

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

**Monday, October 9, 2023, 5:30 P.M.**

- 1) Call to Order**
- 2) Student Recognition**
- 3) Public Comment on Agenda Items (3 minute limit per person)**
- 4) IFT Draft Policy**
- 5) Shea Ravines PILOT Request**
- 6) City Council Retreat/Strategic Planning Session**
- 7) Any Other Matters**
- 8) Acknowledgement of Visitors/Public Comment (3 minute limit per person)**

*The City of Wyoming, including the City Council, is committed to ensuring all persons have access to all its programs, services, and activities, including any public meetings. The City Council will coordinate with city staff to ensure the City Council fulfills that commitment for its programs, services, and activities, including public meetings. Accommodations to enable virtual meeting attendance and participation can usually be made if a request is received at least 5 hours before the meeting time. Other accommodations may require more time.*

*Special Accommodations – Persons with impairments or disabilities needing accommodations to participate in the meeting or persons who need language interpretation services may contact the city clerk at either [Clerk\\_info@wyomingmi.gov](mailto:Clerk_info@wyomingmi.gov) or 616.530.7296 at least 36 hours before the meeting to make arrangements for appropriate accommodation.*

*Acomodaciones Especiales – Personas que deseen asistir a esta reunión y necesitan acomodación para participar, como servicios de interpretación, deben comunicarse con la Oficina del Administrador de la Ciudad al 616.530.7296 o [Clerk\\_info@wyomingmi.gov](mailto:Clerk_info@wyomingmi.gov) al menos 36 horas antes de la reunión para hacer arreglos para el alojamiento apropiado.*

## Memorandum

**DATE:** August 7, 2023  
**TO:** John Shay, City Manager  
**CC:** Patrick Waterman, Deputy City Manager  
**FROM:** Nicole Hofert, Director of Community and Economic Development  
**RE:** Updated IFT Policy – City Council Work Session Discussion 10.9.2023

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### Introduction

The City's current policy for Industrial Facility Tax (IFT) exemptions is outdated. Staff reviewed IFT policies from all over the state when crafting the current draft policy to ensure Wyoming would remain a competitive and desirable community for business investment.

### Revised Policy

The purpose of granting a tax exemption under 1974 PA 198, MCL 207.551 et seq. ("Act 198"), is to incentivize development on and/or improvements to industrial property that would not be made without the tax exemption. The incentive provides a benefit to the taxpayer for the property that is not enjoyed by that taxpayer's neighbors and competitors, or by city residents. Therefore, such exemptions should be granted when reasonably needed to foster a project that is of significant community benefit.

A revised policy has been created that seeks to update the existing policy while retaining the city's intent of supporting growing and new industries looking to make significant investment in Wyoming. The new policy:

- Ensures the city's policy is in compliance with Act 198.
- More clearly articulates the application process and required materials for the application.
- Provides minimum thresholds of company investment tied to the number of years for a recommended tax abatement. This replaces the antiquated scoring system in the current policy.
- Requires companies to demonstrate that without the IFT abatement, they would not be able to make the proposed investment in the city.
- Better defines annual reporting requirements for companies that receive a tax abatement.

## **Desired Council Feedback**

1. Does Council approve of the draft policy's project minimum to qualify? The draft policy states that for a project to be eligible for an industrial facilities tax abatement it must include a minimum capital investment of \$500,000, excluding land, and result in a minimum of three new jobs.
  - a. If Council does not approve of the proposed minimums, is there a different minimum threshold that Council would like to see?
  - b. If Council does approve of the minimums proposed, does Council also approve of the proposed number of abatement years tied to each of the investment levels?
2. Are there any other provisions of the draft policy or other questions Council wishes to discuss?

The current policy and draft policy are attached. Staff looks forward to joining with you in presenting this information at the October 9, 2023 City Council Work Session.

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## **EDC POLICY**

In order to maintain the development and redevelopment of industrial property, and an adequate tax base, plus create or retain quality jobs, an application for an Industrial Exemption Certificate will be reviewed on its merits with respect to the degree to which it will assist in achieving the defined goals of the City of Wyoming. All procedures, rights and obligations concerning such exemptions are subject to the Plant Rehabilitation and Industrial Development Districts Act, P.A. 198 of 1974, as Amended.

Personal Property Exemptions: Effective June 1, 2015, if personal property qualifies for an exemption under Sections 9m, 9n or 9o of Public Act 206 of 1893 as amended, the General Property Tax, MCL 211.9m, 211.9n and 211.9o, there will be no exemption under Act 198.

### **1. GOALS**

Industrial Development Districts and Plant Rehabilitation may be established for the following reasons:

- a) To enhance, over the long run, the tax base of the City of Wyoming;
- b) To encourage development and redevelopment that will increase the economic vitality of the industrial districts;
- c) To create and retain employment in industrial facilities that otherwise might, leave the City;
- d) To assist in the rehabilitation of older facilities and/or expansion of existing industrial facilities;
- e) To reduce property taxes as an obstacle to development of problem parcels of industrial real estate;
- f) To enhance the general attractiveness of the community.

### **2. ELIGIBLE FACILITIES**

Industrial plants eligible for tax benefits under Act 198 are those that primarily manufacture, or process, goods or materials by physical change. Related facilities of Michigan manufacturers such as, offices; engineering; research and development; warehousing or parts distribution are also eligible for exemption.

The exemption applies to buildings; building improvements; machinery; equipment; furniture and fixtures. Real property and personal property are eligible, whether owned or leased (provided the lessee is liable for payment of taxes on the property).

The exemption covers only the specific project that is the subject of the application for an Industrial Facilities Exemption Certificate. Any existing buildings and any equipment, which existed prior to construction of a “new facility”, are not exempt. If the property is a “rehabilitation”, the value of any preexisting, obsolete, property is exempt from ad valorem taxes but will be used as the base for the Industrial Facility Tax. Similarly, any structures, or equipment, added subsequent to the completion of the project are fully taxable.

Land is specifically excluded by State Statute.

### 3. INDUSTRIAL FACILITY TAX

#### Obsolete Facility

For an obsolete plant that is being replaced or restored, the Industrial Facilities Tax is determined like an ad valorem property tax, except the assessed value of the plant is “frozen” at the level of the obsolete facility prior to the improvement. This results in a one hundred percent (100%) exemption from the property tax on the value of the improvement.

#### New Facility

For a new plant, the Industrial Facilities Exemption tax is also determined like the property tax but only one-half (1/2) the millage rate (with the exception of the state education tax) is applied. This amounts to a fifty percent (50%) reduction in the property taxes on new construction, and/or new machinery and equipment.

Within sixty (60) days of the City granting an Industrial Facilities Exemption Certificate, the State Treasurer may exclude one-half (1/2), or all, of the number of mills levied under the State Education Tax Act, from the specific tax calculation on the facility if it is determined that reducing the number of mills used to calculate the specific tax is necessary to reduce unemployment, promote economic growth, and increase capital investment in the state.

#### Effective Date

An Industrial Facilities Exemption Certificate shall become effective on December 31 following the issuance of the Certificate. The maximum period that a Certificate may be in effect is twelve (12) years after the completion of the facility with respect to the real property and personal property components of the facility. The date of issuance of a certificate of occupancy shall be the date of completion of the facility.

The City Council may revoke the Certificate if it is determined that completion of the project has not occurred within two years after the effective date of the Certificate; or a greater time as authorized by the City Council for good cause; or if the holder of the Certificate has not proceeded in good faith in a manner consistent with the purposes of the Plant Rehabilitation and Industrial Development Districts Act in the absence of circumstances beyond the control of the holder.

4. AGREEMENT

An Industrial Facilities Exemption Certificate shall not be approved and issued unless a written agreement is entered into between the City of Wyoming and the owner of the industrial facility and filed with the Michigan State Department of Treasury. A sample copy of an agreement is attached to this policy statement.

5. REPAYMENT

Applicant agrees that if during the term of the Certificate, Applicant moves the jobs employed at the Project Site to a location outside the City of Wyoming, the City shall have the right to require a repayment equal to the total taxes abated by the City under the IFT Certificate. In the event a repayment is required under the terms of this paragraph the Applicant shall make such payment within 30 days of written demand by the City.

6. APPLICATION PROCESS

Granting Industrial Facilities Exemption Certificates is a two-step process and involves the City of Wyoming and the State of Michigan.

A. Establish Industrial Development District or Plant Rehabilitation District

Either the City Council or owners of seventy-five percent (75%) of the State Equalized Value of the industrial property located within the district may initiate action to establish an Industrial Development District, or a Plant Rehabilitation District. A request for establishment of such district must be filed with the City Clerk prior to commencement of the construction, alteration, or installation of equipment.

Written notice, by certified mail, of the proposed district must be provided to the owner of all real property within the proposed district prior to a public hearing.

B. Request for Industrial Facilities Exemption Certificate

Upon receipt of an application for certificate made to the City Clerk, on forms provided by the State Tax Commission, (copy attached) notices will be given to each taxing jurisdiction that levies ad valorem property taxes and shall afford the various taxing units an opportunity for a hearing.

C. Submittal to State

If the application for a Certificate is approved, the City clerk shall forward the application to the State Tax Commission and the Michigan Jobs commission for their review and approval. The State Tax Commission grants the final approval and issues the exemption certificate.

D. Application Fee

A non-refundable fee equal to one-tenth (1/10<sup>th</sup>) of one percent (1%) of the total project cost up to a maximum of ten thousand dollars (\$10,000) must accompany a request to create a Plant Rehabilitation District or an Industrial Development District.

7. GUIDELINES FOR TAX ABATEMENT

The City Council reserves the right to exercise its discretion in applying the tax abatement guidelines in any individual case. The City Council reserves the right to modify the tax abatement guidelines to reflect changing objectives, priorities or conditions.

Criteria used in reviewing applications will include, but may not be limited to:

- a. Compliance with the Wyoming Zoning Ordinance and Master Plan;
- b. Must use City of Wyoming as local Business address;
- c. There must be no delinquent taxes owed by the applicant;
- d. Submission of site plans and elevations;
- e. The project is a redevelopment or rehabilitation project, or a new development that is a benefit to the City;
- f. Permanent jobs will be created or retained as a result of the project;
- g. The new investment will not harm community health, safety and welfare;
- h. The prospects for long-term growth and viability are present;
- i. No pending or current litigation against the City by the applicant or its agent.

**Industrial Facilities Exemption Certificate Formula**

Points are calculated to determine the number of years for abatement as follows:

<b><u>SCORING FACTORS</u></b>	<b><u>EXAMPLE</u></b>	<b><u>DIE-TECH &amp; ENGINEERING</u></b>
<p><b><u>Firm Commitment:</u></b> Determine the “proposed investment amount”. The proposed investment amount equals the real property plus 50% of personal property. The proposed investment amount is then divided by the total cash value (assessed value times 2). Points awarded are 10% of this expansion figure</p>	<p>Proposed investment amount</p> $1,000,000 + 250,000(500,000/2) = 1,250,000$ $1,250,000/10,000,000 = 12.50\% * 10\% =$ <p><b><u>1.25 points</u></b></p>	<p>640,000/2 = 320,000</p> $320,000/1,446,200 = 22.13\% * 10\% =$ <p><b><u>2.21 points</u></b></p>
<p><b><u>Quantity of Jobs:</u></b> Points awarded are 50% of the number of new jobs.</p>	<p>10 * 50% =</p> <p><b><u>5 points</u></b></p>	<p>4 * 50% =</p> <p><b><u>2 points</u></b></p>
<p><b><u>Retention of Jobs:</u></b> Points awarded are 25% of the number of jobs retained.</p>	<p>50 * 25% =</p> <p><b><u>12.50 points</u></b></p>	<p>35 * 25%</p> <p><b><u>8.75 points</u></b></p>
<p><b><u>Quality of Jobs:</u></b> Proposed investment amount is divided by the</p>	<p>Dollars per Job</p> $\$1,500,000/10 = \$150,000$	$\$640,000/4 = \$160,000$ $\$160,000/\$100,000 =$

number of new jobs to arrive at “dollars per job”. Points are awarded equal to “dollars per job” divided by \$100,000 to a maximum of 10 points.	\$150,000/\$100,000 =  <b><u>1.5 points</u></b>	<b><u>1.6 points</u></b>
<u>Citizenship:</u> A judgmental category – refers to conformance, compliance, etc. Is the company a good corporate citizen? This involves issues such as timely filing of personal property statements, taxes being current, etc. Up to a maximum of ten (10) points	<ol style="list-style-type: none"> <li>1. Pays Taxes on time</li> <li>2. Files Personal Property Taxes on Time</li> <li>3. Has current Business license</li> <li>4. No outstanding zoning issues</li> <li>5. No Code Violations</li> <li>6. No Tax Tribunal in last 10 years</li> <li>7. Wyoming Address</li> </ol> <b><u>10 points</u></b>	<ol style="list-style-type: none"> <li>1. Pays Taxes on time</li> <li>2. Files Personal Property Taxes on Time</li> <li>3. Has Current Business License</li> <li>4. No outstanding Zoning Issues</li> <li>5. No Code Violations</li> <li>6. No Tax Tribunal in last 10 years.</li> <li>7. Wyoming Address</li> </ol> <b><u>10 points</u></b>
<u>Diversification:</u> A diversification bonus shall only be granted when a company installs new or modifies existing equipment or machinery for the purpose of manufacturing new products for an industry not currently served by the company. The diversification bonus is ten (10) points.	New product line =  <b><u>10 points</u></b>	No new Product line  <b><u>0 points</u></b>
<u>Business Life:</u> Points awarded are 25% of each year business has been located in the City of Wyoming.	10 * 25% =  <b><u>2.5 points</u></b>	15 * 25% =  <b><u>3.75 points</u></b>
<u>Redevelopment:</u> New investment in existing vacant industrially zoned	Not redeveloping vacant existing industrial Property	Not redeveloping vacant existing industrial property

facilities automatically qualifies for thirty (30) points. Points earned through factors a – e shall be in addition to the redevelopment points earned	<b><u>0 points</u></b>	<b><u>0 points</u></b>
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**Total Score**

**42.75 points**

**28.31 points**

**TOTAL SCORE:**

25 – 26.99	=	Four	(04) years
27 – 28.99	=	Five	(05) years
29 – 30.99	=	Six	(06) years
31 – 32.99	=	Seven	(07) years
33 – 34.99	=	Eight	(08) years
35 – 36.77	=	Nine	(09) years
37 – 38.99	=	Ten	(10) years
39 – 40.99	=	Eleven	(11) years
41 and up	=	Twelve	(12) years

8. Certificate Review Policy

Bi-Annually, companies receiving Industrial Facilities Exemption Certificates will be required to submit a notarized affidavit verifying conformance with the statements included in their application.

The bi-annual affidavit will be required throughout the life of the certificate unless modified by the City Council. Additionally, all existing certificate holders will be subject to the same requirement and review process.

Results of the affidavits will be reported to the City Council. In the event that a certificate holder is found not to be in compliance with the commitments made in their application, Council may take action to request revocation of the certificate from the State Tax Commission in accordance with the law.

**Industrial Facilities Tax Exemption Policy**

**1. Purpose.**

- A. The purpose of granting a tax exemption under 1974 PA 198, MCL 207.551 *et seq.* (“**Act 198**”), is to incentivize development on and/or improvements to industrial property that would not be made without the tax exemption. It provides a benefit to the taxpayer for the property subject to it that is not enjoyed by that taxpayer’s neighbors and competitors, or by city residents. Therefore, such exemptions should be granted when reasonably needed to foster a project that is of significant community benefit.
- B. Community benefits to be considered include (i) development, redevelopment or improvement of, or expansion of businesses on older, contaminated, blighted, or underutilized property, (ii) creation or retention of significant numbers of jobs paying living wages and benefits, (iii) enhancement of the City’s tax base (mostly after the termination of the exemption), (iv) elimination of nuisances on or generated by the subject property, (v) elimination of nonconforming uses of or structures on the subject property, (vi) catalyzing other development or redevelopment in the vicinity of the project or elsewhere in the City, (vii) improved environmental conditions or outcomes, (viii) achievement of goal provided in the City’s master plan or other approved city plans and documents, or (ix) other conditions or outcomes significantly benefitting the community. Increased production capacity or output, increased sales, or improved profitability for the applicant do not necessarily correlate to community benefits.
- C. An evaluation of community benefit should also include consideration of other community costs and/or support, such as, for example, (i) any needed infrastructure improvements, (ii) utilization of water and sanitary sewer services, loading and capacity, (iii) stormwater output, (iv) traffic congestion especially at shift changes, (v) impacts on occupants of property in the project’s vicinity, (vi) demands for city services such as police and fire, (viii) whether any specialized equipment will be needed, such as to plow or remove snow, for confined space or other rescue, or aerial apparatus for firefighting or rescue, and (ix) whether environmental justice concerns need to be evaluated.

**2. Personal Property Tax Exemptions.**

If personal property is “eligible manufacturing personal property” qualifying for exemption under sections 9m, 9n or 9o of the general property tax act, 1893 PA 206, MCL 211.9m, 211.9n, or 211.9o, Act 198 will not apply to that personal property.

**3. Eligible Property.**

Property eligible for an exemption includes:

- A. Land improvements (note this does not include the land), buildings, structures, and other real property, and machinery, equipment, furniture, and fixtures or any part or accessory whether completed or in the process of construction comprising an integrated whole (but not, as noted above, personal property that would be eligible manufacturing personal property under MCL 211.9m, 221.9n, or 211.9o).
- B. The primary purpose and use of which is
  - 1. Engaging in a high-technology activity,
  - 2. Operation of a strategic response center,
  - 3. Operation of a logistical optimization center as defined in Act 198,
  - 4. The manufacture of goods or materials (*i.e.*, a type of operation that would be conducted by an entity included in the classifications provided by sector 31-33 — manufacturing, of the North American industry classification system, United States, 1997, published by the office of management and budget, regardless of whether the entity conducting that operation is included in that manual),
  - 5. Creation or synthesis of biodiesel fuel,

6. The processing of goods and materials by physical or chemical change (*i.e.*, a type of operation that would be conducted by an entity included in the classifications provided by sector 31-33 — manufacturing, of the North American industry classification system, United States, 1997, published by the office of management and budget, regardless of whether the entity conducting that operation is included in that manual),
  7. The operation of a hydro-electric dam by a private company other than a public utility, or
  8. Agricultural processing facilities.
- C. Facilities related to a manufacturing operation under the same ownership, including, but not limited to:
1. Office,
  2. Engineering,
  3. Research and development as defined in Act 198,
  4. Warehousing, or
  5. Parts distribution facilities.
- D. Research and development laboratories of companies other than those companies that manufacture the products developed from their research activities and research development laboratories of a manufacturing company that are unrelated to the products of the company.
- E. Industrial property may be owned or leased. In the case of leased property, the lessee is liable for payment of *ad valorem* property taxes and shall furnish proof of that liability.
- F. Industrial property does not include any of the following:
1. Land.
  2. Property of a public utility other than an electric generating plant that is not owned by a local unit of government as provided in this subsection.
  3. Inventory.
- G. Speculative buildings as defined in Act 198 can be eligible if meeting the requirements of Act 198, though, except in extraordinary circumstances, the city will not create a district or approve an application for a speculative building.

