



Agenda

Committee of the Whole Meeting

City of Kalamazoo

Saturday, February 19, 2022

8:30 AM

The Foundry - 600 E. Michigan Avenue

A. CALL TO ORDER/ROLL CALL

B. COMMUNICATIONS

C. PUBLIC COMMENTS

D. WORK SESSION

1. Discussion Around the City Commission's Priorities

E. COMMISSIONER COMMENTS

F. ADJOURNMENT



City Commission 2022 Retreat

February 19, 2022
8:30 a.m. – 3:30 p.m.



City Commission Retreat: Coffee & Conversation

8:30 a.m. – 8:43 a.m.



City Commission Retreat: Agenda & Desired Outcomes

8:43 a.m. – 8:45 a.m.

Desired Outcomes

- Shared understanding of current status of stimulus funding; and decision making around future direction.
- Shared understanding of the most impactful work the City can do in 2022 and beyond, particularly as it relates to affordable housing, youth development, and reducing gun violence.

8:43 a.m. – 8:45 a.m.

Agenda

- 8:30 – 8:43 Coffee & Conversation
- 8:43 – 8:45 Desired Outcomes and Agenda Review
- 8:45 – 9:45 ARPA Overview & Top 5 Community Priorities
- 9:45 – 10:45 Affordable Housing
- 10:45 – 11:00 Break
- 11:00 – 12:00 Affordable Housing (*continued*)

Agenda *continued*

12:00 – 12:30 Lunch

12:30 – 1:30 Gun Violence Prevention & Intervention Efforts

1:30 – 2:30 Youth Development Sub-committee

2:30 – 2:45 Break

2:45 – 3:20 City Commission Discussion

3:20 – 3:30 Next steps



City Commission Retreat: ARPA Overview & Current Community Priorities

8:45 a.m. – 9:45 a.m.

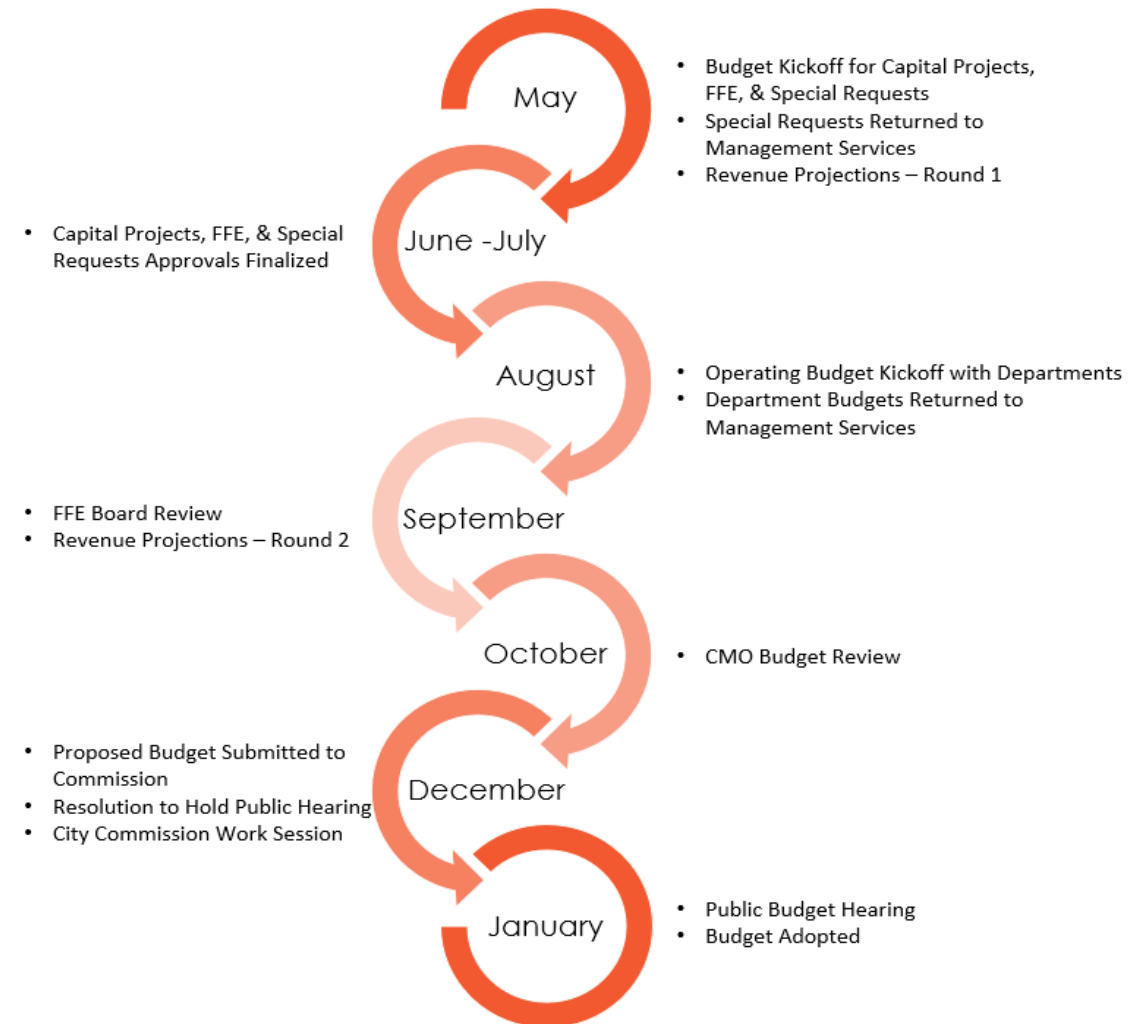
American Rescue Plan Act (ARPA)

- ARPA passed in March of 2021
- Included \$1.9 trillion of stimulus funding
 - Extended Unemployment Benefits
 - Direct payments to individuals
 - Expanded Child Tax Credit
 - Significant funding to other projects/programs
- State and Local Fiscal Recovery Funds \$350 billion
 - Direct payments to municipalities
 - Kalamazoo allotted \$38.9 million

ARPA History

- March 2021 – American Rescue Plan Act signed into law
- May 2021 – Interim Final Rule
- June 2021 – Reporting User Guide Published
- January 2022 – Final Rule (Effective starting 04/01/2022)

