THE CITY OF
CHARLOTTE
MICHIGAN

PROPOSED AGENDA
WORKSHOP MEETING OF THE CHARLOTTE CITY COUNCIL
111 E. Lawrence Ave, Charlotte, MI 48813 (517) 543-2750
7:00 P.M. Wednesday, March 20, 2024

Interested persons can participate in-person or via Zoom
Connect to Zoom from your computer, tablet, or smartphone
Website: https://us02web.zoom.us/j/88328425516
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Telephone: (312) 626-6799 Webinar ID: 883 2842 5516

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **Absence of Council Members**
5. **Public Comment** - Limit presentation to five (5) minutes
6. **Approval of Agenda**
7. **Discussion Item**
   a. Council Priorities discussion
8. **Public Comment**
9. **Mayor and Council Comments**
10. **Adjourn**

~Mary LaRocque, City Clerk

ADDRESSING THE CITY COUNCIL

Comments shall be made only during times set aside for that purpose.
Each citizen may speak for up to 5 minutes during each public hearing and comments period.
Comments made during public hearings shall be relevant to the subject of the public hearing.
Comments shall be made from the podium unless otherwise directed by the Mayor.
Comments shall be directed to the Mayor and Council members.
Speakers shall begin by stating their name and indicate if they are a resident or non-resident of the City.
Speakers shall refrain from using vulgarity, hate speech or "fighting words."

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council

From: City Manager LaPere, MPAP

Date: January 5, 2023

Re: Council Policy Priorities Discussion

City Administration has a few recommendations of priorities for the upcoming year and beyond. First and foremost, is the city's road rehabilitation plan. As we discussed when establishing priorities for ARPA funding allocation, the residents have identified this as a key priority. This will be complemented by the three major infrastructure projects planned in 2023: Safe Routes to Schools sidewalk project, Island Highway reconstruction, and Hall/Washington/McClure reconstruction. The other major project planned for the upcoming year that will have community-wide impact is the Master Plan update. These two items – road plan and community plan – tie together well as they will both require significant planning and community engagement, and both will have community impact.

The City is also in progress on a third-party water rate study which will result in recommendations policy and ordinance updates, as well as provide a long-term financial plan for the water and sewer utilities. This study will be complete early this year with a presentation to Council and the public planned for early spring.

Administration has also provided two documents for Council to review as it considers its policy priorities for the upcoming year: Vision 2025 Strategic Plan and the 2020 Operational and Fiscal Analysis.

Operational and Fiscal Analysis. This document was completed in December 2020 and was the result of an effort by the City to have a consultant review the financial and operational status of the city and suggest efforts to effect improvement. As with any consultant study, the report is broad based and provides many ideas for consideration while recognizing not all will, or ought, to be implemented. There are over 50 recommendations and ideas to consider, some of which may not be feasible or desirable and some of which will take time to fully implement. Council will have to determine which of the remaining recommendations make sense for the community given what has been implemented since the report was issued, the effects of those actions, and changing community needs, and then prioritize and allocate resources accordingly.

As mentioned, a number of recommendations have been implemented in the past two years. The most significant financial recommendation, addressing the General Fund structural deficit, has been remedied by way of implementing the Special Assessment District to defray the costs of fire protection. This also accomplished another recommendation of seeking additional revenues to support fire services. In connection with this effort, the fire fund was created for the department, also a recommendation of the report. Council adopted a fund balance policy, and administration has eliminated the third-party financial services contract. Further consideration will be needed for the appropriate administrative

structure as we continue to operate below-recommended staffing levels for the administrative offices. We retained a part time code enforcement officer, and assigned oversight of those duties to the Community Development Director. We have shifted building permitting to Eaton County Construction Code. Administration has also implemented a new credit card processing company.

There are a number of recommendations related to the pension system and its underfunded liability that continues to put financial strain on the city. In FY21-22, the city contributed an additional $175k into the pension system and established a surplus division for those funds. In the current fiscal year, the city will be contributing at least an additional $150k into the system, on top of the required annual contribution of over $1.1mill. Further discussion on the merits of various recommendations and opportunities to continue to address the unfunded liability will be part of the larger budget conversations this spring. In general, Administration does not recommend taking on additional debt to pay for this debt. We also are waiting further details from Michigan Treasury on the state grant program for underfunded pension liability and expect to know more about that program in April. The volatilely in the markets has added another level of uncertainty as to the city's funded levels and how that will impact the upcoming (FY23/24) annual required contribution. We receive our actuarial report in spring, typically May or June, and that will provide additional data to determine best path forward. Nonetheless, achieving a funded status above 60% remains a priority.

There are a few items planned for the upcoming calendar and/or fiscal year that accomplish some other recommendations in the report including a staffing study for the fire department and Administration also is currently working on the review and update of its personnel policies, job descriptions, pay scales, and staffing overall.

A few recommendations in the report have not been considered as they have not been a priority of Council, this includes providing single hauler curbside collection, utilizing third-party planning consultant for plan reviews, modifications to capitalization thresholds, requiring residents share costs of sidewalk repairs, exploring regional fire authority, and levying a tourism millage. Other recommendations, such as subscribing to various software programs have not been undertaken as we're addressed those financial planning goals through restructuring the administrative team and/or did not find the benefits of the programs justify the expense.

Vision 2025 Strategic Plan. This document was completed in April 2020, and due to the timing at the start of the pandemic there has been limited opportunity to fully implement some of the recommendations. This document was created as a partnership with a number of community groups and stakeholders, and utilized public engagement to create the strategic goals and objectives. There were seven strategic goals identified: Improve access to and engagement in the arts; Improve access to basic needs; Improve community engagement and communication with the city; Improve economic opportunity for residents and businesses; Improve education outcomes and opportunities for individuals of all ages; Improve environmental quality; and Improve community health and wellness. Within the document are recommendations for various ways the city can work to realize those goals and the city has an implementation spreadsheet that outlines specific tasks and responsible organizations. Some of those recommendations have been implemented, but there is opportunity to build upon those successes. It should be noted, this was a comprehensive plan that contemplated other entities spearheading many of these initiatives. I would recommend the City re-engage with those other organizations to work collaboratively on reviewing and taking action on these shared priorities.

attachments

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Operational and Fiscal Analysis Recommendations – Status Update

January 2023

Financial	Status	Organizational	Status
Immediate Recommendations			
1. General Fund has a structural deficit of $500,000 which must be remedied	Complete. Achieved through a combination of new revenues and cost cutting measures.	1. Restructure the administrative office	In-progress: Partially replaced staffing shortages from various transitions/COVID/etc Recommended FTE: 9 (8FT, 2PT) Current FTE: 7 (all FT) Evaluating optimal organizational impact for appropriate designation of certain duties, including hiring 1-2 additional administrative staff
2. Achieve 60% funding of the pension liability by 12/31/2022	Deadline not deemed desirable or feasible. Priority was placed on resolving the fiscal options for sustaining services, especially public safety. Deadline for achieving funding status per statute is 10y.	2. Negotiation to terminate financial services agreement early.	Complete - Agreement is terminated.
3. Move cost of trimming trees in public right-of-way to the appropriate major/local street fund.	Determined not desirable – prefer to keep road dollars to use towards road construction and maintenance expenses	3. Transfer development plan review to a planning consultant	Not a priority to add expense of third-party consultant services
4. Bonding for Water/Sewer capital projects over the next two years and use cash designated for the projects to	No significant projects during 2020-2022 to bond. In general, Administration does not support taking on more debt to pay off other debt.	4. Set plan review fees to match cost.	Fees are reviewed annually.

make additional contributions MERS			
5. Loan $500,000 from the LDFA Fund to the General Fund to make an additional contribution to MERS	Not a priority to accelerate funding through loans.	5. Transfer building inspection/enforcement to the Community Development Dept.	Complete – building inspections by Eaton Co, Code Enforcement by Community Development.
6. Subscribe to pension liability management software	Cost does not justify value beyond opportunities through MERS/Finance Director oversight	6. Set inspection/enforcement fees closer to costs	Fees reviewed annually.
7. Utilize a financial forecasting tool throughout the year to evaluate changing financial conditions and make adjustments to prevent negative financial performance	Cost does not justify value and hired Finance Director to provide budgetary/financial oversight	7. Retain a part time code enforcement officer or contract for this service	Complete – hired part time code officer.
8. Increase the capitalization threshold for infrastructure and buildings	Low priority – will evaluate	8. Avoid subsidization of airport	Ongoing priority
		9. Include additional metrics for billing fire services	Complete – adopted ordinance for cost recovery.
		10-12 Selection of Fire Chief	Complete/outdated recommendation that was based on 2020 staffing status.