#### 4. **Industrial Facilities Tax.**

- A. For an **obsolete facility** (as defined by Act 198) being replaced or restored, the industrial facilities tax is determined by multiplying the total *ad valorem* tax rate against the taxable value of the of the obsolete facility in the year immediately preceding the effective date of the exemption certificate. This has the effect of a 100% exemption from the property tax on the value of the improvements for the duration of the certificate.
- B. For a **new facility** (as defined by Act 198, which includes additions to existing facilities) and speculative buildings, the industrial facilities tax is also determined by multiplying 1/2 the total millage rate (with the exception of the state education tax) against the current taxable value of the new facility (*i.e.*, the improvements). This amounts to a 50% reduction in the property taxes on the improvements.
- C. Within 60 days of the City granting an industrial facilities exemption certificate, the state treasurer may exclude one-half, or all, of the number of mills levied under the state education tax act, from the specific tax calculation on the facility if it is determined that reducing the number of mills used to calculate the specific tax is necessary to reduce unemployment, promote economic growth, and increase capital investment in the state.

#### 5. **Effective Date and Term.**

- A. An industrial facilities exemption certificate takes effect on December 31 following its issuance. If the City approves the application and transmits all needed information to the State Tax Commission (“STC”)

by October 31 in a calendar year, the certificate will take effect on December 31 of that same calendar year.

- B. The maximum term that a certificate may be in effect is 12 years after the completion of the facility with respect to the real property components of the facility. The date of issuance of a certificate of occupancy shall be the date of completion of the facility. Projects are to be completed within 2 years.
- C. The City Council may request that the STC revoke an industrial facilities exemption certificate if the City Council determines that construction of the project was not completed within 2 years after the effective date of the certificate or, except for circumstances beyond the control of the certificate holder, that the purposes for which the exemption was granted are not being fulfilled. The process for considering revocation and the consequences of revocation will be stated in the required agreement.

## **6. Agreement.**

- A. An exemption requires a written agreement between the City and the certificate holder to be filed with the Michigan Department of Treasury. (A sample agreement is attached to this policy.)
- B. The agreement shall require at least the following:
  - 1. Specify the numbers of additional and/or retained employees to meet the numbers established in the agreement by the dates established in the agreement, along with representations about the compensation to be paid them.
  - 2. Specify the amount of investment in the restoration, new facility, or replacement facility by the date(s) established in the agreement.
  - 3. If the facility closes, jobs are reduced, or other terms of the agreement are breached, the City Council may by a resolution adopted after the certificate holder is given notice and an opportunity to address the City Council (i) seek revocation of the certificate, and (ii) require repayment, within 30 days after its revocation, of some or all of the abated taxes levied by all taxing jurisdictions.
  - 4. Other provisions, including conditions, required by this policy shall also be included.
- C. The City cannot enter into an agreement (and therefore cannot grant an exemption) to any individual or entity in default to the City. This means no exemption will be granted (i) to anyone who is delinquent in the payment of any real or personal property taxes, water or sewer bills, or other amounts due the city, (ii) for any property for which there are delinquent real or personal property taxes, water or sewer bills, (iii) to anyone who has unresolved ordinance violations or notices to correct property conditions, or (iv) for any property for which there are unresolved ordinance violations or notices to correct property conditions.

## **7. Application Process.**

- A. Before submitting an application or requesting the formation of an industrial development or plant rehabilitation district, the prospective applicant shall meet with the City's Director of Community and Economic Development to familiarize the City with the scope of the project and orient the applicant to the City's process and policy.
- B. The property must be within an industrial development or plant rehabilitation district. If it is not, the applicant must submit a written request to establish the appropriate district before any construction, acquisition, alteration, or installation that is part of the project begins. If the City receives a request to establish an industrial development or plant rehabilitation district, the following will apply:
  - 1. Normally, the proposed district should be legally described to be as small as reasonably possible, often to include only the parcel on which the project is located or, in some cases, the footprint of the planned building addition.
  - 2. The City Council will adopt a resolution setting a public hearing and directing City staff to issue the written notices required by Act 198 at least 14 days before the public hearing by certified mail to the owners of all property within the proposed district

3. After the public hearing, the City Council will determine whether the statutory criteria for establishing the district have been met and whether the proposed project complies with the requirements of Act 198 and this policy.
  - a. If so, the City Council will adopt a resolution making the findings required by Act 198 and establishing the district.
  - b. If not, the City Council will adopt a resolution declining to establish the proposed district that states the reasons it declines to establish the proposed district.
- C. If the property is already within an industrial development district or plant rehabilitation district or once one has been created, then an application for Act 198 tax exemption shall be submitted to the Community and Economic Development department and contain the following information:
  1. A request for the Act 198 tax exemption on the applicant's company letterhead that summarizes the proposed project and details how it meets the purposes of this policy, including detailing the community benefits resulting from the project. The letter should also state the projects anticipated schedule and should state why the tax exemption is essential to the project.
  2. A detailed list of project costs including breakdowns by category and installation dates.
  3. A fully completed and signed application on the form required by the state with all required attachments and additional information must be filed within the time limits established by Act 198.
  4. A completed and signed affidavit for no fees.
  5. A non-refundable application fee equal to one-tenth of one percent (0.1%) of the total project cost up to a maximum of \$10,000.
- D. Once an application is received, City staff will:
  1. Review the application for completeness, compliance with Act 198 and state requirements, and compliance with this policy.
  2. Ask for any additional information needed to complete the application or to address any question that the City staff has or that it anticipates the City Council or others may want.
  3. Prepare a draft agreement to be reviewed and signed by the applicant. The completed agreement must be a form acceptable to the city attorney.
  4. Prepare a staff report and City Council resolution to set a public hearing on the application and submit to the Clerk's office for placement on the next available City Council agenda.
- E. At the meeting, the City Council will adopt a resolution setting a public hearing on the application for a future date and directing City staff to issue the written notices required by Act 198 to the City assessor and to the legislative body of all taxing units levying taxes against the property subject to the application.
- F. The applicant is required to attend the public hearing meeting. Following the conclusion of the public hearing, the City Council will determine whether the statutory criteria for granting the exemption have been met and whether the application and the proposed project complies with the requirements of Act 198 and this policy.
  1. If so, the City Council will adopt a resolution making the findings required in Act 198 and approve the exemption for a term (not to exceed 12 years) in accordance with this policy. The approved application, a copy of the approving resolution and other needed material will be forwarded to the STC.
  2. If not, the City Council will adopt a resolution disapproving the application that states the reasons why it disapproved the application. Staff shall return the application to the applicant who will have 10 days to appeal that decision to the STC.
- G. The City Council will take final action on a fully completed application for property in an established industrial development or plant rehabilitation district within 60 days of receipt of the fully completed application and agreement signed by the applicant.

**7. Criteria for Approving Exemption.**

- A. The proposed project and resulting facility must comply with the City's zoning ordinance, master plan, and economic development goals. No tax abatement shall be granted for any nonconforming use or facility.
- B. After the project is completed, it must not increase noise, odors, outside storage, or other conditions that are hazardous, nuisances, or otherwise detrimental to property or occupants of property in vicinity of the project. The project shall not have the effect of creating or perpetuating conditions that are environmentally unjust.
- C. As noted above, the City cannot enter into an agreement (and cannot grant an exemption) to anyone in default to the City. The applicant and property must comply with section 6.C of this policy.
- D. For a company to qualify for an exemption, the project must include a minimum capital investment of \$500,000, excluding land, and result in a minimum of three new jobs. The chart below shows the number of years for which a tax exemption would be granted for. Only jobs with wages that meet or exceed the United Way's ALICE threshold will be eligible to be included in this calculation.
- E. The applicant must demonstrate that the tax abatement is essential to the project (e.g., the project is infeasible, will be located elsewhere, or will for other stated reasons not be undertaken if the tax abatement is not granted).
- F. The City Council must determine the loss of tax revenues for the term of the exemption is offset by the gains to the community from the project based on considerations in subsections 1.B and 1.C above.
- G. There is no pending property tax appeal applicable to the property or its occupants.
- H. The City Council may consider other information and factors that it determines are important given the project's site, scale, and other aspects.

**TAX EXEMPTION DURATION CHART FOR INDUSTRIAL FACILITIES (P.A. 198)**

**Number of New Jobs Resulting From Construction of Real Property**

3 - 5   6 - 9   10 - 13   14 - 18   19 - 23   24 - 28   29 - 34   35 - 40   41+

Value of Capital Investment ( <i>excluding</i> land) (Minimum)	<u>Exemption Duration (Years)</u>								
	4	5	6	7	8	9	10	11	12
\$500,000 - \$550,000	4	5	6	7	8	9	10	11	12
\$550,001 - \$1,000,000	5	6	7	8	9	10	11	12	
\$1,000,001 - \$1,450,000	6	7	8	9	10	11	12		
\$1,450,001 - \$1,725,000	7	8	9	10	11	12			
\$1,725,001 - \$2,075,000	8	9	10	11	12				
\$2,075,001 - \$2,350,000	9	10	11	12					
\$2,350,001 - \$2,575,000	10	11	12						
\$2,575,001 - \$3,000,000	11	12							
\$3,000,001 +	12								

**8. Conditions of Approval and Reporting.**

A. The following conditions will apply to any industrial facilities tax exemption approved by the City:

1. The applicant or its successor will not seek further tax relief during the term of the exemption and 2 years thereafter, in any forum, including but not limited to the Michigan Tax Tribunal, provided property tax assessments are based on the investment the applicant shows in the project completion information filed in accordance with Act 198 as adjusted by the applicable annual taxable value factor set by the state (*i.e.*, the lesser of the rate of inflation or 5% per year).
2. The company must maintain operations and employment at that site or be replaced by comparably valued improvements for the term of the industrial facilities exemption certificate and at least 2 years after its expiration.
3. The number of new permanent, full-time jobs to be created by the proposed improvements, shall pay industry standard living wages, and include the provision of health and other benefits as provided in subsection 7.D.

4. These conditions will be included in the required agreement. A failure to meet these conditions can result in the City's clawback of all the taxes that would have been paid if the exemption were not approved.
- B. Beginning on December 31, of the first full year of the tax abatement, and then annually thereafter, the industrial facilities exemption certificate hold shall submit a letter to the City certifying that:
1. It is still operating on the project site,
  2. It has created and retained the number of new jobs identified in the original application, that these positions are currently filled, and the compensation provided the employees meets the represented levels,
  3. It is complying with all other terms of the agreement.

This policy was approved by the Wyoming City Council at a regular meeting held on \_\_\_\_\_, 2023.

**ATTACHMENT:** Sample Contract

DRAFT - 08.17.2023

## Memorandum

**DATE:** October 3, 2023

**TO:** John Shay, City Manager

**CC:** Patrick Waterman, Deputy City Manager

**FROM:** Nicole Hofert, Director of Community and Economic Development

**RE:** Requested PILOT by Shea Ravines – City Council Work Session Discussion 10.9.2023

---

### **Introduction**

Woda Cooper Development, Inc. (“WCD”) and Cherry Health (“CH”) plan to develop and own a residential community utilizing the Low-Income Housing Tax Credits (LIHTC) issued by the Michigan State Housing Development Authority (“MSHDA”). The proposed plan is to submit a LIHTC application in the December 2023 funding round as a 9% LIHTC application. The application will be submitted as a general occupancy and permanent supportive housing deal targeting households between 30% Area Median Income (“AMI”) and 80% AMI. WCD is requesting a payment in lieu of taxes (PILOT) and municipal services agreement (MSA) for the project in place of ad valorem property taxes.

### **Project**

WCD and CH is proposing to develop its own residential community called Shea Ravines at 2929 Burlingame Avenue SW. The development would include two new buildings with housing provided for households earning between 30% and 80% of the area median income (AMI). The buildings will also include permanent supportive housing units for the top 10% of the Continuum of Care’s prioritization list and households of chronically homeless. The project is expected to be developed in two separate phases, with the first phase consisting of a 4-story building with 40 one-bedroom units and 16 two-bedroom units. These units will be divided into 36 general occupancy units and 20 permanent supportive housing units. Phase II would be developed at a later date with a similarly sized building, unit counts, and occupancy designations. Cherry Health would continue to operate their existing medical clinic within their existing building on site, serving as a supportive resource for those residing in Shea Ravines.

The City Council approved a rezoning of this property to Form Based Code – Corridor Suburban (FBC-CS) in September. The project will require Planning Commission special use approval for supportive housing. It is expected that Planning Commission will review the project in November.

### **Discussion**

In order to assist with the feasibility of the project, the developer is requesting a property tax exemption in conjunction with other assistance from the Michigan State Housing Development Authority (MSHDA). Under the proposed PILOT ordinance and municipal services agreement, the owning entity will pay the City 3% of total shelter rents as a payment in lieu of taxes (PILOT) and 5% of the total shelter rents as a municipal services agreement, versus property taxes based upon taxable value of the entire site. These

payments will be made and the tax exemption will remain in effect as long as the 45-year MSHDA loan funding agreement is in existence.

Staff looks forward to joining with you in presenting this information at the October 9, 2023 City Council Work Session.

###

## APPLICATION FOR PAYMENT IN LIEU OF TAXES (PILOT)

PROJECT NAME:	Shea Ravines
PILOT PERIOD REQUESTED:	45 Years (Should match term of qualifying mortgage)
NUMBER OF PARCELS IN PROJECT AND PARCEL NUMBERS:	1 parcel. Number of Parcels and Parcel Numbers PID: 41-17-15-226-090
APPLICATION TYPE: (Check all that apply)	<input checked="" type="checkbox"/> NEW PROJECT <input type="checkbox"/> RESTRUCTURE OF PROJECT FINANCING <input type="checkbox"/> CHANGE IN OWNERSHIP
PILOT Percentage Requested:	3% PILOT and 5% MSA.

### A. OWNERSHIP INFORMATION

NAME OF OWNERSHIP ENTITY:	Shea Ravines Limited Dividend Housing Association Limited Partnership
---------------------------	---

TYPE OF OWNERSHIP:	<input type="checkbox"/> LIMITED DIVIDEND HOUSING ASSOCIATION
	<input type="checkbox"/> QUALIFIED NONPROFIT HOUSING CORPORATION
	<input type="checkbox"/> CONSUMER HOUSING COOPERATIVE
	<input type="checkbox"/> LIMITED LIABILITY COMPANY OR CORPORATION
	<input checked="" type="checkbox"/> OTHER: (DESCRIBE) Limited Dividend Housing Association Limited Partnership

DEVELOPER/SPONSOR:	Woda Cooper Development, Inc.
DEVELOPER ADDRESS:	500 South Front Street, 10 <sup>th</sup> Floor, Columbus, Ohio 43215

CONTACT PERSON:	Gregory Mustric
TELEPHONE:	614-396-3222
EMAIL:	gmustric@wodagroup.com

community • safety • stewardship

CITY COUNCIL

**B. CITY APPROVALS NEEDED**

PLANNING COMMISSION	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NOT APPLICABLE
	STATUS: Working with the city on site plan approval and special use for PSH/LIHTC.
ZONING BOARD OF APPEALS	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NOT APPLICABLE
	STATUS: City to confirm if this is needed for PSH special use.
OTHER:	STATUS:
EXPECTED PROJECT START DATE:	November 2024
EXPECTED PROJECT COMPLETION DATE:	November 2025

**C. PROJECT INFORMATION**

Project Address:	2929 Burlingame Ave. SW
General Location (e.g. cross streets)	Prairie Pkwy SW and Burlingame Ave. SW
Is Project located in a Renaissance Zone?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is Project located in a Neighborhood Enterprise Zone?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is Ownership Entity able to demonstrate site control?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**Note: Project is not eligible for PILOT if Ownership Entity is not able to demonstrate site control. Site control is demonstrated through ownership, purchase/option agreement, etc. Contact the Community and Economic Development Department with questions regarding sufficient documentation.**

**Provide a complete description of the project including the parties involved, necessary background information, number of parking spaces being provided, and any special certification (e.g. LEED) the project will target. (Provide attachment if necessary)**

- Please see the attached project narrative which includes the above information.

**If project financing is being restructured, detail all physical improvements to the project completed within the last five (5) years and any planned improvements. (Provide as attachment if necessary)**

- Not Applicable

**D. BUILDING INFORMATION**

Building Type (e.g. single/multi-family, number of floors):	Multi-family
Total Number of Units:	56
Number of Rent Restricted Units:	56
Number of Market Rate Units:	0
Total Number of Barrier-Free Units:	6
Target Demographic(s) (seniors, families, persons with disabilities) General Occupancy and Permanent Supportive Housing (Chronically homeless, top 10% of the COC prioritized list).	

Transitional Housing for Homeless Project	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	General Occupancy/PSH
Emergency Shelter Project	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Targeted Income (% of Area Median Income)	Estimated: 20 units at 30% 12 units at 40% 24 units at 80%	
Residential Space Square Footage:	Estimated: 56,256 sqft	
Non-Residential (N/R Space):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Square Footage (of N/R Space):	0 SQFT	
Use (of N/R Space):	N/A	
Zone District:	FBC-CS	

Describe how the project will fit into the neighborhood: The building design and materials will complement existing styles and materials used within the adjacent neighborhood. Parking will be located on-site. The location of the site is complimentary for multi-family housing and blends nicely with the commercial and residential areas surrounding the property. Additionally, the site will bring more population density to support the local businesses and restaurants in the area.

Provide neighborhood feedback regarding any proposed new construction: Community meetings will be held and will continue to be held on an as-needed basis. Currently, we are preparing a community meeting to discuss the Good Neighbor Plan and our vision for the site. We have meet with the Continuum of Care to discuss the project and plan to provide an update at their next meeting.

### E. UNIT INFORMATION

Unit Type	Number of Units	Average Unit Size (sq. ft.)	Projected Monthly Rent per Unit (including utility allowances)	
			Restricted Rate	Market Rate *
<b>Rent Restricted Units</b>				
0- Bedroom				
1- Bedroom	40	682	\$616/\$1,171/\$1,211	FMR: \$1,101 plus utilities
2- Bedroom	16	912	\$742/\$1,337/\$1,458	FMR: \$1,326 plus utilities
3- Bedroom				
4- Bedroom				
5- Bedroom				
Subtotal	56			

\*The expected market rate for the rent restricted unit. The information is used for comparison purposes.