Budget Timeline

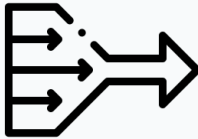


Projects prioritized based on community priorities and program quality



All ARP-Eligible Projects Evaluated

Projects evaluated and ranked based on community priorities and potential impact



Project May Be Eligible for Multiple Funding Sources

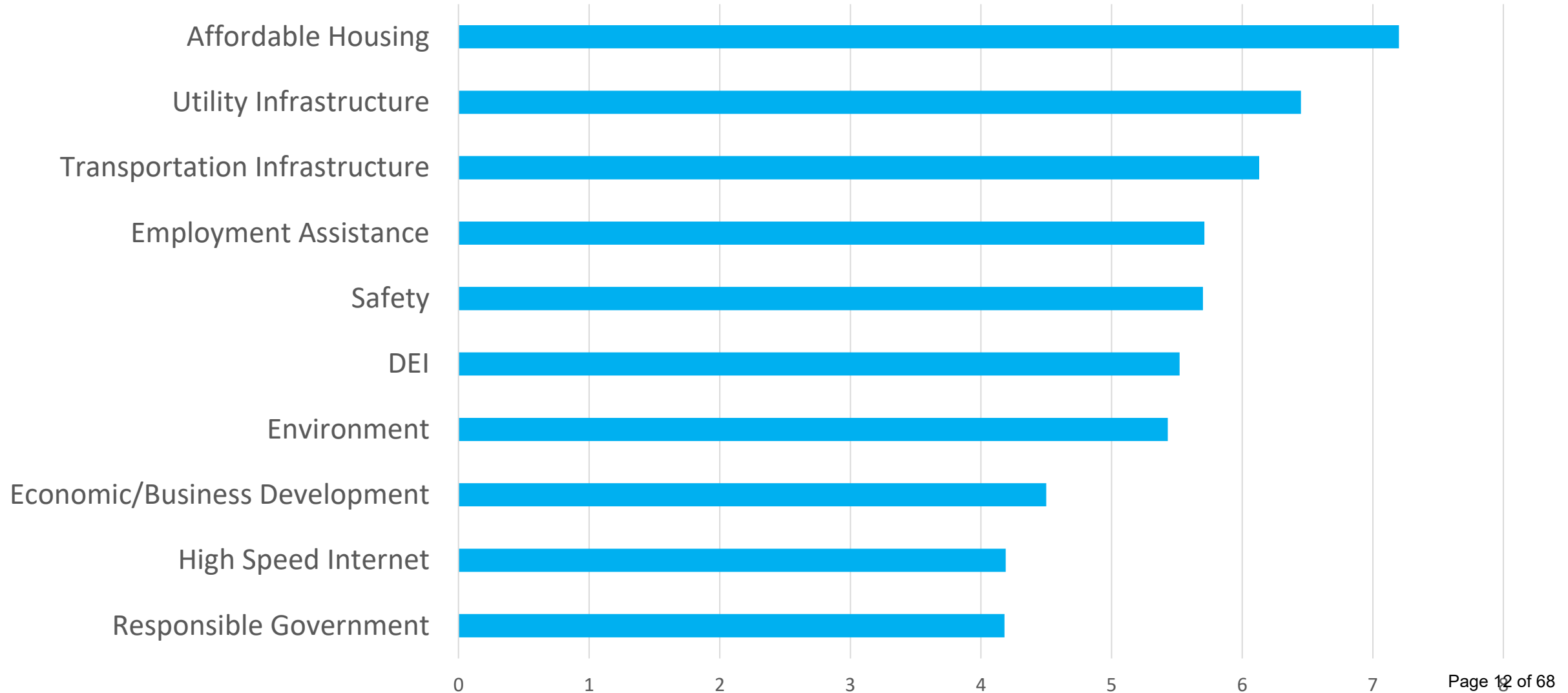
Following ranking, staff determined the most effective use of available funding (FFE, ARP, etc.)



Process Is Being Refined

This is the first phase of ARP commitment and new funding opportunities are expected from State and Federal government.

ARP Community Survey Results



Community Shared Priorities Through Survey Efforts (NCS, ARP, IK2025, CC Priorities)



Economic Impact/Economy

Promote economic health, economic and business development, and address job loss



Youth

Places and supports that help young people succeed



Infrastructure

Motorized and non-motorized transportation systems, utilities, water and sewer



Safety

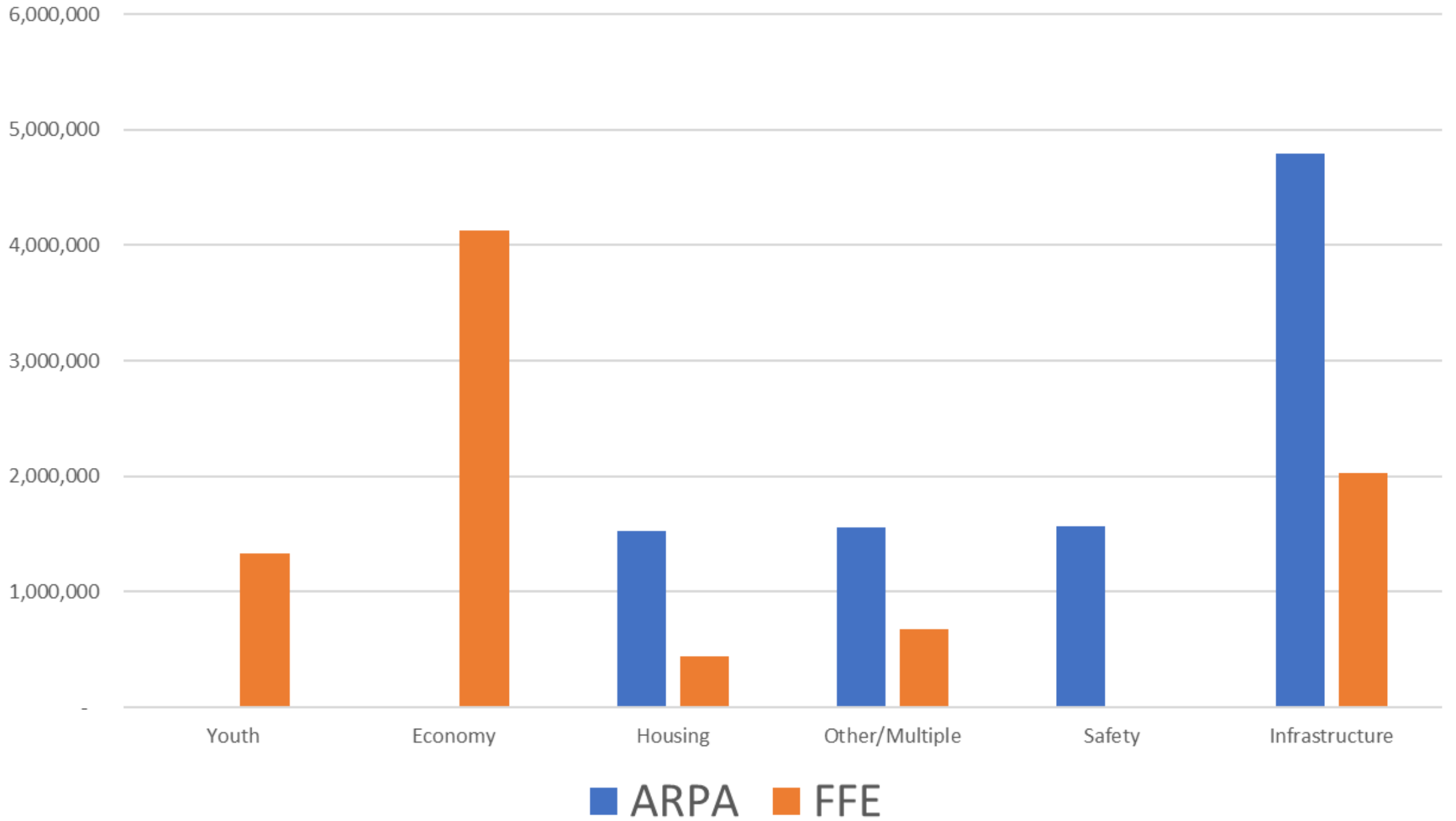
Preventing crime and violence, including gun violence and other public safety initiatives



