

Roll Call

COMMISSIONERS PRESENT: Mayor Bobby J. Hopewell
Vice Mayor Erin Knott
David Anderson
Don Cooney
Eric Cunningham
Shannon Sykes
Jack Urban

COMMISSIONERS ABSENT: None

Also present were City Manager Jim Ritsema, Assistant City Attorney Richard Cherry, and City Clerk Scott Borling.

Implementation of
IK2025 and Discussion
of 2019 Projects

City Manager Ritsema provided introductory remarks and reviewed the agenda and meeting outcomes. City Manager Ritsema discussed the timeline for implementing Imagine Kalamazoo 2025 (IK2025) and the 10:5:1 approach for aligning the City's vision and annual action plans. A copy of City Manager Ritsema's PowerPoint slides was filed with the papers for this meeting.

Commissioner Urban remarked on the Burdick Street rezoning action that had failed for lack of support in January and questioned whether that inaction had thrown off course the City's implementation of IK2025.

In response to Commissioner Urban, Community Planning and Economic Development Director Rebekah Kik reported staff had held listening sessions with City Commissioners and discovered staff needed to do a better job of communicating with Commissioners and the neighborhoods. Director Kik stated the Burdick Street rezoning would come back to City Commission in the 4th quarter of 2018, which was not really a setback for IK2025. Director Kik noted the IK2025 Master Plan was adopted in a different way compared to previous master plans, and the City needed to communicate better about plan implementation and next steps.

In response to a question from Mayor Hopewell, Director Kik confirmed the Complete Streets Policy would be presented to the City Commission for adoption in the 3rd quarter of 2018.

At 8:28 a.m. Commissioners and staff dispersed to tables to review and discuss the proposed 2019 projects for the 10 IK2025 Strategic Goal Areas. At the conclusion of the activity Commissioners reconvened and staff provided the following summaries of the ideas shared at their tables (a complete list of the input provided during this table exercise was filed with the papers for the meeting):

Complete Neighborhoods

Land use and transportation – improve pedestrian mobility in key areas
Zoning Code update – change the minimum lot size for residential zones

Build up neighborhood relationships and neighborhood organizations
 Make sure Metro Transit is connected to day cares and training centers
 Become a smart city: can our apps and websites suggest better routes for Metro Transit riders?
 Comprehensive road diet study

Strength Through Diversity

Appreciate the work the Kalamazoo Department of Public Safety had done on this issue
 Emphasize/prioritize local hiring
 Use events and other opportunities to recruit for City employment
 Develop leadership within the organization

Inviting Public Places

Support community art and murals
 Encourage neighborhood block parties
 Inclusive programming
 Plan for public restrooms

Environmental Responsibility

Understand that a lot of projects are long term projects
 Consider what the City can actually do – what should our role be?
 Can we mandate energy efficiency in the rental housing codes?
 Explore the idea of solar farms
 Address the issue of lead paint
 Make sure people understand the payback for sustainability investments is a long-term payback

Commissioner Urban remarked that Western Michigan University (WMU) had good data on the long term payback for sustainability investments.

Economic Vitality

Use community benefit agreements to promote things like local hiring
 Invest in infrastructure that connects internal and external goals
 Include local recruitment in economic development initiatives
 Keep the City Commission informed of economic development projects

Safe Community

Intentional communication and relationship building
 Local recruiting for Public Safety Officers
 Assist neighborhoods in areas like education, training, and sustainability
 Community engagement – how can we make people feel welcome downtown?
 Are we overwhelmed – where should our focus be?