Provide a description of the units in the project: See below.

See below and project narrative

The project will include 56 units: 40 1BR units and 16 2BR units. LIHTC units will be income and rent restricted for individuals earning 30%, 40% and 80% of Area Gross Median Income. Each unit will include several amenities such as microwave range hoods, dishwashers, central air conditioning, as well as energy efficient "green" features such as Low-E windows, Energy Star appliances (as available) and significant insulation. It is expected that the property will qualify for Enterprise Green Communities or LEED Certification.

Unit Type	Number of Units	Average Unit Size (sq. ft.)	Projected Monthly Rent per Unit (including utility allowances)	
			Restricted Rate	Market Rate *
<b>Market Rate Units</b>				
0- Bedroom				
1- Bedroom				
2- Bedroom				
3- Bedroom				
4- Bedroom				
5- Bedroom				
Subtotal	0			
Total	0			

## F. PROJECT FINANCING

Federally-aided Mortgage, Advance, or Grant	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Name of Loan/Credit Program	Term of Financing	Amount
		\$
		\$
		\$

State-aided Mortgage, Advance, or Grant	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Name of Loan/Credit Program	Term of Financing	Amount
		\$
		\$
		\$

City-aided Mortgage, Advance, or Grant	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Name of Loan/Credit Program	Term of Financing	Amount
		\$
		\$
		\$

Low Income Housing Tax Credits (LIHTC)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Name of Loan/Credit Program	Term of Financing	Amount
Federal Low-Income Housing Tax Credit Equity	N/A	\$14,283,971
		\$
		\$

LIHTC Application Date:	December 1, 2023	
LIHTC Status:	Preparing to submit the application on December 1, 2023.	
Initial Use Commitment in LIHTC Application:	15	Years
Extended Use Commitment in LIHTC Application:	30	Years
Total Length of Affordability Commitment in LIHTC Application:	45	Years

Contact Person for Qualifying Federal or State Financing:	Chad Benson (MSHDA)
Phone Number:	517-373-3433
Email:	bensonc@michigan.gov

Description and status of other (private) financing:	
Conventional mortgage - \$2,200,000: 7.5% interest; 35-year amortization. We will receive a commitment letter prior to the LIHTC submission. Developer Fee Capital Investment for Supportive Services Estimate: \$120,000. We will receive a commitment letter prior to the LIHTC submission. 45L Credit Equity: \$121,788. We will receive a commitment letter prior to the LIHTC submission. Deferred Developer Fee: \$133,356. This will be provided if we are awarded LIHTC.	

Description why PILOT is necessary:	
A PILOT is required for scoring purposes and project financial feasibility on the MSHDA application. Without a PILOT, it is very difficult to win an allocation of tax credits in the 9% competitive round. Both Ownership and Investors desire a PILOT because of the consistency and certainty of this stabilized fee over the compliance period. This reduces risk of operational shortfalls and assures long-term stability for the property.	

## **G. ADDITIONAL INFORMATION**

Attach the following required documents to this application.

- Ownership Entity Organizational Documents
- Description of Project
- Legal Description of property (electronic version should be available on request)
- Evidence of Site Control
- Statement of Development Team Experience (be specific)
- Sources and Uses Statement (indicate if the funding is committed or pending)
- Operating Proforma (highlighting PILOT contribution to project)
- Financing Mortgage
- Financing Note
- Financing or Development Agreement/Copy of Regulatory Agreement
- Location Map of Project Parcels
- Property Manager Portfolio (of properties)
- Capital Improvements Schedule
- Other Attachment (Describe) Preliminary site plan

Provide explanation below if any required documents are unavailable at the time of this application.

- The organizational documents have been ordered and will be provided ASAP.
- The legal description can be available upon request
- Evidence of site control – included is a Deed showing the property is owned by the Co-developer and Co-Owner, Cherry Health. Cherry Health and Woda Cooper Development, Inc. are in negotiations for a long-term lease on the property. A copy of the long-term lease can be provided once both parties agree to the terms.
- The Financing Mortgage and Note have not been obtained as of the date of this request as the project has not closed on financing.
- There is no Development Agreement/Copy of Regulatory Agreement as of the date of this request and the project has not closed on financing.

**The applicant is responsible for providing written notification to the Community and Economic Development of any change in the information contained in this application or its attachments as soon as the applicant becomes aware of the change.**

The City reserves the right to request additional information and/or supporting documentation related to this application

The undersigned hereby attests that to the best of his or her knowledge the information presented herein, including the attachments, is true and correct.

*Gregory Mustric*

Date: 9/25/2023

Signature of Authorized Representative

Name: Gregory Mustric

Title: Vice President



## Shea Ravines Project Narrative

Woda Cooper Development, Inc. (“WCD”) and Cherry Health (“CH”) plan to develop and own this residential community utilizing the Low-Income Housing Tax Credits (LIHTC) issued by the Michigan State Housing Development Authority (“MSHDA”). The proposed plan is to submit a LIHTC application in the December 2023 funding round as a 9% LIHTC application. The application will be submitted as a general occupancy and permanent supportive housing deal targeting households between 30% Area Median Income (“AMI”) and 80% AMI. Permanent Supportive Housing units will target the top 10% of the Continuum of Care (CoC) registry and households of chronically homeless. The permanent supportive housing units would receive Project-Based Vouchers from the Grand Rapids Housing Commission. The project name for the development is Shea Ravines.

### Development concept

Shea Ravines is located at 2929 Burlingame Ave. SW in Wyoming, Michigan. The project will be developed in two (2) phases. The first phase includes one 3-story building design consists of 40 one-bedroom units and 16 two-bedroom units. There will be 36 general occupancy units and 20 permanent supportive housing units. The estimated building gross square feet is 56,256 while the net square footage is 51,922. The total gross and net square footage includes the common areas and residential units. Preliminary residential unit square footage estimates are as-follows: One-bedroom units will be 682 gross square feet per unit, and the two-bedroom units will be 912 gross square feet per unit. Each floor will be accessible via elevator and stairs. The building will be 100% visitable to aid residents and guests who are mobility impaired. 10% of the units will be ADA compliant and accessible. Parking will be adjacent to the building. We plan to utilize the same development concept and unit mix for the second phase of the development. The second phase residents will also have access to the exterior community amenities built in the first phase. It’s anticipated that both Phase I and Phase II will include 1.5 parking spaces per unit. Therefore, each phase will include 84 parking spaces for a total of 168 parking spaces. It’s anticipated that the Cherry Health Medical Center will have 81 parking spaces. The warehouse portion of the medical center will be demolished while the main Cherry Health Medical Center will remain in operation throughout construction. A RAPID (Suburban Mobility Authority for Regional Transportation) bus stop in front of the site and several within walking distance from the site. There is also a GO! Bus for residents with disabilities and seniors aged 65 and older. The site plan will be updated as we receive input from the City of Wyoming.

The location of Shea Ravines is ideal for general occupancy and permanent supportive housing due to the close proximity to supportive service providers, restaurants, retail, medical offices, and recreational areas. An abundance of employment opportunities surrounds the site with entry level jobs, full and part time retail/service jobs as well as several volunteer opportunities. The walkable and bikeable immediacy of amenities, jobs, and life-enriching activities make the site ideal for active residents.

The conceptual plan for Shea Ravines is comprehensive and appealing for active modern lifestyles. Unit amenities include open floor plans with microwaves, dishwashers, frost-free refrigerators, self-clean oven, central air conditioning, washer/dryer hook-ups, as well as energy efficient “green” features such as abundant insulation, energy efficient windows and Energy Star appliances (as available). Community features will include a community room with a kitchenette, restrooms, common laundry, fitness center, property manager’s office, package room, permanent supportive housing offices for the service providers and case management. Outdoor amenities include a playground, dog park, a large patio with a grill and picnic area. It is expected that the property will qualify for LEED Zero Energy or similar certification.

The development will set aside units for residents earning up to 80% of the Area Median Income (“AMI”). 35.71% of units (20) will be targeted to 30% AMI, 21.43% of units (12) will be targeted to 40% AMI, 42.86% of units (24) will be targeted to 80% AMI. These AMI restrictions will be spread out between the unit types. The project will be deed restricted to maintain these affordability levels for period of 45 years. The development anticipates utilizing 20 Section 8 Project-Based Vouchers for the Permanent Supportive Housing units. The Owner will pay for all utilities on PSH units per MSHDA guidelines. For all General Occupancy units: tenants will pay water, sewer, electric for lighting, cooking, and air conditioning as well as gas for heat and hot water plus any charges for telephone, cable television, or internet. The Owner will pay for trash collection.

#### Permanent Supportive Housing Target Population

The 20 PSH units will be set aside for the Top 10% of Continuum of Care's Prioritization List and Households of Chronically Homeless.

#### Proposed Development Team

- **Project Owner:** Shea Ravines Limited Dividend Housing Association Limited Partnership (Woda Cooper Companies, Inc. and Cherry Health will be owners of the General Partner)
- **Developer:** Woda Cooper Development, Inc.
  - **Contacts:** P. Craig Patterson (Senior VP), Gregory Mustric (VP)
- **Co-Developer and Service Provider:** Cherry Health
  - **Contacts:** Tasha Blackmon (President and CEO), Bill Joure (COO)
- **General Contractor:** Woda Construction, Inc.
- **Property Manager:** Woda Management & Real Estate, LLC
- **Legal Counsel:** Reno & Cavanaugh PLLC
- **Green Consultant:** Sol Design & Consulting
- **Lead Service Agency (Permanent Supportive Housing Service Provider):** Community Rebuilders, Inc.





**Shea Ravines  
Evidence of Site Control**

Woda Cooper Development, Inc. and Cherry Health are co-developers and project owners of Shea Ravines. Together, we will develop a 56-unit apartment community on excess land owned by Cherry Health in Wyoming, Michigan.

Cherry Health aka Cherry Street Services, Inc. owns the property in which Shea Ravines will be developed. Attached is the Warranty Deed showing that Cherry Street Services, Inc. (Cherry Health) owns the property at 2929 Burlingame Ave. SW in Wyoming, Michigan. As owner of the property, Cherry Health has the unilateral ability to assign the property to proposed ownership entity, Shea Ravines Limited Dividend Housing Association Limited Partnership. Since Cherry Health owns the site and is Co-Developer and Co-Project Owner of the GP, they will be able to maintain site control via Warranty Deed 120 days from the application due date with extensions available as necessary.

Please note that Kent County has updated the Parcel Number to 41-17-15-226-090 instead of 41-17-15-226-070 listed in the Warranty Deed.

Please feel free to contact Greg Mustric (Vice President of Woda Cooper Companies, Inc.) at [gmustric@wodagroup.com](mailto:gmustric@wodagroup.com) or 614-396-3222 if you have any questions.

3/22/23  
**202112280137940**

Total Pages: 3  
12/28/2021 01:52 PM Fees: \$30.00  
Lisa Posthumus Lyons, County Clerk/Register  
Kent County, MI



ju-93

**MICHIGAN REAL ESTATE TRANSFER TAX**

RECEIVED R00

**202112280137940**

2021 DEC 28 PM 1:50

12/28/2021 01:52 PM Kent County, MI  
Receipt# R-21-93668  
Tax Stamp # 88518

County Tax: \$1222.10 State Tax: \$8332.50

I HEREBY CERTIFY that there are No Tax Liens or Titles held by the State or any Individual against the within description, and all Taxes on same are paid for five years previous to the date of this instrument, as appears by the records in my office. This certificate does not apply to current taxes, if any now in process of collection.  
DATE 12-28 2021

[Signature]  
Deputy, Kent County Treasurer, Grand Rapids, Michigan

**Corporate**  
(Unplatted Land)

**WARRANTY DEED**

**Drafted By:**

Rachel Versluis, Manager  
KMF Classic, L.L.C.  
896 Timber Winds Court, SW  
Grand Rapids, MI 49534

**Return To:**

Cherry Street Services, Inc., also  
known as Cherry Street Health Services  
100 Cherry Street, SE  
Grand Rapids, MI 49503

**Send Tax Bills To:**

Cherry Street Services, Inc., also  
known as Cherry Street Health Services  
100 Cherry Street, SE  
Grand Rapids, MI 49503

Recording Fee: \$30.00  
File Number: 946771

State Transfer Tax:  
County Transfer Tax:

Tax Parcel No.:  
Part of 41-17-15-226-070 \*

Know All Persons by These Presents: That **KMF Classic, L.L.C., a Michigan limited liability company** whose address is 896 Timber Winds Court, SW, Grand Rapids, MI 49534

Convey(s) and Warrant(s) to **Cherry Street Services, Inc., also known as Cherry Street Health Services, a Michigan non-profit corporation** whose address is 100 Cherry Street, SE, Grand Rapids, MI 49503

the following described premises situated in the City of **Wyoming**, County of **Kent**, State of Michigan, to wit:

(SEE ATTACHED EXHIBIT A)

More commonly known as: **2929 Burlingame Avenue SW, Wyoming, MI 49509**

For the full consideration of: **Real Estate Transfer Valuation Affidavit Filed herewith**

**Subject To:**

Existing building and use restrictions, easements of record, and zoning ordinances, if any.

split

PPN \*  
VERIFIED BY PD&M WD 186



**First American Title Insurance Company**

**(Attached to and becoming a part of Warranty Deed dated: December 27, 2021 between KMF Classic, L.L.C., a Michigan limited liability company, as Seller(s) and Cherry Street Services, Inc., also known as Cherry Street Health Services, a Michigan non-profit corporation, as Purchaser(s).)**

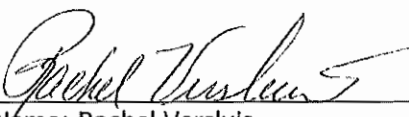
**If the property conveyed is unplatted, the following applies:**

The grantor grants to the grantee the right to make 1 (one) division(s) under section 108 of the land division act, Act No. 288 of the Public Acts of 1967. **(If no number is inserted, the right to make divisions stays with the portion of the parent tract retained by the grantor; if all of the parent tract is conveyed, then all division rights are granted.)** This property may be located within the vicinity of farmland or a farm operation. Generally accepted agricultural and management practices which may generate noise, dust, odors, and other associated conditions may be used and are protected by the Michigan Right to Farm Act.

Dated this December 27, 2021.

**Seller(s):**

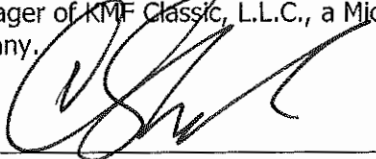
KMF Classic, L.L.C., a Michigan limited liability company

By:   
Name: Rachel Versluis  
Title: Manager

State of Michigan

County of Kent

The foregoing instrument was acknowledged before me this December 27, 2021 by Rachel Versluis, Manager of KMF Classic, L.L.C., a Michigan limited liability company.

  
Notary Public: Craig S. Wandrie  
Notary County/State: Barry / Michigan  
County Acting In: Kent  
Commission Expires: 11/15/2026



***(Attached to and becoming a part of Warranty Deed dated: December 27, 2021 between KMF Classic, L.L.C., a Michigan limited liability company, as Seller(s) and Cherry Street Services, Inc., also known as Cherry Street Health Services, a Michigan non-profit corporation, as Purchaser(s).)***

## **EXHIBIT A**

Land situated in the City of Wyoming, County of Kent, State of Michigan, described as follows:

That part of the NE 1/4, Section 15, T6N, R12W, City of Wyoming, Kent County, Michigan described as: commencing at the NE corner of section 15; thence S00°22'E 433.32 feet along the East line of said NE 1/4 to the PLACE OF BEGINNING of this description; thence S00°22'E 565.83 feet along said East line, thence N87°37'30"W 396.14 feet along the Northerly right of way line of Prairie Parkway; thence Southwesterly 416.34 feet along the Northerly right of way line of Prairie Parkway on a 850.00 foot radius curve to the left, the chord of which bears S78°20'34"W 412.19 feet; N87°37'30"W 25.72 feet; thence N36°53'E 442.34 feet; thence N00°01'00"W 20.17 feet; thence N89°44'56"E 217.73 feet; thence N00°22'00"W 254.52 feet; thence N89°38'E 340.00 feet to the place of beginning.

### **EASEMENT PARCEL 1:**

Together with a non-exclusive perpetual easement for ingress and egress as created, limited and defined in the Easement and Restriction Agreement recorded in Liber 2377, page 1337.

Tax Parcel Number: Part of 41-17-15-226-070

# **Woda Cooper Companies**

## **SHEA RAVINES APARTMENTS**

**Wyoming, Michigan**  
**06.26.2023**  
**CONCEPTUAL SITE PLAN**



# CONCEPTUAL SITE PLAN

## **PHASE 1:**

**PARCEL SIZE:** 149,935 SF +/- (3.442 ACRES)

### **BUILDING SQUARE FOOTAGE PER BUILDING**

1ST FLOOR: 14,064 GSF  
2ND FLOOR: 14,064 GSF  
3RD FLOOR: 14,064 GSF  
4TH FLOOR: 14,064 GSF  
TOTAL: 56,256 GSF

### **UNIT MIX PER BUILDING:**

1BD (682 GSF): 40 UNITS (72%)  
2BD (912 GSF): 16 UNITS (28%)  
TOTAL: 56 UNITS (100%)

### **PARKING COUNT:**

REQUIRED: 2 SPACES PER UNIT (ZONING TABLE 90-600)  
56 UNITS X 2 SPACES = 112 SPACES

PROVIDED: 56 SPACES

- 50% REDUCTION PER FBC 90-1903
- PER 90-1903A / 90-1903D PARKING CAN BE REDUCED AS THERE IS SHARED PARKING WITH STAGGERED PEAK HOURS AND MASS TRANSIT IS AVAILABLE WITHIN 300' OF SITE.

## **PHASE 2:**

**PARCEL SIZE:** 57,389 SF +/- (1.317 ACRES)

### **BUILDING SQUARE FOOTAGE PER BUILDING**

1ST FLOOR: 14,064 GSF  
2ND FLOOR: 14,064 GSF  
3RD FLOOR: 14,064 GSF  
4TH FLOOR: 14,064 GSF  
TOTAL: 56,256 GSF

### **UNIT MIX PER BUILDING:**

1BD (682 GSF): 40 UNITS (72%)  
2BD (912 GSF): 16 UNITS (28%)  
TOTAL: 56 UNITS (100%)

### **PARKING COUNT:**

REQUIRED: 2 SPACES PER UNIT (ZONING TABLE 90-600)  
56 UNITS X 2 SPACES = 112 SPACES

PROVIDED: 56 SPACES

- 50% REDUCTION PER FBC 90-1903
- PER 90-1903A / 90-1903D PARKING CAN BE REDUCED AS THERE IS SHARED PARKING WITH STAGGERED PEAK HOURS AND MASS TRANSIT IS AVAILABLE WITHIN 300' OF SITE.

