

**WORK SESSION AGENDA  
WYOMING CITY COUNCIL MEETING  
CITY COUNCIL CHAMBERS**

**Monday, December 13, 2021, 5:30 P.M.**

- 1) Call to Order**
- 2) Student Recognition**
- 3) Public Comment on Agenda Items (3 minute limit per person)**
- 4) Low Income Household Water Assistance Program**
- 5) City-wide Rebranding Campaign**
- 6) Police and Fire Hiring Costs**
  - Cops Grant**
- 7) MIDC Update**
- 8) City Center**
- 9) Board and Commission Reappointments**
- 10) Parks and Recreation Annual Report**
- 11) Any Other Matters**
- 12) Acknowledgement of Visitors/Public Comment (3 minute limit per person)**



To Whom It May Concern:

Kent County Community Action (KCCA) received \$1.7 million for the Low-Income Household Water Assistance Program (LIHWAP) to provide direct payment assistance for drinking water and wastewater utilities. This program was designed to help households retain water service to help mitigate the spread of COVID-19 and to reimburse water utility providers.

Effective December 1, 2021 through September 30, 2023, KCCA will operate the LIHWAP program for those households who are eligible at 150% of poverty or below. The maximum reimbursement per fiscal year is \$650.00 which includes any fees needed for reconnection. All payments made must guarantee service for at least 90 days after receipt of payment. Qualified applicants must submit a water/ wastewater bill that shows that they are in jeopardy of being disconnected or have already been disconnected.

For KCCA to provide assistance to your customers, all water/wastewater providers must have a signed vendor agreement on file with KCCA prior to receiving payment. Please sign the attached/enclosed vendor agreement and return to KCCA so you can start receiving payments on behalf of your customers. If you need additional information or have any questions, please contact me. Thank you.

With regards,

A handwritten signature in cursive script that reads "Susan Cervantes".

Susan Cervantes  
Director  
Kent County Community Action  
[susan.cervantes@kentcountymi.gov](mailto:susan.cervantes@kentcountymi.gov)

(616) 632-7961

*We work to eliminate the causes and circumstances of poverty by investing in individuals and families with lower incomes. Through dedicated staff and community partnerships we provide services, resources, education and advocacy to improve the quality of life for all residents of Kent County.*

# Michigan Department of Health and Human Services

## Low Income Household Water Assistance Program

### Water/Wastewater Provider Information

Funding is administered through local MDHHS Offices and Community Action Agencies statewide until September 30, 2023, unless depleted prior to that date.

## Provider Participation

To be eligible for payment, providers must complete a LIHWAP Participation Agreement before receiving payments on behalf of eligible customers. The agreement is valid for the duration of the program. A LIHWAP payment shall guarantee service for at least 90 days after receipt of payment.



## Allowable Services

Direct payment assistance for household accounts in arrears or disconnect status, including reconnection fees when services have been disconnected.

For households that have had their water disconnected or are facing disconnection, LIHWAP funding may pay the full cost that will reconnect or prevent disconnection of service even if it includes costs other than water (e.g. trash, cable, etc.).

## Client Eligibility

Qualified account holders must:

- Be a residential account.
- Be in arrears or disconnect status.
- Be under 150% Federal Poverty Limit and/or actively receiving Temporary Assistance for Needy Families (TANF), Food Assistance Program/Supplemental Nutrition Assistance Program (FAP/SNAP), State Emergency Relief (SER), Social Security Supplemental Income (SSI).



## Outreach

It is the expectation that Community Action Agencies work with water and wastewater providers as well as other community partners in their service area to provide outreach to increase program awareness.

## For more information

Contact your local Community Action Agency or [MDHHS-LIHWAP@michigan.gov](mailto:MDHHS-LIHWAP@michigan.gov).



Michigan Department of Health & Human Services

**MEMORANDUM OF UNDERSTANDING NUMBER:**

**Between**

**THE STATE OF MICHIGAN**

**MICHIGAN DEPARTMENT OF HEALTH AND HUMAN SERVICES**

**And**

PARTNER / ENTITY NAME City of Wyoming		PRIMARY CONTACT Traci Shaffer
EMAIL shaffert@wyomingmi.gov		TELEPHONE (616) 530-7389

**And**

PARTNER / ENTITY NAME Kent County Community Action		PRIMARY CONTACT Susan Cervantes
EMAIL susan.cervantes@kentcountymi.gov		TELEPHONE (616) 632-7961

MDHHS CONTACT	NAME Ben Gulker	TELEPHONE 517-285-8053	EMAIL MDHHS-LIHWAP@michigan.gov
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<b>MEMORANDUM OF UNDERSTANDING SUMMARY</b>	
BRIEF DESCRIPTION OF PURPOSE	Agreement between the water/wastewater provider, Community Action Agency and MDHHS for participation in the Low Income Household Water Assistance Program.
BEGIN DATE	END DATE September 30, 2023

The individual or officer signing this agreement certifies by his or her signature that he or she is authorized to sign this agreement on behalf of the responsible governing board, official or agency.

Kent County Community Action

Michigan Department of Health and Human Services

Signature of Authorized Designee

Signature of Director or Authorized Designee

Susan Cervantes  
Program Director, KCCA

Jeanette Hensler  
Director-Grants Division, Bureau of Grants and Purchasing

Print Name / Title

Print Name / Title

Date

Date

City of Wyoming

Signature of Authorized Designee

Traci Shaffer  
Deputy Treasurer

Print Name / Title

Date

## Memorandum of Understanding Number:

This Memorandum of Understanding (MOU) establishes the responsibilities and procedures for the Michigan Department of Health and Human Services (MDHHS), Kent County Community Action (KCCA), and City of Wyoming for the purpose described below.

### **1. Background**

Access to safe and affordable drinking water and wastewater services is a fundamental element of health, safety, and well-being for households across America. Yet water affordability is a significant and growing concern in communities across the country, and many communities have faced significant challenges related to water safety, aging water infrastructure, and even water shortages due to drought. Moreover, water affordability concerns and the growing crisis of household indebtedness disproportionately impacting low-income individuals and communities of color can be related to multiple adverse household impacts in terms of service disconnections and lien sales, leading to home foreclosures and evictions.

For many low-income households across America, water affordability needs have been significantly exacerbated by the COVID-19 public health crisis, and while water is required to follow the federal guidance from the Centers for Disease Control and Prevention (CDC) advising washing hands frequently in order to reduce the transmission of Covid-19, the pandemic has made it significantly more difficult for individuals and families to pay their home drinking water and wastewater bills.

While water costs and accessibility vary significantly from state to state, the Low Income Household Water Assistance Program (LIHWAP) provides critical nationwide emergency support on behalf of low-income households so that these households are not forced to choose between paying for water services and other necessities like housing, food, and medicine.

### **2. Purpose**

As recommended in Information Memorandum LIHPWAP-IM-2021-02 issued from the US Department of Health and Human Services, agreements are to be put into place between participating parties of the Low Income Household Water Assistance Program (LIHWAP) to ensure payments made on behalf of low-income households are processed efficiently and in the best interest of the household. Participating parties include MDHHS, the Community Action Agency (CAA) and Water/Wastewater Utility (Utility) referenced on Page 1 of this agreement.

### **3. Period of Agreement**

This MOU becomes effective on the date signed by all parties through September 30, 2023.

**4. Work Statement of Each Party**

- a. The utility, MDHHS and the CAA will:
  - 1) Follow Low-Income Water Assistance Program (LIHWAP) policies and procedures in the Community Services Policy Manual 1405.
  - 2) Agree to not release any private data, to any third party without written authorization from the subject of the data.
  - 3) Collaborate to ensure continuation or reconnection of service to households determined eligible for LIHWAP benefits.
  - 4) Establish a dispute resolution process to resolve issues arising during the term of this agreement.
  - 5) Encourage regular payments from the household.
  - 6) Work together to ensure LIHWAP payments are appropriately applied to accounts and used for LIHWAP services as designated by the CAA.
  
- b. The MDHHS and CAA will:
  - 1) Determine customer eligibility.
  - 2) Issue payment directly to the utility on behalf of the customer to resolve the arrearage and ensure continuation or reconnection of service.
  
- c. The utility will:
  - 1) Ensure LIHWAP eligible households are not treated adversely compared to other households.
  - 2) Not disconnect services for 90 days after payment is received on behalf of a customer. If the account is in arrears after 90 days, a new disconnection notice must be issued if applicable.
  - 3) Not charge the eligible household any more than the difference between the normal charge for the service and the payment amount received or expected from the Michigan Department of Health and Human Services (MDHHS) or Community Action Agency (CAA).
  - 4) Supply account number format to the CAA.
  - 5) Timely provide at the request of the customer, the CAA or MDHHS, information on applicant households' home water costs, bill payment history, or arrearage history. This information will be provided in the format requested.
  - 6) Register with the MDHHS in [SIGMA Vendor Self Service](#) to receive LIHWAP SER payments if not a currently registered vendor.
  - 7) Use the warrant or EFT date as the LIHWAP payment date.
  - 8) Apply all LIHWAP payments to the household's account within 5 business days of receipt of payment.
  - 9) Apply the assistance payments to arrears and applicable fees with reconnection services only. Payments resulting in a credit on the customer's account balance are not allowable.
  - 10) Process and refund any refunds requested by the CAA or MDHHS within 60 business days. The refund must include the client's name, service address, and the MDHHS case number, if available.

Memorandum of Understanding Number:

- 11) Not charge an eligible household, the MDHHS, or CAA any administrative fees for providing services.
- 12) Accept all customer payments.
- 13) Use LIHWAP funds to pay for home water and sewer costs, as designated by the CAA and MDHHS.
- 14) Continue or reconnect service to households as negotiated by the CAA on behalf of the household.
- 15) When addressing household water emergencies, accept early notification authorization by telephone, fax, or electronic communication.
- 16) Notify the CAA or MDHHS if there is reason to believe LIHWAP funds have been misused.
- 17) Comply with the provisions of Act 453, PA 1976, which prohibits discrimination on the basis of race, color, religion, national origin, age, sex, height, weight, or marital status.

Each party shall furnish all labor, equipment, materials, and supplies necessary for the performance of the MOU activities, and meet operational standards, unless otherwise specified above.

**5. Termination & Amendments**

A party may terminate this MOU at any time by giving 30 days prior written notice to the other parties. This MOU may be amended upon written approval of all parties at any time.

This MOU contains all the terms and conditions agreed upon by the parties. No other understanding, oral or otherwise, regarding the subject matter of this MOU will be deemed to exist or to bind any of the parties.

**6. Notices**

All notices and other communications required or permitted under this MOU must be in writing and will be considered given and received: (a) when verified by written receipt if sent by courier; (b) when actually received if sent by mail without verification of receipt; or (c) when verified by automated receipt or electronic logs if sent by facsimile or email.

Memorandum of Understanding Number:

If to MDHHS: <i>Ben Gulker</i> <i>MEAP Specialist</i> <i>MDHHS-LIHWAP@michigan.gov</i>	If to Kent County Community Action : <i>Susan Cervantes</i> <i>KCCA Director</i> <i>susan.cervantes@kentcountymi.gov</i> <i>(616) 632 - 7961</i>
If to City of Wyoming : <i>Traci Shaffer</i> <i>Deputy Treasurer</i> <i>EricksonM@wyomingmi.gov</i> <i>(616) 261 - 3562</i>	

**7. Reserved**

**8. MDHHS Data**

All data and information provided to Kent County Community Action and/or City of Wyoming by or on behalf of MDHHS, and all data and information derived therefrom, is the exclusive property of MDHHS (“MDHHS Data”); this definition is to be construed as broadly as possible. Upon request, Kent County Community Action and/or City of Wyoming must provide to MDHHS, or a third party designated by MDHHS, all MDHHS Data within 10 calendar days of the request and in the format requested by MDHHS. Kent County Community Action and/or City of Wyoming will assume all costs incurred in compiling and supplying MDHHS Data. No MDHHS Data may be used for any marketing purposes.

Kent County Community Action and City of Wyoming shall comply with all MDHHS physical and IT security policies and standards which will be made available upon request.

**9. Non-Disclosure of Confidential Information**

The parties acknowledge that each party may be exposed to or acquire communication or data of the other parties that is confidential, privileged communication not intended to be disclosed to third parties. The provisions of this Section survive the termination of this MOU.

- a. Meaning of Confidential Information. For the purposes of this MOU, the term “Confidential Information” means all information and documentation of the other parties that:
  - 1) Has been marked “confidential” or with words of similar meaning, at the time of disclosure by such party;
  - 2) If disclosed orally or not marked “confidential” or with words of similar meaning, was subsequently summarized in writing by the disclosing party and marked “confidential” or with words of similar meaning;

Memorandum of Understanding Number:

- 3) Should reasonably be recognized as confidential information of the disclosing party;
- 4) Is unpublished or not available to the general public; or
- 5) Is designated by law as confidential.

The term "Confidential Information" does not include any information or documentation that was:

- 1) Subject to disclosure under the Michigan Freedom of Information Act (FOIA);
- 2) Already in the possession of the receiving party without an obligation of confidentiality;
- 3) Developed independently by the receiving party, as demonstrated by the receiving party, without violating the disclosing party's proprietary rights;
- 4) Obtained from a source other than the disclosing party without an obligation of confidentiality;
- 5) Publicly available when received, or thereafter became publicly available (other than through any unauthorized disclosure by, through, or on behalf of, the receiving party).