		13. Create a separate fund for the Fire Department.	Complete – Fire Fund established in 2021.
		14. Establish a 10-year capital plan for Police	In progress
		15. Provide single hauler for curbside refuse/recycling	Not been a priority of Council
		16. Consider if leaf/brush pickup can be eliminated	Determined not a desirable service cut/recommendation tied to single hauler implementation.
		17. Amend the general purchasing policy.	Complete – adopted in 2022.
Short-Term Recommendations (6-12 months)			
9. Establish fund balance policies.	Complete – 2021.	18. Provide clear policy and service priority direction prior to budget requests	Ongoing – annual workshop to set priorities
10. Develop a comprehensive and broad-based cost allocation plan.	In progress – review of cost allocation as part of annual budget process	19. Review service level expectations annually	Ongoing – annual workshop to set priorities
11. Consider a new credit card processing company	Complete – 2022.	20. Consider a four-day, ten-hour per day, work week for the Administrative Office	Determined community preferred typical 5-day availability of in-person services
12. Eliminate yard waste and recycling millage	Recommendation tied to single hauler implementation	21. Require position descriptions	Complete – City has always had position descriptions and updates as-needed with union, when applicable
13. Levy a millage under the provisions of PA 359	Determined not desirable to levy millage for tourism/marketing of City/tied to elimination of yard waste levy	22. Adopt pay ranges for all non-union positions	In progress – reviewing personnel manual and policies
14. Ask voters to approve up to a 3.50 mill tax to support the cost of fire service	Implemented SAD to defray 85% of fire service costs	23. Community Development to host quarterly meetings with the Vision 2025 stakeholder group	Not determined to be priority at this time

15. Develop a 20-year road improvement plan	2023 Priority of Administration		
Longer-Term Recommendations (12+ months)			
16. Develop a citywide 10-year Capital Improvement Plan	2024 Priority/Plan	24. Update the Charlotte Personnel Manual	In-progress
17. Closely track asset purchases with useful lives in excess of one year	Ongoing – Finance/Treasury Dept	25. Assess City's engagement level with LEAP	On-going, continued value to partnership
18. Require property owners to share in the cost of sidewalk repair	Council policy decision, not been a priority	26. Explore forming a regional Fire Authority	Requires collaboration with existing partners, fire department, and community – may also want to consider EMS services
19. Assess cost of outsourcing street-line striping with the County vs bidding out to a private company	Low priority – not yet evaluated	27. Perform a staffing study of the Fire Department	Planned for 23-24 Budget, also previously requested by IAFF Union
20. Consider subscribing to cloud-based water/rate setting software.	Evaluated with water rate study and determined costs do not justify benefits	28. Consider addressing the Police's flat command structure, after the General Fund is stabilized	General Fund is on path towards stability in short term. Analysis must consider long term fiscal effects of restructuring
21. Target a cash reserve for the Water/Sewer fund of $2.0-3.0Mill	In progress – part of water rate study being completed.		

Arts & Culture						
Goal 1: Improve access to and engagement in the arts		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 1.1: Expand outdoor concert series						
1	Explore additional arts an cultural connections or activities that might be combined with the existing concert series. This may include pop-up art spaces, open mic events, music lessons, etc.	City of Charlotte	6 months		G1.5	Charlotte Chamber is organization that oversees Concerts
2	Expand the funding for concerts to include additional activities.	City of Charlotte	24 months		G1.4	
Objective 1.2: Develop a broader partnership with the Charlotte Performing Arts Center						
1	Develop a plan to engage additional community organization in the CPAC	Friends of CPAC and Can Do!	6 - 8 months		G1.1 G1.5	Friends of CPAC added to Community Parters sheet
2	Develop a joint advertising and engagement plan for CPAC	Can Do! and Friends of CPAC	12 months		G1.1 G1.5	Build on a Strength!
Objective 1.3: Enhance Charlotte history education and interest						
1	Develop an experiential learning experience for third graders that builds upon the city's current walking history tour of downtown Charlotte	Courthouse Square	6 - 18 months		G1.5	
2	Investigate and develop strong connections with local higher education institutions to include Charlotte history as part of the civic, cultural, historic and or geographic curriculum of specific courses	Can Do!	6 - 18 months		G1.1	
3	Develop a Charlotte specific evening lecture series focused on Charlotte history, featuring local experts, including college faculty, high school teachers and local historians	Charlotte Library	12 - 18 months		G1.5 G3.5	
4	Promote state and national historic designations in the city and obtain additional recognition. Ensure information about historic places is available on the city's website.	Courthouse Square	6-18 months		G1.1	
Objective 1.4: Develop outdoor art						
1	Investigate the DIA "inside-out" program and request to participate.	CharlotteRising	3 - 6 months		G1.4 G1.5	
2	If DIA is a willing partner, plan for the installation.	CharlotteRising	12 - 24 months		G1.4 G1.5	
3	If the DIA is not a willing partner or the wait is too long, consider developing a model with another art museum	CharlotteRising	24 - 36 months		G1.3 G1.4 G1.5	
4	Consider inviting muralists to paint public art on private buildings (use "Bright Walls Jackson" as a model)	CharlotteRising	12 - 36 months		G1.3 G1.4 G1.5	
Supporting Organizations						
	Charlotte High School					
	Charlotte Library					
	CharlotteRising					
	Collaboration Council					
	Friends of CPAC					
	Eaton County Community Development					
	Lansing Community College					
	Olivet College					
	Courthouse Square					
	Charlotte Public Schools					
	Can Do!					
	Capital Region Community Foundation					

Basic Needs						
Goal 2: Improve access to basic needs		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 2.1 (Housing 1): Create a hub for resources related to home ownership, including home maintenance/improvement and buying assistance.						
1	Work with local housing and financial partners to define most effective and efficient city department or local agency to serve as the hub for resources. Such resources may include financial (e.g., grants, low-interest loan programs, revolving funds, etc.) as well as construction/trade services (e.g., directory of local trades, trade education/training, etc.)	City of Charlotte	6-8 months	Ongoing	G2.8 G3.1	
2	Create a process by which resources are collected, updated and shared with the community.	City of Charlotte	6-12 months		G2.8 G2.7	
3	Implement housing resource hub process.	City of Charlotte	12-24 months		G2.8 G2.7	
Objective 2.2 (Housing 2): Create a rental inspection program to ensure proper maintenance of rental properties within the city.						
1	Develop and adopt a rental license ordinance that provides for annual or biannual rental licensing and inspection.	City of Charlotte	6-9 months	Complete 2021	G2.8	
2	Identify resources needed to implement the rental inspection program.	City of Charlotte	6-12 months	Complete 2021	G2.8	
3	Provide resources in annual city budget to run the rental inspection program.	City of Charlotte	12-24 months	Complete 2021/ongoing	G2.8	
Objective 2.3 (Food): Improve food security in the community						
1	Understand the food security needs in the community.	Can Do!	6-8 months		TBD G2.10	
2	Develop a success indicator for food security in the community	Can Do!	6-12 months		G2.10	
3	Create a food security task force to determine gaps and identify community partners to improve food security for all residents	City of Charlotte	12-24 months		G2.10	
4	Encourage stores who accept SNAP cards to offer fresh produce	City of Charlotte	24-36 months		G2.10	
Objective 2.4 (Transportation): Connect neighborhoods to essential community goods and services						
1	Identify the locations of essential community goods and services	City of Charlotte			G7.2 G7.3 G7.4	
2	Update 2008 Master Plan transportation network assessment	City of Charlotte		Commence in 2023	G7.3 G7.4 G7.5 G7.2	
3	Prioritize non-motorized transportation improvements as identified in the city's Non-Motorized Transportation Plan to connect neighborhoods to essential locations	City of Charlotte			G7.3 G7.4 G7.5 G7.2	
4	Identify funding sources for needed improvements	City of Charlotte			G7.3 G7.4 G7.5 G7.2	
Supporting Organizations						
	Capital Region Community Foundation					
	Charlotte Public Schools					
	City of Charlotte					
	Collaboration Council					
	Eaton Community Mental Health					
	Eaton County/Community Development					
	Eaton Senior Center					
	Hayes Green Beach Hospital					
	Housing Services Mid Michigan					
	Kiwanis Club of Charlotte					
	Lions Club of Charlotte					

