



2024 Action Plan

Annual Update

Finance

Create and Adopt FY 2025 Budget

The FY2025 budget was adopted by the City Council at their May 20, 2024, meeting, per the requirements of the City Charter. The budget is available on the City website.

Complete the FY 2024 Audit

Results of the audit were presented to the City Council at the December 16, 2024, Council meeting. Our auditors, Maner Costerisan, issued a clean opinion on the financial statements.

Create and Adopt 2024-2030 CIP

The CIP was created by staff over several months and adopted by the Council in February.

Develop and implement a minimum cash reserve policy for each utility

The Electric Fund reserve policy was adopted by the City Council in 2023. Cash reserves policies for the Water and Wastewater funds were adopted at the December 16, 2024, City Council meeting.

Complete cost of service study and rate design for utilities

Rate studies have been completed for Electric, Sewer, and Water, and the findings were presented to Council over multiple work sessions. We chose to table any FiberNet rate discussions until we review final recommendations from our consultant, Magellan/Entrust.

Develop and Adopt BlueOval PILOT

After multiple incentive discussions with the State of Michigan and initial Payment in Lieu of Taxes (PILOT) discussions with the City of Marshall, Ford has decided to withdraw their request for a Renaissance Zone incentive. There will no longer be the need for a PILOT. Ford/BlueOval will pay property taxes subject to a PA 198 tax abatement approved by City Council on August 19, 2024, for a period of 12-years (12/31/24 to 12/30/2038).

Renew Assessing Services agreement

On June 17, 2024, the assessing contract with V&V Assessing LLC was renewed through June 30, 2027.

Update the Personnel Policy Manual

Over several months, the Personnel Policy Manual was updated by staff and our City labor attorney and approved by Council on December 16, 2024.

Review the Purchasing Ordinance and Policy

Work on this project has begun, but updates will be brought to Council as a 2025 goal.

Clerk

Update the FOIA policy and procedures

A draft policy has been developed. The clerk's office is working with the Police Department and City Attorney Revore for finalization and adoption in 2025.

Renew the expiring Trash, Leaf and Brush Millage

At the April 15, 2024, City Council meeting, a resolution for placing the .75 mill, four-year, renewal was authorized for placement on the August 2024 ballot. The millage will provide approximately \$200,000 each year for a single pass curbside brush pickup in April, a bulk curbside trash pickup in May, and two passes for curbside bulk leaf pickup in October-December depending on leaf drop and weather.

On August 6, 2024, the City voters overwhelmingly approved the ballot request. 1,374 total votes were cast, with 82% choosing yes.

Police

Maintain Department staffing through recruitment and hiring program

The Marshall Police Department made an effort to improve our recruitment and hiring program in 2024. We were unable to fill a vacant police officer position from November 2023. We had seven qualified candidates for the position, but four candidates dropped out of the process and the other three did not make it through the background investigation process.

In February, we held a multi-agency recruiting fair to try and increase our recruitment efforts. Our increased efforts didn't result in any additional candidates. After failing to find qualified candidates, a new Police Recruit position was created to establish a sponsorship program. We completed a new job description and updated our hiring and recruiting plan. We secured two spots in the KCC academy and applied for the Public Safety Academy Assistance grant which we received. The grant for the academy and wages up to \$24,000 per recruit (\$48,000 total).

The Marshall Police Department tested 19 police recruit candidates. 7 candidates passed the written test and moved on to interviews. Seven interviews were completed, with two candidates being selected for the recruit positions. The two candidates completed the pre-testing for MCOLES, a background investigation and psychological examination. The two candidates were hired and assigned a Marshall Police Officer to mentor them through the academy process. Both completed the Kellogg Community College Police Academy and started their Field Training in December. They are projected to be on full duty in March 2025.

Officer Troy DeKryger retired on May 30th, 2024. We updated our policy and completed a letter of understanding to allow for retirees to return to full time work after a 60-day separation. After a 60-day separation he returned to work on August 8th, 2024.

The Marshall Police Department is currently fully- staffed with 16 sworn officers for the first time in several years. We continue to assess our service demands and staffing levels.

