

# MANISTEE CITY COUNCIL

## WORK SESSION AGENDA

**Tuesday, September 10, 2019 - 7:00 p.m. - Council Chambers, City Hall**

**I. Call to Order.**

**II. Work Session Items.**

- a.) PUBLIC COMMENTS ON WORK SESSION RELATED ITEMS.
- b.) DISCUSSION ON REFUSE COLLECTION OPTIONS / REFUSE COMMITTEE RECOMMENDATIONS – DPW Director Jeff Mikula and Matt Biolette from Republic Services.
- c.) PROJECT RISING TIDE UPDATE – Community Development Fellow Lissette Reyes.
- d.) DISCUSSION ON HOUSING ACTION PLAN – Housing North Director Sarah Lucas.
- e.) DISCUSSION ON POOL AGREEMENT – Councilman Jim Grabowski.
- f.) PRESENTATION ON STRATEGIC PLAN UPDATES – City Manager Thad Taylor.
- g.) DISCUSSION ON HOW MEDICAL AND RECREATIONAL MARIHUANA PERMITS WILL BE AWARDED – Mayor Pro-Tem Lynda Beaton.
- h.) OTHER.

**III. Adjourn.**

TNT:cl

**ATTACHMENTS:**

- 1. Draft Housing Action Plan
- 2. Draft Pool Agreement
- 3. Pool Financials
- 4. Strategic Plan Updates



## MEMORANDUM

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To: Manistee City Council

From: Sarah Lucas, Executive Director, Housing North

Date: September 4, 2019

Subject: Manistee Housing Action Plan

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Attached is a draft Housing Action Plan for the City of Manistee, developed by Housing North, with extensive Manistee stakeholder input, as part of the Rising Tide initiative. I will be attending the September 10 Council meeting to review and discuss the draft plan. If you have any questions in the meantime, please don't hesitate to contact me at 231-342-1242.



# CITY OF MANISTEE

## HOUSING ACTION PLAN

**DRAFT SEPTEMBER 2019**



*The Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth. The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential. This document was produced as part of that effort.*



**HOUSING  
NORTH**

in association with

**B R i**

**Beckett & Raeder**

**M E D C**

MICHIGAN ECONOMIC  
DEVELOPMENT CORPORATION



Talent and Economic  
Development Department  
of Michigan

# OVERVIEW

## INTRODUCTION

Housing is a foundation of any community discussion around economic development, transportation, health, and myriad other issues. It touches every aspect of our individual lives, and can determine the makeup—and future—of opportunities for both individuals and communities.

For many years, housing has been a key priority for the City of Manistee, surrounding communities, and community partners. Long-standing shortages of housing that's safe and affordable to a broad spectrum of the community—seniors, people with disabilities, young people, low- and moderate-income households, and more—along with aging and deteriorating housing stock, have impacted the community's economy and quality of life. Nonprofits, local governments, and community organizations have all identified housing as a priority issue, and have worked collaboratively through groups like the Human Services Collaborative Body to implement service-based solutions to housing needs. At the same time, efforts like House Manistee, led by the Alliance for Economic Success, convened stakeholders around potential courses of action. Yet, complex and expensive development processes, combined with a myriad of related barriers to housing, drive housing shortages that continue to impact Manistee's residents and economy.

In 2018-2019, as part of the Michigan Economic Development Corporation's Rising Tide program, Manistee stakeholders identified housing as a key

economic development issue and focus area, and worked with consultants Beckett & Raeder and regional housing nonprofit Housing North to identify actions and development opportunities.

## PROCESS

Housing North staff conducted face-to-face and phone interviews with city and county officials, employers, developers, realtors, and philanthropy to identify:

- Current housing issues, needs, and demand
- Community concerns around housing
- Local case studies and success stories
- Priority sites and opportunities
- Agency/partner roles
- Implementation needs for specific solutions
- Opportunities for collaboration

In addition to housing interviews and recommendations, Rising Tide and Housing North coordinated a community discussion on Wednesday, June 26, on housing needs and solutions. Information and discussion addressed:

- Housing needs, definitions, solutions, and opportunities
- Development opportunities and other solutions

The event attracted over 40 participants and was covered extensively in local media.



## ORGANIZATION

The Manistee Housing Action Plan is organized into three sections:

1. *Manistee Housing Needs* summarizes community input and existing data to identify housing needs, along with barriers to meeting those needs.
2. *Housing Action: Vision & Goals* includes a vision for Manistee's housing future and goals. Next steps, partners, and resources are identified for each goal.
3. *Implementation Resources & Documents* includes sample documents, resource guides, and related materials needed for partners to take action on goals identified in Section 2.



# MANISTEE HOUSING NEEDS



# HOUSING NEEDS IN MANISTEE

Interviews, data analysis, and stakeholder input obtained throughout the Housing Action Plan process pointed to two primary housing issues in Manistee: poor housing quality, and a lack of diverse housing options that are affordable and available to current and prospective residents. Addressing these issues requires consideration of barriers and community roles in housing development and redevelopment.

## HOUSING QUALITY

One of the foremost housing concerns in Manistee is related to the poor quality of significant numbers of housing. Community discussions and interviews focus on the limited availability of homes that are “move-in ready,” noting that relocating employees often find few housing choices that don’t require immediate, significant investments in repairs or improvements. Often, the short supply of available and affordable housing leaves families with few choices but to live in deteriorating or inadequate homes. This issue is often cited as being of particular concern for renters, with residents and housing organizations reporting that the limited availability of rental choices discourages renters from reporting or addressing substandard housing concerns, in fear that they may lose their rental home and that additional housing may not be available.

However, evaluating the condition of a community’s housing stock is difficult on a large scale. Most measures of housing condition rely on interior and exterior inspections, or on detailed housing surveys that evaluate various structural indicators on individual properties. The US Census and American Housing Survey use a number of indicators with correlations to housing inadequacy. These “proxy measures” include the lack of complete kitchen and plumbing facilities; overcrowding; and age. When



combined with other data and input from residents, this data can help identify the potential for housing condition concerns in communities.

- The American Housing Survey considers lack of complete plumbing or kitchen facilities as indicators of physical condition issues or substandard quality; and these indicators are important components used by HUD and other agencies in assessing the quality of housing stock and the presence of inadequate housing. “Complete plumbing facilities” are defined by the US Census and the American Housing Survey as those with hot and cold running water, a flush toilet, and a bathtub or shower. Housing units with two or less of these components are characterized as lacking complete plumbing facilities. “Complete kitchen facilities” include a sink with piped water, a range, and a refrigerator. Homes with two or less of these components are considered to lack complete kitchen facilities. The 2017 American Community Survey (ACS) estimates that in Manistee County, 35 occupied housing units lack complete plumbing facilities and 103 occupied housing units lack complete kitchen facilities. In the City, 10 occupied homes lack complete plumbing, and 66 lack complete

kitchen facilities.

- Overcrowding is defined by the American Housing Survey as more than one person per room. The American Community Survey estimates that, in 2017, 84 occupied housing units in Manistee County were overcrowded, with no overcrowded housing units in the City.
- 63% of the housing stock in Manistee County, and 78% of housing in the City, is over 40 years old, according to the 2017 ACS. 42% of homes in the City of Manistee were built before 1939, reflecting the historic character of the City.

## LIMITED HOUSING DIVERSITY

Stakeholders stressed the need for housing multiple types of housing, from homeless/transition housing up to higher-end.

Changes in household makeup are driving an increased demand for housing types that are scarce in Manistee County. As young people wait longer to start families, and Baby Boomers enter their retirement years, households continue to shrink, meaning that more homes are needed for even the same number of people. What's more, these smaller households are demanding types of housing that haven't been built in large numbers in the past, particularly in rural areas and small cities like Manistee. Small household sizes are driving demand for apartments, townhomes, smaller houses, duplexes, and other medium-density, multi-family housing types in walkable neighborhoods - often referred to as the "missing middle."

A 2014 study by LandUseUSA focused on these missing middle, multi-family housing types, and points to a demand for up to 93 additional rental units per year, with rents ranging from \$450—\$1100/month; and 63 ownership units per year, with values ranging from \$46,00—\$275,000 (the study is being updated as of summer 2019).

Outside of housing type, affordability is a significant concern for low- and moderate-income households. Many have few options outside of unsafe,

unhealthy, overcrowded, or deteriorating homes; or must drive long distances to work or school, resulting in higher transportation and energy costs while forcing reliance on often-unreliable vehicles—which can impact employment and, ultimately, Manistee businesses.

The lack of diverse housing options is reported to have significant ripple effects on the community's economy and population. Anecdotal reports indicate that:

- Regardless of income levels, professionals and others interested in moving to the area have difficulty finding homes to rent or buy. While it's difficult to quantify those that don't move because of housing, Manistee misses out on new residents in part because of limited housing choices.
- Seniors that would like to downsize but stay in Manistee can't find condos or smaller homes, so remain in their large single-family homes - rendering those units unavailable to the young families that may otherwise be able to move to Manistee. Condos were emphasized as being of particular interest - with limited availability for the few options in Manistee.

## COMMUNITY PERCEPTION & SUPPORT

Addressing Manistee's housing needs requires public support. Yet, community stakeholders stressed issues related to a limited understanding of housing issues and solutions that became central in community dialogues around recent housing proposals. In short, there is not a community consensus about housing needs among the public. Data showing housing needs may be dismissed, as are, in some cases, reports about the need from young professionals. Community opposition to new housing has been framed in issues including fears of slumlords; a perceived loss of tax base/ misunderstanding of tax incentives; and parking issues. Another persistent thread relates to a fear of

which “types” of people would occupy new housing units, and of Manistee being “branded” as a low-income or senior community. Anecdotes point to a perception that any large-scale housing development will brand Manistee as a certain type of community - for instance, as a retirement community or a low-income community. In fact, even senior housing or low-income housing will help to diversify the housing stock in the community, by freeing up housing units currently occupied by seniors for young people or families; or, in the case of low-income housing, by providing stable housing options for families with children - thereby creating a more sustainable community fabric that supports schools and business long-term. Yet, the high-profile nature of recent proposals centered discussions on single populations or types of development, perhaps creating a skewed perspective on each proposal’s role in the long-term fabric of the community.

According to interviewees, a fear of change - how a future Manistee might become different than the Manistee of today - underlies many of these concerns. Many stakeholders discussed the lack of a cohesive community vision for Manistee, encapsulated by the phrase, “What does Manistee want to be when it grows up?”

Many housing and “future Manistee” fears were initially raised as the City reviewed two downtown residential redevelopment proposals in 2017—neither of which moved forward. However, stakeholders stressed that proactive messaging, clear procedural discussions around approval criteria, and local advocacy efforts led to a different community dialogue, and a different outcome, in 2018-2019 with the recently-approved Hollander development.

It’s important to celebrate these successes, and those areas of consensus expressed by stakeholders throughout the Rising Tide housing action plan process. For instance, there appears to



be a solid consensus among stakeholders that participated in this process that there’s a desire for Manistee to be a community with a diverse population that supports its growing economy. A consensus on encouraging development that will foster that diverse population could guide future housing discussions—and past successes could provide a blueprint for communicating messages and building an advocacy and support base.

## DEVELOPMENT OPPORTUNITIES & BARRIERS

Residential development has long been complex, time-consuming, and expensive. As demand rises throughout Michigan and the nation, the development landscape has become increasingly competitive, while costs for new home construction continue to rise and regulations and financing create added barriers:

- The Home Builders Association of Michigan reports that Michigan lost 43% of its residential building workforce between 2000-2009—as many as 60,000 workers. At the same time, an aging workforce and shrinking pipeline of young people—specifically young trades people—have created a construction labor shortage that is impacting the costs of construction, and

creating a more competitive environment for developers that do have the capacity for projects.

- Over the last 40 years, zoning ordinances have focused on large-lot, single-family homes. Smaller homes, townhomes, apartments, accessory dwelling units, duplexes, fourplexes, and other examples of the “missing middle” - the housing types most in demand from smaller households that are missing from neighborhoods—have been prohibited from most zoning districts.
- Non-homestead tax rates raise rents and incentivize property owners to offer short-term vacation rentals instead of long-term rentals for the year-round population.
- Higher-density development types often require special approvals that are typically swayed by public fears of density and “different” housing types.
- Rising development, land, and material costs mean that it’s virtually impossible to build new homes at a cost that many parts of the community can afford. Subsidy or incentives are required to offset development costs to ensure affordability—yet, Manistee and other small cities or rural areas are not competitive for the major public funding sources that support affordable housing.
- Resources for home improvement, and programs that incentive home improvement, are limited and declining, with few options to incentivize individual investment in property.

These costs and complexities have hampered development in Manistee and communities throughout the country. This report provides recommendations for addressing development barriers, understanding that there is no “silver bullet” or single solution to this complex issue, and that successful housing initiatives will require deliberate, prolonged, and highly collaborative partnerships between units of government, business, nonprofits, and other community



stakeholders.

## DEVELOPMENT PARTNERS & CAPACITY

Manistee has a history of collaborative action on key community issues—most notably economic development. However, its recent development history has impacted perceptions about development opportunities in Manistee—both within and outside the community. A collaborative, consensus-based approach will be especially important in any development activities moving forward, and can help to address concerns about the “housing readiness” or development readiness of Manistee in general. The intent of this document is to guide activities for a range of potential partners, while creating a consensus for moving forward together.

