

Public Participation Members,

The City of Marinette is working with Ayres Associates to prepare of a Wisconsin Department of Administration Division of Energy, Housing, and Community Resources (DOA-DEHCR) Community Development Block Grant Planning (CDBG-PLNG) grant application. If successful, these grant funds will be used to pay for development of a City-wide Community Development Plan for adoption by the City. The plan will assesses current conditions that pose a threat to the health and welfare of the community and set clear and attainable objectives and policies for the next five (5) years to improve the vitality of Marinette, as well as the economic well-being of its residents, especially those of low- and moderate-income.

The Plan will identify and assess needs, assets, and priority investments of the community through a series of components, which may include but are not limited to: demographics, the physical and natural environment, transportation, workforce, business and industry, community and civic assets, housing, and real estate/development patterns. The Plan will identify catalytic projects, funding mechanisms, public/private partnerships, and strategic objectives attached to specific actions and implementation steps. The Plan will serve as the catalyst for improvements in key community indicators such as expanding employment and the size of the labor force, minimizing the unemployment rate, promoting improved workforce and low-income housing opportunities, and broadening and diversifying the City's tax base.

The Plan will be consistent with Wisconsin's current CDBG program goals including promoting improved housing and economic opportunities for low- and moderate-income households; supporting revitalization of blighted sites, established neighborhoods, and downtown business districts; improving accessibility to public facilities; and encouraging the use of energy-efficient design and retrofitting. The Plan will be developed through a strong public engagement process that encourages citizen participation, especially by persons of low- and moderate-income; provides access to local meetings and information; and provides public hearings, procedures and accommodations to ensure city residents have maximum and equal opportunity to drive the process of community development planning.

Thank you for your time and consideration.

CITY OF MARINETTE

CDBG - PLNG

Marinette is seeking to build economic opportunity and improve the suitability of our community's living environment through a the CDBG-PLNG grant. Specifically, Marinette is interested in the feasibility of relocating City Hall and the reuse of a shuttered hospital. Our community hopes to develop a plan to move forward to identify the highest and best use for the hospital building and to understand opportunities to leverage the City Hall building for the benefit of the community.

The proposed planning project, to include a City Hall Relocation Study, Market Demand Analysis, and Bay Area Medical Complex (BAMC) Reuse Plan, will help to develop the viability of Marinette and benefit persons of LMI by evaluating strategic development activities and their impact on our community. The project is consistent with Wisconsin's current CDBG program goals including ensuring the affordability of basic services that enhance community vitality; supporting revitalization of blighted sites and downtown business districts; assist with a project that supports previous planning efforts that are a part of broader community development strategies; improving accessibility to public facilities; and encourage the use of retrofitting.

City Hall is located on the far north side of Marinette, between State Highway 64 and the Menominee River. Marinette's City Hall, which operates in a repurposed JC Penney department store, currently houses the Police Department, multiple city services (assessor, clerk, treasurer, public works, utilities, wastewater, etc.), and Municipal Court. In November 2011, the City of Marinette began working with Mead & Hunt, Inc., to provide a space needs assessment and evaluation of the City Police Department, as well as provide a review of and recommendations for the existing City Hall HVAC and standby power systems. The result of that process caused the stakeholders to realize that modifying one building had subsequent effects on the rest of the buildings. It was determined that a more comprehensive study of all buildings was needed. Subsequently, a City Facility Master Plan was developed in 2014. During the Master Plan process, based on considerations of public order and safety, the Advisory Committee overwhelmingly determined the highest priority for the City is to relocate the Police Department and City Administration to a new facility. It was determined that the current facility would never fully meet the needs of the departments and retaining it would be the most expensive option. Also, although a downtown presence was initially desired, further analysis revealed few significant on-site services that require a downtown location. Not only does the current building provide substandard space for current uses, it also presents infrastructure issues to any new or revised use. For this reason, the Advisory Committee concluded City Hall and its current occupants should move to a practical and efficient location that allows for lower operation costs in the future. As the current building would now be vacant, it was also agreed that the best use for this site would be to raze the building and redevelop the site to enhance downtown developments.

The current City Hall building presents operational issues and constraints such as insufficient space for all departments in the primary structure, operational inefficiencies due to size and access, and a lack of quality space for staff and visitors (programmatically misaligned and unkempt facilities are unacceptable). While the current facility fails to communicate that the City of Marinette is "open for business" and is here to serve our residents, we will explore the feasibility of relocating our City Hall and the potential economic opportunity associated with vacating the current downtown site through a

relocation study and market study. Should City Hall relocate, the existing site could serve as a catalyst to additional reinvestment in downtown Marinette.

While considering potential locations for a new City Hall and other economic development opportunities in Marinette, the City is interested in the reuse of a former hospital on the south side of the City that has been vacant for over two years. The Bay Area Medical Center (BAMC) hospital complex is located along University Drive and Shore Drive, west of Green Bay. The hospital was built in 1939, encompasses roughly 20 acres of land and includes an approximately 300,000 square foot structure. The project team will conduct a study to identify potential reuse and redevelopment options for the BAMC site, including new housing and the relocated City Hall. Based on the evaluation of the assets and challenges of the BAMC site context and conditions, zoning and land use, access and connectivity, the project team will determine the highest and best uses of the site.