	Optimists Club of Charlotte					
	Rotary Club of Charlotte					
	Tri-County Regional Planning Commission					
	Can Do!					

Neighborhood & Communication						
Goal 3: Improve community engagement and communication with the City		Lead Body	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 3.1: Identify Neighborhood Associations in the city.						
1	Develop informal associations based on existing neighborhood associations, geography and community input. As noted in the “Communities” element, neighborhoods contain more than just homes; they may include schools, places of worship and businesses that support the local residents. These areas should all be included.	City of Charlotte	6-12 months		G3.5 G3.6	StreetHeart Program doing a lot of this work
2	Once areas are identified, identify neighborhood “hosts” who will take the lead in reaching out and connecting the people within the neighborhood.	City of Charlotte	12-24 months		G3.5 G3.6	
Objective 3.2: Create an Office of Communications						
1	Develop job description for staff position who will serve as the manager of the Office of Communications, acting as an in-house resource for the community. This position can either be a stand alone position or the duties could strategically align with a new or existing position.	City of Charlotte	6-8 months		G3.5 G3.6 G3.7 G3.8	
2	Identify resources needed to create staff position within the city.	City of Charlotte	6-12 months		G3.5 G3.6 G3.7 G3.8	
3	Fill position of manager of the Office of Communications.	City of Charlotte	12-24 months		G3.5 G3.6 G3.7 G3.8	
4	Create communications plan	Manager, Office of Communications	24-30 months		G3.5 G3.6 G3.7 G3.8	
Objective 3.3: Develop an Annual Neighborhood Fair.						
1	Plan a Neighborhood Fair for active neighborhood hosts to learn about community-wide events, activities and support services as well as network with other hosts and learn communication tools and strategies.	City of Charlotte	24-30 months		G3.4 G3.5 G3.6 G3.7 G3.8 G3.9	Rotary is working on similar event for 2023
2	Host Neighborhood Fair	City of Charlotte	24-36 months		G3.4 G3.5 G3.6 G3.7 G3.8 G3.9	
Supporting Organizations						
	Can Do!					
	Capital Region Community Foundation					
	Charlotte Library					
	Charlotte Public Schools					
	Collaboration Council					
	Courthouse Square					
	Eaton Senior Center					
	Housing Services Mid Michigan					
	Kiwanis Club of Charlotte					
	Optimists Club of Charlotte					
	Rotary Club of Charlotte					

Economic Opportunity						
Goal 4: Improve economic opportunity for residents and businesses		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 4.1: Connect CharlotteRising more directly with the city and expand its reach						
1	Link CharlotteRising directly to the city website for downtown. Develop a consistent message that "Downtown Charlotte" is "CharlotteRising"	City of Charlotte	1 - 2 months		G4.10	Incorporate into new city website
2	Leverage the CharlotteRising website and Main Street Approach to communicate all things Downtown. Clarify the communication of the "DDA" (and district map) and CharlotteRising.	CharlotteRising	1 - 6 months		G4.10 G4.11 G4.1	
3	Develop a marketing strategy to engage the tri-county area in a buy-local style campaign (regional publication/newsletter, Facebook direct marketing, etc.), through business add supported revenue	CharlotteRising	12 - 18 months		G4.10 G4.11	
Objective 4.2: As the largest city in the County, seek more involvement in regional organizations						
1	Increase participation with the Tri-County Planning Commission and/or one of its Committees	City of Charlotte	6 - 12 months		G4.3 G4.5 G4.7 G4.9 G4.10 G4.11	
2	Increase paritipcation with the LEAP Board of Directors and/or one of its Committees	City of Charlotte	6 -12 months		G4.3 G4.5 G4.7 G4.9 G4.10 G4.11	
Objective 4.3: Focus attention on drawing students from the LCC West Campus to the city						
1	Develop a relationship with the administrators of the SBDC for seamless referrals for individuals interested in starting a business in the city	Lansing Community College, CharlotteRising	3 - 6 months		G4.1 G4.11	
2	Consider a strategy of how to attract resources from the Community Engagement initiatives at the College, specifically its Center for Manufacturing Excellence, to the city	Lansing Community College, City of Charlotte	12 - 18 months		G4.1 G4.11 G4.7	
3	Join the LCC district to lower tuition costs for Charlotte residents.	Lansing Community College, City of Charlotte	12 - 18 months		G4.1 G4.6 G4.8	
Objective 4.4: Support local businesses						
1	Create a business roundtable, comprised of downtown and other community businesses, key city staff and other related civic groups	City of Charlotte, CharlotteRising	3 - 6 months		G4.2, G.4.3, G4.10, G4.11	
2	Host quarterly meetings to exchange ideas, provide support and resources	City of Charlotte, CharlotteRising	6-12 months		G4.2, G.4.3, G4.10, G4.11	
3	Provide or expand a hub for local business resources	City of Charlotte, CharlotteRising	12-24 months		G4.2, G.4.3, G4.10, G4.11	
Supporting Organizations						
	Can Do!					
	Capital Region Community Foundation					
	Charlotte Chamber of Commerce					
	CharlotteRising					
	Collaboration Council					
	Eaton County/Community Development					
	Eaton Federal Bank					
	Eaton Senior Center					
	Housing Services Mid Michigan					

	Lansing Community College					
	MSUFCU - Charlotte					
	Tri-County Regional Planning Commission					

Education						
Goal 5: Improve education outcomes and opportunities for individuals of all ages		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 5.1: Improve communications between parents, students and teachers						
1	Create a Parent Resource Team to serve as a conduit between parents and the schools. Possibly could be a PTA initiative. The goal is to effectively disseminate school information to the community.	Charlotte Public Schools	6 - 12 months		G5.5	Model it on a neighborhood host program
Objective 5.2: Develop community partnerships between schools and related community groups to fill gaps in student education						
1	Review the responses to the open-ended "second question"and consider if responses, information or follow-up is appropriate	Charlotte Public Schools	3 - 6 months		G5.3 G5.4	A lot of specific suggestions
2	Consider the feedback from the community survey rating "Encourage job shadowing for youth to expose them to a variety of careers" as the top rated response	Charlotte Public Schools	3 - 6 months		G5.3 G5.4	
3	Create a community advisory group to identify two-three specific gaps that could be addressed through existing community organizations	Charlotte Public Schools	6 - 12 months		G5.3 G5.4	
4	Once identified, assign specific gaps to specific community partners	Charlotte Public Schools	12 - 18 months		G5.3 G5.4	
5	Working with community partners and schools, develop programs to address gaps.	Charlotte Public Schools	18 - 30 months		G5.3 G5.4	
Objective 5.3: Expand or increase awareness of adult education opportunities						
1	Develop a measure of Adult Education participation or satisfaction	Can Do!	1 - 3 months		G5.6	Significant responses from the survey
1	Create an inventory of Adult Education opportunities in the community, specifically through the Charlotte Public Schools and Lansing Community College	Can Do!	3 - 6 months		G5.6	
2	Coordination promotion of Adult Education opportunities and identify gaps in programing	Can Do! and Chamber of Commerce	12 - 18 months		G5.6	
3	Develop Adult Programing - possibility fee based - to meet identified gaps	Lansing Community College and Charlotte Public Schools	18 - 30 months		G5.6	
Supporting Organizations						
	Can Do!					
	Charlotte Chamber of Commerce					
	Charlotte High School					
	Charlotte Library					
	Charlotte Public Schools					
	Collaboration Council					
	Courthouse Square					
	Eaton Senior Center					
	Kiwanis Club of Charlotte					
	Lansing Community College					
	Olivet College					

