



# CITY OF MARINE CITY

## 300 Broadway Committee Meeting Agenda

City Hall, 260 S. Parker Street

Monday, January 23, 2023; 5:00 P.M.

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1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL:** Chairperson Brian Ross, Committee Members Laura Merchant, Michelle Nichter, Cheryl Ross, Kim Turner, Andrew Pakledinaz, Sheryl Zimmer; Interim City Manager James Heaslip; City Clerk Shannon Adams.
4. **APPROVE AGENDA**
5. **PUBLIC COMMENT** *Anyone in attendance is welcome to address the Board. Please state name and limit comments to five (5) minutes.*
6. **APPROVE MINUTES**
  - A. Meeting Minutes – November 28, 2022
7. **UNFINISHED BUSINESS**
  - A. 13 Ways to Kill a Community
  - B. Project Priorities:
    - i. Changing Locks Update
    - ii. HVAC Update
    - iii. Fire Suppression System Update
  - C. Fundraising Opportunities – Discussion
  - D. Business Plan Discussion
  - E. Identify Top 7 Project Goals
  - F. Schedule Zoom Meeting w/ Architect – Compile Questions
8. **NEW BUSINESS**

None.
9. **OPEN DISCUSSION**
10. **ADJOURNMENT**

**City of Marine City**  
**300 Broadway Committee Meeting Minutes**  
**November 28, 2022**

A regular meeting of the 300 Broadway Committee was held on Monday, November 28, 2022, at 260 S. Parker Street, Marine City, MI 48039 and was called to order at 5:00 pm by Chairperson Brian Ross.

The Pledge of Allegiance was led by Vice Chairperson Merchant.

**Present:** Vice Chairperson Laura Merchant, Committee Members Michelle Nichter, Andrew Pakledinaz, Cheryl Ross, Sheryl Zimmer; City Manager Holly Tatman; City Clerk Shannon Adams

**Absent:** Chairperson Brian Ross, Committee Member Kim Turner. Chairperson Brian Ross joined the meeting at 5:18 pm after having been delayed by work.

Motion by Committee Member C. Ross, seconded by Committee Member Zimmer, to excuse Chairperson B. Ross and Committee Member Turner. Ayes: Merchant, Nichter, C. Ross, Zimmer. Nays: Pakledinaz. Motion Carried.

**Approve Agenda**

Motion by Committee Member Zimmer, seconded by Committee Member C. Ross, to approve the agenda. All Ayes. Motion Carried.

**Public Comment**

Shannon Schwabe of the Small Business Development Center (SBDC) spoke about her involvement with the marina project and that she was assisting with the 300 Broadway business plan.

**Approve Minutes**

Motion by Committee Member C. Ross, seconded by Committee Member Pakledinaz, to approve the 300 Broadway Committee Meeting Minutes of October 24, 2022. All Ayes. Motion Carried.

**Unfinished Business**

**13 Ways to Kill a Community**

City Manager Tatman reminded the group that the purpose of keeping 13 Ways to Kill a Community as part of the agenda was to be mindful of its guidance and to be referred

back to as items came up that would be relevant. She reminded the members to be open-minded to old and new ideas being merged through the duration of the project.

### Project Priorities

Changing Locks Update – City Manager Tatman informed the Committee that DPW Superintendent Mike Itrich had located a locksmith who could change the locks on site and that they were meeting the next day. Committee Member Pakledinaz inquired if the locks were the same style. City Manager Tatman indicated she believed they were.

HVAC Estimate Update – City Manager Tatman advised that due to the Halloween decorations put up for the River Rec Teen Zone Haunted House that HVAC estimates had not yet been scheduled but DPW Superintendent Itrich would be getting it scheduled soon. Vice Chairperson Merchant inquired where the HVAC system was functional. Committee Member Pakledinaz responded it was only on the main floor.

Fire Suppression System Update – City Manager Tatman informed the Committee that there had been some quirks with the call center and computer system, that there was nearly an incident resulting in sprinklers being deployed without anyone being notified, but that DPW Superintendent Itrich had been working with the company related to the proper parties to be notified.

### Other Updates -

Committee Member Pakledinaz stated he had spoken to the company that had done the first set of architectural drawings, Layman Smith, and that Mike Kirk, who had visited the building and developed the plans had retired but was willing to do a video conference with the group to answer questions. He advised that at the prior meeting, it had been agreed to send all of the questions to City Clerk Adams to be compiled into a list for distribution among the group.

### Business Plan

Vice Chairperson Merchant requested this item be kept as unfinished business. She indicated that she, Cheryl Ross, Sheryl Zimmer, and Shannon Schwabe were working on the plan and when it was in a proper format for sharing, it would be distributed among the group. Committee Member C. Ross requested information related to the utility costs from the City so estimates could be calculated as to possible space rental costs.

