphitheater, New Town, ND
- Gladstone Farmers Market Concept, Gladstone, MI
- Ishpeming Gateway Improvements - Ishpeming, MI
- Hill Center Belle Meade - Nashville, TN
- **Annandale - Nashville, TN [2009 TN ASLA Merit Award]**
- CONRAC (Rental Car Facility and Plaza)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- John C. Tune Airport Entry/MNAA - Nashville, TN
- **Schermerhorn Symphony Center - Nashville, TN [2007 TN ASLA Merit Award]**
- Various Private Residences - Tennessee and Michigan

### **transportation**

- Altran Bus Station - Munising, MI
- TARI (Terminal Access Road Improvements)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- State Route 840 Schematics and Landscape Restoration - Williamson County, TN
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- Allve Wellness Center, Hayes Green Beach Memorial Hospital - Charlotte, MI
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- Ensworth High School Campus (multiple projects) - Nashville, TN
- Ensworth Red Gables Campus (multiple projects) - Nashville, TN



# Patrick J. Coleman, AICP

## Resume

### Education

Minnesota State University-Mankato  
M.A. Urban and Regional Studies, 1978  
B.S. Urban and Regional Studies, 1977

### Professional Affiliations

American Institute of Certified Planners (AICP) since 1986  
Michigan Chapter of the American Planning Association  
Winter Cities Institute ([www.wintercities.com](http://www.wintercities.com))

### Summary

Extensive experience in project management, community planning, urban design, economic development, financial packaging, architecture/engineering firm management, and leadership.

- Owner/Principal of North of 45 LLC, Responsive Urban and Town Planning since 2014.
- 27 years with U.P. Engineers & Architects. 9 years as Principal and 7 years as President.
- 3 years in Anchorage, Alaska (2008-10) as Senior Planner for USKH, Inc.
- Considerable experience with community planning, urban design, and placemaking.
- Leads the **Winter Cities Institute**, an organization promoting the livability and sustainability of northern communities. ([www.wintercities.com](http://www.wintercities.com))
- Presenter/Speaker at numerous regional, state and international conferences.

### Selected Related Project Experience

#### Michigan

City of Marquette Master Plan with BRI (current project)  
MEDC Winter Strategies Guidebook  
Chassell Township Master Plan  
Village of Ontonagon Master Plan  
Community Engagement, City of Houghton  
City of Bessemer Master Plan  
Marquette, MI: Land Development Code  
Menominee, MI: Downtown Urban Design Plan  
Numerous other master plan, zoning ordinance, and urban design projects

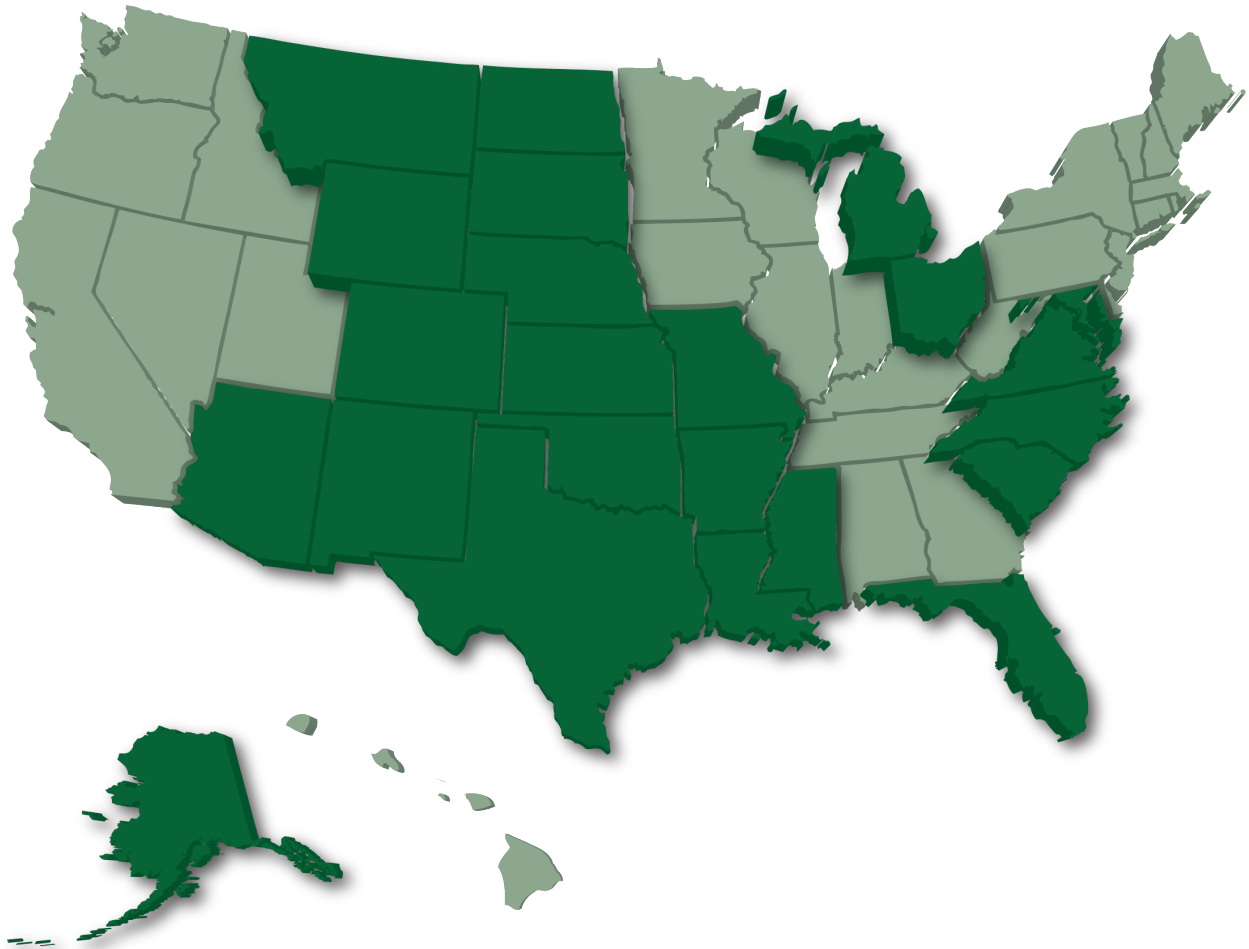
#### Alaska

Valdez, Alaska: Urban Design Plan  
Homer, Alaska: Homer Spit Master Plan  
Wasilla, Alaska: Comprehensive Plan  
Anchorage, Alaska: West Anchorage Plan  
Whittier, Alaska: Shotgun Cove Plan

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[www.northof45llc.com](http://www.northof45llc.com)









Dick Horton Consulting is a national park and recreation planning practice with one international project in Canada. Selected projects completed by DHC are in the table.

| State/Country  | City/County                                                                                                         | Project Type                                                                                                                                                       |
|----------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Alaska         | Fairbanks                                                                                                           | Athletic Field Study                                                                                                                                               |
| Arizona        | Sahuarita                                                                                                           | Park and Recreation Master Plan                                                                                                                                    |
| Arkansas       | Springdale, Cabot                                                                                                   | Park and Recreation Master Plan                                                                                                                                    |
| Canada         | Lethbridge                                                                                                          | Operations Analysis                                                                                                                                                |
| Florida        | Hillsborough County                                                                                                 | Park and Recreation Master Plan                                                                                                                                    |
| Kansas         | Emporia, Newton, Spring Hill,<br>De Soto and Chanute                                                                | Park and Recreation Master Plan                                                                                                                                    |
| Louisiana      | Baton Rouge<br>New Orleans                                                                                          | Park and Recreation Master Plan<br>Governance/Best Practice Study                                                                                                  |
| Maryland       | Solomons for the U.S. Navy                                                                                          | Youth Center Study                                                                                                                                                 |
| Michigan       | Marquette                                                                                                           | Park and Recreation Master Plan                                                                                                                                    |
| Mississippi    | Meridian for the U.S. Navy                                                                                          | Food Service Analysis                                                                                                                                              |
| Missouri       | Platte County, Clay County,<br>Kansas City, Olivette, Clay County,<br>Independence, Rolla, Joplin, Ozark,<br>Mexico | Park and Recreation Master Plan                                                                                                                                    |
| New Mexico     | Los Alamos                                                                                                          | Park and Recreation Master Plan                                                                                                                                    |
| North Carolina | Wake County                                                                                                         | Park and Recreation Master Plan                                                                                                                                    |
| Ohio           | Dublin                                                                                                              | Recreation Program Analysis                                                                                                                                        |
| Oklahoma       | Edmond<br>Shawnee<br>Moore                                                                                          | Aquatic Study<br>Park and Recreation Master Plan<br>Park and Recreation Master Plan                                                                                |
| South Carolina | Dorchester County                                                                                                   | Park and Recreation Master Plan                                                                                                                                    |
| Texas          | Longview<br>Sherman<br>Lakeway<br>Williamson County<br>The Woodlands                                                | Park and Recreation Master Plan<br>Park and Recreation Master Plan<br>Park and Recreation Master Plan<br>Park and Recreation Master Plan<br>Community Center Study |
| Virginia       | Oceana Naval Station                                                                                                | Youth Center Study                                                                                                                                                 |

# MARQUETTE, MI



## 2006, 2011, and 2018 Park and Recreation Master Plans

### Project Type:

Community Planning for Parks and Recreation

While working for another firm, BWR of Kansas City, Dick Horton was hired by the City of Marquette in 2006 to complete a Park and Recreation Master Plan. The purpose of the study was to inventory and analyze the condition of existing major parks and recreation facilities while providing a vision for new parks and facilities which would be supported by elected officials and taxpayers.

Key components of the study included a needs assessment survey to determine citizen preferences for programs and facilities, extensive public engagement opportunities, review of partnership opportunities, identification of potential capital and operations funding sources, reviews of existing conditions of facilities from a physical and programming perspective, a benchmarking study of other providers to see where the City of Marquette was with others on key issues.

