

**BIRMINGHAM CITY COMMISSION
LONG RANGE PLANNING AGENDA
JANUARY 23, 2021
VIRTUAL MEETING
8:30 A.M.
MEETING ID: 655 079 760**

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Pierre Boutros, Mayor

II. ROLL CALL

Abrial Hauff, Deputy City Clerk

III. PUBLIC COMMENT

The City of Birmingham welcomes public comment limited at the Mayor's discretion on items that do not appear in the printed agenda in order to allow for an efficient meeting. The Commission will not participate in a question and answer session and will take no action on any item not appearing on the posted agenda. The public can also speak to agenda items as they occur when the presiding officer opens the floor to the public. When recognized by the presiding officer, please state your name for the record, and direct all comments or questions to the presiding officer.

IV. DISCUSSION ITEMS

- I. 8:30 AM – 9:00 AM Finance**
 - A. Five-Year Financial Forecast

- II. 9:00 AM – 9:45 AM Public Services**
 - A. Parks & Recreation Bond Timeline
 - B. Ice Arena Financial Forecast
 - C. Lead Water Line Testing Program

- III. 9:45 AM – 10:45 AM Engineering**
 - A. Lead Water Line Replacement Program
 - B. Backyard Sewer Lining Program
 - C. Major Streets
 - D. Unimproved Streets Planning
 - E. Infrastructure Scoring Program

- IV. 10:45 AM – 11:45 AM Planning**
 - A. 2040 Master Plan Update
 - B. Multi-Modal Initiatives
 - C. Lot Combinations
 - D. Green Infrastructure

- V. 11:45 AM – 12:00 PM Birmingham Shopping District**
 - A. Downtown Retail Attraction Program

- VI. 12:00 PM – 12:20 PM Lunch Recess**

- VII. 12:20 PM – 12:30 PM Fire Department**
 - A. ISO Review and Enhancements

VIII. 12:30 PM – 1:00 PM

Police Department

- A. Mental Health Co-Responder Response Program
- B. Crisis Intervention Training
- C. Accreditation Program
- D. Parking System Initiatives
- E. ADA Upgrade Program

IX. 1:00 PM – 1:15 PM

Building Department

- A. Expanding Online Services

X. 1:15 PM – 1:30 PM

Library

- A. Building Renovations - Phase 3 Plan

XI. 1:30 PM – 1:45 PM

Birmingham Museum

- A. Strategic Plan Update

XII. 1:45 PM – 2:00 PM

Manager's Office

- A. Communications Updates
 - a. City-wide email service
 - b. New City website

V. ADJOURN

NOTICE: Individuals requiring accommodations, such as mobility, visual, hearing, interpreter or other assistance, for effective participation in this meeting should contact the City Clerk's Office at (248) 530-1880 (voice), or (248) 644-5115 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance.

Las personas que requieren alojamiento, tales como servicios de interpretación, la participación efectiva en esta reunión deben ponerse en contacto con la Oficina del Secretario Municipal al [\(248\) 530-1880](tel:248-530-1880) por lo menos el día antes de la reunión pública. (Title VI of the Civil Rights Act of 1964).

City of Birmingham, Michigan

Five-year Financial Forecast

Years Ending June 30, 2021 through June 30, 2025

City of Birmingham, Michigan
Five-year Financial Forecast
Table of Contents

Independent Accountant's Report	1
Project Summary	2
Five-year Financial Model:	
General Assumptions and Information	3
Description of Infrastructure Needs	4-6
General Fund:	
Assumptions	7-9
Historic and Estimated Financial Operations	10-12
Major and Local Street Funds:	
Assumptions	13-16
Historic and Estimated Financial Operations - Major Street Fund	17
Historic and Estimated Financial Operations - Local Street Fund	18
Water and Sewer Funds:	
Assumptions	19-20
Historic and Estimated Financial Operations - Water Fund	21
Historic and Estimated Financial Operations - Sewer Fund	22
Appendices:	
A. Estimation of Property Tax Revenue	23
B. Property Tax Assumptions	24-25
Graphs	26-32



Plante & Moran, PLLC
1098 Woodward Avenue
Detroit, MI 48226-1906
Tel: 313.496.7200
Fax: 313.496.7201
plantemoran.com

Independent Accountant's Report

To the Honorable Mayor
and City Commission
City of Birmingham, Michigan

Management is responsible for the accompanying five-year financial forecast of the City of Birmingham, Michigan's (the "City") General Fund, Major Street Fund, Local Street Fund, and Water and Sewer funds for the years ending June 30, 2021 through 2025, including the related summaries of significant assumptions and accounting policies, in accordance with guidelines for the presentation of a financial forecast, as established by the American Institute of Certified Public Accountants. In addition, management is responsible for the accompanying estimation of property tax revenue, property tax assumptions, and graphs (as listed in the table of contents). We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. We did not examine or review the forecasted financial statements, nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these forecasted financial statements or the underlying assumptions.

Historical data for fiscal years 2016-2017 through 2019-2020 has been compiled from the City's Comprehensive Annual Financial Reports, upon which we performed audit engagements.

The forecast does not present all significant measures that would be included in a complete set of forecasted financial statements (statements of net position; revenue, expenses, and changes in net position; and cash flows). Accordingly, this forecast is not designed for those who are not informed about the City's financial position, results of operations, and cash flows.

The forecasted results may not be achieved, as there will be differences between the forecasted and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

The accompanying financial forecast and this report are intended solely for the information and use of the City of Birmingham, Michigan and are not intended to be and should not be used by anyone other than this specified party.

Plante & Moran, PLLC

January 13, 2021

City of Birmingham, Michigan

Five-year Financial Forecast

Project Summary

The results of the analysis should be considered within the appropriate context. Essentially, the financial results for future fiscal years should be viewed only as financial estimates derived from the best available financial information at this particular point in time. Considered in this light, the financial plan provides a benchmark from which to monitor and evaluate ongoing financial trends and results. The five-year financial forecast is updated on an annual basis by the City of Birmingham, Michigan (the "City"). This allows the City to capture changes from the prior year in order to evaluate the long-term financial implications of various financial scenarios. This forecast is utilized to assist the City Commission on decisions regarding the scope and timing of future capital projects. The amounts and timing of future capital projects, as disclosed in this forecast, are sensitive estimates, and changes in these estimates could have a significant impact of the forecasted fund balances in the General Fund, Major Street Fund, Local Street Fund, and Water and Sewer funds.

For the purpose of the General Fund and Major and Local Street funds, the level of projected fund balance is typically used as the barometer to measure likely future financial strength. In general, a level fund balance indicates a stable financial condition. A decreasing or negative fund balance indicates a financial situation that the City will have to monitor closely in the coming years; it does not indicate that we believe an actual fund deficit will occur.

Utilizing the Financial Model

The financial forecast has been developed as an automated spreadsheet program. As such, it provides the City with the ability to test alternative financial scenarios related to both revenue and expenditures.

Closing Comments

The financial forecast that has been presented this year shows continued improvement in the City's financial outlook. After a low point in revenue was reached in 2011-2012, the City has seen eight years of revenue growth. This is expected to continue in the future, with the increases led by property tax revenue. Also, continued development (or redevelopment) is further strengthening the City's tax base.

On the expenditure side, total costs are impacted significantly by the amount of planned capital projects, as well as the cost of personnel services. The forecast shows that the resources available to the City will be sufficient to fund the projects that are currently planned to be undertaken.

The City's General Fund fund balance policy is that unassigned fund balance is to be maintained at an amount no less than two months, or 17 percent, of General Fund operating expenditures and no more than the equivalent of 40 percent of General Fund operating expenditures. The General Fund's unassigned fund balance is currently within the City Commission's range and is forecasted to remain within the range for the years ending June 30, 2021, 2022, 2023, and 2024. The General Fund's unassigned fund balance is forecasted to be above the range for the year ending June 30, 2025.

The City of Birmingham, Michigan continues to be an example of strong fiscal management. With careful planning and investing, the City will be able to remain a positive model to other communities and to maintain the strong bond rating that results.

City of Birmingham, Michigan

Five-year Financial Forecast

General Assumptions and Information

- Historical data for fiscal years 2016-2017 through 2019-2020 has been compiled from the City's audited financial reports.
- Assumptions are based on management's judgment given the most recent and best information known at the time of completion of this forecast, which was January 13, 2021. Because these projected results are based on management's estimates and assumptions, actual results will likely differ from what is projected.
- The assumptions presented are what management considers to be significant assumptions and are not all inclusive.
- Estimates for fiscal years 2020-2021 through 2024-2025 were developed based on the City's current budget and adjusted for inflation to determine future results. Nonrecurring capital outlay purchases and significant encumbrance rollovers from 2019-2020 have been excluded from future projections. Significant exceptions to this method are noted in the specific assumptions on the following pages.
- Annual inflation factors of 1.5 percent for revenue and 2.0 percent for expenditures for fiscal years 2020-2021 through 2024-2025 are utilized throughout the financial forecast.
- Data has been collected and financial estimates have been developed utilizing a number of expert sources, including the City finance director and department heads, State of Michigan departments, and other professional sources.

Basis of Accounting

Data has been presented using the modified accrual basis of accounting, which is the basis of accounting used in preparing the annual budget. Revenue is recognized when it is both measurable and available. Revenue is considered to be available if it is collected within 60 days. Disbursements for nonfinancial assets (capital outlay) are recorded as expenditures. Expenditures are recognized when a liability is incurred; however, expenditures for debt service principal and interest, compensated absences, and claims and judgments are recorded only when the payment is due. The Water and Sewer funds have been presented using a basis of accounting that is different than the basis of accounting used in the City's historical financial statements. The Water and Sewer funds have been presented in a manner to assist the City in forecasting the net cost of services throughout the forecasted period to coincide with the City's rate-making methodology. The Water and Sewer funds also include depreciation expense, consistent with the City's rate-making methodology.

City of Birmingham, Michigan
Five-year Financial Forecast

Description of Infrastructure Needs

Overview of Projected Infrastructure Costs

The Department of Engineering has provided estimated costs for street improvements and associated water and sewer improvement costs for the period of 2021-2025. The following, subject to approval, is a summary of estimated infrastructure improvement costs by fiscal year, not including 2020-2021 projects either in progress or completed as of December 31, 2020:

Fiscal Year	Major Streets	Local Streets	Water Fund	Sewer Fund¹	Total
2020-2021	\$1,475,000	\$700,000	\$820,000	\$1,355,000	\$4,350,000
2021-2022	\$2,125,000	\$1,325,000	\$1,495,000	\$1,770,000	\$6,715,000
2022-2023	\$5,388,230	\$1,700,000	\$585,000	\$1,585,000	\$9,258,230
2023-2024	\$2,500,000	\$2,150,000	\$1,540,000	\$475,000	\$6,665,000
2024-2025	\$2,500,000	\$1,075,000	\$1,500,000	\$1,000,000	\$6,075,000

Streets

The department of engineering believes that the level of spending shown above is needed to allow the City to maintain its investment in streets. Failure to maintain streets at this level could result in streets deteriorating faster than the City can replace them in the future. Individual planned street projects are listed in the Major and Local Street Funds Assumptions section beginning on page 13.

Sewage Disposal System

In 2011, the City Commission endorsed a backyard sewer and water master plan. The goal of the plan was to abandon or rehabilitate most public sewers and water mains located in backyards by 2019. While progress has been made on this plan, there remains additional work to be done. The key components of this plan included the following:

- Address all backyard facilities to greatly reduce the chance of unexpected failures and emergency work, as well as the private property damages that go along with such events.
- Provide additional sewer capacity to the system in general in these neighborhoods where deficiencies currently exist.
- Replace or rehabilitate permanent pavements and water mains in the study area that are also in need of work.
- Divert storm water flows away from the combined sewer system for significant acreage in the Evergreen-Farmington District in order to reduce sewage treatment and retention basin maintenance costs.

¹ Fiscal years 2020-2021 through 2021-2022 for the Sewer Fund include funding for backyard sewer lining of \$500,000 and \$250,000, respectively.

City of Birmingham, Michigan

Five-year Financial Forecast

It is anticipated that four to six blocks of backyard sewers will be lined in 2021. This leaves approximately three to five blocks to be completed. The remaining blocks will be completed upon the acquisition of easements.

Water Distribution System

Ongoing improvements to the water system are planned in conjunction with street renovation projects subject to City Commission approval. Additionally, approximately 740 lead service lines are required to be replaced by Michigan law. The City is required to replace at least 7 percent of the service lines annually. The City participated with SOCWA (Southeastern Oakland County Water Authority) to solicit bids from contractors to complete replacements. Through December 31, 2020, approximately 100 water service lines were replaced using the selected SOCWA contractor. A total of 631 lead services remain to be replaced. The 7 percent minimum required is 52 per year; another 100 replacements are planned to be completed in 2021.

Other Current and Future Projects

Corridor Improvement Authority

The City Commission has created a Corridor Improvement Authority to accommodate expanded business development in the City's Triangle District, which is an area of emerging business growth. The Corridor Improvement Authority has been charged with the task of developing public parking facilities in the Triangle District to help spur additional economic development as the Triangle District Urban Plan is implemented. The initial focus will likely include the construction of an approximately 350-space public parking structure. It is anticipated that funding for the parking structure will be provided by a bond issue, which will be repaid through tax increment financing, special assessment, and user fees. At present, the City is seeking opportunities in the district for development. Once a development plan is in place, tax incremental financing will commence and revenue from captured taxes will begin. It is unknown at this time when this will occur; therefore, the forecast does not reflect any tax capture for the authority.

Streetlights

New streetlights are proposed in conjunction with planned downtown renewal projects. The estimated costs are as follows:

S. Old Woodward Ave. – Brown St. to Landon St.	\$460,000 in fiscal year 2022-2023
--	------------------------------------

Alleys and Sidewalks

In 2022-2023, sidewalk and streetscape improvements are planned on S. Old Woodward Ave. – Brown St. to Landon St. at an estimated cost of \$1,212,000. Other sidewalks will be replaced as needed as part of the annual sidewalk replacement program.

In addition, the following alleys are projected to be completed: West Maple Road alley in 2021-2022 and the Pierce Street alley in 2022-2023.

City of Birmingham, Michigan
Five-year Financial Forecast

Ice Arena

In 2020-2021, the ice arena's refrigerant system, including subfloor heating, will be replaced in the main and studio rinks for approximately \$2 million.

Park and Recreation Bond

In November 2020, the residents approved a park bond of \$11,250,000 to be split into two phases. Phase I, in the amount of \$4,750,000, includes Adams Park development; Booth Park entry plaza with gardens and seating; ice arena locker room expansion; playgrounds at Springdale, Crestview, and Howarth Parks; pickleball; and trail improvements, beginning in fiscal year 2020-2021. Phase II, beginning in fiscal year 2023-2024, will cover playgrounds at Lincoln Well & Pumphouse, Linden, Pembroke, and St. James parks; splash pad; Poppleton Park playground with drainage improvements; and Kenning Park playground, fields 1 and 4, and a new walking path, in the amount of \$6,500,000.

City of Birmingham, Michigan

Five-year Financial Forecast

General Fund Assumptions

COVID-19

The City has and still is experiencing an extraordinary event with the COVID-19 pandemic. This event has thrown all normal models and projections into even more uncertainty. This forecast generally assumes that the effects of the pandemic will continue until the end of the 2020-2021 fiscal year and start to normalize in the following years.

The immediate impact of the pandemic on the General Fund has been to the following areas: parks and recreation (including ice arena operations), building permits, 48th District Court operations, and parking enforcement. The pandemic has also caused delays in some projects, as the availability of contractors during the pandemic has been limited.

The long-term effect of the pandemic is uncertain at this time. Factors such as high unemployment, the housing market, interest rates, and office and retail occupancy rates are all risks that will affect the City in future years. Fortunately, the City is in very good financial condition with healthy reserves to mitigate these risks.

Revenue

Property Taxes

Appendix A illustrates the process used to estimate property tax revenue. Economic indicators show continued growth in the housing market, which will affect SEV and TV growth. The 2019-2020 taxable value for the City increased by 6.03 percent. The forecast assumes an annual increase in taxable value starting at 4.5 percent for 2020-2021 and 4 percent annually afterwards, while the SEV assumed growth is 5.5 percent for 2020-2021 and 5 percent annually afterwards.

Key assumptions on a line-by-line basis, beginning at the top of Appendix A, are provided in Appendix B.

The property taxes from the general operating levy exclude levies for the George W. Kuhn Drain, North Arm Drain debt service, and water capital improvements.

Building Permits

New house permits, renovations, and additions show a slight improvement from 2019-2020 where the stay-at-home order resulted in a decrease in permit revenue. The forecast projects stable permit revenue for the remaining years of the forecast.

Federal Grant Revenue - COVID-19 Related

The City has received several grants from different agencies. It is anticipated that the City will receive approximately \$750,000 in fiscal year 2020-2021.

Other Intergovernmental Revenue

In fiscal years 2016-2017 through 2019-2020, the City received surplus cable funds from the Cable Board. No revenue is projected in future years, as these distributions are at the discretion of the Cable Board.

City of Birmingham, Michigan
Five-year Financial Forecast

Ice Arena Fees

For fiscal year 2020-2021, it is projected that ice arena fees will decrease by approximately 50 percent as a result of COVID-19 restrictions on operations of the arena.

48th District Court Revenue

48th District Court revenue is anticipated to be approximately 60 percent less than normal for fiscal year 2020-2021 due to COVID-19 restrictions on court operations.

Parking Ticket Revenue

Parking ticket revenue is expected to be approximately 50 percent less for fiscal year 2020-2021 due to COVID-19 restrictions on restaurants in the downtown.

Interest and Rent

The projected interest rate earned on investments for 2020-2021 through 2023-2024 is 1.85 percent. For periods 2016-2017 through 2019-2020, the fluctuations in the investment income were the result of low interest rates and unrealized market gains (2018-2019 through 2019-2020) and losses (2016-2017 through 2017-2018).

Expenditures

Personnel Service Cost Assumptions

Full-time staffing, which consists of 159 full-time employees, is assumed to remain at or near the same level for the period covered by the financial estimation.

The current status of labor contracts is as follows:

<u>Union or Group</u>	<u>Contract Runs Through</u>
AFSCME	June 30, 2020 (tentative agreement)
Teamsters	June 30, 2021
Police Command (BCOA)	June 30, 2022
Firefighters (BFFA)	June 30, 2020 (ratified, pending commission approval)
Police (BPOA)	June 30, 2020 (ratified, pending commission approval)

For estimating purposes, the model assumes a rate increase for union and nonunion employees. The actual rate may vary depending on numerous factors, including, but not limited to, results of union negotiations, changes in state or federal law, and limits on increases in property taxes.

City of Birmingham, Michigan

Five-year Financial Forecast

Health insurance costs have been adjusted to reflect a 15 percent decrease for 2020-2021 and no increases for the remaining forecasted years. These projected changes reflect targeted reserves in our internal service fund and do not necessarily reflect the health care industry proposed increases.

Expenditures for the employer's portion of retirement contributions and retiree health care contributions are projected to remain stable, in the aggregate, throughout the years of the forecast.

Public Safety

Increases to public safety expenditures from 2016-2017 to 2019-2020 are mainly the result of adding six employees during that time period.

Sidewalk and Alley Construction

Construction costs include Maple Road sidewalk reconstruction in 2019-2020 and 2020-2021 for approximately \$2.3 million and South Old Woodward Avenue sidewalks from Brown to Landon in 2022-2023 for \$2.4 million. Sidewalk routine replacement costs are estimated at \$500,000 per year. Alley construction costs include Maple Road Alley estimated at \$250,000 in 2021-2022 and Pierce Street Alley estimated at \$400,000 in 2022-2023. Both the sidewalk and alley construction will be assessed to the owners.

Ice Sports Arena

It is projected that costs associated with the ice sports arena will be approximately 70 percent of normal in fiscal year 2020-2021 due to operational restrictions as a result of COVID-19.

48th District Court

Expenditures are allocated to each of the four governmental units responsible for maintaining the court in the same proportion as the number of cases arising from each unit.

Operating Transfers Out

In 2016-2017, a transfer of \$480,000 to the Risk Management Fund was made, and \$775,000 was transferred to the Sewer Fund for 2018-2019, as reimbursement of costs paid to settle the *Wolf v. the City of Birmingham* lawsuit. Additionally, a \$443,000 transfer was made for 2018-2019 to the Retiree Health Care Fund. Transfers out to the Major Street Fund, Local Street Fund, and Capital Projects Fund are routine and represent funding for capital improvements.

Other Expenditures

Other expenditures assume 2 percent inflationary increases for the years 2021-2022 through 2024-2025.

City of Birmingham, Michigan

General Fund Historic and Estimated Financial Operations

	Actual			Estimated Future Operations						
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	
Taxes										
Real and personal property taxes	\$ 21,035,843	\$ 23,513,459	\$ 24,985,216	\$ 26,072,678	\$ 26,918,810	\$ 28,060,010	\$ 28,773,800	\$ 29,550,130	\$ 30,319,890	
Tax losses	(13,724)	(23,773)	(23,668)	(31,113)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	
Penalties and interest	107,149	101,811	112,660	130,234	130,000	130,000	130,000	130,000	130,000	
Total taxes	21,129,268	23,591,497	25,074,208	26,171,799	26,948,810	28,090,010	28,803,800	29,580,130	30,349,890	
Licenses and Permits										
Business licenses and permits	61,160	60,272	62,937	33,131	35,000	62,170	62,200	62,200	62,200	
Rental housing fees	145,180	157,752	173,750	174,978	175,000	175,000	175,000	175,000	175,000	
Building permits	2,560,488	2,111,579	2,361,287	1,741,665	1,850,000	1,900,000	1,900,000	1,928,500	1,957,428	
Appeal and review fees	181,812	181,015	129,164	143,208	152,040	151,690	151,690	151,690	151,690	
Telecommunication permit	65,788	65,277	65,410	72,790	73,000	73,000	73,000	73,000	73,000	
Cable television franchise fees	359,605	351,256	348,869	332,441	350,000	350,000	350,000	350,000	350,000	
Other	6,363	6,442	6,285	3,695	3,000	6,000	6,000	6,000	6,000	
Total license and permits	3,380,396	2,933,593	3,147,702	2,502,108	2,637,830	2,716,020	2,717,890	2,746,390	2,775,318	
Intergovernmental										
Federal grants	20,161	78,271	42,044	40,316	42,360	43,000	43,000	43,000	43,000	
Federal COVID related grants	-	-	-	-	750,000	-	-	-	-	
State	-	-	-	-	-	-	-	-	-	
Shared revenue	1,962,833	1,920,336	1,997,557	1,964,936	1,980,330	2,027,364	2,053,809	2,080,651	2,107,895	
Other	50,208	60,614	58,314	91,043	57,300	56,800	56,800	56,800	56,800	
Local	237,958	454,776	243,297	332,722	84,660	86,420	86,350	86,350	86,350	
Total intergovernmental	2,171,160	2,513,997	2,341,212	2,429,017	2,914,650	2,213,584	2,239,959	2,266,801	2,294,045	
Charges for Services										
Labor charges to other funds	1,137,579	1,171,122	1,442,528	1,416,925	1,481,640	1,471,030	1,473,720	1,494,252	1,515,092	
Ice arena fees	603,275	620,024	633,865	509,756	225,240	664,600	676,600	683,665	690,836	
Other recreation program fees	120,838	123,063	115,150	95,680	48,414	108,990	109,998	111,021	112,059	
Museum fees	44,204	39,561	41,989	39,856	40,650	44,200	44,200	44,200	44,200	
Special event fees	78,273	85,801	84,363	69,507	28,000	86,610	86,610	86,610	86,610	
Sidewalk construction	53,843	48,912	24,685	1,730	25,000	25,000	25,000	25,000	25,000	
Dispatch	311,928	314,798	334,310	345,327	361,500	360,850	369,870	375,418	381,049	
EMS transports	354,650	351,263	373,437	417,912	401,500	467,000	481,000	488,215	495,538	
Other recreation program fees	53,757	45,264	66,517	51,181	56,020	73,920	73,920	73,920	73,920	
Total charges for services	2,758,347	2,799,808	3,116,844	2,947,874	2,667,964	3,302,200	3,340,918	3,382,301	3,424,304	
Fines and Forfeitures										
48th District Court	1,051,676	1,262,413	1,170,013	1,086,365	689,000	1,269,500	1,269,500	1,269,500	1,269,500	
Parking fines	537,372	533,148	542,354	377,617	250,000	525,000	525,000	525,000	525,000	
Impound fees	7,025	8,050	7,800	5,000	3,000	7,000	7,000	7,000	7,000	
False alarm charges	7,150	5,855	5,700	5,018	5,250	5,000	4,750	4,750	4,750	
Total fines and forfeitures	1,603,223	1,808,466	1,725,867	1,474,000	947,250	1,806,500	1,806,250	1,806,250	1,806,250	
Interest and Rent										
Interest earned on investments	29,169	125,037	802,348	1,089,837	350,000	350,000	350,000	350,000	350,000	
Rent	75,216	59,091	64,507	53,507	59,190	60,060	60,940	61,832	62,737	
Other interest earnings	4,095	3,954	2,372	1,875	88,500	137,250	117,850	117,850	117,850	
Total interest and rent	108,480	188,082	869,227	1,145,219	497,690	547,310	528,790	529,682	530,587	
Other Revenue										
125,400	125,400	90,793	359,197	98,451	559,230	414,850	481,730	481,730	481,730	
Contributions from Other Funds	-	100,000	179,400	200,000	100,000	100,000	100,000	100,000	100,000	
Total revenue	31,276,274	34,027,226	36,813,657	36,968,468	37,273,424	39,192,474	40,019,337	40,893,284	41,762,124	

See accompanying summaries of significant assumptions and policies and independent accountant's report.

City of Birmingham, Michigan

General Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025			
Expenditures												
General Government												
Commission	\$ 58,784	\$ 52,365	\$ 52,241	\$ 65,600	\$ 76,240	\$ 78,380	\$ 80,660	\$ 83,289	\$ 86,023			
Manager's office	307,879	446,367	555,838	548,890	641,460	658,960	669,700	683,165	696,984			
Elections	33,911	39,979	34,496	65,793	61,220	51,950	40,850	40,850	64,450			
Assessor	207,435	208,030	207,738	209,635	227,000	233,650	240,500	245,301	250,198			
Legal	373,288	458,445	477,740	494,765	523,500	523,500	523,500	533,970	544,649			
Clerk	316,902	311,445	344,442	379,226	527,450	474,390	481,150	491,269	501,662			
Finance	717,427	809,820	835,421	852,721	934,551	920,970	936,390	953,613	971,315			
Human resources	354,567	306,007	335,542	357,255	418,260	426,660	433,660	442,934	452,446			
Treasurer	629,482	646,204	659,354	688,323	724,200	740,010	750,190	763,305	776,804			
City hall and grounds	520,750	480,613	513,058	518,531	620,818	581,540	600,840	576,497	587,405			
Library maintenance	38,000	30,484	36,577	45,136	38,863	37,400	37,400	38,148	38,910			
Historical museum												
Hunter House	9,968	10,959	13,686	22,995	80,630	30,900	15,900	16,218	16,541			
Allen House	202,113	174,665	197,060	173,594	317,272	208,840	261,670	268,404	275,329			
General administration	1,107,453	1,107,291	1,040,012	1,083,779	1,182,124	1,222,930	1,242,230	1,267,074	1,292,414			
Total general government	4,877,959	5,082,674	5,303,205	5,506,243	6,373,588	6,190,080	6,314,640	6,404,037	6,555,130			
Public Safety												
Police	6,125,221	5,991,533	6,490,299	6,871,647	7,295,104	7,264,350	7,370,420	7,499,360	7,631,640			
Fire	5,277,470	5,482,557	5,922,405	6,403,824	6,718,713	6,908,160	7,011,840	7,132,735	7,256,649			
Dispatch	915,251	1,024,994	986,648	1,032,934	1,078,030	1,097,940	1,158,940	1,158,004	1,180,442			
Emergency preparation	5,065	9,202	9,180	98,130	57,800	11,300	11,300	11,300	11,300			
Total public safety	12,323,007	12,508,286	13,408,532	14,406,535	15,149,647	15,281,750	15,552,500	15,801,399	16,080,031			
Community Development												
Planning	593,540	542,144	735,005	549,202	696,114	622,390	632,940	646,406	660,227			
Building inspection	2,043,357	2,076,541	2,259,260	2,395,516	2,140,769	2,232,405	2,259,914	2,306,652	2,354,628			
Total community development	2,636,897	2,618,685	2,994,265	2,944,718	2,836,883	2,854,795	2,892,854	2,953,058	3,014,855			
Engineering and Public Services												
Engineering	782,760	813,693	867,584	787,291	1,027,937	1,089,340	1,074,740	1,097,367	1,120,590			
Sidewalk construction and replacement	538,003	1,113,173	2,059,063	847,501	2,996,263	560,630	2,460,740	582,449	594,399			
Alley construction and maintenance	30,459	17,075	83,986	15,931	35,371	275,000	425,000	25,000	25,000			
Fiber optic system	-	-	2,759	36,470	144,825	5,000	5,000	5,000	5,000			
Property maintenance	787,288	787,774	911,791	1,046,241	1,153,368	1,099,260	1,112,720	1,132,492	1,152,718			
Department of Public Services - General	266,163	268,804	294,114	319,395	401,986	380,710	388,360	400,780	413,682			
Weed/Snow enforcement	32,214	32,330	29,011	42,449	54,186	48,100	48,560	49,538	50,538			
Community activities	251,929	244,007	317,270	273,834	336,660	321,720	324,910	330,819	336,864			
Ice sports arena	634,115	631,037	636,840	608,088	423,996	723,330	728,410	743,000	757,911			
Parks	932,213	1,064,557	1,045,279	1,148,280	1,236,906	1,194,510	1,177,020	1,199,616	1,222,703			
Total engineering and public services	4,255,144	4,972,450	6,247,697	5,125,480	7,811,498	5,697,600	7,745,460	5,566,061	5,679,405			

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan

General Fund Historic and Estimated Financial Operations

	Actual				Estimate Future Operations				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Contributions									
48th District Court	\$ 1,116,515	\$ 1,261,046	\$ 1,219,055	\$ 1,642,813	\$ 1,378,850	\$ 1,492,820	\$ 1,522,680	\$ 1,545,520	\$ 1,568,703
Operating transfers to other funds									
Major Street Fund	1,550,000	2,100,000	2,579,900	2,746,000	2,000,000	5,000,000	2,500,000	3,500,000	3,500,000
Local Street Fund	2,650,000	2,200,000	2,500,000	2,000,000	3,000,000	2,500,000	3,000,000	4,000,000	4,000,000
Capital Projects Fund	344,890	736,570	1,453,000	910,892	1,995,290	-	525,000	-	-
Sewer Fund	-	-	775,000	-	-	-	-	-	-
Water Fund	-	500,000	-	500,000	-	-	-	-	-
Risk Management	480,000	-	-	-	-	-	-	-	-
Retiree Health Care System	-	-	443,000	-	-	-	-	-	-
Other	50,000	45,000	-	-	-	-	-	-	-
Total contributions	6,191,405	6,842,616	8,969,955	7,799,705	8,374,140	8,992,820	7,547,680	9,045,520	9,068,703
Total expenditures	30,284,412	32,024,711	36,923,654	35,782,681	40,545,756	39,017,045	40,053,134	39,770,075	40,398,124
Excess of Revenue Over (Under)									
Expenditures	991,862	2,002,515	(109,997)	1,185,787	(3,272,332)	175,429	(33,797)	1,123,209	1,364,000
Fund Balance - Beginning of year	14,312,278	15,304,140	17,306,655	17,196,658	18,382,445	15,110,113	15,285,542	15,251,745	16,374,954
Fund Balance - End of year	\$ 15,304,140	\$ 17,306,655	\$ 17,196,658	\$ 18,382,445	\$ 15,110,113	\$ 15,285,542	\$ 15,251,745	\$ 16,374,954	\$ 17,738,954

See accompanying summaries of significant assumptions and policies and independent accountant's report.

City of Birmingham, Michigan
Five-year Financial Forecast

Major and Local Street Funds Assumptions

Major Street Fund

This forecast analyzes the actual results from 2016-2017 through 2019-2020 and the City's adopted budget for 2020-2021 with inflationary increases for the years 2021-2022 through 2024-2025. Exceptions to this method are noted below:

Revenue

State Grants and Distributions

On November 10, 2015, the governor signed a new road funding bill. The funding for this road bill comes from an increase in registration fees, an increase in gas taxes, and funding from the State General Fund. The road funding bill calls for an incremental increase in contributions from the State General Fund and will be fully funded by the State's fiscal year ending September 30, 2021. The estimates for the road funding have been provided by the Michigan Department of Transportation (MDOT).

In fiscal year 2018-2019, the City received approximately \$230,000 in additional road funding beyond the Act 51 funding for road maintenance; however, no additional amount has been budgeted for future years, as there is no certainty this program will continue.

Special Assessments

Special assessment revenue for fiscal years 2019-2020, 2021-2022, and 2023-2024 include one-year assessments for cape seal maintenance.

Interfund Transfers

Interfund transfers are forecasted in an amount needed to provide adequate funding for projected road improvements and maintenance.

Interest Income

The forecast assumes investment return of 1.85 percent for the entire forecast. Interest income can fluctuate between years due to unrealized market gains and losses on investments.

City of Birmingham, Michigan
Five-year Financial Forecast

Expenditures

Maintenance of Streets and Bridges

Fiscal years 2018-2019, 2021-2022, and 2023-2024 include cape seal projects. In addition, approximately \$60,000 per year has been forecasted for streetlight maintenance starting in 2020-2021.

Street Cleaning

The forecast projects that catch basin cleaning will continue to be scheduled once every three years.

Street Trees

Increase in costs for street trees is due to projected increase in contractual costs and cost of trees.

Traffic Controls

Fiscal years 2019-2020 and 2020-2021 include \$630,000 in traffic control upgrades for the Maple Road project; \$160,000 for Bates and Willits in fiscal year 2021-2022; \$453,000 for Adams and Derby, Brown and Southfield, and Maple and Elm Street/Poppleton in fiscal year 2022-2023; and \$160,000 for Maple and Adams in fiscal year 2023-2024.

Capital Outlay

Below is a list of planned projects with an estimated cost equal to or greater than \$200,000:

2020-2021	Grant St. - E. Lincoln Ave. to Humphrey Ave.	\$350,000
	Cranbrook - Maple to I 4 Mile (RCOC)	\$300,000
	Oakland Blvd. - N. Old Woodward to Woodward	\$300,000
	Maple Road - Southfield to Woodward (2019 through 2020 project remaining balance)	\$2,551,235
2021-2022	Peabody - E. Maple to E. Brown	\$200,000
	Pierce - Lincoln to Bird	\$400,000
	Redding - Lakepark to Woodward	\$450,000
	N. Adams Rd. - North End	\$200,000
2022-2023	S. Old Woodward Ave. - Brown St. to Landon St.	\$4,000,000
2023-2024	S. Eton Rd. - Yosemite to I 4 Mile Rd.	\$1,700,000

For fiscal year 2024-2025, no projects have been identified yet, but the forecast includes \$2,000,000 as an estimate.

City of Birmingham, Michigan

Five-year Financial Forecast

Local Street Fund

This forecast analyzes the actual results from 2016-2017 through 2019-2020 and the City's adopted budget for 2020-2021 with inflationary increases for the years 2021-2022 through 2024-2025. Exceptions to this method are noted below:

Revenue

State Grants and Distributions

On November 10, 2015, the governor signed a new road funding bill. The funding for this road bill comes from an increase in registration fees, an increase in gas taxes, and funding from the State General Fund. The road funding bill calls for an incremental increase in contributions from the State General Fund and will be fully funded by the State's fiscal year ending September 30, 2021. The estimates for the road funding have been provided by the Michigan Department of Transportation (MDOT). The estimates for the road funding have been provided by the Michigan Department of Transportation.

Special Assessments

Special assessment revenue for fiscal years 2019-2020, 2021-2022, and 2023-2024 include one-year assessments for cape seal maintenance. Additionally, special assessment revenue has been forecasted for road work on Lakeview Avenue starting in fiscal year 2021-2022.

Interfund Transfers

Interfund transfers are forecasted in an amount needed to provide adequate funding for projected road improvements and maintenance.

Interest Income

The forecast assumes investment return of 1.85 percent for the entire forecast. Interest income can fluctuate between years due to unrealized market gains and losses on investments. In addition, special assessment interest has also been projected as unimproved streets are completed.

Expenditures

Maintenance of Streets and Bridges

Cape seal maintenance is expected in fiscal years 2019-2020, 2021-2022, and 2023-2024.

Street Cleaning

The forecast projects that catch basin cleaning will continue to be scheduled once every three years.

City of Birmingham, Michigan
Five-year Financial Forecast

Capital Outlay

Below is a list of planned projects with an estimated cost equal to or greater than \$200,000:

2020-2021	Quarton Lake Phase 2	\$200,000
	Lakeview Ave.	\$550,000
2021-2022	Townsend St. – Southfield to Chester	\$400,000
2022-2023	Edgewood – Lincoln to Southfield	\$625,000
2023-2024	Windemere – N. Eton to St. Andrews	\$625,000
	Pembroke Rd. – N. Eton to Edenborough	\$325,000
	Arlington and Shirley	\$275,000

For fiscal years 2021-2022 through 2024-2025, there is an additional \$500,000 per year forecasted for unidentified unimproved streets.

City of Birmingham, Michigan
Major Street Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Revenue									
State grants and distributions	\$ 1,088,480	\$ 1,438,342	\$ 1,621,238	\$ 1,453,560	\$ 1,641,450	\$ 1,676,740	\$ 1,710,274	\$ 1,744,480	\$ 1,779,369
Special assessment collections	11,823	66,226	82,844	6,857	-	50,000	-	50,000	-
Federal grants	-	-	-	-	-	-	-	-	-
Local sources	-	215,000	-	125,291	-	-	-	-	-
Interest and rent	3,880	14,193	79,877	159,112	43,500	71,906	75,563	62,734	84,800
Other	-	200	500	-	-	-	-	-	-
Transfers from General Fund	1,550,000	2,100,000	2,579,900	2,746,000	2,000,000	5,000,000	2,500,000	3,500,000	3,500,000
Total revenue	2,654,183	3,833,961	4,364,359	4,490,820	3,684,950	6,798,646	4,285,837	5,357,214	5,364,169
Expenditures									
Maintenance of streets and bridges	270,632	343,390	447,929	282,708	445,109	447,541	413,810	471,488	430,331
Street cleaning	146,308	197,598	140,811	156,857	219,590	160,725	161,882	230,566	167,304
Street trees	229,860	227,917	242,124	217,299	271,205	280,004	292,417	298,037	303,770
Traffic controls	236,791	448,675	690,746	403,866	628,967	599,367	639,885	465,982	291,974
Snow and ice removal	241,982	292,039	209,100	243,195	288,510	290,139	291,801	296,895	302,092
Administrative	18,639	18,218	18,998	20,490	20,900	21,404	21,920	22,449	22,990
Capital outlay - Engineering and construction of roads and bridges	1,040,576	2,845,005	810,999	1,679,902	4,317,265	1,992,028	5,153,050	2,320,599	2,623,202
Total expenditures	2,184,788	4,372,842	2,560,707	3,004,317	6,191,546	3,791,208	6,974,765	4,106,016	4,141,663
Excess of Revenue Over (Under) Expenditures	469,395	(538,881)	1,803,652	1,486,503	(2,506,596)	3,007,438	(2,688,928)	1,251,198	1,222,506
Fund Balance - Beginning of year	1,802,397	2,271,792	1,732,911	3,536,563	5,023,066	2,516,470	5,523,908	2,834,980	4,086,178
Fund Balance - End of year	<u>\$ 2,271,792</u>	<u>\$ 1,732,911</u>	<u>\$ 3,536,563</u>	<u>\$ 5,023,066</u>	<u>\$ 2,516,470</u>	<u>\$ 5,523,908</u>	<u>\$ 2,834,980</u>	<u>\$ 4,086,178</u>	<u>\$ 5,308,684</u>

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan
Local Street Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Revenue									
State grants and distributions	\$ 442,394	\$ 530,118	\$ 565,229	\$ 590,699	\$ 670,450	\$ 683,860	\$ 697,540	\$ 711,490	\$ 711,490
Special assessment collections	388,717	377,059	401,794	213,876	192,460	486,378	221,934	552,489	288,045
Local Sources	-	30,598	-	-	-	-	-	-	-
Interest and rent	6,375	24,255	59,658	50,546	29,600	44,781	67,328	88,040	118,982
Other	13,224	4,878	2,942	21,450	5,000	5,000	5,000	5,000	5,000
Transfers from General Fund	2,650,000	2,200,000	2,500,000	2,000,000	3,000,000	3,000,000	3,000,000	4,000,000	4,000,000
Total revenue	3,500,710	3,166,908	3,529,623	2,876,571	3,897,510	4,220,019	3,991,802	5,357,019	5,123,517
Expenditures									
Maintenance of streets and bridges	520,670	815,167	1,119,883	801,900	887,327	1,268,106	926,536	1,308,170	997,474
Street cleaning	145,299	224,461	169,146	166,552	253,330	180,988	184,178	270,262	191,252
Street trees	515,499	499,951	514,400	520,800	552,732	563,798	575,092	586,616	598,379
Traffic controls	66,052	62,265	67,729	65,249	65,300	66,858	68,454	70,088	71,761
Snow and ice removal	136,990	149,507	141,840	142,594	176,530	179,833	183,206	186,653	190,176
Administrative	26,319	25,618	26,748	28,958	29,490	30,209	30,946	31,701	32,475
Capital outlay - Engineering and construction of roads and bridges	2,325,620	873,577	1,819,576	1,375,081	1,554,498	1,388,856	1,765,315	2,216,808	993,335
Total expenditures	3,736,449	2,650,546	3,859,322	3,101,134	3,519,207	3,678,648	3,733,727	4,670,298	3,074,852
Excess of Revenue Over (Under) Expenditures	(235,739)	516,362	(329,699)	(224,563)	378,303	541,371	258,075	686,721	2,048,665
Fund Balance - Beginning of year	1,643,410	1,407,671	1,924,033	1,594,333	1,369,770	1,748,073	2,289,444	2,547,519	3,234,240
Fund Balance - End of year	\$ 1,407,671	\$ 1,924,033	\$ 1,594,333	\$ 1,369,770	\$ 1,748,073	\$ 2,289,444	\$ 2,547,519	\$ 3,234,240	\$ 5,282,905

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan

Five-year Financial Forecast

Water and Sewer Funds Assumptions

This forecast analyzes the actual results from 2016-2017 through 2019-2020 and the City's adopted budget for 2020-2021 with inflationary increases for the years 2021-2022 through 2024-2025. Water volumes are based on a five-year running average. Exceptions to this method are noted below:

Water Fund

Water Purchase Cost

The forecast assumes a 4 percent increase in the cost of water for 2021-2022 through 2024-2025. Water volumes are projected to remain relatively constant.

Operations and Maintenance

Included in this amount is lead service line abatement in the amount of \$800,000 for fiscal year 2020-2021 and \$900,000 for fiscal years 2021-2022 through 2024-2025. This is partially funded by \$500,000 in property taxes for each year in the forecast.

Capital Outlay

The forecast is based on estimates prepared by the City Engineer for years 2021-2022 through 2024-2025. These improvements will be made in conjunction with road improvements and will be partially funded by \$1,000,000 in property taxes from 2020-2021 through 2024-2025.

Interest Income

The forecast assumes investment returns of 1.85 percent for each year in the forecast.

Property Taxes

Property tax revenue is distributed to the Water Fund for capital improvements associated with road projects.

Transfers from Other Funds

The \$500,000 in 2017-2018 represents extra funding associated with the OPEB liability from the General Fund as a result of implementing GASB 75. The \$500,000 in 2019-2020 from the General Fund was for capital improvements associated with the Maple Road project.

Capital Outlay Not Included in Net Cost of Services

This line represents the cost of capital outlay and lead service line replacement included in the total costs above less property tax revenue. This net cost is not factored into calculating the user rate.