Continue and Expand Traffic Safety and Enforcement program

An operational plan was developed in December of 2023 to address the traffic impact of BlueOval and the MAJOR campus over the next 3 years. The plan addresses projected calls for service increases along with several concerns regarding traffic safety. The following items were completed as part of our operational plan.

- All Marshall Police personnel were deputized by Sheriff Hinkley to assist with any jurisdictional conflicts when enforcing laws in areas between the City of Marshall and the local 625 contract properties in the townships.

- An MOU with the Calhoun County Accident Reconstruction Team was finalized and signed. Officer Patterson responded to 8 accidents with the Reconstruction Team in 2024. Officer Patterson will be receiving additional accident investigation training with a goal to complete the Accreditation Commission for Traffic Accident Reconstruction (ACTAR) certification. Officer Patterson is planning to complete the required training over the next 2 to 3 years. It should be noted there are only 28 ACTAR Reconstructs in Michigan.
- Officer Vandenboss completed a Motor Carrier Enforcement Class in 2024.

In 2024 the Marshall Police Department set some goals of increasing our traffic safety and Enforcement. Officer Vandenboss and Sgt. Potter have taken a lead roles in our Traffic Safety Program. Officer Vandenboss is leading the department in proactive enforcement actions. Sgt. Potter and Officer Vandenboss also used our radar speed monitors to complete 11 speed studies in 2024.

In 2024, the Police Department worked with the Department of Public Works to assess some of traffic control signage throughout the city. Based on this assessment, we completed 17 new traffic control orders, adding signage and controls that will improve traffic and pedestrian safety in the Marshall community.

Improve Community Engagement Efforts (6 Events)

Community engagement remains a focus for the Marshall Police Department as we continue to maintain and build community trust. We worked to increase our community engagement efforts in 2024. We planned for at least 6 community events, and we completed eight.

Events Completed in 2024:

- LCC Training held January 17th, 2024
- Police Recruiting Event held February 3rd, 2024. 19 Agencies participated
- 4 SHARP Trainings held Feb 13th, 2024, April 13th, October 7th.
- Small Business Crimes Training Scheduled for May 7th, 2024
- National Night Out August 6th, 2024, at Fairgrounds
- Fraud Training at Marshall Library November 21st, partnered with Marshall Community Credit Union
- Shop with a Cop December 14th.

In 2024, we also created a non-endowed sub fund with the Marshall Community Foundation to solicit funds for the Marshall Police Department Community Training and Event Fund. This will assist us in raising funds for community trainings and events, as we expand our community engagement efforts. We are working to create a marketing plan to solicit donations for this fund in 2025.

We should also note that School Resource Officer Andrew Groeneveld is very active in Marshall Schools and attends most of the school sporting events and dances.

Complete Downtown Parking Assessment

The City Parking Ordinance was updated in January 2024. All 642 parking spots in the city were mapped in GIS with designations. A resolution was passed for consent of City Council for the designations.

In May, a resolution was completed and approved by City Council to update the parking changes/improvements for parking lots 6 and 7.

In December, the annual parking assessment was completed along with a workshop with Marshall City Council. City Staff is in the process of completing the signage for the changes.

Update department strategic plan (2024-2027)

Strategic planning was budgeted in the 2024-2025 budget. We contracted with Humanergy to complete our strategic planning process and update our strategic plan. Focus group sessions were completed with the Sergeants and Patrol Officers. 57 surveys were also sent to key stakeholders in the community to gain additional feedback. Three work sessions were completed along with a wrap up meeting. The plan was recently presented and provided to staff. The plan will be provided to city council, and a summary will be provided to the public in January/Feb 2025 along with our annual goals.

Develop and Implement community camera public safety program

We had several meetings with Verkada and Avigilon cameras in 2024. We have also met with the City Directors and others to discuss solutions. We are in the process of creating a committee to investigate and create a plan. This was incorporated with a citywide strategic plan for access control, cameras, and alarms. The goal is to bring some consistency and integration options for citywide growth. Several camera programs have been started in surrounding communities including Albion, Battle Creek, and by the Calhoun County Sheriff's Office. Many of the programs are using license plate reader (LPR) technology. We have continued to discuss and research camera options. In 2025 we plan to work with a consultant to create a citywide plan. Once we create a plan we will seek grant funding for the project.