Environment						
Goal 6: Improve environmental quality		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 6.1: Improve opportunities for citizens to become involved in enhancing parks and building lots						
1	Develop a parks and building lot condition metric	City of Charlotte	1 -3 months		TBD G6.6	
2	Create an "adopt a park" program to encourage community participation in maintenance, cleanup efforts and education	City of Charlotte	6 - 12 months		G6.6	
3	Add a form or a phone number to the city website for individuals to report concerns or ask questions about Property Maintenance issues	City of Charlotte	3 - 6 months		G6.6	Incorporate into new city website
4	Provide an FAQ on the website and newsletters/social media posts regarding common blight concerns (i.e. grass/weed height, unlicensed vehicles, permit requirements, etc.)	City of Charlotte	6 - 12 months		G6.6	Updating website with info, code office
Objective 6.2: Review and update recycling program						
1	Develop a recycling tonnage metric for the community	City of Charlotte	1 - 3 months		TBD G6.5	
2	Review and update (as needed) the list of items accepted by CARA (last update 11/6/17)	City of Charlotte	3 - 6 months		G6.5	
3	In April, around Earth Day and National Recycling Month, specifically promote volunteer opportunities at CARA	Can Do! and City of Charlotte	1 - 3 months		G6.5	target high school students?
4	As more volunteers are recruited, expand the hours of operation of CARA	City of Charlotte	6 - 12 months		G6.5	
Objective 6.3: Enhance drinking and stormwater education						
1	Work with the Middle Grand River Organization of Watersheds and the Greater Lansing Regional Committee for Stormwater Management to receive stormwater education material that can be included in newsletters and social media posts	City of Charlotte	3 - 6 months		G6.3	
2	Update the city website for "utilities" to remove old information and post any updated reports.	City of Charlotte	1 - 3 months		G6.3	
3	Post additional information regarding the city's wellhead protection plan and specific information of how citizens can protect city water and get involved with the Wellhead Protection Team	City of Charlotte and the Wellhead Protection Team	6 - 12 months		G6.3	
4	Work with EGLE to receive updates on recommendations for citizen's actions to reduce copper in their drinking water and publicize the information	City of Charlotte	6 - 12 months		G6.3	
Supporting Organizations						
	Courthouse Square					
	Eaton County/Community Development					
	Tri-County Regional Planning Commission					
	Middle Grand River Organization of Watersheds					
	Greater Lansing Regional Committee for Stormwater Management					

Health & Wellness							
Goal 7: Improve community health and wellness		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes	
Objective 7.1 Improve walking infrastructure to help people incorporate exercise into their daily lives							
1	Identify sidewalks in need of repair	City of Charlotte	3 to 6 months		G7.2 G7.3 G7.7		
2	Create a sidewalk enhancement plan to improve comfort and aesthetics	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7		
3	Add benches along key sidewalk routes in the city	City of Charlotte	12 to 18 months		G7.3 G7.7 G7.8		
4	Identify resources for sidewalk enhancements	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7		
5	Implement sidewalk enhancement plan	City of Charlotte	12 to 18 months		G7.2 G7.3 G7.7		
6	Improve year-round sidewalk maintenance, including prompt snow removal	City of Charlotte	12 to 18 months	Snow maint Ord	G7.3 G7.4 G7.8		
Objective 7.2 Encourage students to walk to school							
1	Develop a "walking school bus" initiative	Charlotte Schools	3 to 6 months		G7.2 G7.3 G7.5 G7.7	www.walkingschoolbus.org	
2	Participate in the Safe Routes to School program	Charlotte Schools	6 to 12 months	Construction 2023	G7.2 G7.3 G7.5 G7.7	https://saferoutesmichigan.org/	
Objective 7.3 Improve access to fresh healthy food							
1	Organize healthy food drops at local churches	Eaton Senior Center	3 to 6 months		G7.7		
2	Raise awareness of winter farmers markets in nearby communities	City of Charlotte	6 to 12 months		G7.7		
3	Expand Charlotte Farmers Market to winter months	City of Charlotte	12 to 18 months		G7.7	Chamber organizes farmers market	
Objective 7.4 Improve patient satisfaction information							
1	Publicize patient satisfaction results in coordination with local organizations	Hayes Green Beach Hospital	6 to 12 months		G7.9		
Supporting	Collaboration Council						
	Eaton Community Mental Health						
	Eaton County/Community Development						
	Eaton Senior Center						
	Hayes Green Beach Hospital						

THE CITY OF CHARLOTTE MICHIGAN

2023 City Council Priorities

Public Safety

- Evaluate Department Recommendations for Police Staffing
- EMS service options/recommendations for future of service
- Evaluate viability of fire authority service model

Infrastructure

- Roads: develop road improvement plan, evaluate use of ARPA for road projects, evaluate options for funding road improvement plan
- Parks: maintain facilities and leverage community partnerships
- Facility Maintenance Plan

Finance

- Budget in conformance with adopted Fund Balance Policy
- Evaluate revenue alternatives for SAD
- Continue efforts to achieve the compliance of 60% funding for Pension program

Economic Development

- Establish Policy that provides minimum standards, fixed percentage for PILOT requests
- Housing: evaluate opportunities for growth utilizing existing agreements, opportunities for infill redevelopment, and incentives for available residential development sites
- Establish methods for ensuring communication with neighboring townships and schools for collaborative relationships

Airport

- Evaluate opportunities for revenue generating investments
- Finalize tree removal project

Administration/Staffing

- Establish communications plan
- Evaluate opportunities for grant funding and establish grant application plan

City-Wide/Other

- Master Plan Update
- Commercial Marihuana Ordinance
- Food Truck Ordinance
- Entranceway Signs
- Establish separate Zoning Board of Appeals
- Evaluate ballot proposal to remove districts for Council elections and move to even year elections

DRAFT

Sparrow EMS proposal and recommendation

BS&A cloud solution

Concerns on late water billing and timely receipt of funds (assessing and water)

Street Lights – install cost, maintenance, outages reporting, compensation process

Developing or Revising Emergency Communication plan

VFD language review 2-81 with City Attorney

Cannabis/liquor stores ordinance review and cannabis application process

Economic development options - downtown (placemaking) and TIF review/revision

CBA for Lincoln Rd change from Major to Local

Solar facility plan and Community Solar Farm

Social district

Update phone system and status

Website revision

Street PASER Ratings request and 20-year road plan (CIP)

Reserve Fund and CIP development

Lead service line replacement - current contractor analysis

Part-time and Reserve Police coverage

Mandatory short week cost for Police

DPW Facility renovation\Park Graffiti painting volunteers

Realtime Water Meters and Billing

IT Contract

Assessing Contract

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Lewis; City Council
From: City Clerk, LaRocque
Date: March 15, 2024
Re: Priorities Workshop Meeting - Wednesday March 20, 2024 at 7:00 p.m.

Background

The workshop aims to provide an opportunity for City Council members to review, discuss, and establish the key priorities and strategic initiatives for the city in the upcoming fiscal year.