Dick was hired in 2011, and again in 2018, as part of a team with Pat Coleman who is now the owner of North of 45 LLC to complete the five year update of the 2006 master plan.



# KANSAS CITY, MISSOURI



## Park System Master Plan

**Project Type:**

Parks & Landscape  
Architecture

**Client:**

Platte County, Missouri  
Parks and Recreation

**Contact:**

Mark McHenry  
Director of Parks and Recreation  
816.513.7504

Dick Horton, while working at another firm, co-created the first parks, recreation and boulevards master plan since 1963 for the Board of Parks and Recreation Commissioners. Development of the plan included the inventory of parks and facilities, community input and a citizen survey, a national benchmarking study plus demographic trends and financial systems analysis. A review was included of the existing developer's ordinances as well as a visioning process with senior staff and the Board of Parks and Recreation Commissioners.

The project outcomes from the final report included:

- The importance of customizing neighborhood parks to address surrounding demographics and needs.
- The value of modifying the existing financial accounting system to equip staff with data at a program and service level to make management decisions more efficient and effective.
- Recognition that park types have changed thus the need to re-evaluate its choices or land acquisition and park development with an eye on the development of more interconnected linear greenway parks.
- Development of parks and facilities, which address current trends for aquatic facilities, recreation center facilities, signature parks, and linear parks.
- Recognition that the department cannot be everything to everyone. The department's role must be evaluated in recognition of the fact that it serves local, regional, national and international publics.
- The high value placed by citizens on the parkway and boulevard system and the need to ensure that future policies and resource allocations are in alignment with the original design of the landscape architect, George Kessler.





# SAHUARITA, ARIZONA



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Client:**  
Parks, Recreation,  
Trails and Open Space

**Contact:**  
Debbie Summers  
Director  
520.625.2731

The town of Sahuarita is a small town that is experiencing rapid growth. As major roadways are being expanded, and new housing developments continue to be constructed, the Park and Recreation Department needs to determine the location of future parks as well as provide recreation services for the growing population. The town also needs to plan the connection of existing and proposed communities to parks by way of pedestrian/bicycle trails.

While working for another firm, Dick Horton provided the town of Sahuarita with a Parks, Recreation, Trails and Open Space Plan that will identify future park and recreation needs, recognize existing and proposed pedestrian/bicycle trail connections, and encourage greenway development along the Santa Cruz River that will connect to the new Town Center area. The plan featured maps that documented the threatened and endangered species and combined strategies of conservation and open space preservation to protect all species. A capitol improvements plan was created that calculated the cost of standard development costs for different park types and specific costs for proposed parks.



# SPRINGDALE, ARKANSAS



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Contact:**  
Don Bohannon, Director of Parks &  
Recreation  
479.750.8185

The city of *Springdale, Arkansas* hired Dick Horton while working for another firm as the project manager and senior planner to develop its Park System Master Plan. At the highest level, the goal was to determine if current park needs were being met and to also determine what the future needs in the park system should be.

Faced with a rapidly growing population that was more diverse, younger rather than old, and richer rather than poorer, the community was focused on how best to allocate its resources to meet the greatest need.

The community was engaged in the planning process by using a statistically valid citizen survey, key stakeholder interviews, focus groups, and numerous public meeting venues. We learned from citizens that their preferences included support for:

- increased funding for operations, maintenance and capital expenditures
- partnerships with the school district to acquire/develop park land near schools
- development of new athletic fields
- development of a feasibility study for a contemporary community center
- acquisition of land for parks in the southern and southeastern parts of the city
- development of Bayyari Park in the northeast and further development of Randall B. Tyson and J.B. Hunt Parks to provide equitable access throughout the community to quality parks
- development of a comprehensive trail plan and emphasis on looped trails around school facilities





# WAKE COUNTY, NORTH CAROLINA



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Client:**  
Wake County  
Park, Recreation and  
Open Space Department

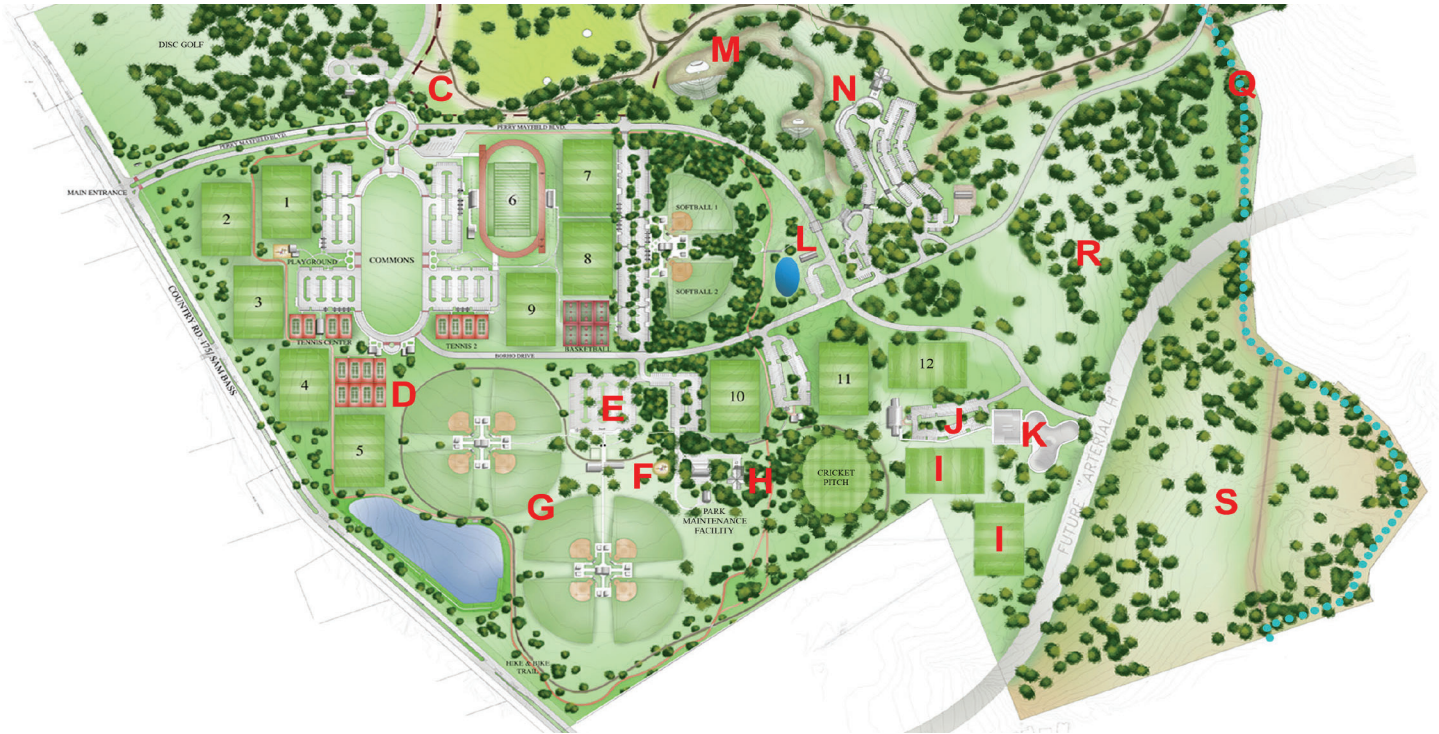
**Contact:**  
Timothy Maloney  
Project Manager  
919.856.6678

While working for another firm, Dick Horton was the Project Manager for the development of the *Wake County, N.C.* comprehensive park system master plan.

The Division of Parks and Recreation of Wake County identified a need to evaluate the County's existing facilities and determine needs and opportunities necessary to meet future demands in an increasingly suburban society. The Division needed to re-establish the County's role as a park and recreation provider in the area, as municipalities and other providers provided much of the existing park space. Major issues for Wake County were low levels of service in certain areas and poor connectivity between parks and facilities from all providers in the County. Existing park and recreation services were analyzed to determine strengths and weaknesses. Through input from several stakeholder interviews, public meetings and a citizen survey, recommendations were made for improving the existing system by acquiring land for new County parks, pursuing partnership agreements with other park and recreation providers, making the County more environmentally conscious, creating a County trail and greenway system, and improving marketing strategies to inform the public of the County's park and recreation services. The final plan specifically defined the County's role in parks and recreation and listed a number of goals that the County should strive for. Each goal was supplemented by recommended strategies to be implemented by the County to serve a larger portion of its population.



# WILLIAMSON COUNTY, TEXAS



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Client:**  
Williamson County, Texas

**Contact:**  
Jim Rodgers, Director  
Parks and Recreation Department  
350 Discovery Boulevard  
Cedar Park, TX 78613

While working for another firm, Dick Horton was the project manager for the development of the **Williamson County** comprehensive park system master plan. Two principal reasons that Dick was selected:

- The County had a relatively new Department of Parks and Recreation, thus many first-time decisions were being made that would affect the County forever. Because Dick had developed several master plans for cities/counties who were in the same position, Dick was the best choice
- One of the first-time decisions being made by the County related to the identification of the business that it should be in. In other words, should resources be allocated to active recreation facilities? Should resources be allocated to recreation programming? Again, Dick had unique experience in recreation program planning, recreation facility planning, and most importantly with organizational assessments which resulted in specific recommendations for the questions mentioned above



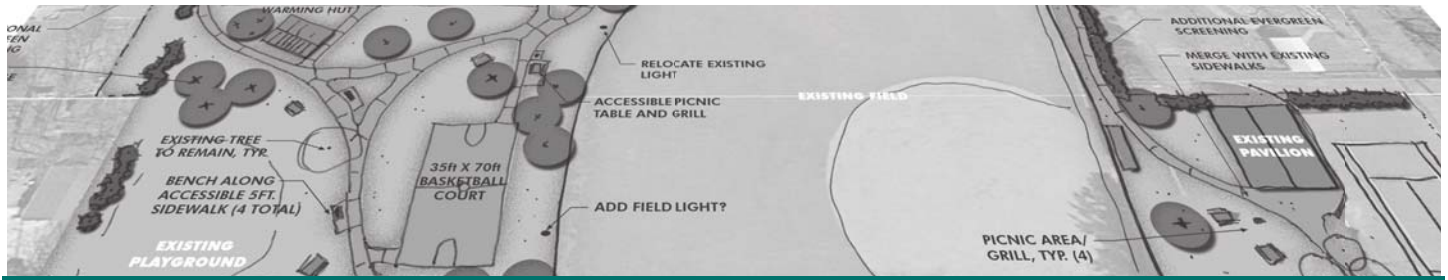
To develop the master plan, Dick provided the County with:

- An active public involvement process which included public meetings, key stakeholder interviews, focus groups with incorporated cities and special interest groups in the county, and numerous public presentations to the Commissioners Court
- A statistically valid citizen survey of 400 households from a distribution to 2,000 households. Survey results provided valuable insights relative to citizen preferences for park types, trails, recreation facilities, recreation programs, and park amenities such as athletic facilities, pavilions, etc.
- A conceptual plan of the major regional park which is called the Southwest Regional Park. The conceptual plan provided locations for trails, athletic facilities, pavilions, conservation areas, pavilions, restrooms, parking, etc.
- An evaluation of the park system and recreation facilities which resulted in the identification of the strengths, weaknesses, and opportunities at each sites
- A series of G.I.S. maps which identified significant recreation facilities provided by both the County and others; location of all county-owned parks, by type; location of all trails; location of streams; and, topography
- An analysis of other planning documents which may affect the parks and recreation master plan; for example, other CORPS planning documents, the Texas State Outdoor Recreation Plan (TORP), and incorporated cities and municipal utility districts (MUD's)

The final report included recommendations and deliverables such as:

- a series of G.I.S. Maps intended to graphically portray the location of all parks, trails, and facilities
- needed changes to the organizational structure necessary to implement the master plan
- policies that should be adopted to assist staff with management decisions relative to cost recovery for services provided, partnerships, etc.
- guidelines/standards to be used by the County relative to the acquisition of land and provision of recreation facilities
- level of maintenance that should be provided to meet citizen expectations
- partnerships that are necessary to leverage county resources as parks, trails, and facilities are developed
- the importance and specifics relative to where new greenways/trails should be developed





### LIONS PARK MASTER PLAN - Marquette Township, MI.

**Scope of Work.** Worked with Township Staff to visualize needed improvements for the small neighborhood park. The park was surrounded by a number of large old trees that required sensitive planning and design options to fit the needed parking and sidewalk additions.

**Role.** Worked with the Township Park and Recreation Committee to develop the master plan. Met with the Committee and provided conceptual plan options, opinion of costs and then a final master plan to be used to secure grant funding.

**Date Complete.** Spring 2013

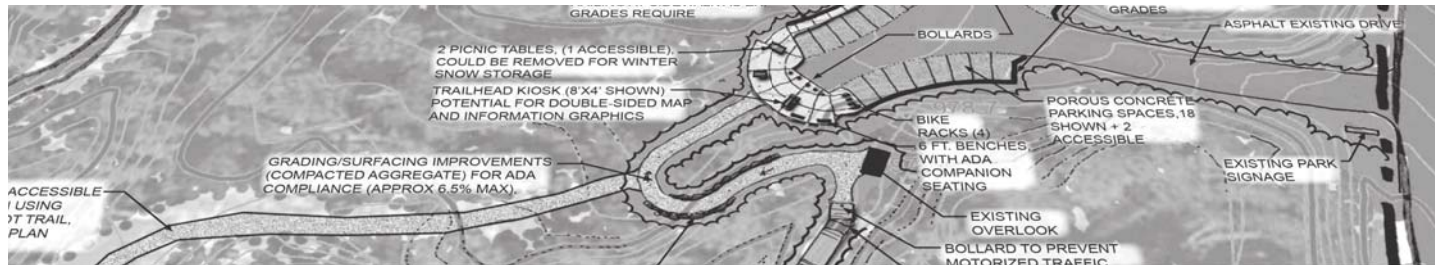
\* completed while employed at UPEA, Inc.





## PROJECT PROFILE

### SCHWEMWOOD PARK MASTER PLAN



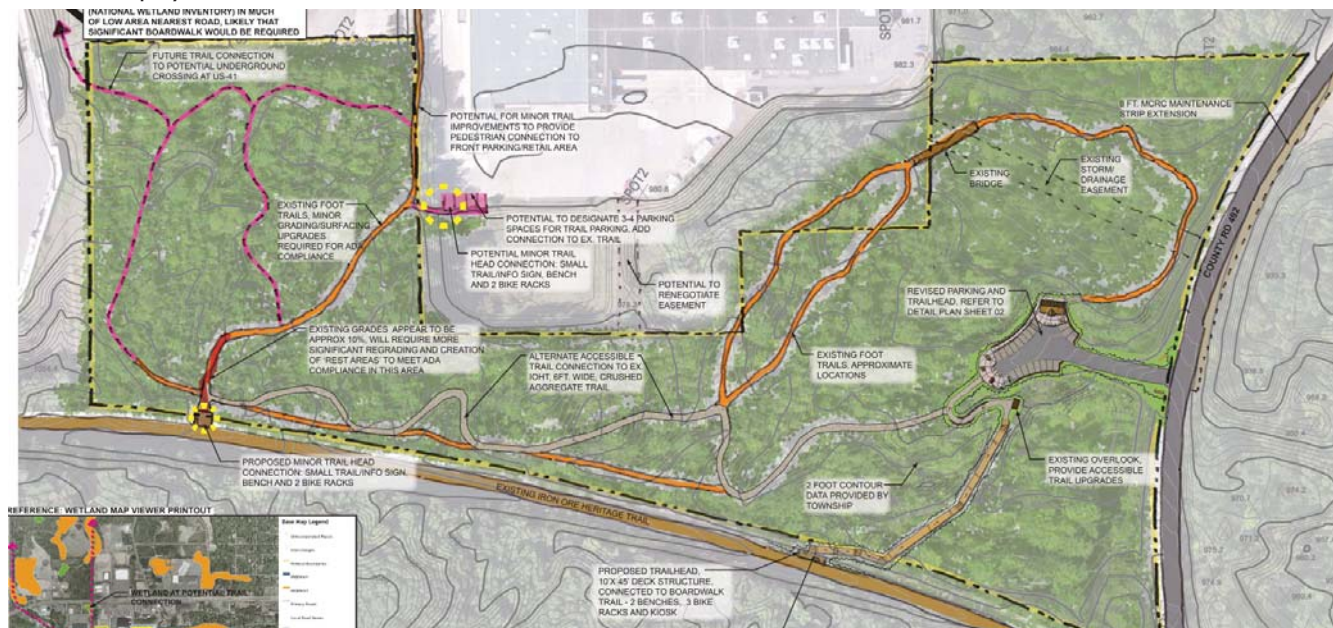
### SCHWEMWOOD PARK MASTER PLAN - Marquette Township, MI.

**Scope of Work.** This master plan was developed to improve the existing primitive trails that were in place at this park located just outside of Marquette Michigan. The planned improvements included a parking lot, seating areas, small pavilion and also located routes for additional trails to connect to nearby retail areas and the adjacent Iron Ore Heritage Trail.

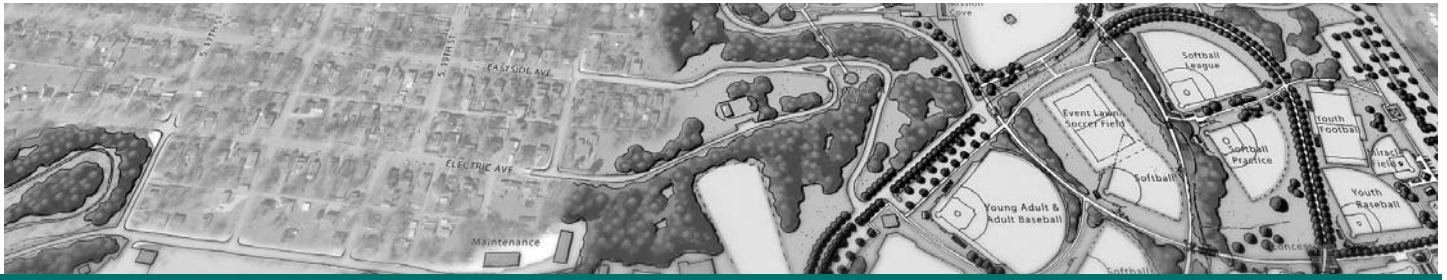
**Role.** Worked with the Township Park and Recreation Committee to develop a plan of action and route the future trails. Provided conceptual plan options and a final master plan and opinion of costs to be used to secure grant funding.

**Date Complete.** Spring 2013

\* completed while employed at UPEA, Inc.







## SHELBY PARK MASTER PLAN - Nashville, TN.

**Scope of Work.** A master plan and design guidelines for one of Nashville's largest and oldest regional parks. Public participation was major component in the master plan to redesign the sports fields layout, and recommend improvements for both pedestrian and vehicular circulation.

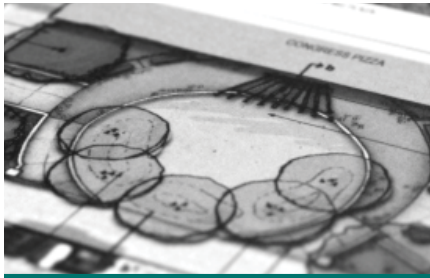
**Role.** Participated on the design team in various charrettes and public meetings. Completed natural resources and circulation inventory and created all of the mapping for the final report, using GIS and Adobe programs. Completed the final master plan renderings and also participated in writing portions of the design guidelines.

**Date Complete.** Spring 2010

\* completed while employed at Hawkins Partners, Inc.



## PROJECT EXPERIENCE



Sara Kirk, ASLA has over 15 years of experience in the field of landscape architecture and has worked on project locations ranging from Georgia to Alaska. The following is a list of selected previous project experience.