Committee Member C. Ross inquired if the City Manager could provide any insight on how receptive the new City Commission would be in continuing the project. City Manager Tatman answered candidly that she could not provide any helpful insight and

recommended the Committee put together their plans and requests to be presented to the City Commission and the response provided would identify to the Committee where they stood on the project; that if they were not receptive, then ask them for direction how to proceed forward.

Committee Member Pakledinaz stated that if the City Commission was not supportive of approving City funds, that the Committee should continue their efforts and remain involved as a collective group in their efforts.

## **New Business**

### Fundraising Opportunities

Vice Chairperson Merchant stressed the importance of continuing the conversation about fundraising opportunities. She suggested ghost hunter groups and inquired if there were any restrictions related to inviting people into the building. City Manager Tatman stated she knew DPW Superintendent Itrich advised there was a 15 person limit, and she indicated she believed it was linked to functional restrooms, but could not say with certainty. She advised that she would inquire as to more information related to the restriction.

Vice Chairperson Merchant suggested the possibility of having vendors in the building during the Chamber's Merrytime Christmas event. Committee Member C. Ross inquired about ghosts in the building. Heather Bokram, from the audience, indicated a group had been in the building and stated a ghost had been identified in the basement. Committee Member Pakledinaz advised that Becky Lepley was knowledgeable related to the history of paranormal activity in the building. Vice Chairperson Merchant advised that there could be a charge for paranormal tours, that there was a strong following of individuals interested in that sort of event.

Vice Chairperson Merchant suggested bringing back the Heritage Days event and finding a way to link it to fundraising efforts to support the restoration efforts.

Chairperson B. Ross recalled an autumn-time event where there were model railroads and Civil War re-enactors and suggested hosting such a historically driven event and putting a donation jar out.

Committee Member Pakledinaz suggested involvement with the schools to generate interest in the younger generation in the local history and also reaching the parents in that manner. Vice Chairperson Laura Merchant suggested reaching out to Bill Beutell to develop the idea further. Chairperson B. Ross mentioned Bill Beutell knew a professor at Saint Clair County Community College (SC4) who had previously conducted tours of the

area related to the shipbuilding history and suggested contacting her to see if she could include more related to the 300 Broadway property history during her tour.

Committee Member C. Ross suggested including a market during the Chamber's Fire, Ice, and Spice Event. Vice Chairperson Merchant indicated interest in the suggestion but related back to needing to be aware of what the restrictions were on guests in the building.

Chairperson B. Ross suggested using the opera house area of the building for guest lecturers or black and white movies where limited tickets could be sold to generate some revenue.

### **Open Discussion**

Committee Member Nichter inquired about adding the top 7 goals of the Committee to future Agendas as a reminder of the project focus. Chairperson B. Ross suggested adding it as an Agenda item to determine those goals to be listed on future Agendas.

Committee Member C. Ross inquired whether it had ever been entertained to sell the building. City Manager Tatman replied that selling was one of the options presented before the Workgroup for City Owned Properties but that the overwhelming consensus was to sell the 303 S. Water Street property and to try to secure funds from that sale for 300 Broadway renovations, which the City would retain ownership of, and that was the recommendation that was submitted to the City Commission.

Committee Member Nichter inquired if the bandstand was finished. Committee Member Pakledinaz indicated the company had not yet returned to put the finishing touches on, but that he believed DPW Superintendent Itrich could remove his barriers as it was safe for use.

### **Adjournment**

Motion by Committee Member Sheryl Zimmer, seconded by Chairperson B. Ross, to adjourn at 6:01 pm. All Ayes. Motion Carried.

Respectfully submitted,

Shannon Adams  
City Clerk



# 13 WAYS

## To Kill Your Community

Summarized from *13 Ways To Kill Your Community*, by Doug Griffiths, MBA

“Unquestionably the various levels of government play an important role in this process, but...they do not have the ultimate responsibility. That responsibility rests with those in the community. ...the only way to ever ensure the long-term success of any community is for the community itself to decide it wants to be successful.”

### 1. Forget the Water:

- Safe, drinkable water is one of our city's most valuable assets, one which we should not take for granted.
- Having it is not a guarantee of a successful community but losing it is a guaranteed way to kill it.
- (The book does not mention the value of our rivers as an asset but failure to protect and develop our waterfront is a town killer as well.)

### 2. Don't Attract Business:

- Competitive business-tax rates, appropriate support services, reduced rules and regulations, flexible multi-use zoning, and an environment friendly to enterprise are things city government needs to think about in order to retain and attract new businesses.
- Ask existing businesses what they need from the city.
- Ask residents what kinds of businesses they want to have available in the city.
- Look within the city to develop businesses and services that residents usually go outside the city to get.
- Be open to encouraging and inviting competition among existing businesses.
- Be wary of city officials who discourage new business to protect a business of their own or a family member's.

