

*Approved as amended - page 3  
October 16, 2008.  
D.L.*

The annual goal-setting special meeting of the Brighton City Council was called to order on Saturday, 10/11/08 at 8:00 AM by Mayor Kate Lawrence. Roll Call was taken and all seven City Council Members were present. Also in attendance were City Manager Dana Foster, City Clerk/Human Resources Director Tammy Allen, Police Chief Tom Wightman, Finance Director Dave Gajda, Community Development/Planning Director Matt Modrack, Director of Public Services Matt Schindewolf, Management Assistant Jennifer Piasecki, City Attorney Paul Burns, City Attorney Matt Hagerty, City Attorney Brad Maynes, City Special Legal Counsel for Labor Relations & Personnel Matters Dennis Gabrian, and an audience of five people.

The Mayor then conducted a Call to the Public. Mrs. Pat Cole, 802 Devonshire, indicated that she wanted to clarify that when Mr. Foster thought that she was making allegations about specific City employees ---that she instead was stating concerns about the City's procedures for management or oversight of its people were too lax with respect to what City employees are allowed to do.

The Mayor then closed the call to the public and asked Manager Foster if he had anything to address before the Council began its goal-setting deliberations. The City Manager then reviewed some logistical details and requested three Retreat Agenda addenda :

1. Police Department's request to pursue an intergovernmental agreement with Hamburg Township's Police Department to establish a joint firing range at the City's Wastewater Treatment Plant property in Hamburg Township
2. Consideration of a staff issue paper regarding a possible new Ordinance similar to the City of Royal Oak's ordinance regarding harassment of City officials when conducting city business and or disruption of City government operations
3. Consideration of a staff issue paper regarding the possible need for City Council to adopt a formal policy to establish criteria for the future issuance of additional Redevelopment Liquor Licenses

The City Manager also deferred to the City Attorney who then recommended that the City Council add or conduct two closed sessions ; to receive and review a written attorney-client privilege communication from the City's Special Legal Counsel for Labor and Personnel Matters, and for the consideration of legal advice regarding a possible acquisition of real property.

City Manager Foster also called the Council's attention to the 2007-2008 adopted goals' status tracking report which was in the Council's advance retreat notebooks. At this point, the City Council agreed to the City Manager's request for the Finance Director and Manager to address followup points regarding the Preliminary 6-year Financial Forecast presented at the City Council pre-retreat worksession of 10/09/08 :

1. Finance Director Dave Gajda explained how & why the worldwide economic downturn & credit crisis has caused staff's property tax revenue projections, which is approximately 75 % of the General Fund's annual revenue base, to be significantly worse than the staff projections of 6 or 12 months ago. This explanation included the impact of our City Assessor utilizing the State Government-allowed option for all assessors to use 1 year of comparative sales data as opposed to using the last 2 years of comparable sales data. This option was exercised in order to assist City taxpayers since a 1-year study will tend to factor in the rapid economic downturn of the past 6-12 months more so than what a 2-year study of sales data would do

2. The City Manager then addressed a question raised in the Call to the Public part of the 10/09/08 pre-retreat worksession about the prudence of past City debt issuance for capital projects. Manager Foster indicated that such past bond issues were issued in accordance with the City Council –adopted debt management policy and with an eye towards spreading the cost of capital improvements over a long period of time such that future new city residents/taxpayers can help to pay for their cost in addition to today’s taxpayers doing so.

The Mayor then suggested to the Council that it conduct the two closed sessions as recommended by the City Attorney. A motion was then made by Council Member Cooper, supported by Council Member Roblee to go into closed session to receive a written attorney-client privilege communication from the City’s Special Legal Counsel for Labor and Personnel Matters. The motion was approved on a 7-0 roll call vote. The Council then began the closed session at approximately 8:40 AM . The City Council then reconvened in regular session at approximately 9:00 AM . A motion was then made by Mayor Pro Tem Bandkau, supported by Council Member Roblee to go into closed session to receive legal advice from the City Attorney regarding possible acquisition of real property. The motion was approved on a 7-0 roll call vote. The Council then began the closed session at approximately 9:02 AM . The City Council then reconvened in regular session at approximately 9:20 AM .