Implement community engagement software platform

Over the last few years area police agencies have been implementing a community engagement software platform for their departments. We researched these programs and discussed the success of the programs that were being used by MSP, CCSD, and BCPD. We received a quote from SPIDR Tech/Versaterm and budgeted the project in the 2024-2025 Budget with revenues from a potential grant.

We submitted and were granted a Marshall Community Foundation Momentum grant for the project. The contract was completed and reviewed by the City Attorney. The contract was approved on October 7th and used to purchase and implement software.

The service contract was reviewed and amended a few times before being signed in November. The project is in progress with an estimated completion date for the end of January. We will be releasing a press release and informing the public prior to release.

Fire

Identify SAFER grant employee funding

City Council approved application for an additional SAFER Grant to FEMA in March of 2024. In September we learned that we were not funded, however we were approved to continue to use

the remaining grant dollars to fund the three positions through August of 2025. This will allow us to budget for the three positions in the FY26 operating budget.

Reduce ISO rating to a 3 or lower

Staff has completed work related to training, pre-fire planning and inspections to gain more favorable scores when they return for our evaluation. We are awaiting a date from the ISO organization for an inspection date.

Conduct a Community Risk Assessment and Reduction Plan

Lt Brad Hawley has completed a Risk Assessment and now he and Chief Erskine are working on the Risk Reduction Plan.

Complete Hazardous Materials Technician Training

3 staff members completed the training this year and more are scheduled for 2025.

Implement new Fire Code Inspection Plan and Inspection program

Working with Attorney Revore, City Council approved the inspection ordinance and adopted the 2021 International Fire Code (2021 IFC) this year. Also, City Council adopted an ordinance for cost recovery to cover costs. Implementation planning has started, and we will be meeting with impacted businesses to inform them of the program and how it relates to the Community Risk Assessment and Reduction Plan in 2025.

Pursue the replacement of the 2003 Spartan Fire Engine

This year, as part of the budget process, the Fire Department equipment fleet was added to the Motor Pool fund. This will provide consistent annual funding for fleet replacement that includes an evaluation to maintain apparatus that serves our needs and is most cost effective going forward.

The development of specifications and ordering of the new engine would proceed once funding has been identified and allocated.

Safety

Implement City safety manual update and new orientation program

We have developed a new safety manual with policies and procedures for all departments and the document has been passed out to all City employees for implementation.

Continue monthly Safety Program and annual Safety Day

Safety Day in September was a success and we continue to have monthly safety classes with required annual training. The City Safety Committee meets every other month to review employee incidents and discuss safety topics.

Update and Improve the City Safety Program

We continue to update and improve safety programs by identifying equipment and training that is needed. New confined space equipment that is modern and compliant with current safety standards has been purchased and training on its use has occurred.

Public Services

Complete the design for the Verona Road- West Drive resurfacing project

Engineering design is complete and approved by MDOT. The project scope includes a combination of full depth mill and pave, partial depth mill and pave, and sidewalk installation. The project has been obligated by MDOT which commits \$385,000 in Small Urban program funding to the City's project. The project was bid in September with the low bid to be awarded to Rieth Riley. Construction is planned for the Spring of 2025 and a [webpage](#) for the project has been created on the City's website.

Finalize plans and construct the Activation Zone Improvements

The construction for the 2024 improvements to the Activation Zone are complete. Coordination and finalization of the community dumpsters needs to still be completed by participating adjacent businesses.

Continue development and oversight of the MAJOR Campus utility extension

Water Infrastructure: Watermain installation is complete, and the City is serving the MAJOR Campus with municipal water. The construction at the WTP is approximately 65% complete. The Facilities Site water tank is complete and will be placed into service in the spring. City staff are currently working with the City of Battle Creek on the water purchase agreement and operational plans.