Shared Prosperity

Strengthen community partnerships
 Increasing resident involvement in training programs
 Removing re-entry barriers

Connected City

The lack of public transportation hits multiple areas as a barrier (youth, prisoner reentry, etc.)
 Provide no cost/low cost transportation for youth

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Can we use the County ID as a Metro Transit pass?
Partner with the Black Arts and Cultural Center to create public art

Good Governance

Insights and Analysis – call out data, measurements, and analysis
Emphasize collecting data on what we are doing in addition to requests for service
Talent and Culture – coordinate with Promise Partners to develop an intern program
Expand efforts at local hiring from Public Safety and Public Services to other parts of the organization
Communication and Outreach – strengthen media partnerships and utilize Public Media Network to tell our story
Continuously work to improve the City's website
Organizational Resources – have a holistic plan for making all Commission meetings accessible via technology, not just meetings in the City Commission Chambers

Youth Development

Child care training for siblings
Extend the impact of summer programs
Tap into WMU graduates for youth development staff
Free swimming lessons
Classes in basic life skills
Think about ways to recognize kids for their achievements
Strengthen media partnerships to highlight positive youth and their achievements
Create a Kalamazoo Promise Card for discounts on City programs
Address youth homelessness, possibly convert the Youth Development Center to an overnight shelter

Assistant City Manager Laura Lam indicated staff would capture the ideas generated during the table exercise and use Priority Based Budgeting to evaluate ideas for their impact on the strategic goals. Assistant City Manager Lam stated staff would also consider the City's role relative to the proposed ideas and would attempt to determine costs. Assistant City Manager Lam noted this meeting was just the start of the conversation about 2019 projects.

Discussion of 2018-
2019 FFE Projects

Next, Assistant City Manager Lam reviewed a chart entitled *IK2025 and Foundation for Excellence (FFE) Projects*. Assistant City Manager Lam stated after the 2018 FFE allocations there was approximately \$14 million remaining from 3-year FFE aspirational projects funding commitment, but she noted some of the 2018 projects involved a multi-year commitment.

In response to a question from Commissioner Anderson, Public Services Director James Baker reported the City had replaced 500 lead water services in 2017, and crews were on pace to replace between 500 and 600 lead water services in 2018. Director Baker stated the program to place all lead water services was a 20-year program. Director Baker indicated staff was looking at additional funding sources, but they would like to continue at \$500,000 per year.

Commissioner Anderson expressed support for keeping lead service replacements in the 2019 FFE Budget.

Commissioner Sykes stated it seemed like funding for the lead services replacement project was a “given,” and she asked if the Commission should first identify the projects that were “givens” for FFE funding and then discuss the remaining projects.

Commissioner Urban questioned how the Commission would know whether programs were effective.

In response to a question from Commissioner Sykes, Assistant City Manager Lam stated the City was embedding measurement and evaluation processes in FFE programs before they began. Assistant City Manager Lam clarified the City made a 1-year funding commitment to the Local Initiatives Support Corporation (LISC) with the intent to contribute funding over multiple years.

Discussion followed regarding Shared Prosperity Kalamazoo (SPK). Commissioners offered the following comments, observations, concerns, and suggestions about FFE funding for SPK projects:

- many of the FFE projects, like affordable housing, economic development, and youth employment, addressed elements of the SPK Plan; SPK impact was not limited to the projects specifically-designated as SPK projects (Hopewell and Anderson);
- it is challenging to allocate funds among FFE projects when the Commission cannot see the results to know what funds are actually buying (Hopewell);
- where FFE projects impact multiple SPK goals it would be useful to have a tool that would weigh the impact of projects across those goals and across different population groups (Hopewell and Cunningham);
- it would be helpful to know the “sky-limits” for SPK funding, but those limits are difficult to set when the City does not know what funding will be available after 2020 (Sykes and Hopewell);
- the conversation about SPK is a long-term conversation that goes beyond 2020 (Hopewell);
- the City Administration knows about the SPK goals and sub-goals, but Commissioners may have different ideas about the prioritization of those goals (Hopewell);
- there should be a separate line item in the FFE budget for SPK. That line item could be called SPK – cross-functional projects; SPK – high-impact projects; SPK – targeted projects (Anderson and Sykes);
- within broad SPK programs can the Commission specify where services will be provided to focus the impact? (Cunningham);
- what tools can be put in place to help vulnerable people find the resources they need? The Commission’s job is to identify the programs for both short term and long term funding (Cooney);
- SPK is not just the City’s responsibility. The City needs to reach out to other organizations that are doing SPK work (Cooney);
- what about SPK Coordinator Kevin Ford’s ideas for a site-based SPK strategies? (Urban);

Discussion of 2018-2019 FFE Projects (cont’d)

Discussion of 2018-2019 FFE Projects (cont'd)

Mayor Hopewell noted the SPK work plan was not complete, and the work session scheduled for June would focus on SPK.