Housing

Affordable housing, addressing homelessness, assisting with arrearages/repairs

Budget by Main Priority Area



HOUSING						
Housing for All	New rental, homeownership units, and renovation of existing housing stock	2022	2024	1,000,000	1,000,000	
Lead Support	Support City lead removal programs	2022	2023	330,000	330,000	
Senior Safety Repairs	Grants to increase safety of senior citizen households	2022	2023	200,000	200,000	
TOTAL				1,530,000	1,530,000	
INFRASTRUCTURE						
Stormwater Condition Assessment	Assessment of the City's stormwater pipes and structures	2022	2022	275,000	275,000	
TOTAL				275,000	275,000	
SAFETY						
Allocation for Community Safety	Ongoing community violence intervention	2021	2023	-	1,000,000	
Emergency Management Coordinator Position	Position to run City emergency management program	2022	2026	105,371	570,723	
TOTAL				105,371	1,570,723	
REVENUE REPLACEMENT						
Lost Revenue Replacement	Replace lost City revenues - Streets Funds	2022	2024	593,189	2,518,956	
Lost Revenue Replacement	Replace lost City revenues - Parking Fund	2022	2024	766,368	2,000,000	
TOTAL				1,359,557	4,518,956	
GOOD GOVERNANCE						
ARPA Project Consultant	Review projects and assist City with compliance for ARPA funds	2022	2026	250,000	250,000	
Firewall Project	Firewall updates	2022	2022	30,000	30,000	
Electronic Content Management	File and document management system	2022	2026	180,000	180,000	
TOTAL				460,000	460,000	
MULTIPLE						
Allocation to United Way	ARPA Projects - Housing/Youth/Etc.	2021	2023	-	1,100,000	
TOTAL				-	1,100,000	
TOTAL PROJECT COSTS				3,729,928	9,454,679	



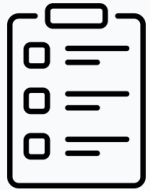
City Commission Retreat: United Way ARPA Grant Overview

9:45 a.m. – 11:00 a.m.

\$1 Million Grant Allocated to Augment Disaster Relief Fund



Funds allocated to United Way to support non-profits and community organizations in 2022



Additional requirements needed due to nature of funding

City of Kalamazoo worked with United Way and Kalamazoo Community Foundation to ensure grants are structured to meet ARPA requirements and reporting

BY THE NUMBERS	
Number of individuals who attended information sessions	123
Number of initial qualification forms completed	63
Applications submitted	41 AGENCIES; 54 PROGRAMS
Amount requested	\$6,447,916.19
Amount available	\$1,000,000*
Estimated Hours of review and discussion by committee	252

* UWBCKR received an additional \$100,000 in funding to cover administration costs.





Information is available at **changethestory.org/arp**

ARP Grants Process - United Way

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changethestory.org/arp/

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United Way of the Battle Creek and Kalamazoo Region

Why United Way

What We Do ▾

Join Us ▾

Your Impact ▾

About Us ▾

📞

ARP RESPONSIVE GRANTS - CITY OF KALAMAZOO

In partnership with the City of Kalamazoo, the United Way of the Battle Creek and Kalamazoo Region and the Kalamazoo Community Foundation have collaborated to administer a portion - \$1 million - of the City of Kalamazoo's Federal American Rescue Plan (ARP) State and Local Fiscal Recovery Funds. The funds are intended to support nonprofits continuing to address the impacts of the pandemic.

Through this open **ARP Responsive Grants- City of Kalamazoo** process, local nonprofit partners were invited to submit funding requests to support work that aligns with ARP eligible expenditure categories and the City of Kalamazoo's priorities - economy, housing and youth. Grants have been awarded for the term of Jan. 1, 2022 to Dec. 31, 2022. [Click here to download a PDF version of the dashboard below.](#)

ARP RESPONSIVE GRANTS

CITY OF KALAMAZOO

BY THE NUMBERS

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CITY OF KALAMAZOO PRIORITY: ECONOMY

AGENCY	PROGRAM NAME	FEDERAL EXPENDITURE CATEGORY
Can-Do Kitchen and Sisters in Business and Black Wall Street Kalamazoo	B.E.T.A.	Small Business Economic Assistance
Can-Do Kitchen	Can-Do Camp and Roadmap	Small Business Economic Assistance
Can-Do Kitchen and Greater Kalamazoo Business Network	Scale Kalamazoo	Small Business Economic Assistance
SCORE	Accounting and Marketing Business Fundamentals	Small Business Economic Assistance

CITY OF KALAMAZOO PRIORITY: HOUSING

AGENCY

PROGRAM NAME

FEDERAL EXPENDITURE CATEGORY

\$200,000

CITY OF KALAMAZOO PRIORITY: ECONOMY

AGENCY	PROGRAM NAME
Can-Do Kitchen and Sisters in Business and Black Wall Street Kalamazoo	B.E.T.A.
Can-Do Kitchen	Can-Do Camp and Roadmap
Can-Do Kitchen and Greater Kalamazoo Business Network	Scale Kalamazoo
SCORE	Accounting and Marketing Business Fundamentals

CITY OF KALAMAZOO PRIORITY: HOUSING

AGENCY	PROGRAM NAME
Community Action	CAASCM- ARPA- Kzoo
Community AIDS Resource and Education Services (CARES)	CARES Housing Assistance Program
KNHS Home Ownership Services	Mortgage Foreclosure Prevention
Legal Aid of Western Michigan	LAWM - Legal Representation for Eviction Defense

CITY OF KALAMAZOO PRIORITY: YOUTH

AGENCY	PROGRAM NAME
Boys and Girls Clubs of Greater Kalamazoo	Workforce & Education Pathway
Community Healing Centers	Ninas del Corazón (Girls of the Heart)
Community Healing Centers	S.T.R.E.E.T.
Fire Historical and Cultural Arts Collaborative	Fire Youth Empowerment and Growth
Jennings Development Interplex	GO! After School Program
Kalamazoo Drop-In Child Care Center	Kalamazoo Drop-In Child Care Center
New Genesis, Incorporated	New Genesis After School Program
WMU Homer Stryker M.D. School of Medicine	WMed Youth Mental Health
Young Women's Christian Association Kalamazoo Michigan	Home Visitation Program

Opportunity Overview

- One year grant term—1/1/2022 to 12/31/2022.
- Minimum grant request (and award) of \$50,000.
- Direct administrative costs can be included in request. No indirect administrative cost can be charged.
- Monthly submission of grant expenditure documentation and quarterly reporting reconciling budget and reporting data required.
- UWBCKR staff liaison will work with funded partners throughout grant term to support success in meeting all grant requirements.

Application Process

NOTE: This process is now complete. If you would like to be informed of any future American Rescue Plan funding processes facilitated by United Way, please send an email to communityimpact@uwbckr.org and provide your preferred contact information.

Eligibility Criteria

- 501c3 Organization (or 501c3 fiscal sponsor)
- Program/project serves residents of the City of Kalamazoo

Priority Areas

- **Economy**—promoting business development, addressing job loss, and promoting economic health.
- **Housing**—providing ancillary services to address homelessness and housing instability
- **Youth**—creating places and supports for young people to thrive.