# OCCUPATIONS, WAGES, & AFFORDABLE RENTS

A home is “affordable” if it costs less than 30% of a household’s income. If households spend more than that, they’re considered “cost overburdened.” Cost-overburdened households are at greater risk of eviction, foreclosure, or homelessness. Lower-income households are more likely to be cost overburdened. State and federal guidelines define “low income households” as those earning 80% or less of the area median income (AMI), with income guidelines established and published

for each county in Michigan annually by the Michigan State Housing Development Authority (MSHDA). In Manistee, low-income households make up a significant and critical portion of the workforce, including workers in tourism industries, construction, child care, education, and health care. Many of these workers struggle to find homes that are affordable.

Below 60% AMI \$29,340 and below for 2-person household		
OCCUPATION	MEAN ANNUAL WAGE	AFFORDABLE RENT
Dishwashers	\$22,030	\$551
Housekeepers	\$23,130	\$578
Bartenders	\$23,900	\$598
Childcare Workers	\$24,580	\$615
Home Health Aides	\$25,950	\$649
Bank Tellers	\$27,500	\$688
Waitstaff	\$28,400	\$710
Janitors	\$28,820	\$721
60-80% AMI \$29,340 - \$39,120 for 2-person household		
Nursing Assistants	\$29,980	\$750
Phlebotomists	\$31,260	\$782
Reporters	\$31,280	\$782
EMT	\$31,880	\$797
Construction Laborers	\$33,930	\$848
Admin. Assistants	\$34,430	\$861
Dental Assistants	\$37,100	\$928
Preschool Teachers	\$37,930	\$948
80-100% AMI \$39,120 - \$48,900 for 2-person household		
Firefighters	\$40,180	\$1,005
Mechanics	\$40,650	\$1,016
Welders	\$41,210	\$1,030
Truck drivers	\$44,420	\$1,111
Protective service workers	\$45,040	\$1,126
IT Specialist	\$45,880	\$1,147
Teachers	\$47,740	\$1,194
Electricians	\$47,740	\$1,194

# MANISTEE COUNTY TARGET MARKET ANALYSIS

A residential “target market analysis” was conducted by real estate consultants LandUse USA in 2014 for all counties in Northwest Michigan. The analysis analyzes demand from various demographic groups for multi-family housing types from potential “movers” both inside and outside the study area. The complete study and methodology is available online at [www.networksnorthwest.org](http://www.networksnorthwest.org).

	ANNUAL MARKET DEMAND - OWNERS	ANNUAL MARKET DEMAND - RENTERS	MEDIAN HOUSEHOLD INCOME	% THAT ARE SINGLE-PERSON HOUSEHOLDS	MEDIAN RENT	MEDIAN HOME VALUE
Young singles	9	11	\$37,000	64%	\$550	\$89,000
Young families	8	9	\$30,500	15%	\$450	\$46,000
Lower-income families/ households	0	12	\$29,000	17%	\$525	\$92,000
Low Income Gen X	0	17	\$19,000	80%	\$475	\$75,000
Low-income Boomer singles/ empty-nesters	9	11	\$22,500	71%	\$400	\$39,500
Lower-income Boomers	0	6	\$34,500	80%	\$525	\$92,000
Low/moderate-income blue collar boomers	30	10	\$33,000	42%	\$455	\$75,000
Moderate-income Boomers	5	3	\$48,500	51%	\$700	\$147,000
Moderate/Higher-income boomers	1	0	\$44,500	48%	\$600	\$99,000
Lower-income seniors	1	14	\$20,000	69%	\$500	\$95,000
Moderate-income seniors	0	0	\$38,500	48%	\$875	\$187,500
Higher-income seniors	0	0	\$92,000	30%	\$1,100	\$275,000
	63	93				

*\*Conservative scenario. An aggressive scenario, i.e. with active efforts to attract new residents, could triple the market potential.*

*Data from the 2015 Northwest Michigan Target Market Analysis, prepared by LandUseUSA. Underlying data provided by the Internal Revenue Services; US Decennial Census; American Community Survey; and Experian Decision Analytics*

# DEVELOPMENT PARTNERS

	ROLES	TOOLS/RESOURCES
City	Development review/approval Review/approval of certain incentives Advocacy champion	Zoning authority Tax incentives
DDA	Review/approval of certain incentives Advocacy champion	Tax increment financing
County	Review/approval of certain incentives Advocacy champion	Land bank authority Brownfield authority Planning expertise
Little River Band	Development partner Funding partner Advocacy champion	Development expertise
Townships	Development review/approval Review/approval of certain incentives Advocacy champion	Zoning authority Tax incentives
Chamber of Commerce	Advocacy champion	
Community Foundation	Advocacy champion Funding partner	Grants/fundraising assistance
Manistee Housing Commission	Advocacy champion Development partners	Grants/financing tools Development expertise
Housing nonprofits	Advocacy champion Development partners	Grant writing/administration
MEDC	Development partner Funding partner	RRC CAT Michigan Strategic Fund
Michigan Land Bank Authority	Technical assistance partner	Technical assistance
CDFIs (see contact list)	Funding partners Technical assistance partner	Low-interest loans Technical assistance

## FEE-FOR-SERVICE/CONTRACTUAL PARTNERS

Beckett & Raeder	Plan implementation/technical assistance Zoning	Planning & zoning expertise
Networks Northwest	Plan implementation Zoning	Planning & zoning expertise Data
Housing North	Housing Action Plan implementation Awareness/advocacy organization	Communications support Housing expertise

# HOUSING ACTION: VISION & GOALS



# MANISTEE HOUSING VISION & GOALS

Diverse housing options are available in Manistee for residents of all ages, incomes, and household types in order to support and grow a diverse local economy.



## **1. HOUSING REHABILITATION**

- 1.1 Establish Neighborhood Enterprise Zones
- 1.2 Encourage Renovation Mortgages
- 1.3 Apply for Neighborhood Improvement Grants

## **2. COMMUNICATIONS & AWARENESS**

- 2.1 Be proactive with messaging
- 2.2 Engage young professionals in messaging
- 2.3 Develop a shared vision for housing in Manistee

## **3. PROCESS & CAPACITY**

- 3.1 Establish standard PILOT approval criteria and procedures
- 3.2 Consider adoption of zoning changes to diversify housing development opportunities
- 3.3 Develop capacity for community development

## **4. FUNDING & RESOURCES**

- 4.1 Improve readiness for public funding sources
- 4.2 Provide gap funding
- 4.3 Build up and leverage land bank authority
- 4.4 Explore Housing Commission roles & opportunities

## **5. DEVELOPMENT OPPORTUNITIES**

- 5.1 Initiate development activity

# HOUSING REHABILITATION

## 1.1 ESTABLISH NEIGHBORHOOD ENTERPRISE ZONES

Neighborhood Enterprise Zones (NEZ) can be established in certain cities—including Manistee—by resolution of the City. They are designed to encourage renovation and new residential development by offering significant tax benefits: any value added to a property by renovation or new construction is only taxed at half the rate for

12 years. NEZs have proven to be effective in incentivizing residential development and home improvements, thereby increasing a neighborhood’s overall value and tax base. The City may establish NEZs for up to 15% of its geography.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Establish a pilot NEZ in Maxwelltown	Introduce NEZ process, goals, and proposed districts to City Council	2019	City/Rising Tide	Sample resolution Approval documentation

## 1.2 ENCOURAGE RENOVATION MORTGAGE OPTIONS

Manistee’s historic housing stock is an important asset for the City’s historic sense of place. At the same time, many homes need significant repairs, and anecdotal reports indicate that new homebuyers are reluctant to purchase older homes because of the need for renovation—which isn’t typically financed by homebuyer mortgages. Generally, homeowners need significant equity in

the home before they can finance home improvements through a line of credit. Renovation Mortgages offer an option for homebuyers to access lending that will finance both the purchase of a home and home improvement activities, with the expectation that the renovations will increase the home’s value.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Encourage lenders to consider offering home renovation mortgages	Convene/coordinate discussion with local lenders on Fannie Mae HomeStyle Renovation Mortgage products	2019	Rising Tide Lenders Realtors	<a href="#">Fannie Mae HomeStyle Renovation Mortgages</a>
Promote home renovation mortgages and related home improvement loan/grant products in established NEZ districts	Include Home Renovation Mortgage information in any information provided to property owners as part of NEZ announcement	2020	City Lenders Realtors	

## 1.3 APPLY FOR NEIGHBORHOOD IMPROVEMENT FUNDS

The Neighborhood Enhancement Program (NEP) program provides funding from the Michigan State Housing Development Authority (MSHDA) for activities directly tied to stabilization and enhancement of Michigan neighborhoods by nonprofit 501(c)3 agencies. The program supports high-impact, innovative, neighborhood-level, housing-oriented activities that benefit low and moderate income areas and residents. There are three eligible neighborhood components: 1) beautification; 2) neighborhood public amenity enhancements; and 3) housing enhancements to owner-occupied single-family homes. Projects must be implementation ready; highly visible; impactful to the neighborhood and residents' quality of life; holistically/community focused; and supported within the neighborhood and community. Examples of other projects funded by the program include the development or improvement of neighborhood amenities, like playgrounds, walking paths/connections, or community gardens; exterior renovations, including porch repairs, siding, doors, etc; and blight elimination. The program is intended to have a ripple effect in a neighborhood, encouraging additional investment and rehabilitation.



nonprofit partner. FIVECAP, Inc., the community action agency servicing Manistee County, could be an important partner. The Manistee County Housing Program, which currently conducts some MSHDA-based home improvement activities, might also be able to provide assistance in applying for or administering grant dollars.

Local governments are eligible to apply, but given capacity constraints and reporting/application requirements, it may be beneficial to work with a

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Apply for NEP funds to provide exterior home improvements in one of the following	Identify point person or grant writer to lead development of an application/grant		City County	

# COMMUNICATIONS & AWARENESS

## 2.1 BE PROACTIVE WITH HOUSING MESSAGES

Social media is a powerful tool both for and against housing initiatives. Messages and information - and misinformation - spread quickly, and it can be difficult to correct inaccurate statements once they've been expressed publicly or on social media. Therefore, it's critical to be "in front of" conversations and housing proposals with accurate, up-to-date information about housing needs and solutions with ongoing, consistent messages. To be effective, all housing partners in the community must be engaged in the conversation, with appropriate data, stories, and information about how various partners can impact housing needs - through social media, print media, radio, TV, public meetings, and presentations to community groups.



Housing North is developing an awareness campaign to provide communications tools, raise awareness, and spur engagement on housing issues. The campaign is anticipated to begin in the fall of 2019, with opportunities to "localize" the messages and deployment of the campaign.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Participate in Housing North awareness campaign with website links, social media, "earned" media, and promotion/purchase of materials.	Identify local campaign champions and points of contact to participate in regional campaign planning/Housing North activities	Fall/ winter 2019- 2020	Housing North City County DDA LRB Others	Housing North Campaign Overview  Housing North Communications Plan
Provide housing presentations to community groups (Rotary, etc) and public bodies	Identify volunteers to serve as a "speakers bureau" that can develop and deliver presentations	2020	Housing nonprofits Housing North Others	Housing North Communications Plan  Housing North presentation

## 2.2 USE DATA & TESTIMONIALS IN MESSAGING

A point of consensus among participants in the Rising Tide Housing Action Plan process was the need for housing for young professionals and other newly-recruited employees. However, participants also frequently cited a concern that the public at large, and some leadership, may not recognize or understand the impact that housing has on young professionals and the ability of local employers to recruit new talent to the community.

Additionally, stakeholders noted that market studies have been dismissed by opponents of housing projects as inaccurate, despite multiple studies that have consistently reinforced recent housing data. It will be important to ensure that updated data on housing need and demand is available and shared with stakeholders and the media regularly—and is supported by testimonials. Testimonials from young people, developers, empty nesters, and realtors—particularly from those recognized and respected by the public—can help support the accuracy and validity of market studies, and should be sought as part of any data release.

Beyond communicating housing needs, it's important to ensure that discussions focus on solutions, successes, and areas of public consensus, both for the sake of local buy-in and outside interest from developers. Beginning from a point of agreement—about the future of the community, what projects have been successful, and what's needed to make them work—can help to move housing conversations and proposals forward. And developers are more likely to seek



projects in Manistee if it's known as a place where there's a consensus about housing among local officials and the public, and a demonstrated will to work together for solutions.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Conduct and promote an online survey of young professionals in Manistee	Solicit volunteers to lead development and promotion of	2019	Manistee Chamber of Commerce/	FUSE Survey

## 2.3 DEVELOP A SHARED VISION FOR HOUSING & MANISTEE’S FUTURE

One point of consensus throughout housing discussions in Manistee is the desire for Manistee to be able to attract and retain a diverse population that supports its growing economy. The City, County, and other partners may wish to pursue a broader community vision; and/or they might start from this point of agreement and consider adopting a housing “mission statement” that could guide future housing discussions. For instance, a mission statement that the community “is working towards the creation of diverse housing options for residents of all ages, incomes, and household types in order to support and grow a diverse local economy” might provide an answer to some fears that new housing will homogenize the City’s population.