For purposes of this MOU, in all cases and for all matters, MDHHS Data is deemed to be Confidential Information.

- b. Obligation of Confidentiality. The parties agree that they will use Confidential Information solely for the purposes of this MOU. The parties agree to hold all Confidential Information in strict confidence and not to copy, reproduce, sell, transfer, or otherwise dispose of, give or disclose such Confidential Information to third parties other than employees, agents, or subcontractors of a party who have a need to know in connection with this MOU or to use such Confidential Information for any purposes whatsoever other than the performance of this MOU. The parties agree to advise and require their respective employees, agents, and subcontractors of their obligations to keep all Confidential Information confidential.

Disclosure to a subcontractor is permissible when all of the following are met:

- 1) Use of a subcontractor is authorized under this MOU;
- 2) The disclosure is necessary or otherwise naturally occurs in connection with work that is within the subcontractor's responsibilities; and
- 3) or obligates the subcontractor in a written contract to maintain MDHHS's Confidential Information in confidence.

At MDHHS's request, any employee of Kent County Community Action and/or City of Wyoming or any subcontractor may be required to execute a separate agreement to be bound by the provisions of this Section.

- c. Cooperation to Prevent Disclosure of Confidential Information. Each party must use its best efforts to assist the other parties in identifying and preventing any unauthorized use or disclosure of any Confidential Information. Each party must notify the other parties within one business day after discovering any unauthorized use or disclosure of Confidential Information.

## Memorandum of Understanding Number:

Each party will cooperate with the other parties to regain possession of Confidential Information, to prevent further unauthorized use or disclosure of Confidential information, and to notify any appropriate person of the unauthorized use or disclosure of Confidential Information. In addition, each party must advise the other parties immediately in the event the party learns or has reason to believe that any person who has had access to Confidential Information has violated or intends to violate the terms of this MOU and each party will cooperate with the other parties in seeking injunctive or other equitable relief against any such person.

- d. Remedies for Breach of Obligation of Confidentiality. Each party acknowledges that breach of its obligation of confidentiality may give rise to irreparable injury to the other parties, which damage may be inadequately compensable in the form of monetary damages. Accordingly, a party may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings, in addition to any other legal remedies which may be available, to include, in the case of MDHHS, at the sole election of MDHHS, the immediate termination, without liability to MDHHS, of this MOU or any Statement of Work corresponding to the breach or threatened breach.
- e. Surrender of Confidential Information upon Termination. Upon termination of this MOU or a Statement of Work, in whole or in part, each party must, within five calendar days from the date of termination, return to the other parties any and all Confidential Information received from the other parties, or created or received by a party on behalf of the other parties, which are in such party's possession, custody, or control; provided, however, that Kent County Community Action and/or City of Wyoming must return MDHHS Data to MDHHS following the timeframe and procedure described further in this MOU. Should Kent County Community Action, City of Wyoming , or MDHHS determine that the return of any non-MDHHS Data Confidential Information is not feasible, such party must destroy the non-MDHHS Data Confidential Information and must certify the same in writing within five calendar days from the date of termination to the other parties.

### **10. Compliance with Laws**

Kent County Community Action and City of Wyoming must comply with all applicable federal, state, and local laws, administrative rules and regulations.

### **11. Nondiscrimination**

Under the Elliott-Larsen Civil Rights Act, 1976 PA 453, MCL 37.2101, et seq., and the Persons with Disabilities Civil Rights Act, 1976 PA 220, MCL 37.1101, et seq., Kent County Community Action, City of Wyoming , and its subcontractors agree not to discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of employment, or a matter directly or indirectly related to

employment, because of race, color, religion, national origin, age, sex, height, weight, marital status or mental or physical disability. Breach of this covenant is a material breach of this MOU.

**12. Unfair Labor Practice**

Under MCL 423.324, MDHHS may void any Contract with a Contractor or subcontractor who appears on the Unfair Labor Practice register compiled under MCL 423.322.

**13. Governing Law**

This MOU is exclusively governed, construed, and enforced in accordance with Michigan law, excluding choice-of-law principles, and all claims relating to or arising out of this MOU are governed by Michigan law, excluding choice-of-law principles. Any dispute arising from this MOU must be resolved in Michigan Court of Claims. Kent County Community Action and City of Wyoming consent to venue in the Michigan Court of Claims, and waive any objections, such as lack of personal jurisdiction or forum non conveniens. Kent County Community Action and City of Wyoming must appoint agents in Michigan to receive service of process.

**14. Force Majeure**

A party will not be in breach of this MOU because of any failure arising from any disaster or acts of God that are beyond their control and without their fault or negligence. Each party will use commercially reasonable efforts to resume performance. Kent County Community Action and City of Wyoming will not be relieved of a breach or delay caused by its subcontractors. If immediate performance is necessary to ensure public health and safety, MDHHS may immediately contract with a third party.

**15. Dispute Resolution**

The parties will endeavor to resolve any MOU dispute in accordance with this provision. The dispute will be referred to the parties' respective Program Managers. Such referral must include a description of the issues and all supporting documentation. The parties must submit the dispute to a senior executive if unable to resolve the dispute within 15 business days. The parties will continue performing while a dispute is being resolved, unless the dispute precludes performance.

Litigation to resolve the dispute will not be instituted until after the dispute has been elevated to the parties' respective senior executive, and either senior executive concludes that resolution is unlikely, or fails to respond within 15 business days. The parties are not prohibited from instituting formal proceedings: (a) to avoid the expiration of statute of limitations period; (b) to preserve a superior position with respect to creditors; or (c) where a party makes a determination that a temporary restraining order or other injunctive relief is the only adequate remedy. This Section does not limit MDHHS's right to terminate the MOU.

**16. Media Releases**

News releases (including promotional literature and commercial advertisements) pertaining to the MOU or project to which it relates must not be made without prior written MDHHS approval, and then only in accordance with the explicit written instructions of MDHHS.

**17. Website Incorporation**

MDHHS is not bound by any content on the other parties' websites unless expressly incorporated directly into this MOU. MDHHS is not bound by any end user license agreement or terms of use unless specifically incorporated into this MOU or any other agreement signed by MDHHS.

**18. Severability**

If any part of this MOU is held invalid or unenforceable, by any court of competent jurisdiction, that part will be deemed deleted from this MOU and the severed part will be replaced by agreed upon language that achieves the same or similar objectives. The remaining MOU will continue in full force and effect.

**19. Waiver**

Failure to enforce any provision of this MOU will not constitute a waiver.

**20. Survival**

The provisions of this MOU that impose continuing obligations, including warranties and representations, termination, transition, insurance coverage, indemnification, and confidentiality, will survive the expiration or termination of this MOU.

**21. Entire MOU**

This MOU is the entire agreement and replaces all previous agreements between the parties for the MOU Activities.

## Staff Report

Date: December 8, 2021  
Subject: City-wide Rebranding: Recommended Award  
From: John McCarter, Deputy City Manager  
Meeting Date: December 13, 2021

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### **PURPOSE:**

Discuss and provide feedback on the recommended award of the City-wide Rebranding Campaign to CivicBrand & Place + Main. The full bid and a scope of services has been attached to this Staff Report.

### **COMMUNITY, SAFETY, STEWARDSHIP:**

Community – This project will provide a means for the City to establish an identity which is a key component of creating a cohesive, engaged community.

Safety – Effective branding is essential to messaging critical information to stakeholders.

Stewardship – This rebranding project will include an in-depth research component, ensuring that our new brand incorporates the past, present and a vision of where Wyoming is going in the future.

### **BUDGET IMPACT**

The total project cost is \$103,000, which is in line with staff estimates provided at the September Work Session. This cost includes all project milestones (outlined in the attached document), promotional video(s), travel costs and an activation/engagement event. The funding for this project would be allocated from General Fund fund balance.

### **DISCUSSION:**

At the September Work Session, staff presented a scope of services and estimated budget for a City-wide Rebranding Campaign for City Council input and discussion. At that work session City Council provided feedback on the scope of services and consensus direction to proceed with posting the RFP.

A panel of 7 employees evaluated the responses to the RFP and, after reviewing all proposals and conducting interviews, recommended award to CivicBrand & Place + Main. CivicBrand is an industry-leader in municipal branding, having conducted over 15 city-wide branding campaign and many more targeted branding initiatives for Chambers of Commerce, Downtown Development Authorities, and others. CivicBrand submitted a joint bid with Place + Main Advisors, an economic develop/placemaking firm based out of Lansing. Together, they bring the best of both worlds; a nation-wide, industry leading firm in CivicBrand and a Michigan-based firm who is well-versed in business recruitment and placemaking in Place + Main.

### **RECOMMENDATION:**

Staff recommends this contract award be moved to the December 20<sup>th</sup> Regular Meeting for consideration and approval.



## **Scope & Task Descriptions**

### **City of Wyoming, MI - Branding Project**

#### **Branding Committee**

In collaboration with CivicBrand, the City will create a steering committee of 8-12 members of the community. The advisory committee members will agree to participate in roughly 6-8 committee meetings. Two or three will be in-person as they coordinate with trips and the rest will be virtual. The committee will serve as a sounding board and brand champions by assisting with community outreach, offering strategic guidance and insight, and being champions of the process and implementation. The branding committee will not be the ones making approvals a key milestones and final deliverables but rather serving as an advisory committee to help shape the direction that the CivicBrand team, City Staff team and Council ultimately take.

#### **City Staff Team**

There will be a dedicated staff team of up to 6 individuals who will be making the decisions on incremental milestones that require approval. Of that staff team, the city will designate a primary lead point of contact for the project. If there are changes in staff or elected officials, it will not change any previously approved milestones or change the process or scope of the project.

#### **City Council**

City Council will provide feedback on the brand strategy document and will be making final approval on the final design concepts. In order, to avoid a big reveal we will want to have council members involved along and provide updates to avoid any big reveal at the very end that may require going backwards in the process.

#### **Daily / Weekly Communication**

The city staff team will have direct access to CivicBrand and there will be two project leads which will handle any daily/weekly email and phone communications. The project will start with monthly recurring status calls. At key phases of the project, the frequency of the status calls may be increased to every other week or additional ad-hoc meetings scheduled as needed.

## **Kick-Off Meetings**

We will conduct a virtual kick-off meeting with both the staff team and the committee. These will be two separate meetings.

## **Project Website**

There will be a project website with a custom URL that will be set up, hosted and managed by CivicBrand for the duration of the project. The project site will be updated at key milestones during the process. At the conclusion of the project, CivicBrand can either transfer ownership of the domain to the city or can discuss ongoing hosting and or relaunch options of the website as part of the implementation plan.

## **Translation**

Included in the base project fee is Spanish translation of the project website and community wide surveys and the meeting-in-a-box. Translation into additional languages is available but would be an additional added services fee for those. CivicBrand will coordinate with the City and meet with and provide guidance and training to any foreign language translator that is needed to either facilitate in-person meetings or online focus groups. The fee for hiring the translator is not included in the base fee but our time in bringing them up to speed and preparing them to facilitate the events is. That individual's fee would be covered by the city if it is needed.

## **Community Visits**

The CivicBrand team will visit the community three times. The number of team members visiting may vary from trip to trip. The first two trips will focus primarily on engagement while the third trip will focus on producing content for the final brand assets including the video. CivicBrand's fees cover travel expenses for all three trips. CivicBrand will work with the city staff team and committee to determine the schedule for each trip including site visits, interviews, focus groups and any public events that we may attend or participate in. The base fee also covers up to 8 visits by the Place+Main team. As an example, they could do 2 days during each of our visits and 2 separate single day visits out there on their own. How these visits by Place+Main are utilized will be determined collaboratively between CivicBrand, Place+Main and the staff team.

## **Interviews**

In addition to any interviews that happen during the three trips, there will also be virtual interviews of each member of the staff team, each member of the committee and then up to 10 additional virtual interviews. CivicBrand will work with the city staff team and committee to determine who those interviews should be with.

## **Focus Groups**

In addition to any focus groups that happen during the three trips, there will also be up to 9 virtual focus groups. The staff team and committee will help identify and invite individuals to these meetings. CivicBrand will handle all technical coordination of the virtual focus groups.

## **Survey**

CivicBrand will work with the staff team and committee to develop a primary public survey. If it is determined to be necessary we may also create up to 2 additional surveys that target specific groups. This could be a student survey, industry specific survey, business owner survey, visitor survey, etc. CivicBrand will run Facebook ads, not to exceed \$250 to promote the survey online to target residents in the city.

## **Meeting in a Box**

CivicBrand will develop a meeting in a box which is a presentation and Q&A guide that various members of the community and organizations can participate in to run their own meeting and focus group. This greatly expands our engagement reach and can be used for various organizations and groups such as HOAs, churches, and special interest groups. CivicBrand will develop a single set of materials and provide a single group training session for all those interested in conducting their own meeting. CivicBrand would rely on the staff team and committee to help promote and invite those that would be interested in participating.

## **Brand Audit**

CivicBrand will deliver a brand audit which is the summary of all of our findings. This is an essential document that we expect the city staff team and committee to review prior to the presentation of the brand strategy. This is not a deliverable that has an approval but rather a summary and documentation of our research and engagement.