The Mayor then asked for the Council and staff to address each of the three requested staff issue papers that were the subjects of the three staff-requested agenda addenda. The discussions regarding each were as follows :

1. Police Chief Wightman addressed the proposed joint Police Firearms Training Range/firing range with Hamburg Township’s Police Department at the City’s Wastewater Treatment Plant property which is located in Hamburg Township . It was noted/emphasized that this proposal is not for a public firing range i.e. that it would be limited to internal training/certification needs by the two Police Departments. The Council then reached preliminary consensus to direct staff to pursue an intergovernmental agreement with Hamburg Township to establish a joint range at the Wastewater Treatment Plant.
2. Police Chief Wightman addressed a possible new Ordinance similar to the City of Royal Oak’s ordinance regarding harassment of City officials when conducting city business and or disruption of City government operations.. The Council then reached preliminary consensus to direct the City Attorney and Police Chief to write a similar ordinance for City Council’s review / approval.
3. CD / Planning Director Modrack addressed regarding the possible need for City Council to adopt a formal policy to establish criteria for the future issuance of additional Redevelopment Liquor Licenses. The Council then reached a preliminary consensus to direct staff to proceed to draft a new formal policy resolution that would include criteria for issuance of new/additional redevelopment liquor licenses as suggested in staff’s retreat issue paper. The Council also asked staff to develop a near-future report to the Council containing a review of the Redevelopment Liquor License District Boundary modification options.

The Mayor then asked the Council to address the Cemeteries Governance & Administration agenda item. The City Manager briefly stated that the City Attorney has previously opined that the City Council is and functions as the City's Cemetery Commission which means the City Council is responsible for establishing rules & policies for the City-owned Cemeteries. Manager Foster also highlighted his related retreat issue paper's recommendations which suggested a formal public hearing process for the City Council to conduct each year to overtly solicit public input and suggestions regarding the administration & upkeep of the cemeteries. After Council's discussion, the Council reached a preliminary consensus as follows :

1. The City Council will continue functioning as the City's Cemetery Commission
2. The Council will conduct one public hearing per year that will occur no less than 90 days in advance of Memorial Day each year to solicit public input and suggestions regarding the City-owned cemeteries .
3. To direct staff to develop a formal citizen/patrons' <sup>customer input</sup> ~~complaint~~ log & report on the log ~~regularly to the City Council at Council Meetings~~ <sup>at the annual public hearing.</sup>
4. To direct staff to develop a proposed Amendment to the Cemetery Rules / Regulations with regards to how urns will be handled when they are no longer in active use at or for a particular gravesite
5. To direct staff to develop a cost estimate for some comprehensive Village Cemetery improvements to include , at minimum, a restoration of the historic grave marker/headstones and other physical appearance aspects of the historical cemetery and include in next upcoming City CIP & Budget processes
6. To direct staff to develop a plan and cost estimate for possible new security fencing at the cemeteries in order to reduce illegal / unauthorized refuse / recycling disposal
7. To direct staff to pursue implementation of staff's proposal for a permanent sign at the Cemeteries that informs cemetery patrons about the rules & regulations and hours.
8. And to direct staff to review options with the Council Budget & Finance Subcommittee --  
-possible options for privatizing mowing & grounds maintenance of the cemeteries for cost reduction objectives.