Additionally, regardless of whether the Manistee community pursues the development of a broader community vision, it will be critical for the City and the DDA to develop a shared vision or goals. Downtowns are considered favorable or priority development locations by many funders, because of factors like walkability, access to services and amenities, and the ability of mixed-use development or neighborhoods to fill downtown vacancies,



redevelop underused properties, and provide a stable customer base for business. What’s more, the DDA offers important development tools; and has considerable influence on public opinion. It’s critical for the DDA to be engaged as partners in housing discussions, with downtown activities and decisions driven by a vision shared with other partners for how housing can have the greatest impact on the downtown’s success.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Adopt a housing “mission statement” to guide future discussions on housing proposals and initiatives	Create an intergovernmental/ community-wide ad hoc committee/task force, with outside facilitation/support, to lead development of a housing mission statement	2019-2020	DDA City Rising Tide County Others	Housing North Communications Plan
Develop shared goals with DDA, possibly as part of a vision or downtown plan, in partnership with the City and possibly County.	Determine eligibility of downtown plan/vision activities for RRC funding  Create a City-DDA ad hoc committee to lead development of a shared vision or goals	2019-2020	DDA City Rising Tide RRC	

# PROCESS & CAPACITY

## 3.1 ESTABLISH STANDARD PILOT APPROVAL CRITERIA & PROCEDURES

Some cities adopt a PILOT ordinance and approval protocol that identifies clear standards and criteria that must be met by any developers requesting a PILOT. If all standards are met, the city approves the PILOT. A clear, objective process eliminates some pitfalls for developers and helps focus discussions on tangible issues, rather than broad fears about the development.

Further, an improved awareness among the community and leadership about PILOTs specifically, and the low-income housing tax credit program generally, may help to focus conversations. Regional partners can provide free or low-cost trainings on request to help build this awareness proactively, so that decision-makers and partners are prepared when proposals are brought forward.



RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Establish clear approval procedures and objectives for PILOT requests	Establish a PILOT task force made up of City Council members, development interests, and community stakeholders to propose approval procedures/ criteria to the City Council	Fall/ winter 2019- 2020	Housing North City County DDA LRB Others	Sample PILOT ordinances/ applications (Kalamazoo, etc)
Increase awareness/ understanding of PILOT mechanisms	Coordinate PILOT workshops or trainings, open to the public and other partners, after every City election	2020	City CEDAM Housing North	

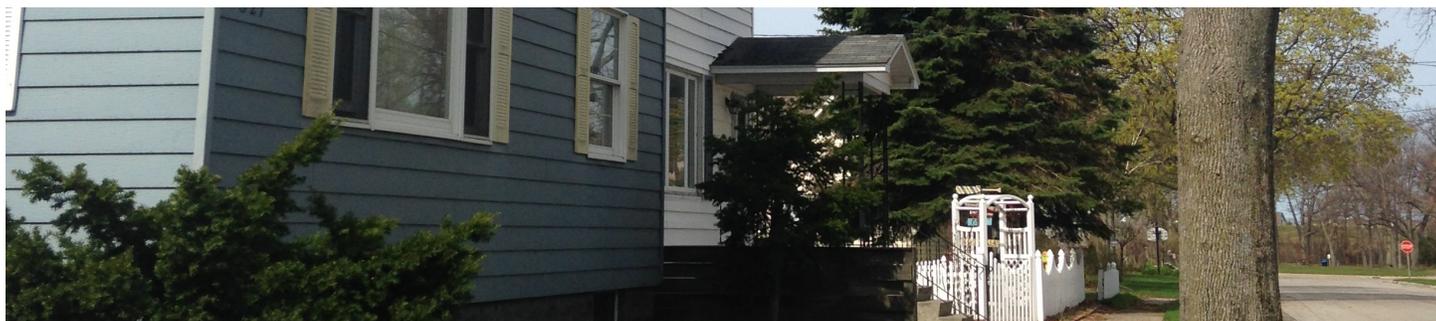
## 3.2 CONSIDER ADOPTION OF ZONING CHANGES TO DIVERSIFY HOUSING DEVELOPMENT OPPORTUNITIES

Beckett & Raeder has identified a number of zoning changes that, if adopted, may create opportunities for “incremental” housing units like accessory dwelling units, duplexes, fourplexes, and more. This approach “legalizes” the missing middle, a type of medium-density housing that fits in with existing neighborhoods and is typically right-sized and affordable to young people, retirees, empty nesters, and other small households. As the City and County explore these potential changes, it will be important to consider how they’re impacted, or how they may impact, related ordinances, including the rental inspection ordinance.

One issue that hasn’t been discussed in depth in Manistee, but which is likely to have an impact in the future, is short-term rentals like AirBnB or

VRBO. Other shoreline communities in Michigan are experiencing a surging demand for short-term rentals that is impacting the availability and cost of year-round housing. While they provide an important community benefit, particularly in cities like Manistee that may wish to grow their tourism “brand,” it’s important to be proactive in addressing this use, in order to avoid the pitfalls experienced in other communities - for instance, already-limited year-round rentals being converted to short-term rentals or new condos or starter homes being purchased by speculators for use as short-term rentals. Regional and state partners can provide free or low-cost training on regulatory options for short-term rentals.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Develop and consider adoption of zoning changes to diversify housing development	Work with County and consultant to draft zoning changes recommended by Beckett & Raeder	2019-2020	County Beckett & Raeder	Beckett & Raeder memo
Explore regulatory options for short-term rentals	Invite guest speakers to share information at a joint (City/County/ township) planning commission meeting or workshop	2019- 2020	Networks Northwest Beckett & Raeder City County	



### 3.3 DEVELOP CAPACITY FOR COMMUNITY DEVELOPMENT

Developers consistently note lack of “capacity,” or limited community development staff and knowledge or development processes, as a barrier in doing business in rural areas and small towns. Hands-on local staff that can help to coordinate the diverse partners and funding sources inherent in any development project would be a significant step forward in attracting new investment to Manistee. With such a liaison, the City and/or County could be proactive in working with the MEDC and developers to market sites and development opportunities. A community development liaison could also ensure that there is regular outreach and communications to and between developers, local officials, development partners, and the public.



Housing North is working with other counties in the region to develop a model for shared community development staff/capacity. A program overview is attached.

While local resources are limited, a shared approach to staff/capacity has been modeled and proven locally and regionally for both economic and community development functions, including in Manistee, which is beginning a shared approach to funding economic development through the Manistee Chamber of Commerce. Options for a shared community development staff person may include:

- City staff person
- Shared City/County/DDA/Tribal staff
- Shared “subregional” staff person funded by multiple counties/cities/tribe/philanthropy

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Provide capacity/staff that will convene partners (County, City, LRB, DDA, MEDC, and developers); coordinate specific incentives, funding programs, and partnership opportunities around specific properties; and act as a single point of contact	Develop/introduce a proposal to elected bodies/partners to hire/share staff	2019-2020	City County LRB DDA Housing North	Housing Ready Program Overview/Job description

# FUNDING & RESOURCES

## 4.1 IMPROVE READINESS FOR PUBLIC FUNDING SOURCES

A variety of state and federal programs provide subsidies and incentives for housing projects. A resource guide is attached as an appendix to this report. Resources most likely to be applicable and relevant to development in the City of Manistee include:

- Low-income housing tax credits
- New Market Tax Credits
- Federal Home Loan Bank
- Community Development Finance Institutions
  - MSHDA HOME Program
  - USDA-RD
  - MEDC Community Revitalization Program, Community Development Block Grant Program, Michigan Strategic Fund
  - Brownfield Program

Broadly speaking, the greatest potential for accessing diverse funding sources is likely to be found in mixed-use, mixed-income projects in or near downtown; however, each project is unique in terms of opportunities, available resources, and barriers. It's important to note that each funding source establishes specific parameters for eligible projects, and applicability will be highly dependent

on the type and location of each project. Determining where and how specific funding sources apply will require project-specific support from partners like the MEDC and, ideally, a local/county community development specialist.

Community development finance institutions (CDFIs) offer another important financing mechanism that can support housing development. CDFIs are essentially nonprofit "banks" that lend to underserved markets or populations. Several in Michigan act as key partners in housing development, providing bridge loans, gap financing, or other services that can make or break a project. CDFIs active in housing development in Northwest Michigan include Cinnaire, Opportunity Resource Fund, Michigan Community Capital, Northern Trust, and IFF.

As with public funding sources, CDFI participation/funding is highly dependent on project specifics. Relationships can and should be developed with CDFI representatives - many of whom provide hands-on technical assistance to communities and development partners - to ensure regular communication and up-to-date information on emerging development opportunities.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
"Institutionalize" knowledge/awareness of funding and capacity-building resources at the City and County	Identify "point person," including possible shared community development staff, at City or County for additional training  Schedule introductions of Manistee development partners/point person with CDFI representatives	2019 -2020	City County LRB MEDC Housing North	Housing Resource List  CDFI Contact List
Provide resources and referrals to developers	Compile data, studies, etc. and make available online and at government offices	2019	Networks Northwest	Target Market Analysis  CDFI Contact List

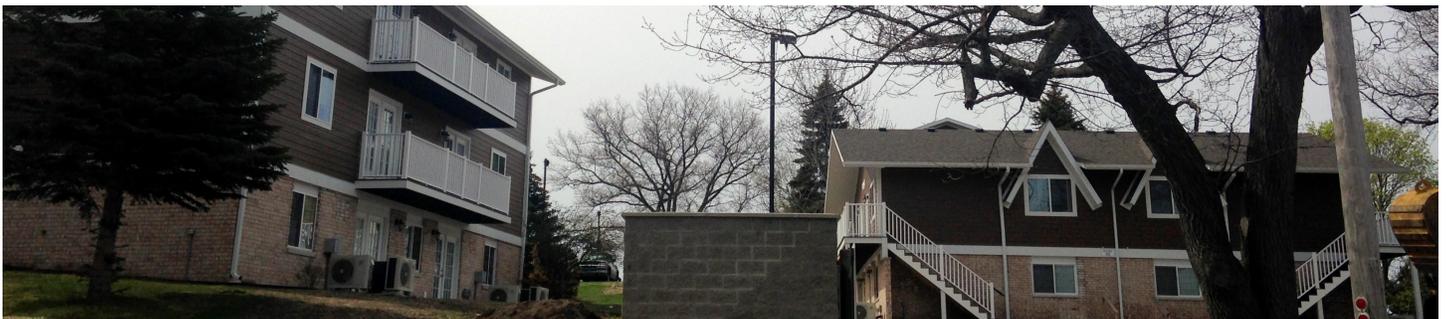
## 4.2 PROVIDE GAP FUNDING TO LEVERAGE INVESTMENT

Another important consideration in applying for funding is the “gap.” A local source of funding, applied to predevelopment activities and/or financial gaps in a project, demonstrates local commitment and reduced project risk to funders, and can leverage significant investment from public or private sources. Local partners may consider establishing a fund that would provide “gap financing” or support predevelopment work, thus leveraging significant public or private investment. Sources for local funds might include:

- Land bank authority revenues
- Private donations, i.e. from employers
- Tax increment financing revenues from the DDA
- General fund dollars
- Special purpose funds with a nexus to housing

Local donations or investments are intriguing to a number of partners, but it’s important to consider that there must be a “home” for these investments and a clear purpose. That is, in order to attract investment, there must be the capacity and structure to provide accountability in re-investing those dollars. Options for local or regional funds and investments are currently being explored at the regional level with Housing North, community foundation partners, and other stakeholders. Discussions have identified opportunities for working with community development finance institutions; establishing a land conservancy model for housing; and creating funds administered by local community foundations.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Explore revenue/ investment options that can support a local fund	Participate in regional discussions/information sessions regarding opportunities for creating local funds	Ongoing	Manistee County Community Foundation  Housing North	



## 4.3 BUILD UP & LEVERAGE THE LAND BANK AUTHORITY

A land bank can take ownership of a property through the taxforeclosure process, and can also buy land and buildings or receive donations of property. Once a property is held by a land bank, it can be sold, rented, cleaned up, redeveloped, or simply held and maintained taxfree until it's ready for sale or development . Land bank authorities can also qualify for brownfield status and funding; own homes, transfer or sell property, rent, prevent eviction, sell on land contract, and demolish structures; and partner or enter into contract with private, public, or nonprofit agencies for redevelopment.

Manistee County has taken its first steps toward establishing a land bank authority. However, there are limited resources for applying land bank incentives to development opportunities, limiting its ability to engage in development projects. One approach is to consider building land bank support into a shared community development staff



position (as discussed in Recommendation 2.3), with an interlocal agreement and contract for ongoing staff support and administration of the LBA.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Explore opportunities to leverage land bank authority incentives and tools	Coordinate/participate in a land bank authority presentation or workshop  Request assistance from Michigan Land Bank	2019	County	

## 4.4 EXPLORE HOUSING COMMISSION ROLES & OPPORTUNITIES

Michigan Public Act 18 of 1933 authorizes local governments to create housing commissions that can purchase, acquire, construct, maintain, operate, improve, extend, and repair housing facilities. Housing commissions can issue notes and revenue bonds and generally engage in property and financial management related to their properties and statutory responsibilities. In many communities, housing commissions operate one or more properties that were built with funds from the US Department of Housing and Urban Development (HUD), with activities not ranging far beyond property management. However, because the public act identifies fairly broad powers, housing commissions have the potential to play an important role in the development of housing. Housing commissioners are appointed by the chief elected official, and can drive the activities and scope of the housing commission.