The City Hall Relocation Study and BAMC Redevelopment Plan will consider all options through the lens of access for residents of need, including our City staff members. To arrive at recommendations, the project team will employ both quantitative and qualitative research methods. This approach will include detailed demographic analyses of City areas, metric-based site analyses, and extensive engagement with stakeholders and City agencies. The result of these analyses will allow the team to develop primary and secondary user-friendly relocation opportunities for City Hall; develop primary and secondary redevelopment opportunities for the existing City Hall site; and develop viable reuse opportunities for the BAMC site. The analyses will provide site-level recommendations to serve the needs of City residents both now and in the future. Opportunities identified as part of these analyses will aim to maximize financial efficiency and economic development potential.

To accomplish the City Hall Relocation Study and Bay Area Medical Complex (BAMC) Reuse Plan, the project team will conduct the following scope of work:

Task 1 – Research

To begin implementing the CBDG-PLNG grant project, we will organize a kick-off meeting with City staff and the project team to review the planning process, timeline, and identify additional stakeholders. The project team will gather community background information such as land use, demographics, and economic data. The team will review existing plans, studies, and surveys relative to the project goals, as well as visit the existing City Hall and BAMC sites to understand the site characteristics. The information gathered during the research phase will assist in identifying potential City Hall relocation sites and needs issues specifically impacting the LMI population that could be addressed with redevelopment of the existing City Hall site and reuse of the BAMC site.

A kickoff *Discovery Workshop* will then be held to present findings of research and gain a better understanding of community needs along with general economic activity in Marinette. During the workshop, the project team will also highlight City Hall and downtown redevelopment examples from similar communities in Wisconsin and around the country. The workshop will stimulate discussion among stakeholders and build consensus towards a community vision for the current and potential future City Hall site, as well as the BAMC site. In preparation, the project team will review existing community plans, complete a preliminary market analysis, interview key stakeholders, and identify examples. At the *Discovery Workshop*, the goal is to build an integrated community vision and to understand and define the opportunities associated with relocating City Hall from its current site and reusing or redeveloping the BAMC site.

During the workshop, the project team will facilitate a discussion with the community to help better understand the capacity for reuse of the current buildings, any issues that may limit the opportunities, and the desired community outcomes. The project team will capture the findings from the engagement for subsequent phases.

On site: Kick-off meeting; Site visit; Discovery Workshop with community leaders and stakeholders.

Deliverables: Preliminary Discovery Snapshot and Report to include the findings from the research, workshop, and stakeholder interviews. The report will include a discussion on preferred development examples and potential scenarios for consideration.

Task 2 – Analysis

Based on the conclusions and findings from the above exercise, a *market demand analysis (MDA)* will be necessary to test and confirm which opportunities at the existing City Hall building and the BAMC site have the greatest demand and greatest feasibility. The analysis will review project objectives, explore the current City economic profile, analyze the local and regional market, identify challenges and opportunities, and provide recommendations. The MDA will aim to determine market potential, find the best avenues for accessing market segments with high potential, evaluate marketing and sales requirements to be successful in the market; and identify high potential business and developer prospects that the City may call on. The study will help to understand the potential for new housing, commercial opportunities, or other uses within these sites.

On site: None.

Deliverables: Market Demand Analysis Report presenting data, analysis, conclusions, and recommendations obtained from the market study.

Task 3 – Exploration and Recommendations

Capturing the findings from the research and analysis phases, the project team will explore reuse scenarios for both the existing City Hall site and the BAMC site and present to the stakeholder group at an *Exploration and Ideas Workshop*. The workshop will include a discussion of the strengths and weaknesses of each scenario as well as the fiscal constraints to achieve the desired outcomes.

The Workshop will include visual renderings and possible video representation to provide a clear picture to the stakeholder group and the community. From this workshop, the project team can identify and refine the community's preferred scenarios for the existing City Hall site, potential future City Hall, and the BAMC site with a focus on short- and long-term action items.

On site: Exploration and Ideas Workshop with community leaders and stakeholders.

Deliverables: Ideas Report to include findings from the Workshop, discussions of preferred scenarios and recommendations on next steps. The report will seek to include a proposed vision as the basis for the next phase.

Task 4 – Implementation Planning

Taking data obtained from preceding phases, the project team will build a full implementation plan to help the community take actionable steps toward providing an improved and accessible City Hall to municipal staff and residents, redeveloping a potential downtown catalyst site, and purposefully reusing the BAMC site to encourage economic development. The team will look to understand the opportunities identified during the planning process and the critical path needed to achieve success. The project team will present the plan to community leaders and stakeholders at a final *Initiation and Execution Workshop*, finalizing the final report with input obtained at the workshop.

On Site: Initiation and Execution Workshop with community leaders and stakeholders.

Deliverables: Final report detailing findings, conclusions, and recommendations, and full implementation plan based on the preferred vision and scenarios discussed in the previous two workshops.