The Mayor then asked the Council for discussion of the Michigan Main Street Initiatives Program agenda item. The combination of CD / Planning Director Modrack and Council Member Roblee spoke to the related staff retreat issue paper and Council Member Roblee's related memorandum to the City Council . Both generally described what the expectations of the City would be going forward for continued participation as a member city of the Michigan Main Street program. The scope includes the suggested establishment of a series of Operational / Functional Committees of Volunteers to carry out functions under the City government's oversight which currently are conducted by a variety of both our city government and non-city government entities. Another objective as described by Council Member Roblee would be improved coordination of these functions that are currently conducted by a variety of people & entities. The scope of the work that the combination of Volunteers on the new committees plus staff would also be in addition to the marketing scope/mission of the PSD Board. A suggestion was made that the PSD Board could take on the Coordination / Oversight role with regards to the functions being performed by

the Volunteer Committees. At the conclusion of the discussion, the Council then reached the following preliminary consensus :

1. For the City to continue its participation in the Michigan Main Street program & related initiatives and to strive for graduating from the City's current Associate Member status to Full Member status in the program
2. To pursue the steps that have been outlined by staff in the subject retreat issue paper
3. To direct the City Attorney and city staff to define the scope(s) for the Volunteers that would be potentially asked to serve on various new functional committees
4. And to ask a representative from MSHDA and or the appropriate state agency to speak to and further describe the expectations of the City for continued participation in the Michigan Main Street program

The City Council then voted unanimously on a motion made by Council Member Cooper and seconded by Council Member Roblee to recess the special meeting at approximately 12:18 pm .

It was moved by Mayor Pro Tem Bandkau and seconded by Council Member Cooper to resume the regular meeting at 1:00 PM. Motion passed. At the City Manager's request; the Council agreed for the combination of DPS Director Schindewolf & CD/Planning Director Modrack to make a combined presentation of staff's projected infrastructure improvement needs which still need funding . These include items which the Master Plan calls for including the continued pursuit of the Walkable Communities objectives and the recently evolving Sense of Place objectives. Manager Foster suggested that these projected capital improvement needs should remain part of the budget & financial planning picture going forward.

The Mayor then next asked Council for a discussion of staff's issue papers regarding possible Zoning ordinance updates needed, and enforcement of the Property Maintenance and Building Safety Codes . CD / Planning Director Modrack briefed the Council about recent difficulties involving the Magna-owned site on Challis Road relative to the current zoning. CD / Planning Director Modrack , Manager Foster, and City Attorney Burns also spoke to the challenges of pending Property Maintenance & Building Safety Code enforcement with respect to the related legal processes that must be followed to achieve enforcement/compliance. Staff also spoke to the increasing observed maintenance problems with residential rental properties and possible linkages to the current economic crisis , foreclosures, etc. At the conclusion of this discussion, the Council reached the following preliminary consensus :

1. To direct staff to contact the Magna corporation to ask them to get involved in a staff-planning process to lead to a City-initiated rezoning of the property in order to make it more flexible for re-use / redevelopment prospects than what the current zoning seems to allow.
2. To direct staff to prepare a Residential Rental Inspection program action plan to bring to the City Council for review / approval
3. To direct City staff and the City Attorney's Office to pursue proactive enforcement of Property Maintenance and Safety Codes on an equal and consistent basis with a recognition that this may also mean increased future City Council Meeting agenda

activity including show-cause hearings, action items relating to litigation authorization, and related additional closed sessions .

4. With regards to vacant properties, staff is directed to refer possible prospects who might be interested in said properties to non-city government informational resources to facilitate the ability of such prospects to make connections with current property owners

The Mayor then asked Council for a discussion of the Downtown Parking related agenda item. Several different dimensions of the subject were discussed including the City Attorney's past advice with respect to the 65-space exemption from off-street parking requirements in the DBD Zoning District, possible new valet-style parking for Main Street developments/redevelopments, how to consider on-site / off-street residential parking spaces provided by developers as a policy matter, the DDA Board's recent action to commission an Request for Proposals for a downtown Parking Study , the possible need to update the City's entire off-street parking regulatory ordinance for all zoning districts to reflect current / updated City Council policy direction, and other related downtown parking matters. At the conclusion of this discussion, the Council then reached the following preliminary consensus :

1. To direct staff and the City Attorney's Office to develop short-term ordinance amendments for the the 65-space exemption part of the Off-street parking regulations in the DBD Zoning District and the related on-site/off-street residential parking spaces' related calculations for developments/redevelopments in the DBD Zoning District
2. For the City Council , in terms of policy guidance/policy objectives, to pursue comprehensive DBD Zoning District related parking regulations' updates after receiving the results of the DDA's possible Parking Study & recommendations.