## **Strategy Document**

Following the brand audit, CivicBrand will present the Strategy Document to both the Staff Team and Committee. This is the first major deliverable milestone that will need formal approval by the Staff Team. The strategy document identifies the brand principles, brand story and strategic direction that all following creative will be based on.

## **Design Concepts**

With approval on the Strategy Document, the CivicBrand team will begin exploring creative design and messaging concepts. CivicBrand will present our multiple internal rounds of revisions and present the concept that is our professional recommendation. We will then work with the staff team and committee on progressive rounds of revisions

until we have a concept approved by the staff team. Progressive revisions mean that as long as we are making progress towards narrowing in on a concept and heading in a single strategic direction we do not limit the number of rounds of revisions. Examples of non-progressive rounds of revisions would be wanting to go back to previous versions that were discarded, wanting to make changes to things that were approved in previous rounds, wanting to see additional concepts that aren't in line with the strategy, wanting to see additional concepts for the sake of additional concepts with no feedback or direction on the existing concepts, or requests that are made purely on personal taste rather than strategic direction.

### **Brand Assets**

With the final approval of design concepts, CivicBrand will then produce all the necessary file formats and assets and develop a brand portal which will house the brand assets as well as develop a brand standards guide that outlines the rules and usage of the brand assets. The brand standards guide is an asset that will require final approval by the staff team.

- Strategy Document
- Brand Guidelines
- Brand Portal
- Logo files in all necessary colors and file formats (jpg, png, pdf, eps)
- Edited Photos
- Project Documentary Video
- Brand Video
- Implementation Plan

### **Implementation Plan**

With the brand assets approved, CivicBrand will then develop the implementation plan. The staff team and committee will be involved in helping identify key projects, strategies, tools and milestones as well as identifying the impact and effort of key implementation plan steps to assist with prioritization. The implementation plan is not a deliverable that has approval.

### **Video Documentary**

CivicBrand will produce a documentary of the project that highlights the process and shows a behind the scenes look at how we got to the final product. Not every meeting and interaction will be filmed, but CivicBrand will film several key steps, meetings, interviews, focus groups, milestones along the way. The project documentary is not a deliverable that has approval, however the city staff team will have the opportunity to provide 1 round of edit notes should there be anything shown that they would like to

have omitted from the documentary. The project documentary will be anywhere from 10 minutes to 15 minutes long.

### **Brand Video**

CivicBrand will produce a brand video that highlights the community and new brand. This video will be under 3 minutes. We will work with the staff team to determine if we should create a single 3 minute video or if we would rather create a series of 3-4 shorter (15, 30 or 60-second) spots.

### **Timeline**

The project is estimated to take 12-months; however, there is no set deadline for the project. Each phase is dependent on the previous phase and there are numerous factors including travel, events, availability of participants for meetings and focus groups, and unknown rounds of revisions that we do not lock in a project timeline. Instead we constantly update the timeline based on where we are and set expectations for the next step and milestone that follows. This allows us to have clear timelines for each next step but remain agile enough to get the best result.

### **Activation / engagement event (Optional Add-on \$15,000)**

During community visit #2 the CivicBrand team will put on a Placemaking Activation Event. The goal of the event will be to engage the community directly in the built environment. This may be a stand alone event or in conjunction with an existing event. The CivicBrand team will look for opportunities to activate the space through interactive engagement, placemaking and tactical urbanism efforts. The details will be developed in coordination with the city staff team and branding committee and with a material budget not to exceed \$10,000.

\$80,000 - base fee

\$ 8,000 - brand video

\$15,000 - activation / engagement (optional)

**\$103,000 - Total Fee**

CivicBrand 

X PLACE + MAIN

# CITY OF WYOMING, MICHIGAN BRANDING PROPOSAL

NOV 2021

CivicBrand  
207 1/2 F Street #6  
Salida, CO 81201

CivicBrand.com

Ryan Short  
ryan@civicbrand.com  
214.586.0795



October 28, 2021

City of Wyoming Branding Committee,

The CivicBrand team is excited to submit this proposal to the City of Wyoming, MI. After thoroughly reviewing your request, we are confident that the CivicBrand team is the perfect partner for this effort. We are one of the few agencies in the country that focuses exclusively on community wide branding and with over a 13 years of experience, we have crafted a process built on equitable stakeholder engagement, user testing and generating buy-in and civic pride.

There are 4 key factors that make CivicBrand the right choice for this project:

- Founded in 2008, our agency has over 13 years of experience.
- Community branding requires a unique approach and vast experience, which we possess, that even many of the best design agencies are simply not qualified to deliver.
- Equitable Stakeholder Engagement is at the core of our process and creates a brand that comes naturally from the community and fosters civic pride. There simply isn't another firm that does civic engagement at the level we do.
- For this project we have partnered with Michigan based firm Place + Main which will further supplement our on-the-ground presence for additional project management and engagement support and provide additional regional and local insight.

At CivicBrand, we specialize not just in community branding, but in a process that engages and inspires the entire community. Our agency has been recognized on the global stage in the City Nation Place awards for consecutive years. Our approach delivers a brand and messaging platform, not just a logo and tagline - one that cuts across the entire community to engage local residents and attract talent, investment, and tourism.

We appreciate the opportunity to tell you more about CivicBrand and our approach over the following pages, and we look forward to the opportunity of working with you and your great community!

Sincerely,

A handwritten signature in black ink, appearing to read 'R Short', with a long horizontal stroke extending to the right.

Ryan Short  
CEO - CivicBrand

# PROJECT TEAM



● CIVICBRAND - Project Lead

13 years in business

Offices in Dallas, TX, Oklahoma City, OK, and Salida, CO

Brand Strategy - Public Engagement - Place Making & Destination Marketing

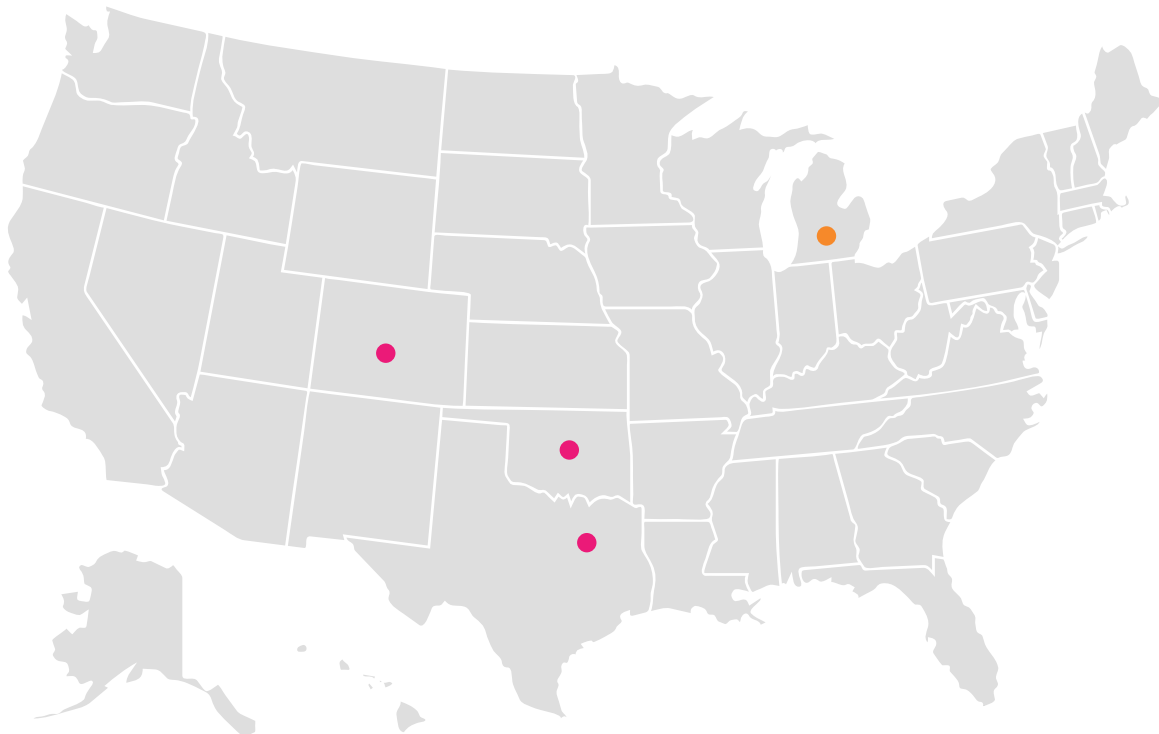


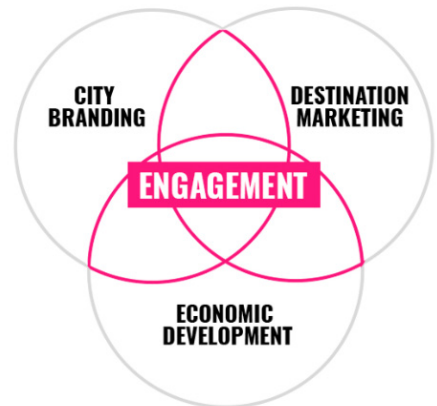
● PLACE + MAIN - Subcontractor

15 years in business

Offices in East Lansing, MI

Community and Economic Development







# COMMUNITY BRANDING THAT FOSTERS CIVIC PRIDE AND ATTRACTS TALENT, TOURISM & INVESTMENT.

CivicBrand works directly with cities, improvement districts, CVBs and chambers to develop branding, marketing and public engagement strategies. Public engagement is at the core of everything we do. Our process fully engages stakeholders and creates greater buy-in, civic pride, and delivers actionable implementation plans that create stronger communities. We specialize in developing community brand platforms that impact the entire community.

- ♥ City & District Branding
- ♥ Public Engagement
- ♥ Workshops
- ♥ Focus Groups & User Testing
- ♥ Brand Audit / Research
- ♥ Project Websites & Communication
- ♥ Brand Principles & Brand Story
- ♥ Messaging Platforms
- ♥ Implementation Plans
- ♥ Video & Photography

“This is done through a process of public engagement, defining brand principles, storytelling and consistently fulfilling your brand promise.”

-RYAN SHORT / CIVICBRAND

FROM “BRANDING IS THE NEW ECONOMIC DEVELOPMENT” FORBES - AUGUST 2018

**Forbes**

“CivicBrand helps cities answer who we are, how do we become the best city in the world, and specifically, what does that mean for us. I’ve been deeply impressed with them.”

-CHUCK MAROHN / STRONG TOWNS

**STRONG TOWNS**

# THE CIVICBRAND TEAM



**RYAN SHORT**  
CEO / PROJECT LEAD

Ryan is a founder and the CEO of CivicBrand and would be the project lead. Ryan is passionate about three things - design, cities and fly fishing. With over 20 years of experience, Ryan has led the agency for over a decade and won numerous awards in design, branding, citizen engagement and digital strategy.



**BANNER SHORT**  
FOUNDER / STRATEGIST

Banner is a founder of CivicBrand and brings over 20 years of experience to the agency. As a leader of the agency, she helps direct the vision, strategy, and approach to community projects. Banner has experience with both the latest digital tools as well as traditional branding efforts.



**BRISA BYFORD**  
STRATEGIST

Brisa is a strategist that has led numerous citywide and district branding projects. She understands how to reach and engage stakeholders to create a brand story that is authentic and leads to buy-in. With expertise in brand architecture, engagement, statistics and messaging, she uses both data and creative to tell the story of communities.



**LAYNE FERGUSON**  
PLACEMAKING

Layne has a Master of Science in Architecture and professional experience in Urban Design and Placemaking. Before joining the CivicBrand team, Layne worked at Better Block where he led numerous placemaking activations. Layne's role is incorporating the brand into the built environment and creating places people love.



**CONNOR COX**  
PLACEMAKING

Connor has worked as an Analyst and Manager for local and state level economic development organizations. He has expertise in facilitating relationships with local and state planning organizations, advocacy groups, and the general public to advocate for innovative design and policy solutions. His role is to ensure the project meets the client's goals and provides an economic impact.

**CITIES HAVE THE CAPABILITY OF PROVIDING SOMETHING FOR EVERYBODY, ONLY BECAUSE, AND ONLY WHEN, THEY ARE CREATED BY EVERYBODY.**

**-JANE JACOBS**



**COLIN COOLIDGE**  
**DESIGN**

Colin brings over 20 years of experience to the agency. Colin understands designing for both print and digital and how design shapes people and their places. Colin has crafted brands and marketing materials for a number of cities, districts and organizations.



**KINSEY STEWART**  
**DESIGN**

Kinsey is an art director with an amazing talent for bringing a brand story to life through design. She understands that a brand is not just a logo but rather a promise that is reinforced through typography and design. Kinsey develops comprehensive brand platforms and guidelines for communities.



**LANDON FERGUSON**  
**DESIGN**

Landon is a brand artist and creative strategist who understands how to bring big ideas to life. He has experience in building and directing brands from start to finish for multiple businesses and organizations. Landon has expertise in creating brand strategies, comprehensive brand platforms and guidelines, and engagement and messaging platforms to engage communities.



