



**CITY OF PLYMOUTH CITY COMMISSION  
STRATEGIC PLANNING STUDY SESSION  
MONDAY, JANUARY 25, 2021 - 5:00-9:00 P.M.  
PLYMOUTH CULTURAL CENTER / ONLINE**

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City of Plymouth  
201 S. Main  
Plymouth, Michigan 48170-1637

www.plymouthmi.gov  
Phone 734-453-1234  
Fax 734-455-1892

**Meeting will be held as a Zoom webinar**

Please click the link below to join the webinar: <https://us02web.zoom.us/j/81481656493>

Passcode: 095101      Webinar ID: 814 8165 6493

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**Statement on explanation of the reason why the public body is meeting electronically:**

On March 10, 2020, the Governor of the State of Michigan declared a State of Emergency across the State of Michigan. As a part of the response to that emergency certain changes were deemed to be reasonable and necessary to protect the public health, safety, and welfare. Due to the on-going emergency situation the Michigan Department of Public Health and Human Services has recently made certain rules about gathering in groups of people. Further, the Michigan Legislature passed legislation to temporarily suspend certain rules, regulations and procedures related to the physical presence at meetings and hearings of public bodies and other governmental entities in Michigan. These public bodies and entities must continue to conduct public business during this emergency. Recently passed legislation has made it possible for public boards to meet electronically. Due to the Public Health declarations the City of Plymouth will have its Boards and Commissions meet electronically as permitted under the newly enacted law that is known as SB1108.

- 1) **CALL TO ORDER**
- 2) **CITIZEN COMMENTS**
- 3) **City Commission Strategic Planning Study Session**  
Dr. Lew Bender – Facilitator
- 4) **ADJOURNMENT**

*Citizen Comments - This section of the agenda allows up to 3 minutes to present information or raise issues for items not on the agenda. Upon arising to address the Commission, speakers should first identify themselves by clearly stating their name and address. Comments must be limited to the subject of the item.*

*Persons with disabilities needing assistance with this should contact the City Clerk's office at 734-453-1234 Monday through Friday from 8:00 a.m.-4:30 p.m., at least 24 hours prior to the meeting. An attempt will be made to make reasonable accommodations.*

# City of Plymouth Strategic Plan 2017-2022

## GOAL I - QUALITY OF LIFE

### OBJECTIVES

1. Support the neighborhoods with high-quality customer service
2. Engage in collaboration with private entities and surrounding municipalities to implement the [Joint Recreation Master Plan](#)
3. Improve communication with the public across multiple platforms
4. Maintain a high level of cleanliness throughout the City
5. Support and host a diverse variety of events that foster community and placemaking

### ONE YEAR TASKS 2019-2020

- Restore operations for recreation programs after Hines Park bridge repairs are completed
- Explore funding and partnership opportunities to increase and enhance pedestrian crossings
- Finalize [City website](#) update
- Develop and adopt a Master Plan for Kellogg Park, including the fountain
- Develop and implement strategy to market sponsorship opportunities to improve publicly owned assets
- Draft and approve amendments to [Tree Ordinance](#) to clarify implementation, enforcement, and scope

## GOAL II - FINANCIAL STABILITY

### OBJECTIVES

1. Approve balanced budgets that maintain fiscal responsibility
2. Advocate for increased revenue sharing with the State of Michigan
3. Encourage and engage in partnerships, both public and private, to share costs of services and equipment
4. Address the issue of legacy costs
5. Seek out and implement efficient and effective inter-departmental collaboration
6. Market our successes to attract new economic and investment opportunities

### ONE YEAR TASKS 2019-2020

- Continue to support [Michigan Municipal League \(MML\)](#) efforts to [coordinate state initiatives](#) related to revenue sharing with municipalities
- Increase awareness of and support the [MML Save MI City campaign](#)
- Target revenue enhancements that support large capital projects, including grants and millages
- Explore internal and external potential for supplemental funding of legacy costs
- Develop a plan for capital improvement funding projects and purchases
- Explore enhanced investment opportunities

## GOAL III - ECONOMIC VITALITY

### OBJECTIVES

1. Continue to support and improve active, vibrant downtown branding
2. Support community and economic development projects and initiatives
3. Support a mix of industrial, commercial and residential development
4. Reference the [Master Plan](#) in economic decision-making

### ONE YEAR TASKS 2019-2020

- Complete and approve the [DDA Master Plan](#)
- Address and implement recommendations in the [Redevelopment Ready Communities baseline report](#)
- Develop and approve city-wide economic development strategies (Saxton's property, parking system, connections between Old Village and the DDA, Bathey property remediation and development, 240 N. Main, Lumber Mart site)
- Identify other properties of significance to the economic development strategy
- Complete a community survey
- Increase collaborations with partners in the community
- Administer the City's [Master Plan](#) using implementation matrix ([Appendix Table 5](#))