### 3. Don't Engage Youth:

- People 35 and under- have energy and creativity and not yet prejudiced by bad experiences and fruitless pursuits.
- Are probably not members of councils, committees, chambers or volunteer groups- need to find ways to get them there.

- Engage in succession planning for government positions and business ownership. Co-op, work/study and civics programs in school should be widely available staffed by local business owners and community leaders.
- These same leaders can create jobs and/or business opportunities for crops of graduating or near graduating students.
- Local business owners can invest time and capital in a “business incubator” to help entrepreneurial youth develop prospective business ideas in the community through low interest loans and mentorship.
- Expect youth to leave, to explore and grow beyond the borders of home, but create opportunities for them to return.
- Rule of thumb: You have to ask youth (or anyone) seven times to get involved.
- Three stages of involvement:
  - Ask for ideas as to how to solve a problem.
  - Create ways to implement those ideas.
  - Carry out the implementation.

#### 4. Deceive Yourself:

- Every community has elements that are advantages and others that are disadvantages.
- Focus on advantages: what can we do to sustain our advantages and/or make them better.
- Focus on disadvantages: develop plans to neutralize or turn disadvantages in to advantages.
- Plans are not enough, they must lead to action steps.
- Action steps rarely succeed unless the community values the outcome.
- People, and communities live in comfort zones; you have to be willing to leave.

#### 5. Shop Elsewhere:

- Keep your dollars in town and shop locally; every dollar spent will touch an average of seven hands before it leaves.
- Jealousy can drive new businesses from your community (the coffee shop gossip):
  - Why would anyone invest in such a business; products/services probably no good
  - Focus on how the owners are wealthy, live in big homes (maybe outside of town), or don't look like or act like us
  - Bad gossip drives potential customers to shop elsewhere
- Chambers of Commerce must continually talk up the benefits of shopping locally and finding ways to encourage people to do so.



- Businesses must continually find ways to refresh themselves in their physical location, their products and their services.

#### 6. Don't Paint:

- Don't paint, dust, clean, mow, wash, pick up garbage, plant flowers...
- In short, don't do anything to make your community look visually appealing; people do judge books by their covers.
- Visual aesthetics are not a 'nice-to-have' item on the budget list; they are much more important than that.
- The aesthetic aspects of a community are an outward sign of what lies deep within, about whether or not a community has confidence and pride in itself, and believes it is successful and is worth investing in.
- Invest in main street and community beautification projects, providing financial incentives if possible and/or community pride awards and recognition.
- Utilize volunteer cleanup projects for public areas and, in some cases, private areas where owners are unable to do so. Enlist existing groups or service clubs.
- If you look successful, even if you are not, you will probably get there. If you look like you are failing, you will. 'Fake it until you make it' applies here.

#### 7. Don't Cooperate:

- Community growth and survival is too big a job for one person to accomplish; it takes many people who are willing to cooperate to achieve common goals.
- Cooperation on a high level becomes synergy, a state where group energy expands beyond individual levels and achieves higher results.
- The pool of volunteers is generally limited, often meaning multiple groups are comprised of many of the same individuals.
- Forms of non-cooperation:
  - Volunteers refuse to cooperate with one another
  - Volunteer groups refuse to cooperate with one another
  - Your community refuses to cooperate with other communities
- Result of non-cooperation is that volunteers get frustrated, burned out, alienated and never experience synergy.
- Beware of leaders who surround themselves with weak and vulnerable people who are eager to agree with anything this leader proposes just to stay on h/her good side. This leader keeps everything bundled up, not sharing, so that if this leader is ever out of the picture, nothing gets done. This leader also discourages or prevents others from reaching out to form strategic partnerships elsewhere.

- Another type of leader gets h/her power as an elected councilor, manager, administrator or chair of some board or committee by saying 'No' and throwing up road blocks whenever they can.
- Some leaders become recognized as super volunteers, stepping up to multiple challenges and tasks and assuming control only to suck the life out of every idea and helpful volunteer.
- Real leaders build teams, empower and encourage the members, find ways to say 'Yes' and work toward making the team successful.
- Groups and organizations can enhance a communities growth through cooperative competition but can damage it through competition based upon a need for recognition, membership, funding or just a 'we're the best' mentality.
- Beware of creating arbitrary boundaries between groups, organizations or neighboring communities that could otherwise make valuable partners.

#### 8. Live in the Past:

- The beginning and end of every community is its people and the collective attitude they have about success and their ability to achieve it.
- Few attitudes are more successful in killing a community than the one that has you living in the past, especially using events in the past that have kept them from moving forward. ("We tried that before but it didn't work because...")
- One way of living in the past is to romanticize it making it difficult to accept new ideas or respond to a changing world. These people are prone to draining the energy of new ideas or projects.
- Another way of living in the past is to remember the wrongs. These people become angry and hostile, stubbornly refusing to let past wrongs go and standing in the way of moving forward until 'justice is served.'
- Either viewpoint keeps people distracted from moving forward.