## **CHERRY HEALTH FACILITY:**

**PARCEL SIZE:** 63,770 SF +/- (1.464 ACRES)

### **BUILDING SQUARE FOOTAGE PER BUILDING**

1ST FLOOR: 16,100 GSF +/-  
TOTAL: 16,100 GSF +/-

### **PARKING COUNT:**

REQUIRED: 1 SPACE PER 200 SF (ZONING TABLE 90-600)  
16,100 SF / 200 = 81 SPACES

PROVIDE: 81 SPACES



## STAFF REPORT

Date: October 3, 2023  
Subject: City Council Retreat for Strategic Planning  
From: John Shay, City Manager  
CC:  
Meeting Date: October 9, 2023

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### **DISCUSSION:**

I have attached information from last year's City Council retreat/strategic planning session. Deputy City Manager Patrick Waterman and I would like to discuss with you what you liked and did not like from last year's session, so we can ensure that this year's session is interesting and productive. The goal of these types of sessions is for the Council to provide overall direction to the staff on where you would like to see the City move forward. This will provide guidance to the staff when preparing the budget and implementing other major initiatives.

## City Council Annual Retreat Agenda

December 15, 2022  
Drinking Water Plant

### 8:00AM: Staff & Council arrival

- Breakfast available

### 8:15AM: Opening comments from Mayor Kent VanderWood, City Manager Curtis Holt, and Facilitator Eric DeLong

- Kent – Welcome (Slide 2)
- Curtis – Welcome, purpose of the session, room layout (where are the bathrooms) (Slide 2)
- Eric – Review the Agenda (Slide 3) and Goals for the Day (Slide 4)

### 8:30AM: Introductions & Aspirational Exercise

- Eric – Staff & Council Introductions (Slide 5)
- Eric – Aspirational Exercise (Slide 6-7)

### 9:00AM: Presentations from Staff

- Curtis – Discussion of foundational documents (social contract, mission, vision). (slide 8-11)

### 9:15AM: People Report & Financial Update

- Kim & John – People Update (slide 12-26)
- Jodi – Financial update (slide 27-30)

### 10:00AM: Break (15 minutes)

### 10:15AM: Presentations from Staff

- John – Intro to staff presentations (slide 32-34)
- Staff – Major accomplishments over last two to three years, ongoing projects, future projects and direction needed from Council within each goal (Community, Safety Stewardship). (Slide 35-60)

### 12:00PM: Lunch

community • safety • stewardship

CITY COUNCIL

Sheldon DeKryger

John Fitzgerald

Kent Vanderwood

Marissa Postler

Robert Postema

Sam Bolt

**Jack A. Poll, Mayor**

**12:30PM: City Council Discussion & Prioritization – Eric (Slide 62-69)**

- Do we have the right Priorities? If not, what are we missing?
- Do we have the right Objectives? If not, what are we missing?
- Do we have the right strategies? If not, what are we missing?
- Dot voting exercise

**4:00PM: Closing Comments & Adjourn**

- John – Next steps (Slide 70)
- Mayor/Curtis – Closing comments

community • safety • stewardship

CITY COUNCIL

Sheldon DeKryger

John Fitzgerald

Kent Vanderwood

Marissa Postler

Robert Postema

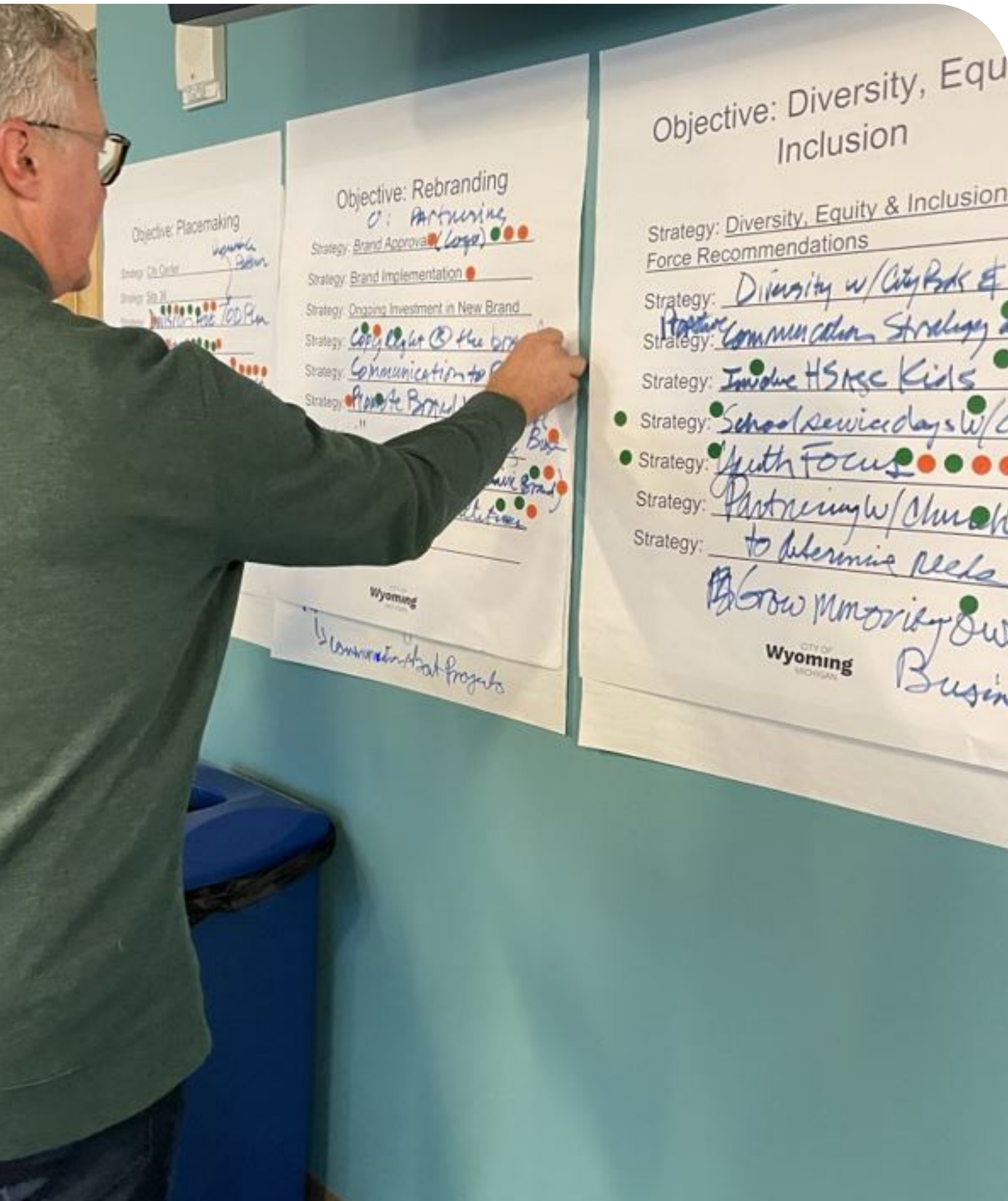
Sam Bolt

**Jack A. Poll, Mayor**

City Council Retreat

# Draft Final Report



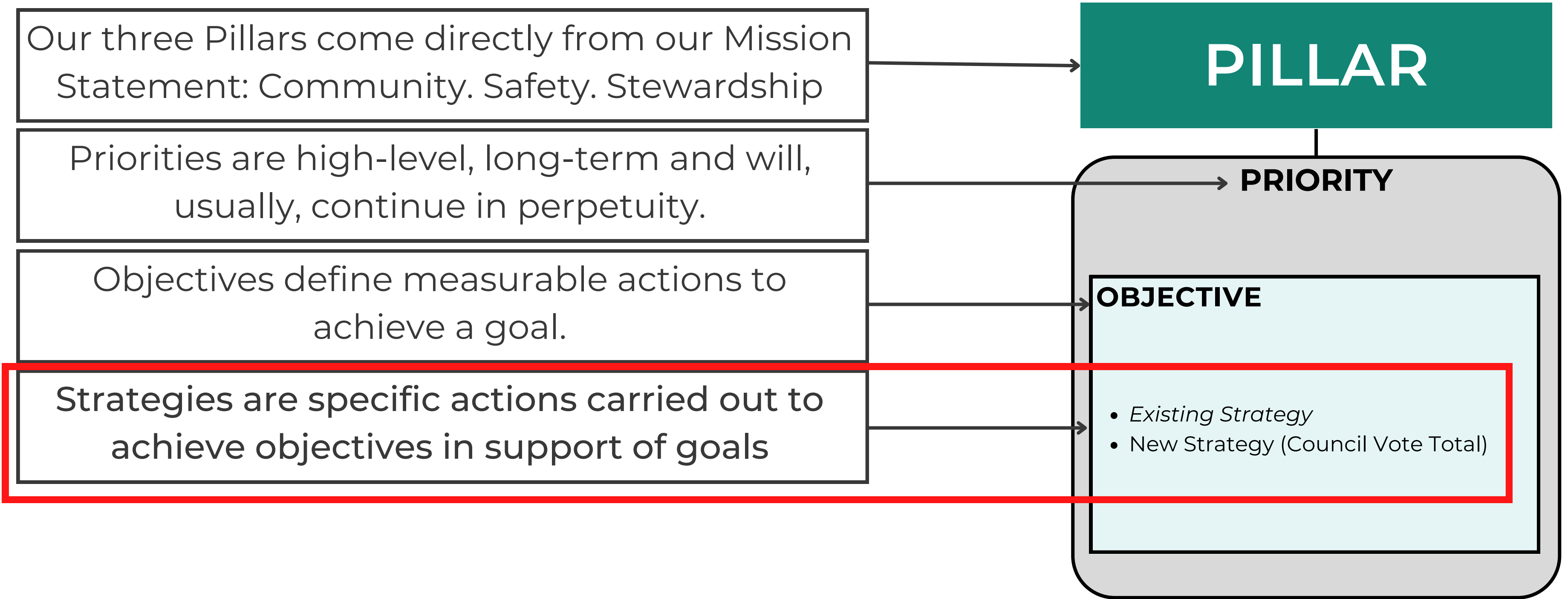


# Introduction

The purpose of this document is to report back on the results of the December 2022 City Council Retreat.

At the Retreat, City Council established and prioritized a set of strategies to support the City's mission: Community, Safety, Stewardship.

# Our Strategic Framework



# COMMUNITY

## BRANDING & IDENTITY

### PLACEMAKING

- *Site 36*
- *City Center*
- *Division Ave Transit Oriented Development Plan (5)*
- *Reactivate DDA (5)*
- *Public Attractions / Destinations (5)*
- *Burton Street (4)*
- *Public Art (3)*

### REBRANDING

- *Brand Approval*
- *Brand Implementation*
- *Ongoing Investment*
- *Promote Brand Through Local Business (3)*
- *Why Wyoming Value Proposition (5)*

## COMMUNITY ENGAGEMENT

### DIVERSITY, EQUITY & INCLUSION

- *DEI Task Force Recommendations*
- *School Service Days w/ Staff (5)*
- *Youth Focus (4)*
- *Partnerships with Churches (4)*

### COMMUNITY FOCUSED EVENTS

- *Special Events Ordinance*
- *Food Truck Ordinance*
- *Event Partnerships*
- *Support Brand with Events (5)*
- *Celebrate Wyoming/Community Event (5)*
- *Cultural Events (3)*
- *Expand Volunteer Network (3)*

### COMMUNITY SPACES

- *Parks Asset Management Plan*
- *Senior Center*
- *Outdoor Space for Performances (6)*
- *Community Center (4)*

## LAND USE & DEVELOPMENT

### MAJOR DEVELOPMENT

- *Infill & Redevelopment*
- *Development in the Panhandle*
- *Corridor Revitalization & Transit-Oriented Development*
- *Roger's Department Store (5)*
- *Roger's Plaza (5)*

### POLICY DEVELOPMENT

- *PILOT Policy*
- *Church Property Retrofit*
- *Duplexes in R2*
- *Accessory Dwelling Units*
- *Sustainable Economic Development (5)*

# SAFETY

## COMMUNITY AESTHETICS

### BUILT ENVIRONMENT

- Proactive Enforcement Along Commercial Corridors
- Bury Powerlines along major corridors (5)

### CDBG

- Refocus Under New Leadership

## SAFE INFRASTRUCTURE

### INFORMATION TECHNOLOGY

- Continued Cybersecurity Diligence
- Investments in Upgrades
- App for Residents (6)
- Digital Self-service in Multiple Languages (6)
- Clean & Drinking Water Plants (3)

## PUBLIC SAFETY FUNDING

### MILLAGE

- 2023 Millage Communications Campaign
- Fundraise for Specific Purposes (4)
- Consolidate Some Millages (3)

## COMMUNITY WELLBEING

### CRIME PREVENTION

- 2023 Millage Communications Campaign
- Increase Drug Enforcement (3)

### FIRE SERVICES

- 2023 Millage Communications Campaign

### OPIOIDS & MENTAL HEALTH

- Opioid Settlement
- Behavioral Health Crisis Center
- Partnerships w/ Network 180 & Others (5)

### AFFORDABLE HOUSING & HOMELESSNESS

- Transitional Housing
- Retrofit of Churches
- Partnerships (5)
- Reuse of Buildings & Tiny Homes (5)
- Reuse of Buildings & Tiny Homes (5)
- Accessory Dwelling Units (4)
- CDBG (4)
- Reuse of Buildings & Tiny Homes (5)

# STEWARDSHIP

## SUSTAINABLE FUNDING

### FINANCIAL PRACTICES

- *May 2023 Millage Election*
- *Permanent Funding for Police, Fire, and Parks Capital*
- *Utility Rate Increases*
- *Increase Efficiency & Productivity (4)*

## RESILIENT INFRASTRUCTURE

### PUBLIC WORKS

- *3rd Transmission Main*
- *2nd Lake Michigan Intake*
- *Aeration Improvements*
- *Space Needs Study*
- *Annual Preventative Maintenance & Asset Management (4)*

## BUILD & MAINTAIN RELATIONSHIPS

### INTER-GOVERNMENTAL

- *New State & Federal Representation*
- *State Police/Fire Funding (5)*
- *Court Financing Reform (5)*
- *Kent County Jail Fees (3)*

## EFFECTIVE WORKFORCE

### RECRUITMENT & RETENTION

- *Union Negotiations*
- *City Manager Recruitment*
- *Community & School Outreach*
- *Competitive Compensation through Increases to Pay & Benefits (6)*
- *Referral Bonuses (4)*
- *Mentorship Program (4)*
- *Hiring Bonuses (3)*

### DEVELOPMENT & SUCCESSION

- *Stay Interviews*
- *Continued Investment in People*
- *Succession Planning & Growing Talent from Within (4)*
- *Provide Growth Opportunities (4)*
- *Sustainable Staffing (4)*



# Next Steps

This report will be presented to City Council at the January 9th City Council Work Session.

An updated Strategic Framework (slides 4-6) will be brought back to City Council at the first meeting in February for adoption by resolution.

City of Wyoming

# City Council Retreat



A photograph of a woman and a young child sitting on a seesaw at a park. The woman is smiling and looking at the camera, while the child is also smiling. They are surrounded by other people and trees in the background. The image is dimmed to allow text to be overlaid.

# Welcome



# Agenda

8:30 AM Introductions & Icebreaker

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9:15 AM People Report & Finance Update

---

10:15 AM Staff Presentations & Discussion

---

12:00 PM Lunch

---

12:30 PM Discussion & Prioritization Exercise

---

4:00 PM Adjourn

What are we trying to accomplish today?

**Connect**

**Learn**

**Discuss**

**Plan**

# Staff & Council Introductions

1

WHO ARE YOU?

2

WHY DO YOU  
SERVE IN  
WYOMING?

A woman with long dark hair is crouching in a water park splash zone, smiling. A young child in a yellow and blue shirt and blue shorts is standing nearby, looking towards the camera. The background shows other people and water splashing. The scene is bright and sunny.

# Cities are Aspirational

Cities have lives, they are organic

They change and can be changed

They are constantly active

They can grow and decline

They need to be carefully tended

They have a sense of energy and commitment

**The best cities are aspirational**

# Defining Our Aspirations

1

WHAT DEFINES WYOMING AS ASPIRATIONAL?

2

WHAT ASPIRATIONAL PROJECTS DO YOU HAVE UNDERWAY?

3

WHO ARE YOUR PARTNERS THAT CAN HELP THE CITY ACHIEVE ITS ASPIRATIONS?

4

HOW ARE THOSE ASPIRATIONAL INTERESTS CONNECTED?

5

HOW CAN YOUR SERVICE TO THE CITY MOVE THESE ASPIRATIONS FORWARD?



# Building on Success

Over decades, City Council and City Staff have worked jointly to do great things together through a commitment to each other and to the community we serve. We are here today to continue that legacy.

What we do

How we do it

1

**MISSION**

2

**VISION**

3

**PRIORITIES**



4

**SOCIAL CONTRACT**

5

**COUNCIL RULES**



**Mission Statement**

**Community. Safety. Stewardship.**

**Vision Statement**

**A diverse, strong and authentic community where all individuals have the opportunity to thrive**



# City Council Social Contract

The social contract is a commitment to our fellow colleagues. We have a responsibility to each other to uphold the concepts outlined in the Social Contract and support each other in our daily work.

