

The City of Brighton City Council's annual Special Goal-Setting meeting for 2010 was called to order by Mayor Bandkau at 8:00 AM on Saturday, October 23, 2010. A roll Call was conducted and all Council Members were present. Also in attendance were the two attorneys from the City Attorney's Office, the City Clerk, Police Chief, Community Development/Planning Director, Department of Public Services Director, the Acting Finance Director, the Human Resources Director, the City Manager and an audience of one.

The Mayor and Council then proceeded to adopt the proposed Goal-Setting meeting agenda on a motion made by Bohn and seconded by Muzzin.

The Mayor then conducted a Call to the Public. No comments, inputs, or questions were received.

During the Saturday, 10/23/10 portion of the meeting; the City Council recessed the meeting for the following time-periods as follows:

1. Recessed the meeting from approximately 10:00 AM – 10:15 AM on a motion made by ___Bohn_____, supported by ___Cooper_____ and approved unanimously
2. The Council then resumed the Special Meeting at approximately 10:15 AM on a motion made by ___Bohn_____, supported by ___Cooper_____ and approved unanimously. The City Council also excused Council Member Cooper for approximately 2 hours until Noon..
3. Recessed the meeting from approximately 12 Noon – 12:30 PM on a motion made by ___Bohn_____, supported by ___Pipoly_____ and approved unanimously
4. The Council then resumed the Special Meeting at approximately 12:30 PM on a motion made by ___Bohn_____, supported by ___Pipoly_____ and approved unanimously.
5. Recessed the meeting from approximately 2:30 – 2:45 PM on a motion made by ___Bohn_____, supported by ___Cooper_____ and approved unanimously
6. The Council then resumed the Special Meeting at approximately 2:45 PM on a motion made by ___Bohn_____, supported by ___Pipoly_____ and approved unanimously.
7. Recessed the meeting from approximately 4:00 PM – 8:00 AM, Sunday, 10/24/10 on a motion made by ___Bohn_____, supported by ___Cooper_____ and approved unanimously

During the Sunday, 10/24/10 portion of the meeting; the City Council resumed and recessed the meeting for the following time-periods as follows:

1. Recessed the meeting from approximately 9:45 AM – 10:00 AM on a motion made by ___Bohn_____, supported by ___Cooper_____ and approved unanimously
2. The Council then resumed the Special Meeting at approximately 10:00 AM on a motion made by ___Bohn_____, supported by ___Cooper_____ and approved unanimously.

After the Mayor and City Council had completed its Special Goal-Setting meeting discussions, the Mayor then conducted a Call to the Public. No comments, inputs, or questions were received.

There being no further business to discuss or conduct, a motion was made by _____Pipoly_____ and supported by _____Muzzin_____ to adjourn and the motion was approved unanimously. The meeting was adjourned at approximately 10:59 AM on Sunday, 10/24/10.

During the course of the City Council's Goal-Setting Meeting discussions which occurred on both Saturday, October 23rd and Sunday, October 24th, the following Draft New Goals and/or Draft Updates to the Current Goals were developed: (Updates to Current Goals and/or New Goals are in Boldfaced' font in each of the Goals' Categories):

Budget & Financial:

- **Start Budget Preparation process early; in order to get the Proposed Budget to City Council 1 month earlier than normal**
- **Suspend the CIP Preparation process and replace it for this year with the pending CIP Funding Citizens Advisory Task Force process**
- **Develop Multi-Year Budget Plan to be submitted with Proposed Budget to City Council**
- **City Manager should relay a Thank You message from the City Council to the CIP Funding Citizens Advisory Task Force for the work and time that the Task Force has already invested in the process and to encourage the Task Force to continue moving forward in the direction that it has already established in its first 4 meetings**
- **Bring Street Maintenance Projects list back to the City Council in the near future for a possible fund balance appropriation due to the FY 09-10 fund balance being better than last projected as determined by the recent audit report**
- **Provide City Police & DPS and other support to and for Chamber of Commerce's increased number of civic events (per the Chamber's Executive Director's 10/22/10 Letter to the City Manager) as long as it is General Fund budget-neutral; a request for additional future DDA funding for increased civic events' costs will be needed. The same budget-neutral proviso will need to be applied to possible new Wintertime civic events.**
- **For any Community College or University initiatives and planning processes that may involve a college or university's need for free space, then ask/negotiate for free training programs and classes to be provided for City employees and City board members**
- **Conduct Closed Session with City Labor Attorney at earliest opportunity to ask questions regarding City Labor Attorney's recent attorney-client privileged communications relating to city employee wage and benefits' costs and related legal issues .**
- **Bring proposed DPS Restructuring Proposal as presented by the DPS Director and City Manager at the goal-setting meeting to the City Council for approval with more information about the projected service impacts of the proposal**
- **Staff and City Attorneys should research & report to City Council the Viability of Selling or Giving Away the City's Cemeteries with the historic Village Cemetery being excluded from this research**
- **Staff should explore and research privatization of existing City service options & new partnerships for service delivery to reduce costs**
- **For any Proposed Service/Organizational restructurings or service contracting options involving the downsizing of the City's organization needs to include a**