## GOAL IV - SERVICE AND INFRASTRUCTURE

### OBJECTIVES

1. Support administration and staff by providing professional development opportunities, supplying resources, and maintaining a commitment to recruitment, retention and succession planning
2. Support and deliver safe and responsive emergency services
3. Maintain a sophisticated and responsive technology to communicate and manage data
4. Continually record, maintain, update, and improve City infrastructure

### ONE YEAR TASKS 2019-2020

- Begin implementation of parking recommendations for City parking system
- Develop and utilize consistent message and branding across all platforms
- Develop and approve of plan for future delivery of emergency services
- Implement infrastructure asset management plan
- Approve agreement on sanitary sewer with [Western Township Utilities Authority \(WTUA\)](#)

# City of Plymouth

## Strategic Plan 2017 - 2022

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### Overview

On Saturday, January 14, 2017, the City of Plymouth Board, Mayor, City Commission, City Manager and Department Heads met to discuss the future of the City. The discussion began with identifying mutual expectations of the Manager, Mayor, Council Members and Department Heads and steps to continue to have a strong working team. The discussion continued with developing a shared vision of the City's future with major strategic goals and key objectives. The following reflects the main points of their deliberations and decisions.

### A Vision Tour

By 2022, visitors to the City of Plymouth will see the following:

- Vibrant/active downtown
- Increased and diverse experiences
- Quality of life through continuing, improving partnerships
- Collaboration – neighboring towns, school districts, private sector
- Improving delivery of services through technology
- Continuous infra-structure improvement
- Parking/transportation
- Stable financial picture
- Flexible public safety model: police, fire, EMS
- Serious financial issues – legacy and revenues
- Population flat
- Development
  - Community
    - Kellogg Park
    - Parking expand and/or replace/repair deck
    - PARC – permanency, taxes
  - Private
    - Saxtons' mixed use
    - North main/Old Village
    - Mill Street/Bathey
- Staffing
  - Large turnover
  - Service delivery model
  - Privatization
  - Regionalization
  - Merger of Operations with another City or Municipality
  - Combined staff - Shared Services Opportunities
  - Succession planning

- Neighborhoods
  - Tear downs will continue
  - Data recovery/maintenance - Improve Data Collection methods/processes
  - Website update
- Infrastructure
- Projects
  - PARC prominence
  - One Plymouth Community
  - Saxton's Development
  - Plan in place for new central parking deck
  - Strong school district
  - Affordable housing
  - Keeping downtown vibrant (adaptation)
  - Succession Planning
  - Combined staff resources

### **Major Goal Areas with Key Objectives**

In order to realize this shared Vision of the future for the City of Plymouth the Commission and staff identified the following Four Goal areas with supporting Objectives:

## I. Quality of Life (2017 Commissioner Leaders: Deal and Wolcott)

### **Key Objectives**

1. *Neighborhoods supported*
2. *Parks, recreation collaboration*
  - *PARC taxes?*
3. *Communication (Multi-platform)*
4. *Cleanliness*
5. *Events - Continue to host*

## Accomplishments

**Quality of Life** – *Neighborhoods Supported, Parks/Recreation Collaboration, Communication, Cleanliness, Events – Continue to host*

2017 – Applied for [www.PlymouthMi.gov](http://www.PlymouthMi.gov) domain

2017 – Adopted Tree Ordinance that would have to be re-done in future years

2017 – City and Township begin to work cooperatively on a Community Recreation Plan for 1<sup>st</sup> time

2017 – Wilcox Foundation agrees to participate in Kellogg Park Fountain Project

2017 – Number of events grows again; City must try and keep Monday/Tuesday clear in Park

2017 – Staff works with residents to try and resolve several neighbor disputes

2017 – DTE Energy has major fire at Sub-Station 8-16-17. Causing power outage & significant damage

2018 – New City-Wide Master Plan adopted in September

2018 – Completed Community Wide Recreation Master Plan. City & TWP jointly file with State

2018 – Obtain a DTE Grant for tree planting & DMS completed

2018 – Work begins on update to City Web Site

2018 – Community Development working with Developers on construction site clean up

2018 – Kellogg Park Fountain Discussions are on-going, existing fountain rotates pumps

2018 – Attempt by PARC to use Recreational Authorities Act to create own taxing authority fails

2018 – PARC Announces that there is no Plan B & will need to sell green space to repair building

2018 – Prep to hire a Police Officer in 2019

2018 – Work on New Tree Ordinance begins

2018 – Code Enforcement, Blight, Neighborhood Disputes, Snow & Grass violations are on-going

2018 – Work with DTE Energy on resolving Power Outages in City. DTE invests 6 million dollars+ in city

2018 – Reviewed Art in the Park request for four-day event – declined and only allowed 3-day event

2019 – Restored operations for Recreation Programs once County repaired Hines Drive Bridges

2019 – Election in Nov. 12 Million Dollar Road Bond Issue to includes roads & some pedestrian amenities

2019 – City Engineers begin preliminary work on 2020 Roads Projects as a result of bond issue passing

2019 – EMU Citizen Survey shows residents are 95% Very Satisfied/Satisfied with City as a place to live

2019 – DDA Working on Downtown & Kellogg Park Master Plans to be presented in 2020

2019 – Masons come on board to “sponsor” improvements to Starkweather Park

2019 – Began review of Special Event Policy to update and present in 2020

2019 – Had five major blight violations that staff had to resolve and go to court on

2019 – Adopted new Tree Ordinance, that had staff input and was able to put into operation

2019 – PARC Announces they have obtained money to repair building & will NOT be selling green space

2019 – Continue to host many events – expanding offerings to include Yoga in Park, Halloween, etc.

