



CITY COUNCIL WORKSHOP AGENDA

November 19, 2025, 4:00 p.m.

This is an in-person meeting at Saugatuck City Hall, 102 Butler St, Saugatuck, MI 49453.

The meeting will also be available live, virtually on Zoom.

- 1. Call to Order**
- 2. Roll Call**
- 3. Agenda Changes** (*Additions/Deletions*)
- 4. Public Comment on Agenda Items Only** (*Limit 3 minutes*)
- 5. Action Items:** (*Roll Call*)
 - A.** Regular City Council Meeting Minutes – October 27, 2025. *Pg.3*
 - B.** Appointments to Boards and Commissions: *Pg.8*
 - a.** Scott Dean – Historic District Commission with term ending 11-1-27.
 - b.** Russ Gardner – Planning Commission with a term ending 11-1-27.
- 6. Discussion Items:**
 - A.** Notice of Intent from Douglas to Sell Wastewater Treatment Plant Capacity to Saugatuck Township. *Pg.9*
 - B.** Conservation Easement Concept – 582 Campbell Rd. *Pg.17*
 - C.** Council Direction on Strategic Planning Meeting for Fiscal Year 2026/2027. *Pg.22*
- 7. Public Comments** (*Limit 3 minutes*)
- 8. Closed Session:** (*Roll Call*)
 - A.** Motion to move into a closed session pursuant to MCL 15.268(e) and (h) to discuss a confidential written legal opinion regarding the ongoing lawsuits filed against the City by Dune Ridge, captioned Dune Ridge v. City of Saugatuck (Case No. 22-65713-CK) and Dune Ridge v City of Saugatuck (Case No. 21-64709-CZ) regarding trial or settlement strategy, which if discussed in an open meeting would have a detrimental financial effect.

NOTICE:

Join online by visiting:

<https://us02web.zoom.us/j/2698572603>

Join by phone by dialing:

**(312) 626-6799 -or-
(646) 518-9805**

Then enter “Meeting ID”:

2698572603

Please send questions or comments regarding meeting agenda items prior to meeting to: rcummins@saugatuckcity.com

Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact Saugatuck City Clerk at 269-857-2603 or jwolters@saugatuckcity.com for further information.

9. Council Comments

10. Adjourn



CITY COUNCIL REGULAR MEETING - *proposed*
November 10, 2025

The City Council met to have a Regular Council Meeting at City Hall at 6:30 p.m.
102 Butler St., Saugatuck, MI 49453.

Call to Order:

The meeting was called to order by Mayor Anderson at 6:30 p.m.

Attendance:

Present: Mayor Anderson, Mayor Pro-Tem Stanton and Councilmembers Clark, Dean, Gardner, Muncey and Peterson.

Absent: None.

Others Present: DWP Superintendent Herbert, Attorney Witte, Zoning Director Moore, Treasurer Bredeweg and Clerk Wolters.

Mayor's Comments:

Mayor Anderson acknowledged the collaborative effort across the community to help secure housing for Mr. Davis, highlighting it as a complex and educational process. She recognized the significant support and contributions from various local individuals, organizations, and agencies—including Councilmember Chris Peterson, Curt Pieper, Ruth and Mike Johnson, the Cowhill Yacht Club, and Jennifer Ludwig. Mayor Anderson emphasized the importance of community partnerships, particularly with Allegan County and the VA, and expressed gratitude for everyone's involvement and respect shown to Mr. Davis.

City Manager Comments:

DPW Superintendent Herbert expressed appreciation to Clerk Wolters, Deputy Clerk Williams, and the entire election team for conducting another thorough election. Congratulations were extended to Mayor Anderson, Councilmember Gardner, and Councilmember Clark on their recent election victories. He also wished City Manager Ryan Cummins a safe and enjoyable trip, noting his hard work and dedication to the City of Saugatuck. Herbert recognized community member Chuck Gustafson of Douglas for his volunteer service in maintaining the area inside the fenced portion of the Mount Baldhead radar station. Mr. Gustafson has voluntarily mowed the area for several years, often biking to the site and climbing the steps to perform the work. His dedication and quiet service were commended, and Herbert expressed gratitude for his continued contributions to the community.

Agenda Changes:

Motion by Gardner, second by Stanton to add County Commissioner Brad Lubbers as item 8b to Guest Speaker. Via voice vote, motion carried unanimously.

Selection of Mayor and Mayor Pro Tem:

Mayor Anderson asked for Mayor nominations:

Motion by Dean to nominate Anderson for Mayor.

No other nominations were received.

Anderson for Mayor vote: *Via roll call vote, motion carried 6-1. Yes: Anderson, Clark, Muncey, Peterson, Stanton. No: Gardner.*

Mayor Anderson asked for Mayor Pro Tem nominations:

Motion by Stanton to nominate Clark for Mayor Pro Tem.

Motion by Peterson to nominate Muncey for Mayor Pro Tem.

No other nominations were received.

Clark for Mayor Pro Tem vote: *Via roll call vote, motion carried 5-2. Yes: Anderson, Clark, Muncey, Stanton. No: Peterson, Gardner.*

Guest Speakers:

Lisa Mize presented plans for a proposed warming station in the Rose Garden, emphasizing its carefully considered design to complement the existing landscape and improve accessibility for both residents and visitors throughout the year, including winter. She explained the station's location and features, including low brickwork, multiple new entryways, and its elevated design to accommodate people with mobility needs. Lisa noted positive feedback from local businesses and stakeholders and mentioned that outreach was ongoing. She assured the council that existing roses and sculptures would largely remain unaffected, and the city's maintenance process would continue to involve contracted landscape professionals. Funding would come primarily from the Convention and Visitors Bureau (CVB), with additional donations and possible in-kind contributions of materials, while final costs were yet to be determined.