The Manistee Housing Commission manages a total of \_ units, including \_ units at Century Terrace, an apartment building located just outside of downtown Manistee. As conversations continue about the need for housing, particularly in and near the downtown, it will be critical for the Manistee



Housing Commission to be included and engaged in housing discussions as partners that can provide important tools and opportunities for new and existing housing units.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Engage the Manistee Housing Commission as partners	Engage with the housing commission on the need for community education on Housing Commission missions and needs, new development, and related	2019	Manistee Housing Commission	

# DEVELOPMENT OPPORTUNITIES

## 5.1 INITIATE DEVELOPMENT ACTIVITY

Due to intensity and scale, commercial neighborhoods or districts are appropriate for mixed-use commercial/residential and multi-family residential developments. In addition to compatibility with surrounding areas, commercial neighborhoods present a number of benefits to new residents, including walkability, while also providing the stable customer base and activity level needed to support existing business. A number of specific sites and neighborhoods were identified as priorities in discussions and as part of the RRC process (see attached list), with three priority sites:

- 440 River St
- 443 Water St
- 480 Water St

Additionally, the House of Flavors and neighboring properties present important near-term opportunities that can build, and leverage,

community partnerships. Due to the readiness of partners, the visibility of the properties, and the potential positive impact of redevelopment, these and surrounding properties might be considered an early focus area for Manistee development efforts and partners. A successful project here would demonstrate nontraditional partnerships and resources, while enhancing the downtown.

At the same time, other priority development sites must be actively marketed to developers, with personal contact and invitations to visit Manistee and specific sites. During meetings and developer visits, there should be a clear demonstration of coordination on the part of Manistee development partners.

RECOMMENDATIONS	NEXT STEPS	TIMELINE	PARTNERS	ATTACHMENTS
Conduct regular, sustained, outreach to developers relative to development opportunities	<p>Contact developers (contact list attached) and invite them to Manistee for individual tours and introductions to development partners.</p> <p>Review funding sources (see attached list) and partnership opportunities.</p>	Ongoing	<p>City County MEDC LRB</p>	<p>RRC Priority Sites</p> <p>Developer list</p>



MEMO TO: Mayor Roger Zielinski  
Members of City Council

FROM: Thad N. Taylor, City Manager 

DATE: August 13, 2019

SUBJECT: Community Pool Operating Agreement



**City Manager's Office**  
**231-398-2801**

---

Approximately ten years ago the City and the Manistee Area Public Schools (MAPS) entered into an Intergovernmental Community Pool Operating Agreement for the operation of the Paine Aquatic Center. That agreement expired on August 12, 2019.

I've been working with Howard Vaas, MAPS Business Manager and Ron Stoneman, MAPS Superintendent for several months on a new agreement. We've reached a new agreement. The proposed agreement has changed very little from the original agreement. Changes made help clarify certain sections. They did not change the intent of the agreement. Copies of the agreement have been attached; the first one shows the changes that have been made.

The term of the agreement is for five (5) years and will automatically renew for an additional term of five (5) years unless otherwise amended and signed by both parties in writing. The City's annual contribution remains at \$40,000.

I recommend that City Council approve the new Intergovernmental Community Pool Operating Agreement and authorize the Mayor and City Clerk to sign the document.

TNT:cl

## Intergovernmental Community Pool Operating Agreement

THIS AGREEMENT entered into this \_\_\_ day of \_\_\_\_\_, 2019 [“Effective Date”], between **Manistee Area Public Schools** [“MAPS”], a duly authorized and operating Michigan general powers school district, of 550 Maple Street, Manistee, Michigan 49660; and the **City of Manistee** [“City”], a Michigan municipal corporation, of 70 Maple Street, Manistee, Michigan 49660 [collectively, the “Parties”];

**WHEREAS**, William and Marty Paine, Manistee, Michigan [“Benefactors”] previously approached MAPS and the City regarding the construction and donation of a community swimming pool and related facilities [“Pool”], which are now located on property currently owned by MAPS adjacent to the Manistee High School facilities; and

**WHEREAS**, the donation was contingent upon, among other things, the Pool being a community pool accessible and usable as a community pool for all the citizens of the City and not just as a MAPS facility; and

**WHEREAS**, the feasibility of the now-constructed Pool remains contingent upon the availability of yearly operational and maintenance funding on a continuing basis; and

**WHEREAS**, the Parties desire to collaborate and cooperate in continued support for the Pool;

**NOW, THEREFORE**, in consideration of the mutual covenants contained herein, MAPS and the City agree as follows:

1. **Contingent Effect of Agreement.** The effectiveness of this Agreement is expressly conditioned upon the Pool’s dedication for school and community purposes.

2. **Contribution of Operational and Maintenance Funds.** Consistent with community pool hours and user fees now in effect or as otherwise established to the mutual satisfaction of the Parties, the City and MAPS will be responsible for the annual operation and maintenance costs of the Pool as follows:

A. **City Contribution.** Except as otherwise provided herein, City shall contribute exactly Forty Thousand Dollars [\$40,000.00] per annum, payable in four equal quarterly payments for Pool operation and maintenance. Such contributions shall be used by MAPS to defray Pool operational and maintenance costs. For purposes of this Agreement, “pool operational and maintenance costs” shall not include expenses or charges for depreciation, amortization or capital expenses.

B. **MAPS Contribution.** Except as otherwise provided herein, MAPS shall annually be responsible for all other costs necessary to fully operate and maintain the Pool.

C. **Additional Capital Costs.** MAPS shall remain responsible for all capital costs incurred after the Pool’s construction and dedication as a community pool by the Benefactors.

3. **Pool Staffing, Operations and Minimum Hours.**

A. **Staffing.** MAPS shall be responsible for fully staffing the Pool, for use by both the school and community. Such staffing shall include, but not be limited to, all required and necessary qualified and certified lifeguards and all necessary management and maintenance personnel.

B. **Operations.** MAPS shall be responsible for all operations of the Pool, including but not limited to management, accounting and maintenance functions.

C. **Insurance.** MAPS shall obtain and maintain general liability and premises liability, and errors and omission insurance coverage in amounts to which the Parties may mutually agree, but not less than \$2,000,000.00 and shall further name the City as an additional insured on all such policies. MAPS shall provide proof of such insurance upon execution of this Agreement.

D. **Community Pool Hours.** The Parties contemplate the broadest possible use of the Pool for school activities and athletic functions and as a community pool. MAPS agrees to consult with the City prior to changing pool hours.

E. **User Fees.** City residents will pay 50% of the non-resident fee. The Parties agree to resolve, in good faith, any change in user fees in an amount commensurate with any change in operational costs incurred by MAPS. Any change in user fees will made in writing and signed by both Parties.

**Deleted:** MAPS agrees to consult with the City prior to changing user fees.

F. **Additional Contributors.** It is the intention of the Donors and the Parties to recruit additional institutional and governmental unit participation as contributors and/or users to the Pool. If a local unit of municipal government [Example: Townships, but not School Districts] makes an annual contribution at a rate not less than paid by the City on a per capita basis, or other reasonably fair basis with the City's prior written approval, then the residents of that local unit of municipal government shall pay the same user fee as paid by the City residents.

G. **Annual Report.** MAPS shall submit an annual report to the City, showing all expenses and revenues from the operation of the Pool.

4. **Term of Agreement.** This Agreement shall commence for a period of five [5] years from the Effective Date of this Agreement, and thereafter shall automatically renew without further action from the Parties for an additional five [5] years under the same terms and conditions contained herein, unless otherwise amended and signed by both Parties in writing.

5. **Failure to Comply.** If MAPS fails to establish mutually acceptable community pool hours and user fees, maintain the pool or otherwise breaches this Agreement, the City may then provide sixty [60] days' written notice to MAPS that the Agreement is null and void, and withdraw therefrom without further responsibility for any quarterly payments. However, before notifying MAPS that the Agreement is null and void and withdrawing therefrom, the City and MAPS will meet in person to discuss and attempt to resolve those matters of concern to the City.

6. **Power to Execute Agreement.** The Parties represent and warrant to each other that the persons executing this Agreement on behalf of each of them have been fully empowered by their respective governing boards to execute the Agreement on behalf of each respective party.

7. **Non-Discrimination.** MAPS agrees it will not discriminate against any employee or applicant for employment because of race, color, sex, religion, national origin, height, weight, marital status, disability, or other protected classification. The Parties further agree that they will not discriminate against any student, Pool program participant, or Pool user because of race, color, sex, religion, national origin, disability, or other protected classification, in the performance of programs and services under this Agreement, consistent with the non-discrimination policies of each Party.

8. **Severability.** If any part of this Agreement is declared by any court or administrative body of competent jurisdiction to be null, void, or unenforceable, such invalidity shall not affect any other provision of this Agreement that can be given effect without the invalid provision and, to this end, this Agreement's terms are severable.

9. **Non-Waiver.** Failure to enforce or insist upon compliance with any of this Agreement's terms shall not constitute a general waiver or relinquishment of any of this Agreement's terms.

10. **Headings.** The headings in this Agreement are for convenience only, and shall not be considered a part of, or used in, this document's interpretation.

11. **Non-Assignability.** Neither Party shall assign its rights or obligations under this Agreement without first obtaining the opposite Party's written consent.

12. **Applicable Law.** The Parties acknowledge and agree that this Agreement shall be interpreted in accordance with the laws of the State of Michigan.

13. **Entire Agreement.** The Parties acknowledge that all of their discussions and negotiations related to the subject matter of this Agreement have been incorporated into this document, and there are no other agreements, understandings or terms between them that are not incorporated herein. This Agreement supersedes all previous agreements and may only be modified in a writing and signed by each of the Parties.

**SIGNATURES APPEAR ON FOLLOWING PAGE.**

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IN WITNESS WHEREOF, the Parties hereby execute this Intergovernmental Community Pool Operating Agreement.

**City of Manistee**

\_\_\_\_\_  
By: \_\_\_\_\_, Mayor Date: \_\_\_\_\_

\_\_\_\_\_  
By: \_\_\_\_\_, City Clerk Date: \_\_\_\_\_

**Manistee Area Public Schools**

\_\_\_\_\_  
By: Ronald J. Stoneman, Superintendent Date: \_\_\_\_\_

## Intergovernmental Community Pool Operating Agreement

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[SIGNATURES APPEAR ON FOLLOWING PAGE.]

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**City of Manistee**

\_\_\_\_\_  
By: \_\_\_\_\_, Mayor

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

\_\_\_\_\_  
By: \_\_\_\_\_, City Clerk

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

**Manistee Area Public Schools**

\_\_\_\_\_  
By: Ronald J. Stoneman, Superintendent

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

**Manistee Area Public Schools**

Sort Key: 230  
Year: 2018-2019

Responsibility Report - Account Summary  
Current Budget: Opening Budget  
Requested, Revision: 0