2019 – Discussion on possible new fountain in Kellogg Park continues with Wilcox Foundation  
2019 – Local Government 101 Booklet published & given to new residents.

2020 – Liquor & Marijuana License review.

2020 – Rooftop Seating Ordinance adopted 09-21-20.

2020 – Adopt DDA Master Plan

2020 – Fountain Project continues – City attorney working on details.

2020 – Upgrade signage at Lions and Garden Club Parks

2020 – Upgraded City Web Site and converted to new PlymouthMI.gov link.

2020 – Resident Education on Zoning Basics, Ordinance Changes, Services – On Web Site & handouts

2020 – Increase Social Media presence – Goal was adding 1,000 followers, we added 6,273 followers.

2020 – Review Truck Routes – New Ordinance adopted

2020 – Change special events due to Covid – Many events cancelled.

- Main Street Memorial Day Parade converted to Procession throughout town.
- Santa’s Arrival changed to visit every neighborhood park.
- Kiwanis Club converted 4<sup>th</sup> of July parade to a house decorating contest.

2020 – Changed, updated, pivoted, cancelled, recreations classes, activities, sports, ice arena.

2020 – Started development of a blocked train crossing app.

## II. Financial Stability (2017 Commissioner Leaders: Valenti and Wright)

### Key Objectives

1. *Balanced Budgets*
  - *Caution re: new initiative*
  - *Recapture state revenue sharing*
2. *Revenue Issues*
  - *Taxes, Headlee, recoup state share*
3. *Partnerships*
  - *School District*
  - *Neighboring communities – County, Share equip, public safety dispatch*
  - *Inter-department*
4. *Legacy cost*
  - *Health and pension – ours*
  - *Plymouth Township*
  - *Dispatch - Plymouth Township*
  - *City of Northville*
5. *Contract out for services*
6. *HVA – mechanics*
7. *Marketing what*
  - *Do what we do well*
  - *Building industry base*

### Accomplishments

#### Financial Stability – *Balanced Budget, Revenue Issues, Partnerships, Legacy Cost, Contract for services*

2017 – Shared Chris Porman w/Northville as a trial to see if we could combine DMS for both cities

2017 – Department Heads discuss capital needs to keep operations going

2017 – Leased Vactor Truck

2017 – Leased Fire Truck

2017 – Sold Old Fire Truck to City of Northville

2017 – Serious talks begin with Plymouth Township on Legacy Costs for former Joint Fire Department

2017 – City Fire operating HVA Ambulance at no cost to City

2017 – Huron Valley Ambulance mechanics lease City garage & service city vehicles & HVA vehicles

2017 – Paser rating on City Streets is conducted

2018 – Good Project w/Northville for shared DMS Director, but not able to complete merger

2018 – Came to conclusion on Fire Legacy costs w/Township lots of work by staff in both City & TWP

2018 – Sent \$200,000 in “extra payments” to MERS to help pay down city legacy costs with MERS

2018 – Leased new Zamboni

2019 – City Commission directive- No new projects unless there is an identifiable revenue source

2019 – Will be sending additional payment to MERS for legacy costs prior to calendar year end

2019 – Finance moving money around to different banks to begin to see return on financial investments

2019 – City Commission directs staff to present Paid Parking Program. Staff working as UCAA Group

2019 – 12-Million-dollar Road Bond Issue passed by voters.

2020 – Promote participation in 2020 census – Self Response Rate 80.7% - 2010 rate was 77.2%

2020 – Paid an extra \$200,000 to MERS for legacy costs.

2020 – Funded repairs to Police/Fire air conditioning unit

2020 – Reviewed and Published rate card for Payment In Lieu of Parking

2020 – Continued working with Northville on Metrics for Fire Department

2020 – Funded and Completed repairs to the Central Parking Deck

2020 – Closed on the 2019 voter approved bond issue.