County Commissioner Brad Lubbers began by reporting that the county's budget has been finalized, although some funding from federal grants remains uncertain due to the federal budget situation. He celebrated the re-opening of Pier Cove and the collaborative work of community volunteers and public agencies. Lubbers announced the official dissolution of the county's Economic Development Commission, noting that its function is now performed by Lakeshore Advantage and that a Tourist Council continues to serve the region's economic needs. He commended Sara Clark and her team for winning a state-level emergency management award. Finally, Lubbers provided an update on the "123 Net" broadband project, explaining that most of the county's connectivity upgrades are nearly finished, with Saugatuck scheduled for completion last, due to existing service overlaps and some service providers withdrawing from previous commitments. He ended by congratulating recently re-elected council members and expressing appreciation for their dedication to public service.

Public Comment on Agenda Item Only: None.

Consent Agenda:

- A. Approval of City Council Regular Meeting Minutes for October 27, 2025.
- B. Special Event – Veterans Day Celebration.
- C. Special Event – Christmas Tree Lighting.
- D. Special Event – Christmas Parade.

*Motion by Gardner, second by Clark to approve the consent agenda as presented.
Via roll call vote, motion carried unanimously.*

Staff Reports, Boards, Commissions & Committees:

Reports provided by City staff and board, commission & committee members.

Fire District Administration:

Dan Fox representing the fire district administrative board, reported that the usual monthly statistics were delayed but shared several noteworthy operational updates. He highlighted an increase in marine responses—especially calls for boats in distress—emphasizing the fire district's critical role when other agencies are unavailable. He discussed the district's shared use of a drone, which has become vital for person searches and public safety operations. He also explained the recent rise in emergency responses triggered by iPhone auto-calls after car rollovers. Dan ended his report with a recommendation to review Rose Park fire pit safety, especially considering children, as part of public planning efforts.

Interurban Board:

Councilmember Muncey's Interurban report highlighted record-breaking ridership, with 7,366 riders in September (up from 5,735 a year earlier) and a total of 88,959 for the fiscal year—almost 16,000 more than the previous record set in 2019. Strong usage was reported in Laketown Township and Fennville, leading to increased expenses. Due to federal grant cutbacks, Interurban may need to use its reserves for the 2026 budget unless more funding is found. To address budget concerns, they plan to request a tax millage increase, returning to 1 mill from the current .05 mills. Fall hours are now 7am–7pm on weekdays and 9am–7pm on weekends. Employees received a 3% cost-of-living wage increase.

Kalamazoo Lake Sewer & Water Authority:

Mayor Pro Tem Clark report for the Kalamazoo Lake Sewer & Water Authority included the following updates: There was a recent service line break on Park Street caused by directional drilling, which contributed to ongoing staffing shortages. The authority promptly hired an interim facility administrator, who is now handling urgent operational and administrative needs, including work on the SRF grant and preparing for the upcoming fiscal year. They are searching for a permanent administrator; a decision is expected by late January. Their next board meeting will be on the 17th, where creating official bylaws will be discussed.

Kalamazoo Lake Harbor Authority:

Councilmember Peterson reported that the Kalamazoo Lake Harbor Authority's recent meeting lacked a quorum, so no official actions were taken, but members still met informally. They received a report on funding for the local Superfund site and ongoing concerns about securing future funds for dredging, as available money is limited. Current water levels are dropping, increasing concerns for the harbor, and there is little to no outside funding to address dredging needs at this time. The next official meeting will be held in the City of Saugatuck as part of the authority's recent rotation from Saugatuck Township hosting.

Zoning Board of Appeals: None.

Historic District Commission:

Councilmember Russ Gardner reported that the November 6 Historic District meeting was canceled. The next meeting is scheduled for Thursday, December 4, at 6pm at City Hall.

Planning Commission: None.

Parks & Public Works Committee:

Councilmember Stanton reported that the Parks and Public Works board received and selected a bid for invasive species management and improved signage at the Saugatuck Harbor Natural Area, with the proposals to be reviewed at an upcoming workshop. She also highlighted an upcoming Water Smart landscaping event hosted by the ODC Network at the Allegan Conservation District on November 18, emphasizing the importance of environmentally friendly landscaping, especially near local waterways.

Tri-Community Non-Motorized Trail Study Committee: None.

Water Systems Operations Contract Advisory Committee:

Councilmember Gardner updated council that they met the previous Friday discussed recent changes at Kal-Lake with another meeting scheduled for two weeks.

Wildlife Management Committee: None.

Approval of Accounts Payable:

Motion by Dean, second by Peterson, to approve the accounts payable in the amount of \$454,749.68. Upon voice vote, motion carried unanimously.

Public Hearing: None.

Unfinished Business: None.

New Business:

Park Rules.:

Motion by Muncey, second by Stanton to approve park rules as presented. Upon voice vote, motion carried unanimously.

Public Comment:

Jane Underwood
Chad Dupont
Jan Cohen
Donna Cohen

Correspondence:

Scott Kierzek – SPS Community Recreation.
Kevin Tringali – Bella Vita Vacation Rentals.