Date: 08/27/2019  
Time: 16:24:07  
Page: 1 of 1

Account Number	Description	Budget	Debits	Credits	Total DBs/CRs	Accruals	Encumbered	---- Fiscal Year ---- Avail Balnc	%Avail
<b>Paine Aquatic Center - Corey</b>									
<b>Group 1</b>									
23-0-151-0000-000-0000-00000-0000	Investment Earnings	100.00	20.18	296.22	276.04	0.00	0.00	(176.04)	(176.04)
23-0-181-0000-000-0000-00000-1000	Participant Fees - General Public	13,500.00	1,458.25	15,979.85	14,521.60	0.00	0.00	(1,021.60)	(7.57)
23-0-181-0000-000-0000-00000-1100	Participant Fees - Manistee Swim Team	3,800.00	0.00	3,410.00	3,410.00	0.00	0.00	390.00	10.26
23-0-181-0000-000-0000-00000-3000	Membership Fees	15,000.00	580.00	18,064.00	17,484.00	0.00	0.00	(2,484.00)	(16.56)
23-0-191-0000-000-0000-00000-1000	Rental Income - General	5,800.00	60.00	6,185.20	6,125.20	0.00	0.00	(325.20)	(5.61)
23-0-191-0000-000-0000-00000-1100	Rental Income-Munson Healthcare	45,000.00	0.00	45,000.00	45,000.00	0.00	0.00	0.00	0.00
23-0-192-0000-000-0000-00000-0000	Contributions And Donations	15,000.00	0.00	13,500.00	13,500.00	0.00	0.00	1,500.00	10.00
23-0-212-0000-000-0000-00000-1000	Income Received From City Of Manistee	40,000.00	0.00	40,000.00	40,000.00	0.00	0.00	0.00	0.00
23-0-212-0000-000-0000-00000-1200	Income Received From Filer Township	14,000.00	0.00	13,950.00	13,950.00	0.00	0.00	50.00	0.36
23-0-519-0000-000-0000-00000-1000	Income Received From Manistee ISD	1,800.00	0.00	2,000.00	2,000.00	0.00	0.00	(200.00)	(11.11)
23-0-611-0000-000-0000-00000-0000	Transfer From Manistee Area Pub Schools	85,000.00	0.00	85,000.00	85,000.00	0.00	0.00	0.00	0.00
<b>GROUP 1 TOTALS (11 accounts)</b>		<b>239,000.00</b>	<b>2,118.43</b>	<b>243,385.27</b>	<b>241,266.84</b>	<b>0.00</b>	<b>0.00</b>	<b>(2,266.84)</b>	<b>(0.95)</b>
<b>Group 2</b>									
23-1-321-1560-000-0000-00000-1000	Lifeguards	61,700.00	67,982.35	1.30	67,981.05	0.00	0.00	(6,281.05)	(10.18)
23-1-321-1620-000-0000-00000-0000	Secretary	9,000.00	9,113.09	0.00	9,113.09	0.00	0.00	(113.09)	(1.26)
23-1-321-1640-000-0000-00000-0000	Custodial Expense	13,300.00	13,234.86	0.00	13,234.86	0.00	0.00	65.14	0.49
23-1-321-2130-000-0000-00000-0000	Employee Insurance	3,000.00	1,874.29	141.83	1,732.46	0.00	0.00	1,267.54	42.25
23-1-321-2820-000-0000-00000-0000	Mandatory Benefits	18,300.00	21,022.51	2,182.59	18,839.92	0.00	0.00	(539.92)	(2.95)
23-1-321-2820-000-0000-00000-1000	Mandatory Benefits	2,700.00	2,743.11	36.70	2,706.41	0.00	0.00	(6.41)	(0.24)
23-1-321-3430-000-0000-00000-0000	Postage	250.00	70.00	0.00	70.00	0.00	0.00	180.00	72.00
23-1-321-3510-000-0000-00000-0000	Advertising & Marketing	750.00	714.94	0.00	714.94	0.00	0.00	35.06	4.67
23-1-321-3830-000-0000-00000-0000	Water & Septic	5,500.00	5,411.98	0.00	5,411.98	0.00	0.00	88.02	1.60
23-1-321-4190-000-0000-00000-0000	Pool Repairs & Maintenance	20,000.00	36,818.96	5,567.44	31,251.52	0.00	0.00	(11,251.52)	(56.26)
23-1-321-4910-000-0000-00000-0000	Purchased Services	2,500.00	600.00	0.00	600.00	0.00	0.00	1,900.00	76.00
23-1-321-5510-000-0000-00000-0000	Natural Gas	30,500.00	26,915.97	8,485.65	18,430.32	0.00	0.00	12,069.68	39.57
23-1-321-5520-000-0000-00000-0000	Electricity Expense	57,000.00	55,702.78	0.00	55,702.78	0.00	0.00	1,297.22	2.28
23-1-321-5910-000-0000-00000-0000	Office Supplies	0.00	450.09	0.00	450.09	66.99	0.00	(517.08)	0.00
23-1-321-5991-000-0000-00000-0000	Pool Chemicals	10,000.00	8,893.00	672.76	8,220.24	0.00	0.00	1,779.76	17.80
23-1-321-5992-000-0000-00000-0000	Pool Supplies	3,000.00	3,782.84	0.00	3,782.84	0.00	0.00	(782.84)	(26.09)
23-1-321-7910-000-0000-00000-0000	Miscellaneous Expense	1,500.00	474.00	0.00	474.00	0.00	0.00	1,026.00	68.40
<b>GROUP 2 TOTALS (17 accounts)</b>		<b>239,000.00</b>	<b>255,804.77</b>	<b>17,088.27</b>	<b>238,716.50</b>	<b>66.99</b>	<b>0.00</b>	<b>216.51</b>	<b>0.09</b>
<b>GRAND TOTALS</b>		<b>0.00</b>	<b>257,923.20</b>	<b>260,473.54</b>	<b>479,983.34</b>	<b>66.99</b>	<b>0.00</b>	<b>(2,483.35)</b>	<b>0.00</b>
<b>28 accounts 2 groups</b>									

Excluded JE Subtypes: Closing

**Quarterly Update – September 2019**  
**City of Manistee City Council Strategic Plan Implementation 2017-18-19**

**Champion**

**Goal - Economic Development and Jobs**

*Strategy - 1.1 Manistee County Economic Development*

<p>1.1.1 County-Wide Strategic Plan:</p> <ul style="list-style-type: none"> <li>➤ Through Project Rising Tide, Joe Borgstrom from Place+Main advisors is currently drafting <b>drafted</b> a detailed economic development strategy focused in the key economic development area of the community and committing the different community organizations such as the Chamber of Commerce, DDA, City, and others. <b>(ONGOING)</b></li> <li>➤ An Economic Development Summit was held on February 25, 2019 to identify with the community the priorities for economic development. <b>The key priorities identified for the City were population recruitment, industrial sites marketing, vertical Cluster Strategy with local industrial companies, development of shoulder and mid-week tourism and housing enhancements. (To COUNCIL 9/19/17 – ONGOING)</b></li> <li>➤ Place+Main advisors assisted the Manistee Area Chamber of Commerce in the development of the position description for the Economic Development Director who will also serve the City. <b>(To COUNCIL 9/19/17 – ONGOING)</b></li> <li>➤ Facilitated by MEDC, a training session was held at City Hall to discuss all funding and programs available through MEDC for development projects. <b>At the August DDA meeting discussed with the board to have the new director promote the availability of the MEDC downtown redevelopment programs. (ONGOING)</b></li> <li>➤ Joe Borgstrom has met with members of the DDA Board to discuss options and needs for economic development. <b>During the August board meeting the DDA decided to explore fee for services for economic development with Filer Township and the Chamber of Commerce. DDA Director will assess the Project Rising Ride economic development strategy and provide contract recommendations for the DDA. (ONGOING)</b></li> <li>➤ Several meetings with community stakeholders and largest employers to identify priority areas.</li> <li>➤ Joe Borgstrom is planning to present the final strategy to the City by the end of May. <b>The economic development strategy was presented to the City and community on July 16, 2019.</b></li> <li>➤ The City recently contracted with the Chamber to provide economic development services. In combination with the new economic development strategy through PRT there is a new contact email address for economic development to have a single channel for communication for ED inquiries: <a href="mailto:ManisteeDevelopment@gmail.com">ManisteeDevelopment@gmail.com</a>.</li> <li>➤ As part of revitalizing the community, the City is also participating in a re-branding and marketing process with Arnett &amp; Muldrow Associates for PRT. <b>With this initiative the City will receive a new brand that will help refresh the image in the community to attract investment. The new branding toolkit was presented August 6; the content will be available by the end of August. Must work to incorporate the image into the various departments/agencies within the City and out into the County. (ONGOING)</b></li> </ul>	Thad
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*Strategy - 1.2 Industrial Park*

<p>1.2.1 SET</p> <ul style="list-style-type: none"> <li>➤ Present the SET Economic Development Strategy which will underscore the three emerging growth opportunities that have the greatest competitive and comparative economic potential: Agribusinesses, Energy, and Advanced Materials. <b>(ONGOING)</b></li> <li>➤ Present to Council, for their decision, to participate in SET:PRIME (Powering Rural Investment by Mapping Energy) as the second community to look towards creating jobs within the Energy Industrial Sector. <b>(To COUNCIL 9/17/17)</b></li> <li>➤ Provide the City with data sheets so that staff (Planning/Zoning) has an understanding of the economic potential of the targeted industrial sectors.</li> <li>➤ Joe Borgstrom, consultant through PRT recently assessed the industrial park to identify key project ideas and business attraction to the area as part of the ED strategy. <b>Through his assessment he recommended a Vertical Cluster Strategy: working with current industrial companies to identify potential suppliers and customers who could benefit from being located closer to their operations.</b></li> </ul>	
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<p>1.2.2 Manufacturing Strategy <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ Present the Manufacturing Plan with a focus on the recommendations about the port.</li> <li>➤ Develop a port marketing strategy based on Manufacturing Plan recommendations.</li> </ul>	
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<p>1.2.3 Enter/Exit Survey for Permit Applications:</p> <ul style="list-style-type: none"> <li>➤ Component of RRC certification was that customer service surveys for site plan review be developed. These surveys are given to applicants for commercial properties. <b>(COMPLETED)</b></li> <li>➤ <b>Surveys for projects requiring detailed site plans should be administered and completed surveys compiled for information review of the City’s development process. (ONGOING)</b></li> </ul>	Thad
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<p>1.2.4 “Packaging” the Industrial Park</p> <ul style="list-style-type: none"> <li>➤ Identify all vacant parcels in both industrial parks. <b>(COMPLETED)</b></li> <li>➤ Develop a standardized form to catalog specific traits of each vacant parcel, i.e. utilities available, size, location, parcel number, etc. <b>(COMPLETED)</b></li> <li>➤ Populate the standardized form for each vacant parcel. <b>(COMPLETED)</b></li> <li>➤ Develop a packet that has the standardized form, map of parcel, contact information for interested parties. <b>(COMPLETED)</b></li> <li>➤ Make the packet available on the City’s website and give information to MEDC for their marketing use. On City’s website. <b>(COMPLETED)</b></li> <li>➤ Compiled data, prepared maps and individual parcel information pages for both Lake Michigan and Renaissance Park properties. City webpage under Developers Resource Guide provides a brief narrative for the Lake Michigan Industrial Park and site map has been updated. Renaissance Park information is also listed on the City webpage. <b>(COMPLETED)</b></li> <li>➤ Need to review Lot 6 of Lake Michigan Industrial Park (recycling center) to determine if the entire parcel is needed for future expansion of the recycling center. The property could be split to create a new parcel for sale. Working on alternate locations for the recycling center, which could free up the land for future sale and reduce recycling program costs.</li> </ul>	Thad
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<ul style="list-style-type: none"> <li>➤ Determine what additional information is needed for marketing the industrial parks. What information should be updated on the City’s webpage. Need to determine if a realtor/broker should be marketing the site on behalf of the City. Determine if this requires City Council input / approval. <b>(ONGOING)</b></li> <li>➤ Aggressively work to respond to MEDC New Site Search notifications by utilizing the Industrial Parks directory.</li> <li>➤ Provide the City with critical information to include in the Industrial park pro forma produced by the Planning/Zoning Department. Critical information needed includes capacity specifications on: infrastructure, utilities, water, broadband as well as quality of life information. <b>(ONGOING)</b></li> <li>➤ Prepared a Marketing Packet for Renaissance Park and adjoining industrial properties. Have the marketing information for the two industrial properties in the industrial park in the city completed. Drafted RFP to contract with a realtor/broker to sell the properties. <b>(COMPLETED)</b></li> <li>➤ RFPs for broker services for Renaissance Park and adjacent properties mailed to realtors, ad in newspaper, and posted on website 1/16/18. <b>(COMPLETED)</b></li> <li>➤ Coldwell Banker Commercial Premier selected as Broker for marketing of properties. <b>(COMPLETED)</b></li> <li>➤ Marketing packets are on web page and Coldwell Banker Commercial Premier have copies for interested buyers. <b>(COMPLETED)</b></li> </ul>		
<p><b>1.2.5 Survey Existing Industrial Park Occupants</b></p>		
<ul style="list-style-type: none"> <li>➤ Compiled mailing list, drafted survey and cover letter prepared. <b>(COMPLETED)</b></li> <li>➤ Compiled mailing list, drafted survey, and cover letter prepared. <b>(COMPLETED)</b></li> <li>➤ Mailed out surveys 1/18/18 – two responses received, second request mailed out 4/4/18. <b>(COMPLETED)</b></li> </ul>		
<p><b>1.2.6 New Industrial Park Occupants</b></p>		
<ul style="list-style-type: none"> <li>➤ Identify appropriate uses for each parcel based on zoning allowances. <b>(COMPLETED)</b></li> <li>➤ Research businesses/industries that are consistent with appropriate uses. <b>(NOT STARTED)</b></li> <li>➤ Send packet developed for strategy 1.2.4 to targeted businesses/industries. <b>(NOT STARTED)</b></li> <li>➤ Follow-up contacts with targeted businesses/industries. <b>(NOT STARTED)</b></li> <li>➤ Staff has spoken with three separate parties about Lots 11 &amp; 12 in the Lake Michigan Industrial Park this past year. Two expressed interest but decided not to proceed. One party stated the minimum 4,000 sq. ft. building requirement as a reason not to move forward with their project. Review Zoning requirements with Planning Commission to determine if the building size requirement should be reduced. <b>(SOLD 12/29/17)</b></li> <li>➤ Work with partners (City Planning/Zoning) to populate ZoomProspector and Opp sites. <b>(ONGOING)</b></li> <li>➤ Work with partners to understand the target emerging growth opportunities within the region. <b>(ONGOING)</b></li> <li>➤ Begin a discussion about economic gardening: an entrepreneur orientated, growing the economy from within, strategy that targets state 2 (businesses with 10 or more employees) companies by helping them with strategic issues and providing them with customized help and data. <b>(NOT STARTED)</b></li> <li>➤ On 9/12/17 spoke with a developer who is looking at marihuana cultivation grow facility that may be interested in the industrial park properties. Drafted RFP for a broker/realtor to market the sites. <b>(COMPLETED)</b></li> <li>➤ Last two lots in City industrial park have sold / RFPs for real estate broker mailed for industrial properties in Manistee Township. <b>(COMPLETED)</b></li> <li>➤ Coldwell Banker Commercial Premier selected as Broker for marketing of properties in Manistee Township 3/6/18; working with owner of Lot 12 &amp; 13 on special use permit. <b>(COMPLETED)</b></li> <li>➤ Manistee Township properties are listed for sale through Coldwell Banker Commercial Premier. Owner of Lot 12 &amp; 13 is in the process of selling the property to another potential marihuana grower, working with new developers on the special use permit process. <b>(COMPLETED)</b></li> </ul>		Thad
<p><b>Strategy - 1.3 Transportation of Goods</b></p>		
<p><b>1.3.1 Port Strategy</b></p>		
<ul style="list-style-type: none"> <li>➤</li> </ul>		
<p><b>1.3.2 Rail Relocation (ONGOING)</b></p>		
<ul style="list-style-type: none"> <li>➤ Review Manistee Area Rail Relocation Feasibility Study from April, 2008. <b>(COMPLETED)</b></li> <li>➤ Attend meetings with the railroad(s) and other interested parties as facilitated by the Alliance for Economic Success. Met with railroad representatives on 8/23/18. No substantial progress made. Scheduling meeting with Senator Peters and Stabenow staff to discuss funding opportunities. <b>Still in process. Meetings with elected officials, local governmental staff, railroad entities and State Government. (ONGOING)</b></li> <li>➤ Coordinate City resources as appropriate. <b>(ONGOING)</b></li> <li>➤ Identified a senior railroad official that may be of assistance moving forward. <b>(COMPLETED)</b></li> <li>➤ Conference call with CSX Railroad to gauge interest in rail relocation. <b>(COMPLETED)</b></li> <li>➤ Meeting with State Legislators to discuss and update progress on railroad relocation. <b>(COMPLETED)</b></li> <li>➤ Meeting scheduled for July 24, 2019 with railroads, manufacturers and staff. <b>Meeting held.</b></li> <li>➤ <b>Emphasize the need for railroad relocation in the Manistee Lake Area Non-Motorized Trail Plan. (ONGOING)</b></li> </ul>		Thad
<p><b>1.3.3 Rail Infrastructure</b></p>		
<ul style="list-style-type: none"> <li>➤ Initiated discussion with the rail line about the location, status and options for rail infrastructure. Marquette Rail is collaborating with owner CSX to further these discussions. <b>(COMPLETED)</b></li> <li>➤ County Board Chair met with Manufacturer’s Council to determine their level of interest/support for project. <b>(COMPLETED 5/15/19)</b></li> </ul>		

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*Strategy - 1.4 Linking Training and Jobs*

- The City attended the “Going Pro Talent Fund” training offered by Networks Northwest to understand resources available for business and local organizations to enhance customer service.

