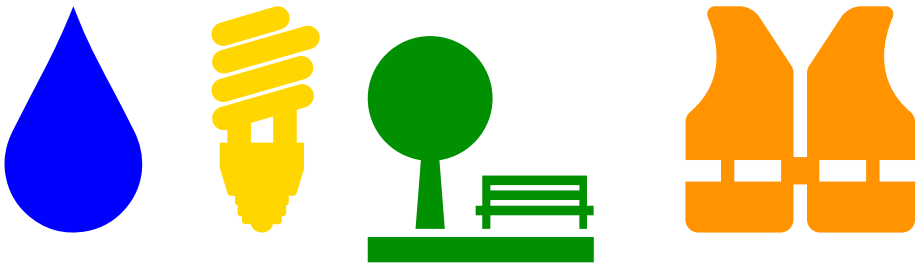
CAPITAL IMPROVEMENT PLAN

2025-2035



CITY OF WAKEFIELD

Honorable Council Members and Residents,

It is my privilege to present the City of Wakefield's Capital Improvement Plan (CIP) — a ten-year planning tool designed to identify, prioritize, and guide the City's major capital projects and equipment purchases. The CIP is more than just a project list; it is a strategic roadmap for preserving and improving public infrastructure, enhancing service delivery, ensuring fiscal responsibility, and supporting long-term community sustainability.

This plan fulfills the City's obligations under the Michigan Planning and Enabling Act (P.A. 33 of 2008, MCL 125.3865), which requires municipalities with an adopted master plan to prepare a coordinated program for public improvements. The scope of the CIP encompasses every major municipal function — from parks, recreation, and campground amenities to major and local streets, water and sewer systems, electric utility infrastructure, cemetery operations, public facilities, the motorpool fleet, and the Wakefield Public Library.

Over the next decade, we anticipate investing a total of $55.9M in capital projects — including $51.4M in fixed assets such as buildings, facilities, and stationary equipment, and $4.5M in mobile assets such as vehicles, heavy machinery, and portable equipment. Funding for these investments will come from a diversified mix of local revenues, user fees, debt financing, and external support from state and federal partners such as MDOT, MEDC, USDA, and the EPA.

The City's strategic priorities are clear:

1. Preserve critical infrastructure
2. Maintain compliance with state and federal regulations
3. Improve operational efficiency
4. Enhance community amenities
5. Maximize external funding before relying on local resources

Public engagement is essential to this process. Each year, residents and stakeholders have opportunities to review and comment on proposed investments, ensuring that our priorities align with community needs and values. The CIP is reviewed and updated annually to reflect changing conditions, funding availability, and completed projects. This plan represents a long-term commitment — a promise to manage our public assets responsibly, coordinate investments wisely, and deliver the high-quality services that make Wakefield a vibrant, resilient, and welcoming community.

On behalf of City staff, I thank the City Council and our residents for their continued support as we work together to secure Wakefield's future.

Respectfully submitted,

Robert A. Brown Jr, City Manager

CITY OFFICIALS

City Council

Dale White, Mayor
Cal Shirkey, Mayor Pre-tempor
Scott Heikkila, Councilperson
Michael Zeckovich, Councilperson
Patrick Libertoski, Councilperson

Support Staff

Susan Ahonen, City Clerk
Patty Sperhake, City Treasurer
Ashley Tarro, Deputy City Manager
Michael Singleton, DPW Lead
Josh Schneck, Utilities Lead

Planning Commission

Tara Hamilton, Chairperson
Robert Lane, Co-Chairperson
Dion DelFavero, Planning Commissioner
Marco Movrich, Planning Commissioner
Michael Zeckovich, Councilperson
Dale White, Councilperson
Robert Brown Jr., City Manager

Park and Recreation Board

Mike Zeckovich, Chairperson
Danielle Grayson, Member
Michael Heikkila, Wakefield Township Trustee
Magdalene Hill, Member
Josh Lopac, Member
Ashley Tarro, City Manager's Designee
Ali Willame, Member

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EXECUTIVE SUMMARY

The City of Wakefield's Capital Improvement Plan (CIP) is a ten-year planning tool that identifies and prioritizes major capital projects and equipment purchases across all City departments. The CIP serves as a roadmap for preserving and improving public infrastructure, enhancing service delivery and operational efficiency, ensuring fiscal responsibility, and supporting long-term community sustainability. It also fulfills the City's obligations under the Michigan Planning and Enabling Act (P.A. 33 of 2008, MCL 125.3865), which requires municipalities with an adopted master plan to prepare a coordinated program for public improvements.

The scope of this plan includes investments in a wide range of municipal functions. These include the General Fund, covering parks, recreation facilities, and campground amenities; Major and Local Streets for pavement reconstruction, resurfacing, and maintenance; water and sewer systems for main replacements, treatment upgrades, and regulatory compliance; the electric utility for grid reliability and service extensions; cemetery and public facilities; the motorpool fleet of vehicles and heavy equipment; and the Wakefield Public Library for facility and equipment improvements.

Consistent with the City's Redevelopment Ready Communities designation and economic development strategy, capital projects that support infill housing, downtown revitalization, and reuse of underutilized properties receive priority consideration within this Plan. Coordinated infrastructure investments in core development areas advance Wakefield's goal of a resilient and redevelopment-ready community.

Over the next ten years, the City anticipates investing a total of $55.9M in capital projects, with $51.4M allocated to fixed assets such as buildings, facilities, and stationary equipment, and $4.5M allocated to mobile assets such as vehicles, heavy machinery, and

portable equipment. To support this investment, the City employs a diversified funding strategy that includes local revenues from property taxes (23.1874 mills), special assessments, and Tax Increment Financing (TIF); user-based fees from water, sewer, and electric utilities, as well as cemetery, campground, and facility rentals; debt financing through general obligation bonds and Installment Purchase Agreements authorized under Act 99; and state and federal assistance from agencies such as the Michigan Department of Transportation (MDOT), Michigan Economic Development Corporation (MEDC), U.S. Department of Agriculture (USDA), and Environmental Protection Agency (EPA).

The CIP reflects the City's strategic priorities, which focus on preserving infrastructure, ensuring compliance with regulatory mandates, improving operational efficiency, enhancing community amenities, and maintaining fiscal responsibility by prioritizing external funding before relying on local resources. Public engagement is a key component of the capital planning process, with opportunities for residents and stakeholders to review and comment on proposed investments to ensure they reflect community needs and values. The plan is reviewed and updated annually to incorporate changing priorities, funding availability, and completed projects, and project implementation proceeds based on City Council approval, grant success, and available resources.

Projects are evaluated based on asset condition (e.g., PASER ratings for roads, criticality factors in the Water and Sewer AMPs), regulatory compliance, public safety, and funding opportunity. This ensures that limited resources are allocated to address the most urgent needs first.

The Capital Improvement Plan represents a long-term commitment to responsible asset management, coordinated investment, and the delivery of high-quality public services that support Wakefield's growth, resilience, and quality of life.

City of Wakefield

PLAN THE WORK, WORK THE PLAN

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) for the City of Wakefield, Michigan, is a ten-year planning document that identifies the City's planned capital projects and major equipment purchases. It serves as a critical tool for guiding infrastructure investments, ensuring long-term asset preservation, improving operational efficiency, and supporting responsible development that enables the community to flourish.
This CIP includes projects across all major municipal functions, including the General Fund (which encompasses parks and recreation and campground facilities), Major and Local Streets, Water, Sewer, Electric, Cemetery, Motorpool, and the Wakefield Public Library. These investments are essential to sustaining public services and improving the quality of life for residents, businesses, and visitors.

To comply with the Michigan Planning and Enabling Act (P.A. 33 of 2008, as amended), particularly MCL 125.3865, the City of Wakefield has developed and adopted this Capital Improvement Plan as part of its broader planning framework. The Act requires municipalities with an adopted master plan to prepare a capital improvements program to promote coordinated and efficient public improvements.

Although the CIP is not part of the City's annual operating budget, it is reviewed and adopted independently each fall. It provides a structured, multi-year perspective to support fiscal responsibility and sound decision-making. The plan outlines estimated project costs, anticipated timelines, and potential funding sources — including enterprise revenues, local funds, state and federal grants, and other available financing mechanisms.

Public participation is a central component of the capital planning process. The City will offer opportunities for public comment and community input prior to final adoption, ensuring that the CIP reflects local priorities and values.

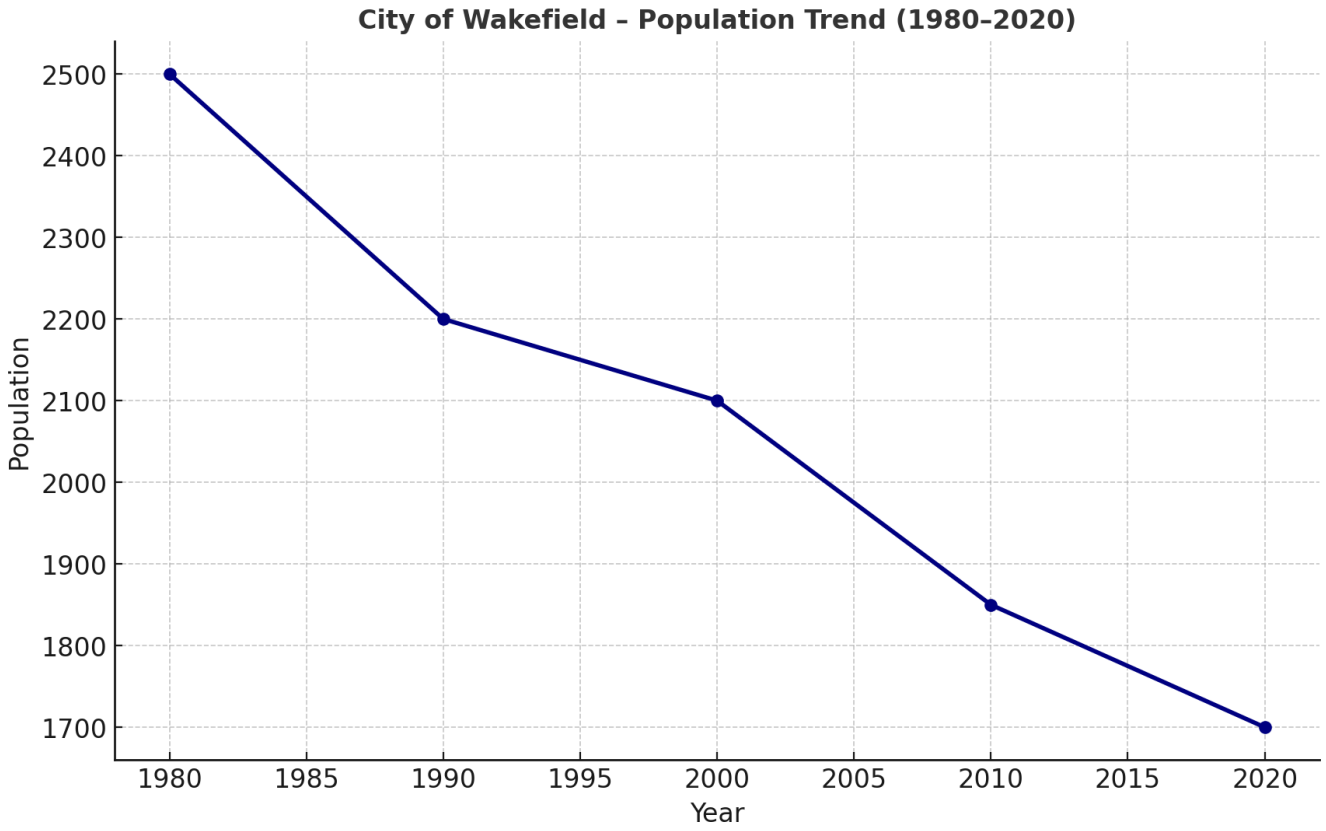
By maintaining a clear and proactive capital planning process, the City of Wakefield demonstrates its ongoing commitment to strategic infrastructure investment and long-term community stewardship.