City of Birmingham, Michigan
Five-year Financial Forecast

Sewer Fund

Sewage Disposal Cost

The forecast assumes a 3 percent increase in the sanitary sewage disposal costs for the Evergreen-Farmington and George W. Kuhn Sewage Disposal Districts.

Stormwater Disposal Costs

The forecast assumes a 3 percent increase in stormwater disposal costs for the Evergreen-Farmington and George W. Kuhn Sewage Disposal Districts.

Operations and Maintenance

In fiscal years 2018-2019 and 2019-2020, the City received a stormwater, asset management, and wastewater grant. That grant involved studying the City's systems and preparing a report, which was done by an outside engineering firm.

Capital Outlay

The forecast uses estimates prepared by the City Engineer for years 2021-2022 through 2024-2025. These improvements will be made in conjunction with road improvements and will be funded by the reserves of the system.

Interest Income

The forecast assumes investment returns of 1.85 percent for each year in the forecast.

Debt Service Payments

Debt service payments are based on current debt schedules for 2020-2021 through 2024-2025.

Property Taxes

Property tax revenue is distributed to the Sewer Fund for sewer-related debt payments.

Transfers from Other Funds

The transfer from the General Fund made in 2018-2019 represents a reimbursement of settlement costs associated with the *Wolf vs. the City of Birmingham* lawsuit.

Capital Outlay Not Included in Net Cost of Services

This line represents the cost of capital outlay, which is not included in the user rate. The sewer rate includes \$700,000 for capital improvements each year.

City of Birmingham, Michigan
Water Fund Historic and Estimated Financial Operations

	Actual					Estimated Future Operations				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	
Key Operating Data										
Water sold	\$ 856,232	\$ 854,625	\$ 797,789	\$ 770,748	\$ 821,400	\$ 821,400	\$ 821,400	\$ 821,400	\$ 821,400	\$
Water purchased	826,688	922,317	853,607	856,471	888,000	888,000	888,000	888,000	888,000	888,000
Average unit cost of water purchased	2.50	2.26	2.33	2.31	2.36	2.43	2.50	2.58	2.65	
Cost of Services										
Cost of water	2,064,386	2,085,955	1,986,553	1,975,461	2,099,600	2,160,700	2,222,984	2,287,754	2,353,811	
Depreciation	782,677	811,724	835,681	859,855	929,200	995,825	1,010,650	1,049,150	1,086,650	
Operation and maintenance	1,386,935	1,396,228	1,188,185	1,235,465	2,421,650	2,457,146	2,497,309	2,543,856	2,589,642	
General and administrative	190,325	198,279	206,343	213,344	218,480	217,871	223,081	228,417	233,881	
Capital outlay	395,014	1,146,412	1,487,626	987,998	1,370,000	1,495,000	585,000	1,540,000	1,500,000	
Total cost of services	4,819,337	5,638,598	5,704,388	5,272,123	7,038,930	7,326,542	6,539,024	7,649,177	7,763,984	
Other Income										
Interest	1,664	15,103	110,471	162,405	77,000	51,700	88,396	98,893	101,629	
Property taxes	749,579	747,633	752,306	998,538	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Flat rate meter charge and other	748,051	828,596	703,394	648,548	729,000	719,500	726,300	728,154	730,064	
Transfer from other funds	-	500,000	-	500,000	-	-	-	-	-	
Total other income	1,499,294	2,091,332	1,566,171	2,309,491	2,306,000	2,271,200	2,314,696	2,327,047	2,331,693	
Less - Capital Outlay Not Included in Net Cost of Services					(670,000)	(895,000)	15,000	(940,000)	(900,000)	
Net Cost of Services	\$ 3,320,043	\$ 3,547,266	\$ 4,138,217	\$ 2,962,632	\$ 4,062,930	\$ 4,160,342	\$ 4,239,328	\$ 4,382,130	\$ 4,532,291	
Average User Charge					\$	4.95	\$	5.06	\$	5.16
Average Rate Increase							2.22%		1.98%	3.29%
										3.56%

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan

Sewer Fund Historic and Estimated Financial Operations

	Actual					Estimated Future Operations				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	
Key Operating Data										
Water sold	\$ 856,232	\$ 854,625	\$ 797,789	\$ 828,300	\$ 821,400	\$ 821,400	\$ 821,400	\$ 821,400	\$ 821,400	\$ 821,400
Water purchased	926,688	922,317	853,607	895,500	888,000	888,000	888,000	888,000	888,000	888,000
Average unit cost of sewage disposal	3.55	3.97	4.33	4.32	4.63	4.79	4.93	5.08	5.24	
Cost of Services										
Sanitary sewage disposal costs	3,292,146	3,661,070	3,692,752	3,869,263	4,109,310	4,253,162	4,381,890	4,514,480	4,651,048	
Storm water costs	2,413,872	2,432,785	2,522,409	2,599,432	2,745,110	2,847,835	2,927,308	3,007,868	3,090,845	
Depreciation and amortization	881,897	931,702	988,253	1,012,947	1,093,730	1,138,605	1,178,230	1,190,105	1,215,105	
Debt service - including principal	2,815,923	1,575,184	1,623,283	1,689,189	1,694,380	397,670	318,120	315,230	33,055	
Operation and maintenance	586,150	642,294	1,049,272	944,343	729,020	739,218	749,595	760,204	771,053	
General and administrative	214,495	222,344	232,159	247,382	251,570	257,859	264,260	270,819	277,541	
Capital outlay	1,042,866	2,857,652	2,138,217	852,432	1,805,000	1,795,000	1,585,000	475,000	1,000,000	
Total cost of services	11,247,349	12,323,031	12,246,345	11,214,988	12,428,120	11,429,349	11,404,403	10,533,706	11,038,647	
Other Income										
Interest	10,063	30,928	127,705	179,076	68,630	58,062	61,178	76,980	98,534	
Property taxes	2,828,930	1,586,383	1,634,384	1,690,961	1,694,380	397,670	318,120	315,230	33,055	
Storm water charge	-	-	1,675,229	2,624,333	2,745,110	2,847,835	2,927,308	3,007,868	3,090,845	
State grant	-	243,669	777,507	592,990	-	-	-	-	-	
Other	78,243	74,106	77,618	67,738	70,000	70,000	70,000	70,000	70,000	
Transfers from other funds	-	-	775,000	-	-	-	-	-	-	
Total other income	2,917,236	1,935,086	5,067,443	5,155,098	4,578,120	3,373,567	3,376,606	3,470,078	3,292,434	
Less - Capital Outlay Not Included in Net Cost of Services										
Net Cost of Services	\$ 8,330,113	\$ 10,387,945	\$ 7,178,902	\$ 6,059,890	\$ 6,745,000	\$ 6,960,782	\$ 7,142,797	\$ 7,288,628	\$ 7,446,213	
Average User Charge					\$ 8.21	\$ 8.47	\$ 8.70	\$ 8.87	\$ 9.07	
Average Rate Increase/Decrease						3.17%	2.72%	1.95%	2.25%	

See accompanying summaries of significant assumptions and accou policies and independent accountant's report.

Appendix A

Part 1 - History of Actual Property Tax Levies:

	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
History of Form L-4025, Assessor's Report of Taxable Values:	\$ 2,001,037,050	\$ 2,110,188,780	\$ 2,220,344,410	\$ 2,359,367,180	\$ 2,497,255,420
New property additions	84,086,384	71,343,980	65,325,894	63,886,305	75,634,670
Property losses	(17,980,114)	(13,236,860)	(14,272,588)	(13,118,053)	(11,573,438)
Increases in existing property TV (imputed; includes both uncapping and Headlee inflation increases)	<u>43,045,460</u>	<u>52,048,510</u>	<u>87,969,464</u>	<u>87,119,988</u>	<u>76,967,668</u>
Current year taxable value	<u>\$ 2,110,188,780</u>	<u>\$ 2,220,344,410</u>	<u>\$ 2,359,367,180</u>	<u>\$ 2,497,255,420</u>	<u>\$ 2,638,284,320</u>
Headlee Inflation rate	1.60%	0.30%	0.90%	2.40%	1.90%
Actual increase on existing properties	0.57%	2.17%	3.07%	1.31%	1.19%
Total change in taxable value	5.59%	5.22%	6.26%	5.84%	5.65%
Headlee reduction fraction	0.9944	0.9787	0.9703	0.9873	0.9884

Part 2 - Projection of Future Property Taxes

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>
Fiscal year ended June 30					
Assumed rate of:					
New property additions	3.03%	1.75%	1.00%	1.00%	1.00%
Property losses	0.46%	0.60%	0.50%	0.50%	0.50%
Headlee Inflation rate multiplier	1.90%	1.40%	2.00%	2.00%	2.00%
Projected actual change in TV of existing property	1.19%	2.00%	1.50%	1.50%	1.50%
Total change in taxable value	5.65%	4.54%	3.99%	3.99%	3.99%
Projected taxable value:					
Beginning value	\$ 2,497,255,420	\$ 2,638,284,320	\$ 2,758,104,641	\$ 2,868,153,016	\$ 2,982,592,321
New property additions	75,634,670	46,169,976	27,581,046	28,681,530	29,825,923
Property losses	(11,573,438)	(15,829,706)	(13,790,523)	(14,340,765)	(14,912,962)
Market value adjustments	<u>76,967,668</u>	<u>89,480,051</u>	<u>96,257,852</u>	<u>100,098,540</u>	<u>104,092,472</u>
Taxable value	<u>\$ 2,638,284,320</u>	<u>\$ 2,758,104,641</u>	<u>\$ 2,868,153,016</u>	<u>\$ 2,982,592,321</u>	<u>\$ 3,101,597,754</u>
Headlee rollback factor	0.9884	0.9805	0.9854	0.9854	0.9854
Less - Tax incremental taxable value	\$ 15,040,233	\$ 14,272,030	\$ 16,482,480	\$ 21,798,630	\$ 22,234,600

Part 3 - Millage Rates

Operating - General Fund	8.0458	7.4888	8.1562	7.4423	7.4057
Road - General Fund	1.9055	2.7334	1.9287	2.5331	2.4356
Subtotal general fund	<u>9.9513</u>	<u>10.2222</u>	<u>10.0849</u>	<u>9.9754</u>	<u>9.8413</u>
George W. Kuhn Drain	0.1515	0.1449	0.1395	0.1074	0.1024
North Arm Drain	0.0689	0.0000	0.0000	0.0000	0.0000
Water Fund	<u>0.8716</u>	<u>0.5467</u>	<u>0.5260</u>	<u>0.5066</u>	<u>0.4871</u>
Subtotal city operating levy	<u>11.0433</u>	<u>10.9138</u>	<u>10.7504</u>	<u>10.5894</u>	<u>10.4308</u>
Library tax	1.3554	1.3290	1.3096	1.2905	1.2717
Refuse	0.7803	0.7945	0.7890	0.7870	0.7761
Debt	1.0080	0.5817	0.5365	0.5599	0.2639
Total millage rate	<u>14.1870</u>	<u>13.6190</u>	<u>13.3855</u>	<u>13.2268</u>	<u>12.7425</u>

Part 4 - Amount of Property Tax Levy

Operating - General Fund	\$21,106,100	\$20,548,010	\$23,258,800	\$22,035,110	\$22,804,840
Road - General Fund	<u>4,998,590</u>	<u>7,500,000</u>	<u>5,500,000</u>	<u>7,500,000</u>	<u>7,500,000</u>
Subtotal general fund	<u>26,104,690</u>	<u>28,048,010</u>	<u>28,758,800</u>	<u>29,535,110</u>	<u>30,304,840</u>
George W. Kuhn Drain	397,420	397,610	397,670	318,121	315,228
North Arm Drain	180,740	-	-	-	-
Water Fund	<u>2,286,420</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>
Subtotal city operating levy	<u>28,969,270</u>	<u>29,945,620</u>	<u>30,656,470</u>	<u>31,353,231</u>	<u>32,120,068</u>
Library tax	3,555,550	3,646,550	3,734,550	3,820,900	3,916,030
Refuse	2,046,920	2,180,000	2,250,000	2,330,000	2,390,000
Debt	<u>2,659,390</u>	<u>1,607,425</u>	<u>1,541,625</u>	<u>1,672,675</u>	<u>820,013</u>
Total property taxes levied	<u>\$ 37,231,130</u>	<u>\$ 37,379,595</u>	<u>\$ 38,182,645</u>	<u>\$ 39,176,806</u>	<u>\$ 39,246,111</u>

See accompanying summaries of significant assumptions and accounting policies and accountant's report.

Property Tax Assumptions

Appendix A illustrates the process used to estimate the property tax revenue.

Part 1 includes the last five years of actual data from the Assessor's Report of Taxable Values (Form L-4025). Parts 2 through 4 represent the projection of future property tax values, millage rates, and dollars levied. The 2020 tax billing is already final (billed July 1, 2020); key assumptions for 2021-2022 through 2024-2025 on a line-by-line basis are as follows:

- a. New property additions are assumed to range between 1 percent and 1.75 percent, and losses are assumed to be 0.5 percent and 0.6 percent (the five-year historical average is 3.1 percent in additions and 0.6 percent in losses).
- b. The projected actual change in taxable values of existing properties is expected to be negatively impacted in the future by a recession and a slow-down in the local real estate market. Note that this index represents the net change in valuation for all properties that existed in the previous year; therefore, it includes three components: (1) inflationary adjustments (as indicated by the Headlee inflation rate multiplier), (2) uncapping of properties that are transferred or sold, and (3) any reductions in market value that cause SEV (50 percent of market value) to go lower than the TV. While market value increases are expected to continue, the impact on taxable value is limited because of Proposal A. As a result, this forecast has assumed that adjustments to the taxable value of existing properties for the years 2021-2022 through 2024-2025 will be a positive 1.5 to 2 percent. The annual change in taxable value for the years 2021-2022 through 2024-2025 is projected to be 4.5 percent in 2021-2022 and 4 percent for fiscal years 2021-2022 through 2024-2025.
- c. The Headlee inflation rate multipliers for years 2020 and 2021 have already been set by the State at 1.9 percent and 1.4 percent, respectively. This projection assumes future inflation rates of 2.0 for the remainder of the forecast.
- d. Taxable values are then calculated based on the above three factors.
- e. Millage rates are set as required to achieve the amount of property tax levy required in Part 4. Specifically:
 1. The millage rate for the City's operating levy is assumed to decrease annually in order to maintain a 0.3 mill difference between the Headlee maximum and the operating levy.
 2. The millage rate for the refuse levy is expected to increase in 2021-2022 and decrease over the remaining years.
 3. The debt millage rate is expected to decrease due to debt maturities in 2021-2022 and 2024-2025. Projected debt has been included for a new parks bond millage approved by voters in November 2020.
 4. The millage rates for the George W. Kuhn levy and the debt levy were provided by the finance department and are established at the amount necessary to fund debt service.
 5. The library tax levy for the 2021 tax year is at the 1.3290 estimated maximum rate for 2021-2022 and decreases slightly for the remaining forecasted years to fund phase 3 of library renovations.

See accompanying summaries of significant assumptions and accounting policies and accountant's report.

6. Beginning in 2015-2016 through 2024-2025, a Water Fund millage rate was established to partially finance capital improvements and lead service replacement.

- f. Property tax millage rates are limited by City Charter and Headlee Amendment as follows:

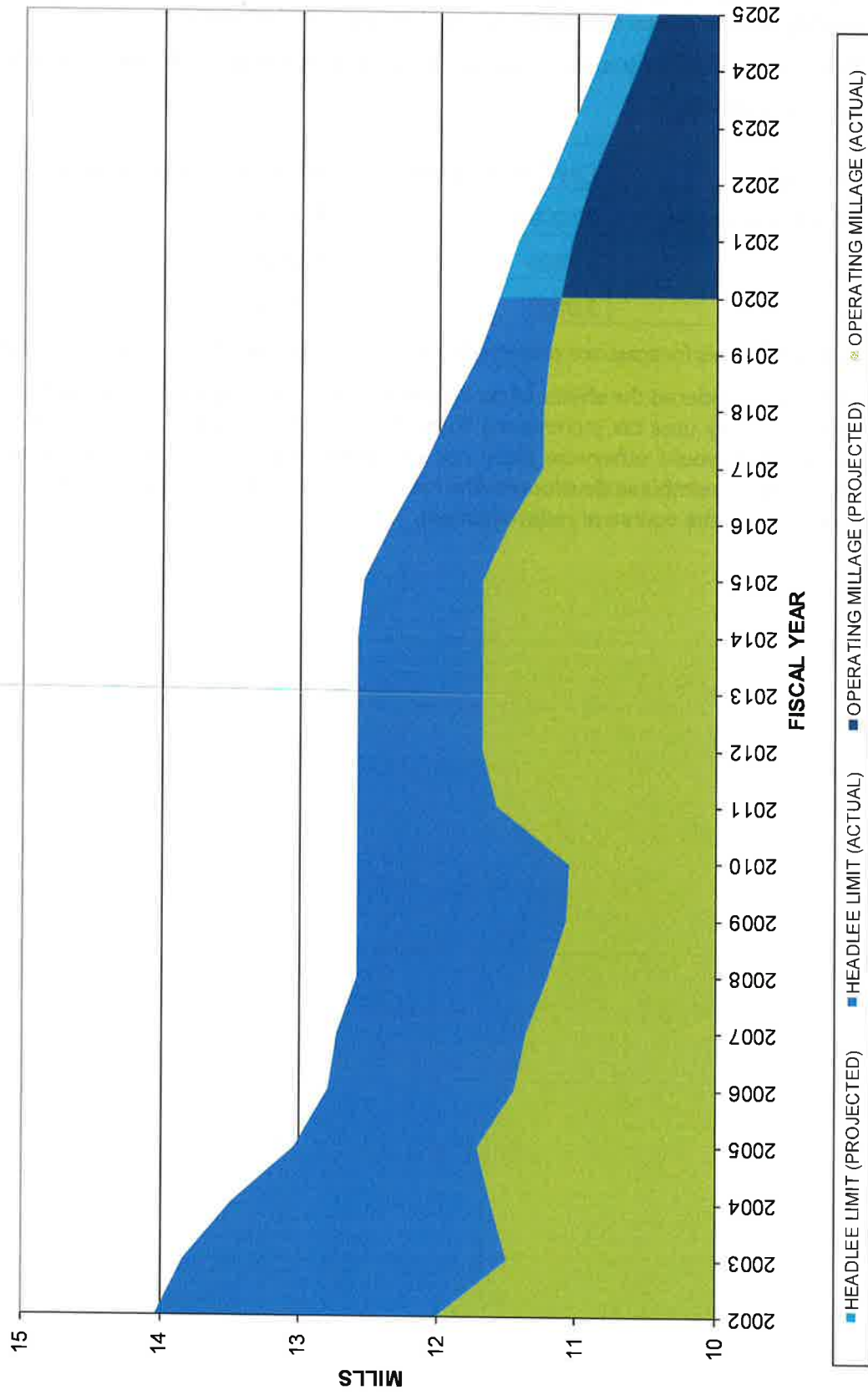
As of Fiscal Year 2020-2021

Tax Levy	City Charter Limit	Headlee Amendment Limit
City Operating Levy	20.0000	11.4364
Library	1.7500	1.3554
Refuse	3.0000	1.7150

All tax levies under this forecast are projected to be at or under the Headlee limit in the future.

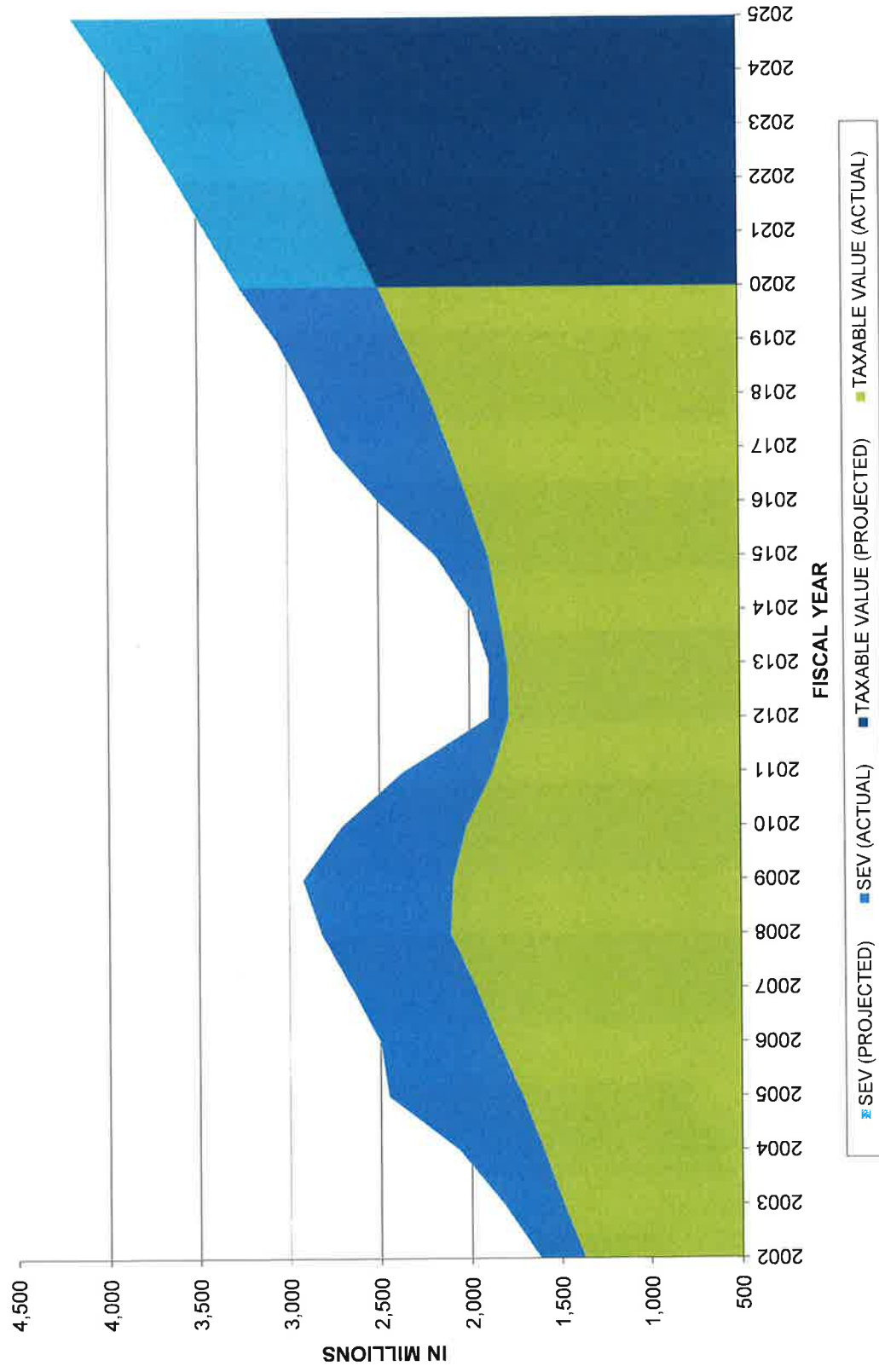
- g. The City considered the effects of tax incremental financing on property tax revenue in the forecast. The City uses tax incremental financing as a tool to encourage redevelopment of properties that would otherwise likely not be redeveloped. Tax incremental financing is primarily used to reimburse developers who have removed environmental contamination from their property in the course of redevelopment.

HEADLEE LIMIT VS. OPERATING MILLAGE



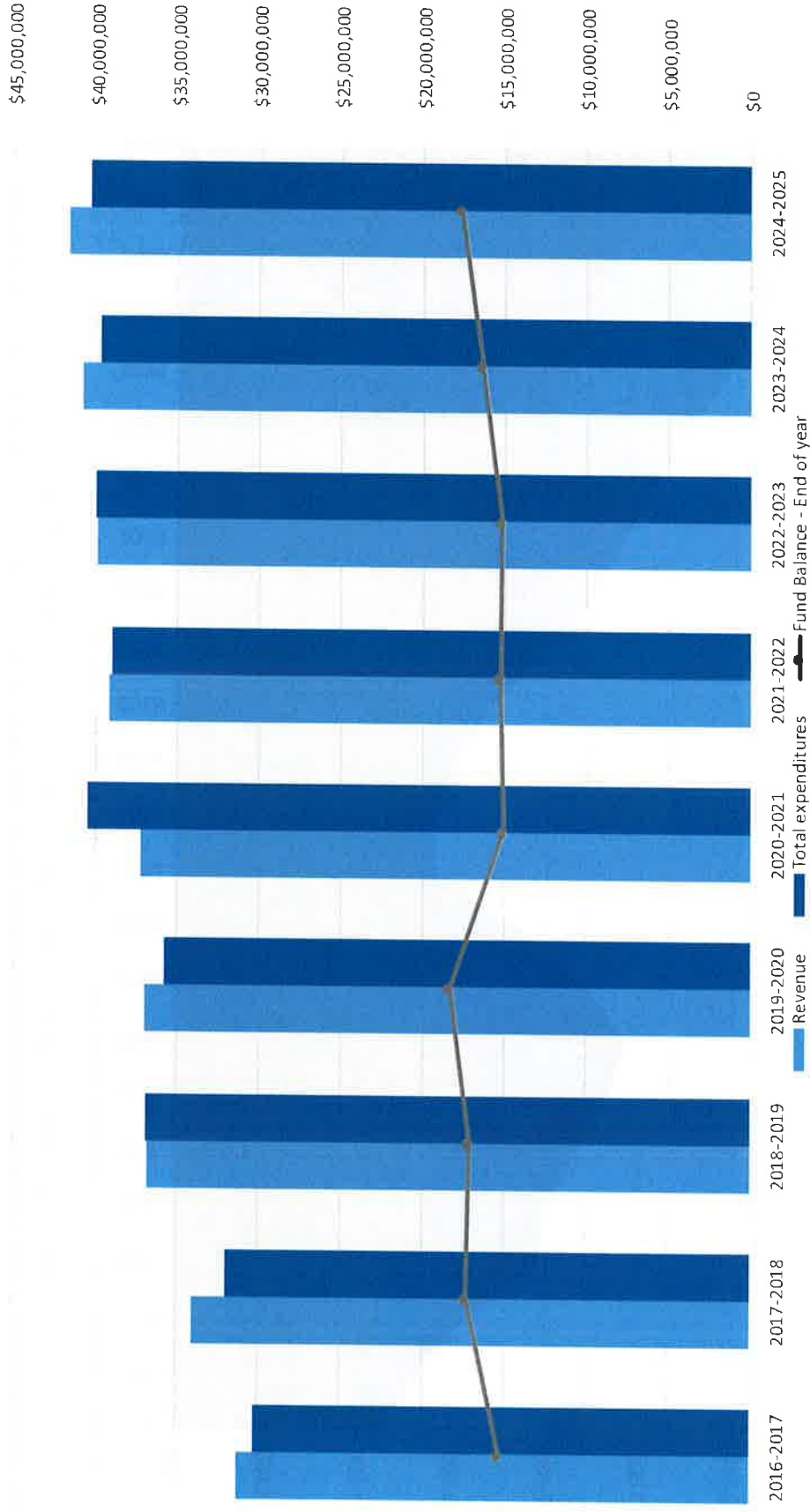
See accompanying summaries of significant assumptions and
 accou policies and independent accountant's report.

SEV VS. TAXABLE VALUE



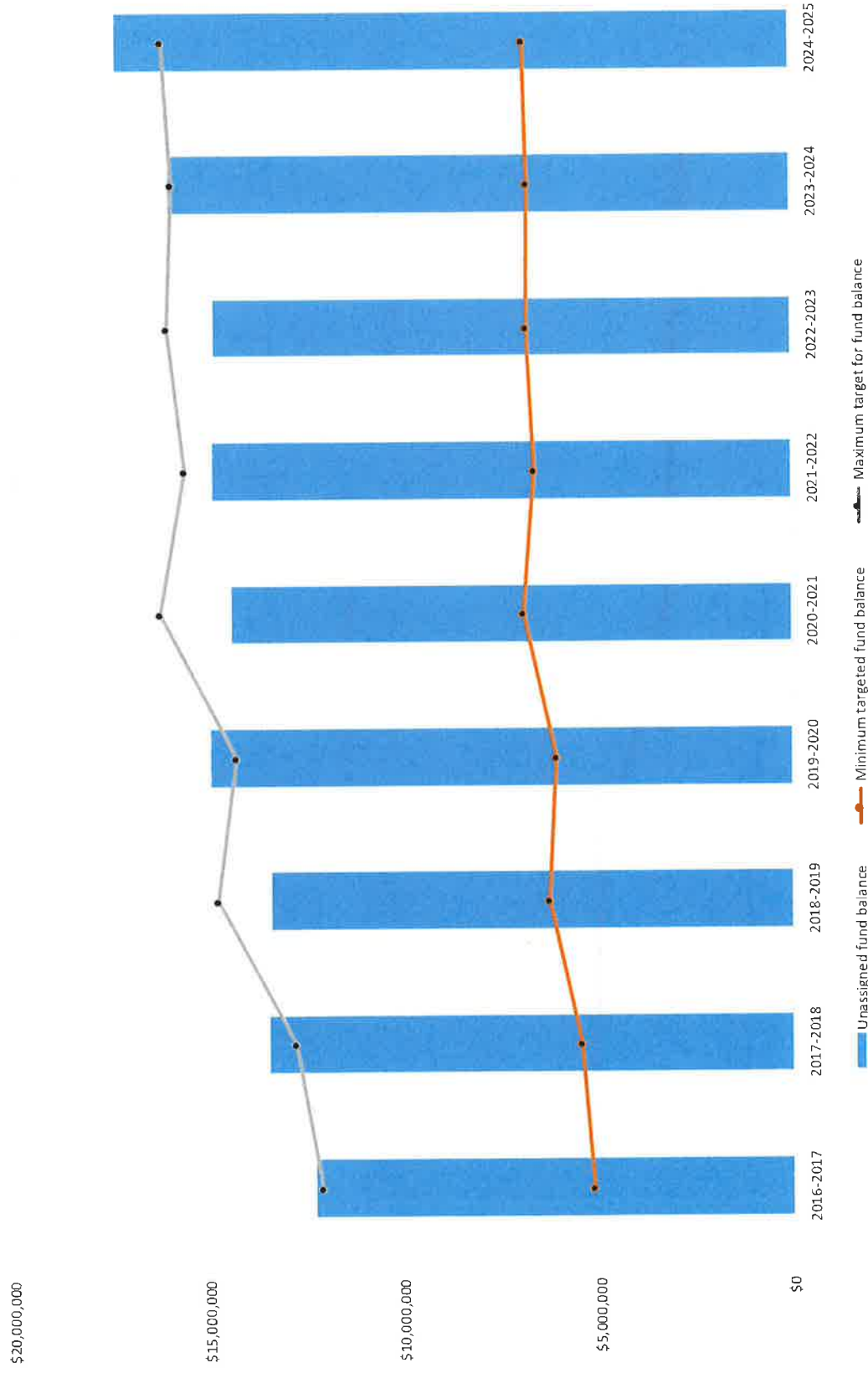
See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

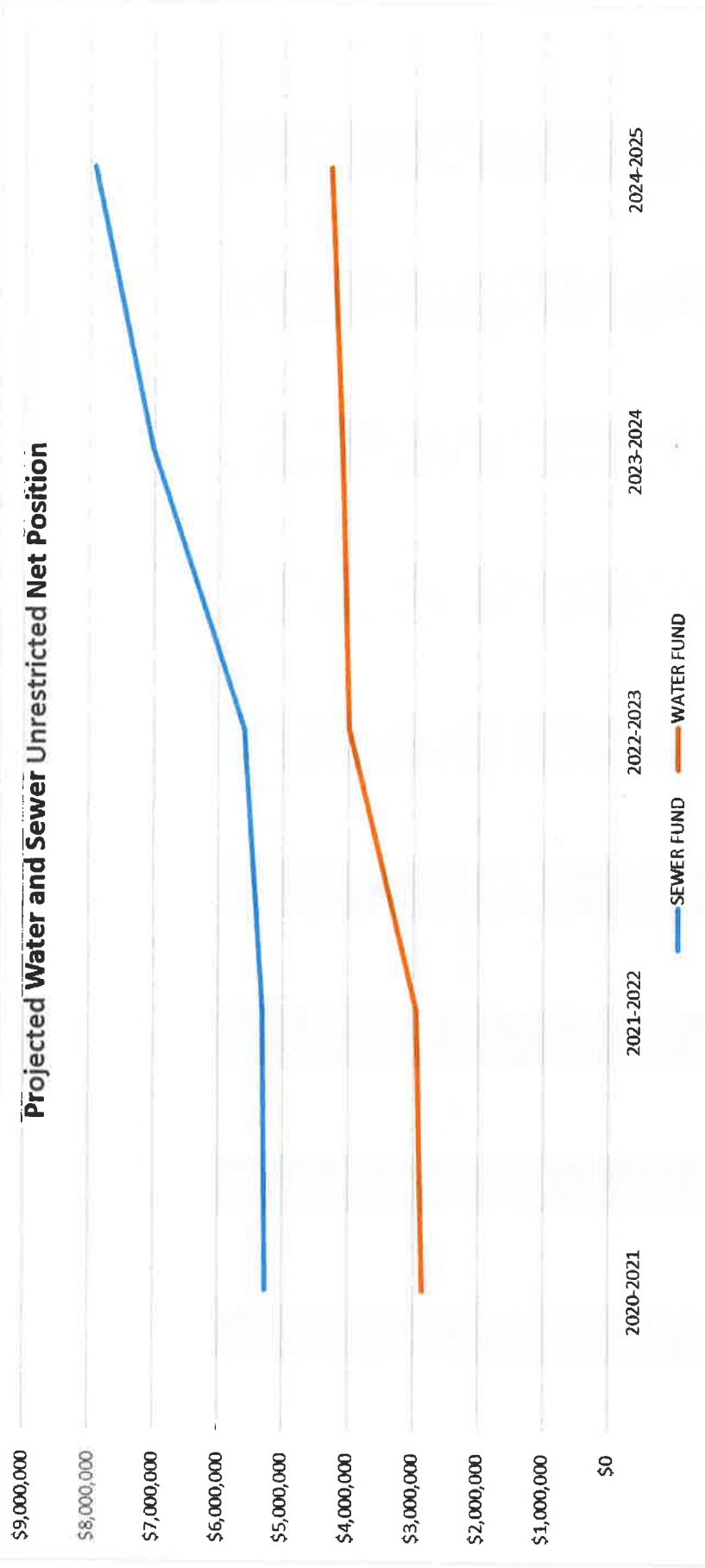
General Fund - Fund Balance



See accompanying summaries of significant assumptions and
accounting policies and independent accountant's report.

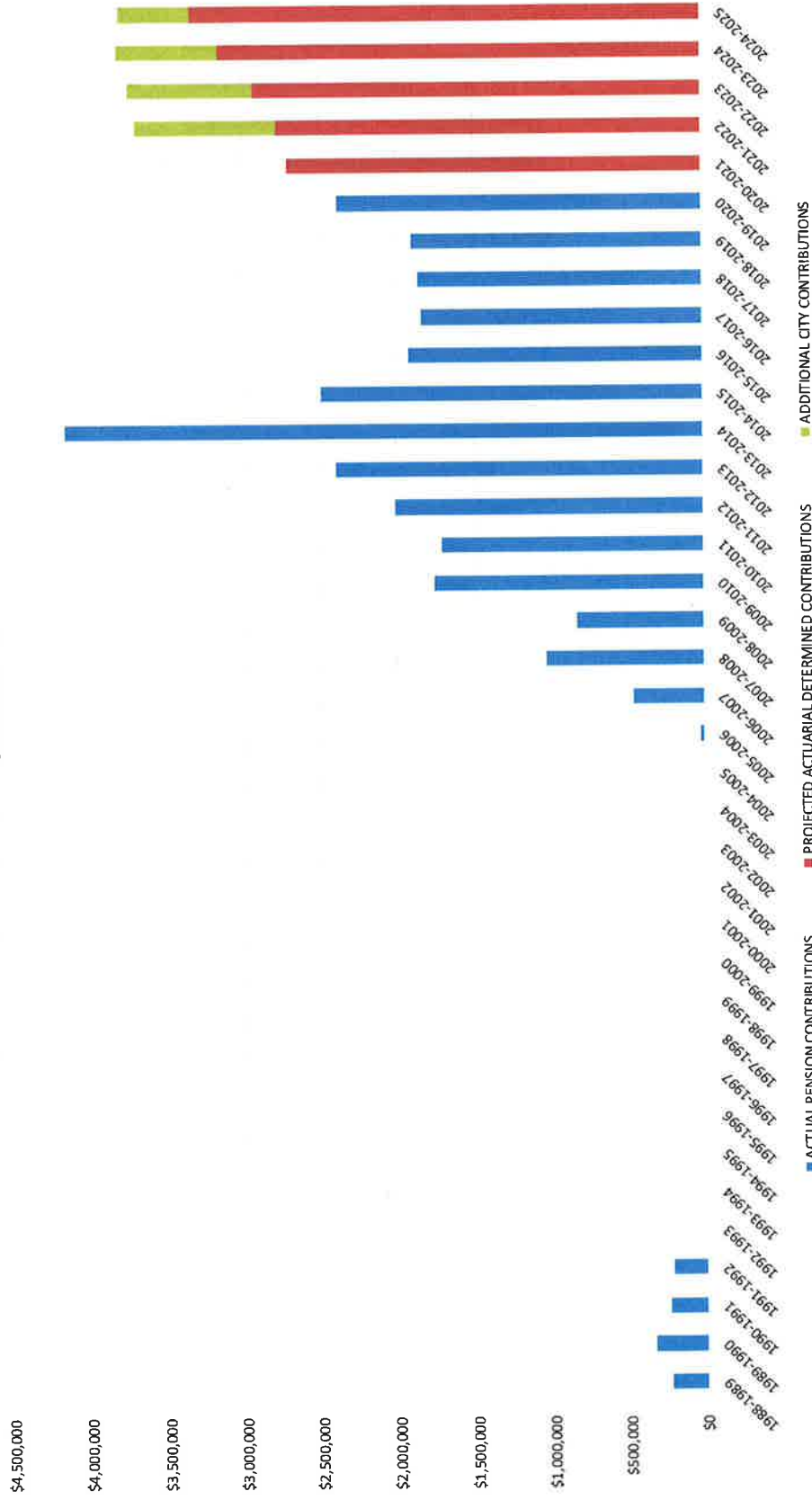
General Fund Projected Unassigned Fund Balance - Compared to Targeted Levels





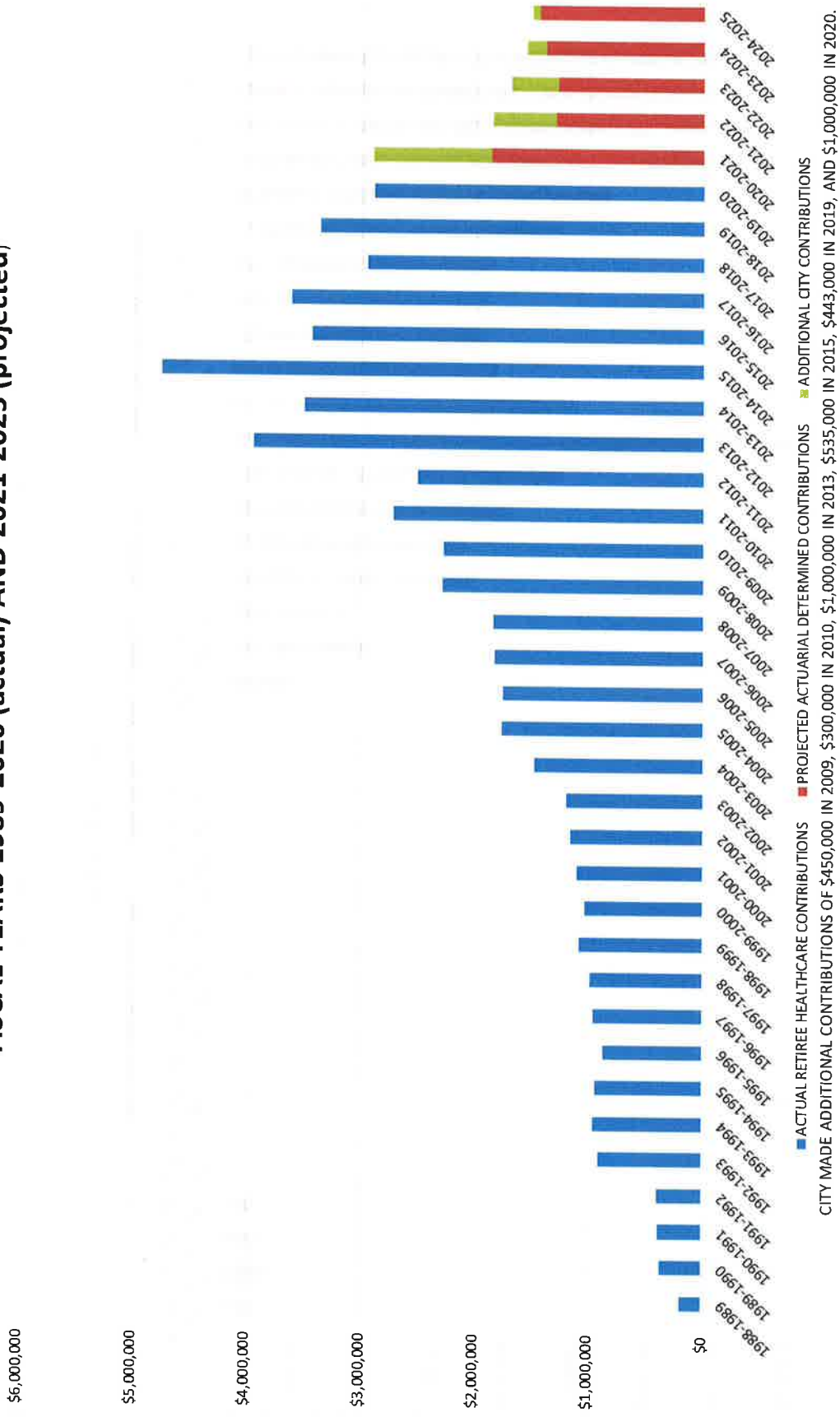
See accompanying summaries of significant assumptions and accou policies and independent accountant's report.

CITY PENSION CONTRIBUTIONS **FISCAL YEARS 1989-2020 (actual) AND 2021-2025 (projected)**



Fiscal Year 2013-2014 included an extra \$1,294,000 contribution.

CITY RETIREE HEALTHCARE CONTRIBUTIONS FISCAL YEARS 1989-2020 (actual) AND 2021-2025 (projected)



See accompanying summaries of significant assumptions and
accounting policies and independent accountant's report.