- Review of the Current subject Business Model vs. Proposed which means or includes a comparison of the Current organizational chart vs. the Proposed Revised organizational chart, description of Current Duties/Processes vs. New/Proposed, and a projection of the Service Impacts of the Proposal on Businesses and Residents**
- **City Council acknowledges that the City Manager’s upcoming proposed budget will most likely include Service/Organizational restructuring proposals and related organizational downsizing proposals which may affect any or all parts of the City’s current organization and daily services i.e. Everything is On the Table for restructuring consideration**
 - **For Police Services: continue providing Existing/Current services “as-is”; only provide increased directed foot-patrol if stakeholders/property owners/business owners want to purchase or pay for the Police overtime necessary to provide increased foot patrols**
 - **Consider asking DDA to fund an upgrade and expansion of the downtown camera system to assist police department with vandalism deterrence**
 - **Only pursue possible shared police services or consolidation of police services with neighboring units of government if it does not result in reduced police service levels for City taxpayers**
 - **Regarding Millage and other Budget related Options : Staff and the City Council Budget & Finance Subcommittee should work on Both sides of the Ledger (Increasing Revenues and Reducing Expenditures) co-equally.**
 - **City organization needs to identify ways and means of Improving our Marketing of, Communications of, and Educating of What we’re doing and Why we’re doing it**
 - **Consider City Hall relocation to free up current site for commercial development and/or consider possible future city staff-presented Public-use alternatives for the current City Hall building and property**
 - **Also pursue possible City Hall relocation to the current Chamber of Commerce property site if the Chamber proceeds to relocate per its recently announced plan**
 - **Pursue “Performance Contracting” for the City’s water & sewer utility systems as presented in the related staff retreat issue paper ; especially with respect to lowering the electrical and gas related energy consumption costs for the two utility systems**
 - **Pursue the MLGBC Consortium related local government services benchmarking study participation as presented in the related staff retreat issue paper**
 - **Pursue recent inquiries from Rotary and SELCRA for possible Community Center “spin-off” if either organization is able to operate & assimilate the operating costs for same to relieve the City’s General Fund**
 - **Pursue Benchmarking of City services & practices with the help of MML staff; including possible MML presentation on same at a near-future Early Blue Sky session**
 - **Research possible SEMCOG-funded 6-week Survey/analysis of City services/practices**
 - **Consider Council appointment of a Citizens’ Advisory Task Force to determine recommendations for stable/ongoing funding sources for Capital Improvements**
 - **Price City Services to Sell for marketing outside of the City of Brighton**
 - **Consider self-funding options for City Health Insurance for cost savings**
 - **Explore Alternative Staffing for City services such as increased use of part-time employees and privatization**
 - **Conduct Early Blue Sky Session on 12/17 at 6:00 PM on Budget & CIP matters**
 - **Review deferred CIP’s @12/17 Early Blue Sky**
 - **Michigan Tribunal cases: bring report on Additional Cost projections to City Council & info on possible settlements**

- Ask City Assessor for report about residential rental property assessments & monitoring thereof
- Consider pursuit of cost-sharing on Michigan Tribunal cases through the RCG with neighboring units of government
- Include OPEB implementation status in 12/17 Early Blue Sky session

Main Street Program:

- **Regarding the City Manager’s Main Street Program-driven Restructuring Proposal to reallocate the duties of the CD/Planning Director and the CD/Planning Department Administrative Assistant to be primarily dedicated to the final implementation of the Main Street Program and related Application for Select Membership status in the Michigan Main Street Program to be supervised by the DDA Board and with the positions wages and benefits to be continued to be funded by the General fund:**
 - City Manager will develop a Set of Metrics for City Council approval to enable future measurement and reporting on success/outcomes of the restructuring plan
 - City Manager to add a “dotted line” between the City Manager and the Main Street Program Executive Director/DDA Administrator (the redefined position of the current CD/Planning Director) on the new official organization chart (for City Council’s approval) to reflect a line of accountability and communication to be maintained between the City Manager and combined Main Street/DDA projects and activities
 - City Manager is directed to obtain a City Attorney charter-related review to confirm that the City Manager can redefine the duties of an existing administrative staff position such that it reports directly to a City Council-appointed Board as opposed to reporting directly to the City Manager
 - City Manager needs to make clear in public presentations of the restructuring plan that it does not result in an Increase in city staffing or increased City General fund expenditure on staffing
 - The combination of the City Manager, Main Street Program/DDA staff, and proposed redefined Planning/Zoning Department Staff need to also maintain work & pursuit of improvements and grants for the city’s residential needs in addition to business needs. “Residential needs’ includes work to promote increased mixed-use redevelopments in downtown that include residential components.
- Move it forward from paper/concept into reality this year

DDA Amendments’ Process:

- **NO NEW Goals; Amendments’ process was completed last year**
- Closely monitor completion of the pending process & related outcomes. Get in position to implement new items/programs that will become Eligible DDA Expenditures in February when the Amendments’ process is completed (**See also the Main Street Program related Goals**)

The Following Additional Draft Goals were developed Pursuant to each of the Eight Asset Categories of the MML's 21st Century Community Design Program:

Green Initiatives:

- **Pursue “Performance Contracting” for the City’s water & sewer utility systems as presented in the related staff retreat issue paper; especially with respect to lowering the electrical and gas related energy consumption costs for the two utility systems**
- Energy Audit recommendations’ implementation
- Advertise/promote the use of separate Lawn Watering Meters to our Water utility customers
- Consider the facilitation of Increased Density with our Developments and redevelopments
- Pursue installation of Waterless fixtures in City’s public facilities & promote same in private developments in our site plan review processes
- Consider the facilitation of Increased Mixed-Use in our developments/redevelopments
- Overt Recruitment of Energy, Ecology, & Leading Technology-based businesses/industries in our Economic Development work
- Do/complete the MML’s online “Green Challenge”

Transit:

- Install Bicycle Racks at key points in the community
- Review/update Ordinances re: possibly amend/modify/rescind current prohibition of bicycles on sidewalks
- Develop definitive plan for Sidewalk repairs
- Develop definitive inventory of Sidewalk “gaps” that need to be filled in
- Renew attention/focus on Grand River avenue traffic congestion
- “Restart” the I-96 + Grand River Interchange improvements’ project efforts through and with the RCG ---to get cooperative funding on next phases of Engineering work needed to get it to be a fundable “shovel-ready” project
- Need recommendations from City Attorney and Police Chief regarding Dog-related regulations at Civic Events
- Examine costs & funding for possible Police use of Segways in downtown as alternatives to bicycles.

Physical Design + Walkability:

- **Staff should process a Temporary Advertising Sign permit per applicable City sign code regulations to allow the Chamber of Commerce to place a temporary “stick-on” promotional/advertising sign on the Old Town Hall to advertise and promote the upcoming Holiday Glow event. City staff should also work with the Chamber’s staff to prepare a comprehensive sign code variance application package to allow temporary promotional signage for all of the Chamber’s civic events to then submit to the ZBA for consideration.**