COMMUNITY SUMMARY

The City of Wakefield is a small but vibrant community located in the western Upper Peninsula of Michigan, within Gogebic County. Nestled along U.S. Highway 2 and at the western gateway to the Porcupine Mountains, the City enjoys a scenic setting on the shores of Sunday Lake and in close proximity to the Ottawa National Forest. This natural environment provides year-round opportunities for outdoor recreation, including fishing, hunting, hiking, skiing, and snowmobiling, making Wakefield both a desirable place to live and a destination for visitors.

Population and Demographic Trends

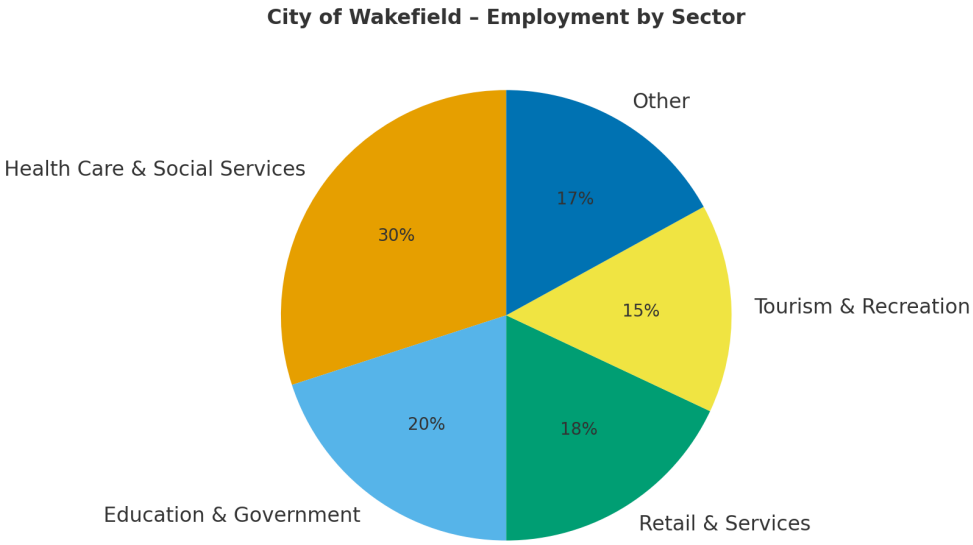
According to the most recent U.S. Census, Wakefield has a population of approximately 1,700 residents. Like many rural Upper Peninsula communities, Wakefield has experienced gradual population decline over the past several decades, largely due to shifts in the regional economy and outmigration of younger residents. The community's demographic profile shows an aging population, with a significant proportion of residents aged 55 and older. This trend underscores the importance of investing in infrastructure, public services, and amenities that support both seniors and families, while also positioning the community to attract new residents and businesses.



Employment and Economy

Wakefield's economy reflects the broader characteristics of Gogebic County. Historically supported by timber and mining, the area now relies on a mix of employment sectors,

including health care, education, public administration, small business, and tourism. Major local employers include the Gogebic Medical Care Facility, the Wakefield–Marenisco School District, and a variety of service and retail establishments. The surrounding region also benefits from seasonal recreation and tourism, particularly winter sports at nearby ski resorts and year-round outdoor activities tied to Sunday Lake and regional trail systems. Many residents commute to employment centers in Ironwood and other neighboring communities, underscoring the regional interdependence of the local workforce.

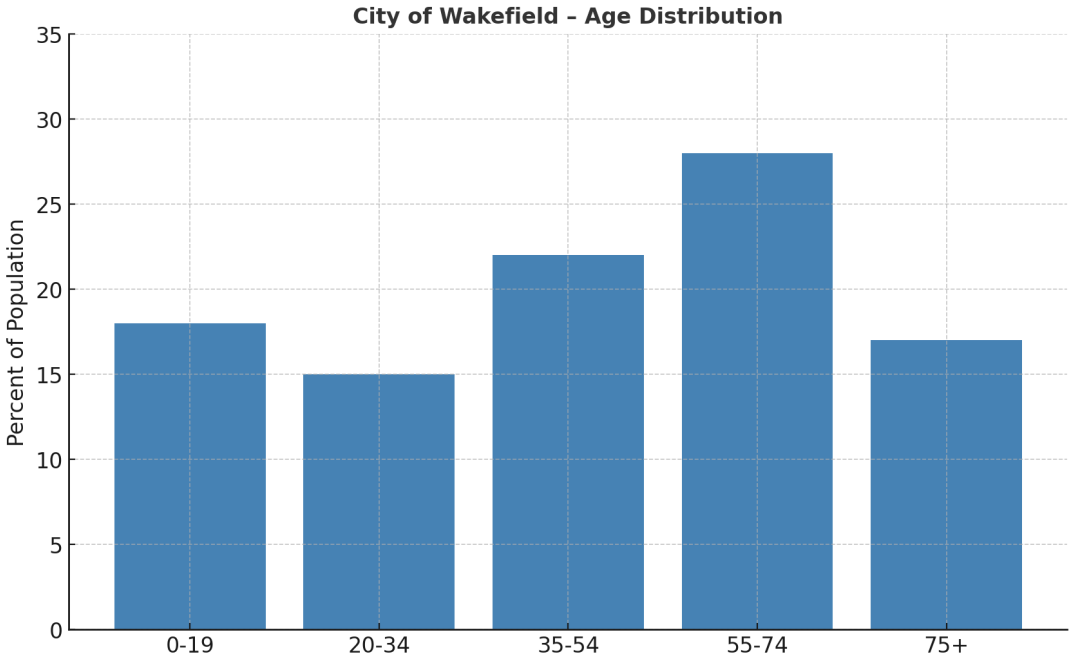


Community Profile

Wakefield is a full-service municipality that owns and operates its own electric utility, water and sewer systems, and provides a wide range of municipal services. The community has a strong tradition of civic involvement, with active service clubs, volunteer organizations, and local events that contribute to quality of life. Housing consists primarily of single-family homes, many of which date from the City's early mining and logging era, with a mix of rental and seasonal units. Affordability is a strength, although reinvestment in aging housing stock and infrastructure remains an ongoing need.

Recreation and Quality of Life

Sunday Lake serves as the centerpiece of the City, offering public access for boating, fishing, swimming, and scenic enjoyment. The City maintains several parks, a campground, and trail connections that contribute to both resident well-being and tourism appeal. Proximity to the Western Upper Peninsula's extensive trail networks and ski resorts provides additional opportunities for economic growth in the outdoor recreation sector.



Public Accountability

To ensure accountability, the City will track outcomes such as the percentage of roads rated Fair or better, the number of undersized water mains replaced, and completion rates for park accessibility upgrades. These measures provide benchmarks for evaluating CIP progress annually

Summary

Wakefield's community character is defined by its natural setting, small-town quality of life, and resilient workforce. While challenges such as an aging population and infrastructure reinvestment persist, the City's location, affordability, and recreational assets provide a strong foundation for long-term sustainability. The Capital Improvement Plan (CIP) is a critical tool in ensuring that Wakefield continues to provide high-quality infrastructure and services to meet the needs of its current residents while preparing for future growth and opportunities.

CAPITAL PLANNING PROCESS

The Capital Improvement Plan (CIP) for the City of Wakefield signifies the municipality's inaugural formal initiative to systematically identify, prioritize, and plan for significant capital investments over a decade. This plan consolidates multiple planning documents into a single comprehensive source. This inaugural plan marks an important step toward long-term asset stewardship, improved service delivery, and responsible community development. It establishes a structured framework for evaluating infrastructure needs and aligning capital projects with available resources, while also complying with the Michigan Planning and Enabling Act (P.A. 33 of 2008, as amended), specifically MCL 125.3865.

As this is the City's first CIP, the process began with a comprehensive review of existing infrastructure, facility needs, and operational priorities across all departments. City staff worked to identify proposed capital projects based on factors such as asset condition, regulatory compliance, service demands, and funding opportunities. Projects were considered

capital in nature if they generally exceeded $5,000 in cost and had a useful life of at least five years. Each project was reviewed and informally evaluated for urgency, cost-effectiveness, and alignment with City goals.

To further guide implementation, the City has organized its capital priorities into near, mid, and long-term phases. This phasing approach acknowledges that some projects are time-sensitive, such as utility replacements scheduled to coincide with MDOT's 2028 US-2 reconstruction, while others are longer-range reinvestments in core infrastructure and community amenities. Establishing a timeline helps coordinate projects across departments, align funding opportunities with readiness, and provide residents and decision-makers with a clear picture of when improvements are expected to occur. The phased approach also creates flexibility, allowing adjustments as funding, regulations, or community needs evolve.