Council Comments:

Councilmember Chris Peterson

Councilmember Russ Gardner congratulated Mayor Anderson and Mayor Pro Tem Clark on their re-election and expressed pride in the community and this year’s strong group of candidates. He praised the continued growth and success of the community recreation program and acknowledged its founder, Kevin Tringali. Gardner thanked Chad DuPont and other residents for raising concerns about short-term rental license renewals, emphasizing the need for procedural fairness and due process. He also expressed appreciation for community input and participation.

Councilmember Lauren Stanton expressed enthusiasm for the upcoming Veterans Day celebrations and thanked Councilmember Dean for his organizational efforts. She also extended appreciation to city clerks and election volunteers. Stanton highlighted the significance of community recreation scholarships funded by the Grant Rogers Burd Memorial Fund, which enable local children to join programs regardless of financial circumstances. Additionally, she promoted the December 3 Corks and Forks event supporting the Boys and Girls Club, underscoring its value to over 200 area children and encouraging community involvement.

Councilmember Scott Dean highlighted the upcoming Veterans Day event in Saugatuck at 4:30 pm, noting that, although the band is unavailable, there will be a talented soloist for the national anthem and a trumpeter for taps. He also mentioned a ceremony in Douglas at 11:00 am, encouraging attendance at one or both events. Dean expressed gratitude to those involved in organizing and supporting the celebrations.

Mayor Pro Tem Joe Clark congratulated Mayor Anderson and Councilmember Gardner on their re-election and thanked the election staff for their hard work. He shared a story about local Halloween trick-or-treating, highlighting how some residents gave food to families in need, which he found touching and representative of the community’s compassion. Clark expressed pride in the generosity of Saugatuck residents and wished he had participated in this outreach himself.

Mayor Anderson thanked Lisa Mize for her service and contributions, recognizing her anticipated departure. She congratulated Russ Gardner and Mayor Pro Tem Joe Clark on their re-election and commended the positive teamwork throughout the campaign. Mayor Anderson reflected on the city’s progress, emphasizing achievements in infrastructure and adherence to community priorities. Looking ahead, she expressed enthusiasm for continued collaboration and strategic planning in the new year.

Adjournment:

Motion by Muncey second by Peterson to adjourn the meeting. Upon voice vote, motion carried unanimously. Mayor Anderson adjourned at 7:59 p.m.

Respectfully Submitted

Jamie Wolters, City Clerk



City Council Agenda Item Report

FROM: Ryan Cummins, City Manager

MEETING DATE: November 19, 2025

SUBJECT: Appointments to Historic District Commission and Planning Commission

DESCRIPTION:

Mayor Pro Tem Clark's term on the Planning Commission ended 11-1-25.

Council Member Gardner's term on the Historic District Commission ended 11-1-25.

Mayor Anderson is recommending the following appointments:

- Council Member Dean to the Historic District Commission
- Council Member Gardner to the Planning Commission

BUDGET ACTION:

None at this time.

LEGAL REVIEW:

N/A at this time.

SAMPLE MOTION:

Motion to appoint Scott Dean to the Historic District Commission with a term ending 11-1-27 and to appoint Russ Gardner to the Planning Commission with a term ending 11-1-27.



City Council Agenda Item Report

FROM: Ryan Cummins, City Manager

MEETING DATE: November 19, 2025

SUBJECT: Notice of Intent from Douglas to Sell Wastewater Treatment Plant Capacity to Saugatuck Township

DESCRIPTION:

The City of the Village of Douglas (“Douglas”) has provided the attached notice of its intent to sell wastewater treatment plant capacity to Saugatuck Township. The sale amounts to 55,000 gallons per day at a cost of \$252,340.

Background

In 2008, Douglas sued the City seeking a determination of its rights to consent to the sale of capacity by the City to Laketown Township. That litigation was resolved with a commitment by both Douglas and the City to update the sewer operations agreement to require express consent to sell capacity. The current sewer operations agreement states the following under 9.e:

In the event Douglas decides to sell, transfer, or convey any of its designated and allocated capacity in the Wastewater Treatment Plant to a purchaser other than Saugatuck City, the capacity to be sold, transferred, or conveyed shall first, as a condition precedent to such sale, transfer or conveyance, be offered by Douglas for purchase by Saugatuck City on the same terms and conditions. In turn, Saugatuck City shall have (1) up to sixty (60) days from the date of receipt of the offer by Douglas to deliver to Douglas its duly authorized written election to purchase such capacity; and (2) up to ninety (90) days after the date of delivery to Douglas of the duly authorized written election to tender to Douglas the purchase price and otherwise perform its obligations to complete the purchase of the capacity from Douglas.

This right of first refusal is important because it helps protect long-term capacity needs and financial interests of the community that built and funded the system.

Recommendation

As part of the ongoing water-sewer agreement updates and recent lease of capacity to the Township, staff and engineering have evaluated our capacity usage and needs. The City Engineer at F&V has reviewed the notice of intent:

- F&V noted the excellent sale price for the capacity.
 - For comparison, F&V advised they are constructing a new standalone plant in SW Michigan with a capacity of 250,000 gallons for \$19 million.
 - While expanding the existing plant may not cost as much as building new, it still would be substantial. In other words, if the City needed additional sewer capacity, we would pay substantially more than the current offer.
- F&V advised the City will not need “additional capacity in the reasonably near future”.

While the City may not need the sewer capacity in the near future and there are several benefits to the Township in acquiring additional capacity, it is still important for the City to consider its future interests. I recommend that if sewer capacity limits remain in an updated water-sewer agreement and Douglas and Saugatuck Township are agreeable to maintaining the right of first refusal language, that the City not exercise our right to purchase the sewer capacity. If they are not agreeable to this, the City Council should revisit whether to purchase now at the current price.