### **park and recreation**

- AuTrain Trailhead Development - AuTrain Township, MI
- Gladstone Sports Park Master Plan, Gladstone, MI
- **Richland Creek Greenway - Nashville, TN [2006 TN ASLA Merit Award]**
- White Bridge Renovation/Trail Connection - Nashville, TN
- Bellevue Greenway - Nashville, TN
- McCabe Community Center - Nashville, TN
- Adelia Park - Nashville, TN
- Gulch Greenway Master Plan - Nashville, TN
- Shelby Park Master Plan - Nashville, TN
- Richland Park Master Plan - Nashville, TN
- Raven's Glen and Ethel's Woods Master Plan - Grayslake, IL

### **planning**

- Odenaang Sustainable Development Code - Sault Ste. Marie, MI
- Odenaang Development Plan - Sault Ste. Marie, MI
- Forest County Potawatomi Land Use Plan - Crandon, WI
- Valdez Urban Beautification Plan, Valdez, AK
- Hematite Heights Recreation Area - Ishpeming, MI
- Burns Landing Master Plan Updates - Powell Township, MI
- Hendersonville Town Center Master Plan - Hendersonville, TN
- Mt. Juliet Town Center Master Plan - Mt. Juliet, TN
- Landscape Master Plan/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- Bedford Avenue Streetscape Master Plan - Nashville, TN

### **site planning & design**

- Interpretive Center Amphitheater, New Town, ND
- Gladstone Farmers Market Concept, Gladstone, MI
- Ishpeming Gateway Improvements - Ishpeming, MI
- Hill Center Belle Meade - Nashville, TN
- **Annandale - Nashville, TN [2009 TN ASLA Merit Award]**
- CONRAC (Rental Car Facility and Plaza)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- John C. Tune Airport Entry/MNAA - Nashville, TN
- **Schermerhorn Symphony Center - Nashville, TN [2007 TN ASLA Merit Award]**
- Various Private Residences - Tennessee and Michigan

### **transportation**

- Altran Bus Station - Munising, MI
- TARI (Terminal Access Road Improvements)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- State Route 840 Schematics and Landscape Restoration - Williamson County, TN
- Union City Corridor Plan - Union City, GA
- **Memphis MPO Bicycle & Pedestrian Plan - Memphis, TN [2005 TN ASLA Honor Award]**
- **MPO Bicycle & Pedestrian Plan - Nashville, TN [2010 Best Project Award, ITE]**
- Northeast Corridor Study - Nashville, TN

### **environmental graphics**

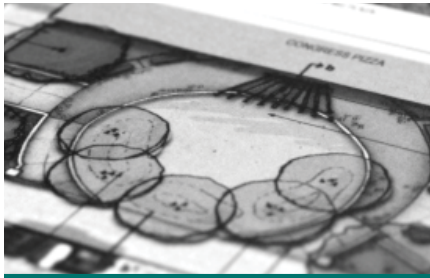
- **Loveless to Leiper's: Natchez Trace Corridor Initiative - Nashville, TN [2007 TN ASLA Merit Award]**
- Maryville Streetscape Wayfinding and Interpretive Signage - Maryville, TN
- Ensworth High School Sustainable Design Interpretive Signs - Nashville, TN
- Nashville Symphony Firefighter's Memorial - Nashville, TN
- **Deaderick Streetscape Signage - Nashville, TN [2010 TN ASLA Honor Award]**
- Brentwood Bikeways, Interpretive Signs - Brentwood, TN
- Maryville Civic Arts Center - Maryville, TN
- Mack Hatcher Parkway, Interpretive Signs, Franklin, TN
- Independence Grove Site Map, Libertyville, IL

### **health care & institutional**

- St. Ignace Elder Housing - St. Ignace, MI
- Alive Wellness Center, Hayes Green Beach Memorial Hospital - Charlotte, MI
- West Park Memorial Hospital - Cody, WY
- Bedford Medical Office Building - Nashville, TN
- Erlanger Wellness Center - Chattanooga, TN
- University School of Nashville - Nashville, TN
- Ensworth High School Campus (multiple projects) - Nashville, TN
- Ensworth Red Gables Campus (multiple projects) - Nashville, TN



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- Ensworth Red Gables Campus (multiple projects) - Nashville, TN



| Name & Title                                                                                           | Contact Information                                                        |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <b>Jeff Hammond, Director</b><br><i>Park &amp; Recreation Department</i><br><i>Salina, Kansas</i>      | 300 W. Ash Street<br>Salina, Kansas 67401<br>p) 785-309-5765               |
| <b>Chris Cotten, Director</b><br><i>Park and Recreation Department</i><br><i>Kansas City, Missouri</i> | 4600 East 63rd Street<br>Kansas City, MO 64130<br>p) 816-513-7504          |
| <b>John Powers, Assistant General Manager</b><br><i>The Woodlands, Texas</i>                           | 8203 Millennium Forest Drive<br>The Woodlands, TX 77381<br>p) 936-672-2204 |
| <b>Samantha Payne, Director</b><br><i>Park and Recreation Department</i><br><i>Ozark, Missouri</i>     | 1530 West Jackson Street<br>Ozark, Missouri 65721<br>p) 417.581.7002       |

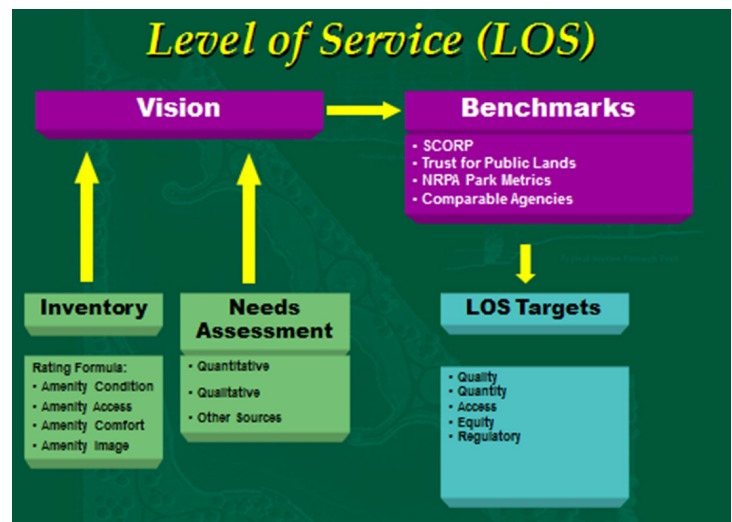
## Introduction

Clients need and benefit from “cutting edge innovations” that result in outcomes that help them make informed decisions about how best to allocate their resources. Innovative tools that DHC utilizes in his practice include these categories:

- data development and interpretation
- consensus-building
- resource allocation prioritization
- management best practices
- recreation program analysis
- program and service pricing
- organizational assessment
- maintenance management

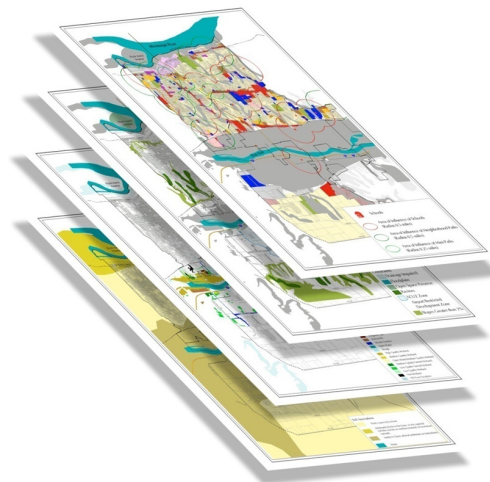
## Level of Service Process

1. Inventory and assign a rating
2. Data collection in quantitative, qualitative and other available sources
3. Create a Vision
4. Utilize benchmarks for additional data
5. Develop LOS targets



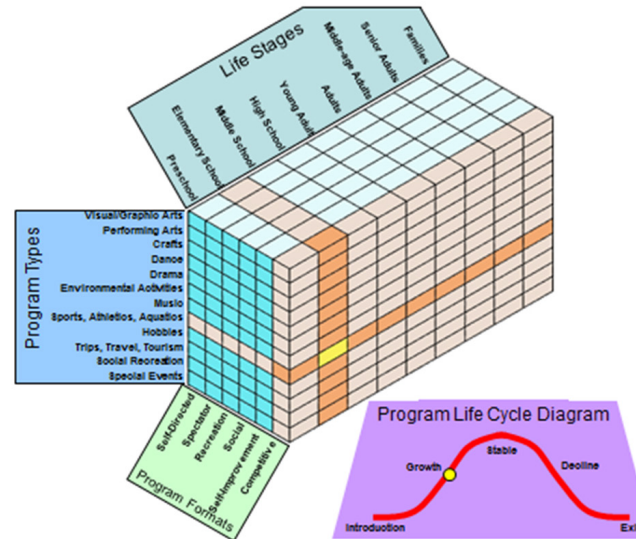
## Park System Assessment using G.I.S. Technology

- Needs Assessment Data
  - Quantitative
  - Qualitative
  - Other Sources
- Park Assessment Ratings
- Access to Quality Facilities
- Access to Quality Programs
- Cultural Resources
- Environmental Issues
- Demographics – Existing



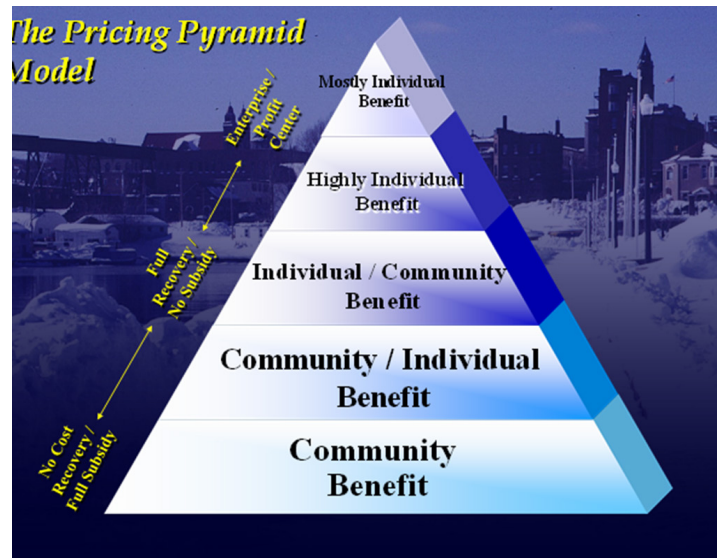
## Recreation Program Analysis

- Demographics - Projected
- Evaluate the implications of the Mission Statement
- Evaluate programs by type, format, and life stages
- Evaluate the life cycle of each program
- Analyze national, regional, and local trends
- Review sociographic and demographic data by neighborhood
- Identify other providers by type
- Determine core services
- Determine the provider role the agency should embrace; direct provider, partnerships
- Understand the best use of social media and main stream media to promote programs