The Mayor then asked for Council to address staff reports / retreat issue papers on the following subjects in quick succession : Civic Events' policy/procedure, Business Friendly practices, Wind Turbines, and recommendations of the Employee-based Cost Reduction Task Forces. At the conclusion of the brief discussions on these staff reports / topics , the City Council reached the following preliminary consensus :

1. Civic Events' policy / procedures : No changes in the policy/procedure ; but staff is directed to make sure that we/the City are consistent with determining insurance coverage requirements that event sponsors / applicants need to meet.
2. Business Friendly practices : continue with changes that staff has made / implemented during the past year. Administrative Site Plan Review possibility needs further examination .
3. Wind Turbine possibility for Challis Water Plant : continue pursuit of possible feasibility study & a grant to pay for the study.
4. Cost Reduction Task Forces' recommendations : in addition to what was recommended in the matrix of cost reduction recommendations : the Council asked for the following :
  - a. Investigate / pursue electronic/digital utility billing to replace conventional mailing of the bills
  - b. Determine if City clerical support staff can do the DDA meeting minutes

- c. Eliminate the traditional City-funded holiday event for boards/commissions and employees
- d. To direct the City Council Budget & Finance Subcommittee to meet with the City Manager and other staff in the near future to identify cost-sharing ideas and/or cost consolidation ideas that can be possibly pursued with neighboring township governments.

The City Council then proceeded on a motion made by Council Member Tunis and seconded by Mayor Pro Tem Bandkau and passed on a 7-0 vote to recess the meeting until 8:00 AM on Sunday, 10/12/08.

The Mayor then reconvened the meeting from the recess at approximately 8:00 AM on Sunday, 10/12/08. A roll call was conducted and all Council Members were present except Council Member Cooper. The Mayor then asked the City Manager for any logistical or meeting management updates / suggestions . Manager Foster responded with the following :

- 1. Noted that since the published notice for the meeting states that the Sunday part of this special meeting begins at 8:00 and ends at 12 Noon which means that the meeting must conclude by no later than 12 Noon .
- 2. The City Manager also gave a suggestion that Council start the Sunday part of the goal-setting retreat discussions with a focus on identifying Budget/Financial Goals to achieve by the end of the next 12 month period of time and that are related to the staff suggestions that were presented as part of the preliminary 6-year financial forecast given to Council at the recent 10/09/08 City Council pre-retreat worksession.

Manager Foster requested City Council authorization to be able to further address & recap some of the major points made by the staff preliminary forecast presentation at the 10/09/08 worksession. The Mayor asked the Manager to proceed with the recap which then included the following ( Council Member Cooper arrived at approximately 8:15 to the meeting near the beginning of this part of the presentation ) :

- 1. A refresher point about the General Fund's large dependence upon Property Tax as a revenue source since it currently provides about 75 % of the General Fund's annual revenues
- 2. And a refresher point that the current / updated projected declining trend in the Property Tax Revenues is what then magnifies the Revenue part of the financial forecast problems that staff has recently identified
- 3. That it is probably not practical for the City Council as a group to try to "solve" or make decisions on all of the considerations or recommendations presented in the staff's preliminary forecast in this goal-setting retreat --- but that it would be good if City Council could establish a preliminary consensus list of Budget / Financial-related goals & tasks for the City Council Budget & Finance Subcommittee to work & focus on in the near-term with City Staff that will result in recommended actions for the City Council to take and accomplish by a year from now.
- 4. That there are some immediate measures/actions/directions that City Council can take or direct staff to make to provide immediate positive changes for the projected General Fund & Utilities' Fund cash positions including : Temporary deferrals of planned/budgeted contributions to the OPEB reserve funds from each of the General & Utilities' Funds, and deferrals of budgeted/planned Equipment related Capital Improvement projects for the current & possible next fiscal years.