BUDGET ACTION REQUIRED:

The purchase of the sewer capacity would require a budget amendment and transfer from the general fund to cover the cost.

LEGAL REVIEW:

The City Attorney has reviewed and will be at your meeting if you have any questions.

SAMPLE MOTION:

To be drafted after workshop meeting.



TO: Ryan Cummins, City Manager, City of Saugatuck
FROM: Lisa Nocerini, City Manager, City of Douglas
DATE: October 22, 2025
SUBJECT: Notice of Intent to Sell Wastewater Treatment Plant Capacity to Saugatuck Township

The City of Douglas is providing notice to inform the City of Saugatuck of its intent to sell wastewater treatment plant capacity to Saugatuck Township. The purchase agreement was negotiated in good faith and represents a commitment from both communities to cooperate in addressing long-term infrastructure needs and to strengthen regional relationships.

Pursuant to Section 9.e. of the 2012 Sewer Operations Contract, before Douglas may sell its capacity to the Township, it must first offer that capacity—on the same terms—to the City of Saugatuck, which has the right to acquire the capacity. The City of Saugatuck has sixty (60) days from the date of this notice to exercise its right to purchase the capacity.

If the City of Saugatuck does not exercise its right within that timeframe, Douglas may proceed with seeking approval from the Kalamazoo Lake Sewer and Water Authority (KLSWA) to complete the sale of capacity to Saugatuck Township. The terms of the proposed sale are outlined in the attached Purchase Agreement. For context, the Saugatuck Township Proposal for Sewer Capacity Purchase is also attached, which explains the Township's need for additional capacity.

If the City of Saugatuck does not wish to exercise its right of first refusal, the City of Douglas respectfully requests that written confirmation be provided to the KLSWA Commission indicating that the City does not intend to purchase the capacity. This confirmation will fulfill the requirements of the Sewer Operations Contract and allow the KLSWA Commission to consider approval of the sale.

Douglas and the Township both appreciate the City of Saugatuck's consideration and look forward to continuing to build regional cooperation and goodwill between the three municipalities through this process.

Attachments:

1. Purchase Agreement
2. Saugatuck Township Proposal for Sewer Capacity Purchase



September 10, 2025

Douglas City Council and City Manager
City of the Village of Douglas
86 W. Center Street
Douglas, MI 49406

Request to Purchase Wastewater-Treatment Capacity

Dear Mayor and Council Members,

Saugatuck Township greatly values our partnership with the City of the Village of Douglas and appreciates our joint commitment to solving regional challenges.

As the Council may be aware, the Township is rapidly approaching its allotted capacity in the regional Wastewater Treatment Plant (WWTP).

There is sewer infrastructure in the Township sufficient to carry wastewater to the WWTP, although the Township lacks necessary contractual capacity in the plant for treating wastewater. At present, the plant is operating at 47% of its design capacity, leaving substantial treatment space unused.

With the City of Saugatuck essentially built-out, future population growth and economic development will be divided chiefly between Douglas and the Township. Accordingly, the Township seeks to purchase additional treatment capacity to meet immediate capacity needs while delivering long-term financial and operational advantages to Douglas.

The Township respectfully requests to purchase **55,000 gallons per day (gpd)** of Douglas' unused treatment capacity. Consistent with the valuation method jointly adopted by our three communities, we are prepared to remit **\$252,340.00**.¹

Background and Capacity Rationale

The Township's immediate challenge is straightforward: projects already approved or pending will raise our flow to roughly 98,617 gpd within the next 18–24 months. Beyond committed capacity, we project a need for an additional 36,575 gpd for parcels previously reserved capacity that have yet to connect and parcels that will have sewer access upon an extension of the sewer system to serve a new residential development.

¹ Valuation of sewer capacity was calculated by adding the value of KLSWA capital assets (\$5,162,136) with sewer cash reserves (\$2,055,939), subtracting the outstanding debt (\$2,630,090) and dividing by the plant design capacity (1 mgd). Capacity is valued at \$45,879.85 per 10,000 gpd or \$252,340.00 for 55,000 gpd.

Per the existing Tri-Community Sewer Agreement, once a community exceeds 75% of its sewer allocation, a good faith effort must be made to secure additional sewer capacity from a municipality with unused excess capacity.

To stay ahead of that threshold, the Township secured a 14,000 gpd lease from the City of Saugatuck—raising our total capacity to 104,000 gpd—but leasing is a temporary measure.

Douglas currently owns 496,000 gpd of treatment rights, yet the WWTP is running at 47 percent utilization. Transferring 55,000 gpd to the Township would satisfy the Township’s immediate capacity needs and provide a modest buffer to accommodate existing properties with reserved capacity while the feasibility of a plant expansion is studied.

After the transfer, Douglas would retain 441,000 gpd, supporting its long-range growth forecasts. To support Douglas in evaluating this request, the Township commissioned an independent Wastewater Capacity Study, which is enclosed with this proposal for Council’s review.