Phase	Years	Major Focus Areas
Near-term	2025–2028	Phase 2 water main replacement, urgent bridge repairs, PASER-driven street resurfacing
Mid-term	2029–2031	Sewer I&I control projects, Sunday Lake trail/pavilion upgrades
Long-term	2032–2035	Phase 3 watermain replacement, major equipment fleet renewals, library improvements

The Capital Improvement Plan serves as a comprehensive document, which, in conjunction with other guiding documents such as the master plan and the five-year parks and recreation plan, will direct not only the financial priorities of the City but also the development of policy, procedures, and ordinances. Consequently, the Capital Improvement Plan was distributed to the Parks and Recreation Advisory Board and City Council to allow sufficient time for their review, comments, and suggestions.
In addition to public bodies, both elected and appointed, public engagement is a central component of this initial plan. Prior to its adoption, the City will offer opportunities for

residents and stakeholders to review and provide feedback on the draft Capital Improvement Plan (CIP). Community input will contribute to shaping the final priorities and ensuring the plan aligns with local values and expectations.

In accordance with Section 65 of the Michigan Planning and Enabling Act (P.A. 33 of 2008, MCL 125.3865), the Planning Commission shall formally adopt the Capital Improvement Plan by motion and recorded vote. Following adoption, the Plan shall be transmitted to the City Council for acknowledgment and use in the annual budget deliberations. The Commission will review and update the Plan each year prior to budget development to ensure consistency with the City's Master Plan and current community priorities.

Following public comment and any necessary revisions, the CIP will be presented to the Planning Commission for formal adoption. Although the CIP is not tied to the annual operating budget process, it will serve as a guiding document for future funding decisions, grant pursuits, and project scheduling. The City intends to update the CIP on an annual basis moving forward, using this first plan as a baseline for improved planning, transparency, and capital investment coordination in the years to come.

The Capital Improvement Plan will be reviewed each October to align with the City's fiscal year budget process. City staff will submit recommended modifications to the Planning Commission, which will forward any amendments to the City Council for acknowledgment during budget hearings. This process ensures the CIP remains current, transparent, and integrated with financial planning.

EARLY PREPARATIONS

Department contributions—City staff and department heads commenced initial planning discussions in conjunction with the fiscal year 2025-2026 planning cycle (March through

May of 2025). The departments shared their recommendations for future projects, which the administration cross-referenced with planning documents specific to each department and prepared by consultants.

Elected and appointed boards—City staff presented a draft of the Capital Improvement Plan during regularly scheduled meetings of the City Council, Planning Commission, and Parks and Recreation Advisory Board on September 08, 09, and 10, respectively.

TIMELINE

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SYNERGY

Synergy refers to the concept that the combined effect of coordinated efforts is greater than the sum of individual actions. In the context of municipal planning, synergy is achieved by integrating multiple plans, studies, and regulatory requirements into a single, cohesive vision. This approach helps maximize efficiency, minimize redundancy, and ensure that public investments produce lasting, community-wide benefits.

The City of Wakefield embraces this philosophy in its Capital Improvement Plan (CIP) by cross-referencing and aligning a range of adopted plans and assessments. By doing so, the City can better identify overlapping needs, synchronize project timing, and leverage shared resources. This creates more economical and practical solutions, reducing costs, avoiding duplication of effort, and improving service delivery for residents.

For the purpose of this CIP, the City has integrated insights, data, and priorities from the following plans and regulatory instruments:

- City of Wakefield Master Plan – The overarching land use and growth strategy that provides a long-range vision for development, infrastructure, and community well-being.
- Parks and Recreation Five-Year Plan – A strategic plan for the maintenance, improvement, and development of parks, trails, and recreational amenities.

- Water Asset Management Plan (WAMP) – A detailed inventory and condition assessment of the City's water system infrastructure, used to guide reinvestment and replacement.
- Sanitary Sewer System Asset Management Plan (SSAMP) – A similar planning document to the WAMP, specific to the sanitary sewer collection system, focused on condition, risk, and long-term performance.
- Pavement Surface Evaluation and Rating (PASER) Study – A comprehensive survey of street conditions used to prioritize road resurfacing, reconstruction, and preventive maintenance.
- Bridges Inspections- Routine inspections of the City's four municipal bridges, required bi-annually under state statute, identified necessary guardrail, railing, deck, and overlay repairs. These findings guide prioritization of safety-related capital investments, many eligible for MDOT's Local Bridge Program
- Dam Safety Inspection- Conducted by EGLE under Part 315 of the Natural Resources and Environmental Protection Act (NREPA, PA 451 of 1994), dam safety inspections are required to evaluate the structural condition and hydraulic capacity of regulated dams. These inspections ensure public safety, confirm compliance with state dam safety regulations, and guide long-term maintenance planning for Sunday Lake as a critical community and recreational resource
- EGLE Sanitary Survey (Michigan Department of Environment, Great Lakes, and Energy) – A regulatory review of the City's water supply system that identifies compliance needs and recommended improvements.
- National Pollutant Discharge Elimination System (NPDES) Permit – A federally mandated permit that regulates the City's discharge of treated wastewater into natural water bodies and informs capital requirements for treatment plant performance.

The following crosswalk table illustrates how the City's Capital Improvement Plan builds upon and integrates the recommendations of other adopted planning documents. By aligning CIP projects with existing asset management plans, regulatory requirements, and community-driven strategies, the City ensures that investments are not developed in isolation but reflect a coordinated vision for Wakefield's future. This approach strengthens fiscal efficiency, avoids duplication of effort, and maximizes the value of every dollar spent. It also demonstrates to funding agencies and residents that proposed projects are firmly rooted in documented needs and priorities, whether addressing aging infrastructure identified in asset management plans, safety issues noted in bridge inspections, or recreation enhancements prioritized in the Parks and Recreation Plan. The crosswalk highlights how each CIP project advances multiple community goals simultaneously, reinforcing the City's commitment to planning with intention and delivering improvements that provide the greatest long-term benefit.

CIP Project	Source Plan Reference
US-2 utility replacement (2028)	MDOT coordination; Water AMP (2024–29 project)
Local street resurfacing	PASER Study (2020) – recommends $160k annual investment
Lagoon dredging	Sewer AMP (2029–2038 priority)
Sunday Lake trail improvements	Parks & Recreation Plan (Action Plan 2025–2030)
Guardrail/bridge overlays	2023 Bridge Inspections Report

By drawing from these interrelated plans, the City ensures that capital projects do not exist in isolation but instead reflect a unified, community-wide strategy. This not only strengthens the fiscal and functional efficiency of each project but also helps the City meet its legal, environmental, and service obligations more effectively.
Incorporating synergy into capital planning supports Wakefield's ability to deliver critical services, maintain resilient infrastructure, and enhance the quality of life for all residents.

FINANCIAL SUMMARY

The City of Wakefield funds its capital improvement projects through a combination of local, state, and federal resources. Each funding source contributes to the City's ability to maintain and improve critical infrastructure while promoting long-term financial sustainability and reducing reliance on any single revenue stream.

Local funding sources include general obligation bonds, voter-approved millages, and special assessments. Bonds are typically used for large-scale infrastructure or facility improvements and are repaid over time, often through property tax revenues or enterprise funds. Special assessments may be levied on properties that receive a direct benefit from a specific public improvement, such as water or sewer extensions, street paving, or sidewalk installation. The City currently levies a total millage rate of 23.1874, which supports a range of municipal services and capital needs.
Tax Increment Financing (TIF) is used to support capital improvements within designated development districts. TIF captures the increase in property tax revenues resulting from new development and reinvests those funds into public infrastructure and improvements that foster continued economic growth.

User-based fees are another essential source of capital funding. These include revenues generated from water, sewer, and electric utility services, as well as building permits, cemetery fees, campground reservations, and public facility rentals. These enterprise and service-based revenues are typically reinvested directly into maintaining and upgrading the infrastructure that supports their respective services. For example, capital improvements to the water and sewer systems are often funded through utility rate structures designed to support system reinvestment.

In addition to local and user-generated revenues, the City actively seeks state and federal funding to support capital projects. These may include grants or low-interest loan

programs from agencies such as the Michigan Department of Transportation (MDOT), Michigan Economic Development Corporation (MEDC), U.S. Department of Agriculture (USDA), Environmental Protection Agency (EPA), and other sources. External funding is often vital in offsetting the local share of major infrastructure and development projects. Each project included in this Capital Improvement Plan identifies anticipated or potential funding sources. While not all funding is secured at the time of adoption, the plan serves as a proactive tool to guide grant applications, rate planning, financing strategies, and budget coordination. The City remains committed to a diversified and responsible approach to funding capital investments.

OVERVIEW OF OPERATIONAL FUNDS

The City of Wakefield maintains ten operational funds, each assigned a unique accounting number to track revenue and expenditures in accordance with governmental accounting standards. These funds represent the City's core service areas and provide the structure necessary for transparent financial management and targeted resource allocation. In addition to these operational funds, the City also manages two administrative funds dedicated exclusively to post-employment benefit obligations (OPEB) and interdepartmental cost allocations for health insurance and other employee benefits, as well as separate trust and agency funds for fiduciary purposes.

General Fund

The General Fund is the City's primary operating fund, supporting essential municipal services not otherwise accounted for in specialized funds. This includes administration, public safety, parks and recreation, planning, and general government activities. The General Fund is primarily supported through property taxes, state revenue sharing, and various fees and permits.

Major Streets Fund

This fund accounts for the maintenance, improvement, and reconstruction of streets classified as “major” under the Michigan Department of Transportation (MDOT) system. Funding sources include state Act 51 allocations and, when applicable, grant awards.

Local Streets Fund

The Local Streets Fund is dedicated to the upkeep and repair of streets classified as “local” within the City. Similar to Major Streets, revenue is derived from Act 51 distributions, with expenditures covering pavement repairs, snow removal, and general maintenance.

Cemetery Fund

The Cemetery Fund supports the operation, maintenance, and improvement of the City’s cemetery facilities. Revenue is generated from the sale of burial plots, perpetual care fees, and interments, supplemented by transfers from the General Fund when necessary.

Library Fund

The Library Fund finances the operations of the Wakefield Public Library, including staffing, materials, programs, and facility maintenance. Primary revenue sources include dedicated library millages, state aid, and contributions from partnering jurisdictions.

Electric Fund

The Electric Fund accounts for all activities related to the City’s municipally owned electric utility. This includes the purchase, distribution, and maintenance of

electrical infrastructure, with revenues generated primarily through customer utility billings.