## Pricing Methodology

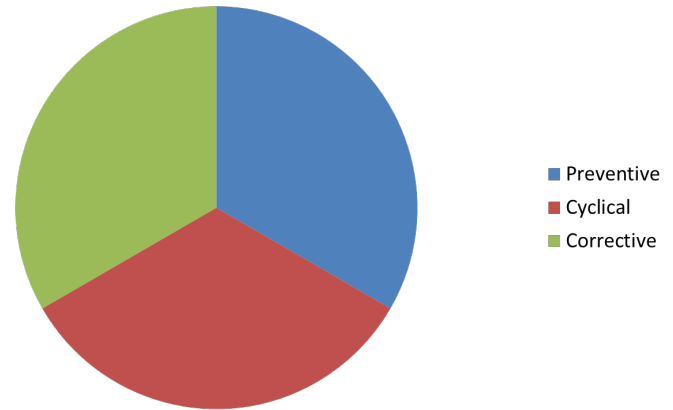
1. Evaluate the agency's Mission to understand its pricing objectives
2. Determine who benefits from each program offered
3. Quantify all costs for each program offered
4. Develop the percentage of costs that will be recovered from each of the participant categories shown in the Pricing Pyramid
5. Factor in differential pricing; e.g.
  - Participant categories
  - Product
  - Place
  - Time
  - Quantity of use
  - Incentives



## Maintenance Assessment Methodology

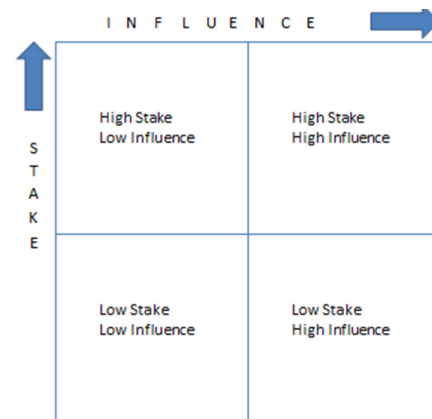
Components:

1. Park Inventory
2. Asset Inventory
3. Maintenance Activities Defined
4. Service Levels
5. Workload Quantification
6. Work Standards
7. Resources Defined
8. Work Plan and Schedule
9. Maintenance Standards
10. Data Capture and Reporting



## Prioritization Tool

A useful tool when determining how best to differentiate among options for pursuit of competing projects. It is important to seek input from knowledgeable staff and/or strategic partners to seek an honest assessment of the agency's stake and influence. Another acceptable category option would include: control/mission



## Capital Improvement Priorities

### Consensus-Building Tools

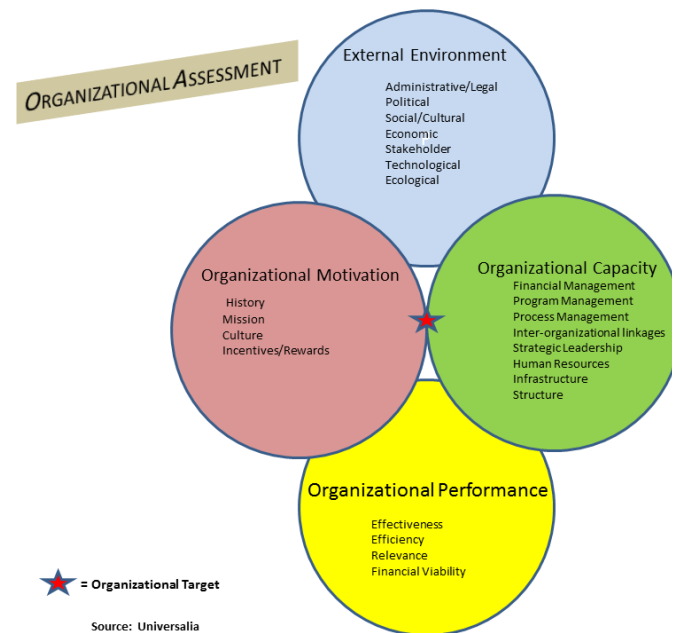
An effective tool when working with citizens to determine the best allocation of resources for planned improvements. The most effective/quantifiable tool to determine community-at-large priorities is to utilize a statistically valid citizen survey.

| Questions                                                               | Average of All Respondents | City Council | Park & Recreation Board | Service Area Residents | Community-at-Large |
|-------------------------------------------------------------------------|----------------------------|--------------|-------------------------|------------------------|--------------------|
| A pavilion is important                                                 | 8.8                        | 9.1          | 8.3                     | 8.3                    | 9.5                |
| A playground is important                                               | 7.6                        | 8.1          | 8.8                     | 7                      | 8.5                |
| Parking in the park is important                                        | 7.4                        | 8.4          | 6.4                     | 6.8                    | 8                  |
| A sprayground is important                                              | 6.7                        | 7.3          | 6                       | 7                      | 6.5                |
| Horticulture/landscape quality is important                             | 7.7                        | 7.6          | 7.7                     | 7                      | 8.5                |
| A trail is important                                                    | 7                          | 7.8          | 8.5                     | 7.5                    | 4                  |
| Benches are important                                                   | 4.7                        | 2.9          | 5.5                     | 5.8                    | 4.5                |
| Drinking fountains are important                                        | 4.8                        | 3.9          | 4.7                     | 6                      | 4.5                |
| NOTE: 0 indicates that there is no support - 10 indicates total support |                            |              |                         |                        |                    |



## Organizational Assessment

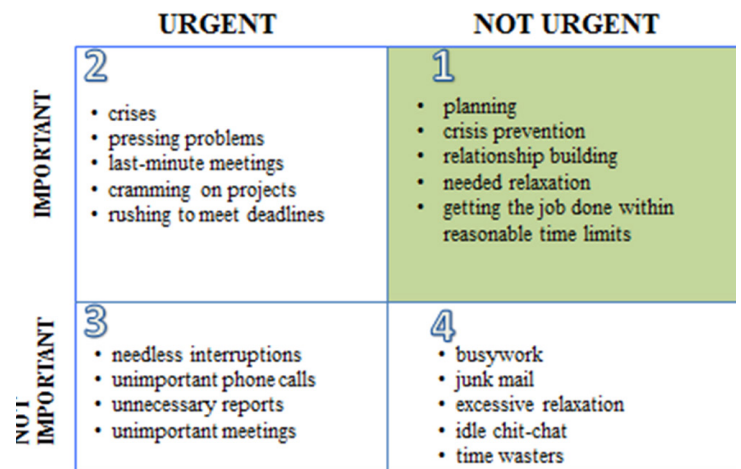
Each organization evolves over time and occasionally loses its focus, and/or, is impacted by the political process in a way that affects negatively its effectiveness and efficiency. The process used by DHC surfaces issues that should be corrected if the agency chooses to position itself to reach its goals.



## Time Management

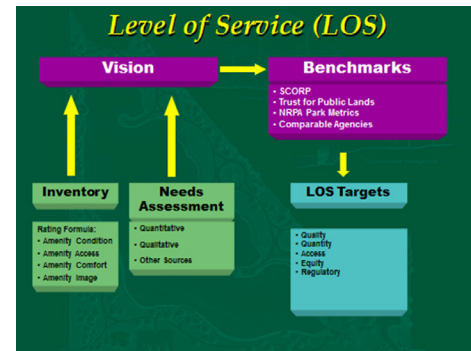
Is time occupied in categories #2, #3, and #4 for work that is both not important and not urgent?

Or, is time spent in category #1 where work is not urgent but extremely important.



## Introduction

The consultant will meet or exceed each of the tasks as outlined in the Scope of Services. Our intention is to apply sufficient energy, citizen interaction, and team knowledge to a “transformational mindset” that we will surely identify things that may have been unexpected when the process began. Each of the tasks listed in the Project Scope will fit into the LOS Graphic shown below.



## Public Engagement Process

The public input process will be very well organized and in an order that must be followed to maximize results. Of extreme importance is the timing of the citizen survey and the use of its results to precede all public meetings. Here is the process as it works best:

1. **Key stakeholder interviews** to identify key issues facing the community. The identification of key issues lends itself to the development of the survey instrument with the ETC Institute. As listed in the RFP, the consultant will meet with the Lake Superior Community Partnership, Travel Marquette, the Marquette Chamber of Commerce and other partners who are identified during the planning process.
2. Facilitation of **focus groups**/community conversations to probe more deeply into the results of the citizen survey. As listed in the RFP, the consultant will meet with six standing committees for their input. Those committees are: Arts and Culture Committee, the Parks and Recreation Advisory Board, the Harbor Advisory Committee, the Planning Commission, City Commission, and the Presque Isle Park Advisory Committee.
3. Facilitation of a minimum of three **community meetings** in locations to be determined by the city.
4. Presentation to the city commission to present the **final report**.

## Maintenance Assessment

To assess maintenance of the park system to determine if it is positioned to provide the level of service that is aligned with citizen preferences, city commission and administration directives.

The consultant will evaluate the three types of maintenance (preventive, cyclical, and corrective) and the service level of which there are four. The assessment outcome will quantify the gap, if there is one, between resources and responsibilities.