- **For the pending work on the Medical Marijuana related dispensing businesses zoning ordinance amendment and regulations; staff and City Attorneys should research to determine if any type of tax abatement can be granted in exchange for the subject businesses providing a direct financial contribution for community security and or public safety measures and resources**
- **Bring Street Maintenance Projects list back to the City Council in the near future for a possible fund balance appropriation due to the FY 09-10 fund balance being better than last projected as determined by the recent audit report**
- **Provide City Police & DPS and other support to and for Chamber of Commerce's increased number of civic events (per the Chamber's Executive Director's 10/22/10 Letter to the City Manager) as long as it is General Fund budget-neutral; a request for additional future DDA funding for increased civic events' costs will be needed. The same budget-neutral proviso will need to be applied to possible new Wintertime civic events.**
- **Staff and City Attorneys should research & report to City Council the Viability of Selling or Giving Away the City's Cemeteries with the historic Village Cemetery being excluded from this research**
- **Consider possible future city staff-presented Public-use alternatives for the current City Hall building and property**
- **Also pursue possible City Hall relocation to the current Chamber of Commerce property site if the Chamber proceeds to relocate per its recently announced plan**
- Complete the Village Cemetery related Legal Research Request from the Historical Society re: headstones' maintenance/movement, the property ownership lines regarding the location of the proposed walkway to and from the new gateway
- City Cemeteries: publish notices of Decorations' related timelines
- Maintain Public Hearing for inputs' process to occur well in advance of Memorial Day each year
- Review signage of Rules & Regulations at the Cemeteries to make sure they're clear for the public/patrons
- Reenders' Public Housing Alternative: more research & analysis needed; see also the related goal in the Cultural Economic Development goal category
- Pursue implementation of the Main Street Program's recommendation to develop common & implemented Design Standards for the community
- Pursue filling in the Sidewalk Gaps
- Keep the Northwest Neighborhoods' Residential Curb & Gutter CIP on the high-priority list
- Bring Review of the City Staff Blight removal Task Force to the City Council to update the Council on the Task Force's pending work
- Waterfowl Waste: get Matt Schindewolf's Retreat Issue paper of last week to the City Council for review with respect to next possible remediation options to consider, and pursue Education Program in local School classes, consider possible simple split-rail or single-wire fence or similar low-impact screening on the Mill Pond's water's edge near the Imagination Station, City Hall, & Gazebo locations.
- Conduct a World Café forum in the early part of 2010 to gather/solicit public input on the basic question of "What do We want the Town to be and look like?" to then serve as a guide for related work on all Physical Design+Walkability goals going forward
- Pursue work on developing Zoning Ordinance Amendments for Building Heights consistent with MML 21st Century Community Design Concepts
- Pursue work on Zoning Ordinance Amendments affecting Density of new and/or redevelopments consistent with MML 21st Century Community Design Concepts

- Pursue work on Ordinance Amendments affecting Downtown-related Off-Street Parking regulations/requirements consistent with MML 21st Century Community Design Concepts
- Pursue implementation/work on implementing the recommendations of the recently completed DDA-funded Downtown Parking Study

Entrepreneurship:

- Pursue possible MML 21c3 staff's review/auditing of Existing City practices and processes affecting business development/growth, & redevelopment in the community with City staff to identify areas of improvement in the City's ability to facilitate entrepreneurship
- Also consider use of related Resources from area colleges/universities for similar reviews with City staff
- Conduct a Business Roundtable with Staff to get Inputs on what has worked in the past vs. what did Not work relative to City processes and regulations; that targets both recently-established businesses in our community and longer-term businesses
- Create an identifiable package of new incentives to attract new business and to promote/encourage expansion/growth of existing businesses
- Conduct more proactive marketing of the City outside of the Brighton region in other urban centers in Michigan

Education:

- **City Manager should provide an affirmative response to the Washtenaw County Community College (WCC) President to seek support of the WCC Board of Trustees for the WCC President to begin a planning process to locate a WCC extension of classes and programs in a downtown location, or in the former St. Joseph's Medical Center building, or in the former Lindbom elementary school building**
- **Proceed with Community College and or University planning and outreach processes such that the work does not cause a slowdown or slippage in staff work on other high priorities . Such planning processes could include but not be limited to a long-term planning process for a future possible Brighton-based Livingston County Community College**
- **City staff should also consider outreach/recruitment of for-profit higher education entities to consider establishing a presence in Brighton**
- **For any Community College or University initiatives and planning processes that may involve a college or university's need for free space, then ask/negotiate for free training programs and classes to be provided for City employees and City board members**
- Retention of Lindbom School in the community is a high priority, and acknowledgment that Lindbom school is a core part of the City of Brighton's identity
- High priority for the Mayor to send a formal letter to the School Board requesting retention of Lindbom School relative to the School District's consideration of closing 1 of its existing elementary schools due to the District's budget/finance crisis. Said letter should also thank the District for its recent decision to provide funding to re-start the high School Police Liaison Officer program