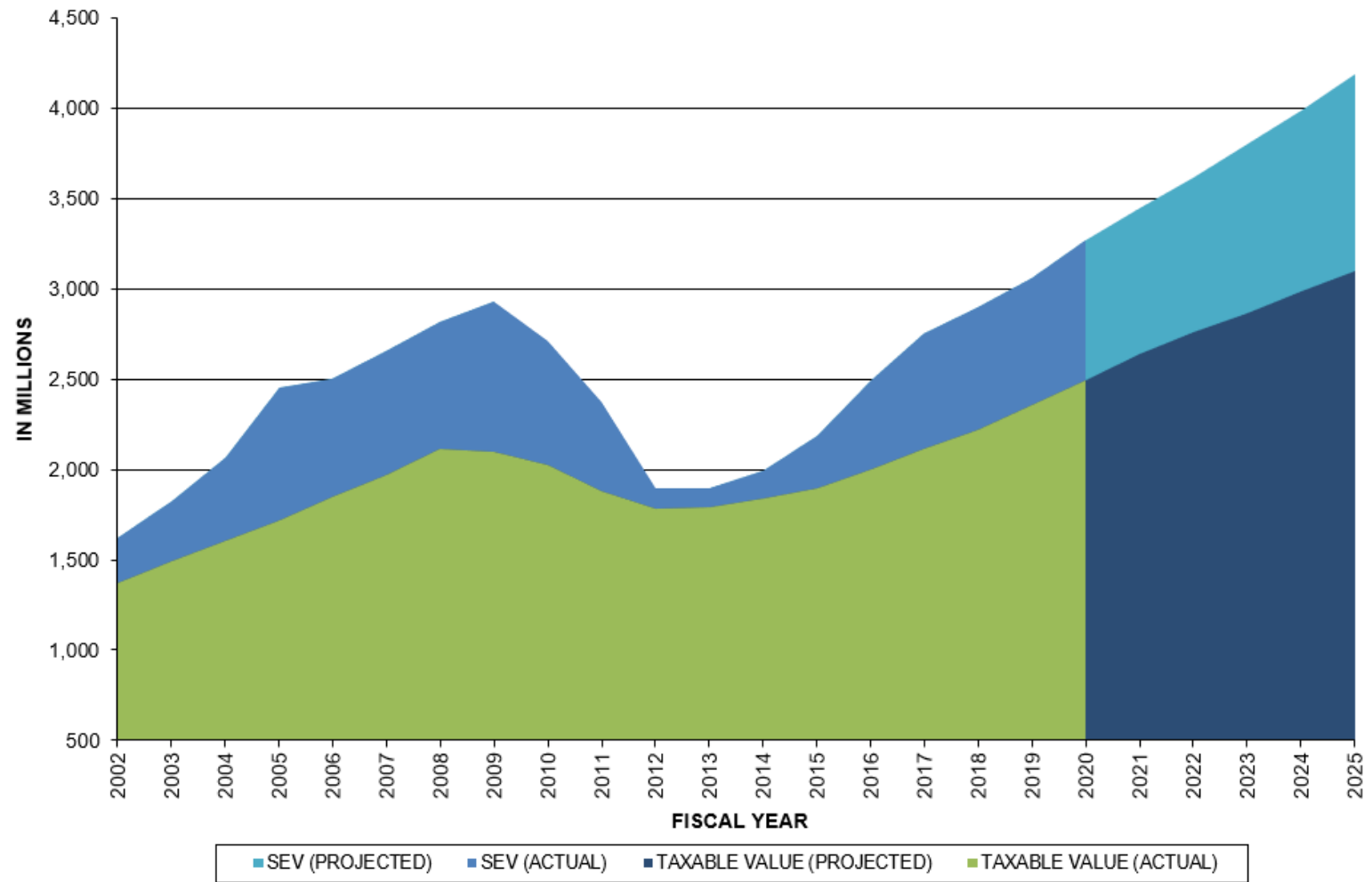


City of Birmingham

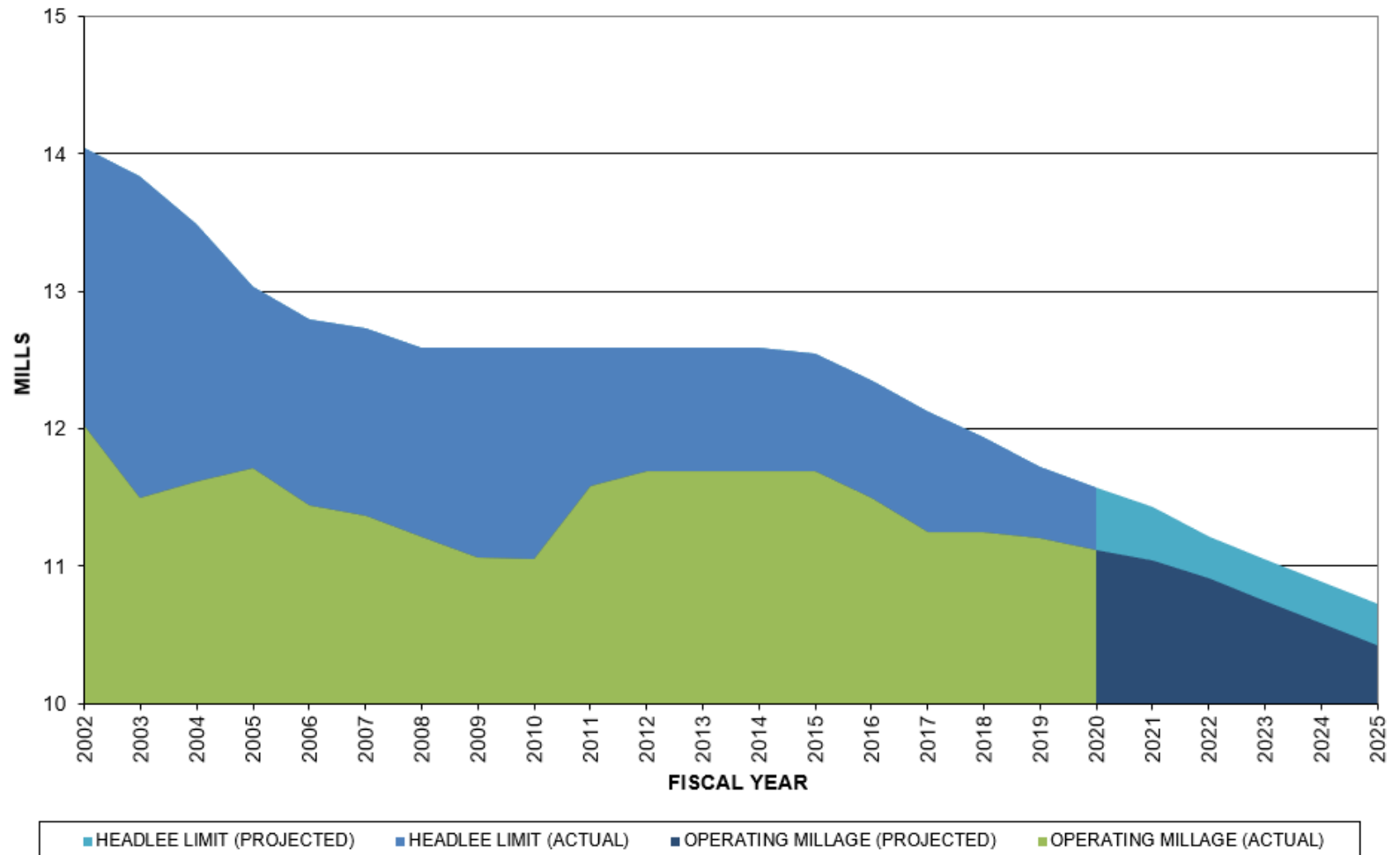
Five Year Financial Forecast

Presented January 23, 2021

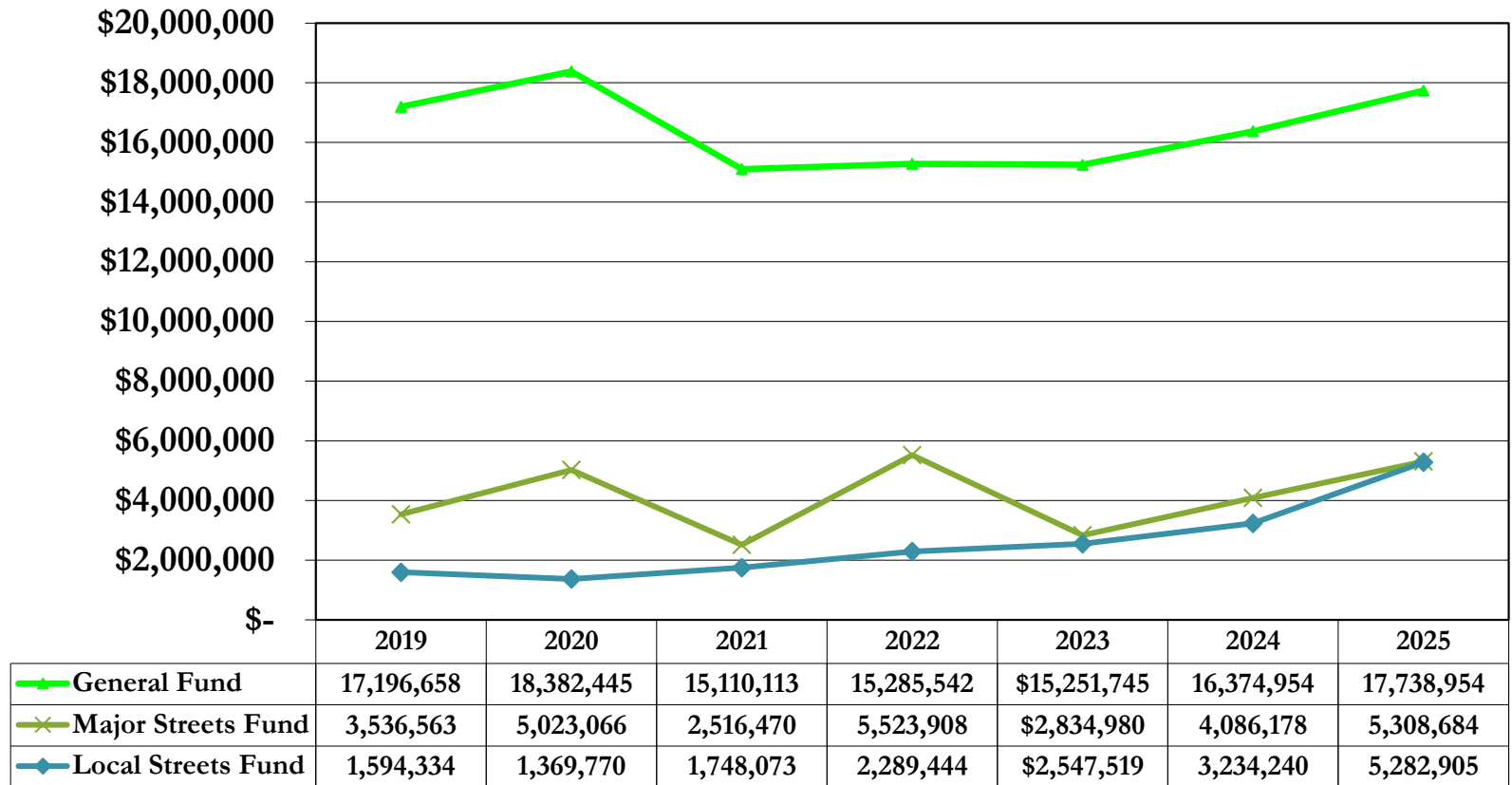
SEV VS. TAXABLE VALUE



HEADLEE LIMIT VS. OPERATING MILLAGE

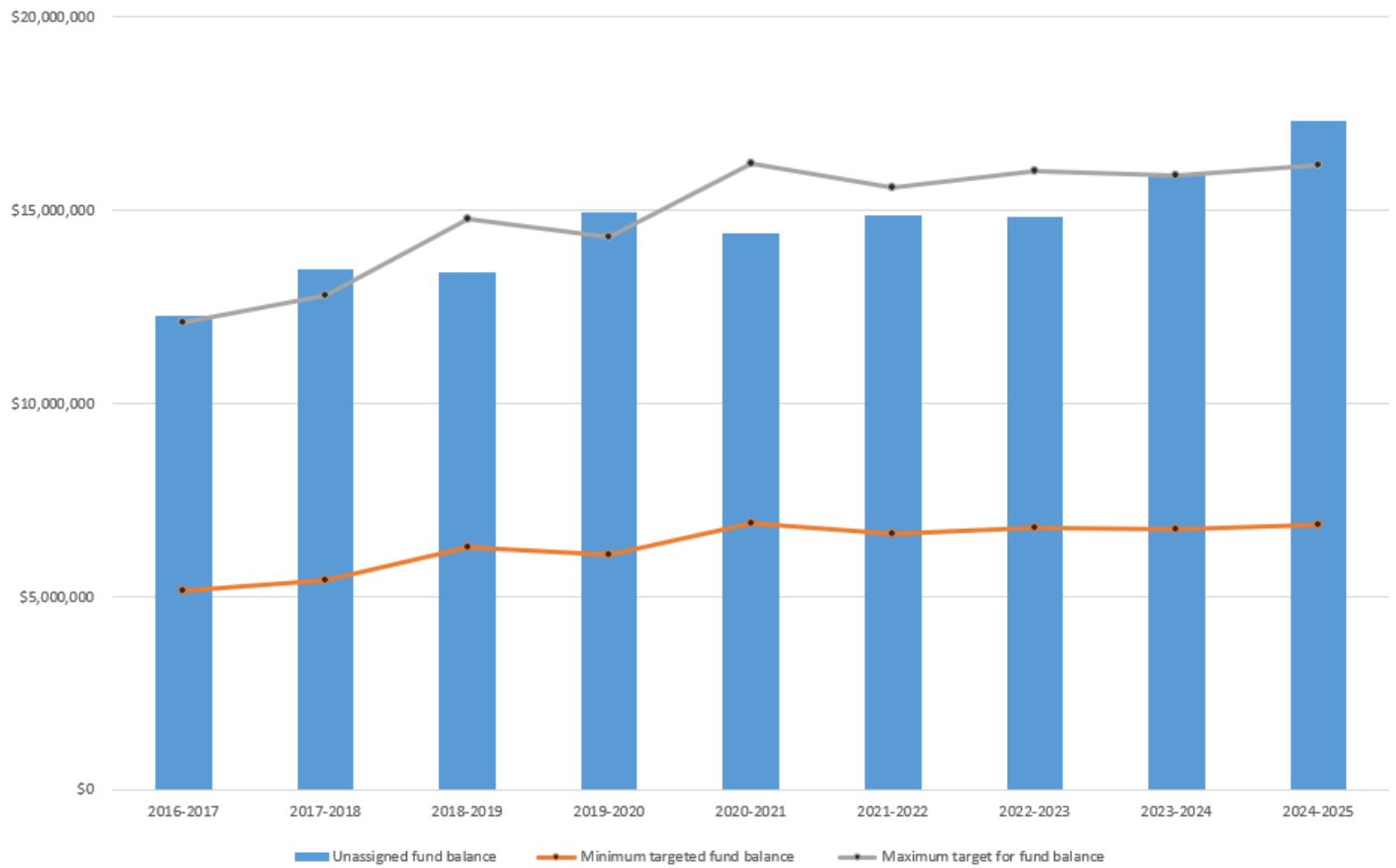


Forecasted Fund Balances

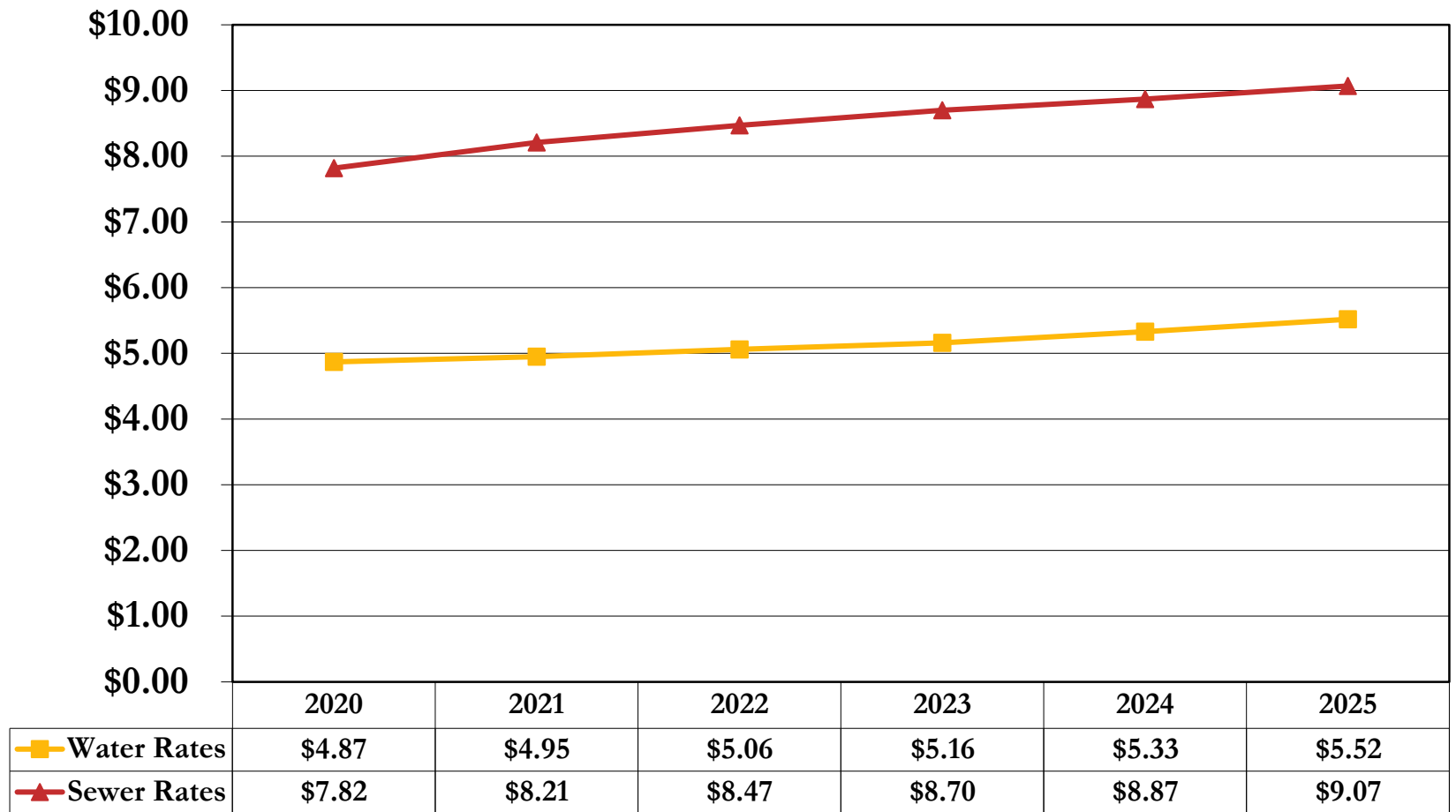


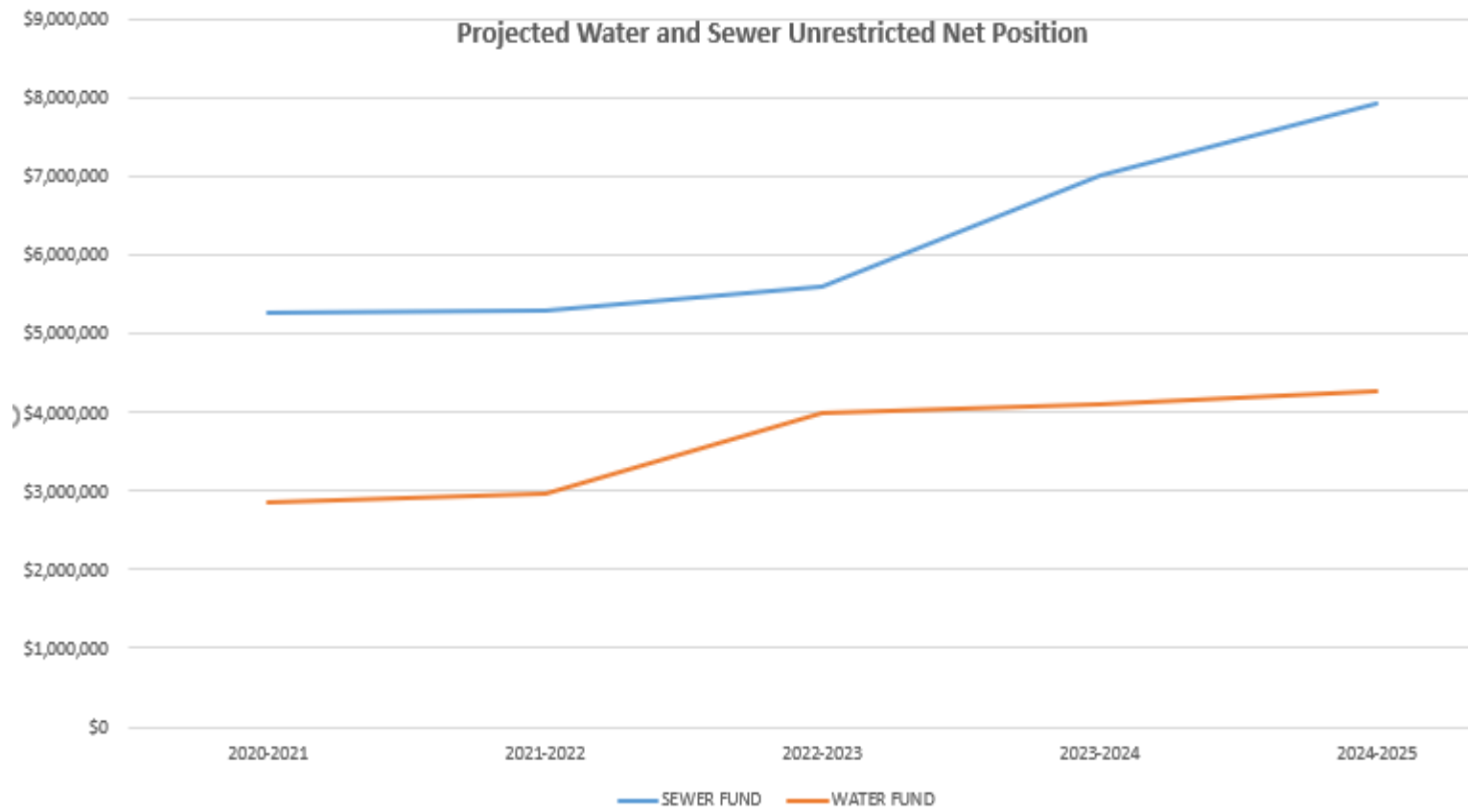
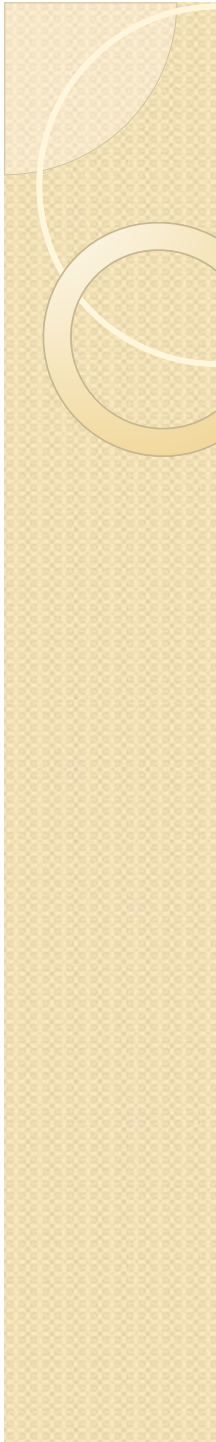


General Fund Projected Unassigned Fund Balance - Compared to Targeted Levels



Water and Sewer Rate Forecast





Parks and Recreation Bond Timeline

Long Range Planning Session

January 23, 2021



Presented by: Carrie Laird, Parks and Recreation Manager

Parks and Recreation Bond Priority List

History of List:

- June 2018- City Commission directive- Parks & Rec Board
- Capital Projects Sub-Committee
- 2018 Parks & Recreation Master Plan (5 year plan)
- Public Input
- Considerations:
 - Critical Needs/Program deficiencies
 - Projects in Que/Phases
 - Geographical Location in comparison to other completed or planned projects
 - Project Readiness

Recommended Parks & Recreation Bond Priority List

Schedule I	Cost Estimate
Adams Park Development	\$ 700,000
Booth Park Corner Feature	\$ 300,000
Ice Arena Building Improvements	\$ 3,100,000
Pickleball Court	\$ 150,000
Rouge River Trail Corridor Improvements	\$ 300,000
Total Schedule I	\$ 4,750,000 ★

Schedule II	Cost Estimate
Lincoln Well & Pumphouse Park- Inclusive Playgrounds	\$ 350,000
Linden Park Inclusive Playground	\$ 150,000
Pembroke Park Inclusive Playground/Shelter	\$ 400,000
St. James Park Inclusive Playground	\$ 300,000
Springdale Park Inclusive Playground	\$ 350,000
Crestview Park Inclusive Playground	\$ 250,000
Howarth Park Inclusive Playground	\$ 150,000
Splash Pad	\$ 500,000
Poppleton Park Inclusive Playground and Drainage Improvements	\$ 1,020,000
Kenning Park Inclusive Playground and Field Improvements	\$ 1,200,000
Springdale Golf Course Irrigation Improvements	\$ 525,000
Rouge River Trail Corridor Improvements	\$ 450,000
Total Schedule II	\$ 6,500,000 ★
TOTAL:	\$ 11,250,000 ★

★ Includes Bond Issuance Costs and Inflation

Parks and Recreation Bond Priority List

- 2 Schedules
- Schedule I: \$4,750,000
- Schedule II: \$6,500,000
- Total Bond: \$11,250,000
- Vote! Approval 70% YES in November 2020

Recommended Parks & Recreation Bond Priority List

Schedule I	Cost Estimate
Adams Park Development	\$ 700,000
Booth Park Corner Feature	\$ 300,000
Ice Arena Building Improvements	\$ 3,100,000
Pickleball Court	\$ 150,000
Rouge River Trail Corridor Improvements	\$ 300,000
Total Schedule I	\$ 4,750,000 ★

Schedule II	Cost Estimate
Lincoln Well & Pumphouse Park- Inclusive Playgrounds	\$ 350,000
Linden Park Inclusive Playground	\$ 150,000
Pembroke Park Inclusive Playground/Shelter	\$ 400,000
St. James Park Inclusive Playground	\$ 300,000
Springdale Park Inclusive Playground	\$ 350,000
Crestview Park Inclusive Playground	\$ 250,000
Howarth Park Inclusive Playground	\$ 150,000
Splash Pad	\$ 500,000
Poppleton Park Inclusive Playground and Drainage Improvements	\$ 1,020,000
Kenning Park Inclusive Playground and Field Improvements	\$ 1,200,000
Springdale Golf Course Irrigation Improvements	\$ 525,000
Rouge River Trail Corridor Improvements	\$ 450,000
Total Schedule II	\$ 6,500,000 ★
TOTAL:	\$ 11,250,000 ★

★ Includes Bond Issuance Costs and Inflation

1st Bond Issue

- 1st Issue: targeting May 2021
- \$4,750,000
- Recommendation is to complete projects 3-5 years
- Planning & Budgeting Underway

LET'S PLAY
BIRMINGHAM, MICHIGAN *Parks & Recreation*



Schedule I

Cost Estimate

Adams Park Development	\$ 700,000
Booth Park Corner Feature	\$ 300,000
Ice Arena Building Improvements	\$ 3,100,000
Pickleball Court	\$ 150,000
Rouge River Trail Corridor Improvements	\$ 300,000
Total Schedule I	\$ 4,750,000



2nd Bond Issue

- Not Yet Determined (anticipated 2024)
- \$6,500,000
- Recommendation is to complete projects 3-5 years

Schedule II Cost Estimate

Lincoln Well & Pumphouse Park- Inclusive Playgrounds	\$ 350,000
Linden Park Inclusive Playground	\$ 150,000
Pembroke Park Inclusive Playground/Shelter	\$ 400,000
St. James Park Inclusive Playground	\$ 300,000
Springdale Park Inclusive Playground	\$ 350,000
Crestview Park Inclusive Playground	\$ 250,000
Howarth Park Inclusive Playground	\$ 150,000
Splash Pad	\$ 500,000
Poppleton Park Inclusive Playground and Drainage Improvements	\$ 1,020,000
Kenning Park Inclusive Playground and Field Improvements	\$ 1,200,000
Springdale Golf Course Irrigation Improvements	\$ 525,000
Rouge River Trail Corridor Improvements	\$ 450,000
Total Schedule II	\$ 6,500,000
TOTAL:	\$ 11,250,000



Schedule I – 2021-2024

- Ice Arena - November 2020 – Late September 2021
 - Plante Moran Cresa- Consultant/Owners Rep (November 2020)
 - Andrus Architecture- A/E Design Services (January 11, 2021)
 - Kick-off Meeting with Architect (January 12, 2021)
 - Site Visit with Andrus (January 14, 2021)

CITY OF BIRMINGHAM ICE SPORTS ARENA RENOVATION/ADDITION
REQUEST FOR PROPOSAL (RFP) – ARCHITECTURAL/ENGINEERING DESIGN SERVICES
ATTACHMENT B.2 – PRELIMINARY SCHEDULE
DECEMBER 2, 2020

Preliminary Schedule

The schedule descriptions below are intended to give a general overview of the program being considered by the Owner. Once engaged, the A/E firm will consult with the Owner, PMC, and the Owner's other Vendors to determine the phasing and delivery of the design and procurement. Once determined, a formal schedule will be drafted.

Milestone Design and Construction Timeline Activities:

• Issue A/E Design Services RFP	December 2, 2020
• A/E Design Services RFP Due Date	December 17, 2020
• Anticipated A/E Interviews (if required)	Week of December 21, 2020
• A/E Contract Negotiations	December 23, 2020 – January 4, 2021
• CB Parks & Recreation Meeting	January 5, 2021
• CB Commission A/E Recommendation	January 11, 2021
• A/E Kick-Off Meeting	January 12, 2021
• Design Validation Phase	January 12, 2021 – January 15, 2021
• Design Development Phase	January 15, 2021 – February 9, 2021
• Owner Review of DD Documents	February 9, 2021 – February 11, 2021
• Construction Document Phase	February 11, 2021 – March 4, 2021
• Issue Documents for Bid	March 10, 2021
• Receive Bids	March 24, 2021 (2 weeks)
• Evaluate GC Bids, Interviews	March 24, 2021 – March 30, 2021
• CB Commission GC Recommendation	April 12, 2021
• GC Award	April 13, 2021
• Mechanical Equipment Order	April 13, 2021 – July 6, 2021 (12 weeks) *
• Construction and Administration Phase	April 13, 2021 – November 8, 2021
• Owner Occupancy	September 20, 2021

*A/E may assist the CB with issuing an early mechanical equipment bid package related to ice plant and dehumidification systems prior to General Contractor engagement.



- Bid out for Construction (March 2021)
- Construction (April - September 2021)

Schedule I – 2021-2024

- Adams Park- February 2021- August 2022
 - Michael J. Dul – Landscape Architectural Services (February 2021)
Preliminary Development Plan/Cost Estimate
 - Stakeholders/neighborhood/community input (March-August 2021)
Review Design: Neighborhood Groups, Roeper School, Parks and Recreation Board, City Commission
 - Prepare Bid Documents for Construction (September 2021)
 - Issue RFP for Construction (October 2021)
 - Parks and Recreation Board recommendation (November 2021)
 - City Commission award (December 2021)
 - Construction May 2022-August 2022



Schedule I – 2021-2024

- Booth Park Corner Feature

- Michael J. Dul – Landscape Architectural Services (November 2021)
Preliminary Development Plan/Cost Estimate
- Stakeholders/neighborhood/community input (December 2021-April 2022)
Review Design- Neighborhood Groups, Parks and Recreation Board,
City Commission
- Prepare Bid Documents for Construction (May 2022-June 2022)
- Issue RFP for Construction (July 2022)
- Parks and Recreation Board recommendation (September 2022)
- City Commission award (October 2022)
- Construction (Late winter/early spring 2023)



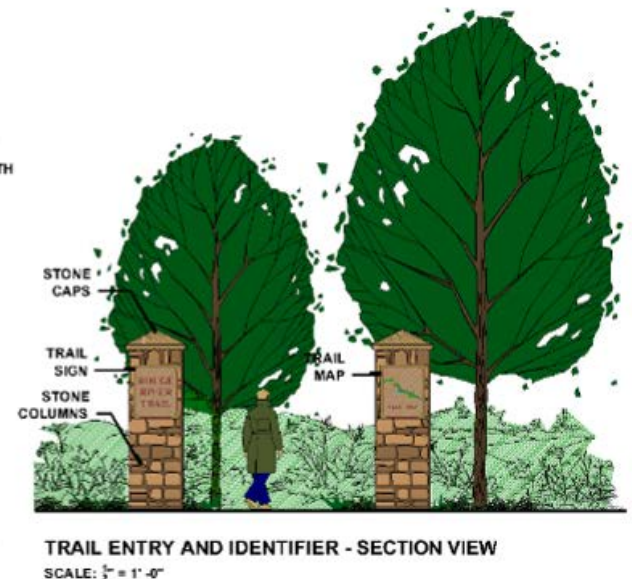
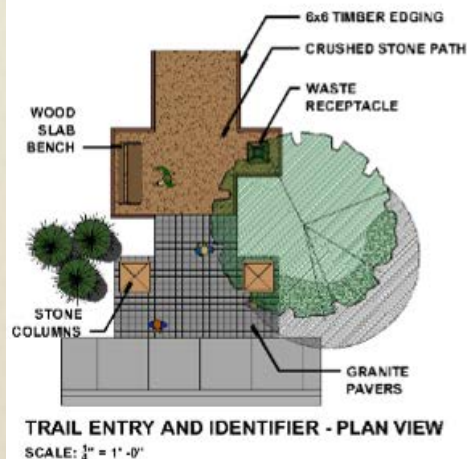
Schedule I – 2021-2024

- Pickleball (March 2021 – April 2022)
 - Explore and present options for location Parks and Recreation Board (March –May 2021) Public Input
 - Finalize location, Prepare RFP for construction (June 2021-July 2021)
 - Parks and Recreation Board recommendation (Sept-Oct 2021)
 - City Commission Award (October 2021)
 - Construction (Spring 2022)



Schedule I – 2021-2024

- Rouge River Trail Corridor – Trail Entry & Identifier (various locations) 2021-2024
 - Parks and Recreation Board Sub-Committee- Trails (2021)
 - Identify/confirm locations- Entry points/Accessible Look-out areas
 - Select Trail Consultant
 - Public engagement
 - Construction (2023-2024)



Schedule I – 2021-2024

- Begin Planning & Budgeting for Schedule II Improvements
 - Meet with neighborhood groups – Playgrounds (2021)
 - Playground vendors- at least 2 – (RFQ's)
 - Determine potential locations for Splash Pad
 - Continue Trail Improvement planning- Birmingham Museum



Considerations

- Maintenance- labor and material costs
- Unanticipated New Projects (Chesterfield Fire Station)
- Budget Annually
- Public Engagement: input/meetings/design review
- Consultant procurement- various projects- trails, playgrounds, etc.
- Leveraging Bond \$ with grants/donations/public-private partnerships
- Designs: accessibility
 - environmental stewardship
 - parking
 - lighting/decorative fencing

QUESTIONS?



- bhamgov.org/parksbond
- Carrie Laird, Parks and Recreation Manager
- Lauren Wood, Director of Public Services

Birmingham Sports Ice Arena Financial Forecast

Long Range Planning Session
January 23, 2021



Presented by: Robert Stempien, Plante Moran Cresa
Lauren Wood, Director of Public Services



plante moran | cresa

Birmingham Ice Sports Arena

City of Birmingham Commission Long Range Planning Meeting 1-23-21



Additional Ice Rental Opportunities:

- Spring/Summer (4 months)
- Spring Hockey Leagues
- Summer Camps
- BU Hockey





Utility Cost Reduction +/- 20%

Team Locker Room Lease

Eliminate Compressor Maint.

Meeting Room Rental:

- **Birthday/Skating Parties**
- **Meetings**



Birmingham Ice Sports Arena – Revenue vs. Expenses

Revenue Average (8 Month Operation) = \$614,248

Expense Average (8 Month Operation) = \$640,002

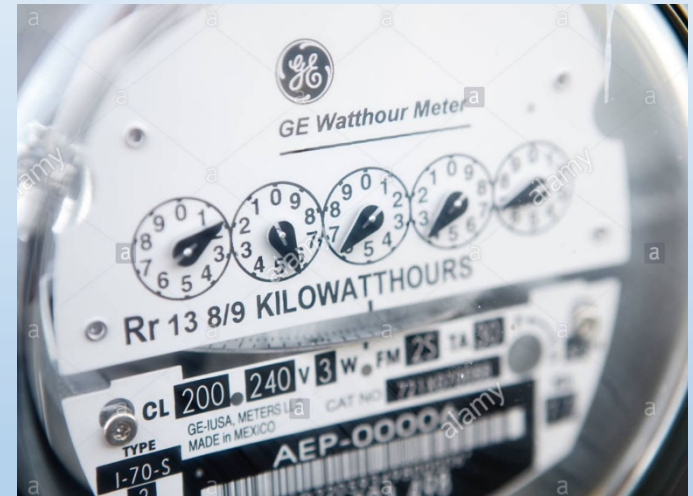
Operating Loss Average = **(\$25,754)**

Utility Cost Average = \$171,903

Electric \$109,155

Gas \$39,383

Water \$23,265



Estimated 20% Utility Savings = **\$34,380**

Averages based on 9-year historical data (2011-2012 to 2019-2020, fiscal year ending 6-30)

Team Locker Room Lease = **\$10,000**



Eliminate Yearly Compressor Maintenance = **\$8,000**



Meeting Room Rental: Skate/Birthday = **\$12,000**

\$200/party x 5 parties per month

Meeting Room Rental: other functions = **\$3,900**

\$65/hour x 5 rentals per month



Birmingham Ice Sports Arena – Revenue vs. Expenses

Revenue: Extended 4-month Operation = **\$220,000**

Ice Rink rental at 75%, classes, open skate, skate rental, concessions

Expenses: Extended 4-month Operation = **(\$120,000)**

Electric, gas, water, operating supplies, concessions, instructors

Expenses: Staffing Costs = **(\$80,000)**

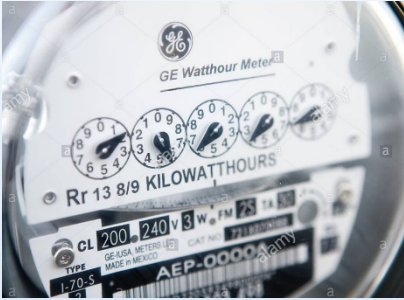


\$20,000

Note: All budgets are approximate and based on historical cost information and revenue or expense assumptions. Actual numbers may vary.

Birmingham Ice Sports Arena – Revenue vs. Expenses

Potential Additional Revenue = **\$88,280**



Utility Savings



Locker Room Lease



Maintenance Savings



Meeting Room Rental

Historical Average Yearly Loss = **(\$25,754)**

Projected Yearly Revenue = **\$62,526**

Note: All budgets are approximate and based on historical cost information and revenue or expense assumptions. Actual numbers may vary.



plante moran | cresa

Plante Moran Cresa

27400 Northwestern Highway | Southfield, MI 48034

PMCRESA.COM

Lead Water Line Testing Program

Long Range Planning Session

January 23, 2021



Presented by: Lauren Wood, Director of Public Services

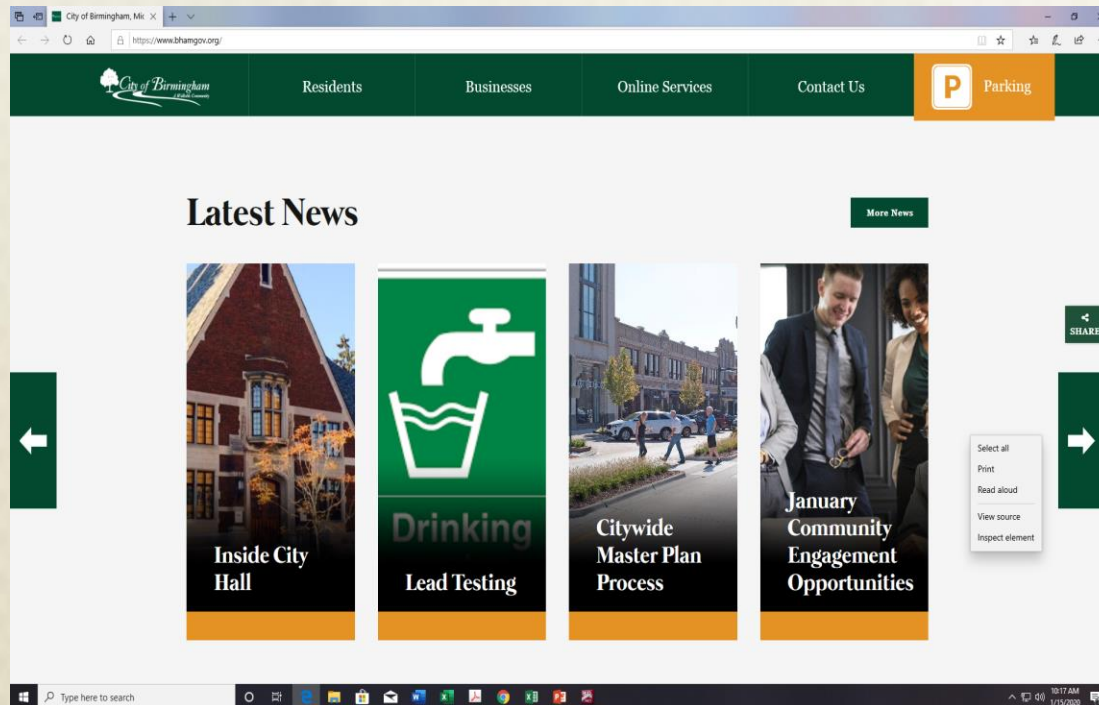
Preliminary Inventory

The City was required by the Michigan Department of Environment, Great Lakes & Energy (EGLE) to complete a preliminary materials inventory of all water services within the City by December 31, 2019

- This was completed and submitted on December 30, 2019.
- The results of this inventory were 7,979 water services within the City of which 731 were determined to be lead service (at the time of submission).
- City records (water & sewer cards), record drawings, institutional knowledge and visual inspection (performed by DPS) were used to establish the original inventory.

City Website

- City created a link on the City's Website Homepage that directs residents to additional information.
- A tool was created on the City's Website allowing residents the ability to check the material of their individual property.



Website Search Results

Welcome To Birmingham x City Map + -

https://www.bhamgov.org/newsdetail_T2_R225.php

City of Birmingham
A Greater Community

Residents Businesses Online Services Contact Us **P Parking**

The Michigan Safe Drinking Water Act has changed to better protect your health. New water sampling rules have been added to better detect possible lead in your drinking water. These changes require communities, including Birmingham, with lead service lines and older housing stock, to do more sampling. This new sampling method is expected to result in higher lead results, not because the water source or quality for residents has changed, rather, because the Act has more stringent sampling procedures and analysis.

The City held a community forum on November 14th at Seaholm High School. Attendees learned about changes to the state's new lead and copper rules. The forum included representatives from the Michigan Department of Environment, Great Lakes and Energy (EGLE), Department of Health and Human Services (DHHS), South Oakland County Water Authority (SOCWA) and the Oakland County Health Division, along with City representatives. Download presentations and video footage from the forum at www.bhamgov.org/leadtesting.

The City of Birmingham has now completed testing of all lead service leads in our inventory. In total, 730 out of nearly 19,000 residential water customers were determined to have a portion of either public, private or both of their service leads containing lead material. The City will contact those who may need additional testing. Based off the results of the testing, we will then determine priority for service lead removal.

As a part of our Lead Testing Initiative, we have added your water service line information to our City Map Property Database shown below. We are still working on verifying data for portions of the City. If your address is showing as unknown please be patient and check back.

DISCLAIMER
Welcome to the City of Birmingham's Internet Geographic Information System (GIS).
Your use of the Internet GIS constitutes acceptance of the terms of the City's Internet GIS User policy.

1. Press Accept

2. Enter Address Here

3. Water Service Line Data Displayed Here

Dark Panels
815 S ETON ST
Map Address: 815 S ETON ST, BIRMINGHAM, AL
Parcel Identification Number: 2000000000
Owner Name: CITY OF BIRMINGHAM
Property Description: 0.00 AC, 0.00 AC, 0.00 AC
Water Service: Right of way, Public Use
Water Service: Private Property, Public Use

PROPERTY SEARCH
Search Type: Address
Number & Street: 815 S ETON ST
Map Search Tools

Click the Icon (left) to review the City's records regarding the water service line at your address and visit the [Birmingham City Map](http://www.bhamgov.org/leadtesting).