#### 9. Shut Out Your Seniors:

- Knowledge, experience, wealth and time are all valuable in building a successful community; seniors have these in abundance.
- Some communities employ a volunteer or community organizer to help identify, recruit and match senior volunteers to tasks within the community.
- Much like matching kids and grandparents, matching the energy and ideas of young volunteers with the wisdom and experience of senior volunteers can create great results.

- Many seniors find themselves living in homes that no longer meet their needs. Rather than see them moving away and taking their time, talents and treasure with them communities need to pay serious attention to developing senior housing or living arrangements.
- In addition to housing, seniors need their community to provide quality-of-life aspects as well.

#### 10. Reject Everything New:

- People crave security and consistency and, hence, resist change, often enduring considerable amounts of pain in doing so.
- As communities we often reject new ideas, people, ways of thinking or attitudes rather than let go of the old and familiar.
- People who take hold and reject new ideas are easy to identify: NIMBY (Not In My Back Yard), CAVE (Citizens Against Virtually Everything), BANANAs (Build Absolutely Nothing Anywhere Near Anything); their arguments are a desperate desire to keep everything the same and maintain the status-quo.
- The most dangerous of these are the FEARS (Fire-up Everyone Against Reasonable Solutions). They yell and scream, present lies and feelings as facts, attack people personally so good people become afraid to speak up at meetings and succeed by spreading fear. They are powerful and their sole intent is to stop change and prevent solutions.
- You can ignore change and change; you can deny change and change; you can fight change and change; or you can accept change and shape it to your ends.

#### 11. Ignore Outsiders:

- Outsiders can be from different and distinct cultural groups, may speak a different language, may have a different history or religion, may have different lifestyles or eat different food or may just not originate from your community.
- Three main groups:
  - People who come from a country outside the U.S.
  - People who come from other communities within the U.S.
  - People who are inside the community but become outsiders because they do not fit into the collective character and accepted mindset of the community
- People within the first two groups are marginalized because they do not know the history of the community, who the leaders are to whom they should be paying homage, who is more important than whom or the way things always get done.

- The lack of this knowledge is precisely why these people are valuable to the community. They are agents of change because they are not entrenched in the history or politics or accepted practice that may be holding your community back.
- Also, these people chose to come to your community which means they see something of value in it to begin with. Generally, they are making an investment, either in a home or business or both and are motivated to see the community succeed.
- People coming from 'away' have living and working experiences that may be much different from those in your community; they have seen other ways that things may be done which may yield better results.
- Those coming from places outside the U.S. must have a strong spirit that has led them to leave everything they knew and the energy to do so, both of which can be valuable to your community. Studies show that they are likely to be 3-8 times more likely to be successful professionally and financially than the rest of us.
- People in the third group are home grown but along the way begin to say or do things or think in ways that do not fit the norm; they are people whose lifestyle choices run against common practice.
- While many will choose to move away those who remain can contribute unique points of view, new ideas, different skill sets or just a different and interesting character to your community.

## 12. Grow Complacent:

- Complacency, being comfortable with the way things are, can cause us to lose focus on achieving our goals, and the more we remain out of focus the harder it is to regain it.
- Sometimes a leader can suffer a burnout, and while they seem to be engaged on the outside, inside they have become complacent and cannot become reengaged.
- Realize that success is neither a sprint or a marathon but a relay; leadership and responsibility can and should be passed on from time to time; it can always be passed back again.
- Success at any endeavor takes work. Once success is achieved, however, it takes just as much, if not more, work to maintain it. And don't stop there!
- Overconfidence is another form of complacency. The attitude that you are unbeatable is the first step to being beaten.
- Do not allow the new goal of 'sustainability' to become another word for status quo, for keeping things the way they are. Maintaining the successes you have does not mean you should not continually strive to achieve more.
- Complacency is resistance to change. You say you want to change but do not want to leave your comfort zone to do it.

13. Don't Take Responsibility:

- The most effective way to create failure is to find someone else to blame for what is wrong.
- Complaining and blaming are easy; taking responsibility for solving/fixing the problem/issue is not but that is what it takes to make your community successful. It starts and ends with you.
- Success or failure always comes down to attitude. There are many things in the world, in our communities that we cannot control; we always have control of our attitude.
- Take the responsibility to believe in yourself, in your community. Your belief in success and your willingness to act on that belief is what counts.
- The author ends with two quotes:
  - "Whether you think you can or think you can't, you're right."
  - "Those who say it cannot be done should not interrupt those who are doing it."