Making Best Use of an Under-Utilized Plant

The WWTP can treat 1 million gpd and is currently operating at 47% of that capacity. Making unused capacity available to the Township has strong advantages for Douglas:

- **Add new user-equivalents.** Every new Township account broadens the revenue base and eases future rate pressure on Douglas residents.
- **Provide funding to establish sewer project fund.** The \$252,340.00 payment for acquisition can be used to establish a Douglas Sewer Capital Fund devoted to main replacements and long-term system planning, protecting the General Fund from utility costs.
- **Shift future liabilities fairly.** By increasing its ownership stake, the Township will assume a proportionally larger share of any major repair or expansion costs, thereby reducing Douglas’ fiscal exposure.
- **Preserve a unified, sewer-served growth pattern.** Granting capacity keeps development in the Township on public sewer; without it, new projects would default to community-septic systems, eroding KLSWA revenue and leaving Douglas residents to shoulder rising plant costs alone.

We believe this proposal puts existing infrastructure to work, lowers long-term costs for Douglas residents, and supports balanced regional growth. Thank you once again for your partnership and for considering this request. We strongly believe that we can solve even the most challenging of issues facing our communities with a collaborative, regional approach. I would be pleased to answer any questions or to meet with Council at its convenience.



Sincerely,

Daniel DeFranco

Daniel DeFranco
Township Manager

**AGREEMENT FOR PURCHASE OF
TREATMENT PLANT CAPACITY**

This Agreement is made as of the ____ day of _____, 2025, between Saugatuck Township, a Michigan municipal corporation with a principal address of 3461 Blue Star Hwy, P.O. Box 100, Saugatuck, MI 49453 (the "Township") and the City of the Village of Douglas, a Michigan municipal corporation with a principal address of 86 W. Center Street, P.O. Box 757, Douglas, MI 49406-0757 (the "City").

RECITALS

- A. The Township and the City are parties to a Sewer System Operations Contract, dated July 1, 2012 (the "System Contract"), which provides for the joint operation of municipal sewer systems in the area by the Kalamazoo Lake Sewer and Water Authority (the "Authority").
- B. Under the System Contract, the City has an allocated capacity of 0.496 million gallons per day ("MGD") in the Wastewater Treatment Plant operated by the Authority.
- C. The Township desires to purchase additional treatment capacity from the City to meet the wastewater treatment needs within the Township.
- D. The City is willing to sell a portion of its designated and allocated capacity to the Township on the terms and conditions set forth herein.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the parties agree as follows:

- 1. Capacity Transfer. Subject to the terms and conditions of this Agreement, the City hereby agrees to sell, transfer, and convey to the Township, and the Township agrees to purchase from the City, fifty-five thousandths of a million gallons per day (0.055 MGD) of the City's designated and allocated capacity in the Wastewater Treatment Plant (the "Transferred Capacity"). In consideration for the Transferred Capacity, the Township shall pay to the City the sum of Two Hundred Fifty-Two Thousand Three Hundred Forty Dollars (\$252,340.00) (the "Purchase Price").
- 2. Payment Terms. The Purchase Price shall be paid by the Township to the City in full within thirty (30) days after the effective date of this Agreement. Payment shall be made by certified check or wire transfer to an account designated by the City.
- 3. Authority Approval and Documentation. This Agreement and the transfer of the Transferred Capacity is subject to approval by the Authority as required under the System Contract and any amendments or novation. The parties shall cooperate to obtain all necessary documentation from the Authority to effectuate the transfer of the Transferred Capacity, including any amendments to the System Contract, novation or other Authority records.
- 4. Effective Date. This Agreement shall become effective upon execution by both parties and execution by the Chair of the Authority's Board, which execution by the Chair signifies the Authority's approval of the transfer of the Transferred Capacity.
- 5. Post-Transfer Rights and Obligations. Upon completion of the transfer, the Township shall have all rights with respect to the Transferred Capacity as provided in the System Contract and any amendment or novation, including the right to have wastewater originating within the Township's service district treated at the Wastewater Treatment Plant up to the amount of the Transferred Capacity. The Township shall assume all liabilities and obligations with respect to the Transferred Capacity as determined under the System Contract, including any amendment or novation, and Michigan law.
- 6. Miscellaneous.

- A. **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of Michigan.
- B. **Entire Agreement.** This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior negotiations, representations, or agreements relating thereto.
- C. **Amendment.** This Agreement may be amended only by a written instrument signed by both parties.
- D. **Severability.** If any provision of this Agreement is held to be invalid or unenforceable, the remainder of this Agreement shall remain in full force and effect.
- E. **Counterparts.** This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.
- F. **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns.
- G. **Commitment to Cooperation.** The Township and the City recognize the importance of working in good faith and in cooperation with each other and with neighboring communities. This collaborative approach will help address long-term water and infrastructure needs, strengthen regional relationships, and provide a constructive framework for any future discussions, negotiations, or agreements concerning shared systems and resources.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

SAUGATUCK TOWNSHIP

CITY OF THE VILLAGE OF DOUGLAS

Abby Bigford, Supervisor

, Mayor

, Clerk

, Clerk

AUTHORITY APPROVAL

, Board Chair



City Council Agenda Item Report

FROM: Ryan Cummins, City Manager

MEETING DATE: November 19, 2025

SUBJECT: Conservation Easement Concept – 582 Campbell Rd

DESCRIPTION:

Ryan Kennelly is pursuing the purchase of 582 Campbell and has submitted the attached conservation easement concept. A draft map of the area is forthcoming and should be available for the workshop meeting.

Mr. Kennelly has requested feedback on:

1. Whether the City is willing to hold the easement or prefers a land conservancy; and
2. What conservation priorities the City would want included.