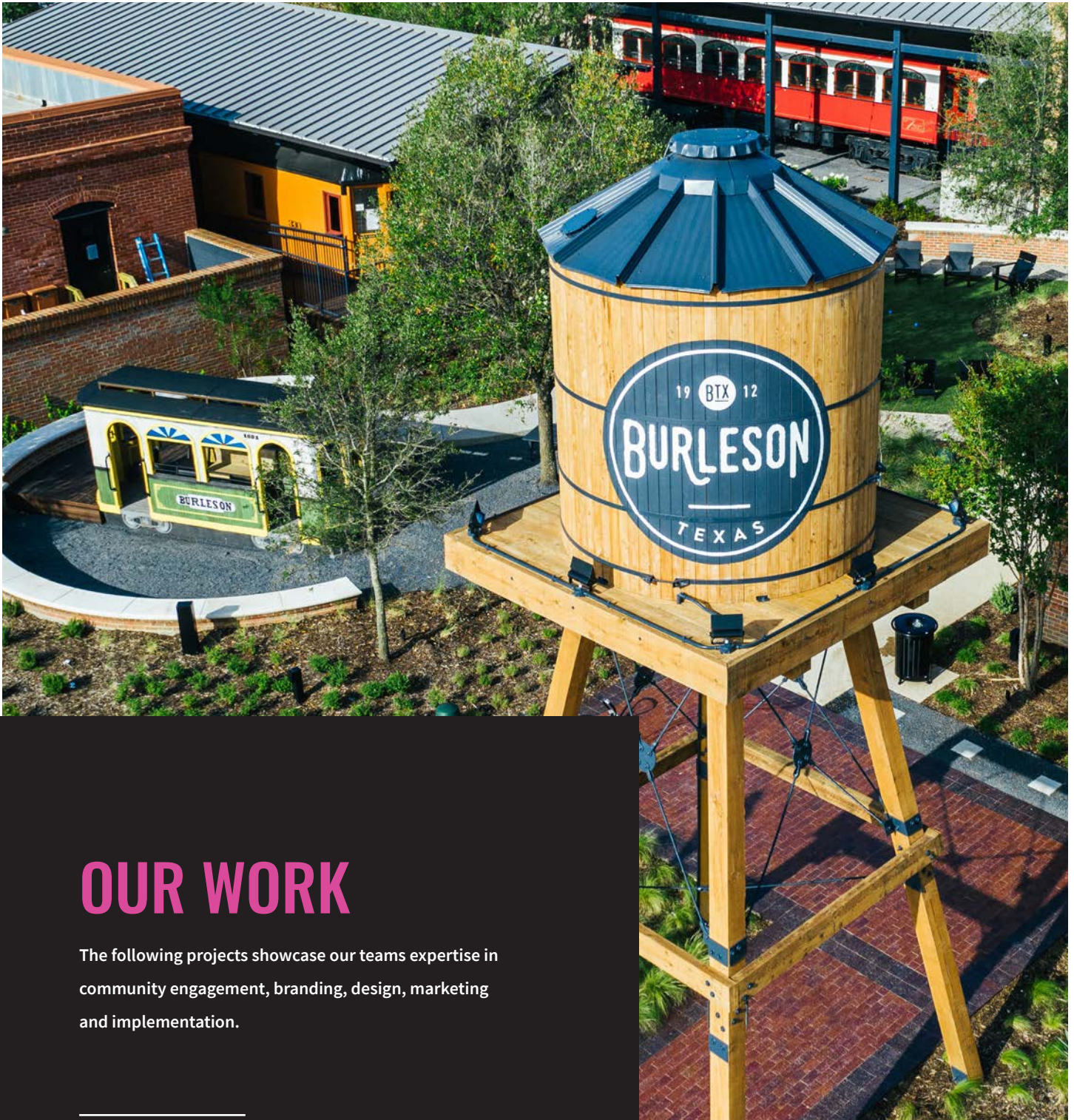
**MATT HENRY**  
**PHOTO / VIDEO**

Matt's love for film-making and telling stories stems from his roots in photography. When he's not making films with CivicBrand, you can find him outdoors exploring with friends and family with a camera in hand. Matt brings a community's story to life through photography and video.



**CLAY HERVEY**  
**PHOTO / VIDEO**

Clay has been making films professionally since 2007. Combine his love for building with Lego and curiosity of photography as a child, and a career in film-making is no surprise. Community branding is all about story telling and Clay uses photography and video to create emotional films about communities.



## OUR WORK

The following projects showcase our teams expertise in community engagement, branding, design, marketing and implementation.

# RECENT AWARDS



2021 Finalist for  
**BEST USE OF DATA**  
7TH STREET PEDESTRIAN PLAZA - WACO, TX

2019 Finalist for  
**BEST USE OF DESIGN**  
CITY & CVB BRANDING - WAUPACA, WI

2018 Finalist for  
**BEST CITIZEN ENGAGEMENT**  
HEARTLAND LAKES - PARK RAPIDS, MN



2020 Gold Winner for  
**INTERACTIVE ITINERARY BUILDER**  
CITY OF ROWLETT, TX

2018 Gold Winner for  
**BRAND IDENTITY**  
HEARTLAND LAKES - PARK RAPIDS, MN

2018 Platinum Winner for  
**SOCIAL MEDIA STRATEGY**  
OLD TOWN LEWISVILLE - LEWISVILLE, TX

2017 Platinum Winner for  
**BRAND IDENTITY**  
BENIOFF OCEAN INITIATIVE / UNIVERSITY  
OF CALIFORNIA AT SANTA BARBARA.



2017 Silver Winner for  
**WEBSITE DESIGN**  
JHP ARCHITECTURE

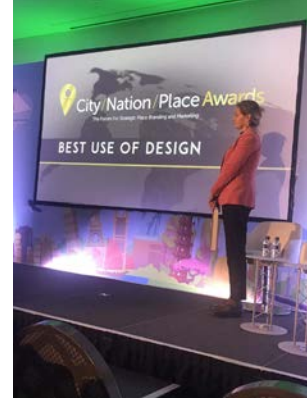
2017 Silver Winner for  
**WEBSITE DESIGN**  
AIRWAYS SERVICES

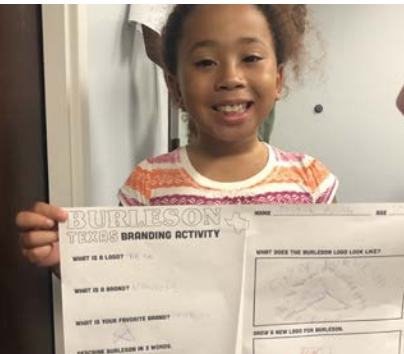
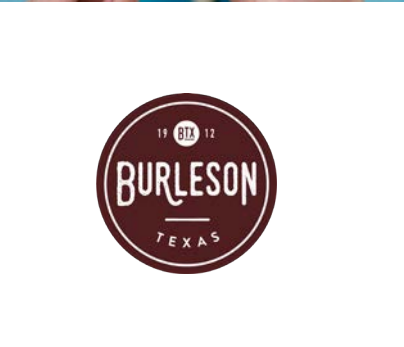


2020 - American Planning Association NM  
**1ST PLACE - LONG RANGE PLANNING**  
ELEVATE LAS CRUCES

2018 - American Planning Association TX  
**COMPREHENSIVE PLANNING AWARD**  
RENEW TEXARKANA

2017 - American Planning Association TX  
**LONG RANGE PLANNING AWARD**  
EAST SIDE FARMERS BRANCH, TX





# MIDTOWN SANTA FE

## BRANDING, MESSAGING & WEBSITE FOR NEW DISTRICT

CivicBrand worked with the City of Santa Fe and their Office of Economic Development to develop the brand strategy and project website for Midtown. Midtown is an important project for the city as they look to redevelop a 35 acre campus into a new mixed-use neighborhood district and market that opportunity to developers and residents and develop a strategy to reach and engage developers and the public.



- ♥ Branding Workshop with City Leadership
- ♥ District Branding
- ♥ Messaging Strategy
- ♥ District Project Website



# EMBRACE DALLAS

## CREATING A MOVEMENT TO EMBRACE AND PRESERVE THE HISTORY OF DALLAS

This project is a public/private partnership between Preservation Dallas and the City of Dallas that sets out to capture Dallas' physical history and map the important structures, cultural events and people that have shaped it into the vibrant city it is today. Embrace Dallas is about more than surveying buildings — it is uncovering the heritage laid within each brick. CivicBrand was hired to create a brand and campaign around the project in order to raise awareness and funds to make the survey a reality.



A CULTURAL AND HISTORICAL SURVEY

- ♥ Develop Audience Personas
- ♥ Naming & Branding
- ♥ Website Design & Development
- ♥ Video Production



# PARK RAPIDS, MN

## COMMUNITY BRANDING

The community branding work that we did in Park Rapids, MN in creating the Heartland Lakes brand was nominated as a finalist in the 2018 City / Nation / Place Awards held in London, UK. We were the only agency from the U.S. that was named a finalist in this global competition. The CivicBrand approach of deeply engaging the public and producing a video documentary not only made this an award winning project but also created a sense of pride, ownership, and buy-in by pulling back the curtain and inviting everyone into the process.

- ♥ Community Branding
- ♥ Video Production
- ♥ Public Engagement
- ♥ Photography
- ♥ Project Websites
- ♥ Promotional Products
- ♥ Website Design
- ♥ Content Strategy
- ♥ Banners & Signage
- ♥ Implementation Plan

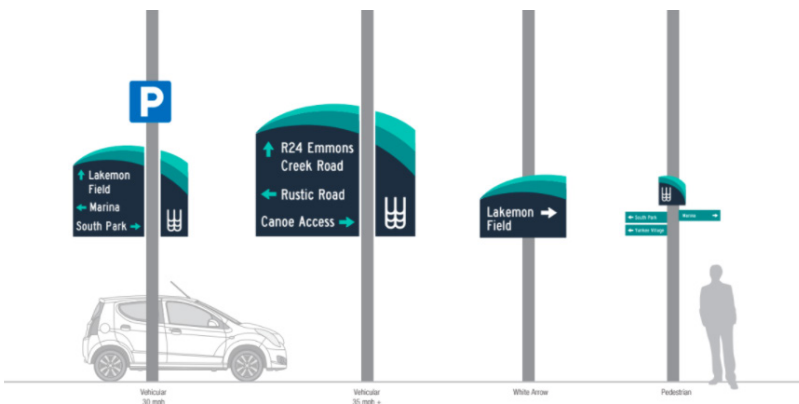


# WAUPACA, WI

## COMBINING TOURISM WITH COMMUNITY

Like all CivicBrand projects, deeply engaging the public and producing a video documentary of the process was at the core of our project. We developed a “Chain to Main” strategy that combined the natural amenities that the Chain O’Lakes brings to the area while emphasizing the story of a strong main street community that is being revitalized to attract talent and investment.

- ♥ City & CVB Branding
- ♥ Video Production
- ♥ Public Engagement
- ♥ Photography
- ♥ Project Websites
- ♥ Promotional Products
- ♥ Website Design
- ♥ Content Strategy
- ♥ Banners & Signage
- ♥ Implementation Plan



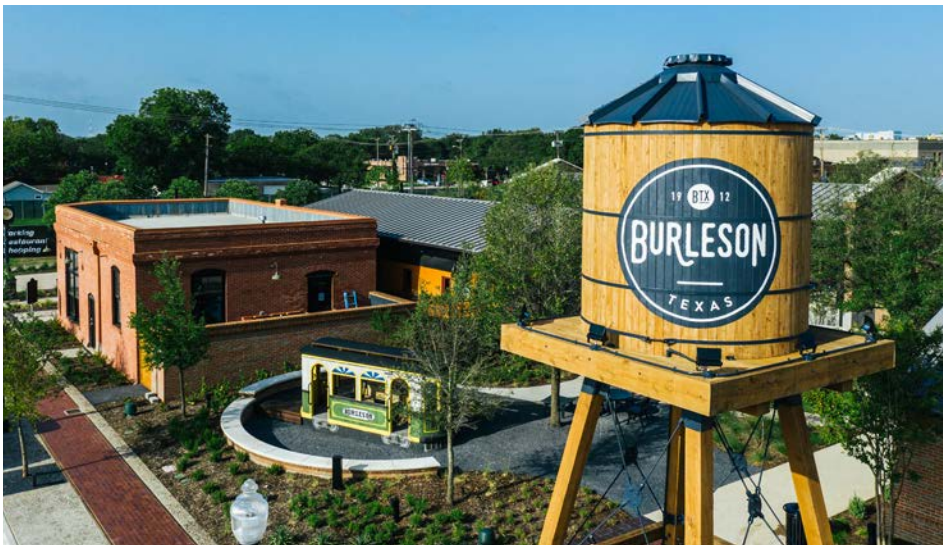
# BURLESON, TX

## MANAGING GROWTH WITH BRANDING

With extreme growth across all of North Texas, the City of Burleson recognized the role that branding could play in helping get ahead of that growth and ensure that they remain true to who they are, maintain their hometown feel, and continue to foster civic pride. CivicBrand worked with the city on a public engagement driven branding initiative that went far beyond just logos and design. We developed a brand platform that will cut across residents, visitors and business, designed monument signage for the new plaza in Old Town and even created a BTX Made brand that will be used to foster civic pride and locally made products.