Additionally, priority was given to organizations and projects that meet one or more of the following criteria:

- Are located in and/or serve Individuals who live in a Qualified Census Tract (QCT) in the City of Kalamazoo
- Intended primary beneficiaries are those below 60% AMI for Kalamazoo County per the US Dept of Treasury
- At least 25% of intended primary beneficiaries are living below the Federal Poverty Line

[More Details](#)



City Commission Retreat: Affordable Housing

9:45 a.m. – 10:45 a.m.

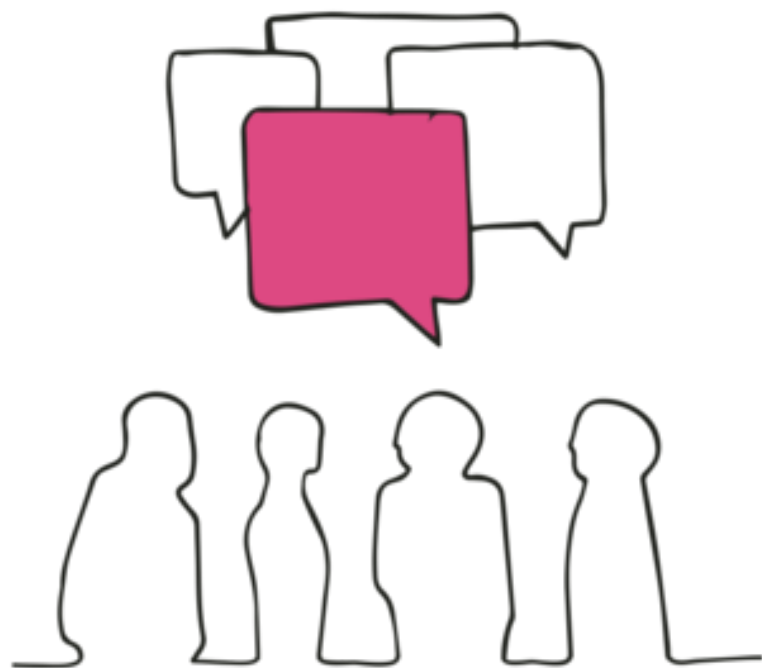


Housing Strategy Approaches

Community Planning & Economic Development

Director, **Rebekah Kik**

Housing for All as an **Intended Outcome**



- Imagine Kalamazoo (IK 2025)
- Neighborhood Plans
- Analysis to Impediments (AI)
- Consolidated Plan (CP)
- Annual Action Plan
- Target Market Analysis (TMA)
- Regional Economic Dev. Plan

Bottom Line:

Housing is a part of everything we do

This is a detailed street map of the University City neighborhood in San Diego. The map displays a grid of streets and colored land parcels. The streets shown include Norway Ave, Drexel St, W Frank St, N Park St, N Church St, N Rose St, N Burdick St, N Edwards St, and Robinson St. The parcels are colored in various shades of green, yellow, and orange, indicating different land uses or ownership. A large pink triangular graphic is overlaid on the bottom right corner of the map.

Housing Development Strategy Alignment

Resident/Homebuyer

- Affordability
 - Short Term
 - Long Term
- Density and Access
- Diverse Housing Stock
(IK 2025/AI/CP/TMA)



Market/Indicators

- Condition and Trends
 - Short Term
 - Long Term
- Supports
- Impact and Volatility
 - Aligned and Strategic
(Consolidated Plan/TMA)



Neighborhood/Development

- Revitalization
- Aligned Development
- Impact and Scope
- Preservation and Creation
- Removing barriers to rental and homeownership
(Analysis to Impediments/IK 2025)



Housing Goal	Challenges	(Potential) Solutions
Existing Housing Stock – Old and in need of repair, rehabilitation, and weatherization	Mix of very large home split into rentals and low income/fixed income SF homeowners	Rehabilitation and Repair Strategy (see critical repairs)
Preservation of housing stock – Multi-family	Single Family housing appraisal gap/construction costs; Infilling lots	Density, pre-permitted plans, reduced land sale price; zoning changes necessary
Access to long-term affordable housing; Variety of housing types, infill housing strategy	Vacant lots do not exist in every neighborhood; Size of lot and allowable density don't always line up in the locations we need it most	Zoning, incentives policy, land use strategic planning, pre-permitted plan variety
Critical Repairs (existing housing stock)	Funding and income barriers to get more homes repaired; income qualifications, location, other barriers	Using non-federal funding to reduce barriers to receiving repair; Flexibility for where people are at
Home share program/Boarding houses (Rooming House – RM district, this is what exists... CC)	Number of unrelated people in a house; RS – 3 people; RD – 4 people; RM – 6 people	Review other zoning definitions of family and occupancy types (late 2022)
Prioritizing families	Many of the families are single parent; aging family members, multi-generational	Density; Larger 4+ bedroom homes; allowing ADU or expansions on the same parcel

Housing Goal	Challenges	Solutions
Tools and resources for large-scale projects; multi-family and multiple infill housing builds for scale and affordability	Low income housing tax credit resources are the best equipped for deep affordability – however, competitive funding is difficult to secure on a regular basis	Shared Equity Home Ownership Programs and Land Trusts; Credit/Loan pool opportunities for homeownership or condominium projects; PILOT
Policy – Ordinances and Administrative processes that assist housing strategy goals for new construction	Building Infill: Large developers/Small developers and Business owners – All have very different needs	Modifying processes and practices to meet developers where they are; Creating opportunities to provide assistance in multiple ways
Policy – Ordinances and Administrative processes that assist housing strategy goals for preservation	Maintaining properties: Large developers/Small developers and Business owners – All have very different needs	Modifying processes and practices to meet developers where they are; Creating opportunities to provide assistance in multiple ways

2022 Housing Development Budget



- New Housing - **\$3,446,000**
- Rehab/Weatherize Housing - **\$1,215,500**
- Rehab Affordable Rental - **\$1,500,000**
- Critical Repairs - **\$976,000**
- Lead Paint Removal - **\$330,000**
- Clouded Title - **\$10,000**
- Foreclosure Prevention - **\$50,000**
- Pre-Development/ Tech. Asst. - **\$260,000**
- Lease Purchase Asst. - **\$250,000**
- **TOTAL \$8,037,500**

Housing Development Funding includes ARPA, HUD (HOME & HOME CV) and FFE

Acquisition Development Resale (ADR)



STRATEGY - \$1.2 Million

- **Partnerships**

- Neighborhood Associations
- Housing Non-Profits
- Private owners and developers
- Local Foundations
- Foundation For Excellence (FFE)
- Kalamazoo County Housing for All (Millage)
- HOME/Community Development Block Grant (CDBG)
- HUD Lead-based paint-Remediation

- **Acquisition**

- Convert underperforming or obsolete housing stock into vital owner-occupied homeownership

- **Rehabilitation**

- Unique development opportunity
- Working with older, existing housing stock

- **Affordable and Mixed-Income Approach**

- Concentric Impact 6+ units

Infill Housing



STRATEGY - \$3,446,000

- **Partnerships**

- Neighborhood Associations
- Housing Non-Profits
- Private owners and developers
- Local Foundations
- Foundation For Excellence (FFE)
- Kalamazoo County Housing for All (Millage)
- HOME/Community Development Block Grant (CDBG)