Sewer Fund

The Sewer Fund supports the operation, maintenance, and capital improvements of the City's sanitary sewer system, including lift stations, lagoons, and compliance with National Pollutant Discharge Elimination System (NPDES) permit requirements. Revenue is generated through user fees and capital charges.

Water Fund

The Water Fund manages the provision of potable water to residents and businesses, covering production, treatment, distribution, and regulatory compliance. Operations are financed through water usage fees and related service charges.

Garbage Fund

The Garbage Fund supports the collection and disposal of solid waste within the City. This includes contracted collection services, disposal costs, and recycling programs, funded primarily through user fees.

Motor Pool Fund

The Motor Pool Fund manages the acquisition, maintenance, and replacement of the City's fleet of vehicles and heavy equipment. User departments are charged internal service rates based on equipment use, ensuring that long-term replacement needs are funded.

OPEB and Interdepartmental Benefits

The OPEB Fund is used to manage post-employment health benefit obligations,

while the Interdepartmental Benefits Fund is used to allocate the cost of employee health insurance and other benefits across all departments. These funds do not directly deliver services to the public but are essential for long-term fiscal sustainability and equitable cost distribution among operating funds.

Trust and Agency Funds

The Trust and Agency Funds are fiduciary in nature and are used to account for assets the City holds in trust or as an agent on behalf of other individuals, organizations, or governmental units. These funds may include performance bonds, tax collections for other jurisdictions, or funds held in escrow. Because these funds are custodial, they are not available for the City's operational use and must be managed in accordance with applicable agreements and state law.

OVERVIEW OF REVENUE SOURCES

The City of Wakefield utilizes a diverse mix of revenue sources to fund capital improvement projects, ongoing services, and infrastructure reinvestment. These revenues come from both recurring and non-recurring sources, including taxes, service fees, assessments, grants, and financing tools.

Funding sources represented include:

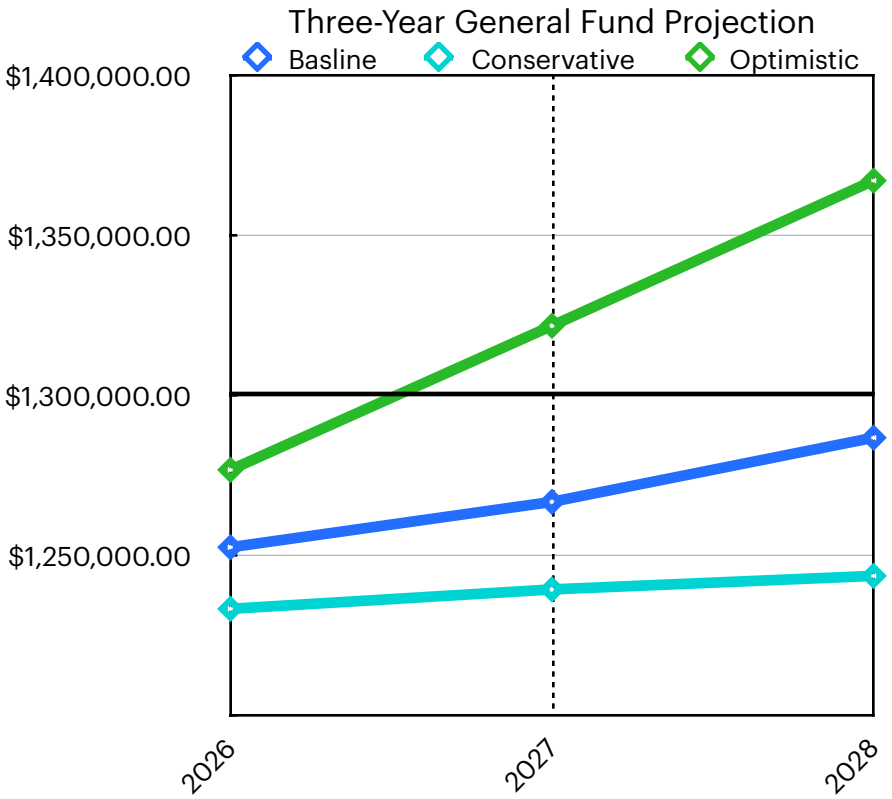
- Property Taxes and Millages: Revenue generated from the City's current millage rate of 23.1874, used to support a range of general government functions and capital reinvestment. Including Tax Increment Financing (TIF): Revenue captured from increased property values within designated TIF districts, reinvested into infrastructure and development projects; and Special Assessments: Targeted charges levied on property owners benefiting directly from capital improvements such as street or utility upgrades.

- User-Based Fees: Charges for services such as water, sewer, and electric utilities; building permits; cemetery fees; facility rentals; and campground operations.
- Bonds and Debt Financing: Borrowed funds used to finance large-scale infrastructure projects, repaid over time from appropriate revenue streams.
- State and Federal Funding: Revenue sharing, Grants, and aid received from external agencies, including MDOT, MEDC, USDA, and others, to support eligible projects.

This revenue composition not only reflects the City's ongoing financial structure but also informs its ability to plan, prioritize, and implement future capital projects in a sustainable and balanced manner.

THREE-YEAR REVENUE PROJECTIONS

A three-year revenue projection is an internal financial planning tool that estimates the City's recurring revenues across major funds over the next three fiscal years. It applies reasonable growth assumptions to current-year budget figures, adjusted for one-time items, to forecast how much funding will likely be available from sources such as property taxes, state revenue sharing, utility rates, and service fees.



This type of projection is beneficial because it provides the City Council and administration with a forward-looking view of fiscal capacity. It allows the City to anticipate trends, identify potential funding gaps, and align operational and capital planning with realistic revenue expectations. By showing multiple scenarios (e.g., conservative, baseline, optimistic), it also helps decision-makers understand how different economic or policy conditions might impact revenues, improving resiliency in budgeting.

Extending the projection much beyond three years becomes increasingly problematic. Over longer horizons, small changes in growth rates, inflation, state funding formulas, or local economic conditions can compound into large differences, making the figures less reliable. External factors, such as legislative changes to Act 51 distributions, shifts in

taxable value due to market trends, or utility consumption patterns, become harder to predict with accuracy. For a municipality without in-house actuarial or advanced economic modeling expertise, attempting to produce precise long-range forecasts may give a false sense of certainty.

The projections provided here were created in-house using straightforward, "rudimentary" modeling techniques, recognizing that the City does not possess specialized actuarial or econometric forecasting capacity. They are intended as a practical planning guide rather than a precise prediction of future revenues.

REVENUE PROJECTION ASSUMPTIONS

The revenue projections contained within this Capital Improvement Plan (CIP) are intended to provide a reasonable estimate of the City's financial capacity to support planned capital investments over the next three fiscal years (FY2026–FY2028). This three-year horizon was selected to balance the need for forward-looking information with the increasing uncertainty inherent in longer-term forecasting. These projections serve as a planning guide and do not constitute a guarantee of future revenues.
The following key assumptions were applied in developing the revenue estimates:

Economic and Policy Environment

It is assumed that the State of Michigan's Act 51 transportation funding formula and statutory and constitutional state revenue sharing distributions will remain materially unchanged during the projection period. Local economic conditions are expected to remain stable, with modest annual growth in taxable value. Inflation is assumed to remain within a moderate range of two to three percent annually, consistent with long-term averages.

Property Tax Revenues

The City's taxable value for FY2025 is $34,905,335. Annual taxable value growth is assumed at one percent under the conservative scenario, two percent under the baseline scenario, and three and one-half percent under the optimistic scenario. Beginning in FY2026, the newly adopted three-mill levy dedicated to roads and sidewalks is included, generating approximately $104,716 annually before accounting for collection losses or tax capture adjustments. No Headlee rollback is applied to the new levy in this projection.

State and Federal Revenues

State revenue sharing is projected to grow at zero percent in the conservative scenario, three percent in the baseline scenario, and five percent in the optimistic scenario. Act 51 Gas & Weight Tax distributions are assumed to grow at two percent (conservative), three percent (baseline), and four percent (optimistic) annually. No new recurring federal grant revenues are assumed beyond those already awarded to the City.

Enterprise Fund Revenues

Water, sewer, and electric revenues are projected to grow at rates reflecting modest changes in consumption and anticipated rate adjustments:

Water Fund: three percent (conservative), five percent (baseline), seven percent (optimistic).

Sewer operations: two percent (conservative), three percent (baseline), four percent (optimistic).

Electric Fund: one percent (conservative), three percent (baseline), five percent (optimistic).

Special assessments, including Sewer SSCI assessments, are assumed to continue at current levels with modest indexing in the baseline and optimistic scenarios.

Campground, Fees, and Rentals

Campground revenues are assumed to remain flat in the baseline scenario, with a five percent decrease in the conservative scenario and a five percent increase in the optimistic scenario. Fees and facility rental revenues are projected to increase modestly (zero to three percent annually, depending on scenario).

One-Time and Internal Transfers

Transfers from surplus fund balances are excluded from recurring revenue projections to reflect their non-sustainable nature. Policy-driven internal transfers, such as from Major Streets to Local Streets, are treated as recurring revenues for projection purposes unless otherwise amended by the City Council.

Limitations

These projections were prepared in-house using straightforward modeling methods. The City does not employ actuarial or advanced econometric forecasting techniques. Actual revenues will vary from these projections due to changes in economic conditions, State and federal policy, unforeseen capital needs, and adjustments to service levels or funding priorities.