10:30 AM 1/15/2020

City Website

- Community Water Forum on November 14, 2019 Seaholm High School
- Public Education Process – State, County and City Officials
- Overview of Lead Testing Requirements and Resources Available
- Steps to Take to Reduce Risk of Lead Exposure
- City Makes Available Water Faucet Filters to Lead Service Line Customers
- Please visit www.bhamgov.org/leadtesting

Sampling Water

- HydroCorp (January-March 2020) begins sampling of properties on initial inventory
- Paragon Labs to process results of all samples according to State compliance method
- Required Sample Plan – 60 required sites
- 60 required samples by June 30, 2020 – results to be submitted to State (EGLE)
- City of Birmingham initiating sampling plan for all 731 identified lead service locations to create lead service line replacement plan

Sampling Water

- HydroCorp (July - August, 2020) resumes sampling after COVID-19 shutdown
- HydroCorp (November - December, 2020) capture remaining sites
- 60 required samples by December 31, 2020 – results to be submitted to State (EGLE)
- Original Inventory (731) Updated During 2020 Water Sampling Program
- Lead Line Service Sites Adjusted as Program Advances
 - Lead Sites Re-Confirmed during Testing Process
 - Added or Deleted Sites, as Updates Identified
 - Early Program Mailings (Jan-Mar) Snowbirds
 - Vacant, Under Construction or Demo Ready Locations
 - Whole House Water Filter System In Place
 - Records Updated Ongoing Basis

Lab Results

- City Provides a faucet filter to lead inventory addresses available at DPS beginning in January - February, 2020
- Go directly to City of Birmingham and SOCWA
- To be mailed to households after testing occurs “CONSUMER NOTICE OF LEAD AND COPPER RESULTS IN DRINKING WATER SITE WITH A LEAD SERVICE LINE”
- Lead Results Provided To Engineering Department For Lead Line Replacement Program
- Customers contact DPS to confirm or discuss results and next steps

Lead Line Service Removal

- Schedule Lead Service replacements based on test results
- Prioritize test results according to geographic location or Citywide quadrants, higher results and other related conditions
- SOCWA has Vendor(s) to perform lead line replacements
- Efforts coordinated between DPS and Engineering for aggressive lead service line replacement program

Lead Water Sampling Summary

- HydroCorp 2020 testing comprised of three phases
 - Phase 1 = 324 Test sites
 - Phase 2 = 174 Test sites
 - Phase 3 = 56 Test sites
- Total 554 Locations
- Final results for Phase 3 concluded end of December, 2020

<u>Status Summary</u>	<u>Count</u>	<u>Explanation</u>
Compliant	554	Samples received, tested and results provided to water customer
Non-Compliant	103	Samples not performed due to Unused sample kit still on porch or Sample kit not returned to porch for pick-up
Utility Assistance	44	Samples not performed due to refusal, availability, construction, Water Softener, bad address, etc.
Total =	701	

- Total of 79% of residential properties tested during 2020
- The approximate 100 remaining sites will be tested during 2021
- HydroCorp sends letters on behalf of the City to schedule testing

Questions?





MEMORANDUM

Engineering Dept.

DATE: January 13, 2021

TO: Thomas Markus, City Manager

FROM: James J. Surhigh, Consulting City Engineer

SUBJECT: Lead Service Line Replacements
Progress Update

Beginning in 2021 the State is requiring that all water systems with lead or galvanized service lines (LSL's) begin a replacement program with an average replacement rate of five percent (5%), with all LSL's fully replaced within twenty (20) years. The City began their LSL replacements in October 2019 due to the number of water samples with lead levels above the action limits being greater than allowed. As a result, an EPA federal mandate required that the City immediately begin replacing a minimum of seven percent (7%) of known lead services on an annual basis by September 30th of each year.

Based on a review of City records, a Distribution System Material Inventory (DSMI) was completed, and it was determined that 731 known LSL's are present within the City's system which results in a total of 52 LSL replacements per year to meet the federal mandate. Upon notification of the lead level exceedance, the City Commission and Administration elected to aggressively approach the LSL replacements by choosing to replace one-hundred services by the end of 2020 as well as increasing the number of water samples gathered throughout the system.

The completed LSL replacements met the federal requirement of 52 by September 30, 2019 as well as the more aggressive City replacement total of 100 by the end of 2020. The LSL replacements have been completed along with City Capital Improvement Projects, New Home Reconstructions and a LSR Replacement Program in partnership with the City's water supplier, the Southeastern Oakland County Water Authority (SOCWA) and their member communities. Additional LSL replacements are continuing to be completed throughout the City as part of the LSL Replacement Program.

Provided below is a summary of the LSL Replacement Program:

- \$800,000 included in 2020/21 Budget for LSL Replacements
- \$900,000 included in 2021/22 Budget for LSL Replacements
- \$900,000 included in 2022/23 Budget for LSL Replacements
- 52 LSL Replacements completed by September 30, 2020
- 103 LSL Replacements completed by January 8, 2021
- 14 services thought to be lead verified to be copper/plastic
- 614 LSL replacements remaining
- Average Cost of LSL replacements completed to date: Approximately \$5,000



MEMORANDUM

Engineering Dept.

DATE: January 18, 2021

TO: Thomas Markus, City Manager

FROM: James J. Surhigh, Consulting City Engineer

SUBJECT: Backyard Sewer & Water Master Plan
Progress Update

In 2011, the City Commission approved a Master Plan directing how to address the future maintenance needs of the City's backyard sewers and water mains. This report presents an update on the progress that has been made related to the backyard sewers and water mains, the current efforts underway, and future actions:

Backyard Water Mains:

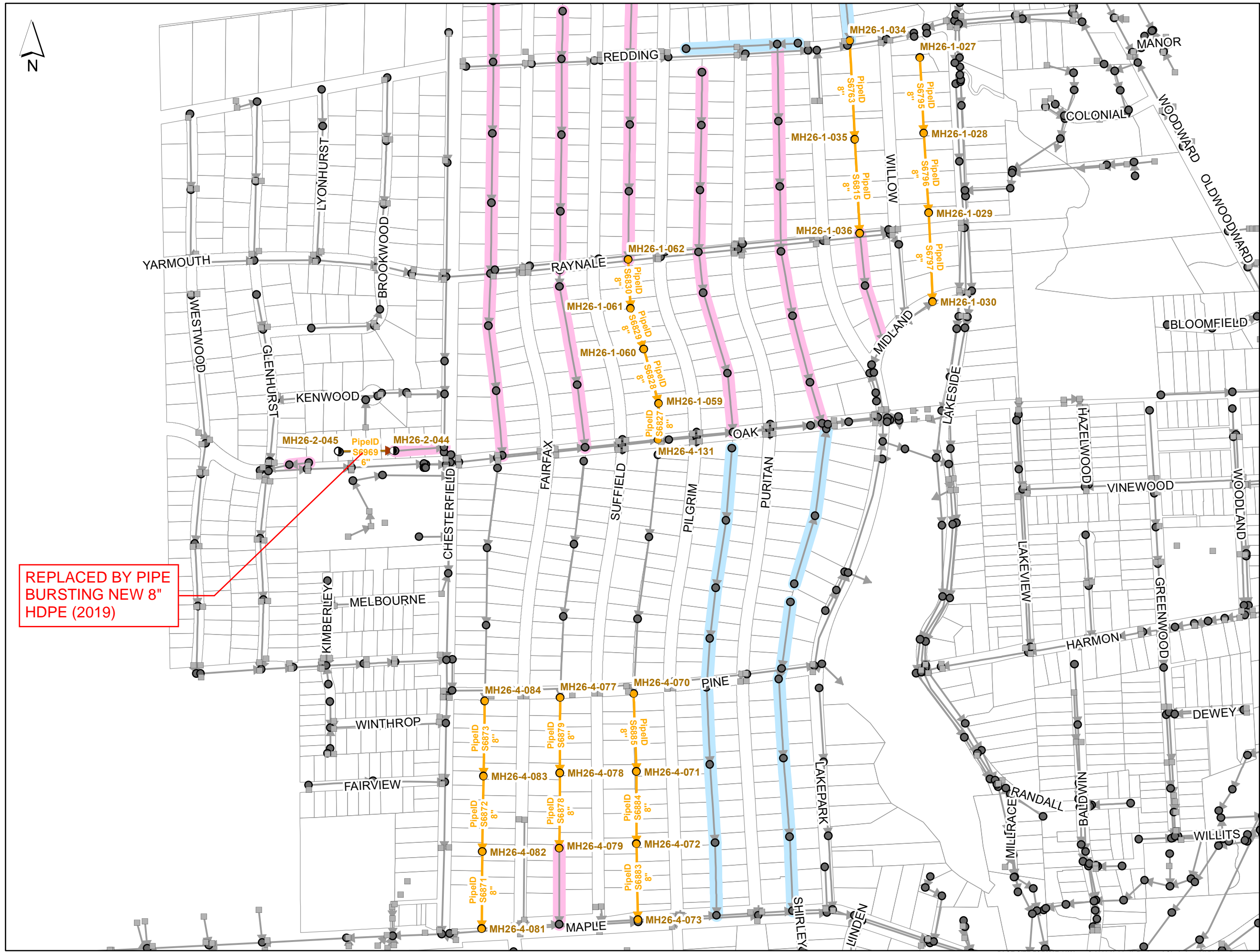
All subdivision areas relying on backyard water main systems have now been reconstructed, providing all properties with the opportunity to connect their buildings to a newer public water main located in the street. The entire backyard system in the Crestview Subdivision has now been disconnected and shut down. Disconnections are now in progress in the two east side subdivisions as well as Old Salem Ct., with final shutdown of these backyard systems planned between 2022 and 2024.

Backyard Sewers:

Significant progress was made in 2017/2018 for rehabilitation of the backyard sewers. Backyard sewer lining was completed in the Birmingham Villas Subdivision, and in the Quarton Lake Subdivision, mostly north of Oak Street. Essentially 13 of the 16 "blocks" north of Oak were lined. Certain segments were excluded at that time because updated easements were not completely acquired when the contractor started.

The City made considerable progress in acquiring sewer easements since 2017, and another lining program was issued for bids in 2020. The City has hired Granite Inliner to complete planned repair and lining in the Quarton Lake Subdivision (all north of Maple Road). The project calls for sewer lining of 6 blocks, and the contractor is actively working on the project. Initial cleaning and sewer preparation activates are complete, and the contractor will be returning to complete other spot repairs and finish preparation work for the lining process. Sewer lining is expected to begin in early February 2021, and be completed by April 2021. Restoration work will be finished in the spring as weather allows.

After completion of the 2020 Backyard Sewer Lining Program, 3 blocks of sewers in the Quarton Lake Subdivision, along with a few isolated sewer segments in that neighborhood will remain to be lined. Staff is continuing efforts to acquire the necessary easements, and will work with the City Attorney's office in this effort to complete this important sewer rehabilitation work.



555 HULET DRIVE
BLOOMFIELD HILLS, MICH. P.O. BOX 824
48303-0824

- CombinedManhole
- SanitaryManhole
- Sewer Inlet
- Manhole

→ Combined

→ Sanitary

1999

2018

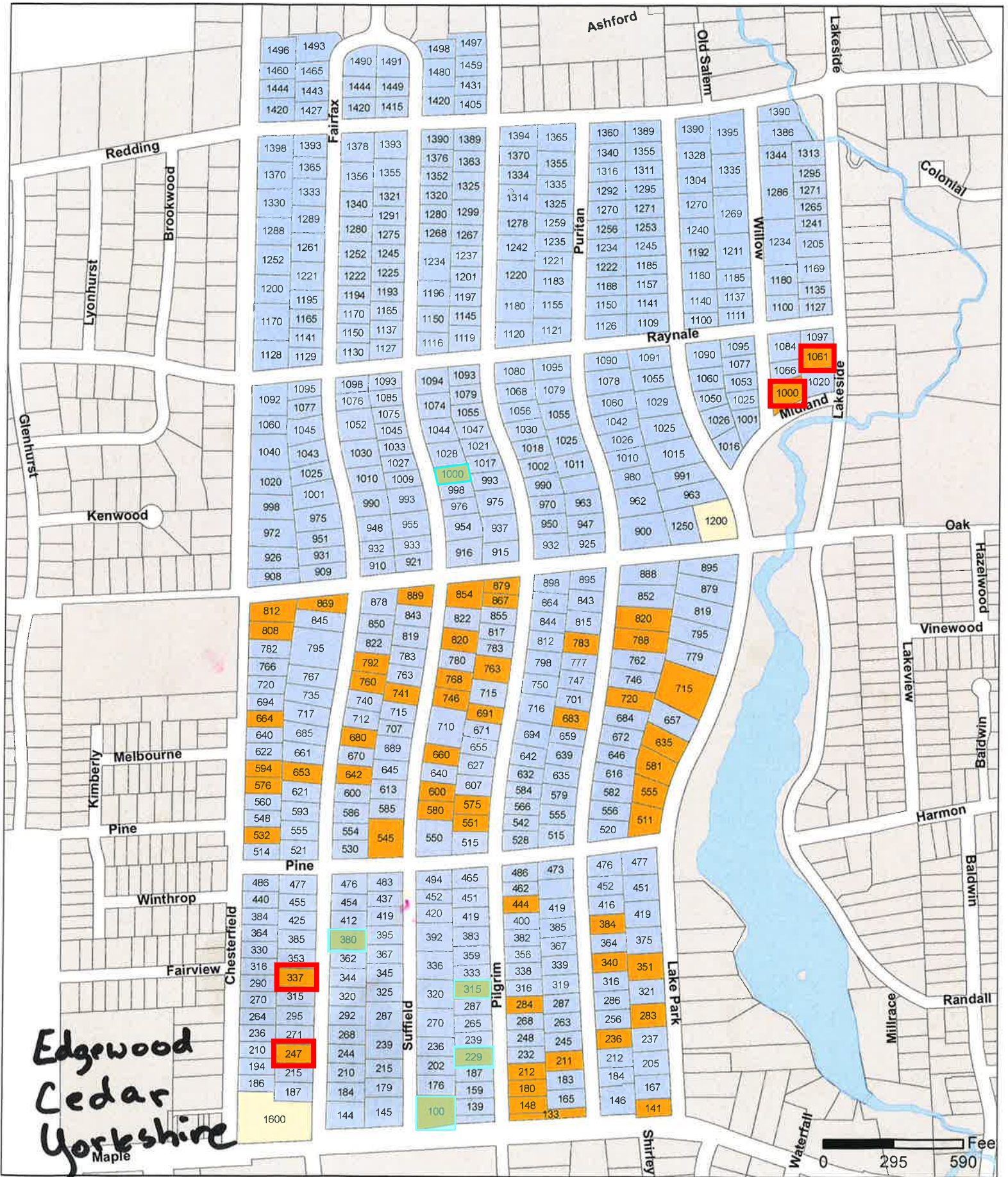
2020 REAR YARD SEWER REHABILITATION PROGRAM

MICHIGAN

FIGURE NO.

DATE
4/21/2020

Quarton Lake Easement Status



Easement Needed for 2020 Lining Project

Easement Obtained for 2020 Lining Project

DATE: January 18, 2021

TO: Thomas M. Markus, City Manager

FROM: Scott D. Zielinski, Assistant City Engineer

SUBJECT: Major Street
Capital Improvement Plan

The list below, supplemented by the attached maps, provides a list of currently planned capital improvement projects on Birmingham's major street system. City road projects are reviewed by the Multi-Modal Transportation Board (MMTB), who might make certain recommendations for including roadway enhancements in a project to improve non-motorized safety and mobility in the City. The years noted are with respect to construction season, rather than fiscal year. All projects listed below (other than 2021) are subject to being authorized in future budget years.

2021 Construction

Cranbrook Rd. – Maple Rd. to 14 Mile Rd. (by RCOC).

Cranbrook Rd. is under the jurisdiction of the Road Commission of Oakland Co (RCOC). The project is expected to cost approximately \$1.5 million. RCOC will cover 50 percent of the cost, with Bloomfield Township and Birmingham each contributing 25 percent (approximately \$353,080). The City plans to utilize available Tri-Party Program Funding to cover our share of costs, thereby leveraging contributions from Oakland County general government and RCOC under that program. No federal funding is available for this project. The RCOC project will consist of changing the current 4 lane segment between Maple Rd. and Lincoln Ave. to a 3 lane road as part of a mill and overlay, paved shoulder widening and ADA upgrades.

Peabody St. – Maple Rd. to Brown St.

The pavement on this block is currently in poor condition. Plans are currently being prepared to remove the pavement, while saving the newer curbs and sidewalks, and replacing it with full depth asphalt. Asphalt pavement is proposed to reduce the time that the entrance to the parking structure is blocked, but will be reviewed with Staff prior to final design. Project has been surveyed and is currently in the design phase.

Grant St. – Lincoln Ave. to Humphrey Ave, Bird to 14 Mile Rd.

The pavement for these three blocks of Grant St. is in very poor condition. Improvements to the water and sewer systems is planned, followed by new concrete pavement. Project has been surveyed and is currently in design.

Pierce Alley – Pierce to Brown

Pavement for the alley is in very poor condition. Improvements to the sewer system is planned, followed by the placement of concrete. Plans call for sewer improvements followed by concrete placement. This project was previously bid in 2019, but because the bids received were above the authorized budget and the fact that the Maple Road Reconstruction project that ready to start, the City decided to reject the bids and postpone this project. Staff is currenting reviewing the design and planning to rebid for construction. Engineers estimate was approximately \$540,000.

Pierce St. – Lincoln Ave. to Bird St.

Pavement is in poor condition and alternates between asphalt and concrete. Improvements to the water main and sewer system, followed by asphalt resurfacing, is planned for this corridor.

Townsend - Southfield to Chester

The pavement is in poor condition, Improvements for both the sewer and water main are planned with concrete placement to follow.

2022 Construction

Oakland Blvd. – Old Woodward Ave. to Woodward Ave.

The pavement on this segment is in poor condition. Current plans call for a review of this street by the Multi-Modal Transportation Board for modifications in accordance with the Master Plan, followed by resurfacing.

Redding Rd. – Lakepark Dr. to Woodward Ave

Pavement is in poor condition. Improvements to sewer and water systems, along with currently evaluating Concrete road replacement.

Edgewood Rd. -Lincoln St. to Southlawn Blvd.

Pavement is in poor condition. Improvements to sewer and water systems followed by concrete road placement.

Adams Rd. – Northern City Limits to Madison Ave.

The Multi-Modal Transportation Board discussed the feasibility of implementing a 4 to 3 lane conversion. Initial talks with the RCOC indicate that they will also be receptive to carrying new left turn lane through the bridge, and north to Big Beaver Rd. The pavement is in poor condition, and sewer and water improvements are needed. Any necessary bridge maintenance work resulting from the 2020 bridge inspections would be incorporated into this project. Initially planned as a road resurfacing project with asphalt pavement, further evaluation is needed to reach a final recommendation for pavement restoration scope-of-work. Staff will be pursuing potential funding opportunities through the National Highway Performance Program, which is administered through RCOC.

Undetermined Unimproved Roads SAD

In the proposed budget for 2022, the City has provided funding for improvements on as-yet-to-be-determined streets under this heading. Two major factors will affect how the future street improvements will progress in the City, and include:

- 1) Update of infrastructure ratings (sewer, water and road surfaces) for the “blocks” of improved streets in the City.
- 2) As a result of the conclusion of the study by the Ad-Hoc Unimproved Streets Committee, a resolution by the City Commission providing direction of how unimproved streets in the City will be planned for.

Once these issues are addressed, an updated infrastructure improvement list will be available to assist in selection of future improvements. These undetermined streets will generally include upgrades to water and sewer utilities as necessary, and final selection of pavement surface material (concrete or asphalt) would be determined as the project design develops.

2023 Construction

Old Woodward Ave. – Brown St. to Landon Ave.

The final phase of the major improvements planned for the Central Business District will allow for replacement of the remaining “original” section of Old Woodward Ave. The water and sewer system upgrades, along with electrical, fiber optic, streetscape, and landscaping improvements as needed, followed by concrete. The short connector streets of Hazel Ave. and Bowers Ave. extending from this street to Woodward Ave. will also be upgraded with all new concrete.

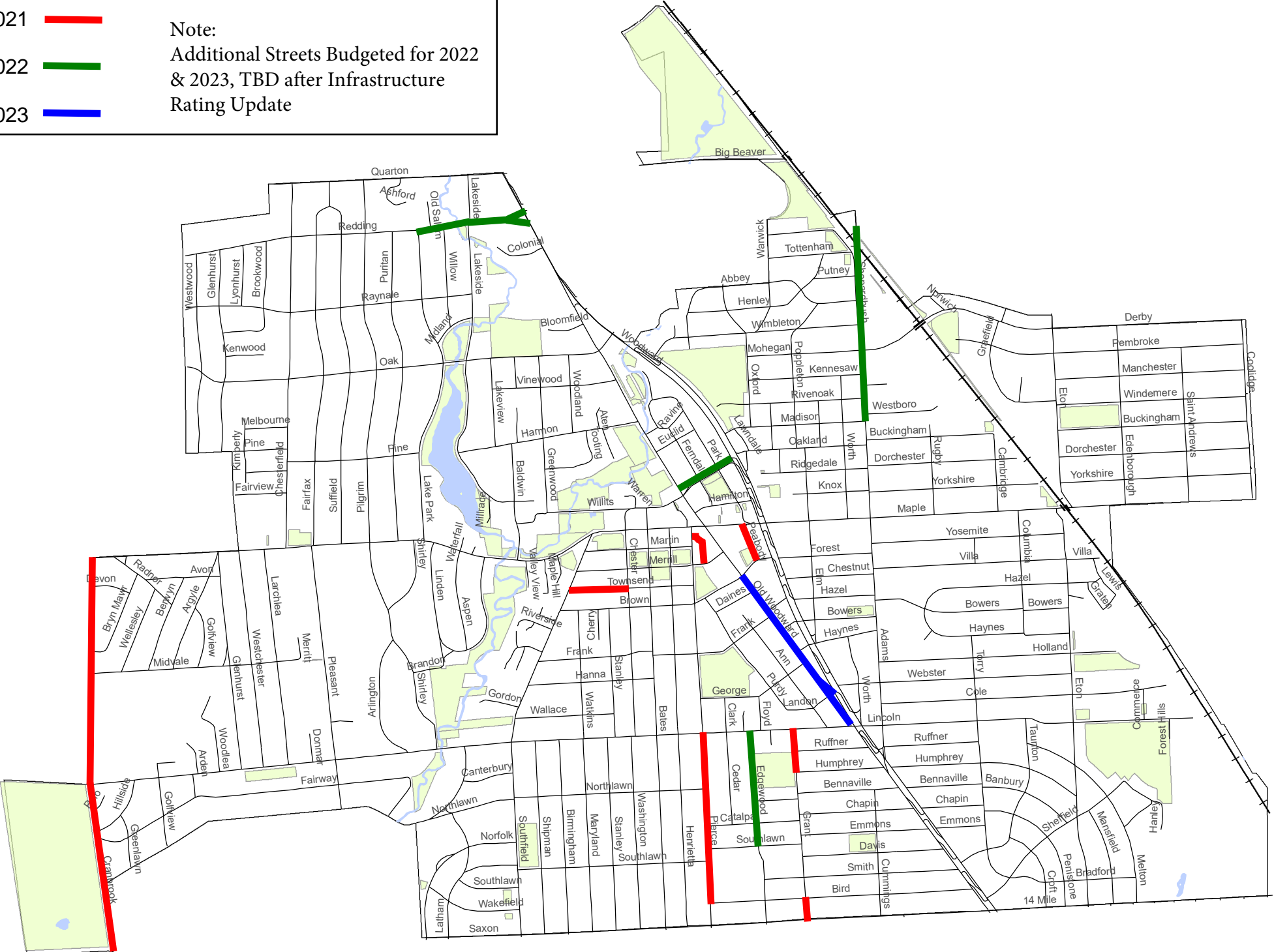
Undetermined Unimproved Road SAD

Refer to discussion under 2022 Construction heading.

Major Street Capital Improvement Plan

- 2021
- 2022
- 2023

Note:
Additional Streets Budgeted for 2022
& 2023, TBD after Infrastructure
Rating Update





MEMORANDUM

Engineering Department

DATE: January 18, 2021

TO: Thomas Markus, City Manager

FROM: James J. Surhigh, Consulting City Engineer

SUBJECT: Unimproved Streets Planning

There are ninety (90) miles of existing roadway in the City of Birmingham. Approximately 30% (26 miles) of them are classified as "unimproved" streets. An unimproved road is a gravel road, with or without curbs, that has been maintained with chip or cape seal to provide a relatively smooth and dust-free driving surface. These unimproved streets exist due to the majority of neighborhoods in the City being subdivided and open for development prior to 1930. During this time local streets were built with gravel roads with no provision for storm drainage. Residents with unimproved roads often experience issues with flooding and deteriorating road surfaces as a more common occurrence than their neighbors with improved roads.

Today, unimproved streets may be converted with engineered pavement and drainage only when a majority of residents on a residential block submit a petition the City for such an improvement. In order, to convert a road from unimproved to improved, residents must pay a percentage of the total cost via special assessment.

The City Commission heard an increasing number of complaints from residents over the past several years concerning issues with drainage and the condition of the road surface on unimproved streets. In response, the Commission passed a resolution creating an Ad Hoc Unimproved Street Study Committee (AHUSC). The charge of the committee is to conduct a City-Wide study of unimproved streets and provide a recommendation outlining a long-term plan for these streets.

The AHUSC convened from June 2018 until December 2020, when it concluded its charge and presented a Final Report to the City Commission on December 21, 2020. This report provides detail regarding the various topics related to this issue, and follows with actionable recommendations to adapt the City's existing policy and procedures associated with converting a road from unimproved to improved. The Committee unanimously acknowledges that there are three key areas that should be the focus of the recommendation to either change or reaffirm. These include the:

- 1) initiation of the petition process,
- 2) selection of the road surface and design alternatives, and
- 3) identification of funding sources that may allow the City to accelerate the conversion of unimproved roads.

Initiation of Petition Process:

The current process for initiating a petition to improve and unimproved street is a homeowner-led process, where a majority of the residents on a particular street are in support of the proposed improvement. The AHUSC recommends changing the initiation process so that project initiation begins with the City and not the homeowners.

Should this recommendation be accepted, the Engineering Department would begin considering unimproved streets in the same manner as improved streets, with respect to overall infrastructure planning that takes into consideration the conditions of the road surface, sewers, and water mains.

Selection of Road Surface and Design Alternatives:

In recent years, new road construction in the City has generally been completed using concrete pavement, mainly due to the financial benefit to the City when considering the life-cycle cost (initial construction cost plus future maintenance costs) of concrete pavement versus an equivalent asphalt pavement section. The Committee recommends using concrete for new improved streets and allowing for the consideration of asphalt as an alternative road surface material at the determination of the City Engineer when reviewing such factors as long term costs, maintenance requirements, limited use areas such as courts and dead end streets that experience considerably less traffic counts.

Should this recommendation be accepted, the Engineering Department would include in its report to the City Commission for a particular proposed project a recommendation on the pavement type, and provide the rationale for this recommendation on the particular project.

Identification of Funding Sources:

Under the current program, a typical project for improving an unimproved street would include funding from various sources to complete the necessary work. For the road paving component of a project, the costs are split between the property owners benefiting from the particular project (85%) and the City (15%). The City's share of these road construction costs are primarily derived from Act 51 distributions from the State of Michigan, and City property taxes. On streets where sewer system and water mains require improvements, those costs are funded 100% by the City. The Committee recommends using General Fund transfers to fund just the road component of the improvement with bonds providing the funding for the water and sewer improvements. This is considered a "pay-as-you-go" approach, and would still depend on the property owners benefitting from the project to pay for 85% of the road construction costs as they do under the current process.

Should this recommendation be accepted, the Engineering Department would begin including unimproved street "blocks" in the overall planning for infrastructure improvements, which consider the condition of the road surface, sewers, and water mains together, and would be treated in this respect the same as the improved streets. These unimproved street projects would then become part of the City's long-term capital improvement process.

Supplemental Note on Water System and Sewer System Conditions:

While the AHUSC Final Report is comprehensive, very informative and addresses the issues they were charged with, discussion of this topic at the Long Range Planning Meeting offers an opportunity to share the City Engineer's opinion on how the unimproved street issue affects other aspects of the City's operations and future planning efforts.

Since the mid-1990's, the City has made tremendous improvements the public sewer and water systems. Through millions of dollars of investment by the tax payers and water/sewer customers, today's systems are more reliable and resilient than ever before. The water system provides clean water at more consistent pressures and has improved fire flows in many parts of the City. The sewer system is more efficient disposing of wastewater for both dry-weather and wet-weather conditions, and pollution to the Rouge River has been reduced. Many of the past projects were large-scale efforts, including large diameter relief sewers and transmission mains, but while the scale of the projects may not be as dramatic, there is much-needed, important work to do in the future.

When assessing the conditions of the sewer and water systems today, the same issues being addressed by past projects are still present, though not as prevalent. In most cases, where significant issues remain to be addressed in the sewer and water systems, they exist along unimproved streets. On some of these streets, there are still water mains in service that are approaching 100 years old, and in certain areas, are inadequately sized to provide consistent pressures and meet modern demands for fire flows. Similarly, many of the sewers on these streets are reaching their expected service life, and may not be able to effectively meet all the demands our modern society and climate can put on the system.

Being on an unimproved street has been, in some cases, a "hurdle" to overcome when considering infrastructure improvements on a City-wide scale, and competing for limited funding in any given year. The recommendations by the Ad-Hoc Unimproved Streets Committee address this issue and will bring all the infrastructure needs on the unimproved streets into consideration as part of the City's long-term capital improvement process.



MEMORANDUM

Engineering Department

DATE: January 18, 2021

TO: Thomas Markus, City Manager

FROM: James J. Surhigh, Consulting City Engineer

SUBJECT: Infrastructure Scoring Program Update

The Engineering Department has been using an Infrastructure Scoring System for many years (since the mid-2000's) to help guide annual capital improvement project planning and budgeting efforts. The Infrastructure Scoring System combines the condition ratings of the three major components of the City's physical infrastructure system, namely Roads, Sewers, and Water Mains. Combining these scores for both the easily visible surface infrastructure with the less obvious buried infrastructure components ensures the City infrastructure planning is conducted in a fiscally responsible manner.

Road Condition Rating

Traditionally, Engineering Department staff performs road surface condition assessments for improved streets every few years. The road condition score is generally based on a scale of 0 to 10, with 0 being the best condition, and 10 the worst. Factors that influence the score include the type and severity of deterioration, the traffic conditions, and the age. Road condition scores are assigned on a "block-by-block" basis, which correlates with how projects are typically constructed; from intersection to intersection on a given street.

Unless maintenance or repairs are completed, road conditions can be expected to get worse every year as exposure to freezing and thawing stresses, as well as repeated traffic loading continue to cause deterioration of the paving materials. Road conditions were last updated in 2019, and are planned to be evaluated again in the spring of 2021.

Sewer Condition Rating

The City was the recipient of a grant to further develop an Asset Management Plan (AMP) for its wastewater and stormwater collection systems through the Michigan Department of Environmental, Great Lakes & Energy (EGLE, formally MDEQ) under the program for Stormwater, Asset Management and Wastewater (SAW). The SAW grant work was completed at the end of 2019, and a product of that effort was an updated sewer condition rating for most of the sewer system.

Sewer condition assessment completed under the SAW Grant was required to follow and "industry standard": National Association of Sewer Service Companies (NASSCO) Pipeline Assessment Certification Program (PACP) grading system. While this system for grading the sewer conditions was similar to how the City did this in the past, it introduced some new terminology and ways to objectively look at evaluating sewer conditions and risk of not improving conditions.

In general, sewer condition scores are generated based on observable, physical conditions (cracks, offset joints, etc.) and performance-related conditions (tree roots, sags, etc.). The sewer condition scores are then used in conjunction with other factors, such as age, pipe material, existing features above the sewer, proximity to sensitive structures/natural features, and flow capacity to determine the Probability of Failure (POF) and Consequence of Failure (COF) for each segment. The POF and COF scores are on a scale of 1 to 5, with 5 being worse. The product of multiplying the POF by the COF yields a Business Risk Evaluation (BRE) score that helps identify the assets with the greatest overall risk to the City. The individual sewer segment scores were then grouped by “blocks” to be able to be used along with road surface condition rating in the City’s Infrastructure Scoring System.

Water Mains Condition Rating

Water main condition ratings will be updated in early 2021, assisted by the recent water system flow modeling and inventory updates submitted with the Water Reliability Study Update to the Michigan EGLE Department at the end of December 2020. The data collected and results of the hydraulic analysis will be used to determine the Probability of Failure (POF) and Consequence of Failure (COF) for each segment of the water system, in a process similar to that used for the sewer system. Factors that influence water systems include age, material, break history, system pressure goals, system fire flow goals, and proximity to sensitive structures/natural features. The product of multiplying the POF by the COF yields a Business Risk Evaluation (BRE) score that helps identify the assets with the greatest overall risk to the City. The individual water system segment scores were then grouped by “blocks” to be able to be used along with road surface condition rating and sewer condition ratings in the City’s Infrastructure Scoring System.

Infrastructure Scoring System Update

The current Infrastructure Scoring System takes into account the condition rating scores of the three major types of public infrastructure: roads, sewers, and water mains. The rating scales for each component is adjusted to be on a basis of 0 to 100 points, with 0 being the best, and 100 being the worst. For each “block”, the score for each component is added together to create an overall Infrastructure Score for that “block”, with scores ranging between 0 to 300 points. When the list of “blocks” is sorted by this score (from highest to lowest), a view of the areas of the City that are in need of more infrastructure improvement develops. The current method of analysis is only completed for “blocks” of Improved Streets.

After road condition and water system condition ratings are updated in early 2021, the overall Infrastructure Scoring System will be updated. The City’s sewer and water system assets are already loaded in the City’s GIS database, and road surface condition data will soon be added. Using GIS tools to analyze the results will provide a graphical representation of the data, in addition to typical tabular formats, which will allow a more comprehensive view to assist with future project planning and budgeting efforts. Once the protocols are established to analyze this data, future data updates after completion of an infrastructure project can be readily input, and subsequent analysis will consider those improvements.

Planning for infrastructure improvements is a complicated process, and even though a list of improvements can be developed as described, it should not be considered a “to-do” list on its own. Other factors contribute to the decision making process, including annual budget constraints, coordination with other infrastructure needs, such as bridges and traffic signals, and coordination with other construction projects located within the City, as well as in neighboring communities.

DATE: January 11, 2020

TO: Thomas M. Markus, City Manager

FROM: Jana L. Ecker, Planning Director

SUBJECT: Comprehensive Master Plan Update

INTRODUCTION:

Master plans are the official statement of a local government's legislative body's vision for future development and conservation. These documents set goals and guide decision making on land use, development standards, transportation, housing, community facilities and more. On a functional level a master plan is a roadmap for the development and refinement of the City's present and future needs. The master plan is the documentation of an approach to physical issues which will help the City achieve its goals. Because those goals can and will change over time, the master plan should be re-evaluated and updated on a regular basis.

BACKGROUND:

The City of Birmingham has a history of implementing master plans and ordinances that are intended to guide and regulate the growth of the City in order to promote the type of development that the citizens and property owners value. Currently, the development of the City's planning and zoning regulations are principally governed by six documents which are currently available on the City website:

- The Birmingham Future Land Use Plan (1980);
- The Downtown Birmingham 2016 Plan (1996);
- The Eton Road Corridor Plan (1999);
- The Triangle District Plan (2007);
- The Alleys and Passages Plan (2012); and
- The Multi-Modal Transportation Plan (2013).

The Birmingham Future Land Use Plan ("the FLUP") was the last comprehensive master plan to be adopted by the City (1980). The FLUP made specific recommendations throughout the City that are intended to protect residential areas while at the same time made recommendations that would allow the commercial areas to thrive. Since the adoption of the FLUP, the City has updated the master plan through the additional subarea plans listed above. Those plans have been implemented through the three overlay zones (Downtown, Triangle and Via Activation) and the rezoning of the rail district to MX (Mixed Use). The Multi-Modal Transportation Plan adopted in 2013 is now the guiding document for the City in regards to transportation infrastructure, major right of way improvements, and user accessibility issues. The cumulative effect of all the sub area plans has essentially updated the Future Land Use Plan in almost all of the commercially zoned areas of Birmingham.

The updating and implementation of master plans and subarea plans are important aspects of maintaining and improving the standard of excellence that is expected in Birmingham. Although the subarea plans listed above have been established in the City over the past twenty years, there has not been a comprehensive master plan update completed since the 1980 Future Land Use Plan. There are several components of the FLUP that included demographic data and projections that were based on a twenty-year time frame (1980-2000). In addition, many of the land use policies and system analyses may be considered outdated now considering the advancements in technology and changes in lifestyle habits. Accordingly, much of the information provided in the FLUP was intended to be projections up to the year 2000, and is thus in need of updating.

Over the past two years, the City has embarked on a comprehensive update of the 1980 Birmingham Future Land Use Plan, and the formal inclusion of each of the subarea plans into an updated comprehensive master plan ("the Plan"). While some portions of the Birmingham FLUP may continue to be relevant today, specific areas in need of updating include:

- Community vision and planning objectives;
- Update of Population section to include current demographic data, future projections and analysis;
- Update of Regional and Surrounding Development section to include current and projected demographic data (residential, retail, office, mix of land uses) and analysis of the region, regional and downtown development trends and regional collaboration efforts;
- Update of Residential Housing section to include neighborhood vision in residential areas, analysis of changes in residential patterns and residential areas from 1980 to now, typology and character of neighborhoods, development trends, future projections and future direction;
- The physical characteristics of neighborhoods should be identified and documented including historic attributes, landscape conditions, housing type and the period of construction for each area;
- Review and update of Transportation section to include current vehicular, pedestrian and bicycle data, recent and currently budgeted infrastructure improvements, current multi-modal trends, regional transportation projects, and future recommendations based on regional and national best practices;
- Update and review of existing land use, updated recommendations for future land uses and an updated future land use map including the area of Woodward between 14 Mile Rd. and Lincoln, known as the S. Woodward Gateway;
- Parking analysis and recommendations for both public and private parking regulations throughout the entire City including consideration of parking requirements, public parking needs, residential parking permitting requirements, accessible parking needs, potential for shared parking and emerging and innovative technologies;
- Review and update of the Policies section to encourage the implementation of the City's vision, current goals, best practices, current technological advances, and innovative policies.

On October 29, 2018 the City Commission voted to hire the renowned planning and design consulting firm DPZ CoDesign, led by Andres Duany, which prepared the Downtown 2016 Plan adopted in 1996.

Over the past two years, City Staff has been working with DPZ CoDesign on the master plan updating process. All relevant master planning documents, studies and GIS data were provided to DPZ, and Planning Staff prepared a detailed outline of all the Planning related issues that the City has been addressing over the past several years. This document provided DPZ with a comprehensive overview of recent efforts and achievements as well as ongoing efforts that influenced the scope of work that was developed for the Master plan project.

The master plan update process kicked off in January 2019 and was originally planned to continue for approximately eighteen months. The updating process was broken down into the following:

- **Phase 1 (Completed)**

Phase one included project initiation, review of all existing planning related documents, data collection and analysis, project kickoff, the preparation of demographic reports, and early community engagement, including public roundtable discussions, a public survey, creation of a project website and ongoing media and social media communication.

- **Phase 2 (Completed)**

Phase two began in May 2019, and was comprised of extensive public engagement activities, including a week long planning charrette, , public presentations, a second public survey, a two day drop-in clinic for the public to review and comment on the consultants' findings, and the creation of a summary concept plan outlining each of the key ideas to be incorporated into the draft master plan.

- **Phase 3 (In Process)**

Phase three began in the fall of 2019 with the creation of a draft master plan based on all of the research, analysis and public engagement to date. A presentation of the draft master plan was conducted at a joint meeting of the City Commission and Planning Board in the fall of 2019 by DPZ CoDesign. A third survey was conducted to solicit initial public feedback on the draft plan. The City Commission and the Planning Board both approved a detailed draft review and public engagement process. Please see below for a detailed summary of this process, delays due to the COVID-19 pandemic and an update as to progress thus far.

- **Phase 4 (Revised Date for Estimated Completion, End of 2021)**

Phase four will begin in the spring of 2021 and will include preparation of a second version of the draft plan, additional public input, and then the final draft of the master plan. Once a final draft has been prepared, formal public hearings will be conducted in accordance with both the City's adoption process, and in accordance with the Michigan Zoning Enabling Act.

PUBLIC ENGAGEMENT:

Public communications for the Master Plan project have been ongoing for two years. An extensive public engagement schedule included the team conducting information gathering sessions with members of the public, including a web survey in the spring of 2019, and many stakeholder meetings during April and May 2019, where the master plan team met with property owners,

residents, neighborhood groups, business owners and institutional partners in the City to solicit detailed input on the City's needs, specific concerns and recommendations for the future vision of the City.

From May 14, 2019 through May 21, 2019 the DPZ team also conducted a public visioning charrette to gather input from residents and business owners for integration into a strategic vision for the neighborhood and commercial areas within the Plan. An analysis of the findings from the survey and the stakeholder meetings was incorporated into the sessions running during the charrette and the key findings and proposals that were presented in the final presentation at the end of the weeklong charrette.

A second web survey was released in the summer of 2019 to solicit additional input from residents based on the proposals developed during the charrette process to gauge how these ideas resonated with the public. In addition, a public open house / walk in clinic was held July 8 – 10, 2019 in the former charrette space at 255 S. Old Woodward to discuss and evaluate some the key findings and discuss their refinement and progression into a draft master plan.

DPZ team members attended both the City Commission and Planning Board meetings on July 8 and 10, 2019, respectively to provide an update on the findings and progress to date, to solicit input, and to promote the next steps of the master planning process. At the joint meeting of the City Commission and the Planning Board on October 17, 2019, the DPZ team presented an overview of the first draft of the Master Plan.

In December 2019 a third web survey was conducted to clarify public sentiment on specific issues and concepts proposed in the draft master plan. On December 9 and 16, 2019, the City Commission discussed the proposed draft Master Plan review schedule recommended by the Planning Board, and considered a selection of additional public engagement options from DPZ CoDesign to consider during the review of the draft Master Plan. DPZ recommended that the City use the communication tools already in use for the project, and schedule additional roundtable discussions and a series of additional surveys to ensure ongoing public engagement through the review and adoption of the Master Plan.

On December 16, 2019, the City Commission affirmed the current Action List, and voted to commence the review of the first draft of the Master Plan starting in February 2020 as follows:

Meeting Dates	Areas of Review
Web Survey # 3 –December 2019	Questions on major areas of recommendation in the first draft of Master Plan
February 12, 2020	Master Plan Premises The Future City (Vision)
March 11, 2020	Neighborhood Components
April 8, 2020	Neighborhood Plans
May 13, 2020	Mixed Use Districts Maple & Woodward

	Market North
June 10, 2020	Haynes Square South Woodward Gateway Rail District

Ultimately, the City Commission approved a maximum expenditure of \$28,600, as needed, and to be determined by the City Manager, to incorporate additional public engagement opportunities into the remaining portion of the master plan update. None of these engagement activities were budgeted for in FY 2019-2020, and thus a budget amendment was also approved to fund the additional initiatives.

The Planning Board was in the process of presenting the first draft of the Master Plan to the public, and soliciting public comment during the first several months of 2019. The Planning Board's review of the draft plan was paused due to the arrival of the COVID-19 pandemic and the health and safety restrictions imposed as a result. As a result, the Planning Board worked with the DPZ team to revise the review process both to allow options to accommodate ongoing social distancing guidelines, and to better enhance the public review process to enable clear direction for the consulting team to move to a second draft.

At the joint meeting of the City Commission and Planning Board in June 2020, the consulting team presented the proposed themes and the City Commission and Planning Board discussed each of them to ensure that the condensed themes continued to meet the goals and intent of the City Commission. At this time, the project team also recommended the addition of several public meetings to ensure that the neighborhood components of the draft Master Plan would be fully vetted by the public. In addition, the consulting team recommended a summary meeting with the Planning Board and then the City Commission to review and synthesize all of the comments and recommendations made during the public review process to provide clear direction to the project team during the preparation of the second draft of the Master Plan.

At the next regular City Commission meeting in June, the City Commission approved a revised review process to add the meetings discussed at the joint meeting, and to update the schedule to account for the delay due to the pandemic. Please find attached a revised process and timeline (including the condensed themes) that was agreed upon to complete the review of the first draft of the Master Plan, and to move through to adoption of the final draft of the Master Plan.

The Planning Board recommenced public review and discussion of the draft Master Plan in August 2020. The revised timeline for review of the first draft of the plan is noted in the chart below.