## **Park System Assessment**

All parks within the system will be evaluated. Some of the evaluation criteria is shown below:

- e. General state and condition
- f. Compatibility with surrounding neighborhoods
- g. Compatibility with surrounding communities
- h. Compatibility with amenities offered by and through the District
- i. Aesthetics/design
- j. Safety/security
- k. ADA compliance
- l. Public access and connectivity with neighborhoods
- m. Program capacity and compatibility with users
- n. Partnership and sponsorship opportunities
- o. Revenue generating opportunities

## **Demographics**

The consultant will utilize census data to analyze households by type, income, educational level, ethnicity, density, and gender.

Additionally, data will be selected to show overall population density, growth projections by age group, and locations where families live according to: aspiring young families, moderate income households, prosperous empty-nesters, and family foundations. All of this data will be used to create a series of G.I.S. Maps to portray the data and to assist with making informed decisions about where best to provide programs, services, parks, facilities, and trails.

## **Park and Program Distribution**

As needed, the consultant will develop a series of maps that are overlaid with data from program analysis, demographics, facility analysis, existing city standards and citizen preferences from the citizen survey and public input process. This analytical process will determine if there are gaps between the demands that citizens have and the supply that is currently provided by the city.

## **Facility Assessment/Universal Accessibility**

Recreation Facilities - All recreation facilities will be analyzed by the consultant to determine their physical, functional and universal accessibility rating.

- From a physical perspective, an inventory form will be developed which includes a general assessment of the physical conditions of recreation facilities to determine if its condition is supportive of the program that it is scheduled for.
- From a functional perspective, an inventory form will be developed which includes criteria needed to assess the functional condition of the facilities which is needed to evaluate their ability to meet, and/or, adapt to programming needs. For example, the size of an active recreation facility such as a recreation center is very important. The larger the size, the more amenities can be made available to offer more services.
- From a universal accessibility perspective, the consultant will evaluate parks and facilities to ensure they meet the Architectural Barriers Act (ABA). This Act addresses accessibility standards for facility and site designs and addresses equal opportunity for all program areas. Activities within buildings, interpretation, hiking, walking, picnicking, swimming, and camping are examples of program areas and must provide equal opportunity per Section 504 of the Rehabilitation Act.

## Benchmarking with National Standards

The consultant will utilize the park system assessment, facility assessment, public engagement process, and other anecdotal data to determine the level of service (LOS) that is best suited for the Marquette Park System. This LOS will be used to benchmark with:

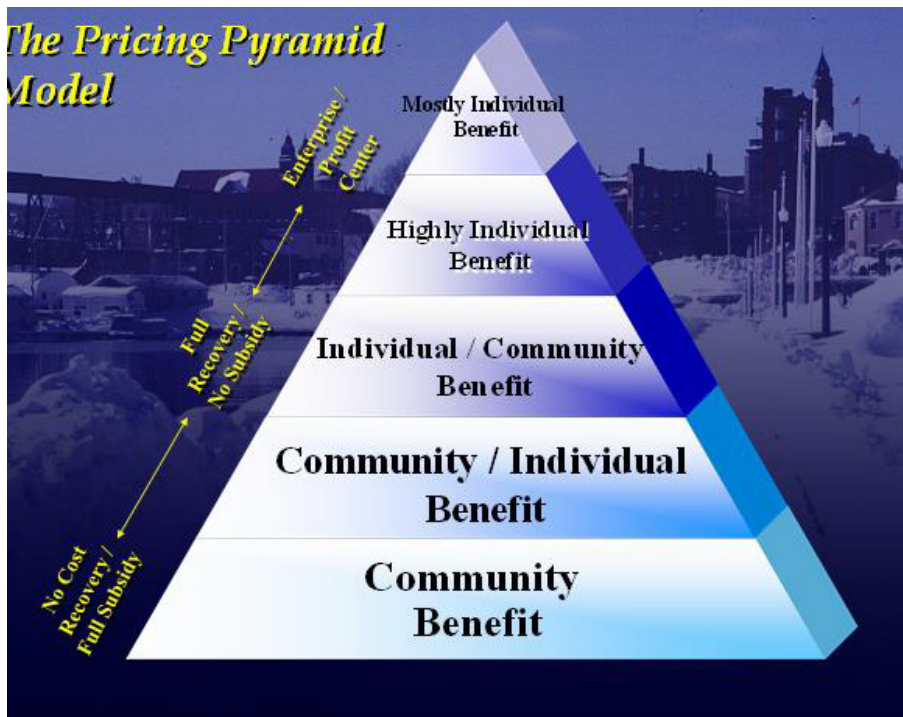
- NRPA Park Metrics (formerly PRORAGIS)
- Trust for Public Lands (TPL) research
- The State of Michigan SCORP Plan, and
- Other national Best Practices

Ultimately, this process will allow the consultant to recommend a set of unique Marquette targets (standards) that it should adopt for future resource allocation.

## Fee Structure Analysis

The consultant will utilize the Pricing Pyramid as shown below as the core of the discussion surrounding the fee structure analysis process. Although the process is complex, it is simplified in the following steps:

- Quantify all costs associated with a program/facility
- Determine who benefits from the program/facility
- Determine the proportion of costs which the price should recover
- Determine the going rate
- Examine the appropriateness based on participant category, product, place, time, quantity of use and incentives
- Consider psychological dimensions



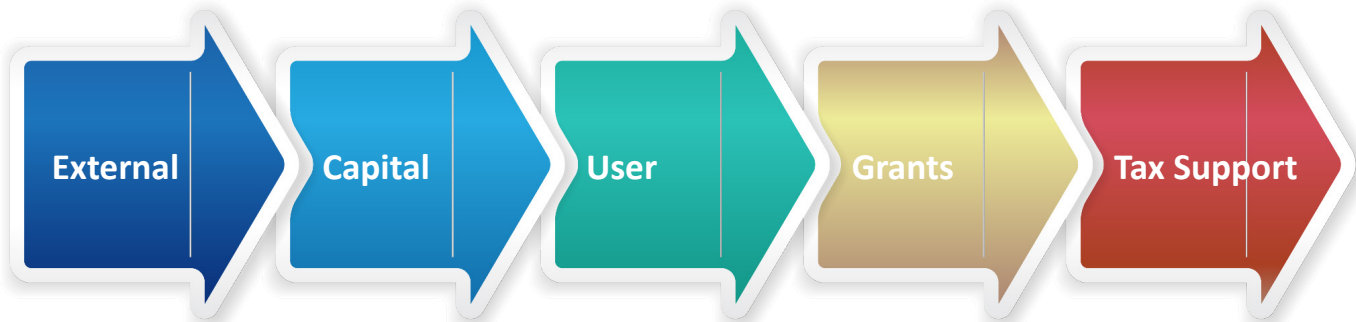


## Budget Analysis

Components of the DHC budget analysis approach will be as follows:

- Review all existing capital budget commitments for accuracy
- Determine if and how much the existing capital budget commitments will change when the 2018 Master Plan is completed
- Analyze the Department's historical capacity for maintaining what it has at an acceptable level as determined by citizens in the statistically valid survey and other anecdotal sources
- If there is a gap between the resources that will be required to meet future demands and currently available resources, the consultant will identify the magnitude of the gap

## Future Revenue Sources



Agencies throughout the United States are utilizing in excess of 100 different approaches to funding. Those approaches are generally included in the five categories shown above in the graphic. The DHC Team will determine which approaches are the best fit for the city of Marquette.

## Future Park Land Acquisition If Needed

If needed, the consultant will evaluate growth patterns in the city, results of the consultant's levels of service analysis to determine if acquisition is needed at this time.

## Recommendations

In addition to the RFP requirements for how recommendations will be developed, the consultant will provide “evaluation filters” against which all recommendations will be made. Those filters may be similar to the following depending on unique circumstances in Marquette:

1. Citizen preferences - As expressed and supported in the statistically valid survey.
2. Park System Needs – Does the project take care of what we have, enhance what we have, or add a new high level destination to the system? When asked, citizens prefer to take care of what they have before applying resources to the other two options.
3. Life cycle of the program – Evaluation of the popularity of the program to determine if it is growing, stable/mature, or declining. To overstate the obvious, it is not a good idea to invest in facilities that accommodate declining programs.
4. Demographics – Assessment of demographic characteristics that will affect the success of the project, including age, household income, ethnicity, education, and gender.
5. Quality of life – Consideration for equitable citizen access to quality parks and facilities.
6. Revenue Producing – Revenue producing capability of the project.
7. Facilities provided by others – Availability of facilities provided by others
8. Best practices in the park and recreation profession – Consideration of the successes of others who are highly regarded in the profession throughout the United States.
9. Geographic considerations – Relationship between the project and the location where the majority of users live.

In order for public engagement strategies to be successful, they have to be tailored individually to each of the distinct communities where DHC works.

Even within one community there are different neighborhoods or different areas each of which will likely have different needs. For that reason, DHC does not approach public engagement as a cookie-cutter plan at all. The emphasis is on designing a customized plan and a customized communications strategy.

## **Communication Emphasis**

Traditionally emphasis has been placed on in-person public meetings which does not always work well with everyone due to busy schedules and other opportunities which conflict with scheduled meetings. The DHC goal is to have a wide variety of very diverse engagement opportunities such as in person or online to ensure that people have a variety of opportunities to provide input.

Ultimately, the goal is for citizens to feel that their voice is heard and that they had a say in the planning outcome. In those instances when citizens feel that their voice has been heard, they will feel ownership and pride in the outcome because they had input in it.

## **Public Engagement Process – In the order it has to be**

The public input process must be very well organized and in an order that must be followed to maximize results. Of extreme importance is the timing of the citizen survey and the use of its results to precede public meetings, focus groups, and organized meetings with special interest groups. Here is the process as it works best:

### Step 1: Initiation meeting with key planning committee

The consultant will meet with the planning committee to discuss the project.

### Step 2: Meetings/Interview with key stakeholders

Following the project initiation meeting, the consultant will interview key stakeholders. The logic for meeting early with this group is to make sure that the Team is aware of their key issues which need to be addressed in the master plan and to make sure that the Team is aware of any projects/recommendations that they are not supportive of. The idea is to consider all information from this group as early in the process as possible to ensure that their advice is not overlooked at the end of the process when it may be too late to make adjustments.