## City Council Rules

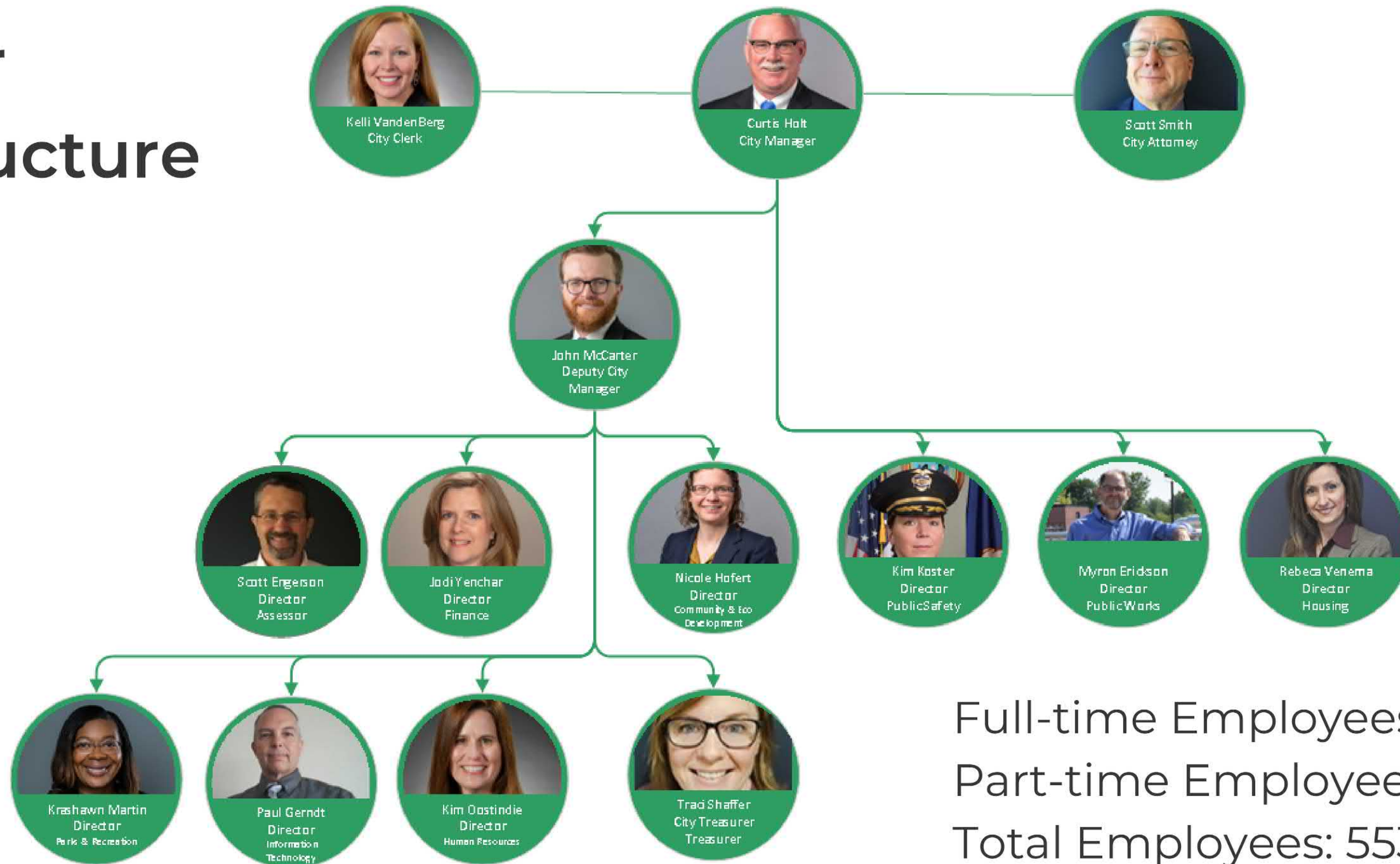
Provide clarity and direction on how City Council Meetings are conducted, including when they are held, how the agenda is set, how debate and voting occurs, and public participation.



# People Report



# Our Structure



Full-time Employees: 367  
Part-time Employees: 186  
Total Employees: 553

# Broad Trends

## **We are not immune to trends in the national labor market**

The war for talent was intensified by changes in the labor market during and after the pandemic. It is harder than ever to find great people.

## **We will continue to see more change in our employee population**

Upcoming retirements and an ongoing trend toward shorter tenure mean that we will see more turnover in the future.

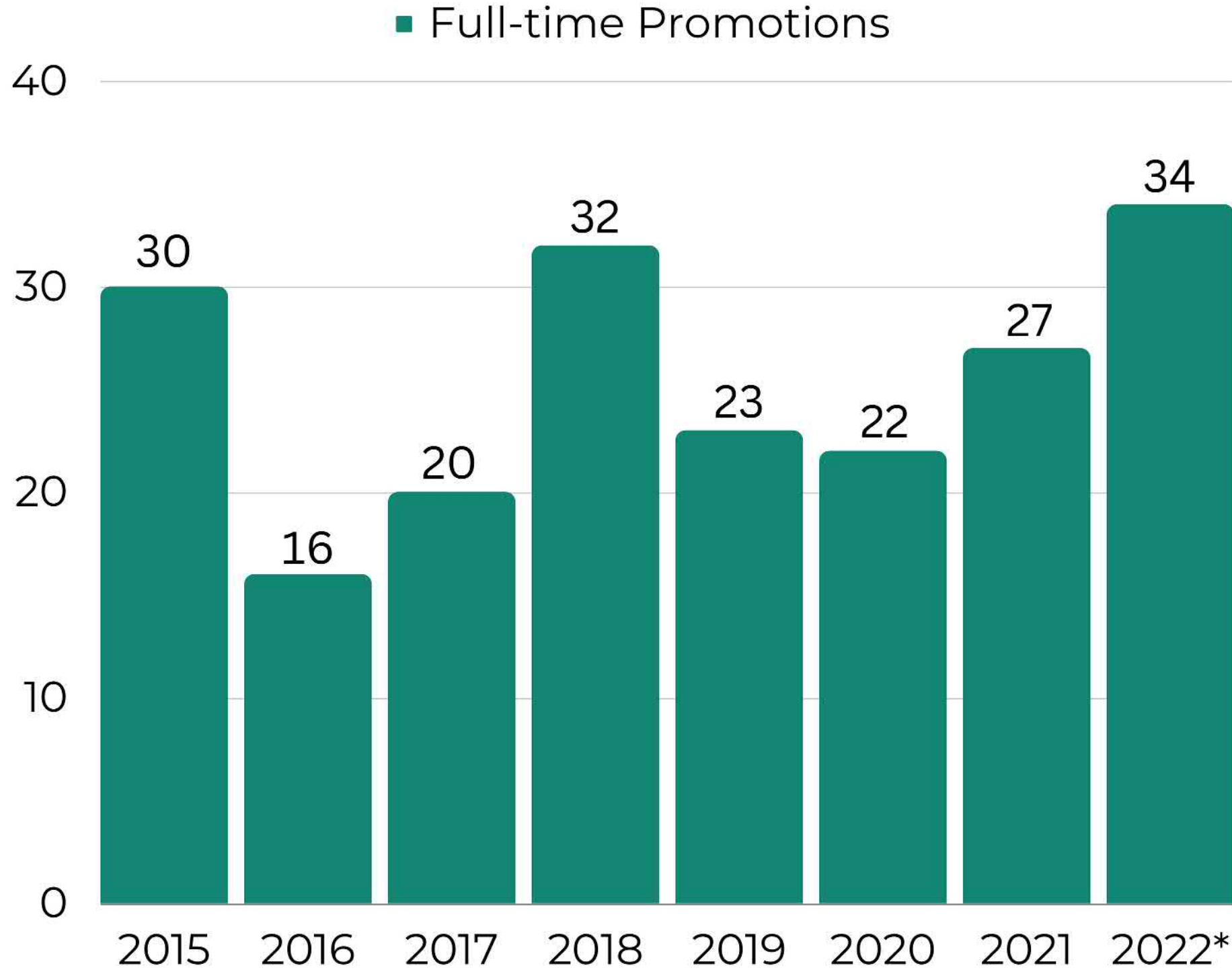
# We are **HIGHLY EDUCATED**

The investment that our employees have made in themselves far exceeds the basic requirements of their positions.

	Credentials Required or Preferred for Job	Credentials Held by Employees
Doctorate Degree	3	3
Master's Degree	15	38
Bachelor's Degree	75	171
Associate Degree	26	124
Certifications or Licenses	95	636*

\*Only includes certifications and licenses that have been reported.

# We find, develop and **PROMOTE GREAT PEOPLE**

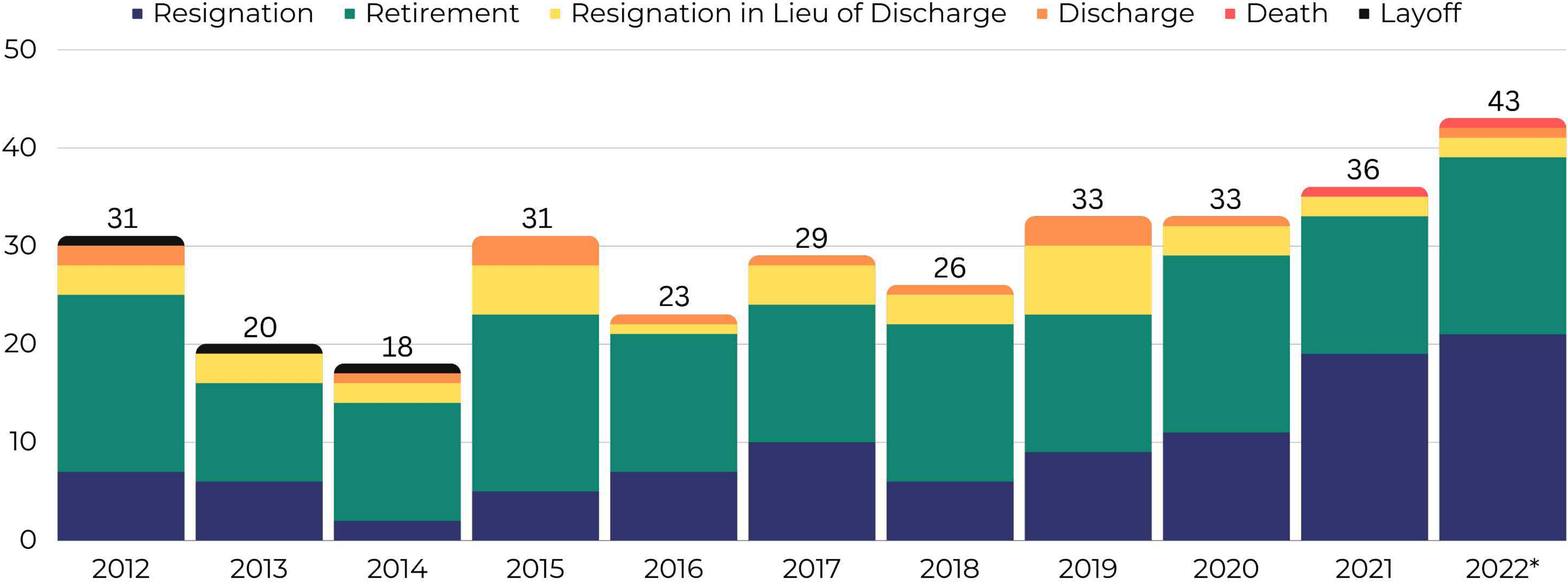


Providing opportunities to grow within our organization has been a key component of our success for years.

10 of 14 current department heads were *promoted from within* to their position.

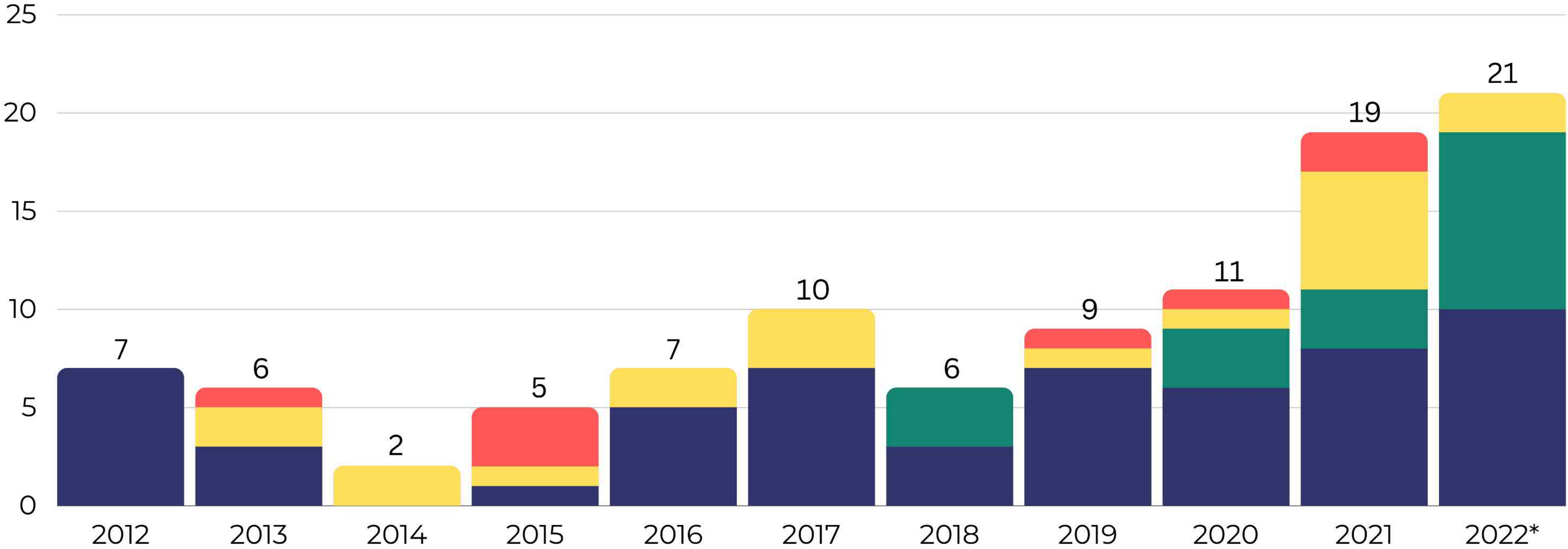
\*Through November 2022

# We are seeing **HIGH TURNOVER**



# What is driving **INCREASED RESIGNATIONS?**

■ New Job or Career Change ■ Personal Reasons ■ Moved ■ Unknown

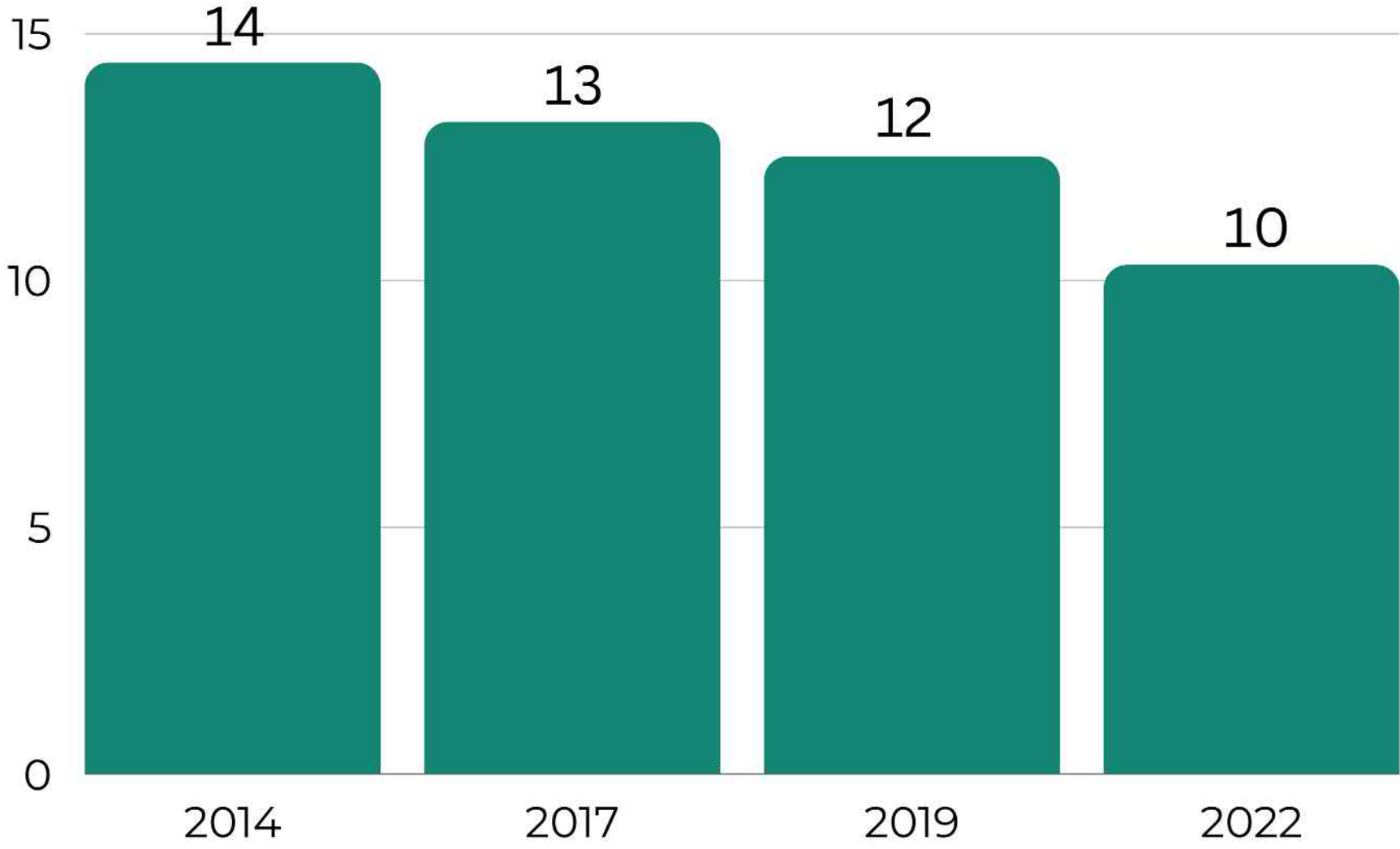


# We are seeing **FEWER YEARS OF SERVICE**

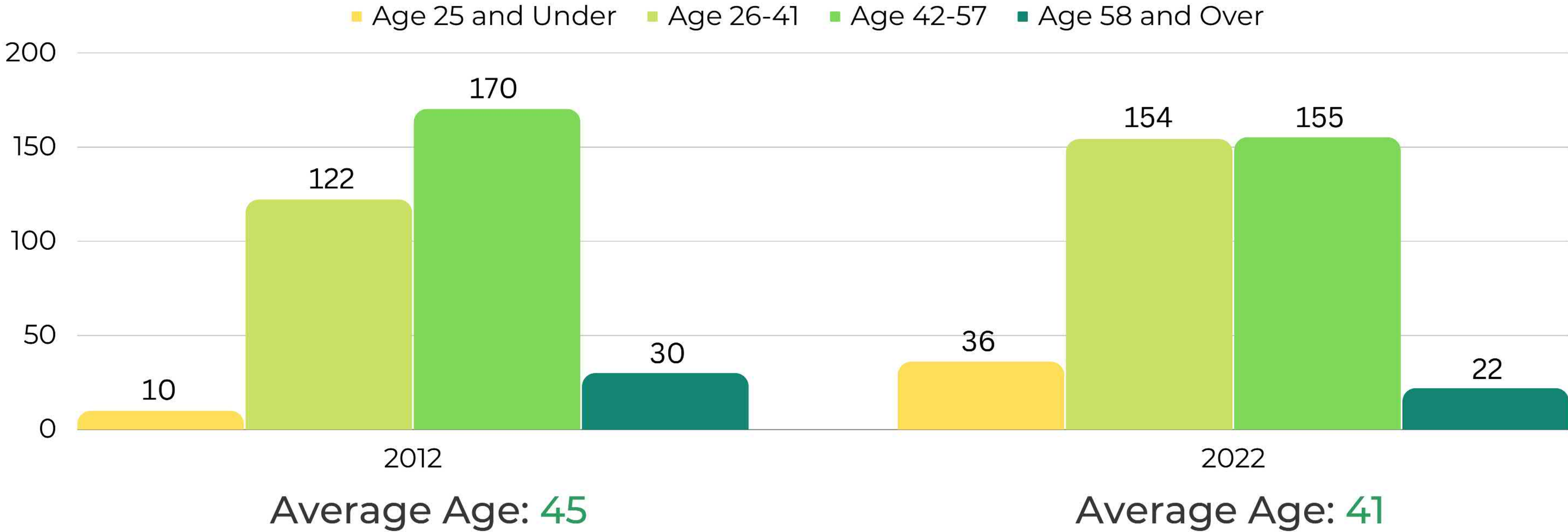
## Average Years of Service by Union

Employee Union/Group	2014	2017	2019	2022	Change from 2014
Police Command	19.2	19.9	20.7	20.3	1.1
Administrative	16.6	17	16.2	14.5	-2.1
Contract	12.7	13.8	13.8	12.6	-0.1
General	13.5	12.1	11.2	9.7	-3.8
Police	12	11.6	11.6	7.5	-4.5
Fire	15.7	12.1	10.5	6.5	-9.2