MEETING DATE AND TIME	DISCUSSION TOPICS
WEDNESDAY August 12, 2020 7:30 PM	<ul style="list-style-type: none"> • Review Master Plan Themes
WEDNESDAY September 9, 2020 7:30 PM	<ul style="list-style-type: none"> • Mixed Use Districts • Maple and Woodward • Market North
WEDNESDAY November 11, 2020 7:30 PM	<ul style="list-style-type: none"> • Haynes Square • South Woodward Gateway • Rail District
WEDNESDAY January 13, 2021 7:30 PM	<ul style="list-style-type: none"> • Neighborhood and Housing Policy
WEDNESDAY February 10, 2021 7:30 PM	<ul style="list-style-type: none"> • Neighborhood Plans and Shared Neighborhood Elements
WEDNESDAY March 10, 2021 7:30 PM	<ul style="list-style-type: none"> • Review Public Input and Proposed Summary Recommendations for 2nd Draft

Since August 2020, the Planning Board has conducted public meetings in accordance with the revised schedule to review the draft Master Plan. As a result of the feedback received, the project team has condensed the proposed themes on which the plan is based, and is compiling a list of comments and recommendations for revisions to the first draft of the Birmingham 2040 Plan. The study session meetings of the Planning Board in January and February 2021 will review the housing and neighborhood policies and plans contained in the draft plan, and solicit input from the public and the Planning Board. The March meeting will then be used to review and synthesize all of the comments made with regards to the first draft, as noted above. The project team then intends to appear before the City Commission thereafter to review the summary revisions for the draft plan as recommended by the Planning Board, and to obtain the City Commission's feedback and direction. Based on this direction, the consultants will prepare a second draft version of the Birmingham 2040 Plan.

The final phase of the master plan update will begin in the spring of 2021 upon completion of the second draft of the Birmingham 2040 Plan and will include additional public input on the second draft through public meetings and an interactive website. It is anticipated that the final draft will be prepared and distributed in the fall of 2021. Once a final draft has been prepared, formal public hearings will be conducted in accordance with both the City's adoption process, and in accordance with the Michigan Zoning Enabling Act.

The Birmingham Plan

Review and Adoption Process V2



Below is the approved review process of the 1st and subsequent drafts of The Birmingham Plan: A Citywide Master Plan for 2040. The below schedule and process were developed through considerable review and collaboration with City Administration and reviewed and approved by the City Commission and Planning Board in June, 2020 as a means of maintaining momentum on the preparation and adoption of Birmingham's Master Plan. This process document is organized into the following topics, details about which are found on the following pages:

- A. Summary schedule.
- B. Terminology.
- C. Summary of reworked approach.
- D. Master Plan themes.
- E. Draft 1 review process.
- F. Draft 2 review process.
- G. Draft 3 review process.

A. SUMMARY SCHEDULE

MASTER PLAN REVIEW AND ADOPTION, 2020 - 2022		
Action	Meeting(s) / Time Period	Outcome(s)
1st Draft Review: <ul style="list-style-type: none">Affirm and continue process for completing review of 1st draftPrepare neighborhood packets for additional public input on neighborhood proposalsFocus on themes and key objectives	<ol style="list-style-type: none">PB study session 6/10/20CC / PB joint meeting 6/15/20PB review meetings 3 – 8 (1 - 4 completed), 8/20 through 2/21CC review meeting for direction on proposed revisions to 1st draft per PB recommendation, proposed 2/21	<ul style="list-style-type: none">Broad consensus on Themes and Key Objectives revisions to draft plan by PB and CC
Prepare 2nd Draft: <ul style="list-style-type: none">Consultant team prepare revisions to draft Master Plan	<ul style="list-style-type: none">1 month	<ul style="list-style-type: none">2nd Draft Master Plan, delivered to City approx. 5/1/21
Option - Conduct Additional Public Engagement: <ul style="list-style-type: none">Interactive draft 2 websiteNeighborhood meetingsReport	<ul style="list-style-type: none">2 months	<ul style="list-style-type: none">City receives additional public input related to revised draft plan to use in reviewing 2nd draft
2nd Draft Review: <ul style="list-style-type: none">Focus on outstanding strategic issues concerning themes and key objectives	<ol style="list-style-type: none">PB review meetings 1 - 4CC / PB joint meeting	<ul style="list-style-type: none">City finalize 2nd draft and distribute to adjoining and other entities consistent with MI Planning Enabling Act for their review

Action	Meeting(s) / Time Period	Outcome(s)
Prepare 3rd (final) Draft: <ul style="list-style-type: none"> Consultant team prepare revisions to draft Master Plan 	<ul style="list-style-type: none"> 1 month 	<ul style="list-style-type: none"> 3rd (final) Draft Master Plan
3rd Draft Review: <ul style="list-style-type: none"> After required minimum 63-day review period, consider final draft Master Plan for adoption 	<ol style="list-style-type: none"> PB Public Hearing CC Public Hearing 	<ul style="list-style-type: none"> Adopted Master Plan

B. TERMINOLOGY

Themes: Broad and overarching goals of the Master Plan, themes are common to multiple key objectives and subsequently many recommendations. Key to the plan's purpose, themes should receive special attention by the City Commission and Planning Board.

Key Objectives: Each section of the Master Plan focuses on a limited number of key objectives, which are further supported by detailed recommendations. Subsets of themes, these objectives will be the main subject of the Planning Board's draft 1 review.

C. SUMMARY OF REWORKED APPROACH

1. MODIFIED PLANNING BOARD MEETING FOCUS

The Planning Board has approved modifications to the review process for the Master Plan. Prior to this new approach being adopted in June, 2020, the process had not resulted in the momentum needed to review, modify, and move forward the plan in a timely manner. Additional public input has been collected during the ensuing Planning Board meetings, which will be reflected in a plan revision, validated by regular repetition of common public sentiment.

Thus, the Planning Board meeting structure was modified to provide time for board discussion and clear direction to the consultants in addition to focused public comment. During the meetings, the Planning Board has focused attention and discussion on the high-level Themes and Key Objectives of the plan, with specific details and implementation primarily a concern of the second draft.

2. CITY COMMISSION AND FUTURE PUBLIC INPUT

To help focus the Planning Board's evaluation, the City Commission was consulted to affirm each of the plan's Themes. Ongoing public input will be received through the process, however, much of the Commission-approved input budget should be allocated towards review of the second draft, with near-term input aimed at supporting Planning Board review during its meetings.

D. MASTER PLAN THEMES

The following themes permeate the Master Plan, establishing the purpose for key objectives and specific recommendations. These themes form a foundation upon which the Master Plan operates. After the City Commission affirmed the preliminary 11 Master Plan themes, the Planning Board approved a condensed / combined list of six, which categorize the pervasive theories upon which the plan rests in a more appropriately categorized fashion. The revised themes, approved by the Planning Board during their August, 2020 meeting, are as follow.

1. Connect the City

Major roadways and the region's focus on automobiles over other modes of movement have divided many of Birmingham's neighborhoods. Recent efforts, such as crossings and lane

reductions along Maple, have proven success in re-connecting neighborhoods. “Big” Woodward (M-1) is the most substantial of barriers, carving a divide that is extremely unsafe for all roadway users, in effect cutting off eastern neighborhoods from downtown. Yet Big Woodward is not alone; many smaller barriers exist along busy streets and even neighborhood streets that are missing sidewalks, crossings, and suffer from poor surfaces. Street improvements across the City should be prioritized to establish safe and convenient walking and biking routes, safely connecting Birmingham.

- A. Advocate for and fund (as necessary) a reduction of travel lanes, lane widths, and speeds along Big Woodward.
- B. Improve the Big Woodward streetscape, especially in the South Woodward Gateway.
- C. Invest in the Triangle district to grow a downtown area that spans Big Woodward.
- D. Increase safe crossings of larger roads such as Maple’s recent pedestrian refuges and future safe Big Woodward crossings.
- E. Prioritize pedestrian and bike improvements along the neighborhood loop, and continue improvements throughout the City, especially to schools and civic buildings.
- F. Ensure bike routes have adequate facilities and connect to routes and trails in surrounding communities.
- G. Ensure public facilities, spaces, and sidewalks are accessible to people of all abilities.
- H. Participate in regional transit planning and programs, and improve existing transit stops.

2. Embrace Managed Growth

The region is growing and pressure to grow is felt in Birmingham. How and to what extent that growth is accommodated is a key decision for the City’s future. Should little or no new housing be provided, housing costs will surely increase.

Should unrestricted housing development be allowed everywhere, the character of neighborhoods will likely suffer. Well managed growth can preserve neighborhood character and diversity while providing housing opportunities for our teachers, first responders, and other community members who are increasingly priced out. Managed growth can also increase lifestyle choice, expanding housing options as requested by seniors, young families, and singles in the community.

- A. Retain neighborhood character and stability by ensuring new housing is located and designed to enhance neighborhood identity.
- B. Retain age, family structure, and income diversity with a variety of housing types and sizes.
- C. Concentrate most growth in mixed-use districts, increasing multi-family housing in a downtown-like setting.
- D. Carefully add Missing Middle housing along major and secondary thoroughfares.
- E. Adjust zoning regulations to retain neighborhood scale and intensity.
- F. Incentivize renovation of existing homes as well as additions which retain the neighborhood scale.
- G. Allow accessory dwelling units where they align with neighborhood character, adding housing and secondary income.
- H. Invest in a high-quality senior center to retain and attract older adults.

3. Retain Neighborhood Quality

Neighborhoods are organizational touchstones for the community, helping to orient and relate households, institutions, amenities like parks and schools, and businesses. Together, the fabric of neighborhoods coalesce, making Birmingham a wonderful place to live. Still, improvements are needed across the community, small and large. Residents in each area of Birmingham should have safe and convenient access to parks, schools, and services; walking, biking, and driving routes; and well-maintained streets, sewers, and stormwater systems.

- A. Reinforce neighborhood identity.
- B. Focus land-use on neighborhood structure.
- C. Evaluate regulations, City programs, and amenities per-neighborhood.

- D. Improve streets and sidewalks to encourage walking and biking to neighborhood destinations.
- E. Encourage small neighborhood retail destinations.
- F. Evaluate flooding and stormwater solutions per-neighborhood.
- G. Evaluate streets, sidewalks, and crossings per-neighborhood.

4. Invest in Civic Spaces and Programs

Parks, plazas, and civic programs bring the City to life. While many parks are within neighborhoods, they are intended for use by all residents, offering a variety of programming opportunities. Similarly, civic programs connect people from across the City. All residents should have a park and playground nearby, and easy access to civic functions. The City should invest in parks, provide or help fund inexpensive space for organizations, and host numerous civic events throughout the year, solidifying the community as a whole.

- A. Invest in park programming, accessibility, maintenance, equipment, and plantings.
- B. Improve the edges and access through the Rouge River corridor and attached parks.
- C. Provide a centrally located senior center with space for use by other local organizations.
- D. Support existing civic organizations in the community.
- E. Add more civic events like the Hometown Parade and summer concert series.

5. Support Mixed-use Areas

Birmingham's downtown is a shining jewel in the region, yet its edges and the other mixed-use areas are underperforming. Each district would benefit from increased housing, street improvements, and parking management. Yet each district is unique, requiring different solutions in their specific context. Investments in each mixed-use district should be aimed to deliver multiple experiences across the city, retaining customers throughout the week and providing additional options to attract more. With more housing and active businesses, the tax base in these areas can better contribute to citywide programs.

- A. Reinforce or establish unique identities for Birmingham's mixed-use districts.
- B. Establish different standards for each mixed-use district, diversifying intensity, character, and businesses.
- C. Incentivize housing to increase activity, district tax-base, and to absorb future growth.
- D. Ensure each district has amenities like parks and public art.
- E. Promote private development in underperforming mixed-use districts through public investments in parking and streetscapes.

6. Advance Sustainability Practices

Birmingham's natural resources and beauty are assets to all residents. The City should protect these assets, especially the Rouge River watershed, through sustainable development practices on the part of the City, residents, businesses, and developers.

- A. Repair degraded river banks along the Rouge River and take measures to reduce chemical and other damage from run-off.
- B. Reduce stormwater run-off affecting homes and the watershed with neighborhood-scale treatment and stricter standards for new construction.
- C. Improve recycling availability, investigate composting.
- D. Incentivize sustainable business practices such as compostable containers, recycling, and composting.
- E. Improve municipal practices both in facilities and operations.

E. DRAFT 1 REVIEW PROCESS

Schedule for Draft 1 review process has been modified as follows:

June 10th PB Study Session

- Review updated process.

June 15th Joint CC / PB Meeting

- Review process with City Commission.
- Raise Master Plan themes as potential areas for short-term Commission guidance.

June and July Interim Work

- Consultant team establish and confirm Key Objectives for review of each Master Plan section.

Planning Board Meetings, August and beyond

- Month 1 (August) - review Themes following City Commission guidance.
- Months 2 through 4 - review Key Objectives of the Master Plan in the order of section review already established, considering prior guidance and discussion of Themes:
 - Month 2 (September) - Mixed Use Districts, Maple & Woodward, Market North
 - Month 3 (November) - Haynes Square, South Woodward Gateway, Rail
 - Months 4 and 5 (January and February) - Neighborhood Plans (incorporating additional public input during the meeting, and from neighborhood associations provided in writing to the Planning Board)
 - Month 6 – review synthesized public input from 2nd ½ of 2020 and proposed summary recommendations from Consultant Team on key revisions to Master Plan document

September Neighborhood Packets

- The consultants issued a neighborhood packet, consolidating Master Plan recommendations related to neighborhoods.
- Additional public input from residents on the Neighborhood Packet contents will be taken during Planning Board meetings 4 and 5, above.

Conclude Draft 1 Review

- Based on Planning Board direction during above-listed meetings, the Consultant Team will forward the Planning Board's approved summary report describing proposed modifications to Themes and Key Objectives for consideration and direction by City Commission (proposed March, 2021).

Planning Board review meeting structure has been modified as follows:

Meeting Focus

- Limited Key Objectives (5 or 6) in the subject section will be summarized and discussed, and Draft 2 direction will be provided to the consultants.

Pre-meeting materials related to subject sections (to be included in the board packet):

- Consultants will provide a summary Key Objectives.
- Planning Board members will individually provide initial comments concerning Key Objectives.

Meeting Process

- Consultants will briefly summarize the Key Objectives, 10 minutes.
- The Planning Board will welcome public comment on Key Objectives, approximately 30 minutes or so.

- The Planning Board will discuss recommendations concerning the Key Objectives.
- The Planning Board will provide the consultants with direction concerning Master Plan Draft 2.

F. DRAFT 2 REVIEW PROCESS

The Draft 2 Review process includes the following proposals concerning public input and review of the draft by Planning Board and City Commission.

1. Public input will be evaluated concerning future opportunities for public gathering:

Currently Approved Additional Public Input

The City Commission approved an additional \$28,600 for 2 days of round table discussions, a drop-in clinic, and 2 surveys. The following options are presented as an alternative, anticipated at a similar cost, though Draft 1 review may proceed without a decision on whether the below input will be conducted.

Timing of Additional Public Input

Should the below additional public input be requested by the City, the consultant team will facilitate the input before reviewing the 2nd draft with Planning Board of City Commission; results from input would be summarized for consideration by Planning Board during its review of the 2nd draft of the Master Plan. The consultant team would conduct the below public engagement over a two month timeframe so as not to lose momentum.

- Interactive Draft 2 Plan Review Website
 - TheBirminghamplan.com will be expanded to include more focused tools to evaluate Draft 2. Some tools include: map-based input on neighborhood plans, drop-in-clinic-like presentation of Key Objectives through graphics and video, and surveys limited in focus to specific topic areas.
- Neighborhood Meetings
 - Online, or in person if possible, round table meetings for each of the 5 City sub-districts.
- Report
 - Summary of input received: poll results, common themes of individual input, and summaries of neighborhood meetings.
 - The consultants will prepare a neighborhood packet, consolidating Master Plan recommendations related to neighborhoods.
 - Additional public input from residents will be requested concerning neighborhood packet content, facilitated by neighborhood groups and through City's established communication channels; short videos and surveys will be promoted

2. Planning Board Review of Draft 2

Following the above-proposed procedure for reviewing materials at the Planning Board level, the following four meetings will be conducted concerning Draft 2 of the Master Plan.

- Month 1 (after submittal of Draft 2 + report on additional public engagement) - Review results of additional public engagement
- Month 2 - Review Themes and Neighborhoods
- Month 3 - Review all other content
- Month 4 - Final discussion concerning Draft 2; recommend that City Commission distribute Master Plan per requirements of Michigan Planning Enabling Act

3. **City Commission and Planning Board Joint Meeting Concerning Draft 2**
Following Planning Board recommendation that City Commission distribute the draft plan, one joint meeting between City Commission and Planning Board will be conducted to discuss the Themes and Key Objectives, as revised and influenced by Planning Board deliberation and significant public input. City Commission would vote to distribute the draft Master Plan per the requirements of the Michigan Planning Enabling Act, which governs the process.

G. DRAFT 3 (FINAL) REVIEW PROCESS

The Draft 3 review process includes the following activities.

1. **Planning Board Public Hearing**
The consultant team will present the final draft Master Plan, including the revisions made to Draft 2 consistent with City Commission, Planning Board, and public direction on the final outstanding strategic issues related to Themes and Key Objectives. During this Planning Board meeting, a duly noticed Public Hearing consistent with the Michigan Planning Enabling Act will be conducted and, if prepared to do so, the Planning Board may adopt the plan by Resolution.
2. **City Commission Public Hearing**
The consultant team will present the final draft Master Plan, as adopted by Planning Board, including the revisions made to Draft 2 consistent with City Commission, Planning Board, and public direction on the final outstanding strategic issues related to Themes and Key Objectives. During this City Commission meeting, a Public Hearing consistent with the Michigan Planning Enabling Act is not required, though the City may wish to conduct a Public Hearing subject to its own rules and procedures. If prepared to do so, the City Commission may adopt the plan by Resolution.



MEMORANDUM

Planning Division

DATE: January 11, 2021

TO: Thomas M. Markus, City Manager

FROM: Jana L. Ecker, Planning Director

SUBJECT: Multi-Modal Transportation Initiatives

INTRODUCTION:

In November of 2013, the City of Birmingham adopted the Multi-Modal Transportation Plan (the Plan). The Plan had several goals for the City, including the formation of the Multi-Modal Transportation Board to review all transportation projects in the City.

The goal of the Multi-Modal Transportation Board is to assist in maintaining the safe and efficient movement of motorized and non-motorized vehicles and pedestrians on the streets and walkways of the City, to advise the City Commission on the implementation of the Multi-Modal Transportation Plan and to review all transportation projects.

BACKGROUND:

The City Commission created the Multi-Modal Transportation Board (MMTB) as recommended in the Plan. Since its formation, the MMTB has received extensive training in many areas of transportation planning. The purpose of this training is to provide all board members with a solid educated foundation of knowledge for their role in reviewing all of the City's transportation projects, both to ensure that they are designed in accordance with the goals and objectives of the Plan, and also in accordance with national best practices and current planning and engineering standards.

Multi-Modal Training

City staff arranges for ongoing training sessions to provide board members with the required knowledge to review and analyze proposed transportation related projects. The training sessions also focus on current and upcoming transportation trends. Over the past year, the board has received training on the following topics:

- Pedestrian crossing design considerations and best practices;
- The types and use of bicycle facilities, best practices and design alternatives; and
- Methods of traffic calming and best practices for use in urban environments.

The next training topic that will be presented to the MMTB will be Mobility Oriented Development ("MOD"). The MMTB was previously provided a copy of the Regional MOD Plan prepared for Metro Detroit by the Regional Transit Authority. Board members had many questions on the plan and the need and locations for MOD enhancements. Accordingly, representatives from the Michigan Department of Transportation and the Regional Transit Authority will be conducting a presentation to the MMTB at their February meeting to discuss MOD options, best practices and

potential options for improvements in Metro Detroit with specific emphasis on options within Birmingham.

Bicycle Parking/Infrastructure

In 2012, the City commission approved a Downtown Bicycle Parking Plan that consisted of three phases that called for the installation of 101 bike racks at 80 locations. The City Commission has consistently allocated additional funding for bicycle parking in the Downtown and across the City since that time. Almost 200 bicycle racks have been installed throughout the City since 2012.

The Multi-Modal Transportation Plan also recommended that the City provide active transportation hubs at key locations around town. The Plan defines active transportation hubs as “wayfinding kiosks that serve as orientation and resource centers for multi-modal trips.” The Multi-Modal Transportation Plan recommended the placement of bicycle maintenance stations at Booth Park, Quarton Lake Park, in the Rail District and at City Hall. The City has now approved and installed four bicycle maintenance stations and air pumps.

In addition, the following bicycle infrastructure elements recommended in the MMTP have been completed to date:

Implemented Bicycle Infrastructure					
Infrastructure type	Phase	Street	Between		Year
Bike Lane	1	Oak	Chesterfield	Lakeside	
Bike Lane	1	N. Eton	Yorkshire	Derby	
Buffered Bike Lanes/Sharrows	2	* S. Eton	E. Maple	14 Mile	2019
Bike Parking	1	Throughout commercial areas			Ongoing
Sharrows	1	W. Lincoln	Southfield	Ann	
Bicycle Repair Stations	3	Shain, Quarton Lake, Kenning, and Booth Parks			2018
Neighborhood Connector Route		Directional and identification signage has been installed along the entire route			2020
Bicycle Signage		Wheeled signage restriction added for sidewalks in Downtown			2020

* S. Eton is currently implemented on a trial basis

The MMTB has also considered each of the remaining bicycle infrastructure recommendations contained in the MMTP. The MMTB’s goal for the coming years is to prioritize the legs of the neighborhood connector route leading to and from the City’s elementary and middle schools, and to request needed funding for the following multi-modal recommendations:

- Installation of bicycle parking facilities in public parking garages in Downtown Birmingham;
- Installation of bicycle lanes / shared paths on portions of Cranbrook and N. Adams (City was awarded grant funding for bicycle and pedestrian improvements); and
- Completion of the Neighborhood Connector Route.

In addition, the MMTB also reviewed and discussed the proposed Bicycle and Pedestrian Mobility Plan for SE Michigan prepared by SEMCOG. The MMTB had several comments and

suggestions related to bicycle and pedestrian facilities in the region, and forwarded their comments on to SEMCOG during the public comment period early in 2020.

As mentioned above, the MMTB also discussed the Regional MOD Plan prepared for Metro Detroit by the Regional Transit Authority. Board members had many questions on the plan and the need and locations for MOD enhancements and will have an opportunity to discuss MOD options, best practices and potential options for improvements in Birmingham at their February 2021 meeting.

Complete Street Improvements

Several complete street improvements have been implemented across the City over the past several years. In particular, the MMTB has studied and reviewed the following complete street projects over the past year:

- Signal timing improvements along the Adams Road Corridor, from the northern City limit to Woodward, to reduce traffic congestion, including the coordination of signal timing at the intersections of Adams Street and Derby, Adams and Buckingham and Adams and Bowers;
- Traffic signal and intersection geometrics at Lincoln and Adams to enhance the safety and congestion concerns at this location, and including coordination with Woodward Avenue signal at Lincoln and Woodward;
- Intersection design and pedestrian crossing improvements along the entire Brown Street corridor, and made specific recommendations for enhancements at the intersections of Brown Street and Chester, Brown and Bates, Brown and Henrietta and Brown and Pierce, to improve safety by implementing traffic calming measures including advance stop/yield lines, painted curb extensions and parking restrictions at pedestrian crossings and enhancing pedestrian crossings along the corridor by using high-visibility crosswalk markings and Gateway Treatments; and
- Roadway improvements to address safety concerns at the intersection of Southfield and Brown Street through the addition of roadway markings and lane control signage.

The MMTB will continue to study all future transportation related issues raised by the City Commission and City residents. In addition, the MMTB will review and provide recommendations on all road improvement and reconstruction projects completed by the City each year, including both improved and unimproved streets within the City.

Motor Vehicle Parking / Infrastructure

The MMTB is responsible for reviewing requests for on-street parking outside of the Parking Assessment District, including the addition or removal of on-street parking spaces, time limitations for on-street parking and residential parking permit restrictions. The MMTB then provides recommendations to the City Commission on each request to assist in the final decision-making process. During the past year, the MMTB has reviewed one request for additional on-street parking on Commerce Street in the Rail District.

In the spring of 2020 the MMTB conducted a thorough review and discussion on the proposed multi-modal elements contained in the first draft of the Birmingham 2040 Plan, including potential options to control on-street parking use within neighborhoods adjacent to Downtown. The MMTB provided detailed comments to the City's master planning consultants.

The MMTB has also reviewed and discussed the improvements recently made to the on-street parking areas in the Downtown to add ADA parking spaces on each block, and to provide corresponding improvements to street markings, sidewalk ramps and ADA compliant parking meters.

The MMTB will continue to study and make recommendations on any parking related matters forwarded to them by the City Commission or City residents.

Future Pilot Project: Mode Shift Program

Given the City's commitment to multi-modal transportation options and sustainability, the City may wish to investigate conducting a pilot project to reduce parking demand by encouraging mode shift from primarily single person vehicle trips to alternate transportation modes, such as ride sharing, transit use, bicycle use, and walking. New and emerging technology could be utilized to assist with the implementation of such a pilot project and to attract interest. Similar programs have been created and conducted in other cities across Michigan and the U.S. Such programs could be considered for implementation in Birmingham to:

- Reduce the spillover of employee parking in the neighborhoods;
- Reduce traffic congestion for Birmingham residents and commuters; and
- Provide affordable transportation options for employees working in Downtown Birmingham.

For example the City may wish to conduct a pilot mode shift project to encourage the use of public transportation. Such a program could provide monthly SMART bus passes at a reduced rate for all employees of businesses within the Parking Assessment District. Downtown Birmingham has a vibrant market for restaurants, retail, and office space, however employees working in downtown often find access to parking limited and/or costly, and thus seek parking in nearby residential areas. There are six different SMART bus lines that pass through downtown Birmingham on weekdays, connecting to and from neighborhoods north, south, east, and west of the City, which involves 16 – 20 busses travelling through Downtown Birmingham each hour between 7am and 6pm Monday – Friday. The use of modern technology has been integrated into local transit service, thus allowing users the convenience and reliability of purchasing tickets online, researching available routes, route schedules and obtaining live status updates for bus arrival times. Examples of this technology are available in and around Birmingham currently:



DART – Detroit Area Regional Transit

- Purchase transit ticket online, 4 hour pass for \$2.00, 24 hour pass for \$5.00.
- Applicable to all SMART, DDOT, and Q-Line routes.
- Scan code on phone upon entry.



Transit

- Live update status for bus times
- swipe left or right for north/south & east/west directional arrivals.
- Works worldwide for transit rail and bus



Smart Bus App

- Live updates, maps, and route schedules for SMART regional transit network.

Encouraging the use of public transit would alleviate parking pressure on the neighborhoods around Downtown and would also reduce traffic congestion. Examples of similar programs and best practices can be found locally and across the country, including the following:

- Ann Arbor, MI – Get Downtown
- Traverse City, MI – Destination Downtown
- Wayne State University, Detroit, MI – Wayne Rides
- Seattle, WA - Commuter Transit Reduction Program
- Boulder, CO – Eco Pass Program

DATE: January 11, 2021

TO: Thomas M. Markus, City Manager

FROM: Brooks Cowan, City Planner

APPROVED: Jana Ecker, Planning Director

SUBJECT: Lot Combination Policy

INTRODUCTION:

Issues regarding the size of residential lots and the City's lot combination policy has become an item of discussion at the City Commission as a result of multiple requests by residents to consolidate single family lots to accommodate larger homes. Accordingly, the City of Birmingham amended Chapter 102, Subdivisions, Article 5 – Combinations of Land Parcels in 2016 to address concerns about enlarged residential lots in Birmingham. The intent was to prevent lot sizes from becoming out of context with the surrounding neighborhood. The City Commission has since reviewed a number of lot combination applications and has raised some issues with the lot combination approval process, dimensional standards and criteria for approval.

BACKGROUND:

The lot combination policy approved in 2016 was modeled after the lot division requirements in Chapter 102, Article 3 – Division of Platted Lots. The lot division requirements are cited to have been a part of the City Municipal Code since 1963. The lot combination requirements were adopted in 2016 after multiple lot combinations created larger than normal residential lots, sometimes combining three parcels together for the construction of one large new home.

Prior to 2016, lot combinations were guided by Zoning Ordinance standards including factors such as minimum lot size and open space requirements. The applications were then approved or denied by the Building Official as lot combinations were not required to obtain approval from a City board or the City Commission.

Issues regarding lot combination sizes were discussed at the joint City Commission and Planning Board meeting on June 20th, 2016. Essentially, the key issue appeared to be that while Birmingham's Zoning Ordinance regulates minimum lot size and lot width, it does not regulate a maximum lot size or maximum lot width.

After discussion at the joint meeting, new regulations were adopted in July 2016 by the City Commission for lot combination approval through amendments to Chapter 102, Subdivisions. New criteria outlined in the City Code involved considering relevant master plans, the character of the area, the lot width and lot area of surrounding properties on the same street in the same zone within 300 feet, and requiring City Commission review and approval. The six standards for lot

combination approval in section 102-83 of the Municipal Code as adopted July 25th, 2016 are as follows:

An unplatted or platted parcel or tract of land shall not be combined with another parcel unless the city commission finds that all of the following conditions have been met:

1. The combination will result in lots or parcels of land consistent with the character of the area where the property is located, [chapter 126](#) of this Code for the zone district in which the property is located, and all applicable master land use plans.
2. All residential lots formed as a result of a combination shall be a maximum width of no more than twice the average lot width of all lots in the same zone district within 300 feet on the same street.
3. All residential lots formed as a result of a combination shall be a maximum area of no more than twice the average lot area of all lots in the same zone district within 300 feet on the same street.
4. The combination will result in building envelopes on the combined parcels that will allow for the placement of buildings and structures in a manner consistent with the existing rhythm and pattern of development within 500 feet in all directions in the same zone district.
5. Any due or unpaid taxes or special assessments upon the property have been paid in full.
6. The combination will not adversely affect the interest of the public or the abutting property owners. In making this determination, the city commission shall consider, but not be limited to the following:
 - a. The location of proposed buildings or structures, the location and nature of vehicular ingress or egress so that the use or appropriate development of adjacent land or buildings will not be hindered, nor the value thereof impaired.
 - b. The effect of the proposed combination upon any floodplain areas, wetlands and other natural features and the ability of the applicant to develop a buildable site on the resulting parcel without unreasonable disturbance of such natural features.
 - c. The location, size, density and site layout of any proposed structures or buildings as they may impact an adequate supply of light and air to adjacent properties and the capacity of essential public facilities such as police and fire protection, drainage structures, municipal sanitary sewer and water, and refuse disposal.

(Ord. No. 2183, 7-25-16)

The six requirements contained in section 83 of Chapter 102, Subdivisions, as listed above contain a mix of objective measures and elements that could be considered more subjective. For instance,

requirements #1, #2, and #3 have quantifiable measures such as being consistent with Chapter 126 (the Zoning Ordinance), having a lot width no more than 2x the average lot widths within 300 feet, and having a lot area no more than 2x the average lot area within 300 feet. However, requirements such as #1 and #4 also include subjective requirements such as the combination resulting in a lot "consistent with the character of the area" and "The combination will result in building envelopes on the combined parcels that will allow for the placement of buildings and structures in a manner consistent with the existing rhythm and pattern of development within 500 feet in all directions in the same zone district." Requirements such as "character of the area" and "the existing rhythm and pattern of development" have been difficult to define and therefore have caused some difficulty during the decision making process at the City Commission.

As of now, the City Commission has faced one application that did not meet all of the 6 requirements for a residential lot combination. The subject satisfied the lot width standards of requirement #2, however it did not meet the lot area standards for requirement #3. City staff has also dealt with a number of inquiries regarding what the course of action is for an interested applicant who does not meet one of the six requirements.

In regards to not satisfying all lot combination or lot division requirements of the City Code, Chapter 102 – Subdivisions, Section 102-4, Waivers states the following:

The city commission may waive the requirements as set forth in this chapter in those instances when the commission determines that the enforcement of such requirements might cause unnecessary difficulties on the applicant or where the commission determines that a waiver of any such requirement by the commission shall not preclude the applicant from complying with all provisions of [chapter 126](#) of this Code.

(Code 1963, § 5.818)

Accordingly, the City Commission has the authority to approve a lot combination or lot division for an applicant that does not satisfy all of the City Code requirements when it is determined that the enforcement of such requirements may cause unnecessary difficulties on the applicant.

In addition, Chapter 102, Subdivisions, section 102-84, Conditions of Approval, in the City Code allows the City Commission to impose conditions of approval for lot consolidation which must be recorded with the County Register of Deeds. Section 102-84 states:

The city commission may impose conditions on the approval of an application for lot consolidation, including but not limited to, the location and placement of the building envelope, and a determination of the front and rear property lines. If either of these are imposed as a condition of approval, they must be illustrated and recorded with the city and/or county as part of the lot combination process.

(Ord. No. 2183, 7-25-16)

Thus, if an applicant does not meet all criteria in the City Code for a lot combination or split, the City Commission may choose to waive certain requirements, or require a condition of approval to address concerns. However, Chapter 102, Subdivisions, does not provide guidance as to how the City Commission shall go about determining "unnecessary difficulties" for lot combination applications.

The issue regarding lot combination policy has also been considered in the first draft of the Birmingham 2040 Plan, which is still in the public review phase. Section B.1. Neighborhoods Components on page 107 of the first draft of the Plan addresses the topic saying:

"The issues being raised with both lot combinations and splits, as well as setbacks and height, are all related to insufficient or misallocated standards in the zoning ordinance, or incongruence between the zoning district assigned and the neighborhood character."

The Draft Master Plan recommends that lot sizes be addressed in the Zoning Ordinance instead of the current requirements in Section 102 of the City Code. The Draft Master Plan discusses how the current standards for lot combination lock the City into its present form and will be a significant barrier to implementing pieces of the neighborhood plan. It also states that zoning standards should be better aligned with the lot sizes and housing characters within each neighborhood, which may necessitate more residential zoning districts to better align with historic character. The plan identifies areas in the Future Land Use Map where lot combinations resulting in larger homes are acceptable, reinforcing neighborhood structure and the overall rhythm of the city. The lot combination areas recommended in the Draft Master Plan are along Stanley, Oak, edges to Bloomfield, and parts of Lincoln.

The Draft Master Plan's Recommendations section of B.1. Neighborhood Components includes the following related to lot combinations (Page 110):

8.) Add minimum and maximum lot width standards for each zoning district. The current standard based on minimum lot size is not a sufficient measure.

10.) Revise Articles 3 and 5 of Chapter 102 of the Subdivision ordinance to allot for lot combinations and splits as are necessary to implement Neighborhood Seams and Lot Enlargement Areas.

11.) Once the above recommended zoning changes are made, repeal Articles 3 and 5 of Chapter 102 of the Subdivision Ordinance, the intent of the articles having been integrated into the Zoning Ordinance and Future Land Use Map.

In contrast to the lot combination requirements placed in Section 102, Subdivisions, of the City Code, the first draft of the Birmingham 2040 Plan recommends that the City address the issue of lot sizes through regulations such as lot area and lot width in the Zoning Ordinance. The purpose of recommendation #10 appears to be a short term solution to address lot combinations and splits while the City addresses recommended zoning changes for residential areas which may take an extended period of public discussion.

The City Commission may wish to consider amendments to the current lot combination requirements and potential amendments to the process of how lot combinations are reviewed and approved by staff and the City Commission as established in Chapter 102, Subdivisions, to address lot combination applications received in the near term. The City Commission may also wish to discuss the idea of allowing the Zoning Ordinance to guide lot size and combinations instead of the current requirements in the City Code in the longer term.



MEMORANDUM

Planning Division

DATE: January 13, 2021

TO: Thomas M. Markus, City Manager

FROM: Nicholas Dupuis, City Planner

APPROVED: Jana L. Ecker, Planning Director

SUBJECT: Birmingham Green – Environmental Planning Strategy in Birmingham

INTRODUCTION:

As the City of Birmingham moves into the future, planning for the environment and sustainability has become a responsibility for all levels of government including state, regional, county and local. The City is now at a pivotal point in its history when it comes to the next generation of planning. The confluence of commendable existing efforts and an upcoming master plan guiding us through 2040 and beyond provokes a strong need to position ourselves for future successes in sustainability.

BACKGROUND:

The Planning Division has identified a strategy that may begin to organize and formalize an environmental planning approach that has always existed in Birmingham, but has not often been given a central role. In this strategy, six topics are discussed as potent opportunities for Birmingham to become a regional leader in sustainability and environmental protection:

- Green Stormwater Infrastructure & Native Plantings
- Historical Preservation
- Solar Energy
- LEED Building Design
- Parks, Trees and Open Space
- The Rouge River

The attached strategy, "Birmingham Green," expands upon these six topics and offers several actionable sub-strategies to move forward with the overall goal of increased sustainability practices in the City. As noted above, much of the strategy included an organization of existing successes found across the city, while also introducing new and fresh ideas that will help secure Birmingham's elevated position in the region.

The inception of the attached environmental planning strategy stemmed from the long range planning meeting of January of 2020, where an abstract of this concept was presented and generally supported by the City Commission. Hoping to capitalize on the positive feedback, the Planning Division has provided a regular Birmingham Green newsletter column devoted to the discussion of environmental and sustainability topics.

Should the City Commission continue to support enhancing the City's sustainability plans, the next step in the process will be to work with other City departments to review and refine the suggestions and recommendations in the Birmingham Green plan, as well as continue ongoing education efforts through City newsletters and communications as the master plan process is completed.

Birmingham Green



Environmental Planning Strategy in Birmingham
Planning Division
January 23rd, 2021



Table of Contents



• Introduction	Pg. 3
• History of Environmental Planning in Birmingham	Pg. 4
○ Green Infrastructure & Native Plantings	
○ Historical Preservation	
○ Solar Energy	
○ LEED Buildings	
○ Parks, Trees and Open Space	
○ Rouge River	
• The Birmingham Plan 2040	Pg. 7
• Birmingham Green – Purpose & Goals	Pg. 9
• Green Stormwater Infrastructure & Native Plantings	Pg. 11
○ GSI & Native Plantings in Municipal Projects	
○ Demonstration Garden	
▪ City Hall/Shain Park	
○ Residential Rain Garden Program	
○ GWK & Zoning Ordinance Improvements	
• Historical Preservation	Pg. 19
○ Heritage Home Program	
○ 30 by 2030	
○ Marketing	
○ Civic Center – National Register	
• Solar Energy	Pg. 25
○ Solar Ordinance Update	
○ Solar on Public Property & Buildings	
• LEED Building Design	Pg. 27
○ Development Incentives & Requirements	
• Parks, Trees and Open Space	Pg. 29
○ Parks and Recreation Master Plan & Public Tree Management Plan	
○ Increased Sustainability	
• Rouge River	Pg. 31
○ Rouge River Master Plan	
○ Rouge River Advisory Committee	
• Conclusion	Pg. 33
○ Birmingham Green Newsletter Articles	

Introduction



The City of Birmingham, Michigan has introduced environmental friendly planning schema since the General Village Plan was adopted in 1929 to address rapid urban growth and protect the then-Village's natural beauty. In response to industrial pressure and development impacts of industrial uses in Detroit and Pontiac, the General Village Plan recognized the function and importance of preserving open space and natural areas such the Rouge River Valley, regional park system, and the urban tree canopy, and suggested that zoning be immediately adopted to preserve them through single-family residential districts.

Nine decades later, Birmingham has perpetuated environmental ideals through plans such as the Downtown 2016 Master Plan, Multi-Modal Transportation Plan, Parks and Recreation Master Plan, and Eton Road Corridor Plan, as well as its focus on mixed use and walkability, historic preservation, urban design, and other quality examples, all of which contain virtues of sustainable development and eco-friendly objectives. Although these efforts have resulted in Birmingham featuring a significant amount of green/open space throughout the City, a robust historical building inventory, and a solar panel here and there, there are opportunities that have arisen for the City to grow its environmental strategy.

At this stage, green stormwater infrastructure (GSI) has only recently entered the discussion as a major contributor, or upgrade to, the City's environmental repertoire. As the environment continues to change, urban stormwater will continue to be a major consideration in the design of cities. In addition to the new concept of GSI, the opportunity to bring a new, fresh approach to existing strategies that have either stalled or have not been updated in a considerable amount of time will aid in the advance of resiliency in Birmingham and set the stage for continued success.

In this document, the City has identified strategies and has set goals for improving the environmental functions of both public and private entities within the City of Birmingham. The approach is broken down into the six topics:

1. Green Stormwater Infrastructure & Native Plantings
2. Historical Preservation
3. Solar Energy
4. LEED Building Design
5. Parks, Trees and Open Space
6. Rouge River

First, a short review of Birmingham's current or past efforts is presented in the following section. This strategy will then review current conditions, the forthcoming Birmingham Plan 2040, and state the purpose and goals of Birmingham Green. Finally, the six topics are presented in detail.

History of Environmental Planning In Birmingham



As stated in the introduction, Birmingham, directly or indirectly, has been sensitive to its planning efforts and their effect on the environment. The information compiled below is a high-level summary of different initiatives, plans, ordinances, or general operating procedures that have resulted in a positive environmental impact as it relates to each topic:

Green Stormwater Infrastructure & Native Plantings

Although green stormwater infrastructure (GSI) has only recently emerged as a serious and beneficial alternative in city planning strategies and infrastructure design, the City of Birmingham has several examples of green infrastructure installations and recent ordinance amendments that support green infrastructure.

1. Parking Lot 6 Bioswale
2. Barnum Park Rain Garden
3. Martha Baldwin Park Wetland Protection
4. Booth Park Rain Garden and Riparian Buffer
5. Stormwater Ordinance – Incentives for Green Infrastructure

A close relative to the GSI conversation is the use of native plantings. Native plantings are essential to the function of GSI, but may be planted in non-GSI garden installments as well to help foster native wildlife and lower the need for excessive maintenance. The use of native plantings is a common and standard operating procedure by the Department of Public Services. In addition to their use in public gardens and greenspaces, the Zoning Ordinance contains a native species credit for private developers that offers a reduction of 20% of the total number of trees or shrubs required if 80% or more of the trees and/or shrubs to be planted are native species.

Historic Preservation

Historical preservation in the City of Birmingham began in 1970 with Public Act 169 – Local Historic Districts Act. This enabled the City to establish historic districts, designate historic resources, form a Historic District Commission, and establish processes and procedures for preservation in Birmingham. The City currently boasts a stock of 75 locally designated historic buildings, 2 of which are also on the National Register of Historic Places. Aside from full historic designations, the City formerly offered a Heritage House recognition program in the early 2010's, a historic plaque program, and various small-scale marketing/preservation tactics from the Historic District Commission and Historic District Study Committee.

Solar Energy

In 2009, the City adopted ordinance language permitting solar panels on structure roofs in all zoning districts throughout the City. Since its adoption, there have been many solar panels installed across the City, the majority being on single family residential buildings. The ordinance language offers general standards and review processes for solar panel installation, and has not been updated since.

LEED Building Design

LEED stands for Leadership in Energy and Environmental Design. Buildings of all types may use the LEED rating system to provide a framework for healthy, highly efficient, and cost-saving green buildings. Presently, the City offers a development incentive only in the Triangle District that allows additional building height if 2 or more requirements are met, one of which is LEED building design, accredited based upon the rating system of the United States Green Building Council. There are currently at least five known LEED certified buildings in the City.

Parks, Trees and Open Space

Parks, trees and open space in Birmingham have always been an essential contributor to the way residents recreate, travel, socialize and locate. The park system is well known, and the City is regularly making efforts to improve and maintain parks to a very high standard. City trees are also held in high regard in the City. The Zoning Ordinance currently requires trees to be planted in all new commercial and multifamily developments. Chapter 118 of the City Code of Ordinance also outlines the purpose and requirements of tree protection, the urban tree canopy, tree maintenance, and tree replacement.

