

# MANISTEE CITY COUNCIL

## WORK SESSION AGENDA

**Tuesday, October 8, 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, Finance Director Ed Bradford and Matt Biolette from Republic Services.
- c.) DISCUSSION ON SHORELINE EROSION CONCEPTS – Spicer Group, Shawn Middleton.
- d.) DISCUSSION ON POOL AGREEMENT – Councilman Jim Grabowski.
- e.) PRESENTATION ON STRATEGIC PLAN UPDATES – City Manager Thad Taylor.
- f.) DISCUSSION ON BRANDING LOGOS – Community Development Fellow Lissette Reyes.
- g.) DISCUSSION ON DEER CULL – Councilman Michael Szymanski.
- h.) OTHER.

**III. Adjourn.**

TNT:cl

ATTACHMENTS:

- 1. Pool Agreement
- 2. Pool financials
- 3. Strategic Plan Update

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**

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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: \_\_\_\_\_

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**City of Manistee**

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

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

**Manistee Area Public Schools**

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

## 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</b> (11 accounts)		<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</b> (17 accounts)		<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> 28 accounts 2 groups		<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>

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>	<p align="center">Thad</p>
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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>	<p align="center">Thad</p>
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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>	<p align="center">Thad</p>
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**Quarterly Update – September 2019**  
**City of Manistee City Council Strategic Plan Implementation 2017-18-19**

<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>	<p>Thad</p>
<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>	<p>Thad</p>
<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>	<p>Ed / Mark</p>
<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. <b>(IN-PROGRESS)(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>	<p>Ed / Jeff / Spicer</p>
<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>	<p>Jeff / Spicer</p>
<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>	<p>Jeff / Spicer</p>
<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>	<p>Tim</p>

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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)**

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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>		