## Average Years of Service City-wide



# We are **GETTING YOUNGER**



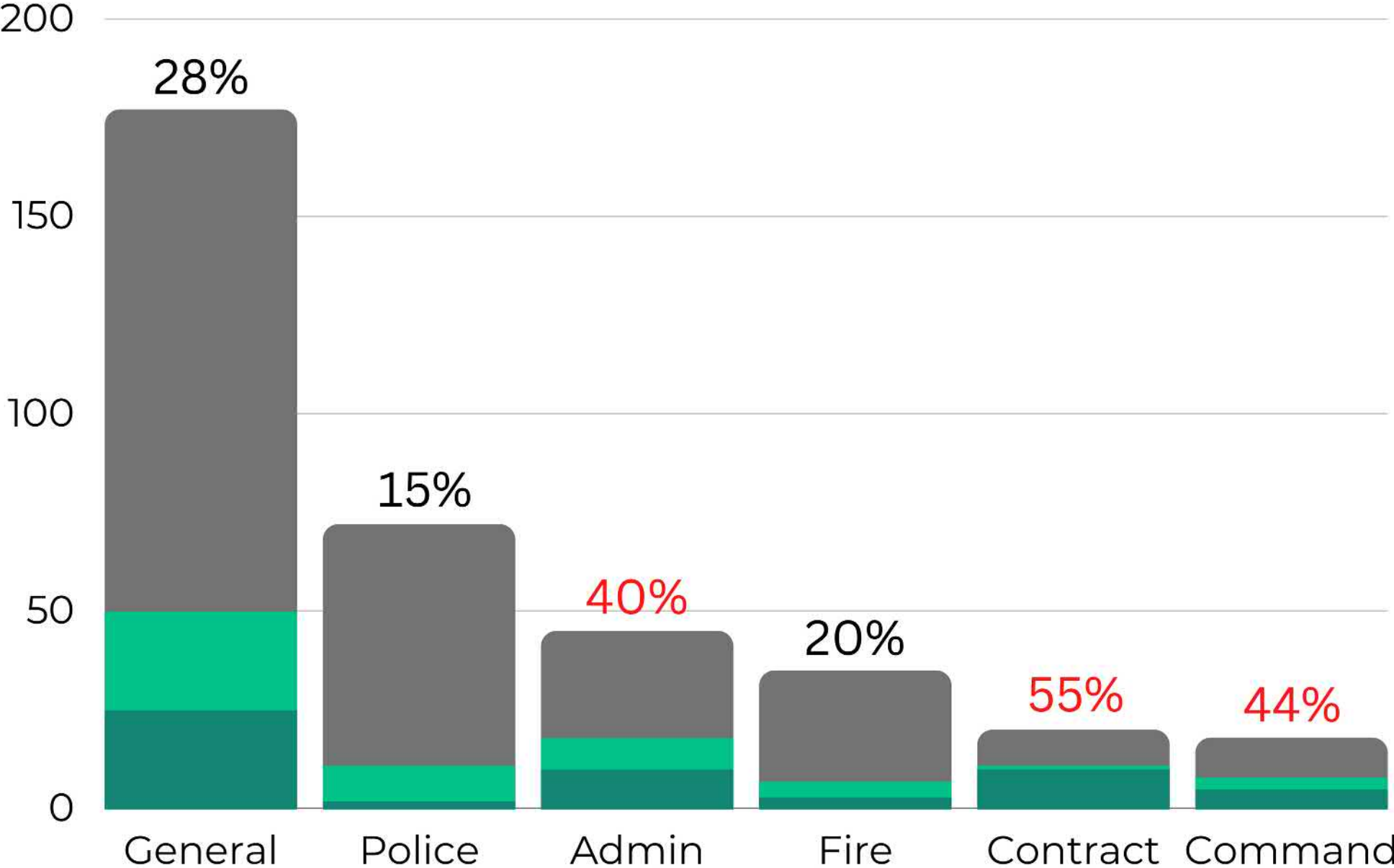
# We are not **REFLECTIVE OF OUR COMMUNITY**

Race and Hispanic Origin	All Employees	Census Wyoming Residents	Over/(Under) Represented
White Alone	88%	73%	<b>15%</b>
Hispanic or Latino	6%	23%	<b>-17%</b>
Black or African American Alone	3%	8%	<b>-5%</b>
Two or More Races	2%	6%	<b>-4%</b>
Asian Alone	1%	3%	<b>-2%</b>
American Indian and Alaska Native Alone	0%	1%	<b>-1%</b>
Native Hawaiian and Other Pacific Islander Alone	0%	0%	<b>0%</b>

Our community is increasingly diverse but as an organization we have struggled to recruit qualified diverse candidates.

# We will **CONTINUE TO CHANGE**

- Eligible for Retirement
- Will be Eligible for Retirement Within 5 Years
- Not Eligible for Retirement Within 5 Years



15% of all employees are eligible for retirement right now.

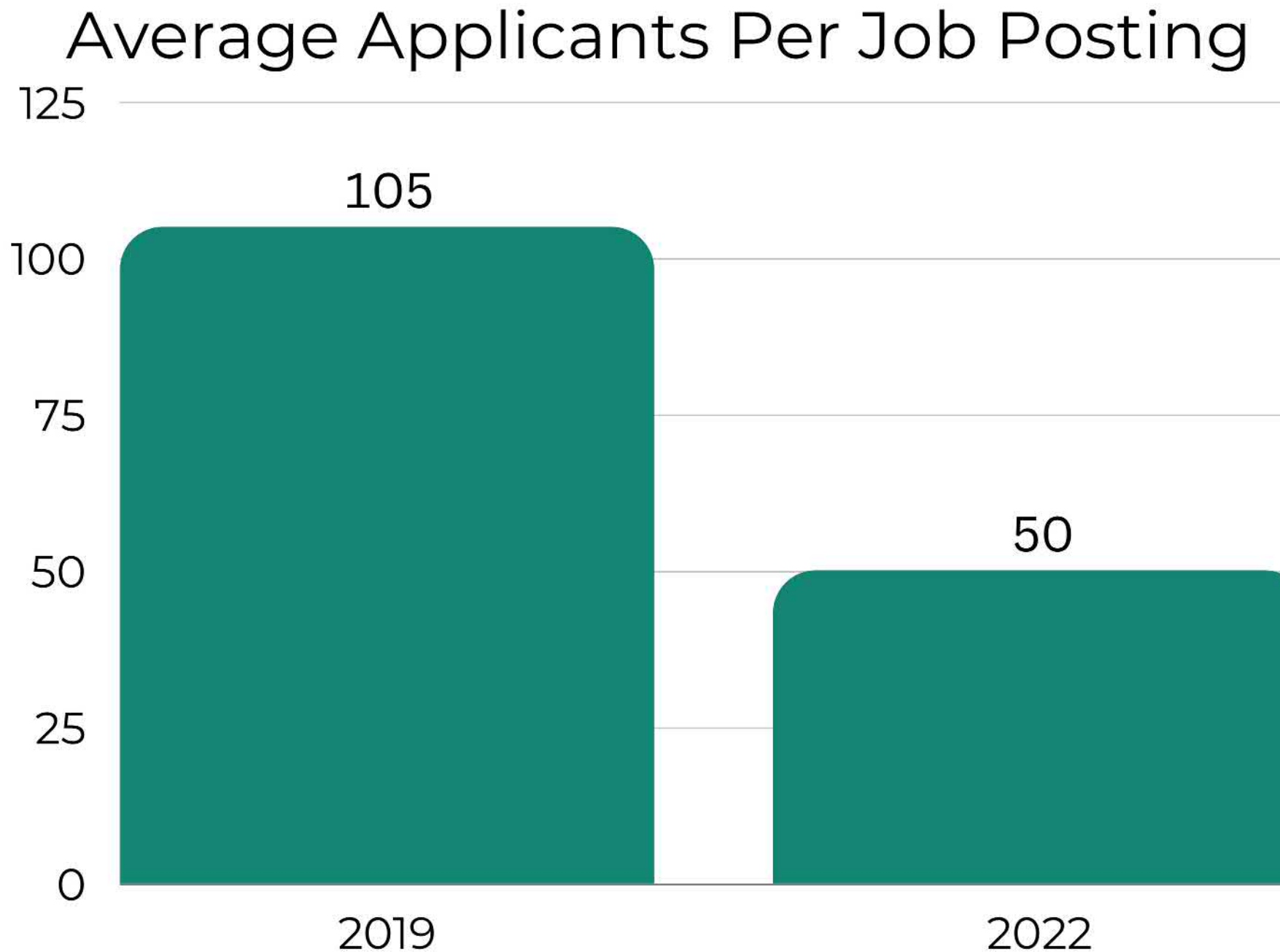
Within five years, 29% of all current employees will be eligible for retirement.

\*Data labels show percentage of employees eligible for retirement within 5 years

# We are working in a **CHALLENGING JOB MARKET**

In the Post-Pandemic job market, the City is competing for smaller pools of job-seekers.

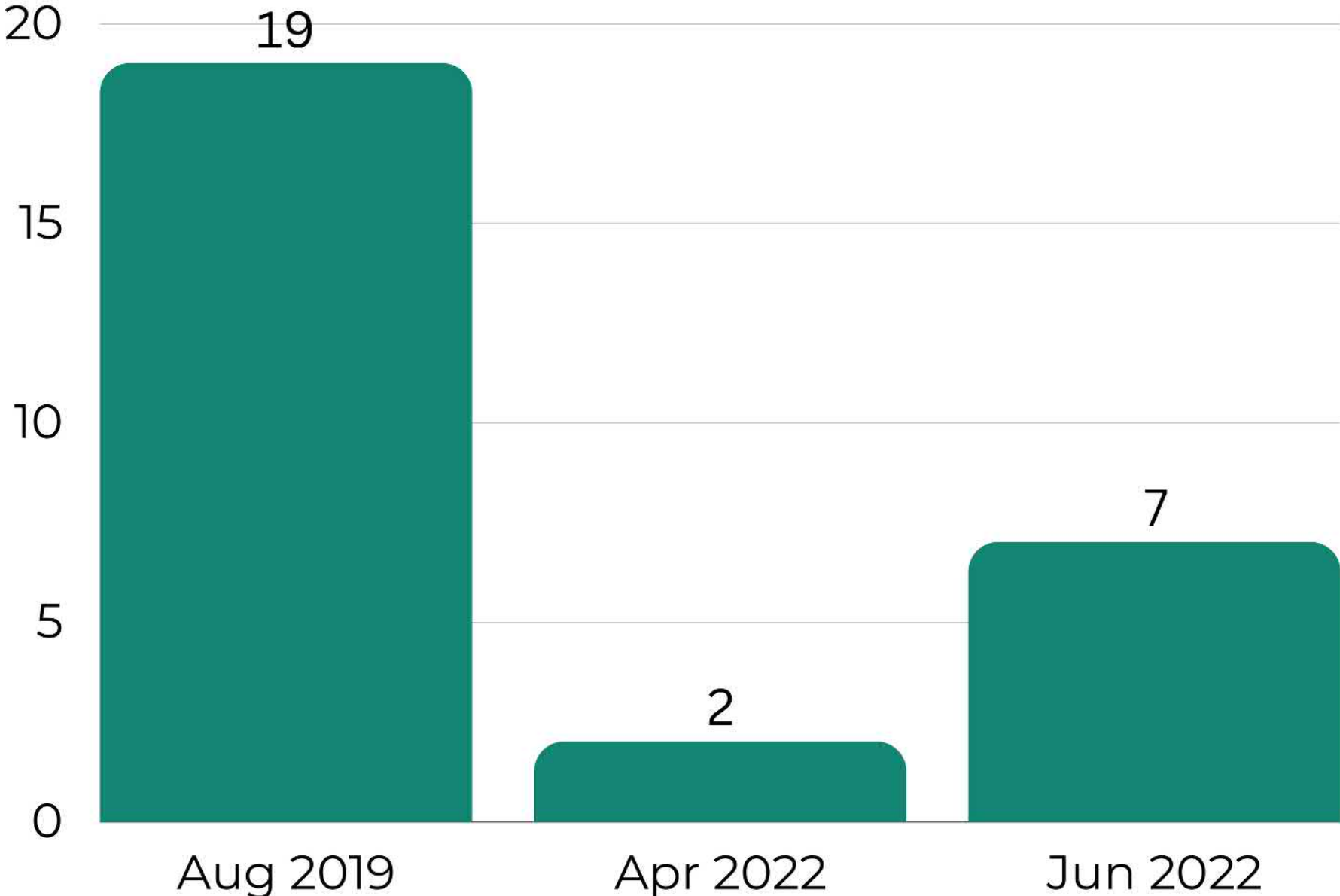
We have averaged less than half the number of applicants per job posting than we did before the pandemic.



# We are working in a **CHALLENGING JOB MARKET**

Recruitment issues are particularly acute in positions that require advanced degrees or high levels of training, such as Police, Utilities, Inspections, Planning, Engineering, and Finance.

### Applicants for Civil Engineer Job Posting



# Key Takeaways

## **Change is the Only Constant**

Change is inevitable and we are prepared for it. Succession planning and employee development help build talent from within. Rebranding, recruitment efforts and relationship building with external stakeholders help bring great people in from the outside.

## **Investment in People is Key**

Programs like tuition reimbursement and Language Incentive Pay along with a strong culture and opportunities for advancement are just as important as competitive wages and benefits.



# People Report

CITY OF  
**Wyoming**  
MICHIGAN

Questions?

# Financial Update

## General Fund

	<b>Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
	<b><u>2023</u></b>	<b><u>2024</u></b>	<b><u>2025</u></b>	<b><u>2026</u></b>	<b><u>2027</u></b>
Beginning Reserves	15,026,110	13,691,298	12,481,388	9,961,006	6,632,889
Revenues	49,088,305	38,389,469	38,901,356	39,505,305	40,124,281
Expenses	50,423,116	39,599,379	41,421,738	42,833,422	43,958,646
Surplus or (Deficit)	<b>(1,334,811)</b>	<b>(1,209,910)</b>	<b>(2,520,382)</b>	<b>(3,328,117)</b>	<b>(3,834,365)</b>
Ending Reserves	<b>13,691,298</b>	<b>12,481,388</b>	<b>9,961,006</b>	<b>6,632,889</b>	<b>2,798,524</b>
Fund Balance as a % of Exp	28.5%	31.5%	24.0%	<b>15.5%</b>	<b>6.4%</b>

Target minimum is two months (16.6%) of total expenditures

# Financial Update

## *Water & Sewer Funds*

	<b>Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
	<b><u>2023</u></b>	<b><u>2024</u></b>	<b><u>2025</u></b>	<b><u>2026</u></b>	<b><u>2027</u></b>
Beginning Working Capital	31,617,787	22,252,637	21,042,727	18,522,345	15,194,228
Revenues	50,280,671	38,389,469	38,901,356	39,505,305	40,124,281
Expenses	59,645,821	39,599,379	41,421,738	42,833,422	43,958,646
Surplus or (Deficit)	<b>(9,365,150)</b>	<b>(1,209,910)</b>	<b>(2,520,382)</b>	<b>(3,328,117)</b>	<b>(3,834,365)</b>
Ending Working Capital	<b>22,252,637</b>	<b>21,042,727</b>	<b>18,522,345</b>	<b>15,194,228</b>	<b>11,359,863</b>
Days Working Capital	136	194	163	129	94

# Financial Update

## *Key Takeaways*

- **Public Safety Millage**
- **Union Negotiations**
- **Water & Sewer Capital Investments**
- **City Center Project**
- **36th Street Market**