- Mayor was also asked to in turn ask the School District Superintendent to read the Mayor's letter out loud at the District's future public input meeting regarding possible school closures.
- Pursue active Outreach to Area Community Colleges and Universities for Economic development and enhanced education purposes/opportunities in our community

Messaging & Technology:

- Start a City Facebook page
- Start a City Blog website
- Use the above two new Internet related City communications media outlets in place of traditional public information media/mechanisms (but also such that state statutory public notification requirements are also still followed) to reach all segments of our customers/public and to proactively communicate what we want to communicate and what we want people to know
- Start utilizing Twitter and Facebook & related social networking communications' systems & technologies regularly/daily
- Resume "Project Funding provided By" signs on all City and/or DDA related construction projects in the City so that the public will clearly know how a given project is being funded
- Increase the use of the City's Cable TV channel for public information purposes
- Pursue implementation of Live Council Meeting broadcast/telecast streaming on the City's website

Cultural Economic Development:

- **Arts and Culture Advisory Commission: begin planning work/process to convert the Advisory Commission to a separate non-profit and non-city government Arts & Culture organization subject to the following:**
 - **If the Mayor is still appointing members to the Board of Directors; then a legal review by the City Attorney will be needed to determine if the new nonprofit Arts & Culture organization can actually be separate from or outside of the city government structure**
 - **City staff and the current Arts & Culture Advisory Commission is directed to examine the possibility of redirecting/reassigning the Arts & Culture Commission's work & activities to Existing nonprofit Civic and Arts-oriented organizations such as the Chamber of Commerce and the Brighton Center for the Performing Arts' Board**
- Investigate/Analyze the "Reenders" public housing/city ownership alternative as recently proposed by the Reenders' Development group further; bring more analysis and details to the City Council for further review. This needs to include Marketing Analysis details with respect to the ability of the project to generate the necessary rental income to enable the City to meet bond related debt service payments if the City is to pursue this as a public housing project with City ownership
- Create a package of New Incentives and Related Process improvements for qualifying commercial projects

- Increase the City's activity with respect to proactive Industrial Economic Development/business attraction and with an eye towards the Green Initiatives' related goal category's objectives for such new businesses

Diversity & Multi-Culturalism:

- pursuit of the Reenders related public housing alternative research/analysis goals
- Continue promotion and encouragement of downtown-based Civic Events
- Outreach to area colleges & universities
- Evaluate the effectiveness/impact of the CoBACH which opens to the public on Nov 18th i.e. to answer the question 6 or 12 months from now of "Did this public investment and experiment work/produce for us?"

Additional Goals/Direction given to the City Manager related to all Council-established goals:

- **Staff should begin a practice of posting Council Meeting Agenda Packets on the city website**
- Resume regular Goals' Progress Reports to Council in a checklist/quick at a glance format
- **Staff should proceed with its proposed new Goals Tracking & reporting system with the objective of providing monthly updates to the City Council. The Tracking System reports should have both the 2009 goals (as updated) and 2010 goals organized per the eight 21st Century Design Asset Categories plus the ninth Budget & Financial category**
- Pursue implementation of Online Work Activity checklist-type Update reports for City Council to access which reflect all of staff & consultants' ongoing work that involves both the City-Council established goals as well as highlights of other ongoing work activity that is significant with respect to use of staff & other resources
- **Ask the City Attorney to review the Charter to determine if it will permit only one City Council Meeting per month as a possible means to reduce costs and reallocate staff time**
- **City Manager was asked to contact the Howell City Manager to explore and determine if there are tangible objectives to be accomplished with a possible future joint meeting of the Howell and Brighton City Councils.**
- **City Manager should work with other staff to develop a budget plan to restore funding for training and development opportunities for City Council Members and City employees which may include procurement of new low cost or grant-funded training and education programs and online programs**

General Discussion Items (not resulting in specific new goals established):

- Discussion of the possible Water & Sewer Utilities' related systems' assets sales idea as described in a staff retreat issue paper; but no direction to pursue at this time

- City Council Meeting Rules of Procedure discussion but no direction to change the rules at this time
- Discussion of the general need for our city government organization to remain competitive in the marketplace for city employee compensation and to provide incentives for all employees to continue pursuit of ideas and service improvements that will help to improve the city's financial position