The City Council then commenced a discussion of the various points of the preliminary 6-year financial forecast recently presented by city staff. At the end of this discussion, the City Council reached a preliminary consensus for the following as short / near-term goals :

1. To direct staff to take immediate steps to defer the planned/budgeted OPEB related transfers from the General & Utilities' Funds
2. To direct the City Council Budget & Finance Subcommittee to meet with staff to identify short-term revenue increase & expenditure reduction opportunities ; with said expenditure reductions being in addition to cost-reduction ideas identified by the Employee Cost Reduction Task Forces that are already being implemented or pursued.
3. To direct the City Council Budget & Finance Subcommittee to meet with staff to identify ideas or opportunities for regional cost-sharing or regional cost-consolidation to refer to the Mayor and Mayor Pro Tem to in turn pursue with or through the Regional Cooperation Group .
4. To direct the City Council Budget & Finance Subcommittee to meet with staff to identify any possibilities for marketing / selling of City services to neighboring townships through negotiated intergovernmental agreements with said possibilities then being referred to the Mayor & Mayor Pro Tem to discuss with elected leaders of neighboring townships .
5. To direct the City Council Budget & Finance Subcommittee to develop a plan for a possible future dedicated capital improvements' millage referendum proposal for the City's voters to consider ; but with a recognition that work on short and long-term expenditure reduction and non-property tax related revenue enhancement is to be done as a higher priority in the short-term. It was also recognized that the planning process for a possible capital improvements related millage, similar to the 1996 voted Street Improvements Bond Issue / millage increase process , may take a year or more to conduct including the appointment of a future possible citizens' advisory task force to review the needs & make recommendations to the Council regarding such a possible millage proposal.

The City Council also reached a preliminary consensus to direct the Council's Budget & Finance Subcommittee to work with staff on the following as additional budget & finance related goals for the next 12 months with said goals being viewed as perhaps longer term in nature but such that work needs to begin on them in the short-term :

1. To develop a prioritized ranking of existing City Services & Programs to use as a guide for future possible additional expenditure / cost reductions as suggested by the Finance Director (fiscal sustainability approach ) in the 10/09/08 preliminary financial forecast
2. To develop a cost analysis of current Legal & other Non-Legally required publication of notices' as a preliminary report to the City Council to review prior to conducting a formal Request for Proposals' process to determine the daily newspaper of record that the City will designate and use for such publication of notices going forward.

3. To initiate process mapping of all key City administrative & service processes to determine possible additional cost-savings/cost-reduction opportunities
4. To develop a Civic Event Cost Recovery plan for the full Council to consider action on which will recover some City's labor support costs of civic events that serve as fundraisers for the given event's sponsoring organization
5. To conduct or commission a user fee study as per one of the Finance Director's financial forecast recommendations
6. To review the City's current Utility Fee structure relative to the City's Desired future Development and Redevelopment objectives and then make recommendations to the full City Council for consideration relative to any fee adjustments needed in order to facilitate desired future development/redevelopment
7. To examine current scheduling practices of all City departments & services relative to the impacts of the Fuel Price increases of the past year and to determine if Overtime Costs can be reduced or minimized through schedule changes in order to deliver services at current levels and with the same level of human resources
8. To examine and identify administrative cost-sharing opportunities for the Mayor , as the City Council's Liaison Member of the DDA Board , to explore with the DDA in order to reduce or eliminate any unnecessary duplication of expenditures
9. To implement regular / ongoing Updated Financial Forecast Reports to the City Council at / in City Council Meetings
10. To improve ongoing Performance outputs / metrics' reporting & access so that the data is more frequently and readily available to City Council Members and the public to access without needing to ask staff to provide it or without asking staff to prepare a separate report with such data. This work may also include the Budget & Finance Subcommittee and staff also working with Council Member Cooper to identify opportunities and capacity for improving information access while maintaining security of the City's databases ---given Council Member Cooper's professional expertise with such matters.