2020 – Funded phase one repairs to the Massey Field Lights through a grant



### III. Economic Vitality (2017 Commissioner Leader: Pobur)

#### **Key Objectives**

1. *Vibrant downtown – active – Brand*
2. *Community development*
  - a. *Parking*
  - b. *Saxton’s*
  - c. *Old village*
  - d. *Bathey*
3. *Business friendly/mix*
4. *Master plan*

#### **Accomplishments**

**Economic Vitality** – *Vibrant Downtown – Active Brand, Community Development, Business Friendly, Master Plan*

2017 – Pursing Redevelopment Ready Status with State MEDC – Long Process – Completed Self – Eval

2017 – Working with Developers on Saxton’s Property – RFP Process completed & working w/winner

2017 – Planning Commission working on Master Plan

2017 – Looking at plans for possible paid parking and review of restaurant parking requirement

2017 – Colleen participated in video on economic development for Chamber of Commerce w/Township

2017 – Continue work w/Fuyao on redevelopment of 909 N. Sheldon. State to fund future traffic signal

2017 – Developer at Starkweather School Project very slow

2017 – Developer for 444 Plymouth withdrew as project was too big for site

2017 – ZBA Variance granted to E&E Manufacturing for new press

2017 – Preliminary work with Pulte on old Bathey Site. Phase 2 Environmentals completed

2017 – Developer working on plan for 240 N. Main

2017 – Demolition of 110 W. Ann Arbor Rd. completed. 1<sup>st</sup> Engineer review of new plan complete

2018 – ZBA, Planning Commissions held joint training with Northville for annual updates

2018 – HDC Board received additional training

2018 – Mayor’s & Chairs Meetings held quarterly to keep the chairs of various Board informed

2018 – Lumber Mart Site going through approval processes

2018 – Working with Developers for County Building at Hines & Wilcox – Citizen Opposition

2018 – Biggalora/Arbor Brewing opening in 1<sup>st</sup> quarter and Arbor in summer

2018 – Starkweather School Developer continues to struggle. Planning rejects Amendments to PUD

2018 – 110 W. Ann Arbor Rd. has walls going up, water/sewer taps complete. Resolved County Road Issue

2018 – Continued working toward Redevelopment Ready Status with MEDC. Resolution of intent adopted

2018 – Floor Area Ratio (FAR) Ordinance Adopted to address excessive size homes on small lots

2019 – Now 50% completed on Redevelopment Ready Status with MEDC

2019 – Completed EMU Citizen Survey

2019 – Kiwanis finishes work on Playground Improvements – Masons adopt Starkweather Park

2019 – ZBA, Planning Commissions again held joint training with Northville for annual updates

2019 – Mayor and Chairs meetings continue – Lots of things going on with development

2019 – FAR Ordinance report presented to the City Commission on impacts of Ordinance

2019 – One Million Dollar grant obtained for Pulte Site to assist in Environmental Clean Up

2019 – Lumber Mart Site PUD Plan approved – Anticipate it being sold to another developer  
2019 – County Building at Hines & Wilcox sale approved by county in Planning Process with City  
2019 – New Developer purchased 240 N. Main & is putting in a Planet Fitness & other commercial  
2019 – 110 W. Ann Arbor Rd. project is completed, and businesses are opening at that location  
2019 – Starkweather School Developer continues to struggle, behind on taxes & payments due to City  
2019 – City Attorney Marzano gives his “soup talk” to all Boards & Commissions  
2019 – Work begins on 2020 Census  
2019 – Pulte begins development on 10 acres of old Bathey Site.

2020 – Approved PUD for Saxton’s site & sold a portion of the property.  
2020 – Starkweather School Development began occupying apartments.  
2020 – Pulte Site completed 4 buildings & has 2 more under construction.  
2020 – Continued work on branding through web site and backdrops for Zoom.  
2020 – Continued work on RRC certification now at 70% complete  
2020 – Converted parking spaces to additional outdoor restaurant seating.  
2020 – Installed 15 minute carry out pick up parking spaces.  
2020 – DDA Take Out & Shopping contests

#### IV. Service and Infrastructure (2017 Commissioner Leader; Dalton)

##### **Key Objectives**

1. *Staffing*
  - *Turnover*
  - *Succession planning*
2. *Public Safety flexibility: Police and Fire*
3. *Website design and data management*
4. *Continuous infrastructure improvement*

##### **Accomplishments**

**Service Infrastructure** – *Staffing, Public Safety Flexibility, Police & Fire, Website Design, Data Management Continuous Infrastructure Improvement*

2017 – New Web Vendor selected

2017 – Began reviewing possibility of ICMA Public Safety Study

2017 – Fire Department began working with Dispatch Centers to prep for new pagers

2017 – On going discussions on sewer flow swap

2017 – New Peddler ID's developed to comply with Ordinance

2017 – Completed sidewalk program

2017 – Worked on Street Paving Program in Area D

2017 – Converted City Phones to new carrier (converted back in 2018)

2018 – Fuyao working towards C of O, Traffic Light next year

2018 – Parking Deck repairs completed

2018 – ICMA – Public Safety Study Completed and presented in January

2018 – DMS to finalize Asset Management Plan

2018 – DDA votes not to complete Master Plan of Downtown for Improvements

2018 – Completed street infrastructure program

2018 – Completed sidewalk program

2018 – Completed partially grant funded Starkweather & Liberty ADA/Road Improvements