Commissioner Sykes asked that the June SPK work session include a discussion of SPK as a specific program vs. SPK as the City's approach to all of its goals and programs.

Discussion took place regarding the SPK Action Plan line item and whether a specific dollar amount should be allocated for 2019. Commissioners expressed concern about placing a specific dollar amount in that category without a clear use for those dollars. By consensus the City Commission decided to delay recommending FFE funding for the Shared Prosperity Kalamazoo – High Impact Projects line item until after the June SPK work session.

By consensus the City Commission agreed that the City should seek FFE funding for the following Fiscal Year 2019 projects:

Lead Service Replacements	\$ 500,000
Great Neighborhoods: Infrastructure	TBD*
Great Neighborhoods: Park Enhancements	TBD*
Neighborhood Engagement and Activation	\$ 100,000
Downtown: Inviting and Accessible Public Spaces	TBD*
YOU/MyCity Youth Jobs	\$ 750,000+
All Things Possible	\$ 50,000+
SuperRec	\$ 83,000+
Shared Prosperity Kalamazoo – High Impact Projects	TBD**
LISC: Economic Development	\$2,000,000
LISC: Affordable Housing	\$1,500,000
FFE Personnel	\$ 285,000
Communication and Evaluation	\$ 100,000

*Waiting for staff recommendations

**Waiting for the June 2018 work session re: SPK

In response to questions from Commissioner Sykes, Commissioner Anderson stated only a small percentage of affordable housing units ever converted to market rate units, and he was not sure whether anti-blight activities were LISC's responsibility. Commissioner Anderson offered to meet with Commissioner Sykes to discuss the LISC housing strategy.

Commissioner Sykes stated the anti-blight strategy for the City – regardless of who was responsible for that strategy – should inform LISC's strategy for affordable housing. Commissioner Sykes indicated she wanted the City to leverage the LISC funding as much as possible.

Commissioner Urban noted LISC was not the only organization addressing affordable housing in the community.

Discussion of Data Initiatives

Grants Specialist and FFE Coordinator Steve Brown reviewed the City's data initiatives and reported 70 Key Performance Indicators had been identified to date. Mr. Brown indicated the goal was for the City to have 200 metrics identified by Sept. 30th.

City Manager Ritsema noted the performance dashboard and community scorecard were key components of data initiative.

Discussion of Data Initiatives (cont'd)

Commissioner Urban remarked that the dashboard would not be very useful after just one year due to the lack of data, and that the usefulness of the dashboard would grow with time.

Deputy City Manager Chamberlain reviewed the draft calendar of planned work sessions and work session topics. A copy of this calendar was filed with the papers for this meeting.

2018 Work Session Calendar

Commissioner Cunningham announced he wanted to meet with Commissioners individually prior to the May work session on Public Safety to discuss the City Commission's vision for the Kalamazoo Department of Public Safety (KDPS).

Commissioner Sykes stated she would be asking for data points from KDPS prior to the May work session.

Commissioners Anderson and Urban expressed support for a work session on the City's tax base.

Next, an opportunity was given for general citizen comments, but no comments were offered.

Citizen Comments

Finally, an opportunity was given for miscellaneous comments of City Commissioners.

City Commissioner Comments

Commissioner Sykes thanked staff for organizing the retreat. Commissioner Sykes stated the format had been very beneficial and asked to do it again.

Commissioner Urban stated digesting the information presented and prioritizing it would be important work.

Mayor Hopewell thanked staff for their hard work.

The meeting adjourned at 12:22 p.m.

Respectfully submitted,

Scott A. Borling
City Clerk

For City Commission approval on May 21, 2018

Approved by: _____

Bobby J. Hopewell, Mayor
Dated: May 21, 2018