The Mayor then asked the City Council to address remaining topics on the Retreat agenda which had not yet been discussed . After discussion of these topics, the Council reached the following preliminary consensus on the following goals :

1. To define what the City Council consensus is regarding what the City Council wants as the relationship between the City Council and the DDA Board and to then make progress towards achieving that relationship
2. With regards to the Green/Cool Cities' Initiatives' presentation from the Sierra Club of earlier this year; for the Mayor to contact and ask the Mayor of the City of Saline for information regarding Saline's experience with becoming part of the subject Cool Cities' initiative and for the Council Budget & Finance Subcommittee and staff to examine the various cost-saving ideas provided by the Sierra Club's presentation to the Council

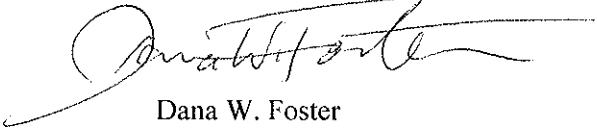
3. Regarding the current and future status of the City's participation in the Regional Cooperation Group (RCG) in view of the RCG's recent 4-3 vote to deny the Brighton Area School Board President's request to make a presentation to the RCG regarding the High School Police Liaison Officer program :
  - a. For the City to continue participation in the RCG
  - b. For the City , through the City Council's Liaison Member to the RCG , to request that the RCG adopt a mission statement, and to adopt a more formalized structure and formal rules / procedures for future conduct including the ability for any member RCG entity & liaison member/representative to be able to place any given item on an RCG meeting agenda without needing a vote by the RCG to determine if the item can be placed on a meeting agenda.
  - c. For the City, through possibly both the Mayor and Mayor Pro Tem, to communicate and pursue any Cost-Reduction / Cost-Sharing opportunities to and with the RCG that may be identified by the combination of the City Council Budget & Finance Subcommittee and staff
4. Regarding the Arts & Culture Commission work & planned next steps ; for the status quo to be maintained and for the Commission to pursue its planned work for the implementation of the next Brighton Biennial and with an eye towards promoting the Biennial whenever and wherever possible as a means to also help to promote downtown.
5. Regarding the City Manager's retreat issue paper about "web 2.0" and related use of technology :
  - a. To improve the use of and access to existing City databases for transaction processing for City Customers while maintaining security of the City's data ; with the City's Budget & Finance Subcommittee working with Council Member Cooper and staff to pursue same . Said work to include the identification of resource needs to achieve this improvement/goal.
  - b. To make tangible process on the conversion of information from current paper media to electronic/digital media
  - c. To put the City's preliminary and future financial forecasts on the City's website for the public to see/access
  - d. To place the City's actual Financial data / results on the City's website as a means of making progress towards increased Transparency in Government
6. Regarding Mayor Pro Tem Bandkau's request for a retreat agenda item addressing recent Michigan Municipal League (MML ) suggestions for all Michigan communities to pursue policies and processes to attract and retain the Millennial generation as a longterm effort to rebuild Michigan's economy ; for Staff to schedule a future presentation from an MML staff member to make a related informational presentation at an extended City Council Meeting Blue Sky session with said presentation containing related suggestions for the City Council and staff to consider

There being no further business to discuss, the Mayor then conducted a Call to the Public. Mrs. Pat Cole, 802 Devonshire asked for the City Council to remember or keep in mind that not all people are computer literate or have internet access in order to access City information or conduct on-line City transactions . The Mayor then closed the call to the public at approximately 11:50 AM.

City Council Members indicated thanks and appreciation to City staff for all of their pre-retreat advance preparation work and related reports to the City Council. City Manager Foster stated his thanks to the City Council for the Council's consideration of the staff's inputs .

On a motion made by Council Member Tunis and seconded by Council Member Roblee, the meeting was adjourned on a unanimous vote of the Council at 11:55 AM . Motion passed.

These draft minutes are prepared & respectfully submitted by :

A handwritten signature in black ink, appearing to read 'Dana W. Foster', with a long horizontal flourish extending to the right.

Dana W. Foster

City Manager