- ♥ City Branding
- ♥ Public Engagement
- ♥ Project Website
- ♥ Plaza signage design
- ♥ Made-In brand strategy

- ♥ Video Production
- ♥ Photography
- ♥ Brand Management
- ♥ Youth & Student Events
- ♥ Implementation Plan



# RECENT PROJECTS

- Clackamas County, OR - County Branding
- Breckenridge, CO - Open Space & Trail branding
- Richardson, TX - District Branding & Placemaking
- Burleson, TX - Community Branding
- Two Rivers, WI - Community Branding
- Eisenhower Birthplace, Denison, TX - Branding
- Stearns County, MN - Branding & Engagement
- Washington County, MN - Branding & Engagement
- Embrace Dallas - Branding & Video Production
- Park Rapids, MN - Community Branding
- Sachse, TX - Comp Plan Branding
- Downtown Plano, TX - Branding & Placemaking
- Las Cruces, NM - Comp Plan Branding & Engagement
- Santa Fe, New Mexico - District Branding
- Texarkana, TX - Comprehensive Plan
- Lewisville, TX - Old Town Lewisville Marketing
- Little Elm, TX - Lakefront Brand Strategy
- Coppell, TX - Parks Master Plan
- Waupaca, WI - Community Branding
- Broken Arrow, OK - Comprehensive Plan
- Kerrville, TX - Comp Plan Branding & Engagement
- Forney, TX - Comp Plan Branding

# REFERENCES

## **RICH BROWN**

City of Santa Fe, NM - Economic Development  
rdbrown@santafenm.gov  
505. 955-6625

## **BUTCH DE LA HUNT**

Park Rapids, MN - Chamber President  
butch@parkrapids.com  
(218) 732-4111

## **JAMES KUNKE**

Lewisville, TX - Community Relations & Tourism  
jkunke@cityoflewisville.com  
(972) 219-3726

## **CURT ANDREWS**

City of Two Rivers, WI  
candrews@two-rivers.org  
214.215.4642

## **TERRI SCHULTZ**

Waupaca, WI - CVB President  
terri@waupacaareachamber.com  
(715) 513-0100

## **DEANNA PHILLIPS**

City of Burleson, TX  
dphillips@burlesontx.com  
(817) 416-9600



# OUR APPROACH

A brand is much more than a logo. It is an intangible reflection of both a community's history and vision for the future.

# PHASE I

## RESEARCH & ENGAGEMENT



# 1 / BRAND CAMP & PROJECT WEBSITE

We will start the process by meeting with the project committee for what we call Brand Camp. At Brand Camp we will launch the project website which will serve as the 24/7 hub of information for the project. The project website will allow us to keep the public and stakeholders informed about the process as well as invite them to participate in online surveys and interactive style diagnostics.

The project website will evolve throughout the duration of the project and also provides an opportunity not just for input but also to inform and educate the public about the process.

# 2 / BRAND AUDIT & COORDINATION WITH OTHER CITY EFFORTS

An effective branding campaign involves analyzing the current brand assets and awareness. This will allow us to see where we are, where we need to go and give us a roadmap of how to get there. This includes research of background documents as well as numerous brand touch points both online and offline.

In addition, we will coordinate with other planning efforts in the community to ensure that we are being efficient, working together and not creating engagement fatigue in the community and are inline with other community strategic plans.

**“WE TRULY APPRECIATE ALL CIVICBRAND HAS DONE AND CONTINUES TO DO FOR US. THEIR TEAM IS SPECTACULAR TO WORK WITH!”**

**-TERRI SCHULZ**  
**PRESIDENT - WAUPACA CVB**



## **3/ COMMUNITY VISITS**

It's essential to experience a community first hand and with fresh eyes and communicate directly with stakeholders. This proposal includes 3 visits to the area. In those visits we engage with the committee, staff, stakeholders and residents. We will tour and experience key attractions, businesses and areas.

During those trips our team is fully documenting everything through professional photography and video. That footage will be used in development of new branding materials as well as in a new branding video that is produced at the end of the project.

## **4/ EQUITABLE ENGAGEMENT**

For a branding project to be effective, it has to come from and represent the people, rather than be handed down to them. By taking an equitable engagement approach, we can develop a brand that feels both for and by the people, and thus inspires them to become more involved in their community and become brand ambassadors.

Engagement is the true difference maker in the CivicBrand process. This includes a combination of both traditional and digital engagement tools and tactics and we go out of our way to identify and reach out to different groups within the community.

# PHASE II

## IDENTITY & TESTING



# 1 / BRAND PRINCIPLES

Branding is never about just a logo and design is not about personal taste. Therefore we will use all of the information and data we collect to develop brand principles that become the cornerstone of the brand. These brand principles become the guide for all design work and messaging and is what all deliverables will be measured against.

This allows us to create a true brand platform built on shared values and brand principles.

# 2 / BRAND PLATFORM

The identity design will be based off of all we learned in phase one. This process includes numerous internal revisions, as well as external revisions with your committee to develop the visual brand identity.

This is where the brand will begin to come to life. As this is a community brand with diverse needs and goals, we focus on a brand platform versus a single mark. This allows us to create a brand architecture that has multiple elements that all work together.

**“CITIES HAVE THE CAPABILITY OF PROVIDING SOMETHING FOR EVERYBODY, ONLY BECAUSE, AND ONLY WHEN, THEY ARE CREATED BY EVERYBODY.”**

**-JANE JACOBS**



## **3 / MESSAGING PLATFORM**

An essential element of the brand identity is the messaging platform. This is not a tag line but rather a platform and framework that guides how everyone can speak the same language and be on the same page when talking about the city.

This is a key step in guiding how the new branding will be perceived by residents, as well as visitors and investors. It gives the brand a voice and tone that is carried across all brand elements and copy.

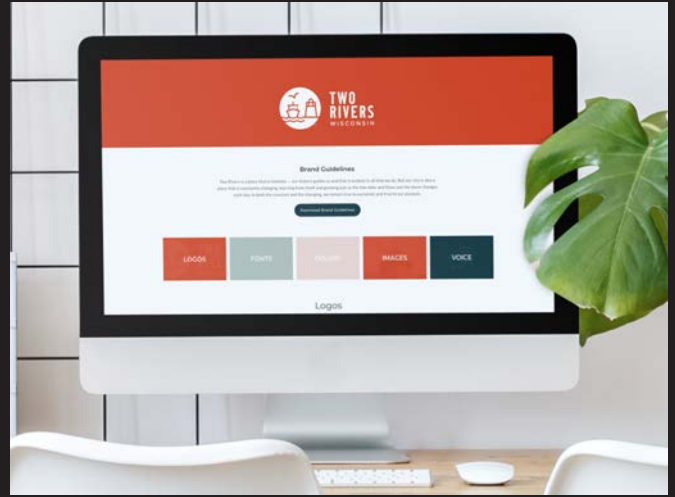
## **4 / TESTING**

Once the brand identity and messaging has passed our internal reviews and revisions, it will be tested among anonymous online focus groups as well as with the branding committee to measure how effective it is against the brand principles.

Early buy-in is essential and we always avoid the big reveal. Instead we invite the community and key stakeholders into the process so that it's a collaborative process throughout.

# PHASE III

## LAUNCH & IMPLEMENTATION



# 1 / BRAND PREVIEW

While designs and assets have been approved and tested in previous phases, at this step we will circle back to key focus groups for their final blessing before the brand goes public. This is a great opportunity to directly show these individuals how their voice shaped the final product and get them on board as brand champions before rollout.

Having these individuals come full circle is essential in building those brand champions who are the ones that will carry the project forward.

# 2 / STYLE GUIDE & BRAND PORTAL

With brand identity elements approved, CivicBrand will then develop the brand assets and guidelines that reflect all of the best practices for using and managing the new branding. This will ensure that branding is consistent across channels and provides the city with easy to use digital tools for managing and implementing brand assets.

In addition to your standard brand guidelines document, we also provide a brand portal that puts all of the brand assets at the fingertips of your stakeholders making brand management a breeze.

“CIVICBRAND’S DESIGNS ARE CUTTING EDGE AND DON’T HAVE A CONVENTIONAL GOVERNMENT LOOK AND FEEL.”

RICH BROWN  
DIRECTOR OF ECONOMIC DEVELOPMENT  
CITY OF SANTA FE



## 3 / IMPLEMENTATION PLAN

CivicBrand will provide an implementation guide for implementing and managing the brand. This includes brand management and catalyst projects for launching the brand as well as ways to measure the effectiveness of the brand.

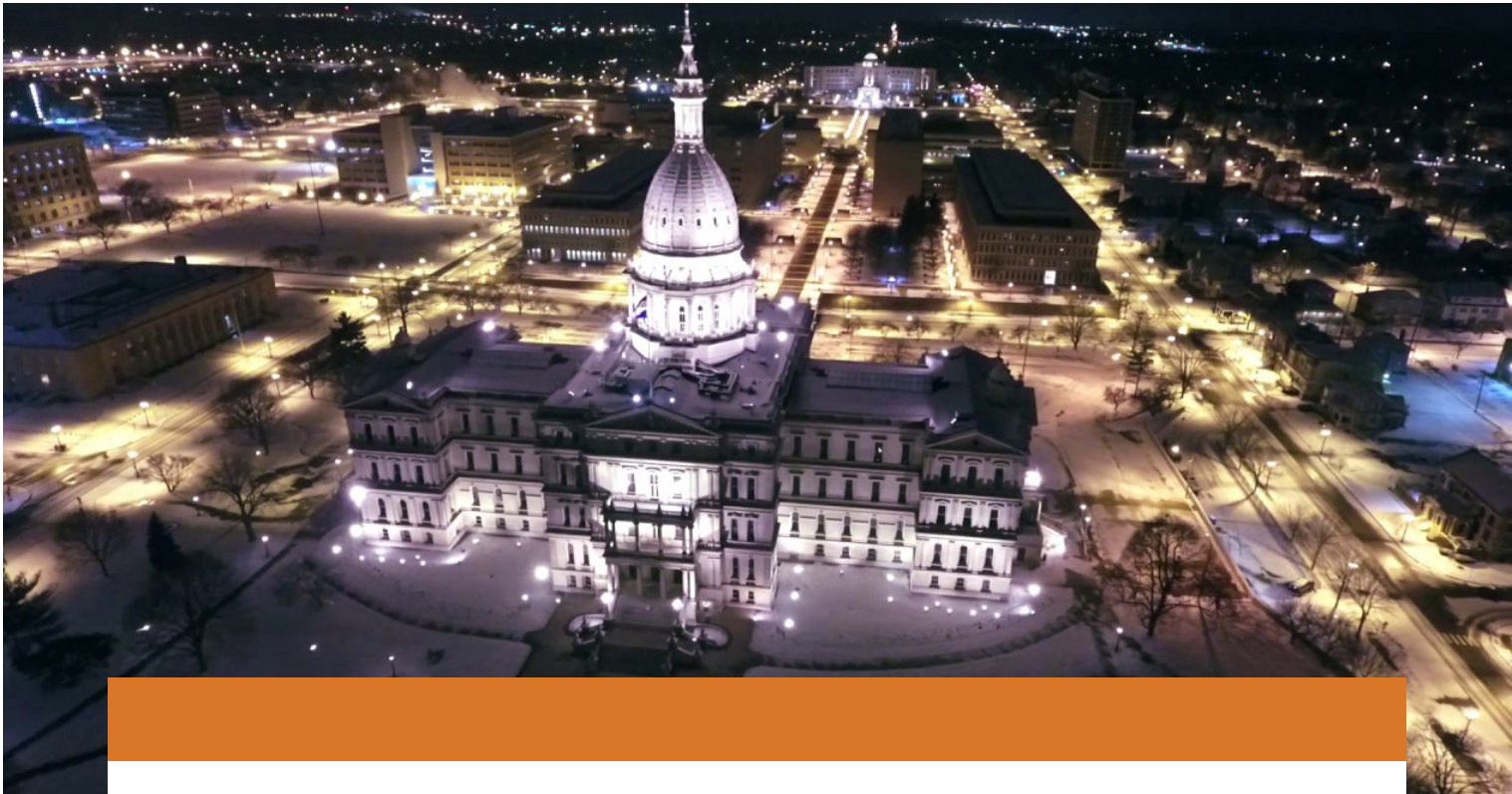
The implementation plan will include a phased approach to brand rollout and outlines what entities are involved. Identified catalyst projects will have an extra layer of detail as they are seen as key milestones in launching and growing the brand.

## 4 / BRAND VIDEO & DOCUMENTARY

Through the whole process we will be filming the public meetings and all community engagement as well as the design process and review process to create a video documentary.

Videos like this create greater buy-in by giving everyone an all-access behind the scenes look at the entire process. This creates a greater respect and understanding for the process.

In addition, we will be creating a promotional video that showcases the new branding and can be used as a marketing tool for the community.



## ABOUT PLACE + MAIN

PLACE-DRIVEN ECONOMIC DEVELOPMENT  
+ DESTINATION STORYTELLING

We help communities develop into their best selves and support small developers to create great places. We work with both groups to create the tools, techniques, and strategies to build their future and tell their stories.

Our focus is economic development at the neighborhood, downtown, citywide and regional levels. We engage the community and infuse their passion, needs, and dreams into strategies and implementation plans that get things done.

We provide high quality services, grounded in real-world experience, built on the best examples from around the country, and brought to you in a way everyone can understand. We help our clients plan out what should happen, step by step, to make strategies become realities.

Place + Main Advisors, LLC is based in East Lansing, MI

**PLACE  
+MAIN**  
ADVISORS

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Joe Borgstrom is an accomplished professional in the fields of Downtown Redevelopment, Community and Economic Development, Main Street and Placemaking. His 20+ year career includes executive management, project financial structuring and evaluation, fund development, foreign direct investment recruitment, market research, program management, public speaking and consulting. He and his teams have used state and local incentives to leverage more than \$2.2 billion in private investment into communities.