2018 – On going discussions on sewer flow swap

2018 – Saxton's RFP Process concludes with no plan

2019 – Saxton's Project gains life again with single Developer & City enters into Letter of Intent

2019 – Six employees complete one-week Succession Planning/Customer Service/Leadership training

2019 – Road Bond Issue passed – staff begins work on prep for Bond Sale

2019 – Hired replacement police officer – Welcome back Collin

2019 – Hired replacement DMS Employee – Welcome Aaron

2019 – Promoted two to Police Sgt. For succession planning

2019 – Planning Commission continued work on Sign Ordinance

2019 – Sidewalk Program completed

2019 – Received payment from County for Starkweather & Liberty Improvements in 2018

2019 – Installed new Pressure Reducing Valves at GLWA Inlets into the City for stability in water system

2019 – City Adopted new Solid Waste Contract

2019 – City adopts sewer flow swap agreement with County – twice.

2020 – Paid Parking Program developed and in final stages – then Covid  
2020 – All employee training rescheduled multiple times now February 11.  
2020 – City Commission authorized updated road asset PASER Report.  
2020 – ISO Fire Rating remained a 4, while Northville moved up two rating groups to a 4 as well.  
2020 – Adopt and implement multi-modal transportation policy.  
2020 – Install bike lanes on South Main Street  
2020 – Street repairs on Dewey, Farmer, Junction, Theodore, Evergreen  
2020 – Installed new Pedestrian leading push button signals Main & Ann Arbor Trail  
2020 – Installed new rapid flashing pedestrian beacons at Main & Hartsough.  
2020 – Installed new pedestrian HAWK Signal on Mill Street at Park  
2020 – Installed new 4 Way Stop on Starkweather at Farmer  
2020 – New trash compactor agreement for Central Parking Deck  
2020 – Replaced and upgraded telephones at City Hall.  
2020 – Transferred property to the 35<sup>th</sup> District Court per the 1980's agreement.  
2020 – Updated Sign Ordinance – Adopted March  
2020 – Completed study of infrastructure in the DDA.  
2020 – Processed Primary and General Elections – New vote by mail option.  
2020 – Held Joint Shred Day with Plymouth Township at City Hall 1,893 cars  
2020 – Adapted to City DMS Pick up of compost at start of season due to Covid.  
2020 – Moved and rescheduled “Big Trash Day” due to Covid  
2020 – Implemented new sanitization protocols for City facilities.  
2020 – Converted all public meetings to Zoom platform.

