



Agenda
City of Charlevoix City Council Work Session
Wednesday, September 27, 2023 - 6:00 PM
Council Chambers, 210 State Street, Charlevoix, MI

- 1. Roll Call**
- 2. 2024 Goals and Planning**
 - A. Overall City Goals and Objectives
Mark Heydlauff, City Manager
 - B. Future Fire Truck Replacement Strategy
 - C. Electric Department Strategic Planning
- 3. Public Comment**
- 4. Adjourn**

Persons with disabilities who need an accommodation to fully participate in these meetings should contact the City Clerk's Office at 231-547-3250 or by email clerk@charlevoixmi.gov. A 24-hour notice may be needed for certain accommodations. An attempt will be made to grant all reasonable accommodations requests.

Charlevoix City Council

2024 Goals and Planning

Title: Overall City Goals and Objectives

Date: September 27, 2023

Presented By: Mark Heydlauff, City Manager

Background:

I've taken the liberty to suggest some updates and changes to the common format we've used for our goals and objectives over the past few years. I intend this draft to represent the accomplishments of the past year and things on the horizon. It is not intended as a final product and I think it is a good driver for further discussion.

Recommendation:

Attachments:

1. Council Goals



~~2022~~ City Council Goals & Action Steps

Encourage housing development and strong neighborhoods

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 and welcome a growing population by enhancing the density of our existing residential neighborhoods along with mixed-use commercial opportunities~~Work with the Planning Commission on on-going ordinance changes surrounding our neighborhoods and the rezoning of parcels for neighborhood-appropriate density
- Business recruitment, along with sustaining current businesses, is an important piece of creating a growing job economy in our region
- ~~Redevelopment ready sites should be proactively marketed and developed to encourage job creation and housing growth where appropriate~~Move forward and/or assist with the redevelopment of sites including the current Chamber of Commerce Building, former Montessori school, Kusina building, and former Methodist Church
- Many challenges and opportunities we face occur concurrently with our neighbors and we should work toward collaboration—especially with Charlevoix Township
- ~~Advocate for tax incentives to encourage the creation of more housing and the allowance for Principal Residence Exemptions for long-term rental housing~~Implement new housing programs permitted by state law including payments in lieu of tax and other programs to encourage affordability
- Seek ways to enhance the value of living in Charlevoix

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:

- ~~Move forward with the Advanced Metering Infrastructure program and look for opportunities to install electric car charging stations and similar green choices~~Set reasonable targets for energy waste reduction, water loss, and other measures to increase the efficiency of our utility systems
- ~~Work cooperatively with our neighbors to advance toward curbside recycling and more recycling opportunities downtown~~Focus on downtown recycling and combined trash collection
- Organizers of special events should take lead responsibility for trash and increasing the recyclability of event waste

- Complete the northside non-motorized trail extension currently in development, ~~finish the planned walkway along Park Avenue, and look for more opportunities to add non-motorized transportation infrastructure in the community~~

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

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~~
- ~~Consider adding activities in East Park and Bridge Park like shuffleboard and concrete checker and chess boards~~

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:

- Ensure rates and fees for specific uses are sufficient to support the service provided
- Review surplus City-owned real estate with the goal of redeveloping into year-round housing
- ~~Revise and review policies for internal financial controls and reporting including the Purchasing Policy, Investment Policy, and others~~

Enhance and showcase the outstanding quality of life in Charlevoix

Charlevoix is well known as one of the premier 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:

Adopted by City Council

January 17, 2022

- Complete the Downtown Alley and Corridor Implementation of Designs Strategy through existing and future infrastructure projects ~~like the reconstruction of Mason Street, reconstruction of the Mason Street Parking Lot, and future improvements in a consistent and planned approach~~
- Review, revise and finalize the Special Event Policy by addressing uses, changes in liquor licensing rules, and the implementation of a fee schedule to recover costs from special events

Charlevoix City Council

2024 Goals and Planning

Title: Future Fire Truck Replacement Strategy

Date: September 27, 2023

Presented By:

Background:

I've begun conversations with Charlevoix Township on the replacement of our 1994 Ladder Truck. Our agreement with the Township for fire service requires us to maintain this equipment since its use is primarily for more urban areas with taller buildings. We are exploring a new fire truck that would incorporate the needs of the first-out fire engine for the township and the ladder capabilities we need. This is likely to save considerably over the purchase of two fire trucks.