Wastewater Infrastructure: The 30% design documents for the WWTP have been issued to the contractor. The scope of work currently includes a new headworks building with large wet well, mechanical screening, grit removal, and new blowers and air diffusers. Projects 5 and 6, the sanitary sewer pump station and force main, are underway. The force main construction is complete from the facilities site to just outside the WWTP.

Stormwater: The stormwater basins for control of construction stormwater are under modification to get them to the permanent stormwater condition. The installation of the outlet control structure that controls the outflow of water to the culverts under the railroad tracks is complete.

Complete tree planting program and pursue Tree City USA certification

The City has met all four of the program standards for 2024 calendar year and submitted the application for Tree City USA recognition. The City utilized staff, contractors, and volunteers to complete tree activities this year. Approximately \$45,000 was spent in City labor for tree maintenance and care. The City contracted for approximately \$15,000 in tree removal this year. City staff planted trees on Arbor Day in 2024 and volunteers planted approximately 100 trees during the Rotary's waterways stewards' event in October. The \$25,000 donation from Ford earlier this year has not been spent and will fund a neighborhood street tree planting program in 2025.

Update tree assessment and maintenance program

An RFP was issued for stump removal in 2024 with no responses. Staff will be re-issuing the RFP in January. The City was awarded a \$100,000 grant for the inventory of all trees with the City's right-of-way in late 2024. An RFP for this work will be issued and a contractor selected to complete the inventory in 2025.

Finalize restoration plans for Brooks Fountain and identify funding sources

The Brooks Memorial Fountain plans have been developed to assist with estimating construction cost. The fountain and park have 1.5 to 2.0 million dollars of improvements needed depending on the type of replacement material that is ultimately chosen. The donation of \$140,000 by Ford will go toward the project and we continue to seek out additional funders. The City will celebrate its bicentennial in 2030, and we plan to make the renovation of the Brooks Memorial Fountain the centerpiece of the festivity.

Continue lead service line inventory and replacements program

The Complete Distribution Service Line Materials Inventory was completed by the Water Department per EGLE requirements. The current inventory and information on the lead service line program can be found on the departments [webpage](#). All 2024 requirements were met, and staff are planning for the necessary investigation and replacements for the 2025 calendar year.

Establish sewer pipe assessment program

Review of other peer City contracts for similar services has been started to develop our program.

Update the Stormwater Ordinance and Master Plan

This project has not been started.

Continue Cityworks Asset Management Program Implementation

This activity continues with additional divisions being incorporated into the program.

Develop Engineering and Inspection Services RFQ's

This project has not been started.

Renew Collective Bargaining Agreement with Public Services Employee Group

The new three-year CBA was approved by the City Council and took effect on July 1, 2024.

Complete Cosmopolitan Watermain Rehabilitation Project

The scope of the project has been confirmed with a combination of replacement and rehabilitation planned in 2025. Watermain replacement will occur along the public right-of-way while watermain lining will occur on the cross lot watermain between Cosmopolitan Avenue and North Madison Street. The street will be partially reconstructed pending final information from Consumers Gas on their component of work in the area. The watermain lining request for bids has been issued and staff are currently accepting quotes on the watermain replacement design engineering work.

Electric

Electric System Reliability (meet or exceed top quartile of utilities)

The Electric Department established 2024 Distribution System Reliability goals that are based on the top quartile of utilities reporting through the American Public Power Association (APPA) eReliability Tracker software for the previous year. These indices include:

- System Average Interruption Frequency Index (SAIFI), the average number of times that a customer experiences a service interruption during the stated time period;

- System Average Interruption Duration Index (SAIDI), the average duration of customer service interruptions in minutes. SAIDI is how long, on average, each customer was without power during the stated time period;
- Customer Average Interruption Duration Index (CAIDI), the average time (in minutes) required to restore service following an interruption; and
- Average Service Availability Index (ASAI), the ratio of the total number of customer hours that service was available to the total customer hours;

Staff enters service interruption data—including outage duration and number of affected customers—into the APPA eReliability Tracker software. The software calculates these indices for the City of Marshall electric distribution system. The 2024 electric distribution system reliability goals and results for November and from January-November are shown below. The November reliability results continued to be a mixed bag, as the SAIFI and CAIDI targets were achieved, while the SAIDI and ASAI were not. Year to date 2024, only the CAIDI goal was exceeded, while the SAIFI, SAIDI and ASAI objectives fell short. The Electric Department will continue working to minimize service interruption frequency and duration through the remainder of 2024 and beyond.