The objective of this meeting is to engage City Council members in a collaborative process to identify and prioritize key issues and initiatives for the city. Establish a clear roadmap for addressing the city's most pressing needs and aspirations, and to align city resources and efforts with identified priorities to ensure efficient and effective governance.

Recommendation

Utilize the previous Councils 2023 workshop data provided, the list of priorities outlined by previous interim city manager, and your personal items of interest, to aid you in developing a current outline of priorities most important to the council, administration and citizens.

The city manager will outline the anticipated next steps following the workshop, including the development of an action plan, resource allocation, and implementation timeline. Identify any follow-up tasks or decisions that will be required to operationalize the priorities established during the workshop.

Financial Impacts

The City Council Priorities Workshop presents a critical opportunity to chart the course for the city's future direction and development. By engaging in collaborative discussions and decision-making, the City Council can ensure that resources are allocated effectively to address the community's most pressing needs and aspirations.

Suggested Motion

n/a

Sparrow EMS proposal and recommendation

BS&A cloud solution

Concerns on late water billing and timely receipt of funds (assessing and water)

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Developing or Revising Emergency Communication plan

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Economic development options - downtown (placemaking) and TIF review/revision

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Lead service line replacement - current contractor analysis

Part-time and Reserve Police coverage

Mandatory short week cost for Police

DPW Facility renovation\Park Graffiti painting volunteers

Realtime Water Meters and Billing

IT Contract

Assessing Contract

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council

From: City Manager LaPere, MPAP

Date: January 5, 2023

Re: Council Policy Priorities Discussion

City Administration has a few recommendations of priorities for the upcoming year and beyond. First and foremost, is the city's road rehabilitation plan. As we discussed when establishing priorities for ARPA funding allocation, the residents have identified this as a key priority. This will be complemented by the three major infrastructure projects planned in 2023: Safe Routes to Schools sidewalk project, Island Highway reconstruction, and Hall/Washington/McClure reconstruction. The other major project planned for the upcoming year that will have community-wide impact is the Master Plan update. These two items – road plan and community plan – tie together well as they will both require significant planning and community engagement, and both will have community impact.

The City is also in progress on a third-party water rate study which will result in recommendations policy and ordinance updates, as well as provide a long-term financial plan for the water and sewer utilities. This study will be complete early this year with a presentation to Council and the public planned for early spring.

Administration has also provided two documents for Council to review as it considers its policy priorities for the upcoming year: Vision 2025 Strategic Plan and the 2020 Operational and Fiscal Analysis.

Operational and Fiscal Analysis. This document was completed in December 2020 and was the result of an effort by the City to have a consultant review the financial and operational status of the city and suggest efforts to effect improvement. As with any consultant study, the report is broad based and provides many ideas for consideration while recognizing not all will, or ought, to be implemented. There are over 50 recommendations and ideas to consider, some of which may not be feasible or desirable and some of which will take time to fully implement. Council will have to determine which of the remaining recommendations make sense for the community given what has been implemented since the report was issued, the effects of those actions, and changing community needs, and then prioritize and allocate resources accordingly.

As mentioned, a number of recommendations have been implemented in the past two years. The most significant financial recommendation, addressing the General Fund structural deficit, has been remedied by way of implementing the Special Assessment District to defray the costs of fire protection. This also accomplished another recommendation of seeking additional revenues to support fire services. In connection with this effort, the fire fund was created for the department, also a recommendation of the report. Council adopted a fund balance policy, and administration has eliminated the third-party financial services contract. Further consideration will be needed for the appropriate administrative

structure as we continue to operate below-recommended staffing levels for the administrative offices. We retained a part time code enforcement officer, and assigned oversight of those duties to the Community Development Director. We have shifted building permitting to Eaton County Construction Code. Administration has also implemented a new credit card processing company.

There are a number of recommendations related to the pension system and its underfunded liability that continues to put financial strain on the city. In FY21-22, the city contributed an additional $175k into the pension system and established a surplus division for those funds. In the current fiscal year, the city will be contributing at least an additional $150k into the system, on top of the required annual contribution of over $1.1mill. Further discussion on the merits of various recommendations and opportunities to continue to address the unfunded liability will be part of the larger budget conversations this spring. In general, Administration does not recommend taking on additional debt to pay for this debt. We also are waiting further details from Michigan Treasury on the state grant program for underfunded pension liability and expect to know more about that program in April. The volatilely in the markets has added another level of uncertainty as to the city's funded levels and how that will impact the upcoming (FY23/24) annual required contribution. We receive our actuarial report in spring, typically May or June, and that will provide additional data to determine best path forward. Nonetheless, achieving a funded status above 60% remains a priority.

There are a few items planned for the upcoming calendar and/or fiscal year that accomplish some other recommendations in the report including a staffing study for the fire department and Administration also is currently working on the review and update of its personnel policies, job descriptions, pay scales, and staffing overall.

A few recommendations in the report have not been considered as they have not been a priority of Council, this includes providing single hauler curbside collection, utilizing third-party planning consultant for plan reviews, modifications to capitalization thresholds, requiring residents share costs of sidewalk repairs, exploring regional fire authority, and levying a tourism millage. Other recommendations, such as subscribing to various software programs have not been undertaken as we're addressed those financial planning goals through restructuring the administrative team and/or did not find the benefits of the programs justify the expense.

Vision 2025 Strategic Plan. This document was completed in April 2020, and due to the timing at the start of the pandemic there has been limited opportunity to fully implement some of the recommendations. This document was created as a partnership with a number of community groups and stakeholders, and utilized public engagement to create the strategic goals and objectives. There were seven strategic goals identified: Improve access to and engagement in the arts; Improve access to basic needs; Improve community engagement and communication with the city; Improve economic opportunity for residents and businesses; Improve education outcomes and opportunities for individuals of all ages; Improve environmental quality; and Improve community health and wellness. Within the document are recommendations for various ways the city can work to realize those goals and the city has an implementation spreadsheet that outlines specific tasks and responsible organizations. Some of those recommendations have been implemented, but there is opportunity to build upon those successes. It should be noted, this was a comprehensive plan that contemplated other entities spearheading many of these initiatives. I would recommend the City re-engage with those other organizations to work collaboratively on reviewing and taking action on these shared priorities.

attachments

eel

Operational and Fiscal Analysis Recommendations – Status Update

January 2023

Financial	Status	Organizational	Status
Immediate Recommendations			
1. General Fund has a structural deficit of $500,000 which must be remedied	Complete. Achieved through a combination of new revenues and cost cutting measures.	1. Restructure the administrative office	In-progress: Partially replaced staffing shortages from various transitions/COVID/etc Recommended FTE: 9 (8FT, 2PT) Current FTE: 7 (all FT) Evaluating optimal organizational impact for appropriate designation of certain duties, including hiring 1-2 additional administrative staff
2. Achieve 60% funding of the pension liability by 12/31/2022	Deadline not deemed desirable or feasible. Priority was placed on resolving the fiscal options for sustaining services, especially public safety. Deadline for achieving funding status per statute is 10y.	2. Negotiation to terminate financial services agreement early.	Complete - Agreement is terminated.
3. Move cost of trimming trees in public right-of-way to the appropriate major/local street fund.	Determined not desirable – prefer to keep road dollars to use towards road construction and maintenance expenses	3. Transfer development plan review to a planning consultant	Not a priority to add expense of third-party consultant services
4. Bonding for Water/Sewer capital projects over the next two years and use cash designated for the projects to	No significant projects during 2020-2022 to bond. In general, Administration does not support taking on more debt to pay off other debt.	4. Set plan review fees to match cost.	Fees are reviewed annually.

make additional contributions MERS			
5. Loan $500,000 from the LDFA Fund to the General Fund to make an additional contribution to MERS	Not a priority to accelerate funding through loans.	5. Transfer building inspection/enforcement to the Community Development Dept.	Complete – building inspections by Eaton Co, Code Enforcement by Community Development.
6. Subscribe to pension liability management software	Cost does not justify value beyond opportunities through MERS/Finance Director oversight	6. Set inspection/enforcement fees closer to costs	Fees reviewed annually.
7. Utilize a financial forecasting tool throughout the year to evaluate changing financial conditions and make adjustments to prevent negative financial performance	Cost does not justify value and hired Finance Director to provide budgetary/financial oversight	7. Retain a part time code enforcement officer or contract for this service	Complete – hired part time code officer.
8. Increase the capitalization threshold for infrastructure and buildings	Low priority – will evaluate	8. Avoid subsidization of airport	Ongoing priority
		9. Include additional metrics for billing fire services	Complete – adopted ordinance for cost recovery.
		10-12 Selection of Fire Chief	Complete/outdated recommendation that was based on 2020 staffing status.