- **Affordable and Mixed-Income Approach**

- **Housing Development Fund Application**

- 4 or more units
- 25% of units at 60% AMI or less

Rehab Affordable Rental



STRATEGY - \$1,500,000

- **Goals**
 - Mixed-Income
 - Incentives for long-term Affordable Units
 - Mixed-Use/Mixed-Income
 - Units and density
- **Affordable and Mixed-Income Approach**
- **Housing Development Fund Application**
 - 4 or more units
 - 25% of units at 60% AMI or less
 - Concentric impact

Critical Repairs



STRATEGY - \$976,000

- Goals

- Senior Safety and Aging in Place Repairs (23 grants of \$7,000) - \$200,000
- Homeowner Critical Repair (22 additional households) leveraged Federal Funding - \$156,000
- Code Enforcement Repair Program (CERP)
- Roof Repair

Lead Paint Removal



STRATEGY - \$330,000

- Goals

- To extend the HUD Lead Hazard Grant
- Funding has reached the limit with some bids (maximum amount from HUD)
- Additional funding assist to be sure the most critical needs are met for our residents.
- Approximately **50 homes** over all; The funding assists with **33 homes** that have received quotes over the allowable funding.

Clouded Title & Foreclosure Prevention



STRATEGY - \$60,000

- **Clouded Title - \$10,000**
 - A wealth building strategy for estates that lacked clear title transfer thereby depriving families of the asset of rightful homeownership.
- **Tax Foreclosure - \$50,000**
 - This program helps **mitigate foreclosure due to one-time financial hardship** in Kalamazoo and keeps homes, and neighborhoods whole.

Pre-Development & Tech. Assistance

STRATEGY - \$260,000

- **Goals**

- Increase number of small developers in our community
- Create ongoing coaching and assistance grants to support the developers

- **Partnerships**

- LISC
- County Land Bank
- KNHS



Strategic Site Acquisition

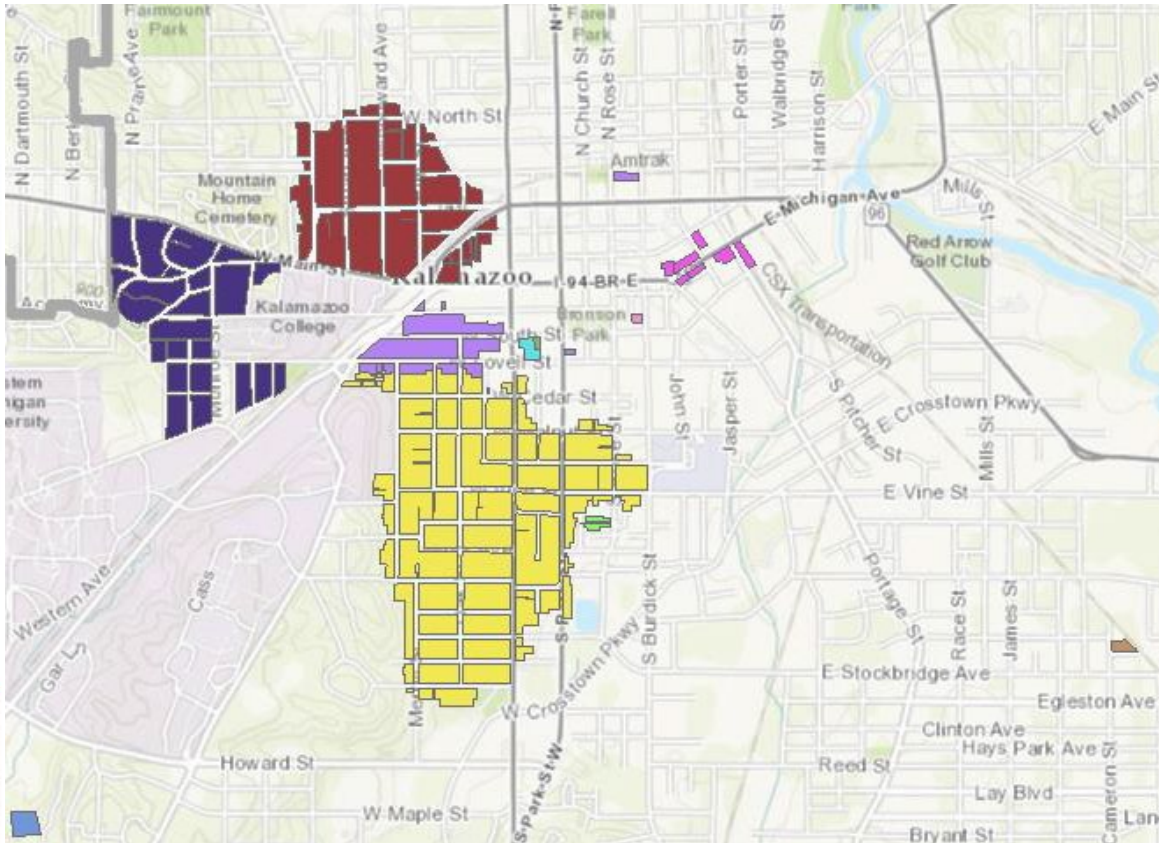
STRATEGY - \$800,000

• Goals

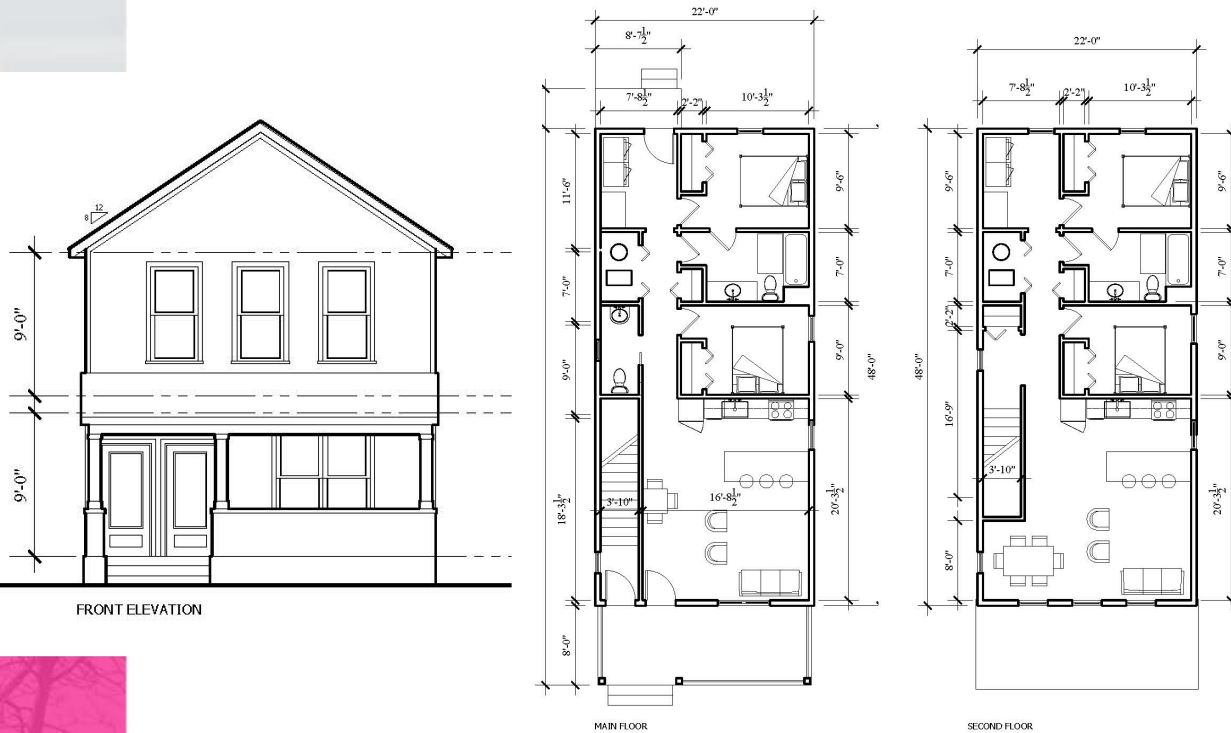
- IK 2025 Identified Neighborhoods, Nodes and Corridors throughout the City as priority places to rebuild housing and mixed-use buildings in our community.
- Create access to land for Neighborhood Plan goals.
 - Including Housing, Parks, Open Space, and Small Business Opportunities