	2024 Goal	November 2024	January-November 2024
SAIFI (# interruptions)	0.63	0.449	1.447
SAIDI (minutes)	0.25	10.234	74.315
CAIDI (minutes)	51.99	22.781	51.345
ASAI (%)	99.9900	99.9763	99.9858

Replace approximately 70 wooden poles

The Electric Department goal is to replace approximately 70 wooden poles in 2024. In 2024, 71 new wooden poles were set, 101.43% of the annual goal. This total does not include 26 new poles set by Electric Distribution staff in August for the electric distribution system extension that will serve new City water and wastewater facilities at the MAJOR site.

Replace 500 electric meters

The 2024 Electric Department goal is to replace 500 older electromechanical meters that predate modern solid state electronic meters. In 2024, Metering staff replaced 509 electric meters, 101.8% of the annual goal.

Extend electric service to MAJOR Campus to serve City facilities

The Electric Department is extending a new three-phase 12,470-volt electric distribution feeder from a point near the Michigan Department of Transportation facility on West Michigan Avenue to the City's proposed water and wastewater facilities at the MAJOR site. Work on the overhead portion of the line is complete. Conduit and cable have been installed on the underground portion of the feeder. Electric Distribution staff must terminate the underground cables to complete this part of the project. The 750-kVA transformer to serve the new water and wastewater facilities has been set and the underground service installed. If the weather cooperates, the electric distribution system extension should be ready to energize by mid-January. The project completion deadline is January 31, 2025.

Maintain 91% or greater generating availability annually

One of the ways to gauge Power Plant readiness to respond to an emergency is by calculating Generating Unit Availability. This benchmark is calculated by dividing the total number of hours a generating unit was available for service (whether it was operating or not) by the total number of hours in the time period (month or year). Availability can be tracked for both individual generating units and for all units collectively.

Generating Unit Availability is also an indicator of preventive maintenance program effectiveness and an adequate capital improvements program. The 2024 Electric Department goal is to meet or exceed 91% annual availability factor. Collective generating unit availability has exceeded 91% each month in 2024. Through November, collective availability of the five Power Plant generating units was 100% seven of eleven months in 2024.

Produce at least 1,185,786 kWh from the Hydro units annually

Despite this lack of precipitation during the second half of 2024, hydroelectric energy production through November has exceeded 100,000 kWh each month. Year-to-date 2024 hydroelectric energy production of 1,303,718 kWh exceeds 12-month totals in 2021, 2022 and 2023. Year-to-date 2024 hydroelectric energy production of 1,303,718 kWh is 109.95% of the 2024 hydroelectric energy production goal of 1,185,786 kWh with one month (December) remaining. This appears to be the greatest annual hydroelectric energy production total since 1,587,950 kWh were generated in 12 months in 2011.

Return generating units #2 and #4 to commercial operation

For more than a year, the City of Marshall has been working to return existing Power Plant internal combustion generating Units #2 and #4 to commercial operation. Returning Units #2 and #4 to service provides value to the community in the form of approximately 2,000 kW (2 MW) of MISO Zone 7 and State of Michigan capacity, as well as an additional 2 MW of emergency backup generation. The City engaged Precision Energy Services of West Burlington, Iowa, to design and install the necessary oxidation catalysts and emissions-monitoring equipment. Precision completed installation of the two oxidation catalysts and emissions monitoring equipment in May 2024.

The proposed return of Units #2 and #4 to commercial operation has experienced delays as EGLE and the City debated whether the units are considered “intermittent emissions sources” or “continuous emissions sources.” Existing Power Plant Units #3, #5 and #6 are considered intermittent sources and have averaged approximately 50 hours of operation annually from 2018-2023. EGLE maintains that only emergency generators connected to a specific structure (such as a hospital, water plant, fire station, etc.) may be classified as intermittent sources. EGLE staff are working with US EPA representatives on resolution of this question. An answer is not expected until 2025.