ENTERPRISE ACCOUNTS PROJECTS

Fund	Scenario	FY2025 Base	FY2026	FY2027	FY2028
Major Streets	Conservative	$ 452,100.00	$ 461,142.00	$ 470,365.00	$ 479,772.00
Major Streets	Baseline	$ 452,100.00	$ 465,663.00	$ 479,633.00	$ 494,022.00
Major Streets	Optimistic	$ 452,100.00	$ 470,184.00	$ 488,991.00	$ 508,551.00
Local Streets	Conservative	$ 205,539.00	$ 209,650.00	$ 213,843.00	$ 218,120.00
Local Streets	Baseline	$ 205,539.00	$ 211,705.00	$ 218,056.00	$ 224,598.00
Local Streets	Optimistic	$ 205,539.00	$ 213,761.00	$ 222,311.00	$ 231,203.00
Road Millage	Conservative	$ 104,716.00	$ 105,763.16	$ 106,820.79	$ 107,889.00
Road Millage	Baseline	$ 104,716.00	$ 106,810.32	$ 108,946.53	$ 111,125.46
Road Millage	Optimistic	$ 104,716.00	$ 108,381.06	$ 112,174.40	$ 116,100.50
Water	Conservative	$ 393,900.00	$ 405,717.00	$ 417,889.00	$ 430,426.00
Water	Baseline	$ 393,900.00	$ 413,595.00	$ 434,275.00	$ 455,989.00
Water	Optimistic	$ 393,900.00	$ 421,473.00	$ 450,976.00	$ 482,544.00
Sewer	Conservative	$ 126,000.00	$ 128,520.00	$ 131,090.00	$ 133,712.00
Sewer	Baseline	$ 126,000.00	$ 129,780.00	$ 133,673.00	$ 137,683.00
Sewer	Optimistic	$ 126,000.00	$ 131,040.00	$ 136,282.00	$ 141,733.00
Electric	Conservative	$ 1,639,100.00	$ 1,655,491.00	$ 1,672,046.00	$1,688,766.00
Electric	Baseline	$ 1,639,100.00	$ 1,688,273.00	$ 1,738,921.00	$ 1,791,089.00
Electric	Optimistic	$ 1,639,100.00	$ 1,721,055.00	$ 1,807,108.00	$1,897,463.00

EXISTING CAPITAL PROJECTS WITH BOND OR LOAN FINANCING

The City of Wakefield currently maintains several capital improvement projects that are being financed through bonds or loans. These projects represent prior commitments approved by the City Council to address critical infrastructure needs, modernize public utilities, and support long-term community development. Debt financing allows the City to fund large-scale projects up front while spreading the cost over time to reduce the immediate financial burden on residents and utility ratepayers.

The following projects are actively underway or recently completed and are currently being repaid through existing debt service obligations:

1. Phase 1 Water Project
   - Years Financed: 40
   - Funding Source: United States Department of Agriculture's Rural Development
   - Total Project Cost: $3,500,000
   - Purpose: The replacement of 13,900 linear feet of water main, road surfaces, and fire hydrant additions.
   - Repayment Structure: Loan
   - Executed: 2025

2. DPW Mobile Equipment
   - Years Financed: 15
   - Funding Source: United States Department of Agriculture's Rural Development
   - Total Project Cost: $237,000
   - Purpose: The purchase of a 2012 CAT 140M2 Grader and a 2013 Ford F-350 Super-Duty Pick Up Truck
   - Repayment Structure: Loan
   - Executed: 2012

3. Phase 1, Phase 2, and Phase 3 Projects

   Years Financed: 40

   Funding Source: United States Department of Agriculture's Rural Development

   Total Project Cost: $9,412,000

   Purpose: The multi-phase project separated the storm water from the sanitary sewer, replaced sewer mains, and built sewer lifts.

   Repayment Structure: Loan

   Executed: 2012

4. Department of Public Works Complex

   Years Financed: 20

   Funding Source: United States Department of Agriculture's Rural Development

   Total Project Cost: $198,000.00

   Purpose: Purchase of approximately eight acres and three buildings for use as the City's Department of Public Works operations

   Repayment Structure: Loan

   Executed: 2021

5. ~~Comet Water Project~~

~~Years Financed: 40~~

~~Funding Source: United States Department of Agriculture's Rural Development~~

~~Total Project Cost: $XXX~~

~~Purpose: Installation of water main.~~

~~Repayment Structure: Loan~~

~~Executed: 2003~~

6. Water Tower and Main Project

   Years Financed: 40

   Funding Source: United States Department of Agriculture's Rural Development

   Total Project Cost: $1,500,000.00

   Purpose: Installation of the water main and water tower construction.

   Repayment Structure: Loan

   Executed: 2011

   Special note: The bond covered multiple projects in conjunction with other Gogebic Range Water Authority members. The City's portion of the project is 28.63% while the remaining is divided between the City of Bessemer and Ironwood Township.

7. Leadline Replacement Project

   Years Financed: 20

   Funding Source: State Drinking Water Revolving Fund

   Total Project Cost: $336,000

   Purpose: Replacement of lead lines for approximately 40 households.

   Repayment Structure: Loan

   Executed: 2024

8. Water Line Service Investigation

   Years Financed: 20

   Funding Source: Michigan Department of Environment, Great Lakes, and Energy (TMF)

   Total Project Cost: $338,690

   Purpose: Inspect 160 locations for the presence of lead and galvanized water lines.

   Repayment Structure: Loan

   Executed: 2025

INSTALLMENT PURCHASE AGREEMENTS

Michigan's Act 99 of 1933 authorizes cities, villages, townships, and counties to enter into Installment Purchase Agreements (IPAs) for the acquisition of real or personal property. This financing mechanism allows municipalities to purchase necessary capital assets—such as vehicles, heavy equipment, or facility components—by spreading the cost over time, rather than paying the full amount upfront. These agreements function similarly to lease-to-own contracts, with the municipality assuming ownership of the asset once all scheduled payments are made.

A key advantage of Act 99 is that it does not constitute bonded indebtedness under Michigan law. As such, installment purchase agreements generally do not require voter approval and do not count against a municipality's general debt limit established for bonded obligations. This makes IPAs an attractive tool for acquiring essential assets while preserving bonding capacity and avoiding the administrative and financial burden of issuing bonds.

However, despite these advantages, Installment Purchase Agreements are subject to a separate statutory debt limit, which is generally much smaller than bonding capacity. Under Michigan law, the total amount of outstanding IPA principal may not exceed 1.25% of the City's total taxable value. This limitation is based on taxable value—not state equalized value (SEV)—and is strictly enforced.

As of 2025, the City of Wakefield's total taxable value is $34,905,335, resulting in a statutory IPA debt limit of $436,317. All installment purchases made under Act 99 reduce the City's available capacity under this limit, and future purchases must be carefully planned to remain in compliance.

The following capital acquisitions have been financed through Installment Purchase Agreements, contributing to the City's current IPA debt exposure:

1. John Deere Backhoe Replacement
   Year Financed: 2025
   Funding Source: First National Bank of Wakefield
   Principal Cost: $96,900
   Interest Rate: 5.300%
   Total Project Cost: $110,727.00
   Monthly Payment: $1,845.45
   Year of Final Payment: 2030

2. 2015 Sand/Salt Truck
   Year Financed: 2025
   Funding Source: First National Bank of Wakefield
   Principal Cost:
   Interest Rate: 5.250%
   Total Project Cost: $85,625.85
   Monthly Payment: $1,018.97
   Year of Final Payment: 2032

SUMMARY OF CAPITAL IMPROVEMENT NEEDS AND FUNDING PRIORITIES

The City of Wakefield's Capital Improvement Plan (CIP) serves as a strategic tool to guide the City Council in long-term financial and infrastructure planning. The following appendices outline significant investment needs across all City departments, covering both fixed and mobile assets. Fixed assets are immovable resources, such as buildings, facilities, and other stationary equipment, while mobile assets include items such as heavy machinery, light-duty vehicles, and similar equipment.

The plan represents a ten-year investment totaling $51.4M in fixed assets and $4.5M in mobile assets—just over $55.9M overall. This level of investment far exceeds the City's current revenue capacity and, if pursued solely through existing funds, would quickly deplete reserves. To meet these needs, the City will prioritize securing external funding sources, including grants, congressional directed spending, and state appropriations. Furthermore, to advance major infrastructure projects, City staff will work closely with the United States Department of Agriculture's Rural Development office.

IDENTIFIED PROJECT

The identified projects are those that the Planning Commission and the community consider most critical or impactful to the City's long-term growth and infrastructure needs. These projects were derived from studies commissioned by the City and reflect the most pressing priorities, informed by available data and stakeholder input. It should be noted, however, that this list is not all-inclusive; additional projects may be added in future updates as new opportunities, funding sources, or community needs are identified.

For ease of reading, projects have been grouped by the department or function they impact most. To help suppress costs and improve efficiency, projects are strategically bundled whenever possible; for example, a water main replacement may be combined with sewer upgrades or other underground utility work occurring in the same corridor. This integrated approach ensures that investments are coordinated, cost-effective, and minimize disruption to residents and businesses.

WATER SYSTEM

The City of Wakefield's Water Asset Management Plan highlights the need for phased replacement of aging cast iron mains, well rehabilitation, and system modernization. Much of the network dates to the 1950s, creating risks for fire protection and service reliability. Key projects also include SCADA/telemetry upgrades and standby power improvements to enhance resilience. These investments protect public health, ensure regulatory compliance, and support efficient utility operations.

Project	Description	Timeline	Estimated Cost	Potential Funding Sources
~~Phase 1 Watermain Replacement~~	~~Priority replacement of undersized 4”/6”/8” cast iron mains~~	~~2024~~	~~Part of $29.77M system-wide~~	~~USDA-RD, DWRF, Water Fund~~
Phase 2 Watermain Replacement	Continued main replacement with US-2 reconstruction	2029	Part of $29.77M system-wide	USDA-RD, DWRF, Water Fund
Phase 3 Watermain Replacement	Final stage of system modernization	2034	Part of $29.77M system-wide	USDA-RD, DWRF, Water Fund
~~Well 2 Pump Replacement~~	~~Replace pump, drop pipe, wiring~~	~~2025~~	~~$66,400~~	~~Water Fund, USDA-RD~~
~~Well VFD Conversions~~	~~Upgrade to variable frequency drives~~	~~2025-2028~~	~~$16,000 each~~	~~Water Fund~~
SCADA & Telemetry Upgrades	Modernize system controls	2025	$45,000	Water Fund
Standby Generator Replacement	Replace 1985 diesel generator	2025-2030	$75,000	Water Fund
Plymouth Tank Recoating	Interior/exterior recoating, structural repairs	2027	$100,000	Water Fund, EGLE SRF
Tank Hill Fence Work	Installing a new fence around Tank Hill	2025	$15,000	ARPA Funds
Storage Tank Mixer	Installing a mixer in the Plymouth water tank.	2025	$20,000	DWSRF
Water Main Relocation	Relocating 6 inch water main in Planter’s Creek	2026-2027	$2.4M	USDA, SLRF, DWSRF, SRF, CDS

SANITARY SEWER SYSTEM

Wakefield’s Sanitary Sewer Asset Management Plan identifies vulnerabilities in older clay and concrete mains, as well as long-term maintenance needs at the stabilization lagoons. Proactive rehabilitation reduces inflow and infiltration (I&I), extends asset life, and protects water quality. Priority projects include manhole rehabilitation, main replacements, lagoon dredging, and lift station upgrades. Together, these investments strengthen system reliability, regulatory compliance, and environmental stewardship.