*Strategy - 1.5 Downtown Revitalization*

1.5.1 Support of Plans/Ideas **(ONGOING – ALL TOPICS)**

- Review the Downtown Development Authority (DDA) 2017-2020 Strategic Plan.
- Identify specific focus areas and strategies of the Strategic Plan that the City can provide assistance and/or partner with the DDA.
- Assign City staff and/or City boards and commissions to provide the necessary assistance.
- The Community Development Fellow assigned to the City has assisted the DDA in: submitting a grant application through AAR to implement recommendations from the MSU School of Design to revitalize the downtown area; responded to an MEDC RFI requesting data and information to receive additional funds and support for façade grants on behalf of the Manistee DDA; City has met with numerous developers and investors interested in the downtown area; and routinely communicates with the current interim director.
- ~~Through PRT consultant Joe Borgstrom the new ED strategy will provide specific instructions and priorities to attract business and fill the vacant storefronts in the DDA district.~~  
 Through PRT Economic Development Strategy the DDA received specific recommendations on projects for downtown revitalization. The recommendations are focused on façade grants, downtown housing rehab, collecting retail data for business owners, and business improvement trainings.

DDA /  
Thad

1.5.2 Support Collaboration

- Introduction of the “Manistee Forward” initiative to be discussed with the key community stakeholders.
- Continue regularly scheduled meetings with the DDA Executive and Economic Development Director. **(MEETING AS NEEDED)**
- Continue to provide support to the DDA Executive and Economic Development Director in efforts associated with economic development efforts in the DDA District. **(ONGOING)**
- Continue to include the DDA Executive and Economic Development Director in economic development efforts within the City, outside of the DDA District, that may have an impact on the DDA District. **(ONGOING)**
- ~~Communications / support now through the DDA Board Chair and Interim DDA Director.~~
- DPW Director attending monthly DDA Design Committee meetings. **(ONGOING)**
- Community Development Fellow attends DDA meetings and serves as a prime point of contact for any additional support or assistance. **(ONGOING)**

DDA /  
Thad

1.5.3 Support the TIF Renewal **(ONGOING)**

- Review the City and DDA strategic plans to determine common goals. **(INITIAL STAFF MEETING 9/28/17)**
- Use the common goals to structure a draft TIF renewal strategy.
- Develop a draft TIF plan and seek input and support from the DDA Board and City Council. Met with DDA TIF Committee for initial discussion 1/9/18. DDA Board and City Council had a joint meeting on 8-14-18 to discuss draft TIF plan.
- Make changes if/as necessary to the draft TIF plan and develop the final plan. **(ONGOING)**
- Submit the final TIF plan to the required agencies/boards for approval. **(PENDING)**
- Once the required agencies/boards have approved, begin implementation of the plan. **(PENDING)**
- Reviewed plan with Interim Director and DDA is reviewing suggested recommendations.
- Received revised TIF Plan from DDA on June 4, 2019.
- Mikula reviewed updated TIF plan and met with DDA Committee to discuss on August 1. Working on draft service agreement.
- DDA & City staff continue work on new TIF Plan.

DDA /  
Thad

*Strategy - 1.6 Redevelopment Ready Implementation*

1.6.1 Implementation **(ONGOING)**

- How do we measure achievement? April 27, 2017 staff went to Lansing for a meeting with RRC and MML staff for the communities that have received RRC Certification. Discussed technical assistance that is available and spoke with the new Real Estate Development Specialist about marketing sites. Meetings are proposed quarterly or semi-annually, will continue to attend and utilize resources available. ~~Continued coordination with RRC staff as PRT comes to a close. Must translate need to really streamline State mandates on continual updating of materials with limited staff hours~~
- Continue to use best practices for development. Biannual progress report sent to RRC on 8/2/17. Meeting held 8/29/17 with Pablo Majano (new RRC contact) and Dan Leonard with our development team. As a RRC certified community we will have access to Zoom Prospector for marketing sites. Will contact Jim Davis, Real Estate Development Specialist at MEDC who will provide information on how many sites we are allowed to place on Zoom Prospector and their procedure for updating information. **(1/11/18)**
- ~~Re-ranked the redevelopment ready sites for 2019 choosing three key priority sites to receive additional marketing and site renderings by MEDC.~~
- Continue to use Best Practices for development. Biannual progress report sent to RRC on 1/11/18. Continue to work with contacts at RRC; several meetings and conference calls last quarter with the RRC Team. The contact information in Opportunity Michigan to be updated with the new email address for economic development: ManisteeDevelopment@gmail.com.
- Continue best practices, marketing information for publication in Opportunity Michigan publication was sent in July. MEDC/RRC assisted with renderings for three properties in the downtown and participated in the Chamber of Commerce Developer Day on August 10. RRC Certification assisted with being selected for the Project Rising Tide program; kickoff August 10.
- County Planner attended online RRC training. **(PENDING 2019-20)**

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- Preparing new property cards for properties added during annual joint meeting. Will be provided to the State for inclusion on Zoom Prospector. **(COMPLETED)**
- Currently updating all RRC sites in collaboration with the **PRT Fellow**, County Planning and Zoning and the Chamber of Commerce; preparing packages of all potential redevelopment properties in the community.

**Goal - City Infrastructure and Facilities**

*Strategy - 2.1 City Owned Assets*

**2.1.1 Building Asset Management Plan**

- The draft building asset management plan (BAMP) is largely complete. It has been in process for some time and needs to be reviewed by City staff and our electrical, mechanical and plumbing vendors of record to make sure the information is current and as complete as possible. Project is moving forward with additional metrics to be measured. Spicer and vendors of record will assist with evaluations. **(09/2019)**
- Plan presented in March, ahead of budget. **(03/2019)**
- Evaluations will be completed over the spring and summer with a report in late fall. **(11/2019)**
- **Evaluation forms have been completed and vendors of record along with staff will begin evaluations in September.**

Ed / Mark/  
Jeff/Spicer

*Strategy - 2.2 Ramsdell Theatre*

**2.2.1 Management Evaluation (ONGOING)**

- The Ramsdell Regional Center for the Arts (RRCA) is reporting to the City Council quarterly or as requested. The RRCA Board has met its fundraising goal for FY 2017 and FY 2018. It is actively pursuing an annual giving campaign for the current fiscal year. The RRCA has hired part-time administrative assistant to free up time for the Executive Director to continue and increase fundraising. Fundraising strategy is being refined. **(COMPLETED)**
- The board will be updating the master building plan over the next several months.
- The RRCA received its permanent liquor license in December 2018. **(COMPLETED)**
- The RRCA has completed the transition away from active City management and is functioning as a non-profit with City allocation and ancillary support. The allocation to the City was reduced to \$50,000 for FY 2020. **(COMPLETED)**
- *Considering a MEDC/CDBG planning grant for a building assessment by Quinn Evans.*

Ed /  
RRCA

*Strategy - 2.3 Infrastructure Development/Property Acquisition*

- Identify gaps in infrastructure that are impediments to redevelopment and economic growth, overall and site specific. **(ONGOING)**
- Identify target property(s) that should be the focus for redevelopment purposes as economic development drivers. **(ONGOING)**
- Develop a matrix that will prioritize and focus efforts to close the identified infrastructure gaps and target property(s) based on project complexity, community needs and other similar criteria. **(ONGOING)**
- Research available funding opportunities to address the identified infrastructure gaps and acquisition of target property(s). **(ONGOING)**
- Identify private development groups that the City can partner with to share redevelopment costs for infrastructure needs and property acquisition costs at target property(s). **(ONGOING)**
- When City and private development group(s) reach accord on a partnership for infrastructure, move forward on the redevelopment/economic development projects(s). **(ONGOING)**
- Completed draft plan reviews for Dunes Subdivision in Manistee Township. Plans include extension of City water and sewer.

Thad

*Strategy - 2.4 Technology*

**2.4.1 Electronic Payments**

- The City currently offers auto-debit for water and sewer bills and may expand that for tax bills. The City currently accepts credit cards at the boat launch auto-attendant, Ramsdell Theatre, Marina and online for water payments. The recent procurement of a new financial management suite will allow for better online payment experience and credit card payments at the counter for a variety of items. The City is working with Point & Pay which is fully integrated with BS&A. **(COMPLETED)**

Ed

**2.4.2 Broadband (ONGOING)**

- Working with Michigan Connect who is compiling data from the survey conducted late 2016 to understand demand. The report generated will direct next steps. We will continue to work with USDA-RD, MEDC and others to understand the availability of financial resources to attain this strategic goal.

*Strategy - 2.5 Energy Efficiencies*

**2.5.1 Opportunity Evaluation (ONGOING)**

- The City continually looks for opportunities to save energy. We have been switching existing lighting to LED as opportunities arise (for example, Council Chamber lights were replaced with LED and we are exploring LED options for the Ramsdell Theatre). As utility incentives present themselves, they are looked at to see if they are a good fit for the City. Options to replace fluorescent lights at City Hall with LED are being explored. City Hall boilers have been replaced.
- Consumers Energy is doing a review of all city accounts/meters.
- Exploring grant opportunities to perform an energy audit. Met with Consumers Energy Municipal Account Rep to seek out assistance with energy reduction efforts.
- Awarded a \$25,000 grant from Michigan Energy Office to complete a City facilities energy audit. **Report submitted to the State 8/30/19. We have already identified \$25,000-\$30,000 in savings per year without any required capital contribution.**