## MAJOR GOAL AREAS WITH KEY OBJECTIVES AND ONE-YEAR TASKS AS OF 01-13-2021

GOAL I With Key Objectives	QUALITY OF LIFE Neighborhoods Supported, Parks and Recreation Collaboration, Multi-Platform Communication, Cleanliness, Continue to Host Events	
2020-21 One-Year Tasks	Assigned To	Status
<b>Completed 20-21 One-Year Tasks</b>		
Rooftop seating review	John B/Al/PJS	COMPLETED - Second reading of Ordinance held on 9/21/20. Will publish asap
Adopt DDA Master Plan and identify funding sources for implementation	Tony	COMPLETED - DDA Board adopted at their September meeting
Establish format and requirements for public parks sponsorship	Various	COMPLETED - New sign in for Garden Club Park and Lions Club Park Sign
Resident education program - zoning basics, ordinance change and update, services, recycling	Various	COMPLETED - Community Development has a "Basics Help Book" on line
City webpage - New website change over - Delayed due to Covid	Tom	COMPLETED - operational/live for a few weeks - staff training is next
Increase social media presence - 1,000 new followers/subscribers	Sam	COMPLETED - Social Media Followers Up 6,273 for year. Followers up 537 in Dec. Total followers As of 12/31/20 - 30,889. Report shows Instagram is a growth area
Review and evaluate City truck routes	Chris/Al	COMPLETED - Final Reading of Ordinance held on 01-04-21.
<b>On-Going 20-21 One-Year Tasks</b>		
Complete update to special events policy	Various	DDA Committee did not want to expand Ice Fest Lite to include some road closures and expanded outdoor seating for restaurants. Maybe a weekend in March and April
Begin implementation of Kellogg Park Master Plan with fountain replacement	Various	City Att. Trying to meet with Scott Dodge of Wilcox Foundation. There are also details to finish up. Now anticipate possible 2-1-21 agenda.
Liquor/marijuana license review	Various	Presentation at CC Mtg on Marijuana on Oct. 5. Possible Survey in New Year
<b>Completed Additional Tasks, Projects, and Initiatives for 20-21</b>		
Summer Events 2020	Various	COMPLETED - No events per Governor
American Salute Michigan Phil Symphony Concert in Kellogg Park 2020	Various	COMPLETED - PARC planned concert on the football field for Aug. 1 has been cancelled.
Chamber Farmer's Market 2020	Various	COMPLETED - open and an On-going success. Many compliments and a few complaints. No significant issues. 2021 Parking Signs in preliminary design.
Memorial Day Parade 2020	Various	COMPLETED - Veterans Service and Procession completed, a few too many people at service, but workable. Veterans Group contacted us and wants to do it again in 2021, but bigger
Plymouth Community Band Concerts 2020	Various	COMPLETED - Not going to happen this summer
4th of July Parade - House Decorating Contest 2020	Various	COMPLETED - Kiwanis announced winner on July 4th. Abe Lincoln and members of the Community Band played at winner's home on Farmer & Blunk. Along with \$1,000 to winner.
Kellogg Park Fountain for 2020	Chris P	COMPLETE - fountain closed for the year
Kona Runs 2020	Various	COMPLETED - Cancelled the Wicked Halloween and the November Chocolate runs
Santa Arrival 2020	Various	COMPLETED - HUGE success. Lots of people both at parks and along the route. A few pinch points that we can clear for next year. Positive feedback. Great team cross Dept effort
<b>On-Going Additional Tasks, Projects, and Initiatives for 20-21</b>		
Covid-19	Various	FEMA 1st submittal in. Waiting on newest set of rules from Governor, next week
Liquor License Violations	Al	No word on MLCC violations for Ebenezer. Post Hearing is this afternoon
Summer Events 2021	Various	Ice Fest "Lite" and Thursday night Community Band Concerts approved 1-18-21
Public Art in Kellogg Park	Tony	DIA Has put Project on hold until the spring 2021. Sign in Park indicating what it is
Tonquish Creek Trail Improvements	Various	Need formal survey. Our data was incomplete and did not meet all of the needs of program
Recreation Spring Classes & Soccer Registration	Steve A.	Spring Soccer registration is on-going. Waiting on Gov to tell us orders related to sports/games. Rink sprays decon every use. H.S. Hockey to jam 3 months into 6 weeks
Kona Runs 2021	Various	First race is scheduled for June. Approval letters sent. HVA contracts signed.
Train Logging Data & App Development	PJS/Tom	Engineers have been working with Tom on camera locations. Trying to get a couple of more locations for cameras. Need to get technology in place.
444 Plymouth Road Site - Access to Hines Drive - needed to make Ernesto's site & Others more viable	Electeds	John B had mtg w/Developer & some progress being made.

## MAJOR GOAL AREAS WITH KEY OBJECTIVES AND ONE-YEAR TASKS AS OF 01-13-2021

GOAL II With Key Objectives	FINANCIAL STABILITY Balanced Budgets, Revenue Issues, Partnerships, Legacy Costs, Contracting for Services	
2020-21 One-Year Tasks	Assigned To	Status
<b>Completed 20-21 One-Year Tasks</b>		
Redesign Capital Improvement Plan and evaluate future funding process for Equipment Fund	Various	COMPLETED - Air Conditioning Unit for PD/FD is installed. Goyette contracting was vendor
Create a rate card for payment in lieu of paid parking	John B.	COMPLETED - Per City Comm. Directive was on 12/7 City Comm. Agenda and stayed same
Identify cost estimates, timeframe and potential funding sources for Central Parking Deck	Tony	COMPLETED - Repairs on parking deck are complete, punch list only. Everything open
Complete road bond sale - phase one	Various	COMPLETED - Deal closed as scheduled and We have the money in our accounts.
<b>On-Going 20-21 One-Year Tasks</b>		
Actively promote and participate in the 2020 Census	John B.	Asked Congresswoman Haley Stevens office to see if they can get preliminary numbers
Explore internal and external potential for supplemental funding of legacy costs	John S.	Legacy costs remain a significant Issue. We paid an additional \$100,000 in December
Target revenue enhancements that support large capital projects, including grants and millages	Electeds	We are now working on putting together a potential package of emergency structural repairs to various buildings. Hopefully, something for a Feb/March agenda
Assist the MML in facilitating and increasing support for state revenue sharing initiatives	Various	Discussed lost revenue with Congresswoman Stevens staff. "Keeping it on the burner."
Develop financial plan for public safety model		Fire Chief still working on developing possible metrics. Expect discussions w/Dr. Lew
<b>Completed Additional Tasks, Projects, and Initiatives for 20-21</b>		
Tree at 711 W. Ann Arbor Trail & 186 S. Main (Huntington Bank)	Tony B	COMPLETED - DMS was able to remove root balls. New trees have been planted
Finance of DMS Swap Loader - Ordered last year for delivery this fiscal year	John S.	COMPLETED - Paperwork filed with bank. Closed 6-16-20. John S. filed paperwork at SOS.
Fiscal 2019 - 20 Audit	John S.	COMPLETED - Auditor made presentation at 12/21 meeting. Top Opinion. Great report
ZBA Lawsuit	John B.	COMPLETE - Sent update from attorney & court documents to City Comm. Case dismissed
EMU - MPA Intern to be based in Community Development	John B.	COMPLETED - Kylar worked in Community Dev.
DMS Moving to BS&A Software to be compatible with Finance Dept.	Various	COMPLETED - DMS is operating on the new work order tracking system for payroll
False Alarms Ordinance Update	Various	COMPLETED - Update to False Alarm Ordinance is complete
Public Act 202 - OPEB Actuary	John B.	COMPLETE - Liability increased per actuary report from \$15.1M to \$16.5M
<b>On-Going Additional Tasks, Projects, and Initiatives for 20-21</b>		
Possible Landfill Sale		John B. had a phone mtg. w/attorney related to continued interest in purchasing
Working on Vehicle Fleet Option possibility	Chris P.	John S. is waiting for information Community Lease Partners to compare w/Enterprise
MME Fellow - GRANT Program by State City Mgr. Assoc. to place MPA Student	Various	Stephen is at the DDA this week.
Repair Lights at Massey Field - Phase 2	Steve A.	Funded by Wayne County Parks Grant -City Comm. App. Intergovernmental Agree. on 1-4-21
Tax Bills - Winter	John S.	Winter taxes due in February. People are getting used to drop boxes