Option 1: City as Easement Holder

Pros

- Local Control: Ensures the easement aligns with City goals for open space, viewshed protection, ecological preservation, and future trail planning.
- Direct Oversight: City maintains decision-making authority regarding enforcement and any future adjustments (within legal limits).
- Public Trust: Residents may prefer public stewardship over a private or nonprofit entity.
- Strategic Alignment: Useful if the City wishes to strengthen its long-term portfolio of locally managed conservation areas.

Cons

- Administrative & Staffing Burden: Annual monitoring, recordkeeping, and inspections are required in perpetuity. Staff would need to maintain expertise and continuity.
- Enforcement Responsibility: City must enforce terms, including potential legal action if violations occur.
- Precedent Setting: Accepting one private easement may lead to additional requests.

- Potential Conflicts of Interest: The City serves simultaneously as regulator, easement enforcer, and potentially future policy-maker affecting the parcel.

Option 2: Outside Land Conservancy as Primary Easement Holder

Common regional partners could include land conservancies, the Outdoor Discovery Center Network, or similar qualified organizations.

Pros

- Professional Expertise: Conservancies specialize in drafting, monitoring, biological evaluation, and enforcement of conservation easements.
- Long-Term Continuity: Nonprofits are structured to exist and steward easements in perpetuity regardless of City staffing changes.
- Minimal City Workload: The City can have input in easement terms without assuming ongoing legal or administrative responsibilities.
- Technical Support: Conservancies can assist the owner with habitat management plans, invasive species removal strategies, and long-term stewardship.

Cons

- Reduced Local Control: The City’s role is largely advisory once the easement is finalized.
- Formal Processes: Conservancies may have fees, queues, or specific appraisal requirements.
- Potential Divergence of Priorities: Conservancy goals may not perfectly mirror City planning priorities unless well coordinated.

Recommendation

The City itself has used the Land Conservancy of West Michigan and Outdoor Discovery Center Network to hold conservation easements on properties we own.

To ensure professional stewardship and avoid long-term administrative or enforcement burdens, I recommend that Mr. Kennelly engage an established land conservancy as the primary easement holder.

BUDGET ACTION:

None at this time.

LEGAL REVIEW:

N/A at this time. Legal will be at the meeting for any questions.

SAMPLE MOTION:

N/A. Workshop item at this time.

Conservation Easement Concept – 582 Campbell Rd, Saugatuck, MI

Submitted by:

Ryan Kennelly

Email: kennellyr@gmail.com | Phone: 630.930.9364

Date: 11/15/2025

Purpose

To establish a **perpetual conservation easement** over the rear wooded portion of **582 Campbell Rd** in partnership with the City of Saugatuck (or a conservation partner the City recommends), in order to preserve open space, habitat, and the natural character of the property for future generations.

Family Legacy & Community Connection

My family has been coming to Saugatuck for **five generations**. My great-grandmother ran a bed and breakfast on Park Avenue, and my grandmother was born here. Growing up, we spent summers walking the preserved trails and wooded paths toward Oval Beach when **Camp Gray** was still active in the area.

Those experiences shaped my childhood and my connection to Saugatuck. I would like future families to have similar opportunities to experience woods, dunes, and shoreline in a way that feels authentic and natural—not overbuilt.

Easement Concept

- **Location:** Primarily the **rear wooded acreage** behind the house at 582 Campbell Rd
- **Use:** Home, driveway, and primary yard areas would remain **outside** the easement
- **Type: Conservation easement** focused on open space, habitat, and scenic character
- **Public Access:** No public access is required as part of this proposal; any future limited, foot-traffic-only access would be considered only under City guidance and if consistent

with conservation goals

- **Duration: Perpetual** easement, recorded to run with the land

A conceptual map of the property is included, showing the approximate rear easement area and its relationship to the surrounding natural corridors, including the historic Camp Gray area and the trail direction toward Oval Beach.

Community Benefits

- Helps maintain **natural open space and habitat** in a sensitive area
- Supports Saugatuck's long-standing emphasis on **environmental preservation and neighborhood character**
- Protects a wooded buffer behind existing homes
- Does **not** change existing neighbor access or privacy
- Does **not** create new rights-of-way across neighboring property

Importantly, **this proposal does not request any City funding or City maintenance.** Conservation and stewardship responsibilities would remain with the property owner.

Financial Sustainability & Stewardship

Property taxes and carrying costs for private open space are significant. Enabling a small amount of **stewardship-related revenue in the future** (for example, carefully managed, low-impact use aligned with City guidance) could help cover property taxes and land care, supporting long-term conservation **without shifting costs to the City or taxpayers** and without pressure to develop the land.

City Guidance Requested

I am respectfully requesting the City's guidance on:

1. Whether the **City of Saugatuck** would consider serving as easement holder, or whether there is a **preferred land conservancy** partner the City typically works with.
2. Any **policy, planning, or conservation priorities** the City would like reflected in an easement draft (habitat focus, viewshed protection, trail connectivity, etc.).
3. The best **review and approval process**—for example, staff review, City Council, Planning Commission, or a combination.

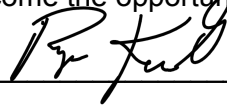
If the City is open to this concept, I would plan to:

- Obtain a **qualified appraisal** to support the easement value
- Commission a **survey and legal description** of the easement area
- Work with legal counsel to prepare a **draft easement** consistent with the City's feedback

Thank you for your time and consideration.

I would welcome the opportunity to discuss this with staff or Council at an upcoming meeting.