Ed/Mark/J  
eff

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<p>2.5.2 Energy Efficiency Plan Evaluation</p> <ul style="list-style-type: none"> <li>➤ City staff will review the previous report(s) and compile a list of what has or has not been completed. Much has been accomplished. <b>(ESTIMATED COMPLETION 7/2019)</b></li> <li>➤ Reports have been gathered and will be reviewed to see what has been accomplished. Estimated completion is now July after Mark returns from medical leave as his involvement is needed.</li> <li>➤ Completed and published.</li> <li>➤ <i>Reports being reviewed as part of new energy grant.</i></li> </ul>	Ed / Mark
<p><b>Strategy - 2.6 Streets</b></p>	
<p>2.6.1 Funding <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ Currently use Act 51 funds and Small Urban.</li> <li>➤ Leverage new developments/projects for grant applications. <b>(ONGOING)</b></li> <li>➤ Council has prioritized Capital Improvement funds and money from the general fund. Contributed additional dollars from oil and gas for local street reconstruction. <b>(COMPLETED)</b></li> <li>➤ <del>Local street mill and fill projects to be bid in February with spring construction. Under construction. Property proceeds will be used to add segments this summer. <b>(COMPLETED)</b></del></li> <li>➤ Awarded \$375,000 Small Urban Funds to reconstruct Twelfth Street from Maple to US-31 in 2019. Design efforts will begin. Design in process. Contract Bid by MDOT in March, construction summer 2019. Contract awarded to low bidder, project to begin early June 2019. <del><b>(IN-PROGRESS)</b></del> <b>(COMPLETED)</b></li> <li>➤ Our five-year Transportation Improvement Plan (TIP) which is updated annually identifies funding for streets from a variety of sources including the State, general fund, capital improvement fund and grants. The Street Asset Management Plan is also due for its five-year update. The increased Act 51 funding from the State resulting from tax changes the legislature enacted has and will help street funding significantly. However, there still exists a funding gap that must be closed to make meaningful progress on our overall network. The street ad-hoc committee recommended exploring a Headlee override millage to help fix streets once the TIP had been in place for a few years and progress was shown. The TIP was discussed at the August 8, 2017 Council work session and the consensus was to “bring back dollars needed to address street problems and options for an expanded street improvement plan for Council.” <b>(HEADLEE TBD COUNCIL BUDGET DISCUSSION)</b></li> <li>➤ \$200,000 allocated from the Oil and Gas Fund for a local street reconstruction project in 2019. Leveraging these funds and sewer asset management plan to reconstruct several blocks of local streets on the north side in 2019. Applied for \$250,000 in Category B funds to expand the project. <i>Savings from another planned project and the pledged local match will be utilized to upgrade Hastings and a portion of Third Avenue. Project to be bid in September with spring 2020 construction. <b>(DID NOT RECEIVE CAT B FUNDING)</b></i></li> <li>➤ Leveraging utility upgrades. Section of Twelfth Street and Kosciusko upgraded in 2018. Sections of Fifth, Ramsdell, Sixth, and High Streets to be upgraded in 2019 for installation of a new sewer conveyance to the WWTP. <b>(COMPLETED IN 2018)</b></li> <li>➤ Applied for a MDOT Category F grant to reconstruct a block of Sixth Street and Engelmann (Sixth to Eighth) in 2019. Not awarded grant.</li> </ul>	Ed / Jeff / Spicer
<p>2.6.2 Evaluation <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ Street network is evaluated annually utilizing a PASER analysis. Network is then updated from collected data.</li> <li>➤ TIP updated annually on a rolling 4-5 year projection. Candidates are visually inspected, core sample taken to evaluate base conditions.</li> <li>➤ Budgeted Local Street mill and fill projects are scheduled for spring of 2018. <b>(COMPLETED)</b></li> </ul>	Jeff / Spicer
<p>2.6.3 Maintenance/Repair/Upgrade <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ Streets are swept through the summer.</li> <li>➤ Catch basins are cleaned on a three-year revolving basis. MDOT contracted DPW to clean catch basins along US-31 this year. Investigating tracking/scheduling software as part of the SAW grant to increase efficiency. Purchased software, implementation in 2019.</li> <li>➤ Winter maintenance includes plowing and salting. Sand applications have been reduced to hard pack areas when temps drop below 10° Fahrenheit. Salt usage has been decreased by 50% with new equipment, improved techniques, and pre-wetting with brine made in house. That translates into \$50,000 savings annually which then gets used for paving projects.</li> <li>➤ Annual crack sealing program began in September of 2017 and continues annually with rented equipment and labor from DPW. Staff was trained and completed the work timely and efficiently. <del>Material on hand should be sufficient to complete candidates in 2018.</del></li> <li>➤ Asset management plan recommends light maintenance before rehab or reconstruction. TIP includes a blended approach to spread work out around town and capitalize on funding opportunities. The Five-Year Plan has been updated for the 2019-2020 Budget.</li> </ul>	Jeff / Spicer
<p><b>Strategy - 2.7 Safety at Public Facilities</b></p>	
<p>2.7.1 Protocols <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ Evaluate current safety protocols.</li> <li>➤ Utilize resources and technology effectively and carefully to ensure ongoing safety – identify short and long term goals to effectively meet the needs of the community and City employees.</li> <li>➤ Established several new cameras outside of City Hall that are recorded to assist the community with the “Safe Exchange Zone.” It will also serve as an extra level of security for the building. Installed a camera in the lobby to the police department. <b>(COMPLETED SUMMER 2017)</b></li> <li>➤ Established Red Med Box medication disposal program in Police lobby. Allows for policy outlined controls on disposal of unwanted medication. <b>(1/2018)</b></li> <li>➤ Develop proactive measures and re-evaluate annually to include site assessment. Hosting CRASE: Citizens Response to Active Shooter Events for City employees in the spring. <b>CRASE TRAINING CONDUCTED APRIL 30, 2018.</b></li> <li>➤ Establish methodology and supportive training for City employees. Researching defensive training for paramedics. Completed PPCT training with the Fire Department January</li> </ul>	Tim

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2018. *Established yearly PPCT training for FD. Projecting out for CPR training city-wide taught by FD personnel.*

2.7.2 Policies/Procedures

- Evaluation of current City and departmental safety policies. Partnering with all departments to create service delivery policies that are reflective of the City’s mission and values while providing efficient and effective services. Updated and implemented several policies within the Police Department and Fire Department to better protect and serve the citizens. These include Police Use of Force and Fire Department vehicular emergency response. **(ONGOING)**
- Budgeted for accreditation through the Michigan Association of Chiefs of Police. This will allow a complete supervised overhaul of the Police Department’s Policy and Procedures. After completion the Department will maintain accreditation annually.
- Development / implementation of several new policies winter of 2018.
- Revision of the current information to join public boards and commissions. The information sheet will be updated in addition to receiving training material for boards and commission through Project Rising Tide.

Tim

2.7.3 Leading Practices

- Assess techniques and leading practice in safety measures for public safety facilities. **(ONGOING)**
- Promote ongoing efforts for proactive and reactive activities that will assist in preventing, educating, enforcing and reducing loss from criminal activity and job injuries. Developed a county-wide Law Advisory group established to meet monthly to discuss methods, trends and training that will assist the City, their facilities and the County as a whole. Working with local chiropractor to implement healthy practices to implement at work. Working with local nutritionist on providing comprehensive literature on healthy meal planning. **(COMPLETED)**
- Update the City’s emergency preparedness plan to include a comprehensive strategy that focuses on risk reduction. Working with Manistee County Emergency Manager on updating the County’s Emergency Operation Plan (EOP). Manistee County EOP signed and approved winter 2018. **(COMPLETED)**

Tim

**Goal - City Beaches, Parks and Recreation Areas**

*Strategy - 3.1 Cleanliness and Universal Accessibility*

3.1.2 Parks Maintenance Management Plan **(ONGOING)**

- Public restrooms are cleaned Monday-Friday. Concessionaires, fish cleaning are responsible for each facility. Overtime used on weekends between Memorial Day and Labor Day. Electronic locks being installed in restrooms to reduce abuse and vandalism after hours. **7 installed, 2 pending door replacement.**
- Parks mowed as necessary. Collected leaves in the fall. Repairs made as soon as possible, as detected, or reported by public.
- Adopt-a-Park has assisted in trash pickup, small projects.
- Parks Department identifies an upgrade and completes each year with staff and utilizing budgeted funds.
- **DPW installed a new ADA sidewalk and viewing platform between the gazebo and picnic shelter at First Street. The materials were funded through a \$2,500 donation from Manistee Rotary and a \$500 grant from the Community Foundation. Labor was provided by the DPW.**

Jeff

3.1.3 Enforcement/Safety **(ONGOING – ALL ITEMS PENDING PARKS COMMISSION ACTION)**

- Video surveillance has been a useful tool.
- Vandalism reported to Police and complaints are created. Repairs submitted to insurance. New video cameras installed downtown to assist with enforcement / investigations, fall 2018.
- Maintain signage and foot patrols to ensure compliance and enforcement with laws and ordinances governing City beaches and provide necessary safety devices on both Lake Michigan beaches which may include the use of cameras.
- Proactive patrols to continue with documentation of time spent and enforcement activities if warranted. Unmarked patrols to assist with enforcement as time permits. Foot patrols continue on the Riverwalk, First Street and Fifth Avenue beach pavilion areas. Utilized Police Department Polaris for visible patrols on City beaches. Underage drinking grant sponsored proactive U/C patrol on City beaches for underage drinking violations.
- Parks Commission to develop safety plan for City beaches. **Warning signs acquired through Coastal Zone Management at no cost. Posted at piers and each beach.**
- Parks Commission researching additional safety considerations.

Jeff / Tim /  
Parks  
Comm

*Strategy - 3.2 Boating Facilities*

3.2.1 Boat Launches **(ONGOING)**

- Arthur Street was rehabbed and in very good condition. Pay tube has added some revenue. Erosion repairs completed in August. Additional erosion has been identified and is being evaluated. **High water levels damaged fishing pier and caused structural failure of retaining wall. Insurance proceeds covered repair work.**
- First Street docks are in good condition, ramp surface will need to be repaired 5-10 years. A section of dock ramps rehabilitated this winter by the parks staff. **City staff constructed and installed metal transition plated to make it safer to access the piers.**
- Ninth Street received two grants for a major overhaul. City match not available. DPW rehabbed in-house. No launch fees charged. Acquisition of Morton 10 acre parcel will assist in future improvements.
- The parking lot at First Street Beach requires resurfacing and a new curb cut along the west side.

Jeff / Tim

3.2.2 Explore the Shores **(ONGOING)**

- Very successful in the past in receiving grants for upgrades.

Jeff

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<ul style="list-style-type: none"> <li>➤ If match money identified, could look at capital upgrades along the Riverwalk.</li> <li>➤ Staff will continue to work with the Explore the Shores county-wide initiative. Status of the program is unknown with the status of AES. City continues to explore opportunities for capital improvements and funding.</li> <li>➤ Forwarded list of sites to Tim Ervin on 6/5/17 that included installation of a stage at First Street Beach (Rock &amp; Blues fundraiser), Fifth Avenue parking lots, and Consumers Property by WWTP.</li> </ul>	
<p>3.2.3 Fee Based Boating Program <b>(COMPLETED)</b></p> <ul style="list-style-type: none"> <li>➤ The boat launch raised its rates a few years ago and a pay tube was installed at Arthur Street boat launch. The State of Michigan controls the fees that can be charged for slips at the Marina. The key to stability at the Marina is to drive more boater traffic through marketing. Harbormaster Tim Kozal is exploring raising the rates at the Marina one level higher on the State-approved rate schedule. In October Harbor Commission endorsed moving 2018 slip rates to Level D.</li> <li>➤ Evaluate our fee based boating program in order to understand how to make them more effective.</li> <li>➤ Proactive patrol ensuring the use of the fee based system. Enforcement administered as necessary. Since inception over 20 tickets issued for failure to purchase parking pass.</li> <li>➤ Market the fee based system through technology – Facebook.</li> <li>➤ Gas and diesel pricing is evaluated no less than weekly to ensure we are optimizing our pricing.</li> <li>➤ Request to DNR Waterways to expand seasonal rentals, winter 2018. Waterways authorized up to 18 seasonal slips. <b>(COMPLETED)</b></li> <li>➤ <i>Several major components of auto-attendant replaced, extending life.</i></li> </ul>	Ed / Jeff / Tim
<p><i>Strategy - 3.3 Park Facilities and Amenities</i></p>	
<p>3.3.1 Budgeted Prioritization</p> <ul style="list-style-type: none"> <li>➤ Currently this is completed in-house with suggestions from the Parks Commission. <b>(COMPLETED)</b></li> <li>➤ <b>All City Recreation Sites included in State-approved 5-Year Recreation Plan and eligible for State grant funding through 2021.</b></li> </ul>	Jeff
<p>3.3.2 Tennis Courts <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ Sands Park courts require reconstruction. We have sought out USTA grants. Match money is an issue. MAPS responsible for 50% of maintenance and capital costs. Held initial meeting Sands Park Control Board. Will submit for grants in the future. Preliminary discussions include exploring a joint application when the new recreation grant program is announced by the Manistee Community Foundation.</li> <li>➤ Sands Park Control Board met and supported the joint application to the Community Foundation for Sands Park tennis courts. Application was submitted and awaiting approval to submit a full application. Application to resurface First Street tennis courts was submitted but not awarded.</li> <li>➤ First Street courts in fair condition. DPW completed sand removal and regraded last spring. Fencing upgrades completed this spring. Future plans include constructing barrier free walkways and screening material installed on fences to block wind and sand migration. New grant application submitted to the Community Foundation with enhancements recommended from previous year's review. <b>This grant was awarded and the upgrades are being designed. (4/15/19)</b></li> <li>➤ Fifth Avenue courts are concrete and seldom used. Sand migration is an ongoing concern. Striping has been started to allow use for Pickleball.</li> </ul>	Jeff
<p>3.3.3 Beach Parking Lots <b>(ONGOING – WAITING FOR FUNDING)</b></p> <ul style="list-style-type: none"> <li>➤ First Street parking lots at the softball fields and Lions Pavilion were rebuilt approximately 20 years ago and are in good shape. Additional parking additions are recommended.</li> <li>➤ The First Street pier parking lot is in poor condition and requires measures to reduce sand migration and control storm water flows.</li> <li>➤ Fifth Avenue upper lot is in poor condition (west side) and is undersized. A concept plan has been drafted to reduce sand migration and increase parking spaces by 30%. Berm removed in 2018 by DPW. West edge of parking lot expanded with new aggregate base and paving to remove congestion in traffic movement. Planning to seal the lot and restripe in the spring of 2019. <b>(COMPLETED)</b></li> </ul>	Jeff
<p>3.3.4 Food Service <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ First Street concessions have been run very well the past two seasons. Entered into a three-year contract to continue.</li> <li>➤ New three-year contract with North Country Concessions for Fifth Avenue Beach. Began operations in early July. Slow season, vendor plans to add equipment and expand menu. Assisting to facilitate possible partnering with North Channel Brewery.</li> </ul>	Jeff
<p><i>Strategy - 3.4 City Recreation Plan</i></p>	
<p>3.4.1 City Parks Commission <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ Parks Commission had two members move outside of the City and hasn't had a quorum in three months. Ordinance amendment to address membership is in process. Ordinance amendment approved, two new members appointed, one pending.</li> <li>➤ Commission has updated the Parks brochure, researched beach safety items, and discussed private events within the parks. <b>(6/21/18)</b></li> <li>➤ <b>The Parks Commission was at seven members earlier in the year, however, we have had two resignations this summer so were unable to hold the July or August meetings due to lack of a quorum. The two openings are being advertised.</b></li> </ul>	Jeff
<p>3.4.2 Review and Update <b>(ONGOING)</b></p> <ul style="list-style-type: none"> <li>➤ The plan is reviewed on a five-year basis to meet MDNR requirements for grants. Plan was last updated in 2016.</li> </ul>	Jeff