## MAJOR GOAL AREAS WITH KEY OBJECTIVES AND ONE-YEAR TASKS AS OF 01-13-2021

GOAL III With Key Objectives	ECONOMIC VITALITY Vibrant Downtown, Active Brand, Community Development, Business-Friendly Mix, Master Plan	
2020-21 One-Year Tasks	Assigned To	Status
<b>Completed 20-21 One-Year Tasks</b>		
<b>On-Going 20-21 One-Year Tasks</b>		
Continued administration of development projects and proposals *Wilcox Mill, Saxton's, Pulte, Starkweather School, Lumber Mart and various residential builds		<b>Saxtons</b> -Developer changed interior from plans & does not meet bldg. code. Cty Att. Working on Mark Wira land in parking lot/ <b>Starkweather School</b> - Developer trying re-fi, multiple title companies working on it. Land splits involved. Developer owes City \$85,000 in fees/taxes
Pulte Development	Various	Building 5 is enclosed & working on interior. Building 6 has Foundations in
Branding - consistency across all communications (email, letterhead, agenda)	Mo and Sue	<b>Virtual &amp; City Backdrop</b> for DDA is in design phase at this point. Other Depts. Complete
Provide annual process and risk-management training to all boards and commissions		<b>Need to schedule Bob to do his "soup talk" live from studio 525 on Zoom and recorded</b>
Continue implementing RRC plan to achieve certification	John B	City Comm. Adopted Public Participation Plan 07-06-20. RRC now at 70% Complete
Develop list of transitional properties and utilize MEDC, Wayne County and others to market	John B	Included as part of Economic Development plan as part of RRC
Explore marketing partnerships (schools, Chamber, hotels, available publications, etc.		Chamber Revive and Thrive banners went up on DDA light poles.
<b>Completed Additional Tasks, Projects, and Initiatives for 20-21</b>		
Swimming Pool Installations as well a new privacy fences	John B	COMPLETED - 11 new pools this year. 82 fence permits issued
<b>On-Going Additional Tasks, Projects, and Initiatives for 20-21</b>		
Outdoor Patios - Sidewalk Retail Use	Various	Carry out Parking areas installed 12/1 - Patios now extended to 3/31, City Comm. to allow summer parking area patios for 2021, continue working on potential awnings. Staff working on pricing & design for parking lot barricading for extended patio space.
Redevelopment of Parking Lot at Saxton's Property	Various	Cty Att. Prelim work prior to contacting Wira. Prelim. Concepts previously sent to City Comm.
Ebenezer Construction Project	John B	Planning on renovation of Greek Islands to match Ebenezer. Nothing new on this
Mayor & Chairs Meeting	John B	<b>Need to set up a meeting w/Mayor in Studio 525 in February.</b>
Training for HDC, Zoning & Planning	John B	<b>May have to do this via Studio 525. Depending on Covid &amp; Governor's Orders</b>