Recommendation:

Attachments:

None

Charlevoix City Council

2024 Goals and Planning

Title: Electric Department Strategic Planning

Date: September 27, 2023

Presented By:

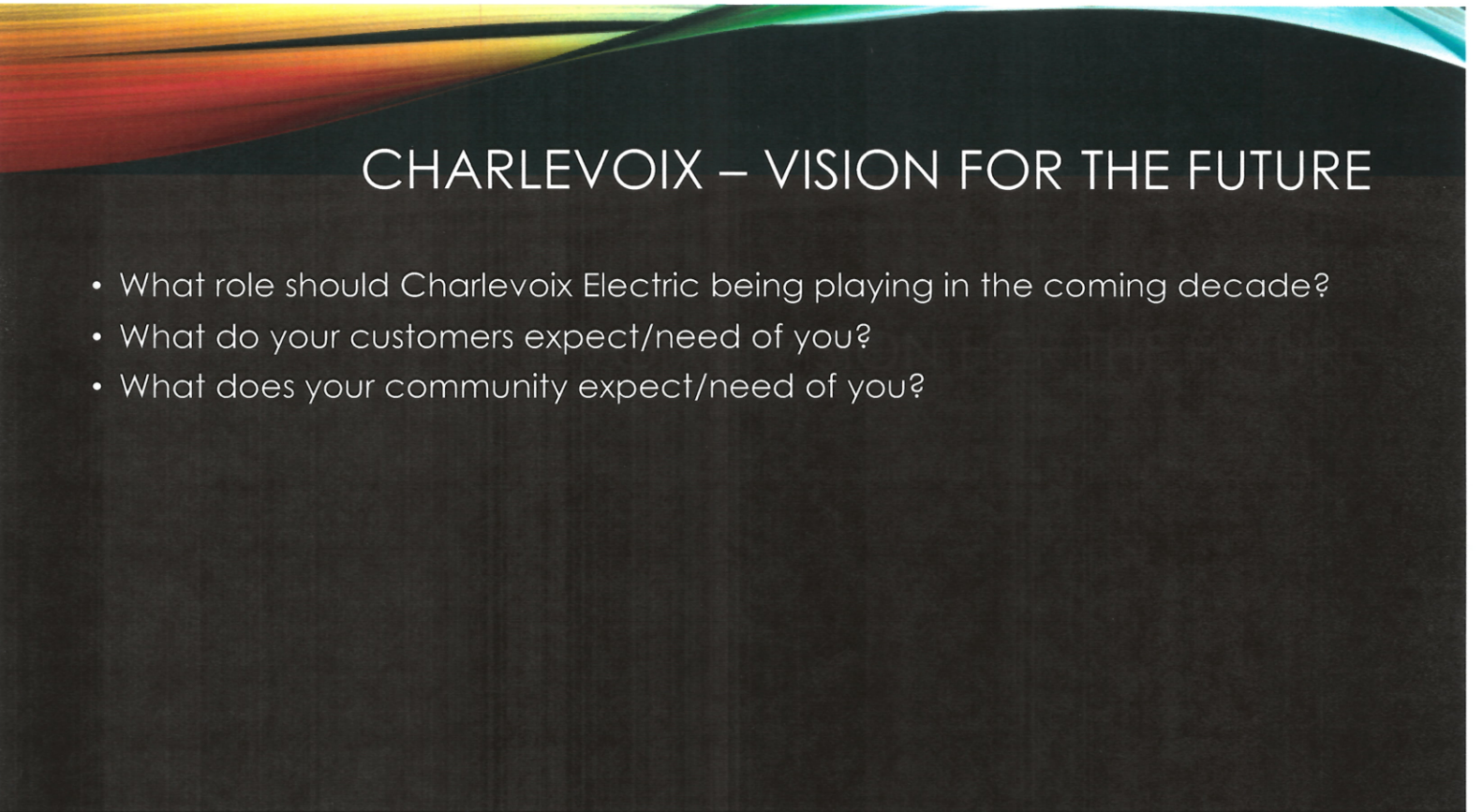
Background:

Over the past few months, a small group has been working to develop a strategic plan for our Electric Department. I'd like to review this work with Council.