Install four new 2.5 MW natural gas generators at the Power Plant

Work on this approximately \$10.5 million project is substantially complete with all four 2.5-MW Caterpillar natural gas generators available for service. The units can be remotely started from AMP headquarters in Columbus or locally by Power Plant staff. The four generating units are commercially available and have been registered as Midcontinent Independent System Operator (MISO) installed capacity.

Achieve a \$3.5 Million cash balance at year-end

Finance Director William Dopp reports that as of September 30, 2024, the Electric Fund had approximately \$4.434 million in cash. This cash reserve will change throughout the year and bears continued monitoring through December 31, 2024; however, it appears that the Electric Fund is well positioned to achieve this 2024 goal.

Maintain competitive rates with Consumers Energy and DTE across all rate classes

As part of the recent Electric Utility Cost of Service and Rate Study, public utility consultants Courtney & Associates updated bill comparisons for residential, small business and industrial customers with those of similar customers served by Consumers Energy and DTE Energy. New City electric rates became effective June 1, 2024. City of Marshall rates remain competitive with those of Consumers and DTE in nearly every customer category.

Achieve zero lost time accidents

In 2024, there were three lost time accidents in the Electric Department. Although none of these workplace injuries were serious, they each resulted in lost time. These are the first lost time accidents since at least the beginning of 2023.

Update the Electric System Emergency Action Plan

Updates of the existing Electric Department Contingency Plan for Emergency Operations have been completed. Contact names and information were updated. An electric system one-line diagram and copies of Electric Department mutual aid agreements with American Municipal Power (AMP), the Michigan Municipal Electric Association (MMEA), the American Public Power Association (APPA) and Consumers Energy were added to the document. Copies of the updated plan have been distributed to the City Manager, Power Plant, Electric Distribution, Director of Electric Utilities and Assistant to the Electric Director.

FiberNet

Conduct a comprehensive infrastructure and operational evaluation of the utility

On January 2, 2024, the City Council authorized retaining Magellan/Entrust to perform the audit of the utility. Entrust has completed the evaluation, including a site assessment of all the equipment and has made three major recommendations. 1. Move to a new network support provider to assist the current employee responsible for these operations. Based on the recommendation of Entrust, we have engaged Hyperion Solutions Group, and they now assist with active monitoring and management of the network. 2. Move away from the current customer service/tech support provider. EPB was selected and hired to provide our necessary technical support service for our customers. EPB will start performing their services by the end of January 2025. In addition, we have added administrative support to the department to provide customer service, marketing and communications during normal business hours. 3. Develop and refine a capital improvement/replacement plan for the existing servers, switches and routers. Based on the inventory, it was determined that a large portion of our components need to be updated and replaced as items have reached the end of their service life and are experiencing failures. Entrust has provided a plan to move forward and we will be focusing on this third recommendation once we have successfully implemented both of the previous recommendations.

Develop Marketing and year-end Rebate program

As part of the evaluation project performed by Magellan/Entrust, a recommendation was made related to the business plan and an associated marketing strategy development and its implementation. Based on the critical work that needs to occur on the network and the customer and technical service components discussed above, we have moved this project to a lower priority. A one-time 10% rebate was issued in February 2024 to all current FiberNet customers to account for the previous reliability issues.

Information Technology

Replace the Citywide telephone system

A Draft RFP is under review, and we anticipate finalization in the spring of 2025, inclusion in the FY26 budget and implementation of the new phone system in fall of 2025.

Complete server replacements at City Hall and MRLEC

Both servers have been replaced and the new servers are in service.

Finalize and implement IT capital replacement program

VC3 has provided initial budget and capital replacement information. Staff are in the process of reviewing the data and will develop a new program and implement for FY2025 and FY2026 Budgets. Multiple PC replacements replacing old units occurred in 2025. Quarterly employee security training has been implemented and necessary security upgrades have occurred.

