



AGENDA
CITY OF CHARLEVOIX CITY COUNCIL WORK SESSION
Monday, December 2, 2019- 4:00 PM
Council Chambers, 210 State Street, Charlevoix, MI

- 1. Pledge of Allegiance**
- 2. Roll Call**
- 3. Presentations**
 - A. Review of Goals and Action Steps for 2020
- 4. Reports and Communications**
 - A. Public Comment
- 5. Adjourn**

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CHARLEVOIX CITY COUNCIL

Presentations

TITLE: Review of Goals and Action Steps for 2020

DATE: December 2, 2019

PRESENTED BY: Mark L. Heydlauff, City Manager

BACKGROUND:

I've prepared a memo discussing some thoughts on our goals and action steps from last year and suggesting areas for change for the future. You'll also find the 2019 Goals and Action Steps attached.

I would suggest we work through this topic and Council can take action to approve the next round of goals and actions at an upcoming meeting.

ATTACHMENTS:

- ▣ FY 2020/2021 City Goals and Action Steps Memo
- ▣ FY 2019/2020 City Goals



MEMO

TO: The Honorable Mayor Kurtz and the Charlevoix City Council
FROM: Mark L. Heydlauff, City Manager
DATE: November 25, 2019
RE: City Goals and Action Steps

On December 2, you'll be holding a work session to discuss our goals and action steps for the next year. I wanted to take this opportunity to review our goals from last year: where we have made progress; where we have not moved the needle; and, what we might consider in the future.

I'm breaking down our goals by the broad areas you have set in the past and have bulleted items related to previous action steps or those things we might want to add going forward.

Work with our neighbors to solve area-wide challenges

- Together with our neighbors in Boyne City and East Jordan, we are joining Charlevoix County, the Frey Foundation and the Charlevoix County Community Foundation to fund a three-year position focused on improving housing in the area.
- We have taken substantial action to modify the zoning rules in the R-2 district to expand housing options like duplexes and home conversions to multi-unit dwellings; winter parking rules will be reviewed by Council in January to determine how parking changes can support more housing in our neighborhoods.
- Main Street/DDA helped encourage the entrepreneurial framework in our community this year by creating the Vault co-working space.
- Is there a City role to play in more targeted business recruitment efforts?

Ensure Charlevoix is environmentally sustainable while also economically viable

- We have recently approved a joint Stormwater Control Ordinance to help improve water quality in our area waterways.
- We have achieved bronze level certification in the Michigan Green Communities Challenge; silver level should be our target in 2020.
- The City Council moved to place all city operations on our green rate electric program; this program should be better promoted to our customers who may also be interested in moving their electric service to a renewable option.
- Efforts to expand recycling have been challenging due to the monopolization of solid waste services by American Waste; we should continue to look for ways to expand recycling in our public spaces and especially during events.
- Our water quality improvements should continue to look at how we can improve our stormwater systems and address water quality through stormwater outfalls.

Include the senior citizen community in all public events and activities

- Shuttle service is becoming a more consistent element of our festivals and special events, but more improvement is needed, especially in promotion.
- Other action steps might still be needed for the future.

Develop and maintain long-term infrastructure plans

- Our fiber network is nearly complete in connecting all of our locations; we will soon be ready to bring a new fiber-based phone system proposal to Council. We also made an expansion of our public WiFi by bringing it to Bridge Park this past summer.
- The DDA, in partnership with downtown building and business owners, have been working on changes to our downtown snow and ice clearing district; a recommendation may be presented to Council shortly to take affect this winter.
- We have pretty much finished our long-term asset management planning for our utilities; inflation-based rate increases will be needed to continue making long-term improvements. Another round of large-scale infrastructure improvement will probably occur in a couple years.

Provide strong stewardship of public resources and promote good governance

- The Shade Tree Ordinance and Commission have recently been amended.
- Our business-like enterprises have seen substantial change in the past year with projected losses at the golf course being reduced; further improvements are possible there as we see revenue increasing for the first time in a while.
- We renegotiated our EMS agreement with our township partners, but more work is needed to make sure this is a sustainable enterprise; we also moved the accounting of this area to a separate fund from the General Fund.
- Special events and the costs associated with them should be studied; most communities have some kind of charging structure for the costs associated with special events. It's also noteworthy that our special events sometimes block out normal enjoyment of public spaces by the very people they were designed to accommodate.
- We should work to improve some of our internal governance policies surrounding debt management, investments, and financial reporting. In our most recent bond rating, these practices were described as weak or adequate; if we hope to achieve a better bond rating, these items should be improved as well as ensuring we run a balanced budget, especially in the General Fund.