Recommendation:

Attachments:

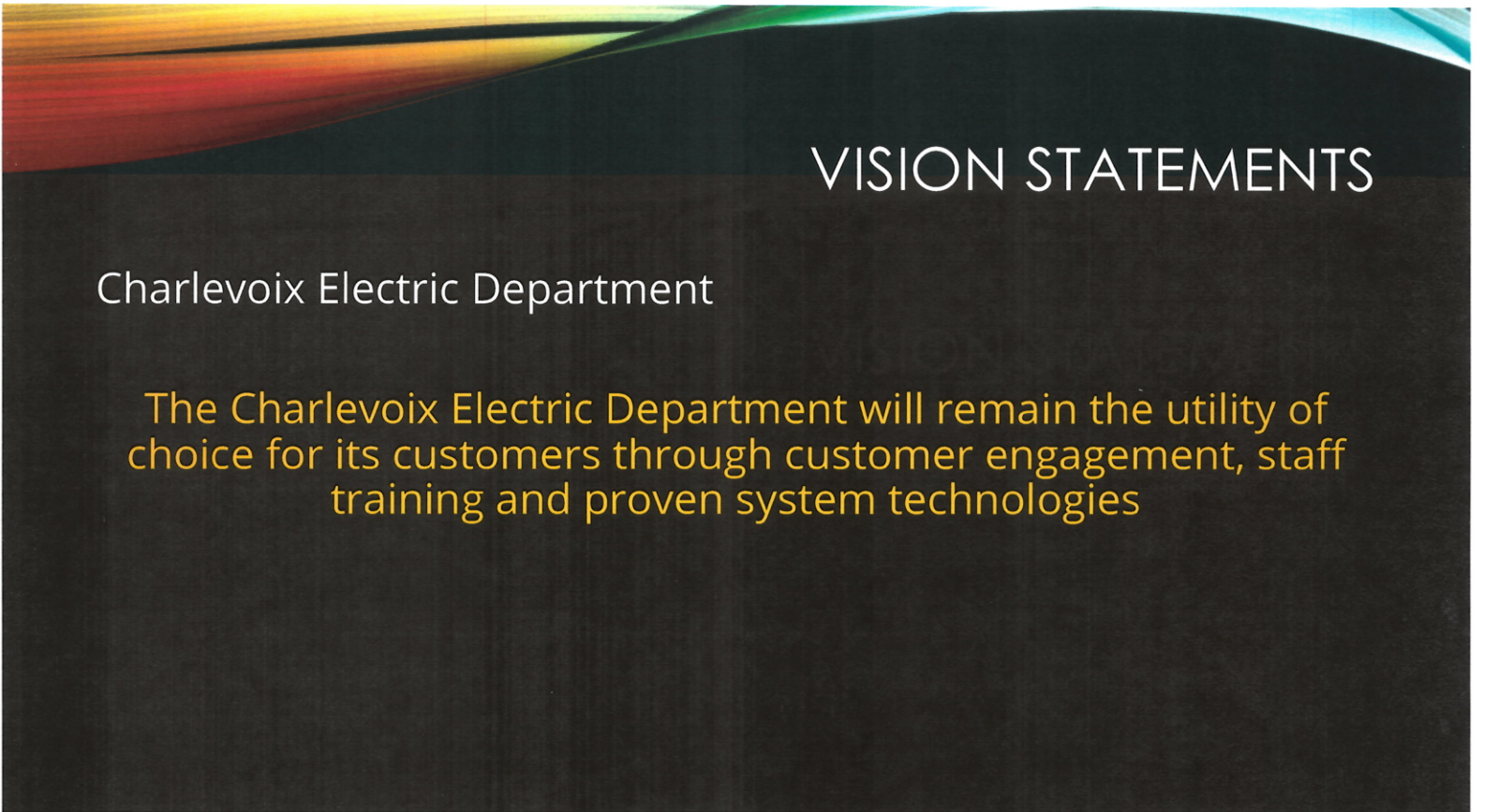
1. Strategic Plan Drafts 09.26.2023



CHARLEVOIX – VISION FOR THE FUTURE

- What role should Charlevoix Electric be playing in the coming decade?
- What do your customers expect/need of you?
- What does your community expect/need of you?