		13. Create a separate fund for the Fire Department.	Complete – Fire Fund established in 2021.
		14. Establish a 10-year capital plan for Police	In progress
		15. Provide single hauler for curbside refuse/recycling	Not been a priority of Council
		16. Consider if leaf/brush pickup can be eliminated	Determined not a desirable service cut/recommendation tied to single hauler implementation.
		17. Amend the general purchasing policy.	Complete – adopted in 2022.
Short-Term Recommendations (6-12 months)			
9. Establish fund balance policies.	Complete – 2021.	18. Provide clear policy and service priority direction prior to budget requests	Ongoing – annual workshop to set priorities
10. Develop a comprehensive and broad-based cost allocation plan.	In progress – review of cost allocation as part of annual budget process	19. Review service level expectations annually	Ongoing – annual workshop to set priorities
11. Consider a new credit card processing company	Complete – 2022.	20. Consider a four-day, ten-hour per day, work week for the Administrative Office	Determined community preferred typical 5-day availability of in-person services
12. Eliminate yard waste and recycling millage	Recommendation tied to single hauler implementation	21. Require position descriptions	Complete – City has always had position descriptions and updates as-needed with union, when applicable
13. Levy a millage under the provisions of PA 359	Determined not desirable to levy millage for tourism/marketing of City/tied to elimination of yard waste levy	22. Adopt pay ranges for all non-union positions	In progress – reviewing personnel manual and policies
14. Ask voters to approve up to a 3.50 mill tax to support the cost of fire service	Implemented SAD to defray 85% of fire service costs	23. Community Development to host quarterly meetings with the Vision 2025 stakeholder group	Not determined to be priority at this time

15. Develop a 20-year road improvement plan	2023 Priority of Administration		
Longer-Term Recommendations (12+ months)			
16. Develop a citywide 10-year Capital Improvement Plan	2024 Priority/Plan	24. Update the Charlotte Personnel Manual	In-progress
17. Closely track asset purchases with useful lives in excess of one year	Ongoing – Finance/Treasury Dept	25. Assess City's engagement level with LEAP	On-going, continued value to partnership
18. Require property owners to share in the cost of sidewalk repair	Council policy decision, not been a priority	26. Explore forming a regional Fire Authority	Requires collaboration with existing partners, fire department, and community – may also want to consider EMS services
19. Assess cost of outsourcing street-line striping with the County vs bidding out to a private company	Low priority – not yet evaluated	27. Perform a staffing study of the Fire Department	Planned for 23-24 Budget, also previously requested by IAFF Union
20. Consider subscribing to cloud-based water/rate setting software.	Evaluated with water rate study and determined costs do not justify benefits	28. Consider addressing the Police's flat command structure, after the General Fund is stabilized	General Fund is on path towards stability in short term. Analysis must consider long term fiscal effects of restructuring
21. Target a cash reserve for the Water/Sewer fund of $2.0-3.0Mill	In progress – part of water rate study being completed.		

Arts & Culture						
Goal 1: Improve access to and engagement in the arts		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 1.1: Expand outdoor concert series						
1	Explore additional arts an cultural connections or activities that might be combined with the existing concert series. This may include pop-up art spaces, open mic events, music lessons, etc.	City of Charlotte	6 months		G1.5	Charlotte Chamber is organization that oversees Concerts
2	Expand the funding for concerts to include additional activities.	City of Charlotte	24 months		G1.4	
Objective 1.2: Develop a broader partnership with the Charlotte Performing Arts Center						
1	Develop a plan to engage additional community organization in the CPAC	Friends of CPAC and Can Do!	6 - 8 months		G1.1 G1.5	Friends of CPAC added to Community Parters sheet
2	Develop a joint advertising and engagement plan for CPAC	Can Do! and Friends of CPAC	12 months		G1.1 G1.5	Build on a Strength!
Objective 1.3: Enhance Charlotte history education and interest						
1	Develop an experiential learning experience for third graders that builds upon the city's current walking history tour of downtown Charlotte	Courthouse Square	6 - 18 months		G1.5	
2	Investigate and develop strong connections with local higher education institutions to include Charlotte history as part of the civic, cultural, historic and or geographic curriculum of specific courses	Can Do!	6 - 18 months		G1.1	
3	Develop a Charlotte specific evening lecture series focused on Charlotte history, featuring local experts, including college faculty, high school teachers and local historians	Charlotte Library	12 - 18 months		G1.5 G3.5	
4	Promote state and national historic designations in the city and obtain additional recognition. Ensure information about historic places is available on the city's website.	Courthouse Square	6-18 months		G1.1	
Objective 1.4: Develop outdoor art						
1	Investigate the DIA "inside-out" program and request to participate.	CharlotteRising	3 - 6 months		G1.4 G1.5	
2	If DIA is a willing partner, plan for the installation.	CharlotteRising	12 - 24 months		G1.4 G1.5	
3	If the DIA is not a willing partner or the wait is too long, consider developing a model with another art museum	CharlotteRising	24 - 36 months		G1.3 G1.4 G1.5	
4	Consider inviting muralists to paint public art on private buildings (use "Bright Walls Jackson" as a model)	CharlotteRising	12 - 36 months		G1.3 G1.4 G1.5	
Supporting Organizations						
	Charlotte High School					
	Charlotte Library					
	CharlotteRising					
	Collaboration Council					
	Friends of CPAC					
	Eaton County Community Development					
	Lansing Community College					
	Olivet College					
	Courthouse Square					
	Charlotte Public Schools					
	Can Do!					
	Capital Region Community Foundation					

Basic Needs						
Goal 2: Improve access to basic needs		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 2.1 (Housing 1): Create a hub for resources related to home ownership, including home maintenance/improvement and buying assistance.						
1	Work with local housing and financial partners to define most effective and efficient city department or local agency to serve as the hub for resources. Such resources may include financial (e.g., grants, low-interest loan programs, revolving funds, etc.) as well as construction/trade services (e.g., directory of local trades, trade education/training, etc.)	City of Charlotte	6-8 months	Ongoing	G2.8 G3.1	
2	Create a process by which resources are collected, updated and shared with the community.	City of Charlotte	6-12 months		G2.8 G2.7	
3	Implement housing resource hub process.	City of Charlotte	12-24 months		G2.8 G2.7	
Objective 2.2 (Housing 2): Create a rental inspection program to ensure proper maintenance of rental properties within the city.						
1	Develop and adopt a rental license ordinance that provides for annual or biannual rental licensing and inspection.	City of Charlotte	6-9 months	Complete 2021	G2.8	
2	Identify resources needed to implement the rental inspection program.	City of Charlotte	6-12 months	Complete 2021	G2.8	
3	Provide resources in annual city budget to run the rental inspection program.	City of Charlotte	12-24 months	Complete 2021/ongoing	G2.8	
Objective 2.3 (Food): Improve food security in the community						
1	Understand the food security needs in the community.	Can Do!	6-8 months		TBD G2.10	
2	Develop a success indicator for food security in the community	Can Do!	6-12 months		G2.10	
3	Create a food security task force to determine gaps and identify community partners to improve food security for all residents	City of Charlotte	12-24 months		G2.10	
4	Encourage stores who accept SNAP cards to offer fresh produce	City of Charlotte	24-36 months		G2.10	
Objective 2.4 (Transportation): Connect neighborhoods to essential community goods and services						
1	Identify the locations of essential community goods and services	City of Charlotte			G7.2 G7.3 G7.4	
2	Update 2008 Master Plan transportation network assessment	City of Charlotte		Commence in 2023	G7.3 G7.4 G7.5 G7.2	
3	Prioritize non-motorized transportation improvements as identified in the city's Non-Motorized Transportation Plan to connect neighborhoods to essential locations	City of Charlotte			G7.3 G7.4 G7.5 G7.2	
4	Identify funding sources for needed improvements	City of Charlotte			G7.3 G7.4 G7.5 G7.2	
Supporting Organizations						
	Capital Region Community Foundation					
	Charlotte Public Schools					
	City of Charlotte					
	Collaboration Council					
	Eaton Community Mental Health					
	Eaton County/Community Development					
	Eaton Senior Center					
	Hayes Green Beach Hospital					
	Housing Services Mid Michigan					
	Kiwanis Club of Charlotte					
	Lions Club of Charlotte					