### Step 3: Focus Group Meetings & Special Interest Group Representatives

When survey results are available, the consultant will facilitate a series of focus groups with key stakeholders and special interest group representatives. The focus groups will be used to discuss survey results and to seek a deeper understanding from those in attendance about their understanding of what the results mean to them. Focus group meetings will be held with all those mentioned in the RFP.

### Step 4: Public Workshops

The consultant will facilitate an appropriate number of public meetings to solicit citizen input regarding their concerns about existing facilities and programs and their desires for future facilities and programs. These meetings will also be used to share the data from the citizen survey.

**Wake County, N.C. by Tim Maloney, Director of Planning and Development**

I had the opportunity and pleasure of working with Dick Horton on the preparation of the Wake County Comprehensive Parks and Recreation Master Plan. Dick demonstrated a high level of professional and technical expertise that resulted in a very sound and logical parks and recreation plan for Wake County. His leadership was instrumental in guiding the project through a series of focus groups with local leaders and various stakeholders. I compliment Dick for his work and effort with the County and look forward to the time when we can work together again.

**Independence, MO by Eric Urfer, Director of Parks and Recreation**

"When asked about PBA's recent performance regarding the 2010 Independence Parks and Recreation Master Plan in terms of budget and time management, Eric Urfer, Director for the Independence Parks and Recreation Department said, "With a tight budget and even tighter time line, Dick Horton, Steve Rhoades, and the Team from PBA delivered the 2010 Master Plan on time and on budget."

He added "What was originally bid as a six to eight month project, suddenly became compressed into a mere two months. PBA graciously accepted the challenge and did so knowing that the budget would remain the same. The pace was fast and furious from the word GO, but the tone and demeanor displayed by PBA was always calm, professional and focused."

Using a very organized approach and thanks in large part to a team of very dedicated professionals, Dick's team completed the 2010 Independence Parks and Recreation Master Plan without the need to increase the project budget. In addition, the project was delivered on time allowing the City to utilize the key findings contained within the plan when developing the 2010 Parks and Recreation Sales Tax Renewal Program. The sales tax renewal initiative will be placed on the August 2010 ballot

**Joplin, MO by Chris Cotton, Director of Parks and Recreation**

I have had the pleasure of working with Richard Horton on three separate occasions: as a community center director for the KCMO Department of Parks and Recreation, as the Director of Parks and Recreation at Harrisonville for the development of a park system master plan, and again in Harrisonville to complete a community center study. In each instance, Richard was professional, thorough, and specific in regards to the information he was searching for. He did an outstanding job with all of his studies and even though we had a small budget to work with, he left no stone unturned.

**Dr. Rick McWhorter - Director of Parks and Recreation at Springdale, AR**

Wow!! What a pleasant surprise to see you at the ARPA conference. I felt like I had gone back in a reverse time warp. I am so happy to have spent a few minutes with you and that alone has energized me. Again, thanks for stepping up to the plate to make your presentation. You did a tremendous job with the presentation.

**Connie Edmonston - Director of Parks and Recreation at Fayetteville, AR**

Thanks so much for sharing your expertise and giving your time to help us here in Arkansas. I enjoyed your session so much. You had a lot of very valuable information for us.

**John Powers – Assistant General Manager at The Woodlands, TX**

It is not often that one has the opportunity to work for or with people that are truly outstanding performers – people of character, integrity, dedication and commitment. During my 30 plus year career in public service, I have been fortunate to have worked with a handful of such quality, unique people. Dick Horton is one of these special people.



**Note:** An updated Certificate of Liability Insurance will be provided immediately if DHC is selected to complete the project



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
04/04/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|                                                                                                 |  |                                                                                                                                                                          |                        |
|-------------------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>PRODUCER</b><br>Ryan Insurance LLC<br>2308 S. Broadway<br>P.O. Box 106<br>Pittsburg KS 66762 |  | <b>CONTACT NAME:</b> Cyndi Lucas<br><b>PHONE (A/C, No, Ext):</b> (620)231-3500<br><b>FAX (A/C, No):</b> (620)231-3763<br><b>E-MAIL ADDRESS:</b> clucas@ryaninsurance.net |                        |
|                                                                                                 |  | <b>INSURER(S) AFFORDING COVERAGE</b><br><b>INSURER A:</b> Philadelphia Insurance Co.                                                                                     | <b>NAIC #</b><br>23850 |
| <b>INSURED</b><br>Dick Horton Consulting<br>507 Norris<br>Pittsburg KS 66762                    |  | <b>INSURER B:</b>                                                                                                                                                        |                        |
|                                                                                                 |  | <b>INSURER C:</b>                                                                                                                                                        |                        |
|                                                                                                 |  | <b>INSURER D:</b>                                                                                                                                                        |                        |
|                                                                                                 |  | <b>INSURER E:</b>                                                                                                                                                        |                        |
|                                                                                                 |  | <b>INSURER F:</b>                                                                                                                                                        |                        |

### COVERAGES

**CERTIFICATE NUMBER:** 18-19 City of Marquette

**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE                                                                                                                                                                                                                                                                                                          | ADDL INSD                                                        | SUBR WVD                                             | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY)             | LIMITS                                                               |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------|---------------|-------------------------|-------------------------------------|----------------------------------------------------------------------|
| A        | <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b><br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br><br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |                                                                  |                                                      | PHSD1318374   | 03/17/2018              | 03/17/2019                          | EACH OCCURRENCE \$ 1,000,000                                         |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  | DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 |               |                         |                                     |                                                                      |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  | MED EXP (Any one person) \$ 5,000                    |               |                         |                                     |                                                                      |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  | PERSONAL & ADV INJURY \$ 1,000,000                   |               |                         |                                     |                                                                      |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         | GENERAL AGGREGATE \$ 2,000,000      |                                                                      |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         | PRODUCTS - COMP/OP AGG \$ 2,000,000 |                                                                      |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | \$                                                                   |
|          | <b>AUTOMOBILE LIABILITY</b><br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY<br><input type="checkbox"/> HIRED AUTOS ONLY                                                                                                   |                                                                  |                                                      |               |                         |                                     | COMBINED SINGLE LIMIT (Ea accident) \$                               |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | BODILY INJURY (Per person) \$                                        |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | BODILY INJURY (Per accident) \$                                      |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | PROPERTY DAMAGE (Per accident) \$                                    |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | \$                                                                   |
|          | <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR<br><b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE<br><br>DED <input type="checkbox"/> RETENTION \$                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | EACH OCCURRENCE \$                                                   |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | AGGREGATE \$                                                         |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | \$                                                                   |
|          | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below                                                                                                                              | <input type="checkbox"/> Y <input checked="" type="checkbox"/> N | N/A                                                  |               |                         |                                     | PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | E.L. EACH ACCIDENT \$                                                |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | E.L. DISEASE - EA EMPLOYEE \$                                        |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | E.L. DISEASE - POLICY LIMIT \$                                       |
| A        | <b>PROFESSIONAL LIABILITY</b>                                                                                                                                                                                                                                                                                              |                                                                  |                                                      | PHSD1318374   | 03/17/2018              | 03/17/2019                          | EACH CLAIM LIMIT \$1,000,000                                         |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | AGGREGATE \$1,000,000                                                |
|          |                                                                                                                                                                                                                                                                                                                            |                                                                  |                                                      |               |                         |                                     | Ded Per Claim \$1,000                                                |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

### CERTIFICATE HOLDER

### CANCELLATION

|                                                                 |                                                                                                                                                                                                     |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Marquette<br>300 W Baraga Ave<br><br>Marquette MI 49855 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br><br>AUTHORIZED REPRESENTATIVE<br> |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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ACORD 25 (2016/03)

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## City of Marquette, MI

300 West Baraga Avenue  
Marquette, MI 49855

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**Agenda Date:** 12/18/2023

### **New Business** **Cultural Trail Contract Award**

#### **BACKGROUND:**

City staff advertised a request for proposals for a vendor to design, fabricate and install eight interpretive sites along the City's Cultural trail. The following five qualified bids were received on October 16, 2023:

- 106 Group
- Flutter and Wow
- Innovative Heritage
- Skydesign
- Urban Ecosystems

A group of stakeholders has been working on identifying the eight sites and gathering the information to be exhibited at each site. This stakeholder group consists of staff from the City, Beaumier Heritage Center, Marquette Regional History Center, Superior Watershed Partnership, Maritime Museum, Northern Michigan University, as well as a Northern Michigan University student, a Marquette Public Art Commission member, and a tribal representative. The group evaluated the proposals using the following scoring criteria:

- Quality of Past Work
- Appropriateness of Past work to Project
- Ability to meet the timeline
- References
- Location of the Company

Urban Ecosystems, LLC of Minnesota was the highest scoring proposal. Staff has worked with Urban Ecosystems and the City Attorney to draft the Professional Services Contract.

Urban Ecosystems fee is \$100,000. \$70,000 of this expense will be reimbursed by the City's Our Town Grant, and the other \$30,000 will be utilize funds from the City's Native American Heritage Foundation grant.

#### **FISCAL EFFECT:**

\$55,000 is reimbursable through the Our Town Grant and \$45,000 is available from the Native American Heritage Foundation Grant received in FY'21.

#### **RECOMMENDATION:**

Award the bid to Urban Ecosystems, LLC, approve the contract in the amount of \$100,000, and authorize the Mayor and Clerk to sign the contract.



**ALTERNATIVES:**

As determined by the Commission.

**ATTACHMENTS:**

Description

▣ Contract

## **PROFESSIONAL SERVICES CONTRACT**

**THIS AGREEMENT**, made this 12th day of December 2023 between the City of Marquette, hereinafter called the “City” and Urban Ecosystems, LCC, of 2500 University Avenue West #C8, Saint Paul, MN, 55114, hereinafter called “Consultant”.