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VISION STATEMENTS

Charlevoix Electric Department

The Charlevoix Electric Department will remain the utility of choice for its customers through customer engagement, staff training and proven system technologies

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MISSION STATEMENTS

Charlevoix Electric Department

The Charlevoix Electric Department will provide measurably reliable electric service, competitive rates, and meet the current and future needs of our customers

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CORE VALUES – CHARLEVOIX ELECTRIC DEPARTMENT

- Safety
 - Continued training through the Michigan Electric Cooperative Association
- Integrity
 - Follow through on commitments to customers, contractors, and city staff
- Honesty
- Work ethic
 - Eight hours work for eight hours pay
- Craftsmanship
- Stewardship

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CUSTOMER PERSPECTIVES: CHARLEVOIX ELECTRIC

Key Customer Groups:

- Permanent residential:
 - In City – 24%
 - Rural – 18%
- General service – 25%
 - e.g., Walgreen's, Oleson's, etc.
- General Service Demand – 13%
- Primary metered and industrial – 13%
 - e.g. Harbor Industries, hospital
- General Service rural – 7%

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SWOT – CHARLEVOIX ELECTRIC

Strengths

- Local control
- Adaptability
- Compact system (service territory)

Weaknesses

- Customer education
- Regulatory compliance
- Security
- Transmission system (single source from Consumers)
- System size
- Supply chain issues
- Climate and environment
- Seasonal residents
- New technologies

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SWOT – CHARLEVOIX ELECTRIC

Opportunities

- New technologies
- Data collection
- Overhead to underground conversions and system maintenance
- Renewable resources
- State and federal grants for capital projects
- Economic growth

Threats

- Cybersecurity
- Sector (customer) homogeneity
- Charlevoix's residential customers
- Local control
- Regulation
- Legislation
- NIMBY
- Equipment failure
- Climate and environment
- Electric vehicles
- Unknown unknowns
- Energy theft
- Supply chain issues
- General public safety

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CHARLEVOIX

STRATEGIC PRIORITIES – CHARLEVOIX ELECTRIC

Technology and Corporate Structure

Technology:

- Implementation of Automated Meter Reading (AMI)
- Implementation of update Geographic Information System (GIS)
- Leverage AMI and GIS capabilities for outage management

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STRATEGIC PRIORITIES – CHARLEVOIX ELECTRIC

Technology and Corporate Structure

Corporate Structure:

- Review role for supervisory position
 - Work order prioritization and completion
 - Inventory oversight
- Review role of meter technician
 - AMI operations
 - Substation inspections

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STRATEGIC PRIORITIES – CHARLEVOIX ELECTRIC

Long Term Power Supply

- Deeper involvement in the Michigan Public Power Agency (MPPA) and American Public Power Association (APPA)
 - Attend monthly meetings, attend seminars and training sessions

Customer Education and Engagement

- Rate development and design based on industry trends and customer needs and expectations
- Participate in APPA's annual Public Power Week
 - Education of elementary aged children
- Annual review of Rules and Regulations, policies, and industry trends

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STRATEGIC PRIORITIES – CHARLEVOIX ELECTRIC

Safety, Security, and Reliability

- Continued participation in Michigan Electric Cooperatives (MECA) Safety Program
- Regular review of construction practices and standards
- Increase surveillance of critical assets, primarily substations
- Routine contact with IT consultant for latest threats and defenses for cybersecurity
- Use improved technology to track system reliability

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CHARLEVOIX ELECTRIC

Strategic Priority: Technology and Corporate Structure

- **End Statement:** Determine customer needs, expectations, and industry trends then evaluate technologies and personnel/corporate structure to meet those needs expectations and trends.
- **Goals:** Through conversations with staff and city council determine technologies to meet customer needs
- **Action Items:**
 - Complete draft Technology Work Plan (TWP)
 - Implementation of an Automated Metering Infrastructure system
 - Continue refining the current Geographic Information System (GIS)
 - Determine organizational changes necessary to implement adopted TWP
- **Sponsor:** John Griffith

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CHARLEVOIX ELECTRIC

Strategic Goal: Long Term Power Supply:

- **End Statement:** Through its MPPA membership, Charlevoix will continue to evaluate the cost and reliability of power supply options that best meet our customers' needs and expectations.
- **Goals:** Deeper involvement with MPPA to understand power supply options and implications regarding reliability, efficiency, sustainability, and affordability
- **Action Item:**
 - Participation in offerings by the Michigan Public Power Agency and the American Public Power Association
- **Sponsor:** John Griffith

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CHARLEVOIX ELECTRIC

- **Strategic Priority: Safety, Security, and Reliability:**
- **End Statement:** Continue to build upon the current culture of safety, security, and reliability to continue earning the support of our customers.
- **Goals:** Build upon current culture for the continued safe, secure and reliable power supply to meets customer needs and expectations
- **Action Item:**
 - Continue with current MECA safety program
 - Annual review of the city's Rules and Regulations for Electric Service
 - Implement APPA's reliability tracker
 - Annually prioritize issues identified in the system study and incorporate into annual capital plan
- **Sponsor:** John Griffith

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