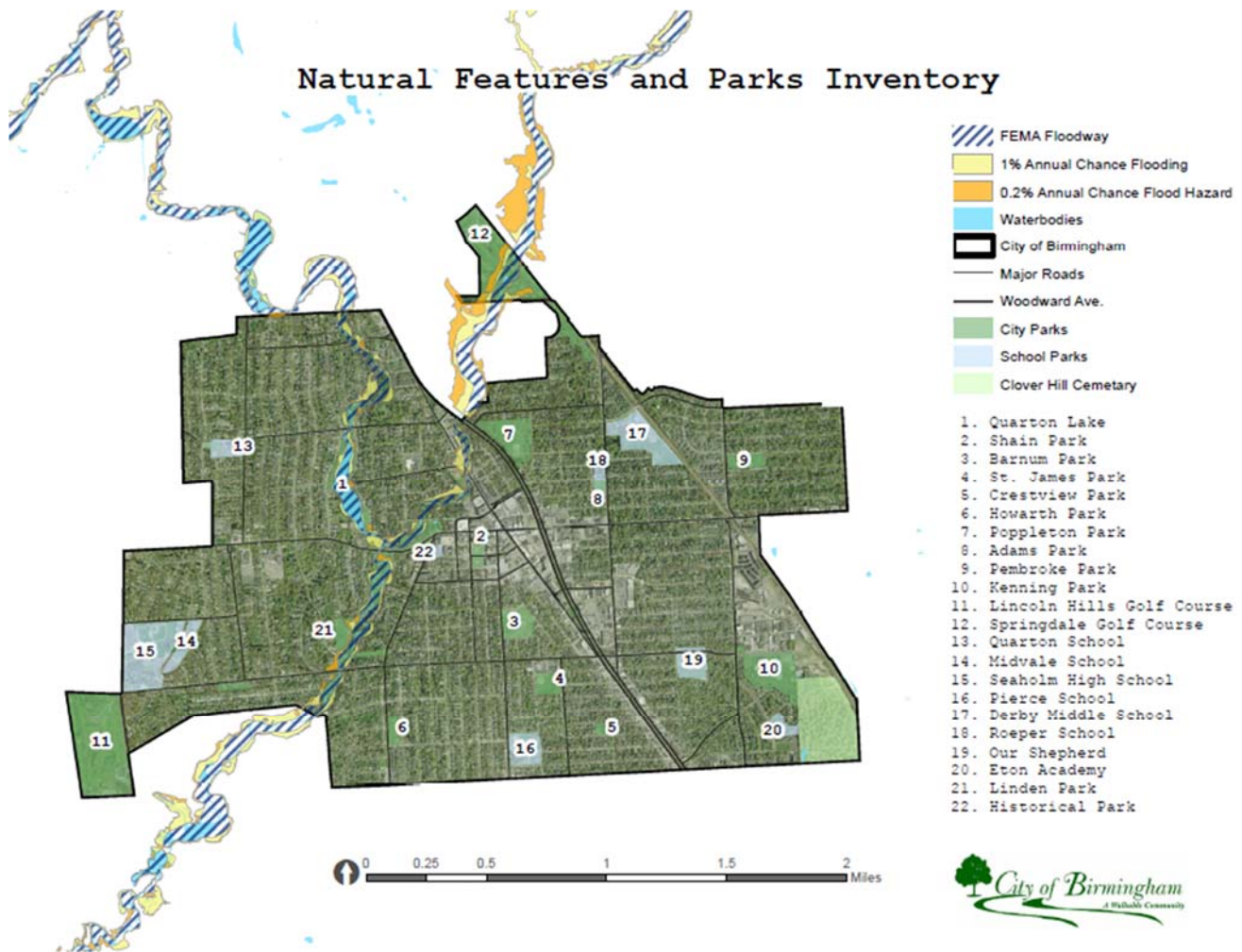
Similar to parks, open space is any open piece of land that is undeveloped (has no buildings or other built structures) and is accessible to the public. Open space can include:

- Green space
- Schoolyards
- Playgrounds
- Public seating areas
- Public plazas
- Vacant lots

The City has also maintained high standards in its open space creation and maintenance. In addition to ordinances, efforts to increase quality parks, trees and open space are outlined in various plans such as the recently adopted Parks and Recreation Master Plan and the Public Tree Management Plan.

Rouge River

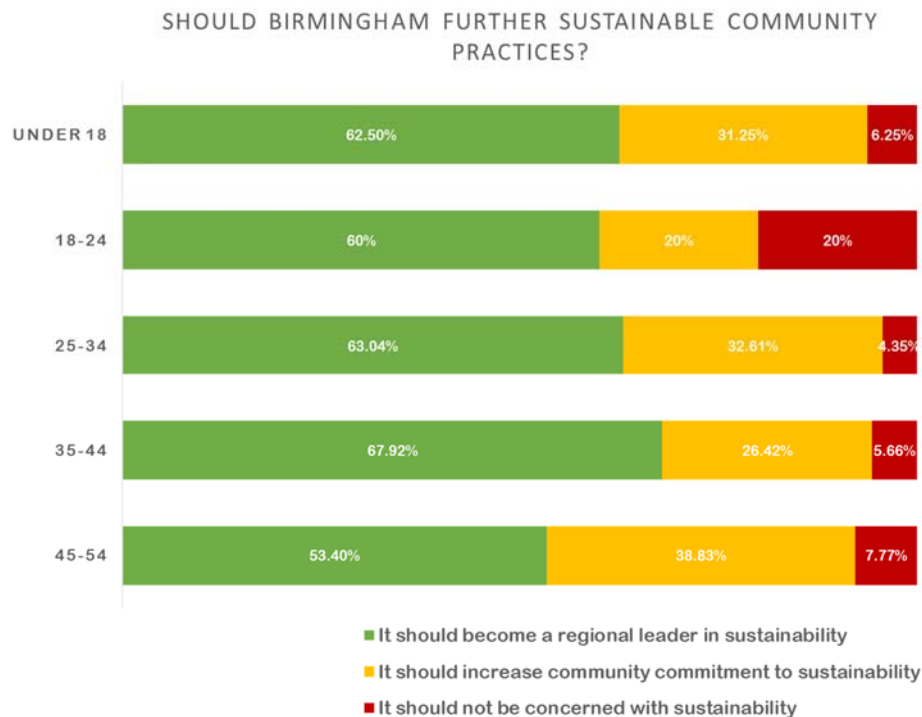
The Rouge River frontage has been recognized as an important walkway by the City and Oakland County since the 1920s, part of a planned but not fully executed regional park system. The park area is an asset to the City, including diverse wildlife habitats and ecosystems, including wooded uplands, prairies, and wetlands.



The Birmingham Plan 2040



Although currently still in draft form, the Birmingham Plan 2040 (“2040 Plan”) will be the overarching planning document in which the majority of this environmental planning strategy will be based. To reiterate, *the 2040 Plan is still yet to be refined in terms of a final set of recommendations*. However, the topics of sustainability and environmental planning have appeared to be non-controversial and widely supported thus far.



Within the recommendations of the current draft of the master plan are concepts and suggestions that directly relate to the six environmental planning concepts that are utilized in this strategy. This highlights the importance of extracting and expanding upon those ideas and placing them into an actionable strategy. Some examples of the recommendations are as follows:

Future City

- Improve park conditions and management to promote environmentally sustainable best practices.
- Develop and implement a reforestation master plan to restore the Rouge River ecosystem to its natural and sustainable conditions. Establish a phased enhancement timeframe to stabilize riverbanks, remove invasive species, reintroduce native groundcovers, wildflowers, understory and canopy tree species.

- Require adherence to LEED standards within the City’s mixed-use districts.
- Adopt an action plan to reduce environmental impacts of municipal operations.

Neighborhoods

- Locate streetside areas where stormwater can be cleaned through bioswales prior to entering the Rouge River.
- Infill missing street trees where needed in neighborhoods.
- Review and update site, building, and design codes to prevent increased rainwater runoff and other negative impacts from new house construction.
- Identify and implement preservation protection, such as a historic designation for landmark houses.
- Prevent healthy, mature trees from being removed due to new construction.
- Evaluate the current open space inventory and 2018 Parks Master Plan, and augment as needed to provide access and activities in or near each neighborhood.

Mixed-Use Districts

- Integrate the Birmingham Museum into the Rouge River trail and park system, including more connections and signage at Maple and Woodward with wayfinding along trails.
- Build a public square with a cafe and trees to block noise from Woodward, add seating, a kids play area, and other compelling civic features. [Haynes Square]
- Install enhanced streetscape and landscape improvements along Bowers, Haynes, and Webster. [Haynes Square]

To quote the 2040 Plan consultant team, “No planning effort in 2019 2021 can ignore sustainability, particularly in the face of obvious and accelerating changes. Beyond altruism, the City should also consider sustainability initiatives to retain Birmingham’s attractiveness with future generations.”

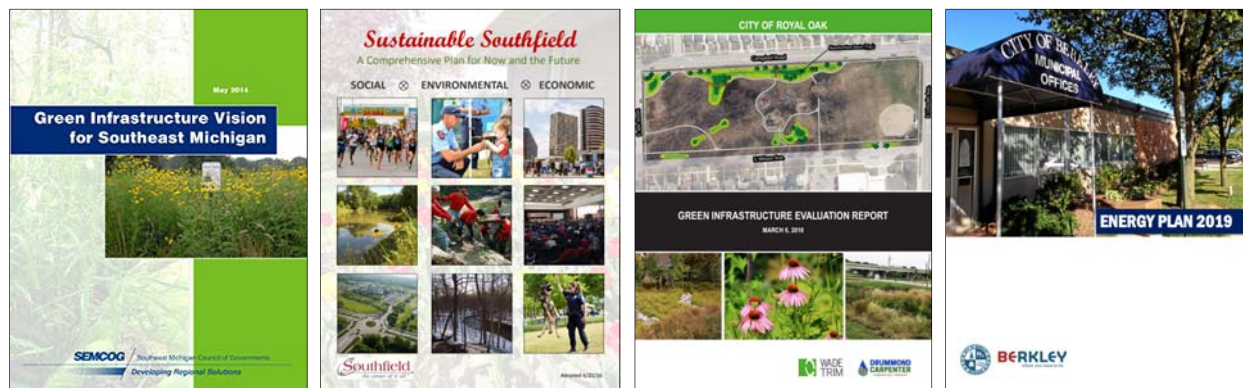


Birmingham Green - Purpose & Goals



Issues surrounding sustainability and the environment have risen to the top of national, state, regional and local government planning agendas. In Michigan, state departments such as EGLE (Environment, Great Lakes, and Energy), regional authorities such as SEMCOG (Southeast Michigan Council of Governments), Oakland County, and several localities have all committed to greening their approaches to planning and infrastructure. Although state, regional and county programs are limited to offering resources and support, local communities can offer insight and experience along with ideas on how to remain competitive in the region.

Many local cities in the region have adopted overall sustainability plans, with some also adopting other plans/programs/policies including climate action plans, alternative energy ordinances, historical preservation programs, and green infrastructure plans/policies to add to their commitment. The City of Birmingham has both led and followed sustainable practices in the region, although its efforts have been more *implicit* rather than *explicit*. Birmingham, however is in a prime position to engage in additional sustainability efforts that build upon what the City already does (and does well) while beginning to add to and diversify its repertoire.



Thus, the purpose of the Birmingham Green strategy is to compile and organize the City's various ad-hoc environmental planning efforts into a concentrated and ambitious plan for building Birmingham's resiliency and regional competitiveness. This strategy will be broken into six goals to be explored in the following sections:

Goal #1: Expand the use of green stormwater infrastructure and native plantings in public and private operations.

Goal #2: Increase the commitment to historical preservation through inclusion in master plans, enhanced public perception and marketing, and maintenance of existing resources.

Goal #3: Simplify and encourage the use of solar panels on residential and commercial buildings and increase use of solar technology on public property and buildings.

Goal #4: Expand LEED building design incentives to all commercial and mixed-use development.

Goal #5: Maintain a high level of commitment to City parks, trees, and open space and develop heightened sustainability practices within.

Goal #6: Establish a strong, no-nonsense commitment to the Rouge River through ordinance, city policy and representation.

Green Infrastructure & Native Plantings



- **Goal #1:** Expand the use of green stormwater infrastructure and native plantings in public and private operations.

Green stormwater infrastructure (GSI) has formed a new identity in City life and has historically been *relatively* underrepresented in Birmingham. Private development landscaping standards and general city operating procedure have accomplished a great deal in keeping Birmingham green and beautiful, but additional commitment to GSI could be a useful tool in providing a unique infrastructure service to many landscaping installations across public and private property.

What does Green Infrastructure Look Like?

The Environmental Protection Agency (EPA) defines green infrastructure as “a cost-effective, resilient approach to managing wet weather impacts [which] reduces and treats stormwater at its source while delivering environmental, social, and economic benefits.” Many types of GSI are easily adaptable to use in the City of Birmingham:



Native Plantings

In addition to GSI, native plantings can offer beauty and serenity to rival any exotic flora all the while staying low maintenance and less dependent on chemicals. They do not need artificial fertilizers, pesticides, or any synthetic product due to their native disposition and ability to tolerate the environment that they have been in for centuries. This not only provides a healthy place for people, it provides a healthy contributor to the climate, wildlife and our valuable water resources. Additionally, native plants are essential components to rain gardens, bioswales, and/or green roofs, which makes for increased functionality on top of their natural beauty.

There are many publicly available resources for understanding different Michigan native plants and their sun/water tolerance, approximate height, or maintenance:

- [Michigan State University Department of Entomology Regional Plant Lists](#)
- [Friends of the Rouge](#)
- [Audobon Native Plans Database](#)
- [SEMCOG Low Impact Development Manual for Michigan](#)
- [Wildflower Association of Michigan](#)

Strategies for GSI & Native Plantings

At this time, the Planning Division has identified four promising strategies in which the City can boost its GSI and native planting profile:

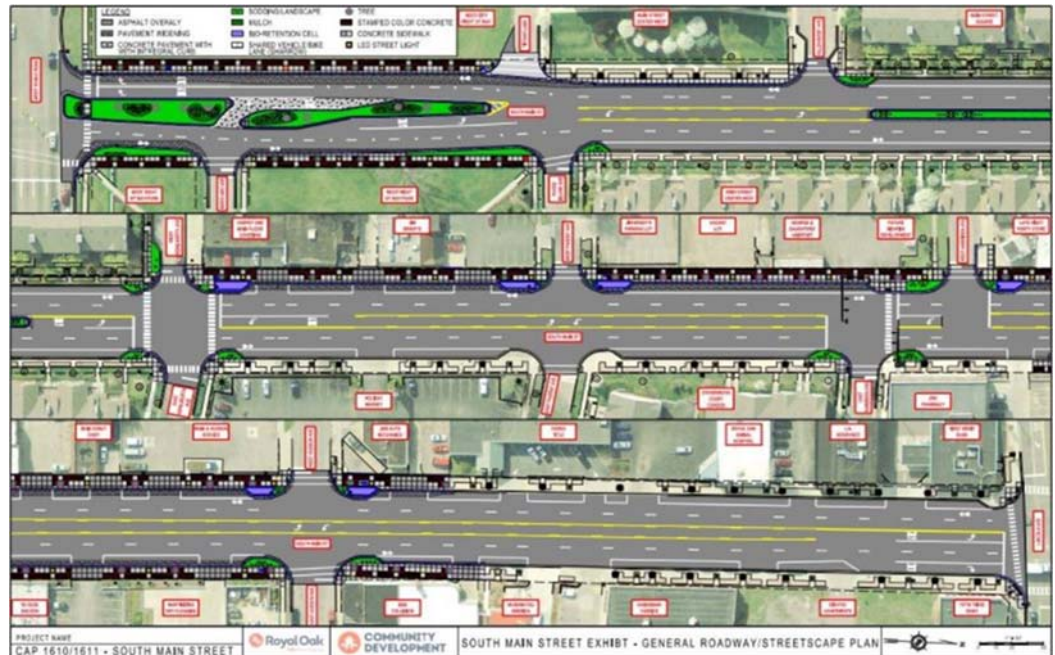


Strategy #1: Regularly utilize GSI and native plantings in all municipal infrastructure projects.

- To be able to extract as much benefit as possible from GSI and native plantings, it is important to make them a routine addition to municipal projects. Streetscape improvements, park improvements, public parking lots, and other city property are easy targets for GSI incorporation. This concept can be seen in several local examples:

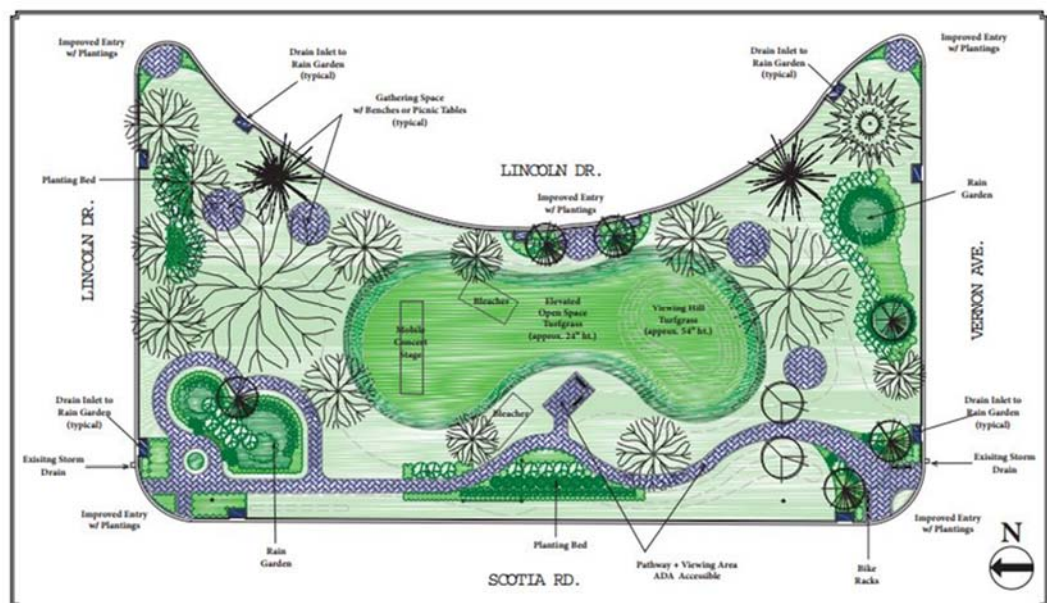
Royal Oak, MI – S. Main Street Project

In November of 2016, the City of Royal Oak wrapped up construction on the South Main Street project, a major upgrade to a prominent entryway for the City. The project goal was to enhance vehicular, bicyclist, and pedestrian travel and to provide Royal Oak a more aesthetic corridor into the downtown district. In doing so, the City came up with several strategies to reach their goal, one of which included adding decorative landscape and green infrastructure (bio-retention cells) at select intersections.



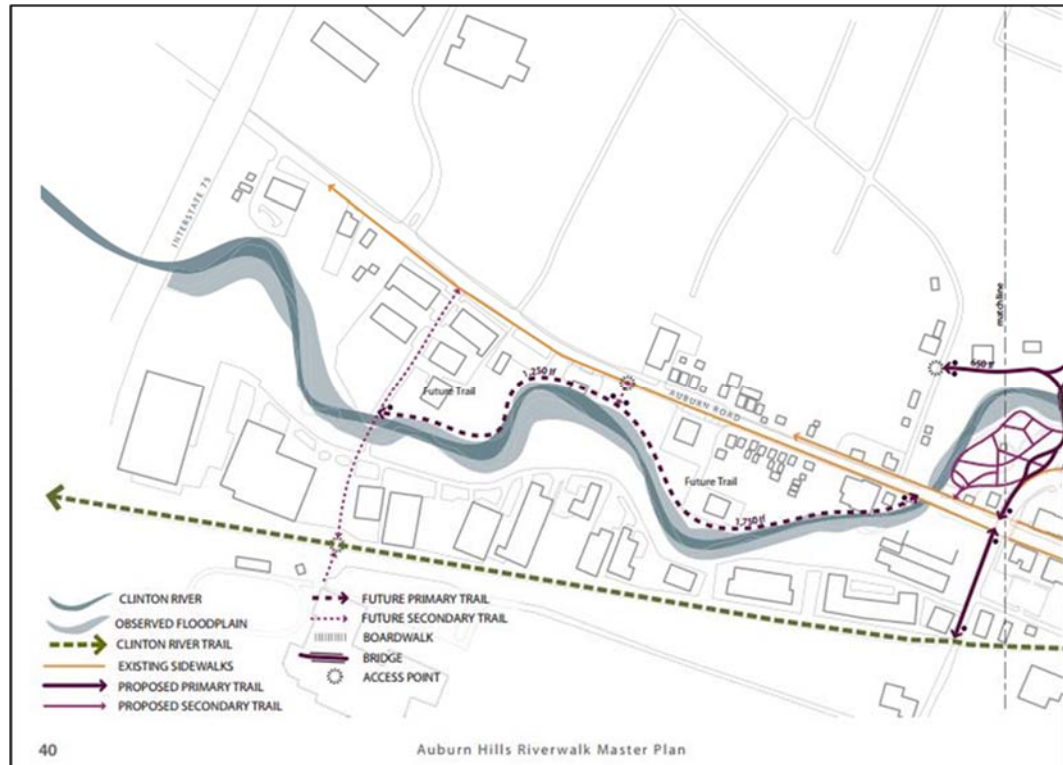
Huntington Woods, MI – Scotia Park Renovation

The City of Huntington Woods Parks & Recreation Plan outlines projects in the pipeline for maintaining and improving the city's park spaces. Included in the scope is Scotia Park, a small park enveloped by residential properties and surrounded by 4 streets. Although the overall goal of the parks & recreation plan is the improvement and maintenance of the City's parks, improvement goals differ from park to park. For Scotia Park, the City envisioned a gathering space for residents with seating and a small band shell for entertainment. The City also sought to improve storm water drainage by adding rain gardens to their park.



Auburn Hills, MI – Riverwalk Master Plan

As it is in Birmingham with the River Rouge, the City of Auburn Hills has a valuable asset in the Clinton River. The Auburn Hills Riverwalk Master Plan's vision was to enhance the Clinton River's attractiveness as a natural and recreational resource while protecting and improving riparian zones, water quality, as well as help to create and support an economy based on healthy natural resources, healthy people, and local businesses that encourage healthy living.



• **Opportunity in Birmingham**

As described in earlier sections, the City has capitalized on a few opportunities to include GSI and native plants in municipal projects such as the Parking Lot 6 Rehabilitation. However, there have also been some missed opportunities in projects such as the S. Old Woodward Reconstruction, Maple Rd. diet, and the Cranbrook Rd. Non-Motorized Improvement Plan.

Our highly urbanized and dense commercial areas where many municipal projects take place contribute to degraded water quality and waterbody conditions. Changes in land cover and the increased imperviousness of the urban environment have resulted in larger volumes of runoff traveling at faster velocities. Using green infrastructure for urban stormwater retrofits can reduce stormwater pollution while simultaneously reducing the burden and demand on existing infrastructure.



Strategy #2: Build an interactive demonstration rain garden at City Hall or Shain Park.

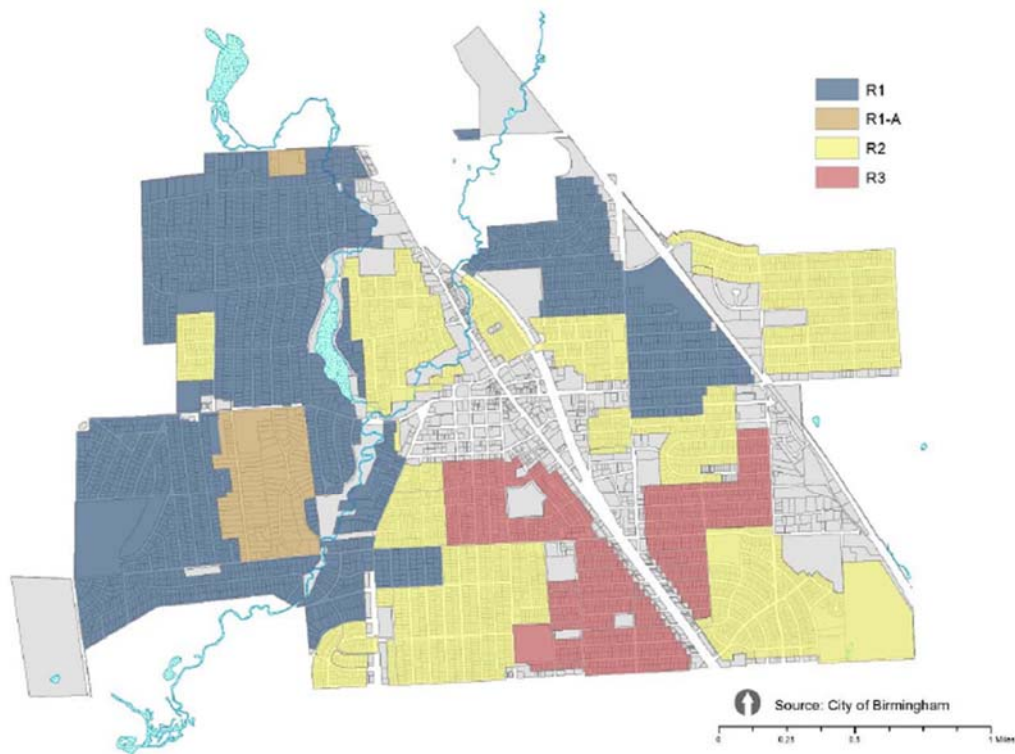
- To help attract attention and build public support for GSI, an effort must be undertaken to educate and inform the public of the function, purpose and expectations for a GSI and/or native planting project. In addition, future strategies (see below) that include private investment in GSI can be much more successful when coupled with widespread and reciprocal public commitment to such.

In selecting a location for a demonstration garden, City Hall and/or Shain Park are central and high-traffic locations with excellent public access. These gardens can include informational signage, walk through stepping-stones, and high visibility. Future strategies can include demonstration-type rain gardens in all public parks to further increase access to these education-based installations.



Strategy #3: Adopt a marketable, descriptive and succinct residential rain garden program to encourage Birmingham residents to install rain garden(s) on their property.

- Stormwater management is an increasing concern in urban communities. As infrastructure continues to age, and urban areas increase, new approaches to stormwater are needed. The City of Birmingham has 1,548 acres of land that is zoned single-family residential, which is a definitive majority land use in the City. Due to an increased focus on stormwater in the City that resulted in an amendment for the calculation of stormwater fees, and the subsequent stormwater credit opportunities that were created, it is imperative to build a program to capitalize on these improvements. A residential rain garden program in the City of Birmingham could have a big impact on the stormwater issues facing urban areas if made a focus; reducing pollutants, reducing the effects of the urban heat island effect, and starting the shift in stormwater governance from centralized to decentralized.



An excellent example of a residential rain garden program can be found in Royal Oak. As an extension of a larger green infrastructure and stormwater mitigation plan (Green Infrastructure Evaluation Report, 2018), Royal Oak developed a DIY Rain Garden Program for its residents to get them involved in improving water quality and drainage in their city. The program involves step-by-step design guidelines, maintenance guidelines and a suggested plant list.

Strategy #4: Update the Zoning Ordinance to encourage, incentivize or require GSI and native plantings.

- As public commitment to GSI and native plantings grow, so too should private investment in the same. This sort of public and private unification toward a common purpose is essential to the endgame of stormwater mitigation and resiliency. At this time, the City is engaged with Oakland County and the other 13 municipalities within the George W. Kuhn (GWK) drainage district for a project with the purpose of aligning stormwater management standards and supporting green infrastructure. The project is being funded by a SEMCOG multi-community planning grant for green infrastructure and can be broken into two components: (1) understanding local practice and concerns around stormwater and green infrastructure, needs for information and support, and (2) coordination with the

development of regional post-construction stormwater standards and stormwater funding mechanisms. The goals of the project are as follows:

- Reduce runoff volume – especially in combined sewer service areas
- Improve water quality
- Protect infrastructure and downstream properties
- Facilitate redevelopment (or at minimum, do not create a disadvantage for one community versus another)
- Enhance community quality of life
- Increase resilience and reduce urban heat island effects

A draft report based on the research and input was introduced in January of 2020. As the final report is nearing completion, the City of Birmingham has an opportunity to utilize the recommendations and timing of the report to update its Zoning Ordinance to improve the stormwater conditions on private property.

Historical Preservation



- **Goal #2:** Increase the commitment to historical preservation through inclusion in master plans, enhanced public perception and marketing, and maintenance of existing resources.

Often excluded in discussions regarding sustainability is the topic of historical preservation. Aside from protecting the character, architecture and neighborhood structure of Birmingham's past, historical preservation can significantly reduce a city's carbon footprint and drastically reduce the amount of construction waste that is sent to landfills each year. The City of Birmingham has two public boards dedicated to historical preservation in the City with essential support provided by the City Commission and Chapter 127 of the Code of Ordinances. The City is also a Certified Local Government, which qualifies the City for several grants, technical support, and education from the State Historic Preservation Office.

The purpose of Chapter 127 (Historic Districts) of the City Code of Ordinances, and subsequently the Historic District Commission/Historic District Study Committee, is to

1. Safeguard the heritage of the City by preserving districts that reflect elements of its history, architecture, archaeology, engineering, or culture;
2. Stabilize and improve property values in each district and surrounding areas;
3. Foster civic beauty;
4. Strengthen the local economy; and
5. Promote the use of historic districts for the education, pleasure, and welfare of the citizens of the City and of the State.



City data from 2018 shows that there are roughly 9,575 residential, commercial and public principal structures (excluding accessory structures) in Birmingham. Over the last six years, 563 structures have been demolished in favor of new construction for an average of 94 structures per year.

Year	2015	2016	2017	2018	2019	2020	Total:
Demolitions	128	87	101	113	75	59	563

This scale of demolition directly contradicts the purpose and intent of the Historic District Ordinance, and demolition and its various effects have been heavily emphasized in the public input sessions and first draft of the 2040 Plan. It is difficult to quantify the character, architecture and neighborhood structure that has been lost due to demolition, but the qualitative effects are well known.

Strategies for Historical Preservation

At this time, the Planning Division has identified four strategies in which the City can further support historical preservation and reduce the detrimental environmental effects of the removal of historic structures:

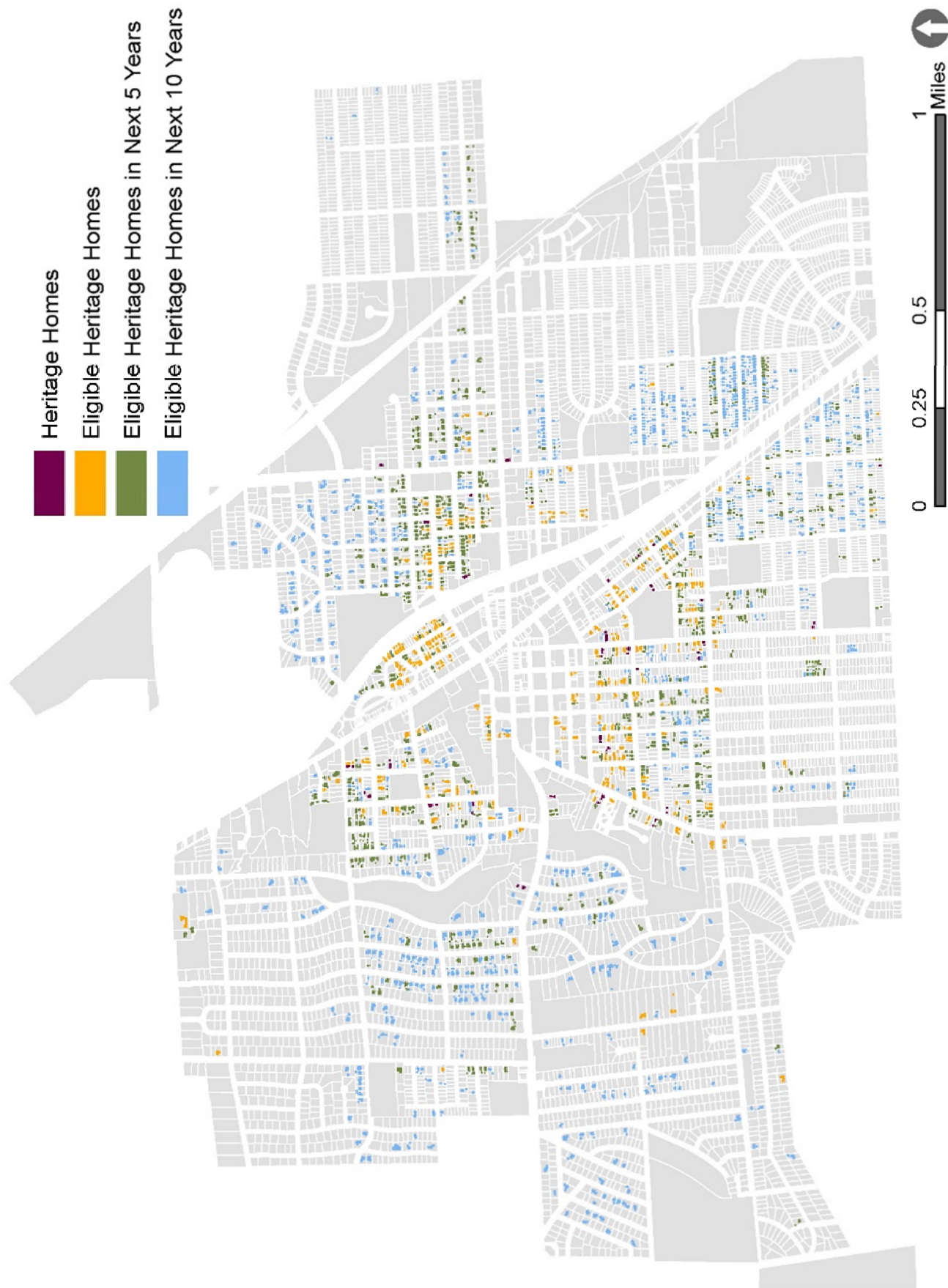


Strategy #1: Restore and support the Heritage Home program.

- The Heritage Home Program in the City of Birmingham was introduced around 2012 for the purpose of recognizing homes constructed 100 years or more in the past with a commemorative plaque and certificate that certified a home as a Heritage Home. These "Heritage Homes" exemplified the historic development of Birmingham and the building techniques, materials and craftsmanship that are no longer available or widely used. Since the inception of the program, the City has ordered and installed several plaques throughout the City. Plaques were generally made available upon request from the homeowner without a formal application process, therefore there is little information available to the City as to the program and its participants.

A complete list of heritage homes was made in 2012, but it is uncertain as to whether or not a list was maintained as time moved forward. Due to this, the City has little information on the status of the original Heritage Home program and any information on new homes that have come into the program. A GIS analysis was performed to help ascertain where the certified Heritage Homes are, or were, located, and to determine how many homes have the potential to become Heritage Homes in the near future. A summary of the findings are presented below:

Certified Heritage Homes	51
Eligible Heritage Homes	439
Eligible Heritage Homes in Next 5 yrs.	973
Eligible Heritage Homes in Next 10 yrs.	1,756



Although the Heritage Home program is not a protection program and contains no mechanisms to prevent demolitions, the intent is to build appreciation for the City's historic structures and boost public support for general historic preservation activities within the City. A renewed and revamped Heritage Home program could include:

- A formal application for the Heritage Home certification program
- Plaques & certificates
- Survey of existing certified Heritage Homes
- Survey of eligible homes in the near future
- Marketing and information pamphlets for the program
- Public review process



Strategy #2: Preserve 30 buildings by 2030 through local historic designation.

- There are 75 locally designated historic resources in the City. The data above suggests that there are potentially hundreds of valuable historic buildings and several districts that may be considered for local designation, where appropriate. According to the National Trust for Historic Preservation, local historic districts can have several advantages:
 1. Local districts protect the investments of owners and residents of historic properties.
 2. Properties within local historic districts appreciate at rates greater than the local market overall as well as faster than similar, non-designated neighborhoods.
 3. Local districts encourage better quality design.
 4. Local districts help the environment.
 5. Local districts are energy-efficient.
 6. Historic districts are a vehicle for education.
 7. Historic districts can positively impact the local economy through tourism.
 8. Protecting local historic districts can enhance business recruitment potential.
 9. Local districts provide social and psychological benefits.
 10. Local districts give communities a voice in their future.

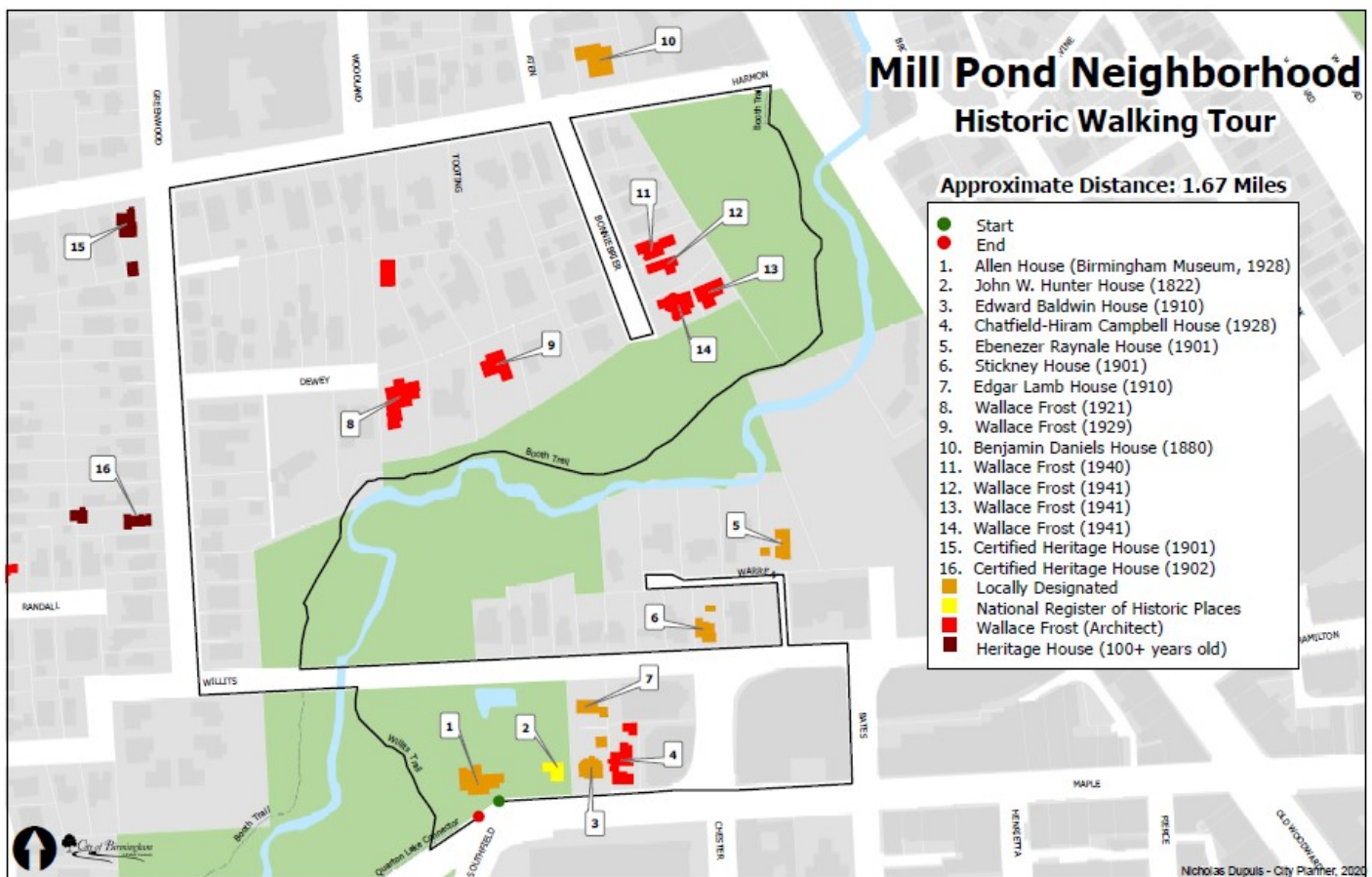
The process for local designation is clearly outlined in Chapter 127 of the Code of Ordinances. To pursue historic designation for 30 buildings by 2030 ("30 by 2030"), the City and its historic review boards must: (1) formulate a proactive survey and designation plan to identify eligible structures and/or districts, (2) adopt a comprehensive set of historic design guidelines to maintain existing and future stock, and (3) adopt a marketing program to foster positive public perceptions regarding historical preservation.

Strategy #3: Adopt a consistent and thorough marketing program for historical preservation in Birmingham.

- When it comes to historic preservation, the amount of information, misinformation, challenges, and intricacies involved can quickly develop into negative perceptions of historical preservation. As is well known by the City, public support for preservation is essential to furthering any preservation agenda that is proposed.

To avoid negative perceptions towards historical preservation in Birmingham, the City must work together to build a case for support and compete for attention in the age of information. This marketing program will put overarching preservation concepts into the context of Birmingham and clarify the effect that historic preservation has on economic growth and property values – two common issues that arise during Historic District Commission procedures.

The City has numerous tools available to leverage including existing social media accounts such as Facebook and Instagram, city newsletters & website, the Birmingham Museum & Greenwood Cemetery, and a growing activity-based program that includes historic walking tours and photography competitions.



Strategy #4: Nominate Birmingham's Civic Center to the National Register of Historic Places.

- City Hall, Shain Park and the Baldwin Public Library make up Birmingham's Civic Center and have been an integral part of city life from the time it was constructed in the late 1920's and early 1930's. The Civic Center has served as a combination of a functional government space and a high quality downtown public gathering area for over 90 years, and has remained relatively unchanged.

The valuable history of this space is undeniable. Often discussed as a vestige of the City Beautiful movement, the architecture and persons associated with the property and other important history appear to meet the criteria for national register evaluation.

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources. Listing in the National Register is the first step towards eligibility for National Park Service-administered federal preservation tax credits that have leveraged more than \$45 billion in private investment and National Park Service grant programs like Save America's Treasures and Preserve America.

Nomination to the National Register of Historic Places is not a protective designation. In general, the autonomy of the property is not affected by a National Register nomination. City Hall, Shain Park, and the Baldwin Public Library are already locally designated historic resources in the Shain Park Historic District – a designation that requires review for all modifications by the Historic District Commission. With lack of additional restrictions, coupled with the John W. Hunter House (and hopefully soon, the Allen House) listing on the National Register, the City can raise its profile and historical significance through nomination to the National Register of Historic Places.