Enhance and showcase the outstanding quality of life in Charlevoix

- Some of these action steps may need further work or perhaps they are being appropriately addressed by partner organizations.
- The recently completed study of the BIBCO dock, potential improvements to the boat launch, and the potential of a downtown parking garage are all items we should study further.
- The Recreation Advisory Committee and the Rec Department continue to look at options for dog parks and beaches.



2019-2020 City Council Goals & Action Steps

Work with our neighbors to solve area-wide challenges

We believe Charlevoix is defined as a collection of townships, a city, a county, civic groups, neighborhoods, and schools bounded by Lake Charlevoix and Lake Michigan. In order to support the quality of life and local economy we now enjoy, we understand that it is important to look at the long-term picture of prosperity in this area.

Action Steps:

- The City should focus on creating an environment to sustain and encourage year-round occupancy in our neighborhoods to welcome a growing population
- More and better housing should be created by enhancing the density of our existing residential neighborhoods along with mixed-use commercial opportunities
- A growing population should be supported by growing the jobs and investments in the community through existing businesses and welcoming new investment to perpetuate the vitality of our region

Ensure Charlevoix is environmentally sustainable while also economically viable

Charlevoix should be a leader in using renewable energy to meet the demands of our electric customers and to protect our natural resources. Our built infrastructure should incorporate design standards that protect our waterways, preserve our trees, and encourage healthy living. Recycling, energy optimization, and water conservation will be encouraged.

Action steps:

- Schedule a work session with Tip of the Mitt Watershed Council regarding storm water and water improvement
- Engage in learning and planning about how to improve the energy efficiency and environmental impact of City operations including using renewables to power facilities, reducing energy loss, and by working with knowledgeable organizations to create a sustainability plan
- Develop a program for electric customers to cooperate and invest in solar and wind generation projects
- Consider ordinance changes in support of the Lake Charlevoix Watershed Plan and improve storm water effluent
- Improve the availability of recycling receptacles throughout the community - especially downtown
- Continue the work of Solid Waste Ad-hoc Committee by exploring improvements and contracts to remove solid waste including curbside recycling
- Plan for non-motorized trails, bike parking, and pedestrian-friendly design in infrastructure projects where appropriate

Include the senior citizen community in all public events and activities

We have a growing senior citizen population and it is important for all members of the community to enjoy the quality of life we offer. Public facilities, especially parks, should have activities available for all ages and ability levels.

Action steps:

- Expand work with the Charlevoix County Transit Authority to provide shuttles during special events to provide remote parking and ease of transit

- Develop a policy requiring all festivals and special events who use public spaces to provide a statement of inclusion for senior citizens
- Consider adding activities in East Park and Bridge Park like shuffle board and concrete checker and chess boards
- Explore designation as “Age-friendly City” from the World Health Organization

Develop and maintain long-term infrastructure plans

As a progressive, year-round community, Charlevoix’s infrastructure must be reliable in all weather conditions and should deliver the services required by our population.

Action steps:

- Continue development of city-wide Wi-Fi, fiber optic connections, and other technological benefits for our permanent residents, visitors, and seasonal residents
- Improve the snow and ice clearing from sidewalks throughout the community by working with property owners

Provide strong stewardship of public resources and promote good governance

We will seek collaboration with other entities around the area and look for ways to efficiently provide the quality services the community expects. Charlevoix government should be organized around gathering public input and effectively giving staff and Council good recommendations for public policy.

Action steps:

- Consider amending the Shade Tree Ordinance to expand the mission of the Shade Tree Commission to protect the long-term condition of our parks
- Explore further avenues of cooperation with neighboring townships, especially in the areas of infrastructure planning and recreation
- Study the use of our business-like enterprises (i.e. Golf Course, EMS, and others) and the degree to which they are subsidized by taxpayers

Enhance and showcase the outstanding quality of life in Charlevoix

Charlevoix is well known as one of the premiere resort communities on the Great Lakes, but of equal importance is that it is home to our residents. We cannot lose sight of our community being “home.” One of our strongest attributes is the many activities and amenities offered; we should support these and build upon them.

Action steps:

- Recognize the role of our cultural corridor institutions (Charlevoix Public Library, Circle of Arts, and Historical Society) and build on their programming
- Encourage more outdoor dining and placemaking settings that showcase the unique geography, architecture, and programming of Charlevoix, including looking for ways to implement the findings of the Sustainable Built Environment Initiative that studied downtown alleys
- Development of a dog park and a dog beach to help residents enjoy public spaces with their four-legged friends