Project	Description	Timeline	Estimated Cost	Potential Funding Sources
Miscellaneous Main Repairs	Spot repairs and replacement of failing sections.	2019–2028	$1.2M	Sewer Fund, SAW/EGLE grants

Manhole Rehabilitation	Structural relining and sealing of deteriorated manholes.	2019–2028	$500,000	Sewer Fund
Lagoon Structure Repair	Concrete structure maintenance at stabilization ponds.	2019–2028	$250,000	Sewer Fund, USDA-RD
WICO Sewer Main Replacement	Replace aging mains serving WICO area.	2029–2038	$2.0M	Sewer Fund, USDA-RD
Chicagon Mine Main Replacement	Replace clay/concrete mains in Chicagon Mine area.	2029–2038	$1.5M	Sewer Fund, USDA-RD
Industrial Park Main Replacement	Replace undersized mains serving industrial users.	2029–2038	$1.0M	Sewer Fund, USDA-RD
Lift Station Upgrades	Electrical/pumping system rehabilitation for nine lift stations.	2029–2038	$900,000	Sewer Fund
Lagoon Dredging	Remove accumulated sludge, restore lagoon capacity.	2029–2038	$600,000	Sewer Fund, USDA-RD
Cemetery SCADA Upgrade	Upgrade the SCADA system in Cemetery to decrease SSO's	2030	$50,000	Bond SSI
Lagoon Fencing	Fence repair and replace required by EGLE	2032	$100,000	Sewer Fund

PARKS AND RECREATION

Wakefield's Recreation Plan (2025–2030) prioritizes improvements to Eddy Park, trail expansion around Sunday Lake, and accessibility upgrades across recreation facilities. Investments reflect strong public input emphasizing universal design, ADA compliance, and senior-friendly amenities. Projects like Section 10 development and campground upgrades also support tourism, local economic vitality, and community wellness.

Project	Description	Timeline	Estimated Cost	Potential Funding Sources
Eddy Park Campground Upgrades	Modernize campground utilities, shoreline stabilization, ADA access.	2025–2030	$1.2M	MDNR Trust Fund, City match
Sunday Lake Trail Expansion	Expand trail loop around lake, connect neighborhoods.	2025–2030	$750,000	MDOT TAP, MDNR
Municipal Gymnasium Modernization	Renovations, HVAC, accessibility upgrades.	2025–2030	$500,000	General Fund, grants
Section 10 Passive Recreation Area	Trails, interpretive signage, nature preserve improvements.	2025–2030	$300,000	Grants, City match
Playground/ADA Improvements	Universally accessible play equipment and pathways.	2025–2030	$250,000	MDNR Trust Fund
Pupper Peninsula Dog Park	Creation of a new dog park within Eddy Park.	2026	$140,000	MDNR Passport

Brunell/Halberg Softball Field Improvements	Upgrade the City's softball fields on Cemetery Road.	2027-2028	$200,000	MDNR Land and Water Conservation Fund
ADA Restroom Upgrades	ADA compliant upgrades to the restrooms at Eddy Park Campground and Sunday Lake Beach	2030	$100,000	MDNR Trust Fund
Beach Pavilion Upgrades	Replace the concrete approach, new paint, crack filling	2026-2029	$100,000	General Fund, grants
Loomis Waterway Upgrades	Parking lot construction, ADA boat launch, overlook & fishing platform	2028-2032	$250,000	Private Foundations, NGO's, General Fund

BRIDGES

The City's 2023 bridge inspections identified maintenance priorities for all four municipal structures. While no immediate closures are required, deferred repairs risk accelerated deterioration and higher long-term costs. Proactive railing, deck, and guardrail repairs — supported by MDOT's Local Bridge Program- will extend service life and maintain safe crossings for vehicles, pedestrians, and emergency response.

Project	Description	Timeline	Estimated Cost	Potential Funding Sources
Old US-2 Bridge (STR3042)	Repaint box girder ties, replace damaged guardrails.	2025–2030	$250K–$400K	MDOT Local Bridge Program
Lakeshore Drive Culvert (STR3043)	Repair concrete walls, repave asphalt approaches, replace rails.	2025–2030	$200K–$350K	MDOT Local Bridge Program
Nunnemacher Street Bridge (STR3044)	Railing replacement, deck patching, deep/shallow overlays.	2025–2030	$500K–$750K	MDOT Local Bridge Program
Verona Road Bridge (STR13630)	Replace damaged rail posts, blocks, marker signs.	2025–2030	$100K–$150K	MDOT Local Bridge Program

DAM

The most recent inspection in 2023 rated the dam in fair condition. While no immediate safety concerns were found, the report recommended continued monitoring, inspection of the east spillway outlet pipe by 2025, and resurfacing of cracked concrete by 2028. Regular vegetation control, maintenance of spillway components, and monitoring of the trash rack were also advised.

Project	Description	Timeline	Estimated Cost	Potential Funding Sources
East Spillway Inspection	Inspect east spillway under M-28 and idenifty potential leaks and cracks.	2032	$40,000	MDOT, EGLE Dam Safety
Stilling Basin Rehab	Resurface stilling basin.	2030-2032	$150K-$200K	USDA-RD, EGLE Dam Safety
Trashrack Repair	Inspect and replace the trash rack	2028	$20,000	General Fund

STREETS (LOCAL AND MAJOR)

The PASER study underscored that while reconstruction is required for several failed segments, preventive maintenance remains the most cost-effective strategy for preserving street conditions. Annual investments in overlays, sealing, and spot repairs will slow the decline of roadways, while major reconstruction projects address the City's estimated $8 million backlog. Coordinating with water and sewer work will stretch limited resources and reduce disruptions.

Project	Description	Timeline	Estimated Cost	Potential Funding Sources
Preventive Maintenance Program	Annual crack sealing, overlays, and minor rehab.	Annual	$150K–$200K per year	Act 51, Local Street Fund
Street Reconstruction Program	Reconstruct failed road segments (10-year backlog).	2025–2035	$8.0M+	Act 51, Federal Aid, MDOT, Bonds
5th Street from Old US2 to North St.	Rebuild	2025	$100,000	Act 51, Road Mileage, General Fund

US2-Lakeshore Outlet	Rebuild	2028	$300,000	Act 51, Road Mileage, General Fund
Cemetery from Nunnemacher Bridge to Ball Fields	Crushed HMA	2028	$150,000	Act 51, Road Mileage, General Fund
Pierce & Bedell Intersection	Rebuild	2027	$275,000	Act 51, Road Mileage, General Fund
Harrison St. from Ashlund to Brotherton	Overlay	2028	$160,000	Act 51, Road Mileage, General Fund
Peters St.	Overlay	2030	$50,000	Act 51, Road Mileage, General Fund
Plymouth Rd. & Duncan 1,000 ft. to East	Overlay	2032	$450,000	Act 51, Road Mileage, General Fund

APPENDICES

Appendix A. Planning Commission Adopting Resolution

Appendix B. Planning Process Timeline

Appendix C. Public Input Minutes

Appendix D. Resident Submission Template

Appendix E. Public Outreach Proofs

Appendix F. General Fund Projections

Appendix G. Sewer Fund Projections

Appendix H. Electric Fund Projections

Appendix I. Water Fund Projections

Appendix J. Cemetery Fund Projections

Appendix K. Mobile Assets

Appendix L. Summary of Public Comments

Appendix M. Tracking Sheet

APPENDIX A. PLANNING COMMISSION ADOPTING RESOLUTION

RESOLUTION NO. 405

A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF WAKEFIELD, MICHIGAN, ADOPTING THE CITY OF WAKEFIELD CAPITAL IMPROVEMENT PLAN (2025 – 2035)

The following preamble and resolution were offered by Planning Commissioner Brown and supported by Commissioner Lane.

WHEREAS, the Michigan Planning and Enabling Act, Public Act 33 of 2008, as amended (MCL 125.3865), requires that a municipality with an adopted Master Plan prepare and annually update a coordinated Capital Improvement Program to guide public structures and improvements; and

WHEREAS, the Planning Commission, with assistance from City staff, has prepared a ten-year Capital Improvement Plan (CIP) identifying proposed capital projects, estimated costs, potential funding sources, and implementation timeframes in accordance with MCL 125.3865(1); and

WHEREAS, to promote transparency and encourage citizen participation consistent with Redevelopment Ready Communities best practices, the City released the draft CIP for public review beginning September 18, 2025, with copies available on the City's website, Facebook page, and in the City Manager's Office; and

WHEREAS, the Planning Commission conducted a public input session to receive comments on the proposed Plan, in lieu of a formal public hearing, and no written or verbal comments were received during the public review period; and

WHEREAS, the Planning Commission finds that the proposed Capital Improvement Plan is consistent with the City of Wakefield Master Plan and reflects the community's priorities for responsible investment, regulatory compliance, and long-term sustainability.

NOW THEREFORE, BE IT RESOLVED, that the City of Wakefield Planning Commission hereby adopts the 2025 – 2035 Capital Improvement Plan as the City's official program of public improvements in accordance with MCL 125.3865(1); and

BE IT FURTHER RESOLVED, that the adopted Plan shall be transmitted to the City Council for acknowledgment and use in annual budget deliberations, and that the Planning Commission shall review and update the Plan on an annual basis.