Borgstrom's expertise is in the areas of strategic planning, retail market analysis, real estate redevelopment, real estate finance, business recruitment, incentives, placemaking, and economic development strategy. He has served clients in communities as small as 700 residents to regions of more than 400,000.

In previous positions, Borgstrom oversaw the national award-winning Michigan Main Street program for the State of Michigan and was the President and CEO of the Shiawassee Regional Chamber of Commerce, which at the time was a recipient of the highly acclaimed Five Star Accreditation by the U.S. Chamber of Commerce.



**Joe Borgstrom**  
**Principal**

---

A seasoned marketing and public relations professional, Kirsten Borgstrom has more than 25 years of experience in the field. Her diverse background includes marketing, media and public relations in economic development, travel and tourism, real estate development, and sports marketing.

Borgstrom launched a boutique marketing and public relations firm, PubHound Public Relations, in 2010 working with a variety of Midwest destination marketing organizations, resorts, wineries, events and products. PubHound Public Relations officially merged with Place + Main Advisors in 2020.

Prior to PubHound Public Relations, Kirsten was the Media Relations Manager for Travel Michigan where she developed and implemented local, regional, and national media relations programs to support the Pure Michigan campaign. Under her direction, Travel Michigan realized a more than tenfold increase in positive media placements.

Borgstrom's career also includes marketing, public relations and special events management with Chicago's Greater North Michigan Avenue Association and The John Buck Company, a large Chicago-based real estate development firm.



**Kirsten Borgstrom**  
**Principal**

# Place + Main Advisors

## PROJECT PROFILE



In 2018, the Branch County Economic Growth Alliance (BCEGA,) along with the Cities of Bronson and Coldwater, and Villages of Quincy and Union City, sought to develop a coordinated strategy for economic development and marketing of the county and the four municipalities therein. Place + Main Advisors was retained by the BCEGA to help them create it.

Place + Main Advisors led an extensive public participation process which sought input from all four communities as well as county leadership. The process included public Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses in all four communities as well as meeting with focus groups and key public and private businesses leaders throughout the county. Place + Main Advisors created a strategy that gives market information, defines barriers to economic growth, and outlines specific objectives at the county level and concrete steps in each community to achieve those objectives, along with timelines, responsible parties, and measurements of success for each objective. In addition, the strategy defines key messages and outlines specific steps the county and respective communities can take to better market themselves to residents, businesses, and tourists.

This one project allowed all four of the individual communities to meet Best Practice 6.1 and 6.2 as part of the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities program.

### Economic Development + Community Marketing Strategy Branch County, MI



[placeandmain.com](http://placeandmain.com)

# Place + Main Advisors

## PROJECT PROFILE



Place + Main Advisors works with the Coldwater Country Conference and Visitors Bureau (CVB) developing and executing a cohesive marketing and advertising plan for the overall Coldwater Country area. From budgeting to creative and content creation, collaboration with CVB partners and story pitching, Place + Main supports the Coldwater Country CVB in their marketing efforts to motivate travel to and within the Coldwater Country area ultimately increasing the economic impact to the local economy.

A few of the pieces Place + Main collaborates with the Coldwater Country CVB on include:

- Marketing and Overall Budgeting
- Advertising and Editorial Opportunities
- Development of the Creative Campaign
- Media Pitching
- Working with CVB Partners

**COLDWATERCOUNTRY**  
*...at the pulse of Michigan*

**Marketing +  
Communications**  
**Coldwater Country  
Conference and  
Visitors Bureau**



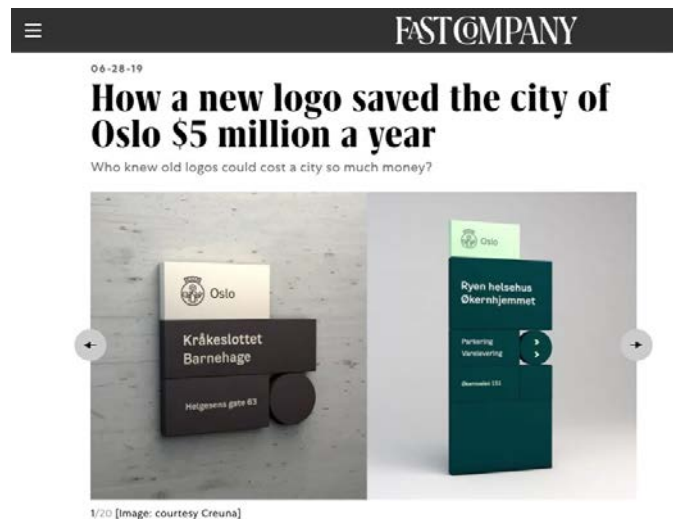
placeandmain.com

# FREQUENTLY ASKED QUESTIONS

## 1. HOW WOULD YOU HELP US SELL THE NEED FOR BRANDING (BOTH INTERNALLY AND EXTERNALLY) IN A TIME OF DECLINING BUDGETS?

This is actually something we start planting the seeds for on day one of any community branding engagement. Through the engagement process we are not only listening but are also educating and building excitement with residents, business leaders, staff and other stakeholders. This education and excitement fosters private investment in brand roll-out initiatives because businesses see how the brand can benefit them. Additionally, the residents and leadership will be more educated on what a brand truly is and the benefits of a brand and are inspired by being part of the process. This will create demand for implementation. Lastly, having a solid and clear implementation plan makes it easier to say yes and invest in because it is clear what the next steps are and you can see that it is part of a larger plan.

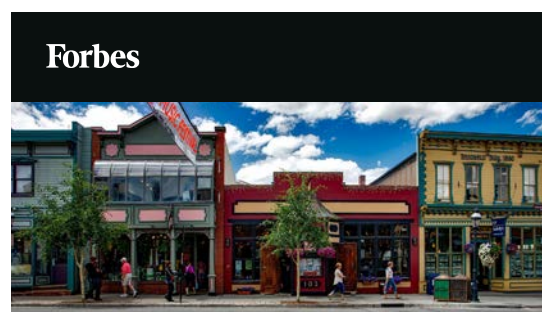
There are great examples out there about how cities have become more efficient and therefore save money by creating a comprehensive brand strategy. The cities, Oslo and Chicago, each launched a new brand that will save both cities millions of dollars per year that was previously wasted on managing multiple sub-brands and department brands.



The savings alone may be enough to justify the investment and when you consider the ROI from the impact of these brands across economic development, tourism and increased civic pride, it becomes clear that it is a wise investment.

CivicBrand founder, Ryan Short, had the following article published in Forbes. The article is about how branding is the new economic development. From attracting talent and investment to creating buzz, excitement and civic pride - branding is the right way to invest in yourself instead of giving money to outside sources.

<https://www.Forbes.com/sites/forbesagencycouncil/2018/08/31/branding-is-the-new-economic-development/>



Written by  
Ryan Short  
Ryan Short is the  
CEO of CivicBrand,  
a city and district  
branding agency  
based in Dallas, TX.  
CivicBrand.com

### Branding Is The New Economic Development

August 31, 2018

For cities that give them and businesses that receive them, financial incentives aren't a sustainable way to drive economic development. With all things equal, they may tip the occasional project in your favor, but success isn't achieved at the grand opening. What is going to drive people to that business once it's open? What is going to create a sense of place? What is ultimately going to make that project a success? What is going to make your district or city a success? At CivicBrand, we're lucky to get to play a role in helping guide communities through this process.

Unfortunately, many communities still think financial incentives are all they have to offer. They bet it all on one project with hopes it will spur economic development. Instead, what creates that snowball effect is a different approach -- one that defines what makes an area unique and

# FREQUENTLY ASKED QUESTIONS

## 2. HOW WOULD YOU INVOLVE THE COMMUNITY IN THE BRAND IDENTITY PROCESS?



READ THE ARTICLE: <https://bit.ly/equity-forbes>

Public engagement is the foundation of every project we take on. Our company’s mission was built on this quote by activist Jane Jacobs: “Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

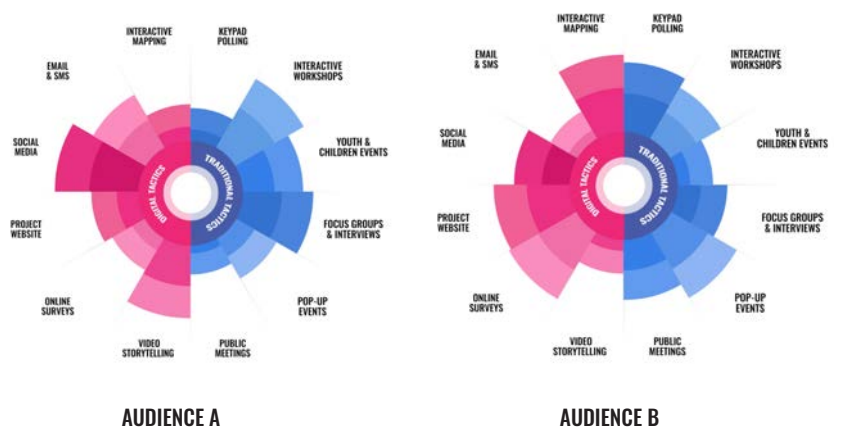
We saw that public engagement in many communities was broken, and we set out to fix that. We have developed a process and approach to public engagement that identifies the many different groups and sub-groups within a community and then matches that with the right engagement tools and tactics to most effectively reach that audience. This ensures a truly equitable approach to public engagement.



### THE RIGHT MIX OF DIGITAL & TRADITIONAL ENGAGEMENT

There is no one-size fits all public engagement strategy. Each community requires a unique combination of strategies designed to reach the entire community - from seniors to students, online and offline, across multiple languages and across all socioeconomic classes. We go where the people are and use the right tool to reach the right audience. This means implementing interactive digital tools as well as traditional engagement through public meetings, pop-up shops and street teams at public events. CivicBrand has been a leader in digital and virtual public engagement for years. While many are just now beginning to explore virtual options due to COVID-19, we have been doing it all along.

### DIFFERENT ENGAGEMENT TACTICS RESONATE WITH DIFFERENT AUDIENCES



# FREQUENTLY ASKED QUESTIONS

## 3. WHAT IS DIFFERENT ABOUT BRANDING A PLACE RATHER THAN A BUSINESS?

There are a ton of unique challenges that design firms that don't specialize in city branding are simply not qualified to do. They may do amazing work but a solid understanding of engagement, navigating politics, funding, creating buy-in and implementation for cities and public entities is entirely different. At CivicBrand we are always learning but we have refined our process over and over to be able to confidently deliver for our clients. Our design chops stand up against the best design agencies in the country and our expertise in civic branding is second to none.

There many things that come to mind that are different but the two that we'd like to point out are as follows.

### Building consensus across diverse (often polar opposite groups)

When you do public engagement right, you end up reaching diverse groups with different and often conflicting goals. You have young people and old people, those that are new to the community and those that have been there for generations, those that want growth and those that want things to stay the same. So how do you build consensus with diverse and often opposing goals and view points?

Our approach is through discovering and defining brand principles.

If you take a brand like Toyota, you will see they have different audiences. They have their truck audience that want things to be rugged and tough. Then you have your minivan audience that needs things to be family friendly and safe. You have your hybrid audience that wants things to be environmentally friendly and hip. Lastly, you have your legacy customers that have bought Toyota for generations. When building its brand, Toyota can't overly cater to one audience. Sometimes, like in the case of the gas guzzling truck and the hybrid, their audiences can seem like they are polar opposites. Instead, they look for the common threads that all the audiences share and build the brand around that. For Toyota they would say that is quality and dependability. By defining this brand principle and building the brand around quality and dependability they can support all of the different audiences. They then let their marketing use the brand as a jumping off point to support their message for their individual audiences.

We do the exact same thing with cities but there are way more than just 4 audiences. By building brand principles (through engagement) that all groups can agree on, we can create a brand that will have greater buy-in and support.



# FREQUENTLY ASKED QUESTIONS

## 4. OUR COMMUNITY IS DIVERSE WITH MANY DEPARTMENTS AND ORGANIZATIONS INVOLVED. HOW CAN A SINGLE IDENTITY SERVE SO MANY COMPETING NEEDS AND PRIORITIES?

We would point back to the Toyota brand principles example under question three. By building the brand and messaging platform surrounding core brand principles, you give all of your different groups and departments the ability to use that as a starting point and a common theme but then tailor their message for their unique purpose.

A brand platform should support a lot of different goals - tourism, economic development, residents, different departments, hiring of staff, etc. We focus on creating comprehensive brand and messaging platforms that give our clients the tools they need to deliver many different messages.

In Waupaca, WI we created a brand platform and campaigns that supported both tourism and the city. Visitors were marketed to by the CVB, and talent and businesses were marketed to by the city's Economic Development department. While these were separate groups with separate audiences, we wanted them to have a single brand and messaging platform.