	Optimists Club of Charlotte					
	Rotary Club of Charlotte					
	Tri-County Regional Planning Commission					
	Can Do!					

Neighborhood & Communication						
Goal 3: Improve community engagement and communication with the City		Lead Body	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 3.1: Identify Neighborhood Associations in the city.						
1	Develop informal associations based on existing neighborhood associations, geography and community input. As noted in the “Communities” element, neighborhoods contain more than just homes; they may include schools, places of worship and businesses that support the local residents. These areas should all be included.	City of Charlotte	6-12 months		G3.5 G3.6	StreetHeart Program doing a lot of this work
2	Once areas are identified, identify neighborhood “hosts” who will take the lead in reaching out and connecting the people within the neighborhood.	City of Charlotte	12-24 months		G3.5 G3.6	
Objective 3.2: Create an Office of Communications						
1	Develop job description for staff position who will serve as the manager of the Office of Communications, acting as an in-house resource for the community. This position can either be a stand alone position or the duties could strategically align with a new or existing position.	City of Charlotte	6-8 months		G3.5 G3.6 G3.7 G3.8	
2	Identify resources needed to create staff position within the city.	City of Charlotte	6-12 months		G3.5 G3.6 G3.7 G3.8	
3	Fill position of manager of the Office of Communications.	City of Charlotte	12-24 months		G3.5 G3.6 G3.7 G3.8	
4	Create communications plan	Manager, Office of Communications	24-30 months		G3.5 G3.6 G3.7 G3.8	
Objective 3.3: Develop an Annual Neighborhood Fair.						
1	Plan a Neighborhood Fair for active neighborhood hosts to learn about community-wide events, activities and support services as well as network with other hosts and learn communication tools and strategies.	City of Charlotte	24-30 months		G3.4 G3.5 G3.6 G3.7 G3.8 G3.9	Rotary is working on similar event for 2023
2	Host Neighborhood Fair	City of Charlotte	24-36 months		G3.4 G3.5 G3.6 G3.7 G3.8 G3.9	
Supporting Organizations						
	Can Do!					
	Capital Region Community Foundation					
	Charlotte Library					
	Charlotte Public Schools					
	Collaboration Council					
	Courthouse Square					
	Eaton Senior Center					
	Housing Services Mid Michigan					
	Kiwanis Club of Charlotte					
	Optimists Club of Charlotte					
	Rotary Club of Charlotte					

Economic Opportunity						
Goal 4: Improve economic opportunity for residents and businesses		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 4.1: Connect CharlotteRising more directly with the city and expand its reach						
1	Link CharlotteRising directly to the city website for downtown. Develop a consistent message that "Downtown Charlotte" is "CharlotteRising"	City of Charlotte	1 - 2 months		G4.10	Incorporate into new city website
2	Leverage the CharlotteRising website and Main Street Approach to communicate all things Downtown. Clarify the communication of the "DDA" (and district map) and CharlotteRising.	CharlotteRising	1 - 6 months		G4.10 G4.11 G4.1	
3	Develop a marketing strategy to engage the tri-county area in a buy-local style campaign (regional publication/newsletter, Facebook direct marketing, etc.), through business add supported revenue	CharlotteRising	12 - 18 months		G4.10 G4.11	
Objective 4.2: As the largest city in the County, seek more involvement in regional organizations						
1	Increase participation with the Tri-County Planning Commission and/or one of its Committees	City of Charlotte	6 - 12 months		G4.3 G4.5 G4.7 G4.9 G4.10 G4.11	
2	Increase paritipcation with the LEAP Board of Directors and/or one of its Committees	City of Charlotte	6 -12 months		G4.3 G4.5 G4.7 G4.9 G4.10 G4.11	
Objective 4.3: Focus attention on drawing students from the LCC West Campus to the city						
1	Develop a relationship with the administrators of the SBDC for seamless referrals for individuals interested in starting a business in the city	Lansing Community College, CharlotteRising	3 - 6 months		G4.1 G4.11	
2	Consider a strategy of how to attract resources from the Community Engagement initiatives at the College, specifically its Center for Manufacturing Excellence, to the city	Lansing Community College, City of Charlotte	12 - 18 months		G4.1 G4.11 G4.7	
3	Join the LCC district to lower tuition costs for Charlotte residents.	Lansing Community College, City of Charlotte	12 - 18 months		G4.1 G4.6 G4.8	
Objective 4.4: Support local businesses						
1	Create a business roundtable, comprised of downtown and other community businesses, key city staff and other related civic groups	City of Charlotte, CharlotteRising	3 - 6 months		G4.2, G.4.3, G4.10, G4.11	
2	Host quarterly meetings to exchange ideas, provide support and resources	City of Charlotte, CharlotteRising	6-12 months		G4.2, G.4.3, G4.10, G4.11	
3	Provide or expand a hub for local business resources	City of Charlotte, CharlotteRising	12-24 months		G4.2, G.4.3, G4.10, G4.11	
Supporting Organizations						
	Can Do!					
	Capital Region Community Foundation					
	Charlotte Chamber of Commerce					
	CharlotteRising					
	Collaboration Council					
	Eaton County/Community Development					
	Eaton Federal Bank					
	Eaton Senior Center					
	Housing Services Mid Michigan					

	Lansing Community College					
	MSUFCU - Charlotte					
	Tri-County Regional Planning Commission					

Education						
Goal 5: Improve education outcomes and opportunities for individuals of all ages		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 5.1: Improve communications between parents, students and teachers						
1	Create a Parent Resource Team to serve as a conduit between parents and the schools. Possibly could be a PTA initiative. The goal is to effectively disseminate school information to the community.	Charlotte Public Schools	6 - 12 months		G5.5	Model it on a neighborhood host program
Objective 5.2: Develop community partnerships between schools and related community groups to fill gaps in student education						
1	Review the responses to the open-ended "second question"and consider if responses, information or follow-up is appropriate	Charlotte Public Schools	3 - 6 months		G5.3 G5.4	A lot of specific suggestions
2	Consider the feedback from the community survey rating "Encourage job shadowing for youth to expose them to a variety of careers" as the top rated response	Charlotte Public Schools	3 - 6 months		G5.3 G5.4	
3	Create a community advisory group to identify two-three specific gaps that could be addressed through existing community organizations	Charlotte Public Schools	6 - 12 months		G5.3 G5.4	
4	Once identified, assign specific gaps to specific community partners	Charlotte Public Schools	12 - 18 months		G5.3 G5.4	
5	Working with community partners and schools, develop programs to address gaps.	Charlotte Public Schools	18 - 30 months		G5.3 G5.4	
Objective 5.3: Expand or increase awareness of adult education opportunities						
1	Develop a measure of Adult Education participation or satisfaction	Can Do!	1 - 3 months		G5.6	Significant responses from the survey
1	Create an inventory of Adult Education opportunities in the community, specifically through the Charlotte Public Schools and Lansing Community College	Can Do!	3 - 6 months		G5.6	
2	Coordination promotion of Adult Education opportunities and identify gaps in programing	Can Do! and Chamber of Commerce	12 - 18 months		G5.6	
3	Develop Adult Programing - possibility fee based - to meet identified gaps	Lansing Community College and Charlotte Public Schools	18 - 30 months		G5.6	
Supporting Organizations						
	Can Do!					
	Charlotte Chamber of Commerce					
	Charlotte High School					
	Charlotte Library					
	Charlotte Public Schools					
	Collaboration Council					
	Courthouse Square					
	Eaton Senior Center					
	Kiwanis Club of Charlotte					
	Lansing Community College					
	Olivet College					