**WITNESSETH:** That for and in consideration of the payments and Agreements hereinafter mentioned the parties hereby agree as follows:

### **Article 1** **Project Name**

The name of the Project shall be Cultural Trail Interpretive Project

### **Article 2** **Scope of the Work**

Consultant shall furnish all schematic design, materials, supplies, equipment, labor and other engineering services necessary to perform work as described in the Consultant’s proposal to the City of Marquette dated October 30, 2023 (attached as Exhibit A).

### **Article 3** **Time of Completion**

The completion date of this project is October 31, 2024

### **Article 4** **Terms and Conditions**

Consultant shall perform the services outlined in this Agreement for the stated fee arrangement.

#### **ACCESS TO SITE:**

City will arrange and provide access to each site upon which it will be necessary for Consultant to perform its work unless otherwise stated in the proposal. In the event work is required on any site not owned by the City, City represents and warrants to Consultant that City has obtained all necessary permission and authority, in writing, for Consultant to enter upon the site and conduct its work. City shall, upon request, provide Consultant with evidence of such permission as well as acceptance of the other terms and conditions set forth herein by the owner(s) and tenant(s), if applicable, of such site(s) in a form acceptable to Consultant, which Consultant also agrees to abide by. Any work performed by Consultant with respect to obtaining permission to enter upon and do work on the lands of others, as well as any work performed by Consultant pursuant to this Agreement, shall be deemed as being done on behalf of City. Consultant shall take reasonable measures and precautions to minimize damage to each site and any improvements located thereon as the result of its work and the use of its equipment and shall reasonably restore the site to its prior condition.

**FEE:**

Services and reimbursable costs will be billed on a monthly basis. The City shall pay the Vendor a fixed fee of \$100,000.00 (One Hundred Thousand Dollars and No Cents) which shall constitute full compensation for all services and materials to be performed and furnished by the Vendor under this Agreement including all labor, fees, services, expenses, materials, taxes, and any other costs associated with providing this Work.

Payment is only made after the submission of an approved invoice. Invoices and all attachments and reports shall be addressed to the City of Marquette, 300 West Baraga Avenue, Community Services, Marquette, Michigan 49855. After review and approval by the City Commission and City Manager all invoices shall be paid to the Vendor by the City. Services and reimbursable costs will be billed monthly as per the proposal requirements, but the total amount to be paid by City for such services and costs shall not exceed \$100,000.00.

**BILLINGS/PAYMENTS:**

Consultant shall invoice for services rendered and reimbursable costs. Each invoice shall be due and payable within sixty (60) days of the date of the invoice. Invoices over sixty (60) days past due may be charged interest on the unpaid balance at the highest lawful rate as allowed under Michigan Law. Consultant may, after ten (10) days' written notice to the City, suspend performance of services until all past due amounts are paid.

The City will retain Ten (10%) of monthly invoices to be released within 30 days of final deliverables.

**INDEMNITY:**

Consultant agrees, to the fullest extent permitted by law, to indemnify and hold the City harmless from any damage, liability or cost (including reasonable attorney fees and costs of defense) to the extent caused, in whole or in part, by Consultant's negligent acts, errors or omissions in the performance of professional services under this Agreement and those of consultants, sub-consultants, contractors, sub-contractors, agents, employees or others that contract with the Consultant regarding this contract or anyone for whom Consultant is legally liable.

**INSURANCE:**

Without limiting any of its obligations and liabilities, Consultant, at its own expense, shall purchase and maintain the minimum insurance specified below with companies duly licensed or otherwise approved by the State of Michigan, and with forms reasonably satisfactory to the City. Each insurer shall have a current A.M. Best Company, Inc. rating of not less than A-VII. Use of alternative insurers requires prior approval from the City.

**A. General Clauses**

1. **Additional Insured.** The insurance coverage, except Workers' Compensation and Professional Liability, required by this Contract, shall name the City, its agents, representatives, directors, officials, and employees, as additional insured, and shall specify that insurance afforded the Consultant shall be primary insurance, and that any self insured retention and/or insurance coverage carried by the City or its employees shall be excess coverage, and not contributory coverage to that provided by the Consultant.

2. **Coverage Term.** All insurance required herein shall be maintained in full force and effect until Services required to be performed under the terms of this Contract are satisfactorily completed and formally accepted; failure to do so may constitute a material breach of this Contract, at the sole discretion of the City.

3. **Primary Coverage.** The Consultant's insurance shall be primary insurance as respects City and any insurance or self insurance maintained by City shall be excess of the Consultant's insurance and shall not contribute to it.

4. **Claim Reporting.** Consultant shall not fail to comply with the claim reporting provisions of the policies or cause any breach of a policy warranty that would affect coverage afforded under the policy to protect City.

5. **Waiver.** The policies for Workers' Compensation and General Liability, shall contain a waiver of transfer rights of recovery (subrogation) against City, its agents, representatives, directors, officers, and employees for any claims arising out of the work of the Consultant.

6. **Deductible/Retention.** The policies may provide coverage which contains deductibles or self-insured retentions. Such deductible or self-insured retentions shall not be applicable with respect to the coverage provided to City under such policies. The Consultant shall be solely responsible for deductible or self-insured retentions and the City may require the Consultant to secure the payment of such deductible or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

7. **Policies and Endorsements.** City reserves the right to request and to receive, within ten (10) working days, information on any or all of the above policies or endorsements.

8. **Certificates of Insurance.** Prior to commencing services under this Contract, Consultant shall furnish City with Certificates of Insurance, or formal endorsements as required by the Contract, issued by Consultant's insurer(s), as evidence that policies providing the required coverages, conditions, and limits required by this Contract are in full force and effect. Such certificate shall identify this Contract by referencing the project name and/or project number and shall provide for not less than thirty (30) days advance written notice by Certified Mail of Cancellation or Termination.

9. **Sub-Consultants/Contractors.** Consultant shall include all sub-consultants and sub-contractors as insured under its policies or shall furnish separate certificates and endorsements for each sub-consultant and sub-contractor.

## **B. Workers' Compensation**

The Consultant shall carry Workers' Compensation and Employer's Liability insurance coverage as required by law and deemed necessary for its own protection.

In case services are subcontracted, the Consultant will require the sub-consultant to provide Workers' Compensation and Employer's Liability to at least the same extent as provided by Consultant.

## **C. Automobile Liability**



Commercial/Business Automobile Liability insurance with a combined single limit for bodily injury and property damages of not less than \$1,000,000 each occurrence regarding any owned, hired, and non-owned vehicles assigned to or used in performance of the Consultant services.

#### **D. Commercial General Liability**

Commercial General Liability insurance with a combined single limit of not less than \$1,000,000. The policy shall be primary and include coverage for bodily injury, property damage, personal injury, products, completed operations, and blanket contractual covering, but not limited to, the liability assumed under the indemnification provisions of this Contract.

In the event the general liability insurance policy is written on a “claims made” basis, coverage shall extend for two (2) years past completion and acceptance of the Services as evidenced by annual Certificates of Insurance.

#### **E. Professional Liability**

The Consultant retained by the City, to provide the engineering services required by the Contract will maintain Professional Liability insurance covering errors and omissions arising out of the services performed by the Consultant or any person employed by him, with an unimpaired limit of not less than \$1,000,000 each claim. In the event the insurance policy is written on a “Claims made” basis, coverage shall extend for two (2) years past completion and acceptance of Services as evidence by annual Certificates of Insurance.

#### **F. Property Coverage - Valuable Papers**

Property coverage on all-risk, replacement cost, agreed amount form with Valuable Papers insurance sufficient to assure the restoration of any documents, memoranda, reports, or other similar data relating to the services of the Consultant used in the completion of this Contract.

#### **INDEPENDENT CONSULTANT:**

The relationship between the City and Consultant created under this Agreement is that of principal and independent contractor. Neither the terms of this Agreement nor the performance thereof is intended to directly or indirectly benefit any person or entity not a party hereto and/or such person or entity is not intended to be or shall be construed as being a third-party beneficiary of this Agreement unless specified by name herein or in an Amendment hereto, executed by a Consultant authorized representative.

#### **SEVERABILITY/SECTION HEADINGS/SURVIVAL/WAIVER:**

In the event that any provision herein shall be deemed invalid or unenforceable, the other provisions shall remain in full force and effect, and binding upon the parties hereto. The heading or title of a section is provided for convenience and information and shall not serve to alter or affect the provisions included herein. All obligations arising prior to the termination of this Agreement and all provisions of this Agreement allocating responsibility or liability between the City and Consultant shall survive the completion of services and the termination of this Agreement. No waiver, discharge, or renunciation of any claim or right of Consultant arising out of breach of this Agreement by City shall be effective unless in writing signed by Consultant and supported by separate consideration.

#### **OWNERSHIP OF DOCUMENTS:**

All documents produced by the Consultant under this Agreement shall remain the property of the City and may be used by the City for any other endeavor without the written consent of the Consultant.

**APPLICABLE LAWS:**

Unless otherwise specified, the Agreement shall be governed by the laws of the State of Michigan.

**PURCHASING AGENT DESIGNATION AND AUTHORITY:**

Jon Swenson is designated as Purchasing Agent of City and is authorized to order minor changes in the work not involving adjustment in the Contract Sum or Time of Completion and not inconsistent with the intent of the Contract Documents. Such changes will be effected by written order signed by the Purchasing Agent and shall be binding on the City and Consultant.

IN WITNESS WHEREOF, the parties have made and executed this Agreement the day and year first above written.

Signed this 12th day of December, 2023.

URBAN ECOSYSTEMS, LLC  
CONSULTANT



Witness – Michael Keenan



By: Samuel Geer

Its: President

Address:  
2500 University Avenue W. STE C8  
Saint Paul, MN 55114

Telephone #: (612)520-1176

THE CITY OF MARQUETTE,  
MICHIGAN, OWNER

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Sally Davis, Mayor

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Kyle Whitney, Clerk

APPROVED AS TO SUBSTANCE:

APPROVED AS TO FORM:

\_\_\_\_\_  
Karen Kovacs  
City Manager

\_\_\_\_\_  
Suzanne C. Larsen  
City Attorney