You can see in a series of short video ads how we used a messaging platform instead of a tagline and how the different logos within the logo system work: <https://vimeo.com/364133135>



# FREQUENTLY ASKED QUESTIONS

## 5. WHY IS VIDEO PART OF YOUR PROCESS?

With community branding there are so many stakeholders that it's impossible to please every one of them. Some will be unhappy no matter what you do. Especially in this era of Facebook you will always have negative comments. However, we believe design leadership is about going through the process and doing what is right and then being confident in what you put forward. A big part of our process is producing a documentary film of the entire process. This is because even if someone participates in a survey and comes to a meeting, that is good engagement but it is just two touch points. In a project like this, there are thousands of hours put into the work and it's impossible for someone to see all of that. Through the documentary we can pull the curtain back and show them the entire process so they can see that we did it the right way and made an effort to reach and include everyone. By doing this we can arm staff and leadership to be confident and have the design leadership that is necessary to stay true and champion the end result instead of caving to a few negative Facebook comments.

The second reason is that it gives you a jump start on implementation.

We believe branding is really about story telling but if you go through an entire branding effort and come out of the process with only a great identity and message you still have to find the funds to package and tell that story. By creating video content along the way and including that in our deliverables, our clients walk away from the project with a library of photos and video that tells the story of the community and new brand.



# FREQUENTLY ASKED QUESTIONS

## 6. HOW DO YOU LAUNCH THE BRAND?

Larger launch events are part of implementation scope, but instead of just a brand reveal, we believe in throwing a party - one that is more about celebrating the community and civic pride. During the entire project we will be filming and producing a project documentary. We like to host a brand launch where we show the documentary, and we often show it many times at many different places, because it's all about meeting people where they are. In addition, we look for opportunities to integrate the brand into the built environment to activate and revitalize spaces within the community.

We produce branded giveaways featuring the new branding on apparel, stickers, tote bags and water bottles. We also develop a traveling brand presentation kit that different members of the community can take to present to their different groups such as HOAs, arts groups, sports teams, etc. This allows the brand story to be told on a more 1:1 basis by someone in the community and to start creating brand champions.



# FREQUENTLY ASKED QUESTIONS

## 7. IF YOU DON'T LIVE IN OUR COMMUNITY, HOW WILL YOU ENSURE YOU'RE PROVIDING AN AUTHENTIC EXPERIENCE FOR OUR RESIDENTS?

There is a saying we love that goes, “You can’t see your label from inside the jar.”

We think this is very true and even more important when it comes to community branding. There are so many aspects of a community where it is easy to be too close to it that you simply don’t see the things you are communicating or things which you think you are communicating but aren’t. We truly believe our outside perspective is an advantage and is extremely valuable.

We’re huge believers in shopping local (in fact our CEO hasn’t purchased anything from Amazon or used Amazon Prime in over 6 years) but when it comes to branding we believe the best thing you can do to support local is to simply hire the best regardless of where they are located because a successful project can be a game changer for local businesses for decades to come.

In addition, our process overcomes the fact that we are not local. Our team will make three different trips to the community and spend countless hours researching and interviewing individuals from the community. During these trips we will tour the community, speak with residents, business owners, staff, youth and students. By the end of the project and after spending about three weeks total in the community over the year and having countless interviews, conversations, emails and text messages, we end up very much feeling like part of the community. In addition the research and digital side of our engagement is ongoing throughout the entire process and in that sense we are always present.

Engagement is our number one focus. When done right, we uncover the brand story that is already there and simply help package it in a way that helps you achieve your goals. We don’t fly in and tell you what your story is.

For this project specifically, we are looking to partner with Michigan-based agency Place + Main who will provide local and regional insight as well as provided added man power for project management, research, testing, and on-the-ground engagement. Place + Main founder Joe Borgstrom and CivicBrand founder Ryan Short together are founding partners of the non-profit Proud Places and organization that creates content around supporting communities and creating proud places. Therefore they have a great deal of experience strategizing together on the issues, challenges, opportunities that communities face.

Lastly, we look for opportunities to leverage local talent within the process. We utilize local talent for assistance in organizing focus groups and other engagement events. Lastly, we believe the ongoing implementation of the brand is something a local firm is set up to handle. This includes ongoing management of social media and content marketing. For developing the brand strategy hire the best, regardless of location, and for day-to-day implementation support and hire a local firm.

# TIMELINE AND BUDGET

MONTHS	1	2	3	4	5	6	7	8	9	10	11	12
BRAND AUDIT	█	█	█									
BRAND CAMP		█										
INTERVIEWS / FOCUS GROUPS	█	█	█		█				█	█		
COMMUNITY VISITS		█			█				█			
STAKEHOLDER ENGAGEMENT	█	█	█	█	█	█	█	█	█	█	█	█
BRAND IDENTITY DESIGN / REVISIONS					█	█	█	█	█	█		
DEVELOP BRAND ASSETS & TEMPLATES									█	█	█	█
IMPLEMENTATION PLAN								█	█	█	█	█
*BRAND VIDEO - OPTIONAL					█	█	█	█	█	█	█	█
*ACTIVATION / ENGAGEMENT -OPTIONAL					█							

## PROJECT FEE

\$80,000 Base Proposal

Optional add-ons

+ \$8K Produce brand video that tells the Brand Story

+ \$10- \$15K Pop-up Public Engagement / Placemaking Activation Event

### FEE NOTES

Project fee includes three visits to the community by the CivicBrand team with travel expenses included.

Included deliverables: project website, brand strategy & brand story, all logo files & templates, brand standards manual, online brand portal, project documentary, produced brand video, edited photography, and implementation plan.

**Interdepartmental Correspondence**

**TO:** Curtis Holt, City Manager  
**FROM:** Kimberly Koster, Director of Public Safety  
**DATE:** December 8, 2021  
**SUBJECT:** COPS Grant & Fire Fighter Equipment



Administrative Services

**Introduction**

In February of 2022, the Public Safety Department will onboard 7 new fire fighters whose positions were recently authorized by City Council. Supplying these additional fire fighters with the necessary uniforms, safety gear, and equipment will cost approximately \$80,000. A budget amendment related to these expenses will be brought forward for approval at the City Council meeting scheduled on December 20, 2021.

On November 18, 2021 we were notified that our agency was selected to receive a United States Department of Justice Community Oriented Policing Services (COPS) grant. The approved award is for \$750,000 to be spread over 3 years from the time of acceptance and is designated for personnel costs associated with hiring 6 additional officers whose focus will be on community policing as described in the attached grant narrative. The 6 officers must be hired within 12 months of our acceptance of the grant. If approved, the grant will be accepted in early January of 2022. This will increase our total sworn staff from 93 to 99 officers. The grant requires that we maintain the increased staffing level for at least 12 months past the three-year grant period.

This departmental will estimate some additional cost considerations associated with hiring 6 additional police officers and maintaining an increased staffing level through at least the next 4 years. It will also provide a staffing analysis in order to determine anticipated attrition rates.

**Wages and Benefits:**

The COPS grant covers up to 75 percent of salary and benefits and requires the City to cover at least 25 percent of wages and benefits. Using the maximum allotted money available as soon as possible would mean that the \$750,000 grant funds will be expended by the end of year #2. The following chart demonstrates the City’s contribution to salary and benefits for 6 additional officers over the course of the grant period as well as the year following the grant period.

	<b>Year #1 (2022)</b>	<b>Year #2 (2023)</b>	<b>Year #3 (2024)</b>	<b>Year #4 (2025)</b>	<b>Total</b>
Wages and Benefits for 6 Officers	\$591,461	\$601,649	\$612,052	\$617,327	\$2,422,489
COPS Reimbursement	(\$446,187)	(\$303,813)	0	0	(\$750,000)
City Share	\$145,274	\$297,836	\$612,052	\$617,327	\$1,672,489

**Vehicles:**

In order to accommodate 6 additional community policing officers, there is a high probability that we will need to purchase additional marked units. The cost of a new marked unit that is equipped with all of the necessary communication, information technology, and emergency equipment is approximately \$67,000.

**Uniform and Personal Equipment:**

The cost of providing each officer with all necessary uniforms and equipment is estimated to be \$27,000 per officer. This includes all equipment including a body camera and Taser and adding them to the current Axon contract. It should be noted that the Axon contract cost will likely be split up through the remainder of the PD contract period but was captured here as a one-time expense. Subsequent uniform costs are estimated at \$500 per year per officer.

**Office Equipment:**

In order to incorporate 6 additional officers into the Community Services Unit, it will require additional office furniture, Information technology infrastructure, computer equipment, and supplies. Since we will be adding a second shift to this work unit’s schedule, officers will be able to share much of this equipment.

**Staffing:**

Since the COPS grant requires that we maintain our staffing level at the increased number of 99 sworn (or more) for a total of at least 4 years from the time the grant is accepted, it is worth evaluating where anticipated attrition rates stand. If reaching age 50 is used as the metric to determine when officers will retire and this is combined with known retirement dates based on being in the DROP plan, then the following chart demonstrates the number of anticipated retirements for the next 10 years:

2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
12	7	2	3	6	3	3	0	0	3

It is hard to predict exact attrition rates for a given year. It seems however, that if funding became problematic and we were forced to downsize our staffing numbers after year 4 of the grant period, we would likely be able to do so through attrition.

## STAFF REPORT

Date: December 8, 2021  
Subject: Board and Commission Reappointments  
From: Kelli A. Vandenberg, City Clerk  
Meeting Date: December 13 and December 20, 2021

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### BACKGROUND:

City Council Policy requires all board and commission appointments and reappointments to be reviewed at a work session prior to the City Council acting on those appointments and reappointments.

### RECOMMENDATION:

It is recommended the City Council appoint and reappoint members presented for positions on boards and commissions and recognize those who have served whose terms have concluded.

### COMMUNITY, SAFETY, STEWARDSHIP:

Community – Community is served when (i) community members serve on city boards and commissions, (ii) when board and commission members have needed qualifications and desired abilities and characteristics, and (iii) when boards and commissions broadly reflect the community.

Safety – These actions will not affect safety.

Stewardship – These actions will not affect stewardship issues.

### DISCUSSION:

The following board and commission members have expiring terms and they have been recommended for reappointment:

Board/Commission	Appt'd by:	Member	Term Ends
Board of Review	Council	Pamela Brenzing	01/31/2022
Board of Review	Council	James Hake*	01/31/2022
Board of Review	Council	Amanda Remo	01/31/2022
Greater Wyoming Community Resource Alliance	Council	Kimberly Koster	01/01/2022
Greater Wyoming Community Resource Alliance	Council	Jennifer Franson	01/01/2022
Greater Wyoming Community Resource Alliance	Council	Gregory King	01/01/2022

The City Assessor supports the reappointment of the expiring members of the Board of Review and each member has indicated interest in continuing to serve. James Hake will be exceeding the term limits identified in the City Council Policy, however this board still has one remaining vacancy and there are no additional applications on file. Unless council directs otherwise, the resolution will be written to reappoint him and waive this requirement.

The GWCRA board is also supportive of the reappointment of its expiring members and each member has indicated interest in continuing to serve. These reappointments will give the GWCRA a full roster.

The following board and commission members will not be reappointed and resolutions of appreciation will be prepared for the December 20 City Council meeting to acknowledge their service:

Board/Commission	Appt'd by:	Member	Appt'd on
Board of Review	Council	Lillian VanderVeen	01/11/1999
Downtown Development Authority	Mayor	Jeff Baker	05/19/2014
Parks & Recreation Commission – Grandville PS	Council	Nathan Peltz	10/01/2018

In addition to internal boards and commissions, there are several Wyoming appointees on external boards whose terms are expiring, including the following:

Board/Commission	Member	Term Ends
Interurban Transit Partnership Board	Rob Postema	12/31/2021
Kent Co. Waste-to-Energy Advisory Committee	Kent Vanderwood	12/31/2021
Kent District Library	Sheri Gilreath-Watts	12/31/2021
West Michigan Regional Planning Commission	Sam Bolt	12/31/2021
West Michigan Regional Planning Commission	Nicole Hofert	12/31/2021
West Michigan Regional Planning Commission	Joseph Rizqallah	12/31/2021
West Michigan Regional Planning Commission	Rob Postema	12/31/2021

All of these appointees wish to continue in service on these boards. There has been no indication from any of these entities that the appointees have not fulfilled their respective duties.

I look forward to discussing these with you at the City Council Work Session on Monday, December 13 and addressing any questions or concerns that you might have. If Council supports moving these reappointments forward, they will be presented for consideration at the December 20 City Council meeting.



# Impact Report

## 2021



# Parks & Recreation

Creating community through people, parks and programs.

The Parks and Recreation office is a key service area of the Community Services Department and is committed to providing leisure and recreation opportunities by developing and maintaining green spaces, facilities, and programs to enrich the quality of life for the residents of Wyoming.







# Parks & Recreation Commission

Aaron Velthouse, Chair

Lillian L. Cummings-Pulliams, Vice Chair

Ellen Akhurst

Gabriela De La Vega

Alexander Fera

Marie Groters

Eugene Kort

Dan Larabel

Lee Ann Platschorre

# Wyoming City Council

Jack Poll, Mayor

Sam Bolt, Mayor Pro-tem

Sheldon Dekryger

John Fitzgerald

Robert Postema

Marissa Postler

Kent Vanderwood

# City Manager

Curtis Holt





# Letter From The Director

**Rebecca Rynbrandt**  
Director of Community Services

## CONTINUING FORWARD

As we look back on this past year and all the challenges brought on by the COVID-19 pandemic, we take time to reflect on how we as a community continue to persevere and how our team worked to ensure services continued to meet and exceed expectations.