Signature: _____



Name: Ryan Kennelly



City Council Agenda Item Report

FROM: Ryan Cummins, City Manager

MEETING DATE: November 19, 2025

SUBJECT: Council Direction on Strategic Planning Meeting for Fiscal Year 2026/2027

DESCRIPTION:

For the last several years, City Council has held a strategic planning meeting to identify goals and priorities for the upcoming fiscal year. This has involved conducting a resident survey before the meeting, review of progress on prior year priorities, and a facilitator helping the Council establish and rank priorities.

Attached is the FY 25/26 report and priorities. Also attached is a copy of the survey questions from last year.

As City Council considers its approach for next fiscal year, I recommend that Council consider forgoing the resident survey and instead use the results of the master plan survey. The master plan survey and feedback were comprehensive and received a strong response rate. Our planning consultant advised the results are statistically significant and much of the feedback aligns with past strategic planning surveys in that residents want the City to focus on infrastructure. Another comprehensive survey related to parking will also be going out at the end of the year and we don't want to create survey fatigue.

Staff is seeking feedback from Council on how you would like to approach strategic planning for next fiscal year. Staff also seeks Council's availability in January for a strategic planning session.

LEGAL REVIEW:

Legal will be at your meeting if you have any questions.

SAMPLE MOTION:

N/A. Workshop item.

Primary Questions

Response

Please check the following that apply:

- Full-time resident of the City of Saugatuck.
- Part-time resident of the City of Saugatuck.
- Business owner in the City of Saugatuck.
- Other (please specify)

Which of the following strategic goals do you consider the number one priority for the City of Saugatuck in Fiscal Year 2025-2026 (July 2025 to June 2026)?

- City Organization and Culture: Improving the efficiency and effectiveness of the administration and Council/Boards/Commissions/Committees, in order to provide better quality services to residents.
- Infrastructure: Investing in infrastructure updates throughout the City to support the needs of our citizens and visitors, such as road surfacing, water service line replacement, and improved cellular coverage.
- Parks and Recreation: Prioritizing Parks and Recreation projects for improved and well-maintained natural park spaces, which will add to the beauty and desirability of the City.
- Community Engagement and Communication: Increasing community engagement and trust with better communication strategies.
- Collaboration: Investigating opportunities to engage with other communities for cost-saving purposes and to accomplish larger-scale, cross-jurisdictional projects.
- Other (please specify)

Which of the following strategic goals do you consider the number two priority?

- City Organization and Culture: Improving the efficiency and effectiveness of the administration and Council/Boards/Commissions/Committees, in order to provide better quality services to residents.
- Infrastructure: Investing in infrastructure updates throughout the City to support the needs of our citizens and visitors, such as road surfacing, water service line replacement, and improved cellular coverage.
- Parks and Recreation: Prioritizing Parks and Recreation projects for improved and well-maintained natural park spaces, which will add to the beauty and desirability of the City.
- Community Engagement and Communication: Increasing community engagement and trust with better communication strategies.
- Collaboration: Investigating opportunities to engage with other communities for cost-saving purposes and to accomplish larger-scale, cross-jurisdictional projects.
- Other (please specify)

Are there any other specific goals, projects, or action items you would like to see addressed in the coming year?

[Box provided for narrative responses]

Goal Area Questions

Rating

City Operations, Engagement, and Communication

How would you rate the City's efforts in ensuring public safety (e.g., police, fire services, emergency response)?	Poor	Fair	Satisfactory	Good	Excellent
How effective is the City in communicating with residents and businesses about decisions, projects, and community updates?	Poor	Fair	Satisfactory	Good	Excellent
How accessible and responsive are City staff when you have questions or concerns?	Poor	Fair	Satisfactory	Good	Excellent
How satisfied are you with the City's handling of zoning, permits, and land use planning?	Poor	Fair	Satisfactory	Good	Excellent
How effective is the City in seeking input from residents and businesses on decisions and projects?	Poor	Fair	Satisfactory	Good	Excellent
How would you rate the availability of public records or information on the City's website?	Poor	Fair	Satisfactory	Good	Excellent
Are City meetings (e.g., Council meetings) accessible and easy to attend or follow online?	Poor	Fair	Satisfactory	Good	Excellent
How accessible and responsive are City Council Members when you have questions or concerns?	Poor	Fair	Satisfactory	Good	Excellent

Infrastructure

How would you rate the condition and maintenance of streets, sidewalks, and public spaces in the City?	Poor	Fair	Satisfactory	Good	Excellent
How would you evaluate the quality of water and sewer?	Poor	Fair	Satisfactory	Good	Excellent

Parks and Recreation

How would you rate the quality and accessibility of City parks and recreational facilities?	Poor	Fair	Satisfactory	Good	Excellent
How would you rate the City's efforts in managing and protecting local natural resources (e.g., dunes, waterways, parks)?	Poor	Fair	Satisfactory	Good	Excellent

Economic Development

How well is the City supporting local businesses through policy, programs, and community development initiatives?	Poor	Fair	Satisfactory	Good	Excellent
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How would you rate the City's efforts in attracting new businesses and fostering economic growth?

Poor Fair Satisfactory Good Excellent

Overall Satisfaction

Overall, how would you rate the City's performance in meeting its responsibilities to residents and businesses?