AYES: Planning Commissioners Brown, White, Zeckovich, Lane, and Hamilton
NAYS: None
ABSENT: Planning Commissioners Movrich and DelFavero

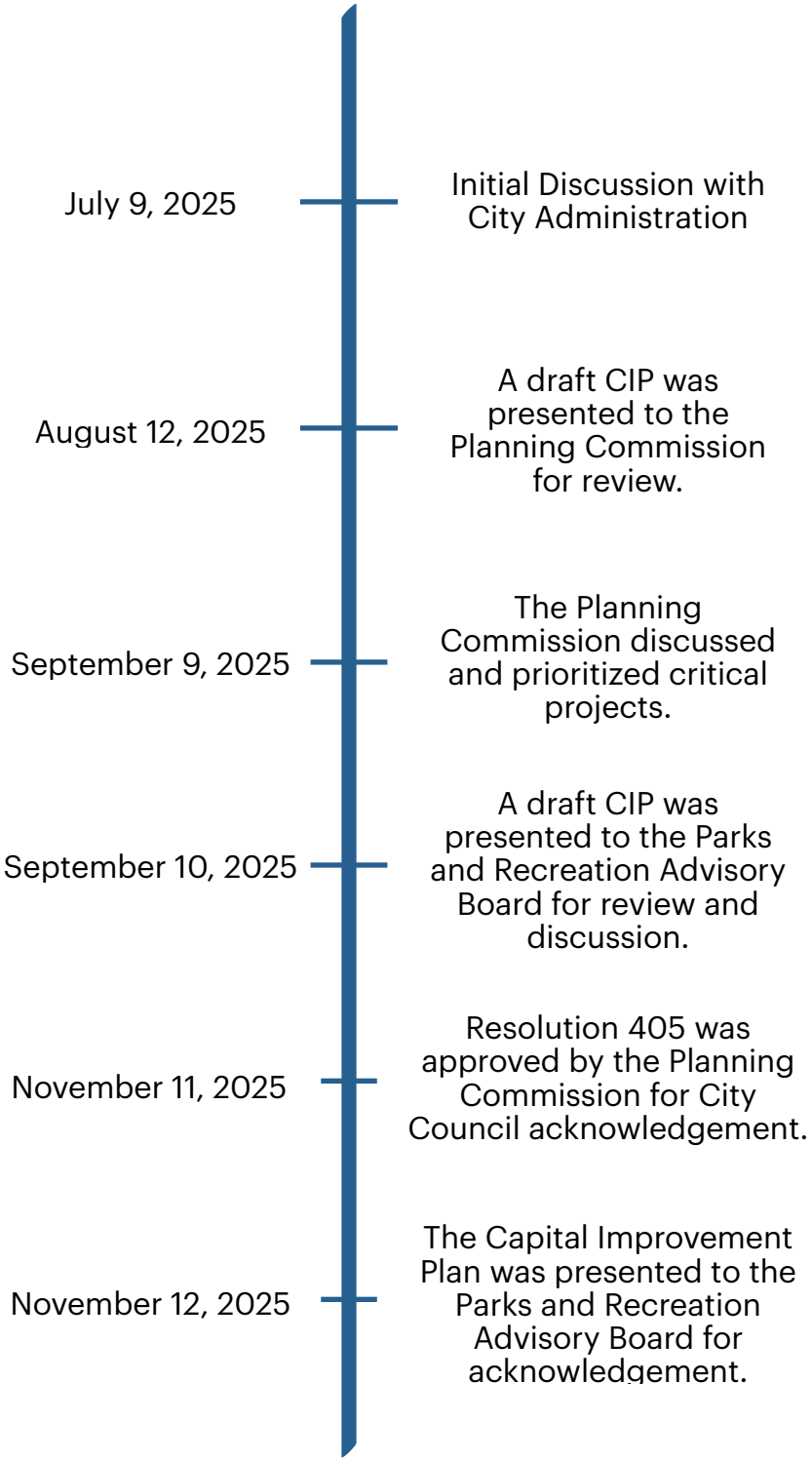
This resolution declared adopted this 11 day of November, 2025.

State of Michigan)
)
County of Gogebic)

I, Susan Ahonen, City Clerk of the City of Wakefield, Michigan, do hereby certify that the foregoing Resolution No. 405 was duly adopted by the Wakefield Planning Commission at a type of meeting held in the Wakefield Municipal Building in the City of Wakefield, Michigan on the 11 day of November, 2025, and that the meeting to approve this resolution was held in compliance with all applicable City Ordinances and regulations.

Susan Ahonen, City Clerk

APPENDIX B. PLANNING PROCESS TIMELINE



APPENDIX C. PUBLIC INPUT MINUTES

Will be added upon final adoption on Monday, December 8, 2025.

APPENDIX D. RESIDENT SUBMISSION TEMPLATE

City of Wakefield, Michigan
Citizen Project Proposal Form

Use this form to propose a project idea for consideration in the City's Capital Improvement Plan. Inclusion in the CIP does not guarantee funding, but ensures your idea is considered as part of long-term planning.

1. Applicant Information

Name_____

Address_____

Phone_____

Email_____

2. Project Information

Project Title_____

Project Location_____

Project Description:

Estimated Project Cost (if known)

$_____

APPENDIX D. RESIDENT SUBMISSION TEMPLATE (CONTINUED)

3. Justification and Benefits
Why is this project needed and how will it benefit the community?

4. Connection to City Plans
Identify how this project aligns with existing City plans (Master Plan, Parks & Recreation Plan, Asset Management Plans). You can find these plans at www.cityofwakefieldmi.gov/formsandpub.

5. Community Support (Optional)
List groups, organizations, or residents who you feel may support this project.

If you have any questions regarding the form, please contact Ashley Tarro at 906-364-8057/assistant@cityofwakefieldmi.gov

Submit completed form to:
City of Wakefield
509 Sunday Lake Street
Wakefield, MI 49968

APPENDIX E. PUBLIC OUTREACH PROOFS

City of Wakefield Michigan
September 18 ·

📣 Help Shape Wakefield's Future! 📣

The City of Wakefield Planning Commission is preparing the community's first 10-Year Capital Improvement Plan (CIP).

A Capital Improvement Plan is a long-range planning tool that identifies and prioritizes major projects—such as road repairs, utility upgrades, park improvements, and public facilities—that will be needed over the next decade. Cities use a CIP as a roadmap for investments, ensuring that resources are used wisely, projects are coordinated, and the community's needs are addressed in a sustainable way .

💡 The CIP is considered a living document—meaning it will be reviewed and updated regularly as conditions, priorities, and funding opportunities change. It is meant to be forward-looking and optimistic, providing a vision for what Wakefield can achieve together.

👉 We want your input! The Planning Commission invites residents, businesses, and community groups to submit project ideas for consideration. Your suggestions may help shape future improvements and guide investments that make Wakefield a better place to live, work, and visit.

📝 You may suggest projects by following the link and:
• Filling out the form online
• Downloading a PDF form, or, picking up a hard copy at the City's Municipal Building or the Wakefield Public Library and returning it to the City office

Together, we can plan for tomorrow—today! 🌟

CITYOFWAKEFIELDMI.GOV
Planning Commission - City of Wakefield, Michigan
Planning Commission The Wakefield Planning Commission is comprised of nine members, three of which must include, City Manager, the Mayor and a City Council Member. These three voting members serve [...]

City of Wakefield. (n.d.). *City of Wakefield Facebook page*. Facebook. https://www.facebook.com/cityofwakefield

APPENDIX E. PUBLIC OUTREACH PROOFS (CONTINUED)

The Wakefield Planning Commission is comprised of nine members, three of which must include, City Manager, the Mayor and a City Council Member. These three voting members serve on the Commission during the length of their terms. The remaining members serve on three year (calendar) terms and are appointed by the Mayor with the support of the Council.

Planning Commission board members serve without compensation and are required to be residents of the City of Wakefield. The Planning Commission is authorized and empowered to make, adopt, amend, extend, and add to or carry out Municipal Plans as provided by Law. The Wakefield Planning Commission is also named as being the City's Park and Recreation Committee, which is required for Funding through various Grant Agencies.

Planning Commission meetings are held on the Tuesday after the second Monday of each month at 5:30 P.M. (unless otherwise noted under City Events). Meetings take place in the Council Chambers of the Wakefield Municipal Building, 509 Sunday Lake Street, Wakefield, MI 49968. Agenda information can be obtained by contacting the City Clerk at 906-229-5131 x 1002 or clerk@cityofwakefieldmi.gov

*The Planning Commission currently has one alternate opening.

Where: Meetings are held in the Council Chambers in the Wakefield Municipal Building.

PLANNING COMMISSION BYLAWS | PENDING SITE REVIEW PLANS | CIP-DRAFT

PRINTABLE CIP PROJECT PROPOSAL FORM | ONLINE CIP PROJECT PROPOSAL FORM

Current Planning Commission Members/Terms are:

- Robert A. Brown Jr., City Manager - citymanager@cityofwakefieldmi.gov
- Dale White, Mayor (Expires- 11/3/2026) - whited@cityofwakefieldmi.gov
- Mike Zeckovich, Councilmember (Expires- 11/2/2027) - zeckovichm@cityofwakefieldmi.gov
- Tara Hamilton- Chairperson(Expires- 12/31/2025) - hamiltont@cityofwakefieldmi.gov
- Dion DelFavero - (Expires-12/31/2025) - delfaverod@cityofwakefieldmi.gov
- Marco Movrich (Expires- 12/31/2026) - movrichm@cityofwakefieldmi.gov
- Robert Lane - Co-Chairperson(Expires- 12/31/2027) - laner@cityofwakefieldmi.gov
- James Anderson- Alternate (Expires- 12/31/2027)- andersonj@cityofwakefieldmi.gov

City of Wakefield. (n.d.). *Planning Commission*. Retrieved November 12, 2025, from https://cityofwakefieldmi.gov/government/planning-commission/

APPENDIX F. GENERAL FUND PROJECTIONS

Growth Assumptions by Scenario

Category	FY 2025	Conservative	Basline	Optimistic
Property Taxes	$ 531,000.00	+1%/yr	+2%/yr	+3.5%/yr
State Revenue Sharing	$ 251,353.00	Flat	+3%/yr	+5%/yr
Campground Fees	$ 108,000.00	-5% in FY26 then flat	Flat	+5%/yr
Rentals & Facility Use	$ 34,500.00	Flat	+1%/yr	+3%/yr
Fees and Charges	$ 34,959.00	Flat	+1%/yr	+3%/yr
PILOT	$ 10,000.00	Flat	Flat	Flat
Admin/Overheard Allocations	$ 192,000.00	Flat	Flat	+2%/yr
Interfund Contributions	$ 40,000.00	Flat	Flat	Flat
Other Revenue and Interest	$ 26,500.00	Flat	+1%/yr	+3%/yr
Small Grants	$ 5,000.00	Flat	Flat	Flat

Three-Year Revenue Projection (Conservative)