• Partnerships

- LISC
- County Land Bank
- Neighborhood Associations



Pre-Permitted Plans



STRATEGY - \$60,000

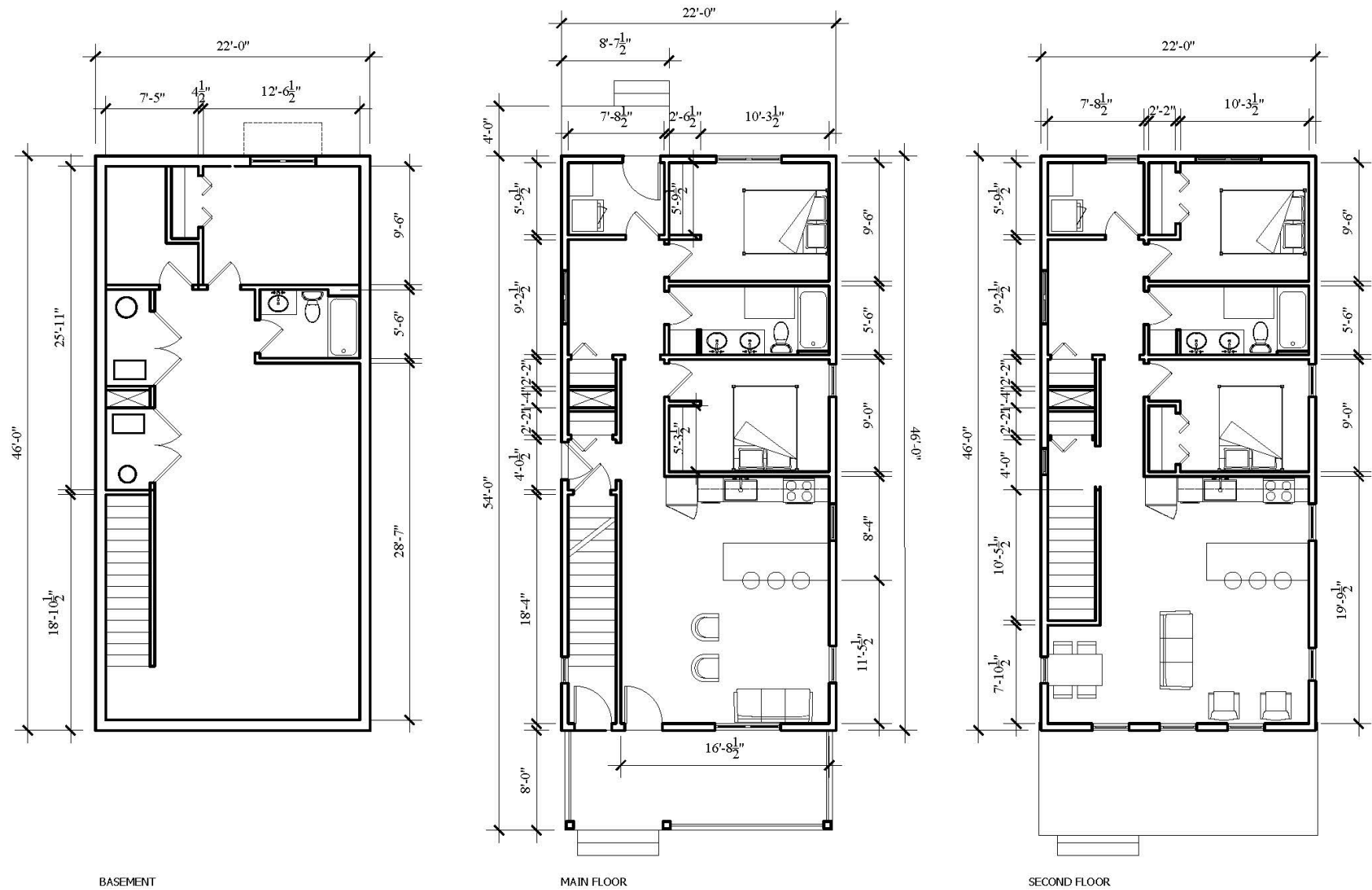
• Goals

- Increase number of small developers in our community
- Create plans that are ready for placement in our neighborhoods
 - Accessory dwelling unit
 - Duplex
 - 3- and 4-bedroom homes