CITY OF WYOMING



# Financial Report

KELLI VANDENBERG  
CITY CLERK

SCOTT SMITH  
CITY ATTORNEY

CITY OF  
**Wyoming**  
MICHIGAN

## Questions?

# Break

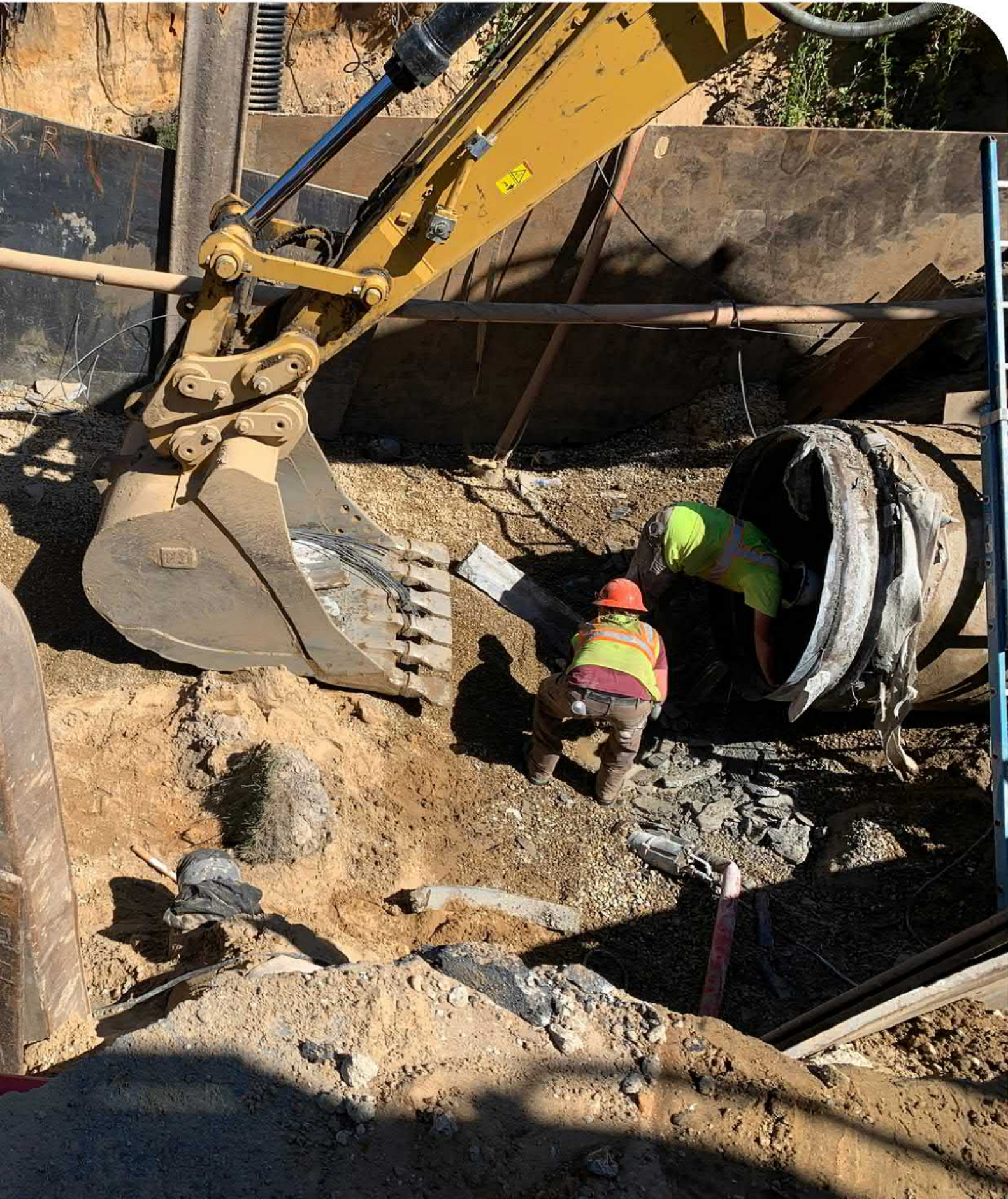
“

*Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.*

”

Jane Jacobs

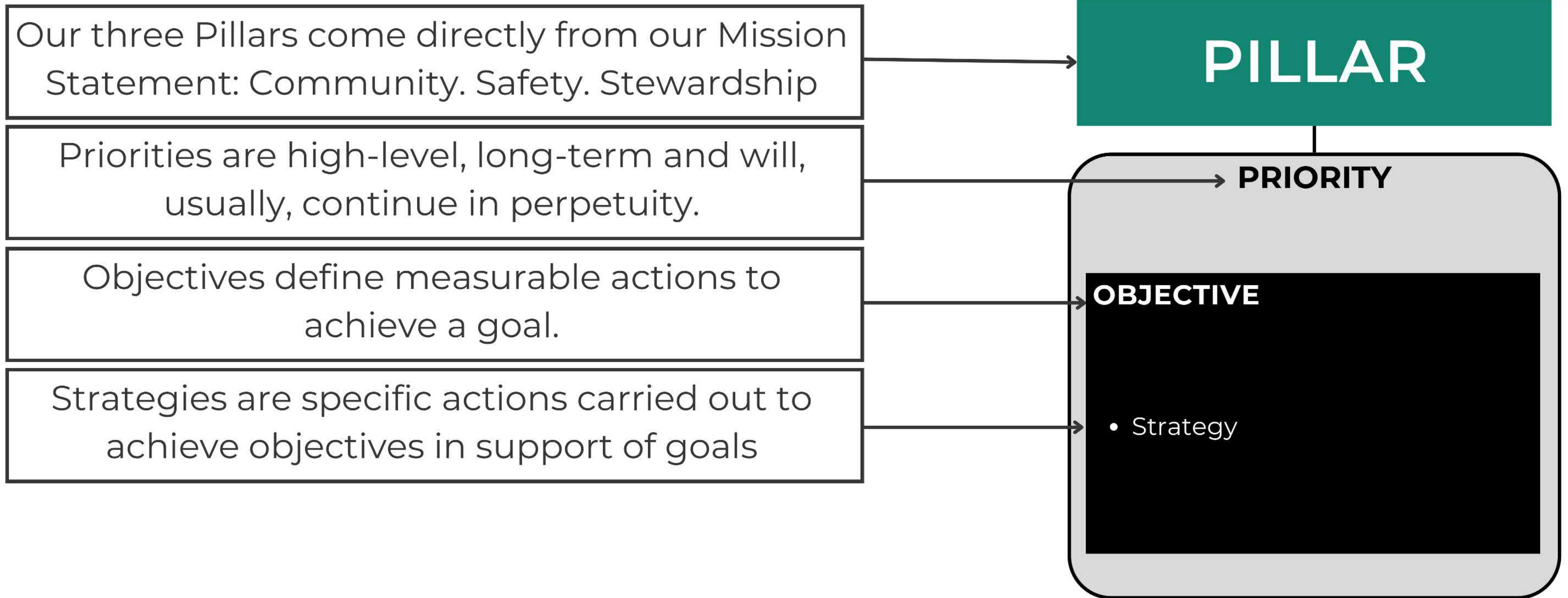
*The Death & Life of Great American Cities*



# Staff Presentations

- Grouped into Community, Safety, Stewardship
- Built on Foundational Concepts sent before the Retreat
- Three focus areas:
  - Accomplishments
  - Ongoing Projects
  - Future Projects
- Hold questions until the end of each section

# Our Framework



# OBJECTIVE

*Key fact or highlight that is important for City Council to takeaway from this Objective*



## ACCOMPLISHMENTS

- Relevant items that have happened in the last 2-3 years

## ONGOING

- Relevant items that have already begun or are budgeted for this fiscal year

## FUTURE

- Relevant items that are planned for future years



# Community

# Rebranding

*The Rebranding Survey reached over 650 community stakeholders. Over 300 people attended our activation event.*



### ACCOMPLISHMENTS

- Community Survey
- Engagement Event
- Workshops
- Focus Groups

### ONGOING

- Brand Strategy
- Brand Creative

### FUTURE

- Brand Approval
- Implementation
- Ongoing Investment

# Placemaking

*The City has secured over \$6 million in external funding for the City Center Project to date.*



### ACCOMPLISHMENTS

- Sale of Site 36
- 36th Street Market Grant
- City Center Funding
- Branded Crosswalks

### ONGOING

- 36th Street Market
- City Center Project

### FUTURE

- City Center Construction
- Site 36 Development

## Community Focused Events

*Special events build community identity and pride. Events connect residents to each other and to local businesses and make Wyoming a destination for activity.*



### ACCOMPLISHMENTS & ONGOING

- Public Markets
- Concerts in the Parks
- Spring Carnival
- Memorial Day
- Community Clean-up Day
- Trick-or-treat Trail
- National Night Out
- Wyoming Gives Back
- Division Avenue Arts Festival

### FUTURE

- Special Events Ordinance
- Food Truck Ordinance
- Partnerships

# Community Spaces

*Park investments provide health, wellness and play spaces for all while increasing property values and community wellbeing.*



### ACCOMPLISHMENTS

- Gezon Park
- Playground Equipment Replacements

### ONGOING

- Parks Master Plan

### FUTURE

- Asset Management Plan
- Senior Center Updates

# Diversity, Equity & Inclusion

*DEI is a critical component of building an engaged workforce and serving our increasingly diverse community.*



### ACCOMPLISHMENTS

- Cultural Competency
- Civil Rights Policy
- DEI Task Force
- Language Incentive Pay

### ONGOING

- DEI Development Series
- DEI Framework

### FUTURE

- DEI Task Force Recommendations

## Major Developments

*In the past year staff reviewed 57 site plans. Since July, staff have approved 1,998 building permits worth \$108 million in construction value.*



### ACCOMPLISHMENTS

- 1,291 New Housing Units
- New and Expanded Industrial
- 28th Street Investments

### ONGOING

- Site 36
- City Center
- Pines Golf Course

### FUTURE

- Infill & Redevelopment
- The Panhandle
- Corridor Revitalization & Transit Oriented Development

## Policy Development

*In the past year City Council reviewed and approved 10 zoning ordinance amendments that meet goals of Wyoming [re]imagined.*



### ACCOMPLISHMENTS

- 10 Text Amendments
- Transitional Housing Discussions

### ONGOING

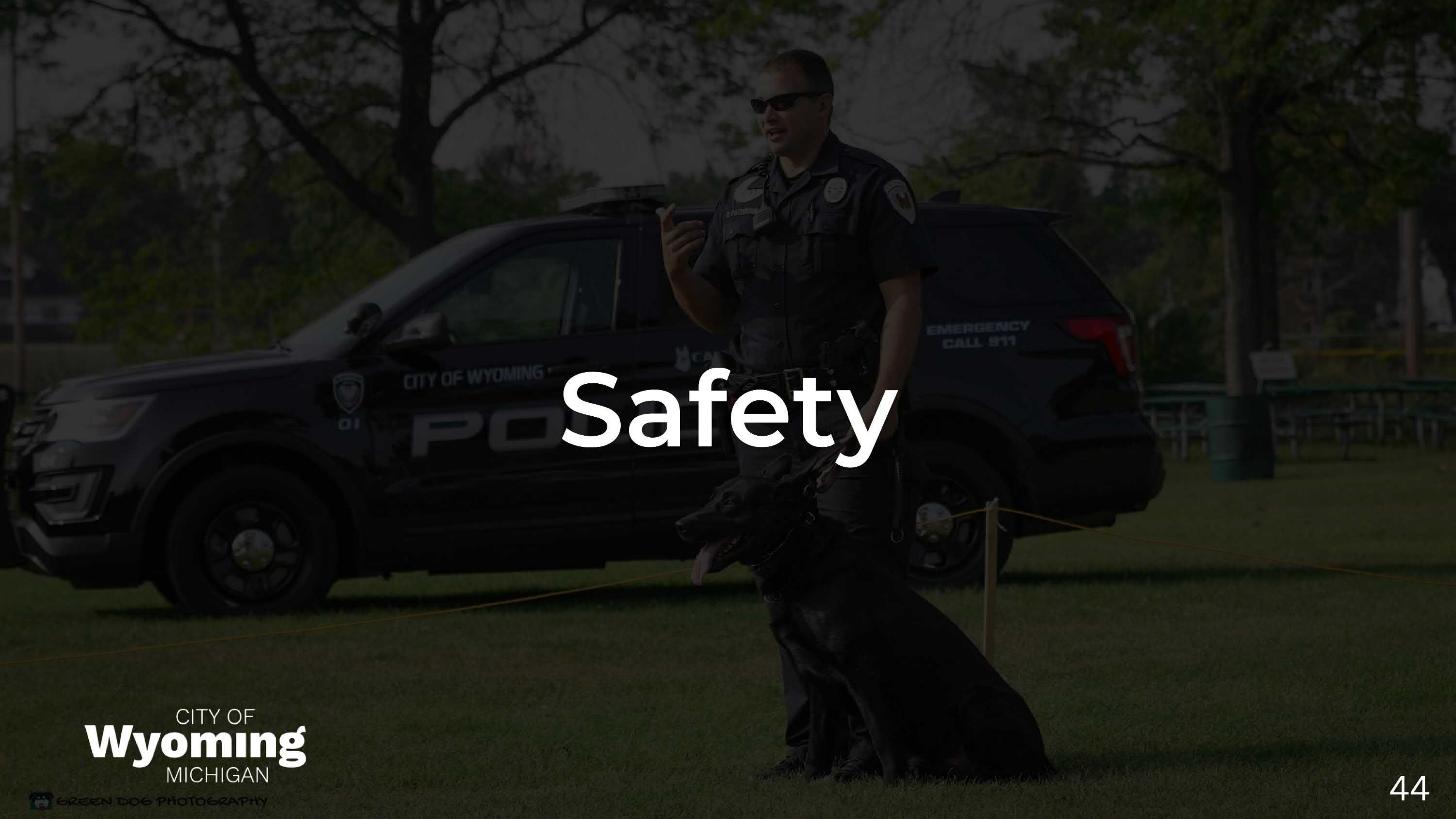
- Master Plan Implementation

### FUTURE

- PILOT Policy
- Church Property Retrofits
- Duplexes in R2 Districts
- Accessory Dwelling Units

# Community

Branding & Identity  
Community Engagement  
Land Use & Development



# Safety

## Targeted Code Enforcement

*A key objective identified in Wyoming [re]imagined was to “enhance image of commercial corridors.”*



### ACCOMPLISHMENTS

- 28th Street Enforcement

### ONGOING

- Temporary Sign Ordinance

### FUTURE

- Proactive Code Enforcement Along Commercial Corridors

## Community Development Block Grant

*The City received \$526,802 in Community Development Block Grant (CDBG) funds from HUD in FY 2022 and uses them to support a wide range of programs targeted at low and moderate income residents.*



### ACCOMPLISHMENTS

- Crosswalk Project
- 11 Rehabilitation Projects
- \$138,567 Invested in Pinery and Hillcroft Parks

### ONGOING

- 10 Rehabilitation Projects
- Land Purchases

### FUTURE

- Refocus Under New Leadership

# Information Technology

*Methodical training and investment paired with constant moderation and evolution of systems are essential to cyber security success.*



### ACCOMPLISHMENTS

- Security Cameras in Parks
- Cyber Security & Infrastructure Security Agency Evaluation
- 24/7 Cyber Security

### ONGOING

- Security Upgrades
- User Training

### FUTURE

- Continued Diligence
- Investment in System Upgrades

# Public Safety Funding

*Additional funding is needed to support 17 existing positions and 10 new positions that are critical to supporting public safety services.*



### ACCOMPLISHMENTS

- Income Tax Election
- Millage on May 2023 Ballot
- Unfunded Positions
- COPS Grant

### ONGOING

- Millage Election Information Campaign

### FUTURE

- May 2023 Millage Election

## Crime Prevention

*The officers added through the COPS Grant allowed the addition of an afternoon Community Services shift to support community policing.*



### ACCOMPLISHMENTS

- License Plate Reader (FLOCK) Cameras
- Crime Analyst Position
- Active Shooter Trainings

### ONGOING

- Metro Pattern Crime Team
- Afternoon Community Services Shift

### FUTURE

- Dependent on May 2023 Millage Election

## Fire Services

*Highly skilled, highly trained and well-equipped professional firefighters position us well for the future*



### ACCOMPLISHMENTS

- Quick Response Vehicles
- Added Training Captain
- Radio Upgrades
- Increased Command Structure

### ONGOING

- Fire Inspections
- Fire Station Remodels & Upgrades

### FUTURE

- Dependent on May 2023 Millage Election

# Opioids & Mental Health

*Through October 2022, Officers have administered life-saving Narcan 25 times with successful results.*



## ACCOMPLISHMENTS

- Mobile Crisis Response Team

## ONGOING

- Narcan
- Kent Area Narcotics Enforcement Team
- Crisis Intervention Training
- Deescalation Training

## FUTURE

- Partnerships
- Opioid Settlement
- Behavioral Health Crisis Center

# Affordable Housing & Homelessness

*The Wyoming Housing Commission owns 195 public housing units and administers 1,150 housing vouchers in Wyoming.*



## ACCOMPLISHMENTS

- 1,291 New Housing Units
- 2 PILOTS Approved

## ONGOING

- Transitional Housing Zoning Ordinance
- CDBG
- HOME Consortium
- Housing Commission

## FUTURE

- Partnerships
- Retrofit of Church Properties

# Safety

Community Aesthetics  
Safe Infrastructure  
Public Safety Funding  
Community Wellbeing



# Stewardship

# Strong Financial Practices

*Conservative financial management has positioned us well to manage any future uncertainty.*



**ACCOMPLISHMENTS**

- Strong Fund Balances
- No Audit Findings

**ONGOING**

- Regular Reporting
- Fiscal Year 2024 Budget

**FUTURE**

- May 2023 Millage
- Permanent Funding for Police, Fire and Parks
- Utility Rate Increases

# Intergovernmental Relationships

*Intergovernmental cooperation is a hallmark of good governance in Kent County. Wyoming is a leader in this area.*



- ACCOMPLISHMENTS & ONGOING**
- Metro 6 Cities
  - Grand Valley Metro Council
  - Dispatch Authority
  - Wyoming-Kentwood Chamber of Commerce
  - MMRMA
  - Biosolids Authority
  - Michigan Municipal League
  - MLCOLES
  - CALEA

- FUTURE**
- New State and Federal Representatives



# Recruitment & Retention

*In the last year, the City has actively recruited for 48 positions.*



- ACCOMPLISHMENTS**
- Remote Interviews
  - Abbreviated Interview Process
  - Police Academy Sponsorships
  - Language Incentive Pay
  - Settled Three Union Contracts

- ONGOING**
- Social Media (LinkedIn)
  - Update Recruitment & Marketing Materials
  - Comprehensive Wage Survey

- FUTURE**
- Police Command and Fire Union Negotiations
  - City Manager Recruitment
  - Community & School Outreach



# Development & Succession

*West Michigan is among the most competitive job markets in the state. Cultivating talent from within is essential to the future success of this organization.*



**ACCOMPLISHMENTS**

- Employee Academy
- Talent & Supervisory Development Program
- Recent Promotions