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- Will assist the Parks Commission with any proposed changes/amendments to the Parks and Recreation Plan.
- **Continued participation in county-wide 5-Year Park and Recreation Plan updates (NEXT UPDATE 2021)**

**Strategy - 3.5 Leveraging Beach Facilities for Events**

**3.5.1 Event Ideas (ONGOING)**

- Establish a working group comprised of City staff, parks Commission members, Chamber of Commerce staff/volunteers and DDA staff/members.
- Group to meet and brainstorm ideas for events and/or activities that lend themselves to the City’s beaches.
- Identify feasible events/activities and an organization(s)/business(s) that is capable of organizing each specific event/activity.
- Prioritize the events/activities and target 1-2 for implementation.
- Identify a specific location for the targeted event/activity and select a timeframe that does not conflict with any other scheduled use of the area.
- Support the event with appropriate advertising and staffing if/as necessary.
- Working group to meet after the initial event(s) to constructively review the event to determine strengths/weaknesses for the specific event and lessons learned for future events.
- At the conclusion of the constructive review determine if the specific event should continue.
- At the conclusion of the constructive review determine if the concept of using the beaches for events should continue.
- Increased interest in holding weddings, etc. at our facilities. Last summer we assisted in a wedding held at First Street Beach. It did not utilize City services and was well received. We also assisted the Catamaran Racing Association on their weekend event. DPW services were minimal and positive comments were received from the group. We will look for additional opportunities to bring people to the community.
- Need a system to reserve and make public aware of status.
- A Committee has been exploring the construction of a permanent stage/concert venue at First Street Beach. Conceptual plans, cost estimates and potential funding sources will be presented in the future. Draft concepts presented to Council in September. A feasibility study is recommended to properly size the venue and consider sources of funding, capital expenditures and future revenue sources.
- Responses to RFP for outdoor performance venue being reviewed by staff.
- **Company selected to perform feasibility study, currently seeking funding for the study.**

Thad/Chamber/DDA/Jeff

**Goal - Financial Stability and Continuous Improvement**

**Strategy - 4.1 Financial Stability**

**4.1.1 Forecasting (COMPLETED)**

- The annual budget incorporates three-year financial projections. The annual capital improvement plan looks out six years for required or desired capital improvement projects. Forecasting methodology and presentation continues to evolve. The new financial management system has given us some additional reporting capabilities that will be useful in this process and will allow Department Heads real-time access to their financial data. The CFO is working on upgrading the Water & Sewer forecasting model.

Ed

**4.1.2 Oil and Gas Revenue (ONGOING)**

- The Oil and Gas Board meets quarterly and reviews the portfolio with the investment advisor. Performance has been satisfactory. Additional benchmarking has been added. The CFO receives all transaction notices and communicates with the investment advisor as needed.
- Oil and gas production has resumed after a period of shutdown and royalties are being generated.
- Portfolio is being positioned for an expected economic slowdown in the future.

Ed

**4.1.3 Budget Structure (ONGOING)**

- City Manager and CFO to review existing budget format and structure to identify any areas that could improve.
- If areas are identified research how other communities structure their budgets in those particular areas.
- Incorporate changes as appropriate.
- The budget structure was altered significantly two years ago. Administration is constantly evaluating the document to enhance it and improve readability and understandability. The new financial management software will add additional automation to the budget process and will impact the preparation and appearance of the budget.
- The FY 2019 budget document incorporated some changes to improve readability, based on a review of several other communities’ budgets and using the new accounting software. Future budgets will continue to evolve.
- FY 2020 Budget will have enhanced capital improvement section.
- Motor Pool funding structure was revamped.

Ed / Thad

**Strategy – 4.2 Service Efficacy**

**4.2.1 Benefits (ONGOING)**

- City Manager and CFO to review City’s existing benefit package.
- Provide each Department Director details on their department’s specific benefit package and task them with researching benefit packages of departments in comparable municipalities. **(ONGOING AS PART OF POLICE & FIRE NEGOTIATIONS.) COMPLETED**
- Department Directors to develop a document detailing how the City’s benefit package compares/contrasts with comparable municipalities.

Thad / Ed

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- Department Directors will provide a recommendation on whether or not the benefits package is competitive.
- City Manager and CFO will review the information and recommendations of the Department Directors and evaluate. Met with CFO & PSD to discuss upcoming police & fire contract negotiations. Developing list of comparable communities & will obtain their labor agreements to review benefit packages.
- Four-year contract with the Fire Union approved by City Council on September 4, 2018.
- Concurrent with the research of the Department Directors the City Manager and CFO will perform an internal review of the benefits based solely on sustainability.
- Based on the information provided relative to compatibility and sustainability, the City Manager and CFO will make recommendations for change.
- Recommended changes will be instituted consistent with current labor agreements and opportunities.
- The City routinely communicates with peers regarding benefit structure and levels. This is also reviewed as union contracts come up for negotiation. The city also internally evaluates it benefit structure and recommends changes as needed to respond to fiscal challenges. The City is also updating its Employee Policies and Procedures Manual which may result in some benefit changes once adopted. **(6/2018)**
- RFP issued for Insurance Broker and Employee Benefit Consultant for our health, dental, vision and wellness programs.
- A presentation on our pension will be made at the February work session. After the MERS Council work session, the consensus was to explore moving all new hires in the non-union division to a defined contribution plan. On 10-16-18 Council agenda. **(COMPLETED)**
- A new health insurance broker/consultant was selected and resulted in the City switching from BCBS to Priority Health with about a 10% savings.
- Council decided to put all new hires in the Non-Union and Department Head groups into a Defined Contribution plan and close the MERS Non-Union Defined benefit division to new hires.
- City's Personnel Policies and Procedures Manual adopted by City Council. **(COMPLETED 3/5/19)**
- **Negotiations with police units completed by an Act 312 Arbitration Award. City appealing decision.**

**Goal - Intergovernmental Relationships**

*Strategy - 5.1 Collaboration*

5.1.1 Intergovernmental Relationships **(ONGOING)**

- Develop a list of appropriate counties and cities for collaborative efforts.
- Reach out to the identified counties and municipalities to determine if they are interested in participating in a meeting to discuss possible collaborative efforts.
- If there is interest, schedule a meeting or meetings.
- Through the Project Rising Tide Steering Committee actively collaborating with different organizations with monthly meeting. In the committee the City interacts with the Chamber, County, LRBOI, West Shore Community College, Munson Hospital, Intermediate School District, Manufacturers Council and the DDA.
- Currently discussing the establishment of the "Community Alliance," similar to the PRT Steering Committee, a meeting would be held every two months with different organizations from the community. Discussing this as part of PRT. All members of Steering Committee were in agreement.
- As part of PRT the City participated in a Public Governance Survey to support collaboration and communication. As a result of this survey, Beckett & Raeder will provide the City and local public boards with training materials and a training session in the summer to support the performances of the local boards.
- **Continuing monthly intergovernmental meetings.**

Thad

5.1.2 Service Sharing **(ONGOING)**

- Identify areas in which the City might share services with other units of government.
- Develop a priority list of service sharing opportunities.
- Determine which specific unit of government represents an appropriate service sharing opportunity.
- Present the information to Council to determine if there is interest in moving forward.
- If Council expresses interest, contact the appropriate units of government to determine if they are interested in meeting to discuss service sharing opportunities. County Commissioners and City Council took action to approve a contract for the County Planner to provide planning and zoning services to the City effective 10/1/18. **Continue collaboration with County Government and County Planning Department for Planning & Zoning Services.**
- Conduct meetings as appropriate to explore opportunity(s). Meeting with Manistee Township and Filer Township representatives to discuss strengthening and expanding current collaborative efforts.
- If there is agreement that service sharing is an opportunity and appropriate, move forward toward implementation.
- Met with Filer Township and Manistee Township officials and fire department members to discuss possibilities for increased collaboration. Second meeting scheduled for 10-8-18.
- Working to establish a date for meeting with City, Filer Township, and Manistee Township to discuss fire authority.
- The City recently contracted with the Chamber of Commerce to share economic development services.

Thad

5.1.3 County-Wide Discussions

- Determine format, agenda, audience and appropriate venue for discussion.
- Convene meetings involving the City and neighboring townships and facilitate those meetings toward building a common agenda that reflects opportunities for economy of scale and service sharing. **(9/2017)**

Thad

5.1.4 Reaching Out **(ONGOING)**

- 

City Council

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<b>Goal - Housing, Homelessness and Senior Citizens</b>		
<i>Strategy - 6.1 Housing</i>		
6.1.1 Manistee Housing Commission <b>(ONGOING)</b>		
<ul style="list-style-type: none"> <li>➤ Discussed RAD program with Housing Commission Executive Director and how it will move forward.</li> </ul>		
6.1.2 Housing Strategy <b>(ONGOING)</b>		
<ul style="list-style-type: none"> <li>➤ Seek funding (approximately \$6,000) to enable completion of a housing assessment of the type that is customarily done for developers and financial institutions to quantify the type of housing that can be reliably developed to support workforce and other needs. Based on our work in other counties and the region, the analysis provided through this kind of work is needed to provide the evidence investors/developers need to justify allocation of their resources.</li> <li>➤ Project Rising Tide scheduling educational component on housing in Manistee (availability, property conditions, average prices, or rental requirements). Gather data from past housing developments (lessons learned) and use the data to do developer outreach for the community, promote potential properties, resources, community expectations and needs.</li> <li>➤ Project Rising Tide presented to the Planning Commission different recommendations in the planning ordinances that limit housing development in Manistee. Once the recommendations are revised will be presented to City Council.</li> <li>➤ A Community Housing forum is to be held by the end of June as part of Project Rising Tide with the focus of educating the community on the current housing needs and the different housing options. <b>(COMPLETED)</b></li> <li>➤ Housing North, the consulting organization for Project Rising Tide,, will also be conducting developer outreach and connecting the City with any ongoing support program from the State for Housing needs. <b>(ONGOING)</b></li> <li>➤ Housing North has presented a housing action plan focused in standardizing processes, connecting to the City to resources, and taking advantage of housing programs.</li> <li>➤ Explore establishing a streamlined process to apply for Payment in Lieu of Taxes (PILOT) application.</li> <li>➤ Explore the establishment of a neighborhood enterprise zone in the City of Manistee to encourage home rehabilitation and neighborhood revitalization.</li> <li>➤ The City will be hosting MSHDA training on October 22, 2019 with one of their development specialists. The training will focus on providing information to city residents on MSHDA homebuyers' tax credit, down payment assistance, and mortgage loans.</li> </ul>		
6.1.3 Homelessness <b>(ONGOING)</b>		Thad
<ul style="list-style-type: none"> <li>➤ Research ongoing efforts in the County to address homelessness.</li> <li>➤ Reach out to involved organizations to determine how the City can assist.</li> <li>➤ Provide assistance where/as appropriate.</li> </ul>		
6.1.4 Century Terrace		Thad / Dept Director
<ul style="list-style-type: none"> <li>➤ Meet with the City of Manistee Housing Commission Executive Director to discuss establishing a working group of City staff, Housing Commission management and residents of Century Terrace to discuss any ongoing issues the City might be able to address. Met with Housing Commission Executive Director and it was agreed to expand working group to include a resident from each of their housing groups. Waiting for Executive Director to identify the individuals and then a meeting will be scheduled. <b>(COMPLETED)</b></li> <li>➤ Meet with the working group and develop a prioritized list of issues appropriate for City involvement.</li> <li>➤ Assign City staff to each issue and task them with developing an action plan.</li> <li>➤ Once action plans are developed meet with the working group to discuss and/or refine the action plans.</li> <li>➤ Once there is consensus on the action plans, implement the plans.</li> </ul>		
<i>Strategy - 6.2 Blight</i>		
6.2.1 Ordinance Enforcement <b>(ONGOING)</b>		Tim / City Attorney
<ul style="list-style-type: none"> <li>➤ Work cooperatively with the City Police, Blight Officer, City Attorney and other code enforcement departments to proactively identify and address blighted properties with the intent on bringing each property into compliance with ordinance and neighborhood standards. <ul style="list-style-type: none"> <li>• Develop a reporting system that is informative and effective. Blight now a team approach with administrative oversight. Data now imputed in spreadsheet for team policing approach. <b>(COMPLETED SUMMER 2017)</b></li> <li>• Maintain living spreadsheets to accurately document initial contact, follow-up, action plan and possible enforcement. New methodology and oversight implanted for quick access and reporting. <b>(ONGOING 3/2018)</b></li> <li>• Communicate with City Attorney's Office regularly on reoccurring blight situations. Aforementioned proactive enforcement has allowed for remediation prior to judicial citation. Continuing enforcement of violations of abandoned and junk auto ordinance. Continued interdepartmental cooperation with the City Attorney to address unsafe abandoned houses.</li> <li>• Budget for seasonal part-time ordinance enforcement priorities.</li> <li>• Council creating Ad Hoc Blight Committee: One representative from each Council District and Staff. <b>(AUGUST 2019)</b></li> </ul> </li> </ul>		