• Partnerships

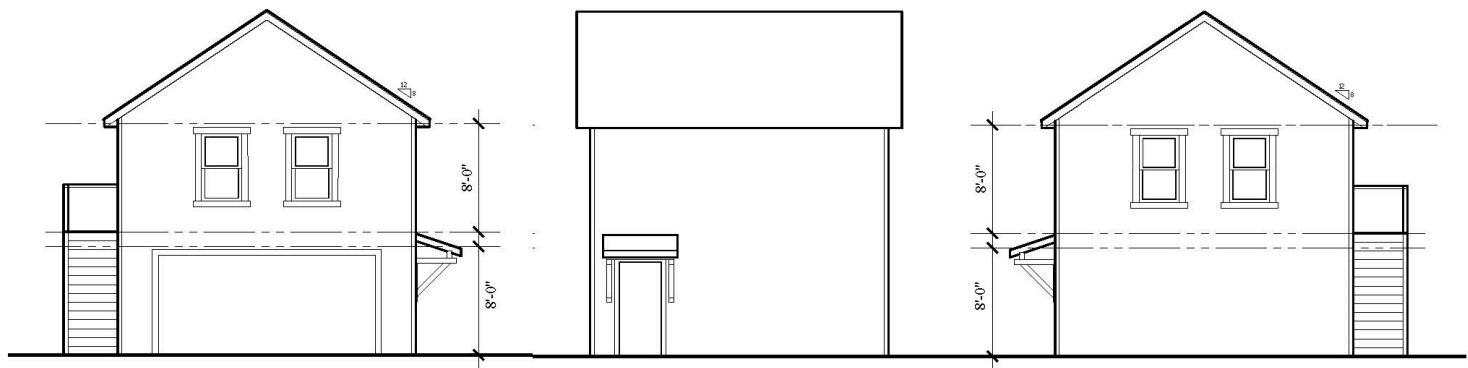
- LISC
- County Land Bank
- KNHS

Pre-Permitted Plan Development - Duplex



BASEMENT DUPLEX - FLOOR PLANS

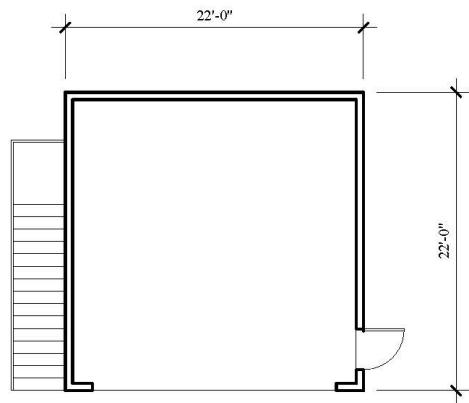
Pre-Permitted Plan Development - ADU



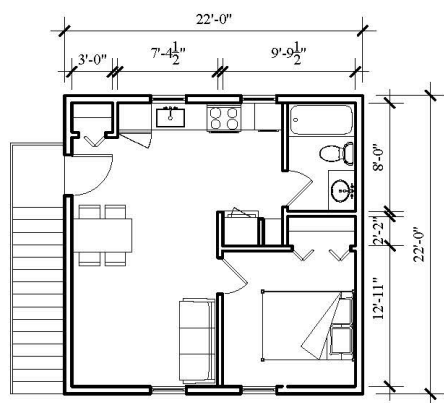
FRONT ELEVATION

SIDE ELEVATION

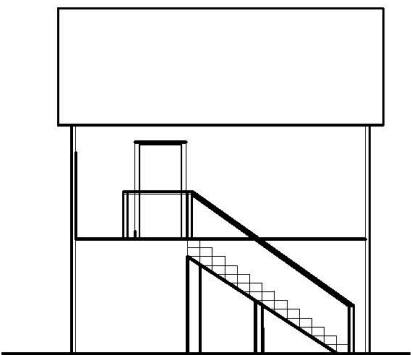
REAR ELEVATION



GROUND FLOOR - GARAGE



2nd FLOOR - DWELLING



SIDE ELEVATION

Lease Purchase Assistance



STRATEGY - \$250,000

- **Goals**

- To extend the opportunity of homeownership and to allow time to repair credit, save a down payment, and go through the home buying process.
- **10 Home** buyers with **\$25,000** of assistance

- **Partnerships**

- KNHS - HUS & MSHDA Certified Counseling Agency and Community Development Financial Institution

- **Housing Opportunities**

- Rehabilitated Homes

Credit Stimulus Loan Pool



STRATEGY - \$1,100,000

Goals

- Credit/Lending stimulus to create a loan pool for low-income mortgage lending or low-income housing development financing.

.Funding Partnerships

- Southwest Michigan Community Reinvestment Act Association
- LISC (CDFI)
- local foundations

Housing Opportunities

- New Builds



Success is not Achieved by Accident

- ☒ **Step 1:** Zoning for success; Housing policies.
- ☒ **Step 2:** Development processes; Barrier awareness
- ☒ **Step 3:** Identified resources for multi-year funding.
- ☒ **Step 4:** Attracting homeowners and renters from the neighborhood the project is built in.



The smallest thing = the biggest difference:

Right District – Wrong Standard

Parcel size requirement
(why?)
Setbacks (review building
code)
Height (consider context)

Density? Accessory
dwellings?





The smallest thing = the biggest difference:

Right District – Wrong Standard



Standards	RS-4	RS-5	RS-7
Minimum Lot Size			
Lot Area (sqft)	10,000	7,500 4,500	6,250
Lot Area/ Dwelling Unit (sqft)	10,000	7,500 4,500	6,250
		60	
Lot Width (ft) [1]	75	33	50
Minimum Setback (feet)			
Front [1] [2]	25	25	20
Rear - abutting RS/RD	25	25	20
Rear - abutting RM/C/M	25	25	20
Side - abutting RS/RD	8	8 5	5
Side - abutting RM/C/M	8	8 5	5
Minimum Outdoor Area			
Area (sq/dwelling unit)	-	-	-



Increase Density & Include Accessory Dwelling Units



Housing Policy Testing (zoning/land use)

Q: Should we allow more density? If so, how/what?

Analysis of zoning code to understand the changes – Districts, Definitions, Parking

Engage residents with data showing the % of change and impact to land uses

Planners with make final recommendation on changes to zoning/districts

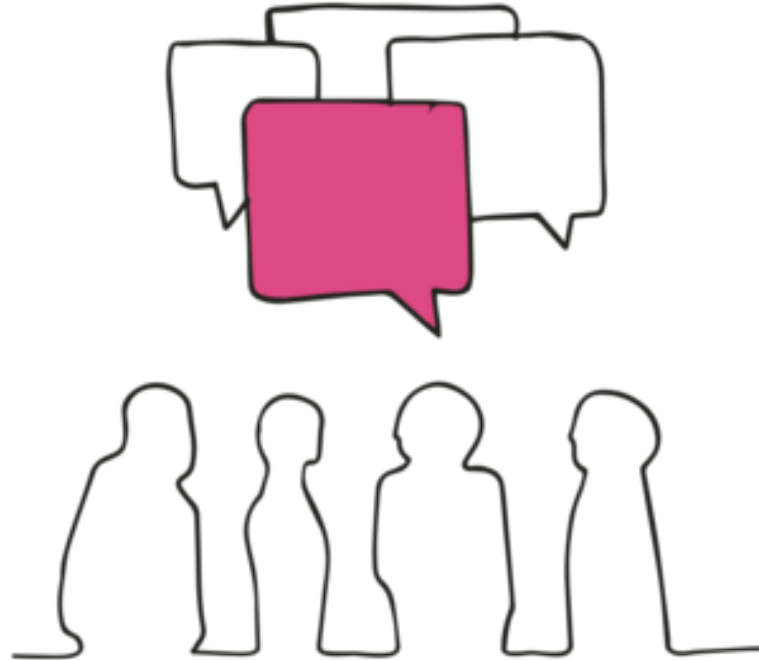
Engage residents on – “What does allowing more density and housing types look like?”

Test the Future Land Use Map that shows areas of impact and change

Hold public hearings with Planning Commission to finalize public comment

REPEAT AS NECESSARY

Thank you!



Affordable Housing Discussion

- Questions? Comments
- Next steps with City Housing Strategy
- City Commission updates
 - Housing supports/services assessment (Vice Mayor Cooney)



City Commission Retreat: Break

10:45 a.m. – 11:00 a.m.



City Commission Retreat: **Affordable Housing** *(continued)*

11:00 a.m. – 12:00 p.m.



City Commission Retreat: Lunch

12:00 p.m. – 12:30 p.m.