Category	FY 2026	FY 2027	FY2028
Property Taxes	$ 536,310	$ 541,673	$ 547,090
State Revenue Sharing	$ 251,353	$ 251,353	$ 251,353
Campground Fees	$ 102,600	$ 102,600	$ 102,600
Rentals & Facility Use	$ 34,500	$ 34,845	$ 34,500
Fees and Charges	$ 34,959	$ 35,309	$ 34,959
PILOT	$ 10,000	$ 10,000	$ 10,000
Admin/Overheard Allocations	$ 192,000	$ 192,000	$ 192,000
Interfund Contributions	$ 40,000	$ 40,000	$ 40,000
Other Revenue and Interest	$ 26,500	$ 26,500	$ 26,000
Small Grants	$ 5,000	$ 5,000	$ 5,000
Total	$ 1,233,222	$ 1,239,280	$ 1,243,502

Three-Year Revenue Projection (Baseline)

Category	FY 2026	FY 2027	FY2028
Property Taxes	$ 541,620	$ 552,452	$ 563,501
State Revenue Sharing	$ 258,894	$ 266,661	$ 274,661
Campground Fees	$ 108,000	$ 102,600	$ 102,600
Rentals & Facility Use	$ 34,845	$ 35,193	$ 35,545
Fees and Charges	$ 35,309	$ 35,662	$ 36,019
PILOT	$ 10,000	$ 10,000	$ 10,000
Admin/Overheard Allocations	$ 192,000	$ 192,000	$ 192,000
Interfund Contributions	$ 40,000	$ 40,000	$ 40,000
Other Revenue and Interest	$ 26,765	$ 27,033	$ 27,303
Small Grants	$ 5,000	$ 5,000	$ 5,000
Total	$ 1,252,433	$ 1,266,601	$ 1,286,629

Three-Year Revenue Projection (Optimistic)

Category	FY 2026	FY 2027	FY2028
Property Taxes	$ 549,585	$ 568,820	$ 588,729
State Revenue Sharing	$ 263,921	$ 277,117	$ 290,973
Campground Fees	$ 113,400	$ 119,070	$ 125,024
Rentals & Facility Use	$ 35,535	$ 36,601	$ 36,967
Fees and Charges	$ 36,008	$ 37,088	$ 37,459
PILOT	$ 10,000	$ 10,000	$ 10,000
Admin/Overheard Allocations	$ 195,840	$ 199,757	$ 203,752
Interfund Contributions	$ 40,000	$ 40,000	$ 40,000
Other Revenue and Interest	$ 27,295	$ 28,114	$ 28,957
Small Grants	$ 5,000	$ 5,000	$ 5,000
Total	$ 1,276,584	$ 1,321,567	$ 1,366,861

APPENDIX G. SEWER FUND PROJECTION

The Sewer Fund closed FY2025 with a modest operating surplus of just over $100,000 on revenues of $487,000 and expenses of $386,000. Liquidity is limited, with unrestricted cash and receivables totaling less than $80,000, and a significant portion of resources held in restricted accounts for debt service. The largest pressure remains annual USDA debt obligations, which consume a substantial share of revenues. Projections show the fund remaining slightly positive through FY2028 under conservative assumptions, but capital needs identified in the SAW Asset Management Plan will require either rate increases, grants, or further borrowing to remain sustainable.

Year	Beginning Liquid Cash	Revenues (+2%)	Expenses (+3%)	Change (Rev-Exp)	Ending Liquid Cash
2025	$ 77,045.00	$ 487,000.00	$ 386,000.00	$ 10,100.00	$ 178,045.00
2026	$ 178,045.00	$ 496,740.00	$ 397,580.00	$ 99,160.00	$ 277,205.00
2027	$ 277,205.00	$ 506,674.80	$ 409,507.40	$ 97,167.40	$ 374,372.40
2028	$ 374,372.40	$ 516,808.30	$ 421,792.62	$ 95,015.67	$ 469,388.08

APPENDIX H. ELECTRIC FUND PROJECTIONS

The Electric Fund remains the City's strongest proprietary account, supported by steady revenues from the municipally-owned utility. In FY2025, the fund generated a surplus of approximately $186,000 on revenues of $1.47 million and expenses of $1.28 million. Liquidity is robust, with cash and receivables exceeding $1.2 million. However, the projection illustrates that annual expense growth of 3% against revenue growth of 2% will erode this margin over time, with surpluses shrinking steadily. While the fund is currently stable, modest rate adjustments or expense controls will be necessary by FY2027–2028 to preserve long-term financial health.

Year	Beginning Liquid Cash	Revenues (+2%)	Expenses (+3%)	Change (Rev-Exp)	Ending Liquid Cash
2025	$ 1,291,738.00	$ 1,470,000.00	$ 1,284,000.00	$ 186,000.00	$ 1,477,738.00
2026	$ 1,477,738.00	$ 1,499,400.00	$ 1,322,520.00	$ 176,880.00	$ 1,654,618.00
2027	$ 1,654,618.00	$ 1,529,388.00	$ 1,362,195.60	$ 167,192.40	$ 1,821,810.40
2028	$ 1,821,810.40	$ 1,559,975.76	$ 1,403,061.47	$ 156,914.29	$ 1,978,724.69

APPENDIX I. WATER FUND PROJECTIONS

The Water Fund continues to be the most financially stressed utility. FY2025 unaudited results show revenues of roughly $371,000 against expenses of $496,000, producing a structural operating deficit of more than $120,000. Liquidity is thin, with less than $90,000 in combined cash and receivables available to cover nearly $500,000 in annual operating costs. Without significant rate action or external support, the fund's liquid balance will steadily decline, limiting the ability to address pressing reinvestment needs such as main replacements and regulatory compliance. This fund is a critical area of concern in the City's capital planning.

Year	Beginning Liquid Cash	Revenues (+2%)	Expenses (+3%)	Change (Rev-Exp)	Ending Liquid Cash
2025	$ 86,491.00	$ 371,000.00	$ 496,000.00	$ (125,000.00)	$ (38,509.00)
2026	$ (38,509.00)	$ 378,420.00	$ 510,880.00	$ (132,460.00)	$ (170,969.00)
2027	$ (170,969.00)	$ 385,988.40	$ 526,206.00	$ (140,217.60)	$ (311,186.60)
2028	$ (311,187.00)	$ 393,708.00	$ 541,992.59	$ (148,284.59)	$ (459,471.59)

APPENDIX J. CEMETERY FUND PROJECTIONS

The Cemetery Fund is small in scale but operates close to break-even. In FY2025, it recorded revenues of $38,000 against expenditures of $41,000, a modest annual shortfall of $3,300. Liquidity remains adequate at approximately $133,000, providing a cushion to absorb annual operating variances. However, because revenue sources are limited and unpredictable, the fund continues to rely on occasional transfers from the General Fund to remain solvent. Projected deficits in future years indicate that this reliance will likely continue, and long-term sustainability will depend on consistent General Fund support or new revenue strategies.

Year	Beginning Liquid Cash	Revenues (+2%)	Expenses (+3%)	Change (Rev-Exp)	Ending Liquid Cash
2025	$ 133,199.00	$ 38,025.00	$ 41,338.00	$ (3,313.00)	$ 129,886.00
2026	$ 129,886.00	$ 38,785.00	$ 42,578.14	$ (3,793.14)	$ 126,092.86
2027	$ 126,093.36	$ 39,561.21	$ 43,855.48	$ (4,294.27)	$ 121,799.09
2028	$ 121,799.00	$ 40,352.43	$ 45,171.15	$ (4,818.72)	$ 116,980.28

APPENDIX K. MOBILE ASSETS

Year	Project	Cost	High Priority	Medium Priority	Low Priority
2035	Replacement- 2013 Catepillar Grader	$350,000			X
2032	Replacement- 2008 John Deere 772 Grader	$225,000		X	
2025	Replacement- 1992 Ford Jet Rodder (Vac Truck)	$175,000	X		
2035	Replacement- 1994 Ford Tractor w/ Boom	$115,000			X
2026	Replacement- 2001 Volvo G720 VHP	$300,000	X		
2028	Replacement- 1987 Elgin Sweeper	$250,000	X		
2029	Replacement- 1998 Klauer Sno Go	$275,000		X	
2031	Replacement- 2018 Catepillar Loader	$350,000		X	
2027	Replacement- 2010 Ford F250 Pickup Truck	$80,000	X		
2031	Replacement- 2000 Sterling Tandem Dump	$225,000		X	
2026	Replacement- 2009 Swenson Sander EV-10	$50,000	X		
2025	Replacement- 2001 Ford Utility Truck	$80,000	X		
2033	Replacement- Honda Hot Pressure Washer	$45,000			X
2028	Replacement- 1989 International Tandem Truck	$250,000	X		
2028	Replacement- 1991 International Tandem Dump	$250,000	X		
2031	Replacement- Salt Dogg Spreader	$15,000			X
2030	Replacement- 2015 Ford F350 Pickup	$150,000		X	
2033	Replacement- 2017 Gravely Mower	$10,000			X
2027	Replacement- 2011 Gravely Mower	$10,000	X		
2027	Replacement- 2007 Gravely Mower	$10,000	X		
2029	Replacement- 2014 Gravely Mower	$12,000		X	
2030	Replacement- 2017 Ford F250 Pickup Truck	$90,000		X	
2025	Replacement- Case Cable Plow & Trencher	$80,000	X		
2031	Replacement- Chipper	$20,000		X	
2030	Replacement- 1999 Terex Telelect Digger Derek	$175,000		X	
2032	Replacement- 2001 Sterling Freight	$250,000			X
2025	Replacement- 2013 Chevy Silverado	$80,000	X		
2028	Replacement- 2000 International Bucket Truck	$250,000	X		
2026	Replacement- 2008 Chevy Pickup	$50,000	X		
2035	Replacement- 2021 GMC Sierra	$250,000			X
2026	Replacement- 2013 Ford F350 Utility Truck	$95,000	X		

APPENDIX L. SUMMARY OF PUBLIC COMMENTS

The draft Capital Improvement Plan was released for public review on September 18. Copies were made available on the City's official website, shared through the City's Facebook page, and a hard copy was available for inspection at the City's Municipal Building during regular business hours. As of the close of the public comment period, the City has not received any public comments on the proposed document.

APPENDIX M. TRACKING SHEET

Rev. #	Date of Change	Pg	Description of Change	Reason for Change	Requested By	Review/Approved By	Efft. Date

Codes

Reason for change

L- Legal Update
C-Council Direction
A- Audit Filing
R- RRC Update
S- Scrivener Error

Requested by

A- Attorney
C- Council
CM- City Manager
PC- Planning Commission

Approved by

A- Attorney
C- Council
CM- City Manager
PC- Planning Commission