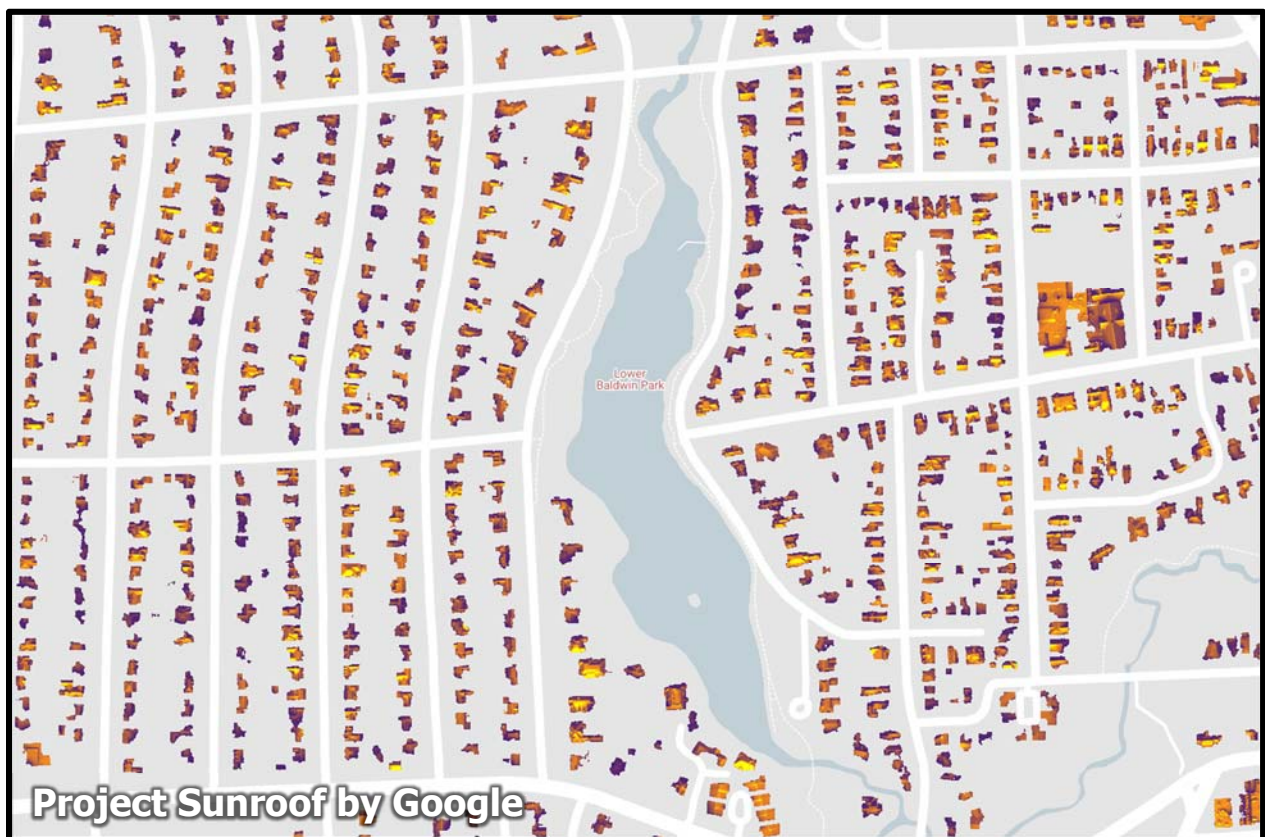
Solar Energy



- **Goal #3:** Simplify and encourage the use of solar panels on residential and commercial buildings and increase use of solar on public property and buildings.

Since 2009, the City of Birmingham has provided a pathway for residents and business to install solar arrays to supply themselves with a renewable energy source that provides a return on investment, increased property values, and less dependence on the grid and existing infrastructure. Additionally, as solar technology has evolved, solar panels have become stylistically much slimmer and more attractive on the roof, and can often blend in with the existing design of a building.

As the Zoning Ordinance currently reads, roof-mounted solar electric systems are permitted in all zoning districts, with any proposals for front, street-oriented systems required to come before the Planning Board or Historic District Commission for a Design Review.



Strategies for Solar Energy

The Planning Division has identified two simple strategies for promoting, encouraging, and simplifying the use of solar panels on residential, commercial and public buildings:

Strategy #1: Update the Zoning Ordinance to remove barriers and encourage solar panels on residential and commercial buildings.

- Updated language regarding solar panels should involve eliminating the Design Review Requirement for *non-historic homes only*. In addition, it will be important to address and update the entire section of the ordinance to remove barriers to the use of alternative energy solutions and encourage viable sustainability efforts. The updates must also define requirements for new and emerging technologies such as solar shingles and solar energy storage (batteries), as well as address different options that were not included in the original language, such as ground-mounted solar electric systems.

Strategy #2: Increase the use of solar panels on public properties and buildings.

- The City owns roughly 298 acres (0.47 square miles) of land in the City. Although the use of solar panels on public buildings such as City Hall and the Baldwin Public Library are limited, the Department of Public Services building, Chesterfield Fire Station, Adams Fire Station, golf course clubhouses, and parking structures are all primed to utilize roof-mounted solar panels. In addition to public buildings, ground-mounted solar panels are also a feasible solution to the challenge of introducing power to public parks for lighting, signage, or other needs.

The use of solar energy on public properties and buildings is not only important in terms of renewable energy and reduced spending on electricity, it also allows Birmingham to lead by example and potentially boost the local solar market.



LEED Building Design



- **Goal #4:** Expand LEED building design incentives to all commercial and mixed-use development.

Development in Birmingham's commercial districts is strong and ongoing. Buildings and their site design contribute to the quality and activity along streets, affecting walkability and the success of commercial areas. Building design and business practices also contribute to the City's local and regional environmental impact.

According to the United States Green Building Council (USGBC), the benefits of green buildings can be categorized into three arguments:

- Green buildings are profitable, cost effective and good for the economy
- Commitment to green building prioritizes people's health and well-being
- Green buildings can be an environmental solution



LEED Certified Buildings in Birmingham

PNC Bank (34901 Woodward)
Greenleaf Building (In Progress, 34977 Woodward)
735 Forest Building (In Progress, 735 Forest)
AAA Birmingham (34802 Woodward)
Seltzer Residence (1500 Lakeside Drive)

Strategies for LEED Building Design

The City can benefit greatly from a single strategy in regards to LEED building design:

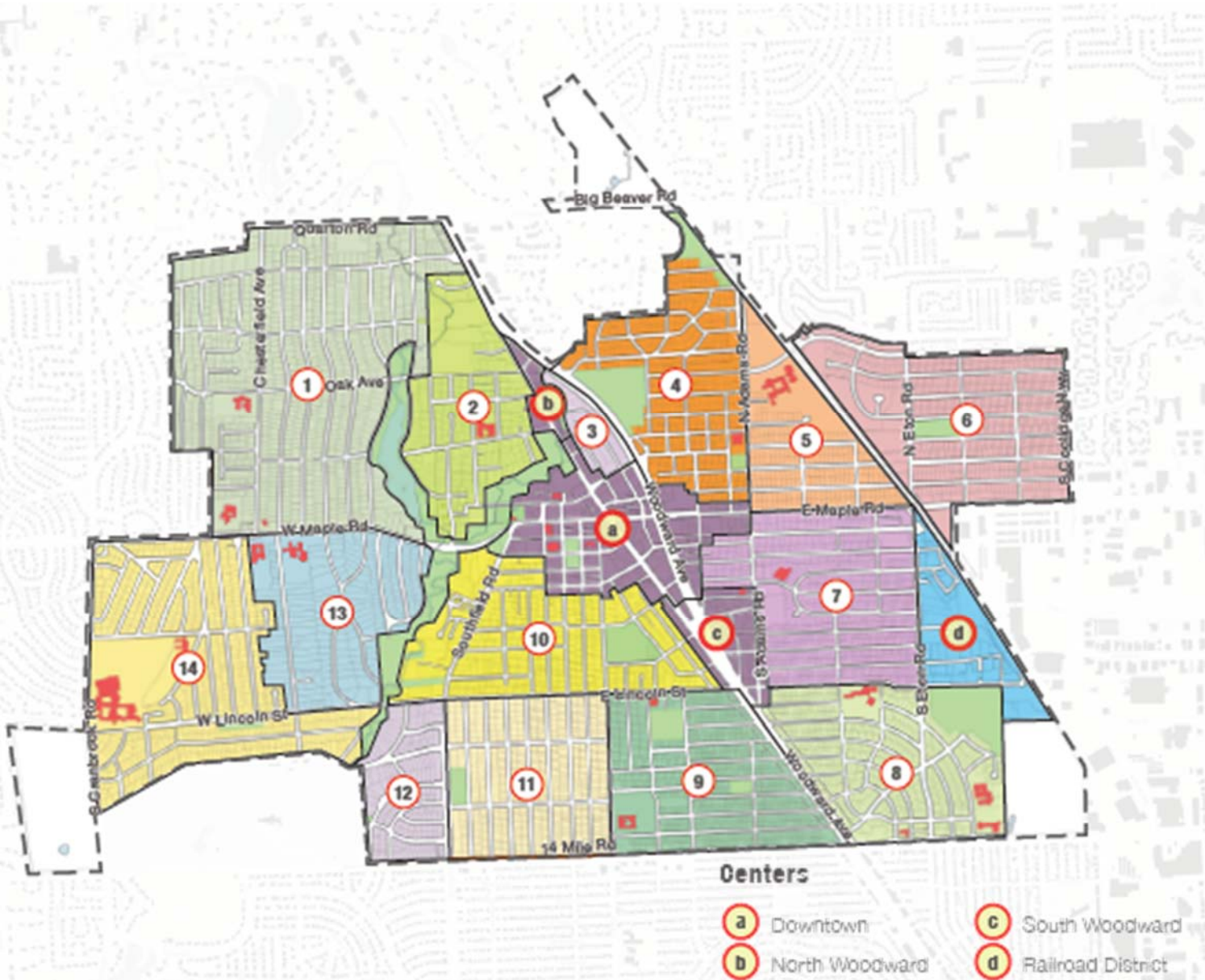


Strategy #1: Expand LEED building design incentives into all commercial and mixed-use development.

- Although this strategy is self-explanatory, there are some important aspects to an incentive-based LEED building design program that should be considered. At a recent Final Site Plan review at the Planning Board, it was stated that it is difficult for the City to follow up with properties in the Triangle District in regards to development incentives including LEED building design and their completion. This strategy must include mechanisms for oversight and adherence to the requirements of the incentive.

The first draft of the Birmingham 2040 Plan suggests that the City's commercial and mixed-use districts could be broken up into four centers: Downtown, North Woodward, South Woodward and the Railroad District. Upon the adoption of a

final version of the 2040 Plan, the City may tailor the relevant sections of the Zoning Ordinance towards LEED building incentives in the 4 centers and the requirements for receiving such an incentive.



Parks, Trees and Open Space



- **Goal #5:** Maintain a high commitment to City parks, trees, and open space and develop heightened sustainability practices within.

Aside from being a strong piece of the City's natural infrastructure, parks are a valuable place to recreate, congregate and reflect. The American Planning Association views access to public parks as a right, not a privilege and believes that all people, regardless of income level, ethnicity, gender, ability, or age, should have equal access to public parks. In Birmingham, the park system is accessible to 83% of the properties within a ¼ mile of a park and 99% of the properties within a ½ mile of a park. The commitment to high-caliber public space and the quantitative environmental and health benefits that stem from their accessibility are paramount to the success of Birmingham moving well into the future.

Now more than ever parks, trees and open space are a vital component of healthy, livable, and sustainable communities. These assets help define a sense of place and well-being where people live, work, play, and learn. Greenspace and large urban trees are excellent filters for urban pollutants and fine particulates, can improve building function by reducing air conditioning needs by 30% and energy used for heating by 20–50%, provide habitat, food and protection to plants and animals, and according to the U.S. Forestry Service, can boost health and social cohesion.

Strategies for Parks, Trees and Open Space

Fortunately, much of the strategy for providing high caliber park and open space with an ongoing commitment to maintaining a diverse stock of mature trees is to continue the status quo. Specifically, in the spirit of building our natural inventory into an even greater contributor to urban environmental issues, the Planning Division offers the following strategy:

Strategy #1: Continue to implement the recommendations of the Parks and Recreation Master Plan and Public Tree Management Plan with an emphasis on sustainable practices.

- Goal #6 of the Parks and Recreation Master Plan (PRMP) exemplifies the purpose of the Birmingham Green strategy. Within this goal are recommendations to eliminate or reduce pesticides and chemicals, utilize native plantings, and promote education of the environment and natural space. This strategy closely aligns with the ideas presented above in the green stormwater infrastructure and native plantings section above.

There are additional sustainable practices that were not explicitly stated in the PRMP that should be discussed when it comes to our parks. The following takes into account the more recent recommendations in the first draft of the Birmingham 2040 Plan such as a café in Booth Park, splash pads, and paved walkways:

- Energy-efficient buildings
- Long-lasting materials
- Organic mulch, fertilizers and compost
- Storm water capturing
- On-site composting
- Permeable pavements

Moving forward in implementing the PRMP and Public Tree Management Plan, the City should engage with the authors of the PRMP and produce an update or addendum to the PRMP taking into account the recommendations in the adopted version of the Birmingham 2040 Plan.



The Rouge River



- **Goal #6:** Establish a strong, no-nonsense commitment to the Rouge River through ordinance, city policy and representation.

Birmingham's 2.5 mile long segment of the Rouge River occupies a unique place in southeast Michigan's geography. As most of the Rouge River south of Birmingham has been piped and paved over, the City enjoys a one-of-a-kind natural resource that has been central to the City's park system since the early 1920's.

The Birmingham 2040 Plan's first draft has elegantly highlighted the Rouge River's importance through a comprehensive set of recommendations aimed at expanding access to the Rouge and its adjacent natural land while also restoring its natural ecology. Several of the recommendations are particularly important to the Birmingham Green strategy:

1. Retain environmental scientists to inventory and analyze the Rouge corridor's wildlife, ecology, natural systems, and pollution sources.
2. Develop and implement a reforestation master plan to restore the Rouge River ecosystem to its natural and sustainable conditions. Establish a phased enhancement timeframe to stabilize riverbanks, remove invasive species, reintroduce native groundcovers, wildflowers, understory and canopy tree species.
3. Identify and mitigate potential pollution or chemical sources, including the existing Springdale snow storage dumping area.
4. Purchase or secure easements of additional key properties to expand the park area and improve its walkability, for complete ecological restoration, and universal accessibility.
5. Provide funding for city staff and resources to permanently preserve and manage the Rouge ecosystem.
6. Implement an overlay building and zoning policy to ensure that private property construction, fencing, landscaping, lighting, etc., are compatible with the park's ecology, its restoration master plan, and overall public welfare.



Strategies for the Rouge River

In an effort not to replicate the potential recommendations in the first draft of the Birmingham 2040 Plan, the following two strategies are intended to emphasize and expand upon the ideas proposed:

Strategy #1: Adopt a Rouge River master plan.

- Birmingham has an accomplished record when it comes to high quality master planning. A Rouge River master plan will build upon the concepts suggested in the 2040 Plan and PRMP and should provide more direct, actionable steps for the restoration and protection of the Rouge, and subsequently the Rouge Watershed. In the meantime, however, the City should increase its scrutiny of developments adjacent to the Rouge such as the recently finished Brookside and Pearl building. Moreover, public project proposals should also be designed with Rouge protection as the centerpiece.

Strategy #2: Establish a Rouge River Advisory Committee to oversee all public and private activity adjacent to the Rouge River.

- Cities often appoint citizen boards, commissions, task forces, and committees to advise their legislative bodies on a wide range of policy issues. The use of boards and commissions may provide advantages, such as providing an in-depth examination of issues or a communication channel between elected officials and the community, bringing a broad range of ideas and expertise to public decision-making, and assisting in the resolution of conflicts.

The committee should be a permanent fixture in Birmingham's legislative process as opposed to a temporary ad-hoc group, which ends up being more of a reactive body where proactivity is required. This body would also have the advantage of working under the guidance of the aforementioned Rouge River master plan, and would be comprised of knowledgeable and diverse members, which may include:

- Landscape Architect
- Representative from the Friends of the Rouge
- Ecologist
- Developer
- Concerned Citizens
- Engineer

Conclusion



In essence, the City has a substantial environmental planning and sustainability base that can readily be built upon. There is policy in place, and there are plans adopted that support the ideas and action items presented above. The City is well on par with the region in terms of its present commitment to sustainability, but an opportunity exists to show increased commitment to such, perhaps becoming a regional leader, by moving forward with the concepts put forth in this next step of the environmental planning strategy.

Also essential to this strategy is the support of the City Commission. When presented with a general outline of this strategy at long range planning in 2020, the Commission showed their support for the topics presented, which corroborates a long history of positive and reliable actions from City leadership.

Birmingham Green Newsletters

Realizing the support that the City Commission and general public have for sustainability, the Planning Division began a regular newsletter column called “Birmingham Green” as a means to candidly discuss environmental and sustainability topics in the context of Birmingham. These newsletters highlight range from overarching sustainability themes and current events to specific green projects that are observed in the City:

January Birmingham Plan 2040 – 1 st Draft	February Recycling Contamination	March Native Plantings	April Composting
May National Historic Preservation Month	June Solar Panels	July Photography Contest	August Littering
September Urban Tree Canopy	October Energy Efficiency in Historic Homes	November Fall Leaves	December Senate Bill 54 (Historic Tax Credits)

The Planning Division plans to continue this newsletter column, which will help build a strong information base and further strengthen community support for sustainability.

Birmingham Retail Attraction Plan



5A

Birmingham Shopping District

Current Situation:

- 96% Retail Occupancy Rates
- 88% Office Occupancy Rates
- COVID-19 health measures and regulations still in place
- Jan – Jun 2021 will be tough time for businesses



Somerset

COVID-19

Detroit

Changing retail landscape



Capitalize on our open-air advantage to optimize our portfolio, deliver tenant supportive programming, and create a distinctive customer experience

Attract

- Develop a deliberate process for selecting and recruiting a tailored portfolio of prospective national/regional tenants
- Cultivate an environment that is conducive to local new business growth
- Build productive relationships with landlords and brokers

Retain

- Promote guest engagement with our tenants (e.g., social, ecommerce, CRM, analytics)
- Help with COVID-19 relief
- Connect businesses to available resources (e.g., Oakland County, SBDC, etc.)

Sense of Place

- Utilize all channels (print, social, etc.) to activate a positive emotional bond with the BSD
- Expand event programming and campaigns, activate physical assets, and focus on a more conscious curation of the BSD's atmosphere
- Successfully meet shoppers needs as a regional shopping destination, where daily trips are woven into the community



THE FINEST GOODS
for
LADIES, GENTS &
LITTLE ONES

Thank you!



MEMORANDUM

Fire Department

DATE: January 6, 2021

TO: Thomas M. Markus, City Manager

FROM: Paul A. Wells, Fire Chief

SUBJECT: Long Range Planning - ISO update

The Birmingham Fire Department is evaluated every 5 years for its effectiveness in fire protection. This evaluation is completed by the Insurance Services Office (ISO). In 2018 the Fire Department was evaluated by ISO and was awarded a rating of 3 which it has held for the past 12 years. The evaluation is based off of four main categories: Emergency Communications, Fire Department, Water Supply, and Community Risk Reduction.

Since our evaluation in 2018, it has been the goal of the Fire Department to make improvements to each category. Once the goals are met, the department can request to be reevaluated. The Fire Department's goal is to have a rating of 2 (or better) in 2023. Listed below are the four areas that are evaluated and the respective improvement plans for each category.

Emergency Communications: A review of the Emergency Communications accounts for 10% of the total classification. This section is weighted at 10 points. The Fire Department is now using computer-aided dispatch (CAD). This system is managed by Oakland County Dispatch and the information is entered by Birmingham Police Dispatch. In 2018, the Fire Department started using an app that receives information about incident locations and sends details to emergency vehicle tablets. Fire Department officers are able to see the quickest route to a fire scene. While responding, fire officers can also pull up a satellite view of the location and determine what size occupancy they are responding to. Fire hydrant locations and hazards associated with the property may also be viewed.

Fire Department: A review of the Fire Department accounts for 50% of the total classification. The fire department section is weighted at 50 points. The department is evaluated on station locations, training hours, participation in training, equipment, staffing, maintenance of equipment, and automatic fire aid agreements. Over the past two years the department has addressed these areas in several ways. Equipment maintenance and tracking is now done through an app on each of the emergency vehicle tablets. The vehicle fleet checks are tracked for efficiency and for any needed apparatus repairs. The training officer for the department is using an online training program that tracks each firefighter's training record. If a firefighter misses a training, an assignment can be issued so that each firefighter maintains 100% participation. The current training provided by the department includes areas that are required by ISO. Staffing increased following the City's purchase of a new Rescue in 2020. This new Rescue (Rescue 2) is positioned and staffed at Station 2 and mirrors Rescue 1 (purchased in 2019) which is positioned and staffed

at Station 1. Additionally, to help our overall score, the City has recently signed an automatic fire aid agreement with Bloomfield Township.

Water Supply: A review of the Water Supply system accounts for 40% of the total classification. The water supply system is weighted at 40 points. ISO reviews the distribution of water in each community. The Fire Department, starting in 2021, will pressure test and exercise one-fourth of all hydrants, along with flow testing 20 hydrants strategically placed throughout the City. Whenever a new water main is installed in the City, the Fire Department will flow test the new updated hydrants. Working with our Engineering Department, we have shared the data where the water system needs to be improved in order to fit the suppression needs of the department.

Community Risk Reduction: The Community Risk Reduction section of the FSRS offers a maximum of 5.5 points, resulting in 105.5 total points available in the FSRS. The inclusion of this section for "extra points" allows recognition for those communities that employ effective fire prevention practices, without unduly affecting those who have not yet adopted such measures. The addition of Community Risk Reduction gives incentives to those communities who strive proactively to reduce fire severity through a structured program of fire prevention activities. The areas of community risk reduction evaluated in this section include: fire prevention, fire safety education, and fire investigation. Since 2019, the department added three additional shift fire inspectors. These positions have focused on risk reduction of buildings by creating pre-incident plans. This planning will aid in identifying which areas of the community are at higher risk for fires and formulate the best response to deal with these hazards. The department has also started a home inspection fire safety program. Firefighters, at the request of residents, will provide a safety inspection to their residence. If smoke or CO detectors are needed, they will be provided and installed for those residents that are in need of financial support.

BIRMINGHAM FIRE DEPARTMENT

LONG RANGE PLANNING

ISO UPDATE



Birmingham ISO Rating: 3

- Insurance Services Office (ISO) uses a manual called the Fire Suppression Rating Schedule (FSRS) to determine a community's fire protection abilities called a Public Protection Classification (PPC)



ISO

- The FSRS list a number of items, such as facilities and practices, that a community should have to fight fires effectively
- The FSRS looks at 4 areas for grading:
 - **Emergency Communications**
 - **Fire Department**
 - **Water Supply**
 - **Community Risk Reduction**
- The lower a score means the better a department is prepared to respond to fires. Insurance rates in the community could also be reduced depending on providers, residential, commercial, property value, etc.

FSRS Improvements

- **Emergency Communications**
 - **Total credit available: 10**
 - **Earned credit: 8.55**
 - Tablets on the fire trucks have computer aided dispatch sent from police dispatch
 - Fire officers, while responding to a emergency call, can pull satellite views and fire prevention data from the tablets
 - Dispatch time verification (Rapid Recall)

FSRS Improvements (cont.)

- **Fire Department**
 - **Total credit available: 50**
 - **Earned credit: 31.69**
 - Improved training and record keeping
 - Increased participation in training
 - Increased staffing for medical calls and fire protection; Rescue 2 at Station 2
 - Automatic Aid agreement with Bloomfield Township

FSRS Improvements (cont.)

- **Water Supply**
 - **Total credit available: 40**
 - **Earned credit: 33.41**
 - Flow test 20 hydrants around the City annually
 - Exercise $\frac{1}{4}$ of all hydrants annually per NPFA
 - Working with Engineering to replace outdated water main



FSRS Improvements (cont.)

- **Community Risk Reduction**
 - **Total credit available: 5.50**
 - **Earned credit: 4.07**
 - Increase fire safety education through attending block parties, fire department open house, and home CO/smoke detector checks
 - Added 3 additional shift fire inspectors for pre-incident planning and inspections

Conclusion

- ISO will be back to re-evaluate in the spring of 2022
- The Department's goal is to be awarded a rating of **2** (or better) when the next evaluation occurs
- Questions?





MEMORANDUM

Police Department

DATE: January 8, 2021
TO: Tom M. Markus, City Manager
FROM: Mark Clemence, City Manager
SUBJECT: Long Range Planning Topics 2021

Mental Health Co-Responder Response Program

Over the course of the last year, there has been a great deal of national, state and local conversation around the efficacy of policing, especially law enforcement's response to reported non-criminal calls for service involving persons experiencing some type of crisis. Over time, resources for people in crisis at all levels of government have been reduced, leaving individuals in crisis without needed assistance, care or treatment. As a result, many persons in crisis, as well as concerned members of the public, now rely on law enforcement to intervene and address the issue. Between October 2019 and October 2020, our police department saw an increase of 37% in calls for service involving persons experiencing a mental health crisis.

Mental illness, drug abuse and addiction, seniors without support structures or suffering from dementia, juvenile behavioral issues and other "service" related calls are all examples of calls addressed by officers dealing with people in crisis. However, sufficient follow-up and the provision of services to solve or assist with these issues by the police is lacking. These community concerns can be more effectively addressed if law enforcement officers collaborate with social service professionals to provide proper follow-up and assistance. Not only do these social service professionals have an in-depth understanding and experience coping with various social and medical circumstances, but they also have the connections in the mental health/social work environment to address directly, with familiarity and expertise, what services are available to citizens in terms of service options and proper mechanisms for obtaining pre-existing services.

A collaborative mental health co-responder response program is the primary long-range planning project for the police department. It is expected to be a two-year long project. The plan moving forward is to do the following:

1. Research mental health and other "service" related calls. Research other current social services/law enforcement partnership models/programs.

2. Collaborate with two other communities, Bloomfield Township and Auburn Hills, in an interlocal agreement to operate a joint "Mental Health Co-Responder Program" by partnering with Oakland County Mental Health to provide a full time social worker to be exclusively assigned to the communities of Birmingham, Bloomfield Twp. and Auburn Hills. The social worker will be an employee of Oakland County Mental Health.
3. That a "pilot" mental health co-responder program be funded by a state or federal grant for one year. All three police agencies will work in concert with Oakland County Mental Health to apply for grant funding (Note: If grant funding is not secured, the three agencies will approach their local governing bodies and seek funding of 33% each to move the program forward. Financial numbers will be presented at that time).
4. Analyze the efficacy of the pilot program. This includes developing a mental health call for service tracking form through records management to improve call tracking, data collection and incident outcomes for future evaluations of the program.
5. The plan will seek to establish a community based network team of law enforcement and mental health professionals to meet consistently with the purpose of providing a collaborative community based approach to addressing people in crisis. This group could be expanded to include interested members of the public.
6. If determined effective, all three agencies will seek permanent funding from their respective governing bodies.

Crisis Intervention Training (CIT)

In 2019, the police department trained all officers in "Mental Health First Aid for First Responders." While this was positive starting point, the most comprehensive mental health training program is "Crisis Intervention Training" or "CIT." This nationally recognized 40-hour training program caters to law enforcement officers and other first responders with a focus on how best to respond to individuals experiencing mental health crisis and substance use issues. The department currently has one officer trained in CIT. However, there are challenges to attending CIT training. The availability of the program is very limited (only offered once per year in Oakland County) and is limited in the number of attendees (COVID-19 pandemic further complicating in person attendance). The plan moving forward is to accomplish the following:

1. In conjunction with the Mental Health Co-Responder Response Program, attempt to arrange for at least 20% of the police department to attend the CIT 40-hour training program within the first two years.
2. CIT is a specific program that is very intensive in nature and involves hands on training and considerable role-play with people actually suffering from mental illness and other professional service personnel trained in social response protocols. As stated earlier, the 40-hour CIT training program is usually offered only once a year

in Oakland County. Birmingham, Bloomfield Twp. and Auburn Hills will be working with Oakland County Mental Health to try to offer a second 40-hour CIT program for just the three communities.

3. Identify staff from the police department to become instructors in mental health first aid and CIT training with the intended goal of becoming self-sufficient in delivering the training to staff at our department.

Michigan Association of Chiefs of Police Department Accreditation Program Update

In 2020, the police department began a two-year program to become an accredited police department under the Michigan Association of Chiefs of Police (MACP) Accreditation Program. To date, only 29 law enforcement agencies in the State of Michigan have achieved accreditation. The police department is aggressively pursuing accreditation with the hope of achieving accreditation by June of this year. The following has already been achieved:

1. All departmental policies have been placed into electronic format.
2. All policies have been reviewed and updated to ensure they meet the requirements set by the MACP. Required policies that the department previously did not possess have been created and added.
3. The department is prepared to schedule our mock assessment to have our work reviewed by other agencies to help ensure the actual assessment will go smoothly. Commander Grewe and Lt. Wald participated in a mock assessment for another police agency (Chesterfield Twp.). Participation in a mock assessment of another law enforcement agency is required by MACP prior to scheduling our own agency mock assessment. This provided our officers with the opportunity to see what another department has done and have a preview of what occurs during a mock assessment.

The following needs to be completed:

1. Review our own policies, procedures and proofs based on any information gained from participating in the mock assessment of Chesterfield Twp.
2. Schedule our own mock assessment through MACP.
3. The department's final assessment will be scheduled approximately a month after the mock assessment is completed. This gives the department staff time to make any changes suggested during the mock assessment.
4. The department expects to have our final MACP assessment board review at the MACP summer conference in June of 2021.



MEMORANDUM

Police Department

DATE: January 8, 2021
TO: Tom M. Markus, City Manager
FROM: Scott Grewe, Operations Commander
SUBJECT: Long Range Planning Topics – Parking Initiatives 2021

Long Range Planning - Parking Systems

1. Structural assessment review conducted by Wiss, Janney, Elstner Associates, Inc. (WJE).

WJE conducted basic structural assessments and provided reports to the City in the first half of 2020. These reports identified several immediate repair recommendations that have all been completed during reduced occupancy due to the pandemic. As part of the existing contract already in place with WJE, they have been asked to perform a more in-depth review of the structures to provide a 5-year maintenance plan. This review will include:

Pierce Structure:

- Review the work performed on the drainage system and assist with developing scope of work to finalize.
- Finalize finite element analysis of the garage to determine the effects of differential slab deflections. Future work will depend upon the results of the analysis. A supplementary report will be provided to summarize the analysis tasks, the findings from the analysis and recommendations as a result.

North Old Woodward Structure:

- Materials testing
 - Extract concrete cores (cylinders) at selected representative locations throughout the garage.
 - Engage coring contractor to remove and repair the cores.
 - Petrographic examination
 - Determines the composition of the concrete (aggregates, air content, cement type, etc.)
 - Examines distress mechanisms

- Test for chloride and carbonation penetration depth
 - Concrete compressive strength testing (if necessary)
- Drain cleanouts and inspection
 - Engage plumbing specialty contractor
 - Review their findings and develop recommendations
- Final report will be prepared to supplement our initial condition assessment report.
 - Summarize materials testing procedures and findings
 - Comment on the long term health of the concrete
 - Provide long term and short term maintenance plans

Park, Peabody and Chester Structures

- Materials testing (as described above)
- Drain cleanouts and inspection (as described above)
- Post tension tendon inspection
 - Make inspection openings at select representative locations for the post tensioned tendon system throughout the garage (3 to 5 locations).
 - Engage contractor to assist with making and repairing inspection openings
 - Inspect and perform preliminary test to assess the presence of tension in the exposed tendons
 - Additional, more rigorous tension testing may be performed if deemed necessary (i.e., if tension loss is identified)
- Final report will be prepared to supplement our initial condition assessment report
 - Summarize materials testing procedures and findings
 - Comment on the long term health of the concrete
 - Comment on the long term health of the post tensioned tendon system
 - Provide long term and short term maintenance plans

2. American with Disabilities Act (ADA) parking and sidewalk update.

In the spring of 2019, a lawsuit was filed against the City and a Consent Decree was agreed to giving the City five years to correct all areas that are non-compliant with the current ADA standards regarding parking spaces and curb ramps.

ADA Parking Locations

The Police Department began reviewing all 79 on-street and 86 parking structure ADA parking locations to ensure they met the accessibility requirements. This review included determining if the parking location met the requirements for the size of the spot as well as a marked accessible area next to each space. This included reviewing each accessible area to ensure it met the requirements for a “level landing pad”; no

more than a 2% slope in any direction is permitted. Access to curb ramps and parking meters were also reviewed.

For the on-street ADA locations, 51 locations needed some form of improvement to increase the accessibility of that particular space. Of those, some locations were moved to a more accessible location, others will, or already have, received improvements. All 51 on-street meter ADA locations were corrected in 2020. Some locations require additional concrete work that will be completed within the Consent Decree timeline.

In the parking structures, 37 locations needed improvement. Some required moving the location due to slope requirements and others needed improvements due to size of the space and/or the accessible area. The Chester structure ADA parking locations were completed this fall. Other structures will be corrected in the spring when weather permits.

Curb Ramps

The Police Department also began reviewing curb ramps due to the lawsuit. It was determined that many of the City's ramps were not complaint with the current standards. Over the next five years, all ramps within the Central Business District (CBD) must meet the ADA standards used by Michigan Department of Transportation (MDOT).

Due to the Covid-19 pandemic, it was determined that the area south of Maple, north of Brown, east of Southfield and west of Pierce would be reviewed and rebuilt since all special events were cancelled that typically brings additional foot traffic to the area around Shain Park. Due to the reduced pedestrian traffic in this area, this replacement was completed in 2020. Each year, over the next four years, an area within the CBD will be reviewed and replaced as needed until all ramps are compliant. The police department is currently measuring ramps to locate the non-complaint locations in the next target area. The non-complaint locations will be submitted to the engineering department and the Cities consultants for design.

Annual Report

Per the Consent Decree, an annual report detailing the work completed must be filed. The police department prepared and submitted the annual report that will be required each year of this process.



MEMORANDUM

Building Department

DATE: January 11, 2021

TO: Thomas M. Markus, City Manager

FROM: Bruce R. Johnson, Building Official

SUBJECT: Long Range Planning Meeting
Expanding Online Services

At last year's Long Range Planning meeting I explained the three step process that the Building Department had begun implementing in 2018 with the purpose of advancing and broadening the online services offered to the public within the Community Development Department. The first phase of this plan was the addition of inspection scheduling using our online platform, BS&A. The addition of this component allowed contractors and homeowners to schedule inspections and track the progress of their project 24 hours a day from their computer or smart phone. The success of this initial phase also prompted last year's announcement that our department would begin strategizing to further this initiative by accepting online permit applications for permits not requiring plans or additional documents. This would be considered Phase 2 and the permits that would be eligible for online submission would primarily include the trades, electrical, plumbing and HVAC. After much hard work, we were able to execute Phase 2 on June 15, 2020. Since going live, we have processed over 1700 permit applications, which averages close to 300 permits a month.

Due to the successful launches of Phases 1 and 2, and in large part as a response to the growing need for contactless service, our department made the decision to expedite the final phase of our digital expansion, total inclusion and online integration. Over the last several months, we have diligently been updating our systems, revising our processes and reconfiguring our database to facilitate online building permit submissions and electronic large-scale plan submittals. We have also worked closely with BS&A and other City Departments to provide training, guidance and resources for stronger connectivity and systems incorporation. We have added Bluebeam software as complimentary application to BS&A. Bluebeam is a CAD software that provides us with the capability to view, share, and markup all electronic plan submissions, even the large scale plans required for new commercial projects. Any affected departments have the ability to view all documents that pertain to a project as well as 'check out' plans for review and notations.

The Building, Engineering and Planning departments have now also begun tracking all review processes via BS&A. We have added simple review processes as well as complex PZE (Planning, Zoning, and Engineering) processes for the review and approval of any project that comes through the City. These reviews act as a virtual comprehensive checklist that can provide anyone an accurate report on the status of a project's plan review. Each department can log review notes, request additional information from applicants, and communicate with all parties associated with the project from their computer in real time.

Though 2021 will further solidify Community Development's online presence and provide greater efficiencies and potentiality, it will require a resolute determination and ongoing hard work from all departments and staff. This is a substantial step in what I have repeatedly referred to as the ongoing pursuit of improved efficiency and excellence in customer service. Our department is proud of the hours of hard work that have been dedicated to this common goal and bringing about these services at such an appropriate time. Over the next year, we will continue to work towards further developing, refining, and bolstering our new services and processes and will provide updates on all of our progress.

To: Tom Markus, Birmingham City Manager
From: Rebekah Craft, Baldwin Public Library Director
Subject: Long-Range Planning Session on January 23, 2021: Phase 3 of Baldwin's Long-Range Building Program
Date: January 8, 2021

At the City Commission's long-range planning session on January 23, 2021, I will deliver an update on the proposed Phase 3 of Baldwin's long-range building plan. Phase 3 will improve the Library's Circulation area, front entrance, and outdoor plaza, and add a café as well. This final phase of the project will upgrade a space that has been largely untouched for 40 years and will help Baldwin to offer amenities that are competitive with other local libraries that already have an accessible entrance and a café space. We hope that construction on Phase 3 will begin in 2023.

The completion of Phase 3 would fulfill the Library's long-range building plan, created in October 2015 and presented to the City Commission at its long-range planning session in January 2016. To support this project, we are asking for a continuation of the Library's full millage rate for the next several years. It should be noted that the Library is committed to maintaining and upgrading other areas of the building out of its operating budget and Trust. For example, we have recently renovated the Harry Allen Room (off the Grand Hall), and we plan, in the upcoming year, to do the following:

- Paint the Grand Hall for the first time in over 20 years
- Paint, carpet, and refurbish the administrative offices and two public meeting spaces on the second floor for the first time in 30 years, and
- Re-arrange the public computer area of Adult Services in order to make it less crowded and therefore safer for the public during public health crises

Library Improvement Goals

The Library's long-range building plan contains the following goals:

- Increase the value that the Library delivers to residents, businesses, and visitors of all generations.
- Respond to public input gathered through various forums, including surveys and focus groups.
- Balance community needs given limited resources.
- Ensure that Birmingham remains competitive with other communities who have invested heavily in their libraries.
- Strengthen Birmingham's civic center (Shain Park, Library, City Hall, etc.).

The program is divided into three phases:

Phase 1: Adult Services Renovation

Baldwin completed the renovation of its Adult Services Department in June 2017. The project was finished on time and under budget and has been well-received by patrons.

Phase 2: Youth Room Expansion and Renovation

The Youth Room Expansion and Renovation began in August 2019 and, after a delay due to COVID, opened to the public in July 2020. It, too, has been well-received. The project has come in slightly below the budget presented to the City Commission in spring 2019.

Phase 3: Front Entry, Circulation Area Expansion and Renovation, and Upgraded Plaza & Landscaping

The parts of the Library affected by Phase 3 are shown in Appendix A, under “Project Scope of Phase 3.” The estimated cost of Phase 3, in 2023 dollars, is shown in Appendix B. It is \$3,256,000 when all options are included, or \$3,008,000 if the options are excluded. The project will include the areas in Appendix A marked “a,” “b,” and “c,” but not “d.” Area “d” consists solely of external skylights that were originally planned to run along the perimeter of the 1927 building. We have determined that existing artificial lighting around the perimeter is sufficient to highlight the beauty of the 1927’s brick and limestone trim, so we have removed the external skylights from the project.

Phase 3 is a long-term response to needs expressed by citizens in surveys, focus groups, and community forums that Baldwin has conducted between 2012 and the present.

Highlights of the proposed project include:

1. **New street-level entrance** with an elevator and renovated handicap ramp. This will provide improved accessibility for senior citizens, handicapped patrons, and people using strollers. Poor accessibility, especially the lack of a street-level entrance, is one of the most-mentioned shortcomings of the Library that citizens have asked to be addressed.
2. **Café and collaboration space**, with tables and chairs. The café would be a dedicated space for patrons to eat and drink, located safely away from Library materials inside the main Library. The café would be staffed through an agreement with a third-party provider. One of the most common requests that citizens have made is for the Library to add a café with food and beverages. It would serve as a place to meet, talk, and collaborate with others. At its January 2020 long-range planning session, the City Commission indicated that it gave high priority to a staffed café, as opposed to a vending-machine café.
3. **Brightening the space** with a large skylight and energy-efficient lighting. Continuing the theme of “let there be light” and “honoring the 1927 building,” which guided Phases 1 and 2, a skylight would be installed over the front entrance to add natural light and provide a view of the original building. The entrance will sparkle with light, especially at night. Poor lighting has been one of the most negative features about Baldwin mentioned by survey respondents.
4. **Improved exterior appearance**, including energy-efficient floor-to-ceiling glass and a street-level entrance that will infuse light into the currently dark entryway and integrate the Library’s front entrance and plaza with Shain Park, The Community House, and the entire community.

5. **Renovation of the Circulation area to create a “commons”** connecting the three parts of the building: the 1927 Grand Hall, the Youth Room, and the Adult Services Department. This would include a return to the original 1927 ceiling height, plus added space and improved functionality for patrons and staff. Library users have approved the efforts Baldwin has made so far to restore the 1927 building, and they have applauded efforts to lay out the different Library spaces in a more cohesive and logical way.
6. **Expansion of the Idea Lab.** This renovation will help to provide more space for Baldwin’s Idea Lab, which debuted in September 2017 and has proven extremely popular ever since. It has especially proven its worth with supplying PPE supplies and innovative programming during the COVID pandemic.
7. **An updated plaza,** which would integrate the Library better with Shain Park, The Community House, and the rest of Birmingham’s civic center. During warm weather, the plaza would offer tables and chairs, thereby mirroring Shain Park’s seating options. Surveys have shown that citizens, especially teenagers, favor some kind of outside seating. At its long-range planning session in January 2020, the City Commission indicated that it gave high priority to an updated plaza. The cost of the plaza would be approximately \$500,000.

Library Best Practices

In 2012, the Library’s Building Committee conducted a detailed survey of several other public libraries comparable to Baldwin in size. Since then, Library staff and Board members have continued to visit other libraries to obtain building and program ideas and have regularly surveyed library professional literature for the same purpose.

While the Baldwin Library has quite a number of strong points, it is lacking, compared to other libraries, in the following areas:

1. **Handicap access,** especially the lack of a street-level entrance. In fact, nearly every other public library in this area has a street-level entrance. Phase 3 would address the issue by installing a lift to take people from a new street-level entrance to the Library’s main level, which is five feet higher. The project would also renovate the handicap ramp, making it easier to navigate.
2. **Lack of a café and collaboration space.** Many, though not all, libraries have a café and collaboration space. Library patrons have come to expect an informal space like this, where they can eat and drink, talk to each other, and engage in collaborative activities.
3. **Insufficient lighting.** The exterior of Baldwin used to be dark, and its entryway is still underlit and uninviting, especially at night and on overcast days, which are plentiful in Michigan. While the Library has succeeded in making the Adult Services Department and the Youth Room much lighter and more appealing in Phases 1 and 2, its front entrance, which is the building’s “public face,” still needs to be addressed. Most other public libraries in the area have brighter and more inviting entrances. A major component of Phase 3 would achieve that goal by installing energy-efficient floor-to-ceiling glass, thus enclosing the curve at the bottom of the current stairs and suffusing the area with light. In addition, we would install a skylight over the front entrance to add natural light from above and to provide, when visitors look up, a view of the second floor of the original building.

4. **Outside seating** with tables and chairs is a feature at most of the other libraries we have visited. Phase 2 added a children's patio outside the Youth Room. Phase 3 would add seating right inside the new glass wall, by the entrance, and in warm weather, tables and chairs would be placed outside as well—on the plaza.
5. With the advent of self-checkout machines and automated check-in and sorting systems, both of which Baldwin now own, the space needed for public library circulation desks has diminished somewhat. Newer public libraries have circulation desks with smaller footprints. Phase 3 would involve re-imagining **Baldwin's Circulation Desk**, decreasing its size somewhat, and making it fit better into the flow of the Library. A strong staff presence is still needed at the Circulation Desk, for Baldwin patrons have illustrated a strong preference for a human-staffed desk, where they can talk to employees. The project would also strive to create a true "commons" in this space, which lies at the heart of the building, right inside the entrance.
6. One area where Baldwin is very strong compared to other libraries is technology. For example, it possesses a vibrant **Idea Lab**, which most other libraries in the area still do not have. And even those libraries that have some kind "makerspace" have not seen the degree of success that Baldwin has. Baldwin's Idea Lab started out small in 2017 and is now bursting at the seams. Phase 3 would allow us to increase the Lab's space in a highly visible location, at the very center of the building. It would allow us to build upon the Library's existing strengths in providing STEAM (science, technology, engineering, arts, and mathematics) education to patrons of all ages.

Process

Baldwin intends to proceed with the design of Phases 3 in the same way it did with Phases 1 and 2. When the City Commission signals its approval to move ahead, the Library and City would issue an RFP and select an architect in a manner approved by the City. The architect would work with the Library Board and Library Administration—and, whenever appropriate, with City government—to develop a conceptual/schematic design. The Library would solicit input from Library staff and the public. It would also consult various City boards and committees, especially to the extent that the design affects the exterior look of the building. The City Commission would have the final decision on approving the designs.

The precise features to be included in Phase 3 would be decided at the schematic design and design development stages. The features and costs described in this document are the most accurate ideas possible at this stage in the process.

Timeline

Assuming that the public and City Commission are willing and financing is available, the Library Board would prefer to proceed with the construction of Phase 3 in 2023, at which point it would cost \$3,256,000 when all options are included, or \$3,008,000 if the options are excluded.