Throughout the pandemic we continue to provide our community with engaged, safe, high-quality experiences. Whether you visited one of our 21 parks or participated in a newly formatted program, we strived to provide you with experiences that matter and made a difference in your life and the lives of our community's children.

Each day our team worked hard, smart, and more innovatively to deliver programs and services to the residents of the Wyoming community. From reopening parks, to honoring veterans in annual celebrations, helping seniors with meals and everyday necessities, and keeping Wyoming youth active and engaged through virtual programs and academic achievement, our parks and recreation team strives to bring the community together.

As we journey through this past year, please join me in celebrating our City Council, Parks and Recreation Commission, volunteers, and staff as we have applied critical thinking, performed ongoing assessments, and worked to ensure the programs offered reflect the desires of the community.

Through action, we demonstrate the ideals and commitment to the City's vision of Community, Safety, and Stewardship. Creating opportunities for all our residents to thrive in Wyoming, Michigan is at the core of what we do.

Thank you, Wyoming residents, for your support. May this report affirm for you that your trust is well placed.



# Parks & Recreation Promotes Health and Wellness

Parks provide opportunities for physical activity and connection with the outdoors. During COVID, we realized the importance of physical activity and the need to connect with nature and the importance of our parks and venues for our physical and social well-being. Our virtual programs and outdoor fitness classes helped fulfill the need and provided opportunities for continued mental and physical growth, for people of all ages.



# WALK CLUB

## 1000+ miles walked

**“Your fitness instructors are amazing. Thanks for offering virtual options to keep us safe and comfortable.”**

**-Fitness Participant**



## Find Yourself A Workout Class Where The People Never Quit On You!

“Shortly after my baby was born and I knew I was going to be a stay-at-home mom, I started looking for new ways to find community. I found a workout class Thursday night at 6pm through the brochure my city sends out through the Parks & Recreation Department (cue the theme song). I was 6 months postpartum, huge, and not confident or coordinated or at all in shape. Suddenly, I realized they’d notice (and care) if I didn’t show up. Then, I became Facebook friends with some of the women I was in class with. These women cheer on pretty much everything I have done. We aren’t super close by any stretch of the imagination, but I know I’ve got people in my corner rooting for me. So, when they needed one more person to enroll in a 6AM Sunrise Sweat class you know what I did? I signed up!

I’ve never done an early morning workout, I didn’t know what kind of class it was and I’m not consistently sleeping through the night because my baby likes to keep me on my toes, but I couldn’t let them down. If you’re interested, you can still sign up for our class & a bunch of others through the parks & rec website! There are in person and virtual options! If you’re not local, do yourself a favor and check out your city’s parks & rec dept for ways you can find community and fun things to do!”

**–Fitness Participant**

# Parks & Recreation Is Critical to Child Development

Programs like TEAM 21 help improve the lives of youth and families in our community. Joining with our partners Wyoming Public Schools, Godfrey Lee Public Schools and Godwin Public Schools, the TEAM 21 staff foster academic, social and emotional growth through mentorship and activities that help keep many youth in Wyoming active, engaged and supported during the pandemic. Similarly, recreation programs for youth help develop relationships, improve communication skills, and feel a sense of community among their peers.





## Holiday Book Drive

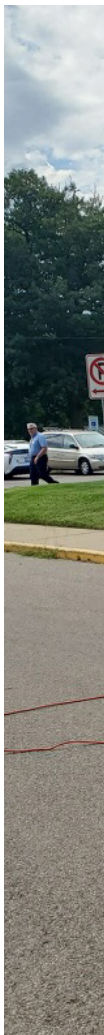
This year TEAM 21 was the recipient of the Barnes & Noble Rivertown Mall holiday book drive, where shoppers were given the opportunity at the checkout counter to purchase a book to donate to the program for students to enjoy. TEAM 21 received nearly 200 books, as well as other book- and learning-related gear as a result of the generosity of the West Michigan community and the Barnes & Noble

## Youth Programming

COVID-19 related restrictions had a major impact on what programs we were able to offer, how we offered those programs, and the comfort level of the community to participate. With careful planning we were able to provide additional programming options, including a daytime Tumble & Play class for toddlers and a Science Exploration Camp. Both program offerings exceeded expectations.

# Parks & Recreation Is Everywhere, Uniting People and Strengthening Communities

Parks and Recreation is a positive force in bringing the community together through programs and events. When COVID-19 restrictions were in place, we pivoted offering a drive thru Trick or Treat Trail event, Rec at Home Kits to keep kids busy and moved many classes and activities outdoors. The Wyoming Senior Center reopening and all of the many adaptations helped to continue to unite our community by strengthening social and emotional connections. Each day we continue to bring programs and events to our community that are not only fun, but that bring us all together.





### **Rec At Home Kits**

The Rec At Home Kits were fun activities, prizes and games for children to do at home during the 2020 stay-at-home order. Individuals would come pick up the kits in a drive thru fashion to take home to their children to help keep them active. We handed out 300+ kits to families in the Wyoming community.

### **Adopt-A-Park**

This year we kicked off the Adopt-A-Park program with a community cleanup event. The Spring Spruce Up took place on Earth Day to continually bring attention to clean and healthy living for people and wildlife. Over 80 volunteers successfully cleaned up Pinery Park, Lamar Park and the Wyoming Senior Center.

### **Wyoming Senior Center**

“I’m so glad this place is open again. You truly don’t know what you have until it’s gone! It means so much to have the WSC open and have it be a safe place where I can see my friends.”

**- WSC Participant**

# Parks & Recreation Is Essential to Building Community Resiliency in the Face of Natural Disasters, Climate Change and Pandemics

Parks and Recreation is on the frontlines of the Wyoming community's emergency response. As a result of the pandemic our priority was to continue to provide for our community in new and unique ways. We provided services like **meal distributions** to seniors and a **vaccine clinic** to help keep our most vulnerable population safe. We also worked to create cost effective and sustainable environmental solutions by **planting trees** in areas of need. We care about our community and parks and we will continue to keep working to make a difference on your behalf.





## Tree Planting

The City of Wyoming invested **\$7,068 in planting new trees** in our parks system. We partnered with community groups such as Girl Scouts Group 4932 GSMISTS Jr Troop who helped plant a tree at Battjes Park as a give back to the community of Wyoming.

## Meals on Wheels

Through the WSC, our partner Meals on Wheels continued to offer frozen meal pickup this past year and transitioned to congregate meals in July 2021. They served a combination of frozen and fresh meals totaling **7,488** with support from WSC staff and volunteers to ensure our older adults meet their nutritional needs.

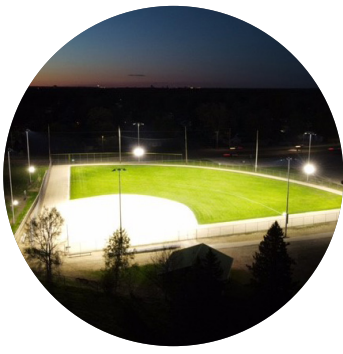
## COVID-19 Vaccine Clinic

“Thank you so much for offering a vaccine clinic at the WSC. It’s one more step in the right direction to get things back to normal. This is such a great service for Wyoming seniors, so we don’t have to travel far and can come somewhere that is familiar. Thanks to everyone who made this happen” - **Participant**



# Parks & Recreation Drives Economic Opportunity

Local parks and recreation spending supports economic activity and job creation. Over the course of the year, we have reopened parks, improved lighting systems, and even created seasonal first-time job opportunities for the youth and adults. We care about the Wyoming community which is why we strive daily to provide beautiful parks, fun programs, and create lasting opportunities for all.



### Palmer Field Lighting Project

With an investment over **\$277,000** the **Palmer Park Ballfield** is truly one of a kind. The new LED lights help reduce light pollution and decrease electrical cost while improving the safety of the on-field use and program experience.



### Ideal Park Development

With an investment of over **\$1,800,000**, **Ideal Park** features improved parking and enhanced safety features, Buck Creek viewing stations, a universally accessible playground, Wyoming's first rope enhanced play structure, and a rubberized play surface with a special butterfly play feature.



### Jackson Park Grand Reopening

The **\$1.4 million** investment in **Jackson Park** features a new splash pad, playground, shelter, parking lot, and security lighting. The overall improved park and it's accessibility is a great asset for all families of the community both now and in the future.

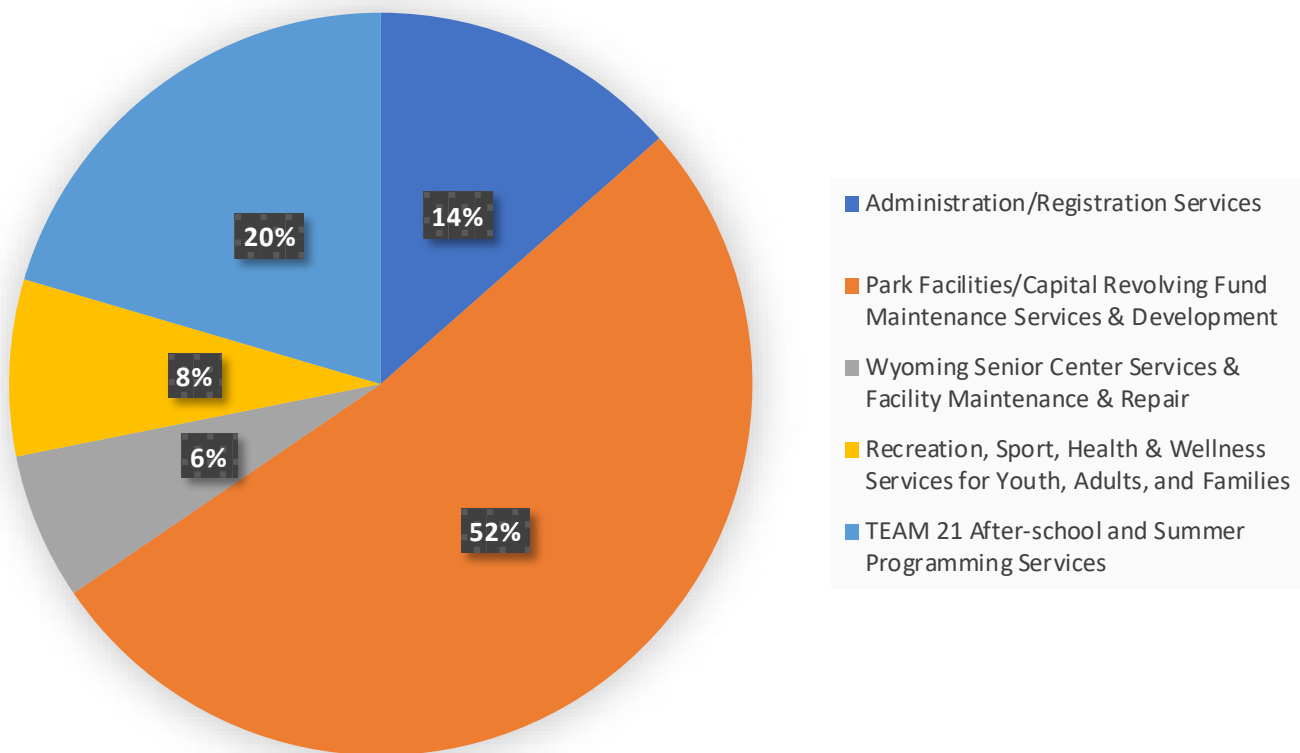


### Buck Creek Nature Preserve Parking Lot

The **\$39,000** improvement to the **Buck Creek Nature Preserve parking lot** enhances the safety of the trailhead and provides access to restrooms.

# Financial Overview

## FY 2021 PARKS & RECREATION EXPENSE & CAPITAL INVESTMENTS OF \$5,747,610.68



Administration/Registration Services	\$775,365.99
Park Facilities/Capital Revolving Fund Maintenance Services & Development	\$2,988,140.06
Wyoming Senior Center Services & Facility Maintenance & Repair	\$367,194.54
Recreation, Sport, Health & Wellness Services for Youth, Adults, and Families	\$441,823.61
TEAM 21 After-school and Summer Programming Services	\$1,175,086.48
<b>Subtotal Total Investments</b>	<b>\$5,747,610.68</b>





# Partners & Sponsors

AARP Foundation

AARP Michigan

American House

Area Agency on Aging Western Michigan

Barnes & Noble – Rivertown

Basic Payroll LLC

Bloom Credit Union

Car City

Daily Deals Food Outlet

District 7 Umpires Association

Family Outreach Center

Godfrey-Lee Public Schools

Godwin Heights Public Schools

Godwin Plumbing & Hardware

Grand Rapids Running Tours

Grand Rapids First

Grand Rapids Parks and Recreation

Grand Valley State University

Grand Rapids Heating & Cooling

Health Bridge Post-Acute Rehabilitation

Home Repair Services of Kent County

Hope Gardens

J&H Family Stores

Kids Food Basket

Lake Michigan Credit Union

Life Therapeutic Solutions, Inc.

Merl's Towing Service

Michigan Power Futbol Academy

National Heritage Academy

Park Center Lanes

Ron Courser & Associates

SKLD

T Mobile

The Pines Golf Course

The Salvation Army Kroc Center

Therapeutic Recreation

Weller Self Serve Auto Parts

West Michigan Basketball

West Michigan Fencing Academy

West Michigan Junior Football League

Wyoming Public Schools



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