**MAJOR GOAL AREAS WITH KEY OBJECTIVES AND ONE-YEAR TASKS AS OF 01-13-2021**

GOAL IV With Key Objectives	SERVICE INFRASTRUCTURE Staffing, Public Safety Flexibility, Website Design, Data Management, Continuous Infrastructure Improvement	
2020-21 One-Year Tasks	Assigned To	Status
<b>Completed 20-21 One-Year Tasks</b>		
Review ISO report and ICMA study and begin meeting do discuss viable options for the future of emergency services		COMPLETED - Final Report from ISO is in. Plymouth remained a 4 rating, while Northville moved up to a 4 from a 6 (low number is good) Combined into a single rating for both cities
Approve third version of agreement on sanitary sewer with WTUA based on delay by Wayne County		COMPLETED - Bob working on final arrangements for purchase of capacity & flow swap. Bob Authorized Check to WTUA. County Reviewing cost allocations for past sewer costs
Develop multi-modal transportation policy to City Commission	John B.	COMPLETED - Adopted by City Comm. On 07-06-20
Implement 2020 street repairs	Chris	COMPLETED - DMS & Engineer following up with Consumers Energy recent system repairs on Harvey & Farmer and needed repairs to roadway this spring.
Define process/educate citizenry/pursue adoption/implement form-based codes	John B	COMPLETED - Guide to Development on website
<b>On-Going 20-21 One-Year Tasks</b>		
Administration to make parking recommendation to City Commission by end of first quarter	Various	Project delayed by Covid. Parking Enforcement teams are enforcing carry out zones
Implement updates to parking system according to direction given by City Commission		
Actively engage employees for further career development for succession planning (focus on PCC)	PJS	All Employee training moved to 2/11 at Cultural Cnt. Gov. Orders. Offices Closed 10 - 1:30
Continue Asset Management Plan		Paser Road Report is now being prepared.
One way street on Starkweather	Various	There is now a 4 Way Stop at Starkweather & Farmer. Need Traffic Study after Covid-19
Continue GIS mapping of City		ON-GOING - As data comes into the City it is uploaded into GIS.
<b>Completed Additional Tasks, Projects, and Initiatives for 20-21</b>		
Restore CMV enforcement	Al	COMPLETE - PD/DMS submitted a AAA Grant for the purchase of Scales. Did not receive grant
DDA Fleet Street Alley Trash Compactor Replacements	Tony/Sam	COMPLETE - Tony is still working on billing issues, but has not had any new complaints.
Telephone Replacements at City Hall	Tom	COMPLETED - Trying to work through tweaks in the new systems & technology
Hire DMS Worker to fill vacancy created by retirement of Jim S.	Chris & Tom	COMPLETED - New hire started, Jim has completed his time with us
Complete Study of Infrastructure in the DDA	Tony/Sam	COMPLETED - Final DDA Master Plan Accepted by DDA
Courthouse Property Transfer from City to Court	Various	COMPLETED - City Attorney has indicated that this project is now complete
Sign Ordinance Adoption on Agenda	John B	COMPLETED - Final Reading Complete 03-02-20.
2019 Sidewalk Program & 2020 Sidewalk Program	Chris	COMPLETED - Contractor is complete. Billing has gone out. Final Payment Processing
Downtown Brick Sidewalk Repairs	Tony/Sam	COMPLETED - Contractor completed repairs in spring
Election	MO	COMPLETED - Total of 6,512 ballots issued. 1,857 voters at the polls in a socially distant set up. 77.21% eligible voted
Compost Collection and "Big Trash Day" & Shred Day	Chris	COMPLETED - Shred Day had 1,893 cars 909 City Residents. Big Trash Day completed Oct. 10
DDA Flower Watering Project	Tony/Sam	COMPLETED - Posted info on volunteer planting groups on social media and in the PULSE Newsletter. Volunteers pay for the flowers and do the planting
Purchase of 2 Police Tahoes	Various	COMPLETED - Both vehicles are in the City.
Parking Deck at Mayflower Center	Tony/Sam	COMPLETED - DDA Staff Discussed possibility w/Mayflower Management Company & referred them to Rich & Associates
Follow up on No Parking Sign Install on Fleet Street Alley	Chris P	COMPLETED - New signs & spaces marked. Compari's drivers issue. Enforcement on going
Code Violation - Sign Issue on Joy Street		COMPLETED - Took a week for violation letter to get delivered by USPS. John B. met with property owner for over two hours. He indicated that he would come into compliance.
Code Violation - Sign Issue on Joy Street	John B	COMPLETED - Bob reviewed & signs are grandfathered. Letter sent to complainant
Code Violation - house on N. Holbrook Street		COMPLETED - Met with owner last week - house currently meets ordinance, no further action
Annual Hydrant Flushing	DMS	COMPLETED - DMS staff flushed, inspected, and winterized over 500 hydrants
Leaf Pick Up	DMS	COMPLETED - Final collections 12/8. Email indicating we are complete was sent.
Code Violation - 206 E. Ann Arbor Trail		COMPLETED - New owner has a new house under construction.
<b>On-Going Additional Tasks, Projects, and Initiatives for 20-21</b>		
2021 Street Repair Project	Chris	City Comm. will need to determine if new signals on Harvey & Property Acquisition. Prelim Design
Strategic Planning with Dr. Lew	Various	Scheduled for January 25th 5:00 to 9:00 p.m. at Cult. Cntr. Set up meets MIOSHA orders
Contract Talks with Unions	Various	First session scheduled with Police Officer in Feb. Asking for substantial hourly increases Plus additional
Code Violation - Grass/Weed/Snow		snow/ice info in November E-Newsletter and winter tax bills
Code Violation - Barrio		Inspection on fire suppression system this week. Applied for permit for fire alarm system