Note that once the beginning construction date of Phase 3 has been chosen, the start of the design process (architect selection, conceptual design, schematic design, design development, construction

drawings, and bidding) would need to begin at least 18 months in advance. Therefore, the Library anticipates issuing an RFP for conceptual and schematic design in the last half of 2021.

Development of Cost Estimates

The cost estimates for Phase 3 were developed in early 2020 with the help of input from Luckenbach Ziegelman Gardner Architects and a construction company. They are higher than the cost originally estimated in 2016. The estimates presented in Appendix B are stated in both 2021 and 2023 dollars. We anticipate roughly a 4% increase in costs every year.

Three Optional Add-Ons

Three optional add-ons have been proposed:

1. An upgrade of the plaza to include granite trim
2. Movable glass walls by the front entrance so that the entryway could be opened up in good weather
3. Solar panels

The first two options would add \$248,000 to the project in 2023 dollars. We do not have a cost estimate for the solar panels at the present time.

Conclusion

We are hoping that the City Commission will agree to complete the Library's three-phase building plan—originally proposed to the Commission in 2016—by planning to begin construction on Phase 3 in 2023. This would require a continuation of the existing Library millage, up to its Headlee cap, through FY 2025-26. The Library millage currently consists of 1.1 mills for operating expenses, plus additional millage—up to the voter-approved maximum Headlee millage cap—for building improvements. The Library has been collecting its Headlee maximum millage since FY 2016-17, and has applied the money faithfully to Phases 1 and 2. It should be noted that the millage rate is reduced every year because of the Headlee cap.

In its FY 2021-22 budget request, the Library will ask for a total of 1.329 mills, of which 0.229 mills will be set aside for Phase 3. Details of the project, as well as final cost estimates, will be determined over the next two years, as we move through the conceptual, schematic, and design development stages of the project.

Appendix A

Project Scope of Phase 3

The designs on the following pages were developed jointly by Luckenbach|Ziegelman|Gardner Architects LLG and the Baldwin Public Library Board of Directors and Library Staff.



Exterior View from South (Merrill Street), Showing Conceptual Design of Phase 3

Project Scope Phase 3 | Conceptual Design

a **CIRCULATION**
REMOVE EXISTING DROP CEILING
EXPOSE / RESTORE EXISTING CONCRETE
COFFER CEILING (MATCH PH 1 COMPUTER LAB)
NEW LIGHTING
NEW FFE / CIRCULATION DESK & CARPET (RE-CARPETED IN PH 1)
STAIRWELL RENOVATION: PAINT, CARPETING, WOODWORK, LIGHTING

b **NEW ENTRY**
REMOVE CONCRETE STEPS
NEW STAIRS UP TO LEVEL 1 FROM GRADE
NEW GLASS ELEVATOR
NEW SKYLIGHT AREA (700 SF +/-)
NEW GLASS STOREFRONT ENCLOSURE (82 LF +/- / 1200 SF AREA)
RAMP RENOVATION W/ NEW GLASS RAIL
NEW STAFF DESK
POSSIBLE RELOCATION OF BOOK SORTING & RETURN
NEW LIGHTING, HVAC & INTERNET TECHNOLOGY

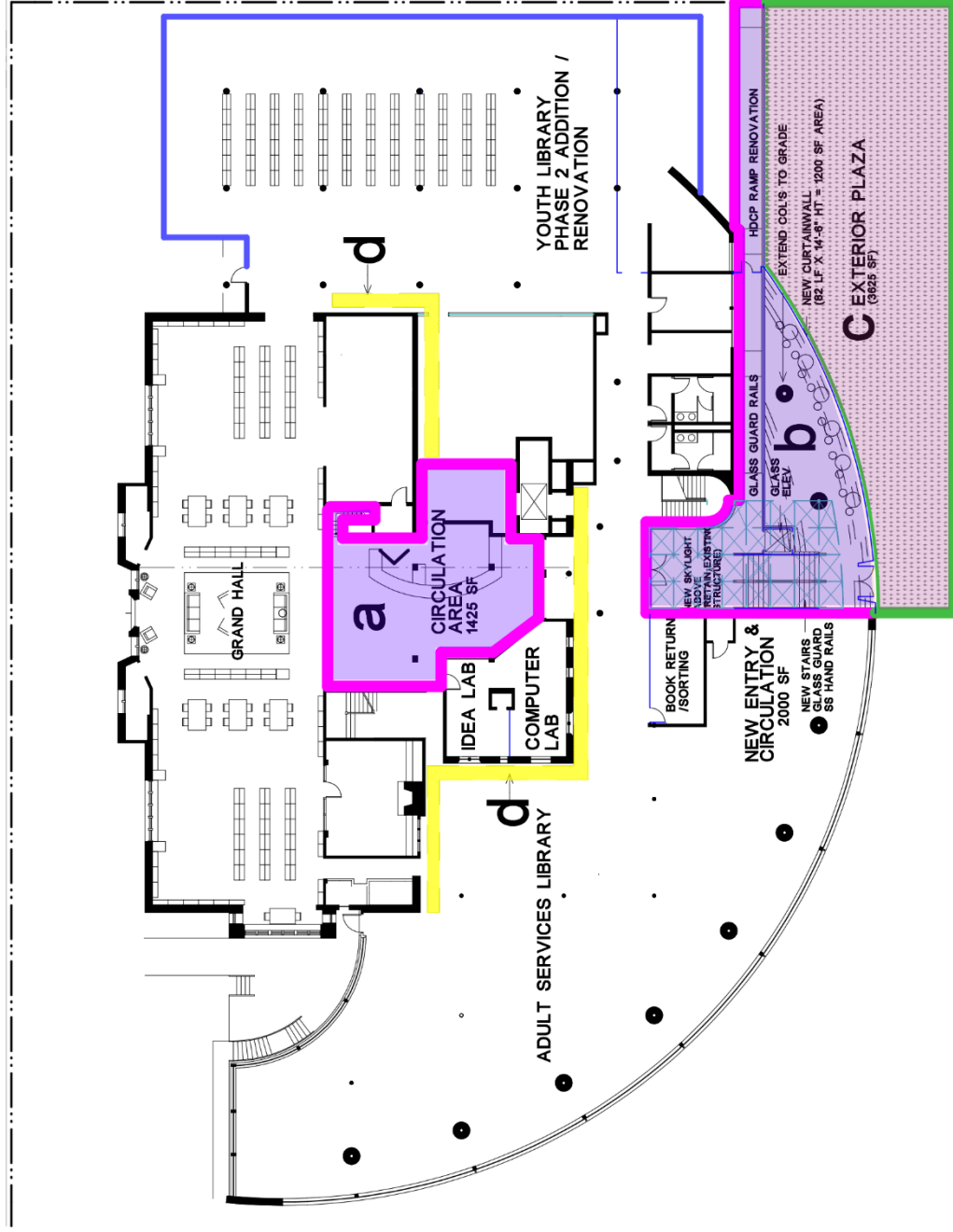
c **EXTERIOR ENTRY PLAZA**
REMOVE EXISTING CONC WALKS / SLABS
NEW GRANITE PAVERS (MATCH SHAIN PARK),
LIGHTING, LANDSCAPING

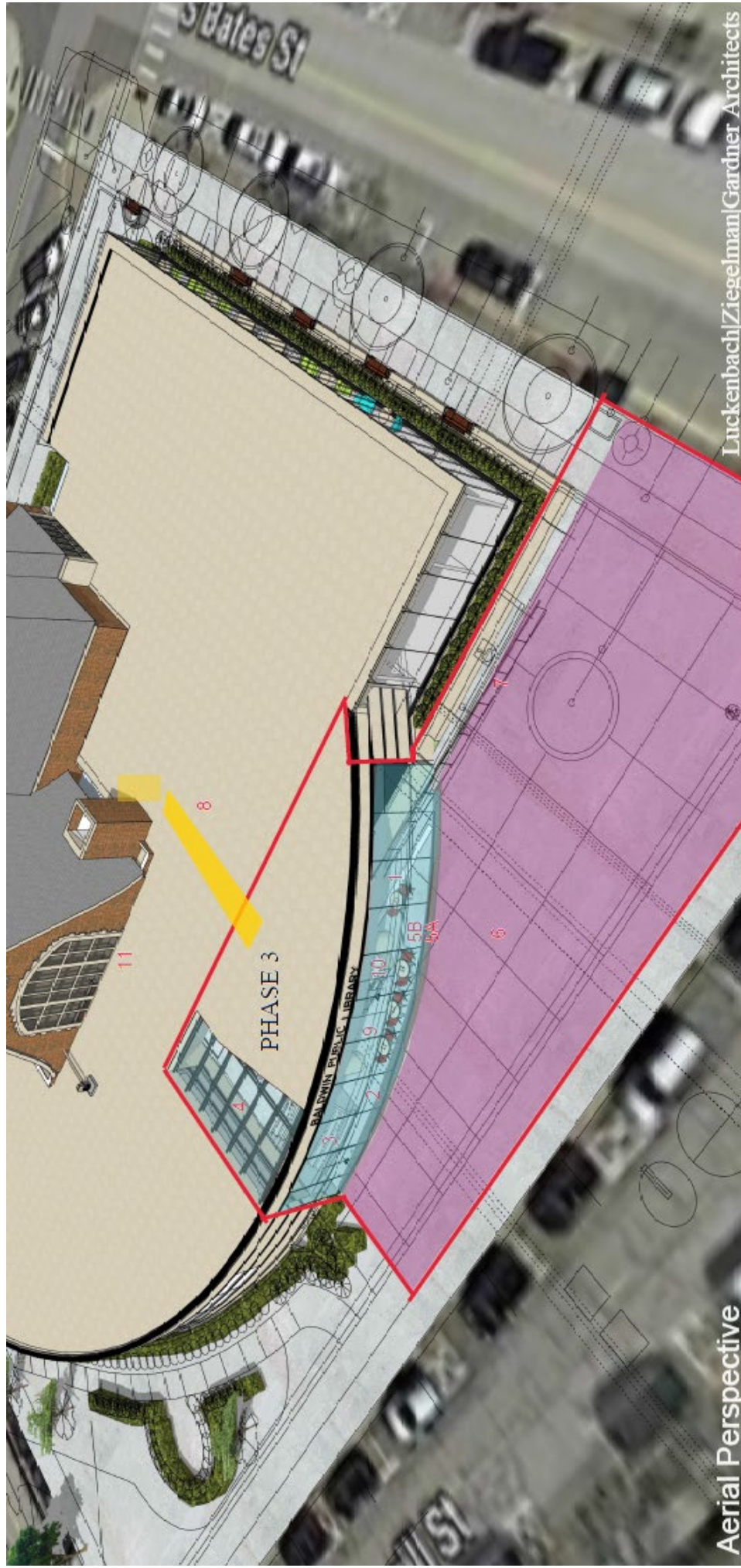
d **SKYLIGHT OPTION:**
NEW SKYLIGHTS IN ROOF TO SEPARATE 1927 LIBRARY
FROM 1960 & 1980 ADDITIONS IN LIEU OF LIGHTING COVES



Space Plan - Phase 3 Baldwin Public Library

Luckenbach|Ziegelman|Gardner Architects
PROPERTY OF LUCKENBACHZIEGELMANGARDNER ARCHITECTS
© NOT FOR REPRODUCTION WITHOUT EXPRESS WRITTEN PERMISSION OF THE ARCHITECT





Aerial Perspective

BPL - Baldwin Public Library / Phase 3

Luckenbach/Ziegelman|Gardner Architects

Project Scope

- 1 DEMOLITION OF EXISTING CONC STEPS
- 2 NEW CONC SLAB ON GRADE FLOOR
- 3 NEW STAIRS AND RAILINGS
- 4 NEW SKYLIGHT/CEILINGS/LIGHTING
- 5A NEW FOUNDATION &
- 5B CURTAINWALL ENCLOSURE (Bird Friendly)
- 6 NEW COURTYARD AND LANDSCAPING
- 7 DEMO AND REDUX OF RAMP GUARDRAIL
- 8 NEW ROOFTOP MECHANICAL/HVAC
- 9 NEW CARPET
- 10 NEW FURNITURE, FIXTURES, EQUIP
- 11 INTERIOR CIRCULATION AREA RENOVATION

PROPERTY OF LZG ARCHITECTS
For Conceptual Cost Estimating Purposes Only
Not For Reproduction Without Express Written Permission of the Architect
11.22.19

Appendix B

Phase 3 Costs Estimated in 2021 Dollars

Circulation Area Construction & FFE (Furniture, Fixtures, Equipment)	\$301,000
New Entrance Construction & FFE, including Café & Landscaping	\$1,284,000
Exterior Plaza with Concrete Pavers	\$479,000
Other Construction-Related Costs	\$380,000
Architectural & Engineering Fees	\$217,000
Owner's Contingency (6%)	<u>\$131,000</u>
Total Cost in 2021 Dollars	\$2,792,000

Estimated cost in 2023 dollars **\$3,008,000**

Optional Add-Ons, Cost in 2023 Dollars:

1. Granite Trim on Plaza	\$178,000
2. Movable Glass Doors by Café	\$70,000
3. Solar Panels	To Be Determined

Total 2023 Cost with Optional Add-Ons **\$3,256,000**

Additional Library Millage (up to Headlee Max) for Next Five Years **\$2,809,000**

The additional Library millage listed above is the total for fiscal years 2021-22 through 2025-26. This amount has been calculated using estimates provided by the City of Birmingham's Finance Department. The millage revenues, which decline each year because of Headlee, would go toward paying for Phase 3.

These costs include general conditions and construction phasing.

The Library is committed to keeping the costs of the project as low as possible. Some value engineering may become necessary.

The Library would meet the shortfall between the cost of the project including options—which is \$3.26 million—and the amount from five years of additional Library millage—which is \$2.8 million—out of its reserves and Trust. The Library has enough money in its Trust to meet that commitment of \$446,000.



MEMORANDUM

Birmingham Museum

DATE: January 23, 2021
TO: Tom Markus, City Manager
FROM: Leslie Pielack, Museum Director
SUBJECT: Museum Long Range Planning Report

The museum continues to make strides in achieving its objectives, and has recently revised and updated its **2021-2024 Strategic Plan**. Priorities for 2021 build on previous accomplishments and phased planning, and include emphasis on physical site improvements, virtual/digitized content access for the public, and public outreach and engagement.

I. Implementation of the first phase of the Landscape Master Plan

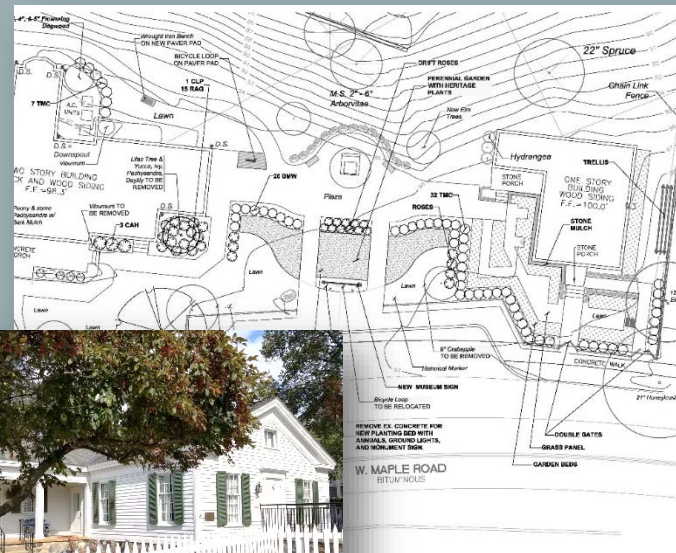
- A. Property improvements/first phase of the Heritage Zone landscape plan for restoration of Allen House grounds in the area along Maple Road:
 - installation of historically appropriate trees in place of existing trees
 - modifications and enhancements to the fencing, including gates and signage
 - installation of primary signage
 - community outreach for additional funding and community heritage flower garden area
- B. Collaboration with Department of Public Services/Parks to plan future Rouge River Trail enhancements at the museum as part of park bond funded improvements
 - Stairway access improvements
 - ADA pathway improvements
 - Viewing areas

II. Expanded virtual access to the collection and historical data

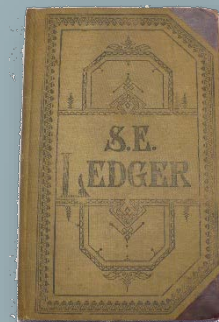
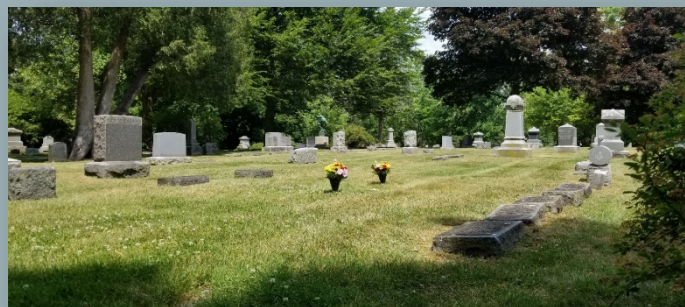
- A. Develop/enhance biographical information database and GIS mapping of Greenwood Cemetery in collaboration with Greenwood Cemetery Advisory Board, Clerk's office, and Planning Department
- B. Collaborate with Greenwood Cemetery Advisory Board and Friends of the Birmingham Museum to survey, document, and develop plan for historic areas of the cemetery
- C. Digital online access to selected items from the museum's collection

III. Community engagement and outreach

- A. Continue and expand virtual museum content and engagement
- B. Installation and Celebration of the George and Eliza Taylor grave monument at Greenwood Cemetery
- C. Develop themed walking tours and related events for fundraising and engagement



LONG RANGE PLAN *2021*



PRIORITIES FOR 2021

I. SITE
IMPROVEMENTS

II. EXPANDED
VIRTUAL ACCESS

III. COMMUNITY
ENGAGEMENT AND
OUTREACH

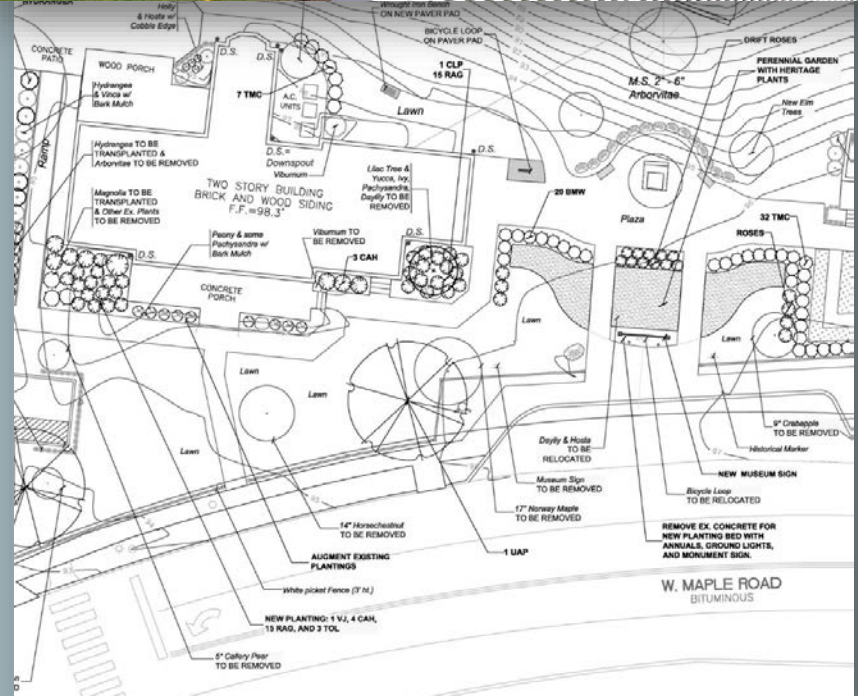


THE
BIRMINGHAM
MUSEUM

PRIORITIES FOR 2021

I. SITE IMPROVEMENTS

Implement first phase
of Heritage Zone
landscape restoration



I. SITE IMPROVEMENTS

FIRST PHASE HERITAGE ZONE LANDSCAPE RESTORATION

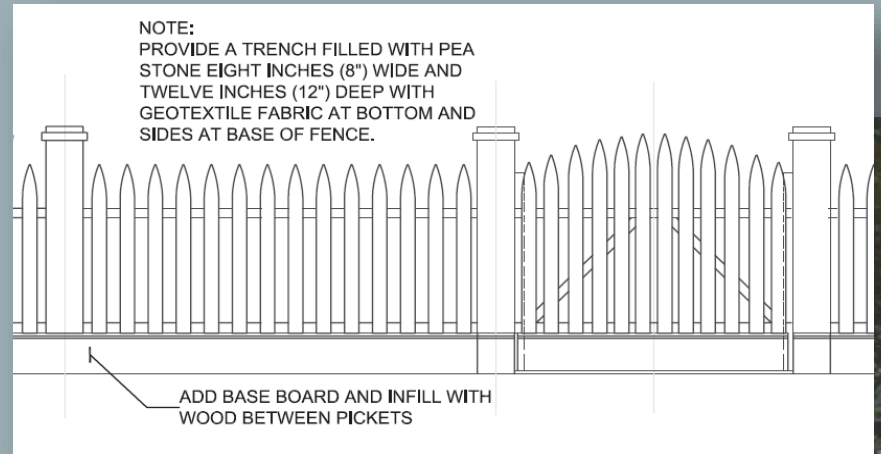
- I) Install historically appropriate disease-resistant elms along Maple Road



I. SITE IMPROVEMENTS

FIRST PHASE HERITAGE ZONE LANDSCAPE RESTORATION

- 2) Modifications and enhancements to fencing
- add base board to Hunter House picket fence
 - add gates to fence at front walk for Hunter House and Allen House



I. SITE IMPROVEMENTS

FIRST PHASE HERITAGE ZONE LANDSCAPE RESTORATION

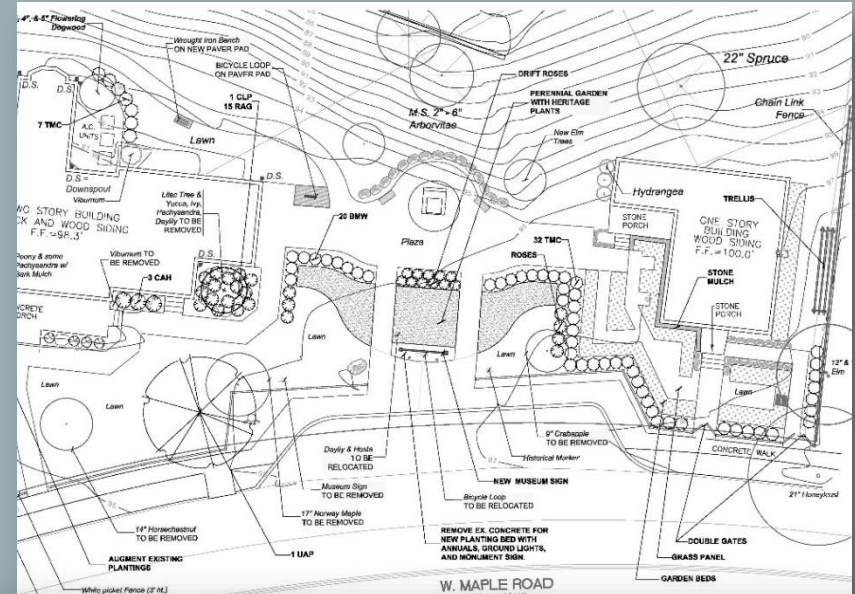
3) Installation of primary signage



I. SITE IMPROVEMENTS

FIRST PHASE HERITAGE ZONE LANDSCAPE RESTORATION

- 4) Community outreach for heritage perennial garden

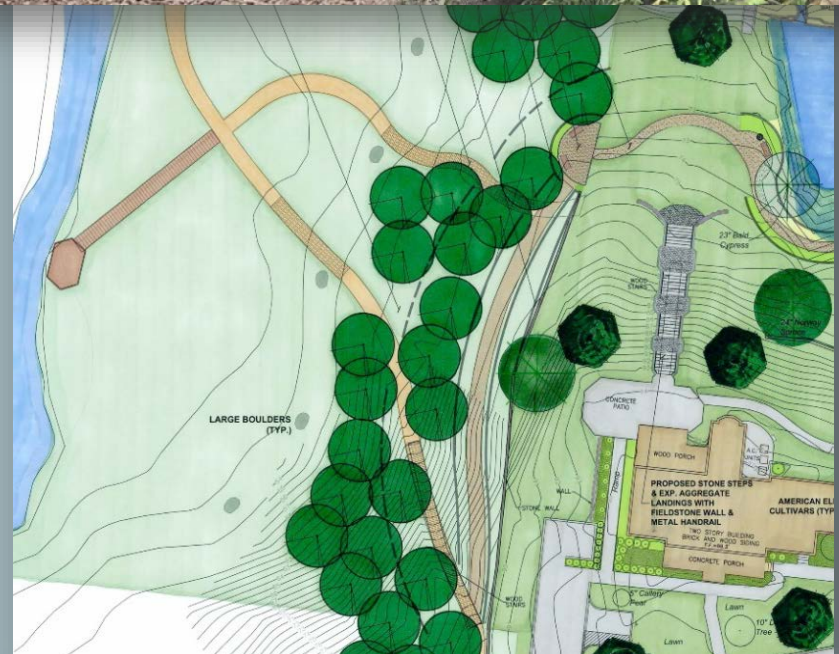


I. SITE IMPROVEMENTS

PLANNING FOR FUTURE ROUGE RIVER ENHANCEMENTS

Coordinate planning
with Parks Dept.

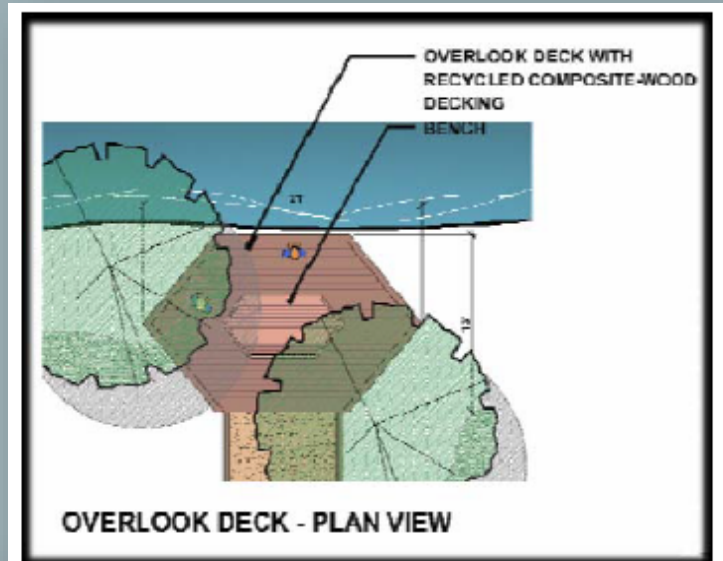
I) Stairway access



I. SITE IMPROVEMENTS

PLANNING FOR FUTURE ROUGE RIVER ENHANCEMENTS

- 2) ADA pathway improvements
- 3) Viewing areas

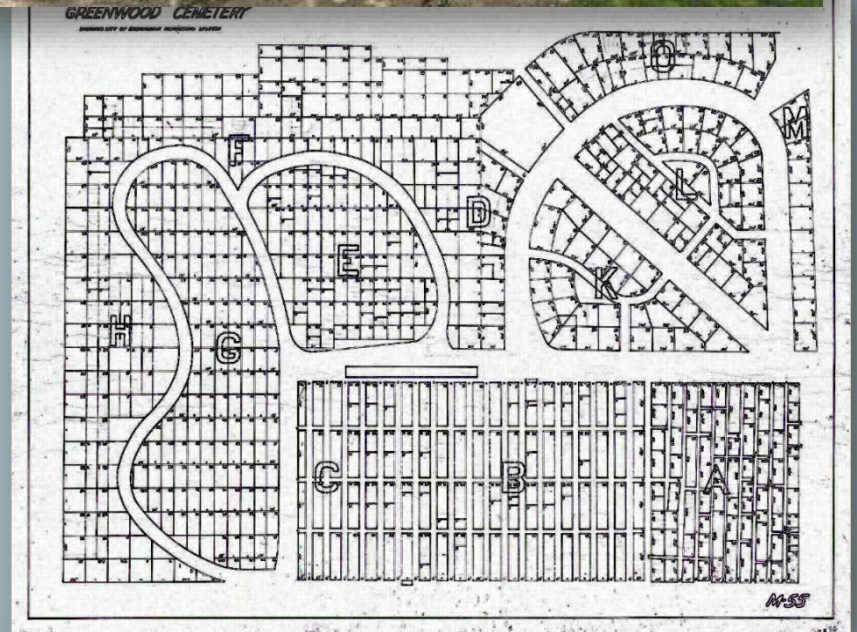


II. EXPANDED VIRTUAL ACCESS

GREENWOOD CEMETERY



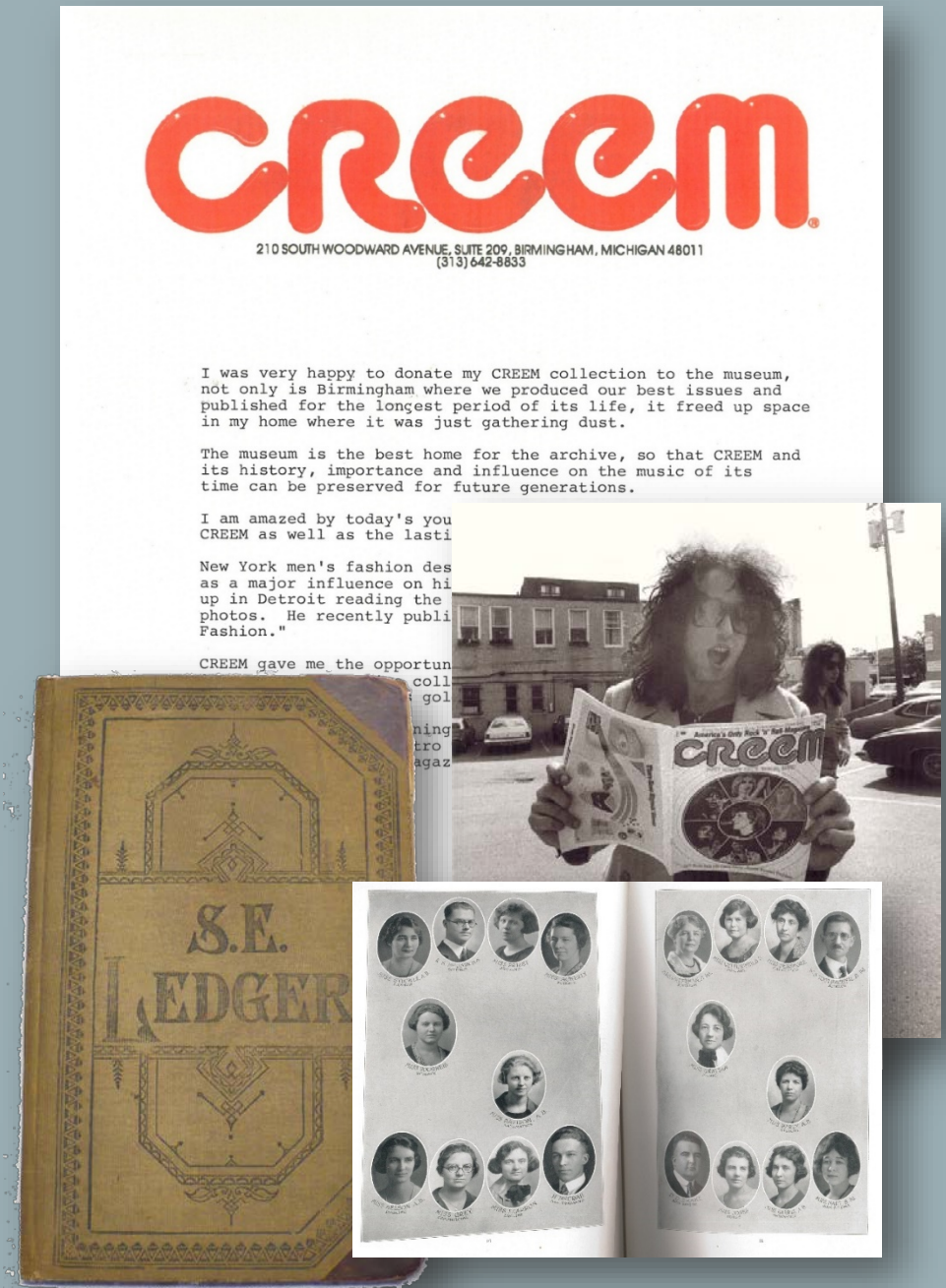
- 1) GIS database project
- 2) Survey and documentation of historic areas



II. EXPANDED VIRTUAL ACCESS

ONLINE COLLECTION

Online access to
selected
collection items

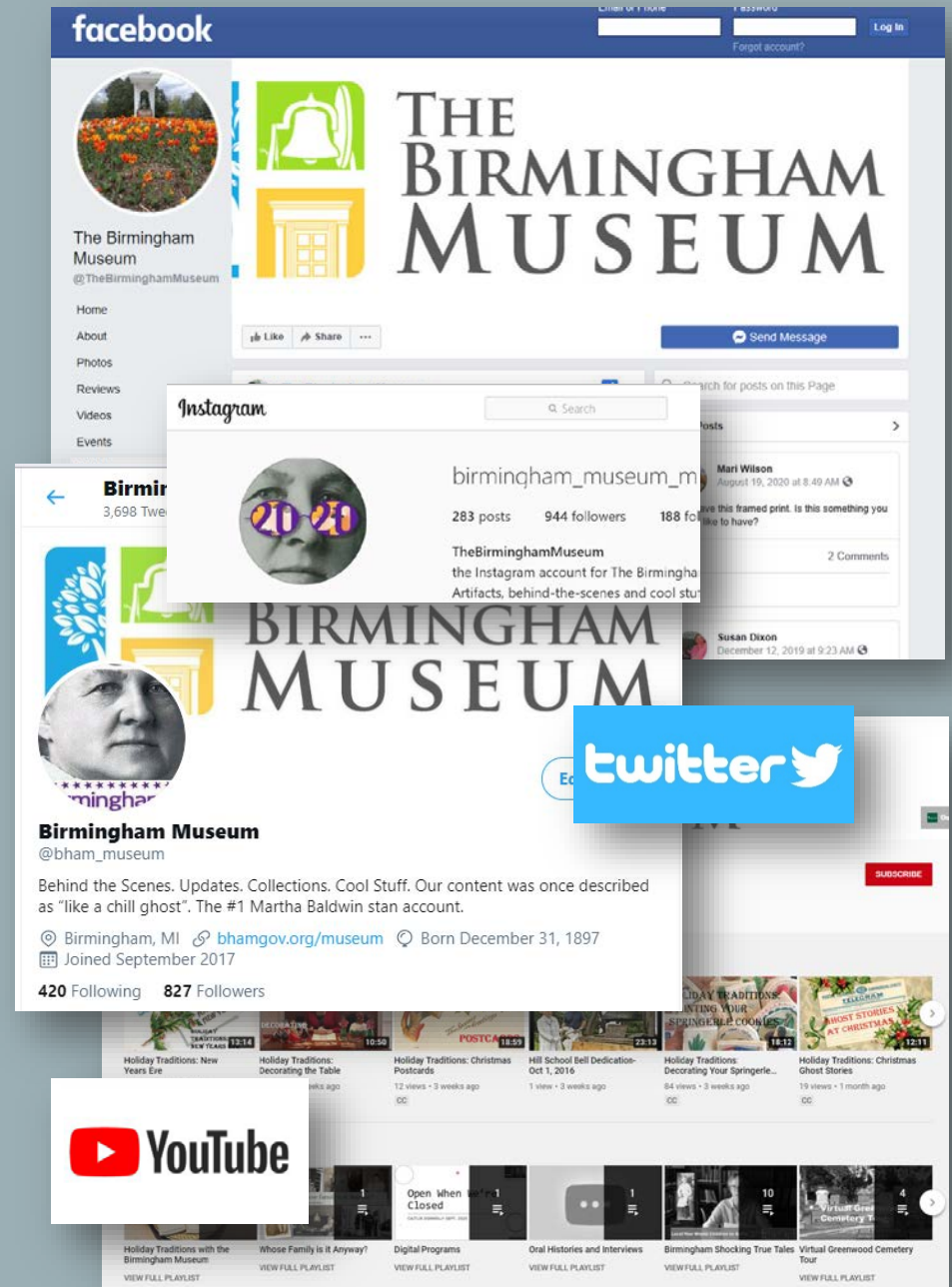


III. COMMUNITY ENGAGEMENT AND OUTREACH

VIRTUAL MUSEUM

Expansion of virtual
content and audience
engagement

- 1) Facebook
- 2) Twitter
- 3) YouTube
- 4) Instagram



III. COMMUNITY ENGAGEMENT AND OUTREACH

TAYLOR MONUMENT PROJECT

Grave marker
installation and public
celebration for graves
of formerly enslaved
early Birmingham
residents

Death of George B. Taylor.

In spite of our hopes to the contrary, we are obliged this week to chronicle the death of our venerable colored friend, George B. Taylor, of whose illness with blood poisoning mention has been made in our last two issues.

"Uncle George," as he was familiarly called, had an interesting and eventful life story, which began with his birth in

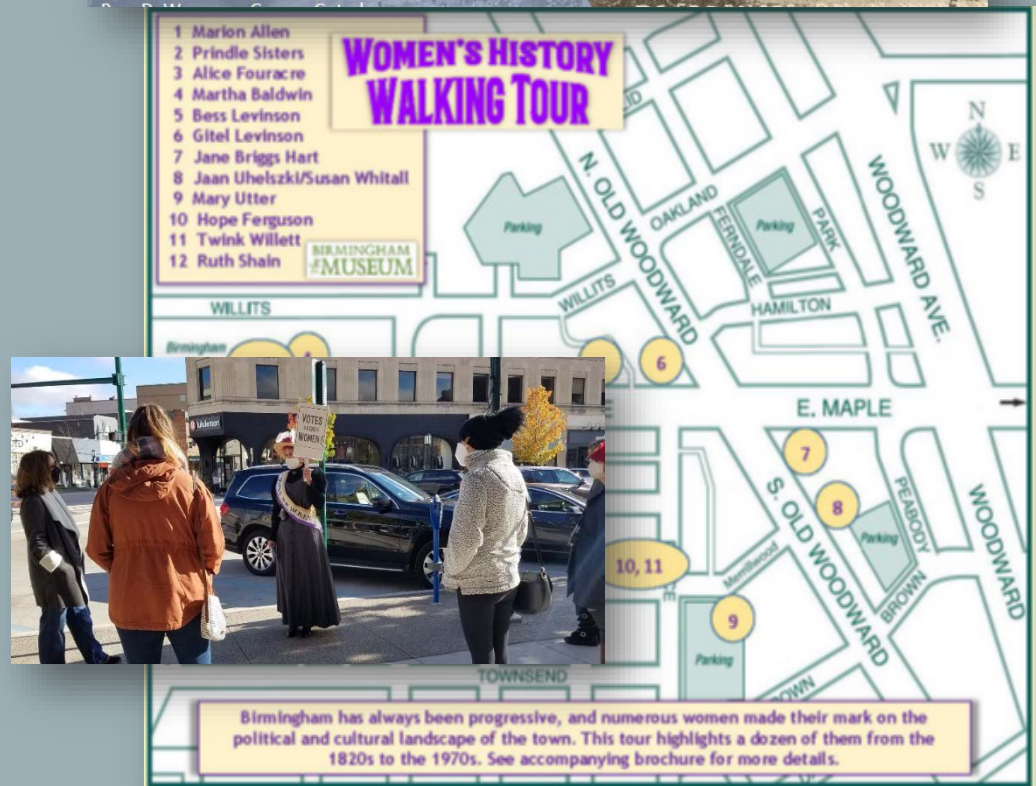


during those dark days preceding their emancipation. The first two or three years of his freedom was spent in C'm

III. COMMUNITY ENGAGEMENT AND OUTREACH

FUND-RAISING EVENTS

- 1) Themed walking/strolling tours
- 2) Special outdoor history-themed events





MEMORANDUM

Manager's Office

DATE: December 22, 2020

TO: Thomas M. Markus, City Manager

FROM: Marianne Gamboa, Communications Director

SUBJECT: Long Range Planning – Communications

Increase Citywide Email System Subscribers

The Communications team will increase the number of Citywide email subscribers to better connect with residents and neighborhoods. The Citywide e-notification system allows the City to send geo-targeted emails to residents with information specific to their neighborhood. This critical communications tool allows the City to contact residents about topics such as a missing person in their area, a water main break on their street, City work being conducted in their neighborhood, etc. The following highlights our strategy for boosting subscribers:

- A postcard will be mailed to every Birmingham resident explaining what the service is and why it is important to join. A QR code will be included for easy sign-up.
- A sign-up card will be placed at all public-facing City offices. Residents may sign up by simply filling out the card and leaving it with a staff member, or they may take it home to sign up later. Cards will also be available at the Baldwin Public Library, The Birmingham Museum, the Birmingham Farmers Market and the Birmingham Ice Sports Arena.
- The Communications team will produce a video demonstrating how to sign up for the Citywide Email System. The video will be published on the City's Youtube Channel and placed on Facebook, Instagram and Nextdoor. Boosted social posts will further strengthen its reach.
- Neighborhood Associations will be contacted for further outreach. The City will provide information they can share with residents, in addition to sign-up postcards for distribution at their neighborhood meetings.

Launch New and Improved City Website

In the coming year the Communications team will launch a new City website. The City's existing website was created in 2013 and there is need for improvement. The City will send a resident and staff survey in late January, go out to bid in late February, recommend a company to the City Commission in late April, and launch the new website in late summer/early fall. Goals for the new City website include:

- A user-friendly website where content location is intuitive to help residents quickly and easily find the information they are looking for.
- Minimize duplicate content on multiple pages to reduce the probability of outdated content and forms existing on the website. PDF documents no longer linked on the website shall not be accessible via the website's search feature.
- Improved subscription-based notification system which will consistently send a text or email to notify subscribers when a meeting agenda or minutes have been posted.
- An easily accessible homepage Citizen Request feature allowing residents to easily contact the City with a question or concern and submit a photo with their submission.
- The design will feature enhanced videos and images to show that Birmingham is a beautiful place to live, work and play.



LONG RANGE PLANNING

COMMUNICATIONS UPDATES

JANUARY 23, 2021



CITYWIDE EMAIL SYSTEM



A decorative graphic on the left side of the slide consisting of white and light blue lines that resemble a circuit board or a tree structure, with small circles at the end of the branches.

GOAL:

INCREASE CITYWIDE EMAIL SUBSCRIBERS



WHAT IS THE CITYWIDE EMAIL SYSTEM?

The citywide e-notification system allows the city to send geo-targeted emails to residents with information specific to their neighborhood.

This critical communications tool allows the City to contact residents about:

- ✓ A missing person in their area,
- ✓ A water main break on their street,
- ✓ City work being conducted in their neighborhood,
- ✓ Fire hydrant flow testing on their street,
- ✓ Gas leak
- ✓ and more!



STRATEGY:

- ✓ Postcard Mailed to Residents
- ✓ Sign-up cards at City Offices and community groups
- ✓ Instruction Video
- ✓ Reach out to Neighborhood Associations

NEW CITY WEBSITE



A decorative graphic on the left side of the slide consisting of white and light blue lines and circles, resembling a circuit board or a stylized tree structure.

GOAL:

LAUNCH NEW AND IMPROVED CITY WEBSITE



TIMELINE:

- ✓ Resident and staff survey late January,
- ✓ Out to bid late February,
- ✓ Company recommendation late April,
- ✓ Launch the new website late summer/early fall



WEBSITE FEATURES:

- ✓ User-friendly; easy navigation
- ✓ Improved subscription-based email notification system
- ✓ Easily accessible homepage Citizen Request feature
- ✓ Remove duplicate content and old PDF accessibility
- ✓ Responsive design featuring enhanced videos and images to show that Birmingham is a beautiful place to live, work and play.

An abstract graphic on the left side of the slide, consisting of a network of white lines and small circles on a dark blue background, resembling a circuit board or a neural network.

QUESTIONS?