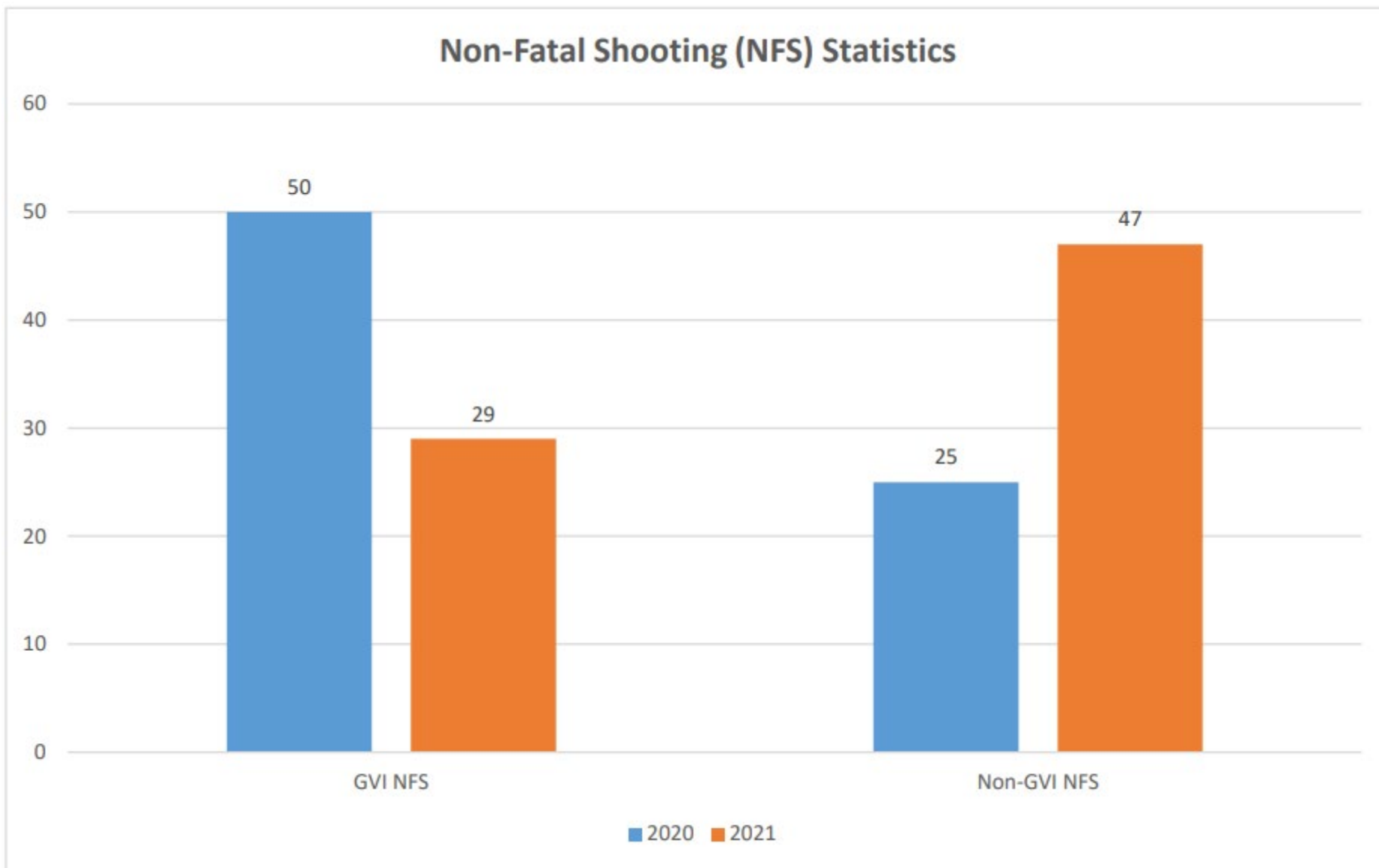
City Commission Retreat: Gun Violence Prevention & Intervention Efforts

12:30 p.m. – 1:30 p.m.

Gun Violence Prevention & Intervention Efforts

- City/County partnership: Mayor Anderson
- Lewis Walker Institute partnership:
 - Vice Mayor Cooney
 - Commissioner Juarez
 - Commissioner Hoffman
- KDPS: Chief Coakley, Deputy Chief Boysen
- Discussion

1:30 p.m. – 2:30 p.m.



Areas to enhance existing gun violence reduction strategies:

1. Resources to address trauma
2. Provide programs and services to engage our at-risk population
3. Consistency and accountability within the criminal justice system

Resources to address trauma

- Those who have grown up around gun violence experience a large amount of trauma. Traumatic exposure to gun violence as a child often leads to violence later in life. Most individuals who we address through the GVI have a great deal of trauma. This underlying trauma must be addressed if we want them to be successful in any of the programs offered.
- There are many resources in the area that could potentially partner with us in this work. We need to identify these willing partners and make direct referrals to them for those who are most at-risk.

Provide programs and services to engage our at-risk population:

The GVI strategy has allowed us to connect with individuals who would not normally engage with social services.

For the first time, we have a group of individuals who have long histories of violence seeking out change and engaging in a positive way with law enforcement and social services.





We need to make sure that when they ask for help and are willing to engage, we have the necessary services to offer.



Frequently Requested Services

Skilled trades
training programs

Entrepreneurship
training

Life skills

Basic finance

Mentoring

Consistency and accountability within the criminal justice system:

- As we have seen with the GVI strategy, anti-gun violence efforts are most successful when they balance outreach with enforcement.
- Our GVI message is, “We will stop you if you make us, but we will help you if you let us.”
- Not only must we follow through with our promise to help, but we must also follow through on our promise of swift, certain, and legitimate consequences if you continue to put our community at risk through gun violence.

Consistency and accountability within the criminal justice system:

- Since we started the GVI strategy at Kalamazoo Public Safety, we have changed the way we do business.
- We no longer do the “shotgun” approach to law enforcement where we randomly stop cars looking for violent offenders and weapons.
- We now identify those who are driving the violence in our community and focus on them.
- This helps build legitimacy and trust since we are now arresting those who the community knows need to be arrested while limiting the number of people who unnecessarily get caught up in the criminal justice system.

Consistency and accountability within the criminal justice system:

- Kalamazoo Public Safety now prioritizes and focuses on those few individuals who drive the violence.
- To deter gun violence and calm down on-going disputes, we need to get all our partners in the criminal justice system on the same page.



City Commission Retreat: Youth Development Sub-Committee

1:30 p.m. – 2:30 p.m.

Youth Development Sub-Committee

- Progress to date
- Proposed scope of work, deliverables, timeline
 - Commissioner Hess, Vice Mayor Cooney, Commissioner Juarez
 - Jim Ritsema
- Discussion

1:30 p.m. – 2:30 p.m.



City Commission Retreat: Break

2:30 p.m. – 2:45 p.m.



City Commission Retreat: City Commission Discussion

2:45 p.m. – 3:20 p.m.



City Commission Retreat: Next Steps

3:20 p.m. – 3:30 p.m.

Next Steps

- Review of key decisions, actions items
- Identify future COW Topics & desired outcomes
 - Economic Development
 - Infrastructure
 - DEI Plan

3:20 p.m. – 3:30 p.m.