Environment						
Goal 6: Improve environmental quality		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 6.1: Improve opportunities for citizens to become involved in enhancing parks and building lots						
1	Develop a parks and building lot condition metric	City of Charlotte	1 -3 months		TBD G6.6	
2	Create an "adopt a park" program to encourage community participation in maintenance, cleanup efforts and education	City of Charlotte	6 - 12 months		G6.6	
3	Add a form or a phone number to the city website for individuals to report concerns or ask questions about Property Maintenance issues	City of Charlotte	3 - 6 months		G6.6	Incorporate into new city website
4	Provide an FAQ on the website and newsletters/social media posts regarding common blight concerns (i.e. grass/weed height, unlicensed vehicles, permit requirements, etc.)	City of Charlotte	6 - 12 months		G6.6	Updating website with info, code office
Objective 6.2: Review and update recycling program						
1	Develop a recycling tonnage metric for the community	City of Charlotte	1 - 3 months		TBD G6.5	
2	Review and update (as needed) the list of items accepted by CARA (last update 11/6/17)	City of Charlotte	3 - 6 months		G6.5	
3	In April, around Earth Day and National Recycling Month, specifically promote volunteer opportunities at CARA	Can Do! and City of Charlotte	1 - 3 months		G6.5	target high school students?
4	As more volunteers are recruited, expand the hours of operation of CARA	City of Charlotte	6 - 12 months		G6.5	
Objective 6.3: Enhance drinking and stormwater education						
1	Work with the Middle Grand River Organization of Watersheds and the Greater Lansing Regional Committee for Stormwater Management to receive stormwater education material that can be included in newsletters and social media posts	City of Charlotte	3 - 6 months		G6.3	
2	Update the city website for "utilities" to remove old information and post any updated reports.	City of Charlotte	1 - 3 months		G6.3	
3	Post additional information regarding the city's wellhead protection plan and specific information of how citizens can protect city water and get involved with the Wellhead Protection Team	City of Charlotte and the Wellhead Protection Team	6 - 12 months		G6.3	
4	Work with EGLE to receive updates on recommendations for citizen's actions to reduce copper in their drinking water and publicize the information	City of Charlotte	6 - 12 months		G6.3	
Supporting Organizations						
	Courthouse Square					
	Eaton County/Community Development					
	Tri-County Regional Planning Commission					
	Middle Grand River Organization of Watersheds					
	Greater Lansing Regional Committee for Stormwater Management					

Health & Wellness							
Goal 7: Improve community health and wellness		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes	
Objective 7.1 Improve walking infrastructure to help people incorporate exercise into their daily lives							
1	Identify sidewalks in need of repair	City of Charlotte	3 to 6 months		G7.2 G7.3 G7.7		
2	Create a sidewalk enhancement plan to improve comfort and aesthetics	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7		
3	Add benches along key sidewalk routes in the city	City of Charlotte	12 to 18 months		G7.3 G7.7 G7.8		
4	Identify resources for sidewalk enhancements	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7		
5	Implement sidewalk enhancement plan	City of Charlotte	12 to 18 months		G7.2 G7.3 G7.7		
6	Improve year-round sidewalk maintenance, including prompt snow removal	City of Charlotte	12 to 18 months	Snow maint Ord	G7.3 G7.4 G7.8		
Objective 7.2 Encourage students to walk to school							
1	Develop a "walking school bus" initiative	Charlotte Schools	3 to 6 months		G7.2 G7.3 G7.5 G7.7	www.walkingschoolbus.org	
2	Participate in the Safe Routes to School program	Charlotte Schools	6 to 12 months	Construction 2023	G7.2 G7.3 G7.5 G7.7	https://saferoutesmichigan.org/	
Objective 7.3 Improve access to fresh healthy food							
1	Organize healthy food drops at local churches	Eaton Senior Center	3 to 6 months		G7.7		
2	Raise awareness of winter farmers markets in nearby communities	City of Charlotte	6 to 12 months		G7.7		
3	Expand Charlotte Farmers Market to winter months	City of Charlotte	12 to 18 months		G7.7	Chamber organizes farmers market	
Objective 7.4 Improve patient satisfaction information							
1	Publicize patient satisfaction results in coordination with local organizations	Hayes Green Beach Hospital	6 to 12 months		G7.9		
Supporting	Collaboration Council						
	Eaton Community Mental Health						
	Eaton County/Community Development						
	Eaton Senior Center						
	Hayes Green Beach Hospital						

THE CITY OF CHARLOTTE MICHIGAN

2023 City Council Priorities

Public Safety

- Evaluate Department Recommendations for Police Staffing
- EMS service options/recommendations for future of service
- Evaluate viability of fire authority service model

Infrastructure

- Roads: develop road improvement plan, evaluate use of ARPA for road projects, evaluate options for funding road improvement plan
- Parks: maintain facilities and leverage community partnerships
- Facility Maintenance Plan

Finance

- Budget in conformance with adopted Fund Balance Policy
- Evaluate revenue alternatives for SAD
- Continue efforts to achieve the compliance of 60% funding for Pension program

Economic Development

- Establish Policy that provides minimum standards, fixed percentage for PILOT requests
- Housing: evaluate opportunities for growth utilizing existing agreements, opportunities for infill redevelopment, and incentives for available residential development sites
- Establish methods for ensuring communication with neighboring townships and schools for collaborative relationships

Airport

- Evaluate opportunities for revenue generating investments
- Finalize tree removal project

Administration/Staffing

- Establish communications plan
- Evaluate opportunities for grant funding and establish grant application plan

City-Wide/Other

- Master Plan Update
- Commercial Marihuana Ordinance
- Food Truck Ordinance
- Entranceway Signs
- Establish separate Zoning Board of Appeals
- Evaluate ballot proposal to remove districts for Council elections and move to even year elections

DRAFT

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Lewis; City Council
From: City Clerk, LaRocque
Date: March 15, 2024
Re: Priorities Workshop Meeting - Wednesday March 20, 2024 at 7:00 p.m.

Background

The workshop aims to provide an opportunity for City Council members to review, discuss, and establish the key priorities and strategic initiatives for the city in the upcoming fiscal year.

The objective of this meeting is to engage City Council members in a collaborative process to identify and prioritize key issues and initiatives for the city. Establish a clear roadmap for addressing the city's most pressing needs and aspirations, and to align city resources and efforts with identified priorities to ensure efficient and effective governance.

Recommendation

Utilize the previous Councils 2023 workshop data provided, the list of priorities outlined by previous interim city manager, and your personal items of interest, to aid you in developing a current outline of priorities most important to the council, administration and citizens.

The city manager will outline the anticipated next steps following the workshop, including the development of an action plan, resource allocation, and implementation timeline. Identify any follow-up tasks or decisions that will be required to operationalize the priorities established during the workshop.

Financial Impacts

The City Council Priorities Workshop presents a critical opportunity to chart the course for the city's future direction and development. By engaging in collaborative discussions and decision-making, the City Council can ensure that resources are allocated effectively to address the community's most pressing needs and aspirations.

Suggested Motion

n/a