Community Development

Update the City Master Plan

City Council approved the award of contract to Progressive AE to update the Master Plan on March 4, 2024. To date, transportation and small business focus groups have met, a Joint Council/Planning Commission Workshop was completed, a survey that received over 300 responses was conducted, several “pop up” events were held at the Brooks Fountain and the farmers market this summer, and a community open house event took place in October to solicit resident input. The Master Plan is on track for a final community-wide open house in February and ultimate approval in the first quarter of 2025.

Update the Parks and Recreation 5-year Master Plan

Following survey results, public input, comments from the Parks, Recreation, and Cemetery Advisory Board and a public hearing, the Parks and Rec Master Plan was adopted by City Council on December 16, 2024. The plan has been submitted to the Michigan DNR to make us eligible for grant funding, and to provide guidance for the next 5-years.

Develop a Non-Motorized Master Plan

The City Council approved the award of contract to Progressive AE to develop a Non-Motorized Plan in March of 2024. A draft plan was developed this fall with input from county and regional trails organizations along with local stakeholders related to the proposed routing of trails through

and around Marshall. The Non-Motorized Plan is on track for inclusion with City Master Plan to be approved in first quarter 2025.

Review the Master PA 425 Agreement

No review work was completed on this topic.

Achieve Redevelopment Ready Community Certification

All of the Master planning projects once finalized will complete the primary outstanding items for RRC recertification. Staff is working on other minor items in conjunction with MEDC and will have everything in place according to a schedule laid out for first quarter 2025. Upon completion, we will be eligible for recertification.

Complete the LDFA- Brooks Parcel Inventory update project

Initial survey work, wetland delineation and appraisal work are currently underway. We continue to coordinate with MAEDA on determining and developing functional buildable sites for potential small-scale development.

Continue partnership with MAEDA and MEDC to promote and develop the Marshall MAJOR Campus

We continue to work with MAEDA, MDOT, MEDC and other partners to identify issues in the development of the remaining land on the MAJOR Campus.

Complete the Sale of the Marshall House Property

On October 28, 2024, the Marshall House property was sold to the Gene B. Glick Company.

Continue Adaptive Reuse program for the upper floors in the downtown

Five new apartments are nearing final construction at 125/127 West Michigan Avenue. An apartment is included in the Frenz project on Mansion Street as well as three hotel rooms in the 19 Zero 9 Venue project. Projects at the Masonic Temple, Stagecoach, and other downtown buildings have been proposed.

Continue Housing Development projects using NIA TIF and other incentives

Nine new homes have been completed on Forest St using the NE NIA TIF mechanism for infrastructure funding. Phase II, which includes the extension of Forest St to O'Keefe started as well. Finalization of the street connector will start next year and allow for new homes construction. The proposed multifamily development on Hughes Street will be submitted for site plan in the first quarter of 2025. Additionally, a housing study with Albion and MEDC to provide the necessary data to attract developers is near completion and we received \$15,000 from MEDC to develop housing concepts on three general areas as part of the Master Plan.

Investigate opportunities for retail cannabis facilities

Nothing has started on this topic yet. Discussions may occur as part of the Master Plan process or work begun later next year utilizing a separate process.

Complete critical repairs to the Riverwalk

The necessary EGLE permit for replacement of a section of the Riverwalk from Stuart's Landing to South Marshall Avenue was approved this summer and Phase 1A was completed that replaced the worse sections of the original Riverwalk. Additional funding is required for the final phase and grant funding will be investigated and potentially submitted in the spring of 2025.

Complete the Development of Eaton Park

Fundraising continues and we have received bids for the construction of the improvements. We are reviewing the bids for a recommendation to City Council in January. If approved, construction would commence in the spring of 2025.

Continue branding and amenities efforts for the River District

A committee has been established to work on this issue in partnership with MAEDA. The primary goal is to construct a 10' wide multiuse path between the River District and downtown. The pathway would include a few benches, flowerpots and historical interpretive signs highlighting the areas unique history. Our recent grant application was not successful, but we will continue to pursue others in 2025.