**ONGOING**

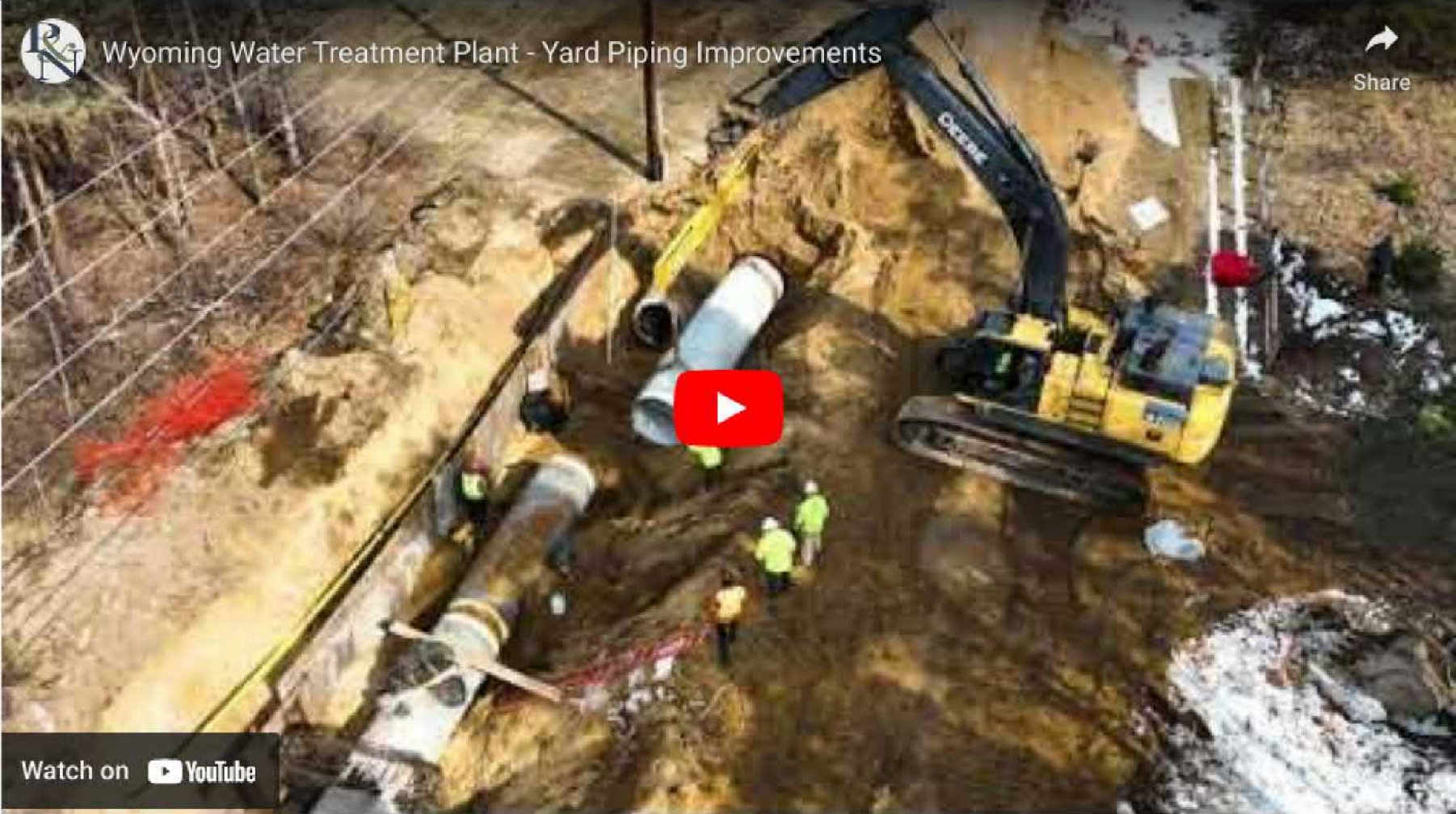
- Cross-training
- Mentorship
- Training Opportunities
- Tuition Reimbursement

**FUTURE**

- Stay Interviews
- Continued Investment in Our People

# Public Works & Utilities

*Responsible rate increases, careful management of fund balances, and prudent tracking of Debt Service Coverage Ratio are the backbone of our strong utility system.*



## ACCOMPLISHMENTS

- Yard Piping Project
- Ultraviolet Disinfection Project

## ONGOING

- Biosolids Viability Study
- Asset Management Plan & Reliability Study

## FUTURE

- 3rd Transmission Main
- 2nd Lake Michigan Intake
- Aeration Improvements
- Space Needs Study

# Stewardship

Sustainable Funding

Building & Maintaining Relationships

Effective Workforce

Resilient Infrastructure

# Lunch

“

*While successful culture can look and feel like magic, the truth is that it's not. Culture is a set of living relationships working toward a shared goal. It's not something you are. It's something you do.*

”



# Council Discussion

- Future-focused & Aspirational
  - Not a discussion about what we are currently doing or have done
- Discussion broken down by Pillar (Community. Safety. Stewardship.)
- Do we have the right Priorities?
- Do we have the right Objectives?
- Do we have the right Strategies?
- Dot voting exercise to rank the importance of future strategies

# COMMUNITY

# Accomplishments & Ongoing

## BRANDING & IDENTITY

### PLACEMAKING

- Site 36
- 36th Street Marketplace
- City Center
- Crosswalks

### REBRANDING

- Community Survey
- Engagement Event
- Staff Workshops
- Focus Groups

## COMMUNITY ENGAGEMENT

### DIVERSITY, EQUITY & INCLUSION

- Cultural Competency Conversations
- Disability Access Collaborative
- DEI Task Force
- Professional Development
- Civil Rights Policy

### COMMUNITY FOCUSED EVENTS

- Public Markets
- Concerts in the Park
- Spring Carnival
- Memorial Day
- Community Clean-up
- Trick-or-Treat Trail
- National Night Out
- Wyoming Gives Back
- Division Ave. Art Festival

### COMMUNITY SPACES

- Gezon Park
- Playground Replacements

## LAND USE & DEVELOPMENT

### MAJOR DEVELOPMENT

- The Retreat
- Flats at the Reserve
- The Watermark
- The Pines
- Site 36
- City Center
- UM Health West

### POLICY DEVELOPMENT

- Master Plan Implementation
- Text Amendments
- Transitional Housing

# COMMUNITY

## Future Strategies

### BRANDING & IDENTITY

#### PLACEMAKING

- Site 36
- City Center

#### REBRANDING

- Brand Approval
- Brand Implementation
- Ongoing Investment

### COMMUNITY ENGAGEMENT

#### DIVERSITY, EQUITY & INCLUSION

- Diversity, Equity & Inclusion Task Force Recommendations

#### COMMUNITY FOCUSED EVENTS

- Special Events Ordinance
- Food Truck Ordinance
- Event Partnerships

#### COMMUNITY SPACES

- Parks Asset Management Plan
- Senior Center Updates

### LAND USE & DEVELOPMENT

#### MAJOR DEVELOPMENT

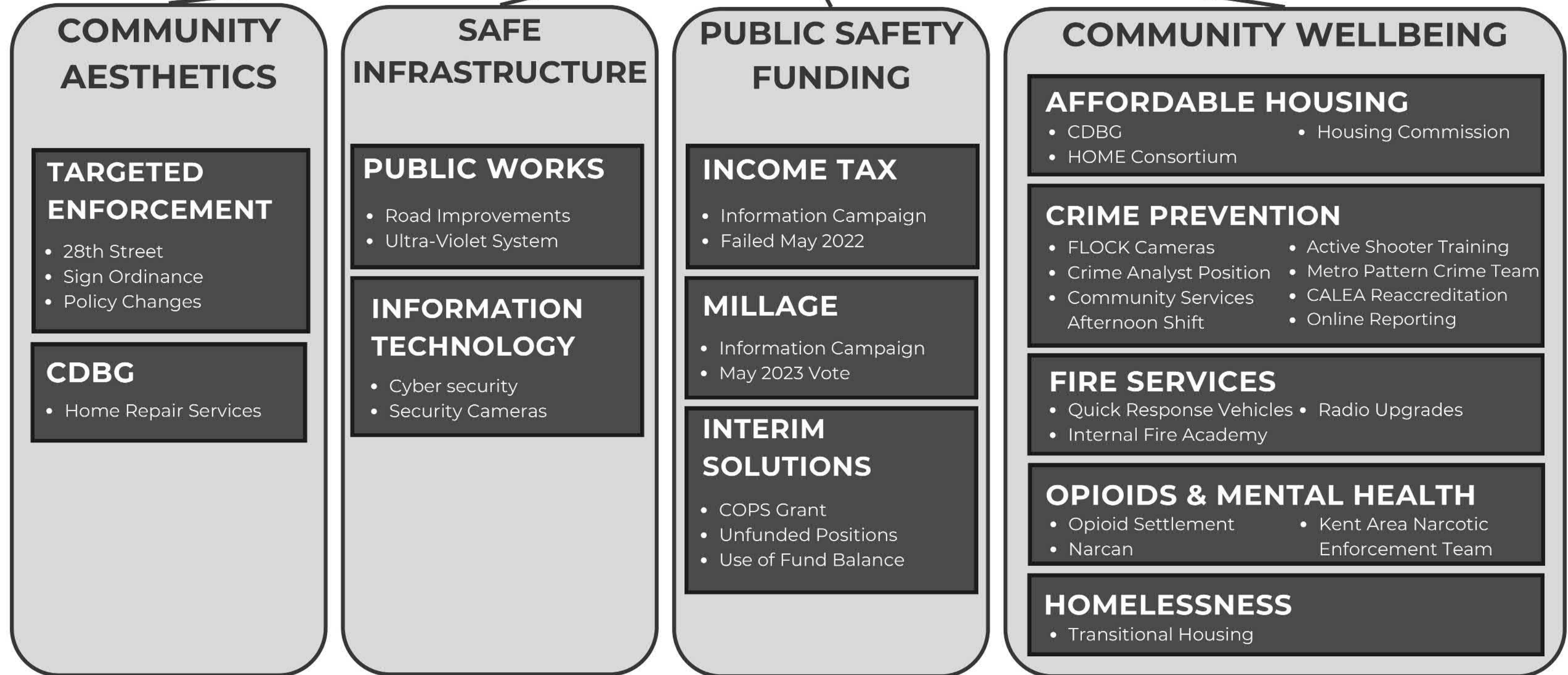
- Infill & Redevelopment
- Development in the Panhandle
- Corridor Revitalization & Transit-Oriented Development

#### POLICY DEVELOPMENT

- PILOT Policy
- Church Property Retrofit
- Duplexes in R2
- Accessory Dwelling Units

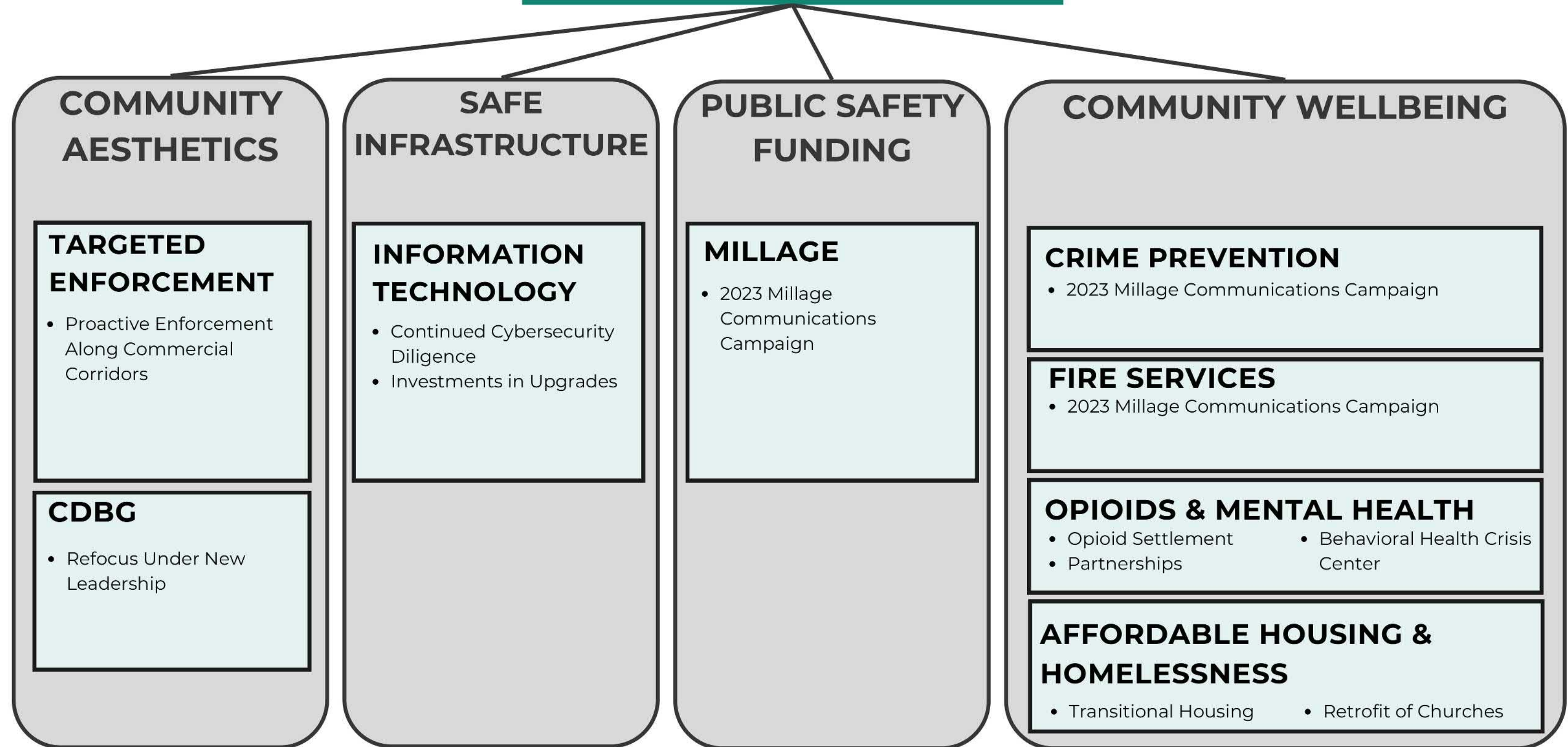
# SAFETY

## Accomplishments & Ongoing



# SAFETY

## Future Strategies



# Break

“

*Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.*

”

Jim Collins

*Good to Great*

# STEWARDSHIP

# Accomplishments & Ongoing

### SUSTAINABLE FUNDING

#### FINANCIAL PRACTICES

- Regular Reporting
- Strong Fund Balances
- Regular Rate Increases

#### POLICE & FIRE FUNDING

- Income Tax Failed
- Millage Vote May 2023

#### PARKS CAPITAL FUNDING

- Income Tax Failed

### RESILIENT INFRASTRUCTURE

#### PUBLIC WORKS

- Yard Piping Project
- 3rd Transmission Main
- 2nd Lake Michigan Intake
- Biosolids Viability Study

### BUILD & MAINTAIN RELATIONSHIPS

#### INTER-GOVERNMENTAL

- Metro Six Cities
- Grand Valley Metro Council
- Dispatch Authority
- Biosolids Authority
- Michigan Municipal League
- MLCOLES
- CALEA
- Wyoming-Kentwood Chamber of Commerce
- Lobbying
- State, County, Federal Representatives

### EFFECTIVE WORKFORCE

#### RECRUITMENT

- Marketing Materials
- Social Media

#### RETENTION

- Wage Reviews
- Competitive Benefit Package
- Annual wage increases

#### DEVELOPMENT

- Language Incentive Program
- Tuition Reimbursement
- Employee Academy

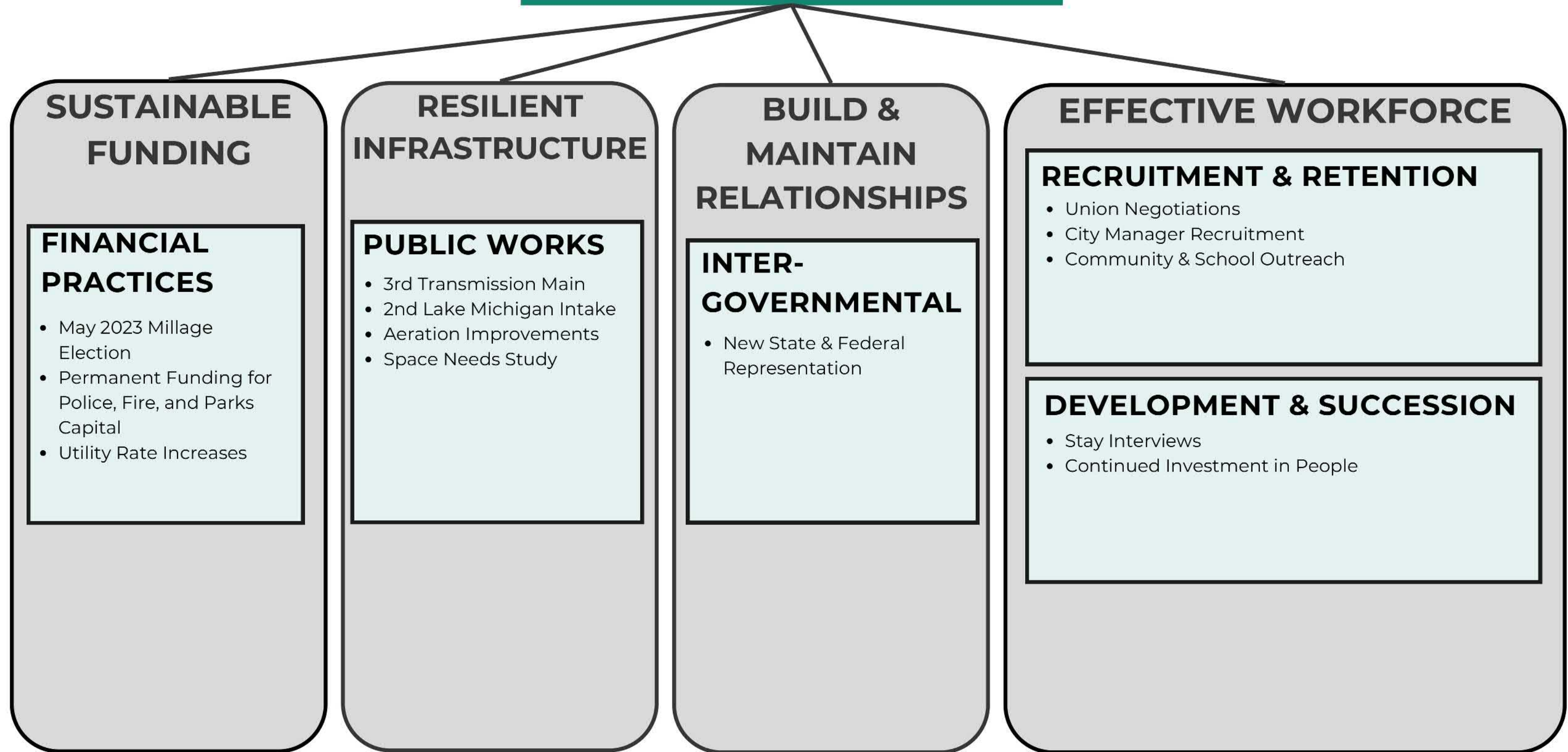
#### SUCCESSION PLANNING

- Talent & Supervisory Development Program
- Recent Promotions

\*This slide contains strategies from calendar years 2021 and 2022

# STEWARDSHIP

## Future Strategies





# Thank You

Staff will compile today's work into a report for discussion at the Work Session in January.

Following the January Work Session, Staff will bring forth a new framework in February for Council adoption.