Poor Fair Satisfactory Good Excellent



City Council/Leadership Team Planning Work Session

January 24, 2025

Report of Generated Ideas

Overview of Planning Process

The Leadership Team of The City of Saugatuck: The Mayor, City Manager, City Council, and Senior Staff of the City of Saugatuck conducted their annual workshop to revisit current Goal Areas for relevancy, review progress made on initiatives set in 2024, and prioritize projects for fiscal years 2025/2026. *There is also a separate handout that includes additional information about team development models briefly reviewed in the work session.*

Work Session Objectives:

- ◆ Identify key attributes of an effective member of a high-functioning leadership team
- ◆ Share individual highest priorities for 2025
- ◆ Review progress made on priority projects set in 2024
- ◆ Revisit Key Strategic Goal Areas for relevancy and inclusion of priorities
- ◆ Review and discuss results of Resident Survey
- ◆ Discuss potential near-future threats to address & opportunities to optimize
- ◆ Discuss high priority projects for upcoming year
- ◆ Discuss Next Steps

Reflect & Revise

Before discussing goals & setting priorities for the next 12-18 months, the team listed “must have” attributes required of an effective member of a high-functioning leadership team.

ATTRIBUTES

- Trust
- Active listening
- Be a part of the solution, not the problem
- Integrity
- Collaboration
- Ability to delegate effectively in ways that build the team
- Effective problem solving
- Humility geared toward improvement
- Be easy to approach; safe
- Transparency: Know & share the WHY we're doing something
- Empathetic; supportive; the ability & willingness to see both sides of an issue
- Frequent, effective communication
- Perspective; curiosity

HIGHEST PRIORITIES: INDIVIDUAL #1 PRIORITY for the NEXT 12-18 MONTHS

Each participant shared their individual #1 priority for the team focus in 2025/26:

- City efficiency
- Oval Beach improvements
- Public safety and security: high traffic/high density areas
- To continue to improve in my new position
- Deliver on infrastructure projects currently set in our priorities
- Parking: Begin discussion regarding parking Master Plan
- Replace aging infrastructure
- Tri-community Master Plan
- Investigate potential resource sharing with Douglas
- Revisit short term rentals practices and appeals process; identify ways to optimize

NOTE: Work sessions identified to dig deeper into:

- ◆ Short term rentals ordinances, lottery, and appeals process
- ◆ Parks and Public Works: Current ordinance is very broad, discuss improvements

Operating Guidelines created and agreed upon by City Council and Staff in 2022:

Operating Guidelines The Way We Do Business

BEHAVIORS

PRODUCTIVE (+)

Ask open ended questions
Do your homework; be prepared
Welcome people, including citizens
Be respectful of time
Active engagement: eye contact
Active Listening
Assume positive intentions
Focus on the meeting - no technology

Identify:

1. Behaviors that work (+)
2. Behaviors that hinder (-)

NON-PRODUCTIVE (-)

Talking over others
Personal attacks
Being condescending
A needy ego
Having/working from a personal agenda
Deflecting, derailing, hijacking conversation;
take the conversation off topic
Resistance to change
Disrespectful language and action

NOTE: Review your previously created Operating Guidelines (Ground Rules, How We Do Business, Standards of Excellence, whatever you decide to call them). Ensure agreement with all the behaviors, having each member “sign off” on them, so accountability is possible.

Here's a Civility Statement of a municipality that is posted in all public gathering areas:

- We believe that only through open and honest dialogue can we gather diverse opinions, generate knowledge, and deepen our mutual understanding.
- We fully support the free exchange of ideas and beliefs, as well as the expression of controversial, challenging, or less popular ideas.
- We welcome respectful, civil, considerate conversations of differing opinions.
- We refrain from the use of behaviors that are disrespectful, uncivil, or insulting.

Citizen Survey: Mayor Anderson

Mayor Anderson shared results of citizen survey. Conversation followed regarding citizen and business owners opinions of priorities for the near future. The survey did not identify strong changes from the last survey conducted. And, priorities identified in the survey, for the most part, aligned with the Council's priorities.

Conversation also took place regarding a few negative comments about the City Council/City Council Members. Leadership is an intense responsibility. Being a member of a leadership team is not only about constant research to make decisions in the best interest of the City, collaboration to understand diverse points of view, struggling to choose best possible options, and envisioning the future and actions to get there. It also carries the responsibility of creating an intentional culture for the team, expanding into the City that will live long beyond member's years of service.

With negative comments made on the survey about the City Council, Council Members need to ask themselves: *What part of these comments do we own? How do we, individually and collectively, contribute to the comments expressed by our citizens and business owners? How are our behaviors perceived by those who have entrusted us with the future of their City?*

Each team member needs to look brutally in the mirror and ask her/himself: *What part do I play in the feedback we received?*

In the Five Stages of Team Development, Stage 2: *Storming* is a critical and essential stage. Avoid the trap that too many Councils fall into – getting and remaining stuck in *Storming*, resulting in constant conflict, repeating the past . . . serving no one and nothing.

The true measure of a team is that it accomplishes the results that it sets out to achieve. To do that on a consistent, ongoing basis, a team must overcome the five dysfunctions by embodying the behaviors described for each one. ~ Patrick Lencioni, The Five Dysfunctions of a Team

Civility and respectful communication are key attributes of an effective council-manager partnership. Discussions that are respectful and civil set a constructive tone for council meetings, instill confidence in citizens who attend or observe the meetings, and foster the same environment for community, helping to create a city culture of respect, civility and collaboration.

Potential Threats and Opportunities

Before discussing priorities for the next 12-18 months, the team reviewed previously identified potential threats/challenges they may need to address and opportunities they can optimize in the near-future. Additional challenges/opportunities were identified. Consider changes in demographics, technology, legislation, etc.

THREATS

- ◆ Our current trend of losing full time residents
- ◆ Loss of good employees
- ◆ Big development / Waterfront development
- ◆ Failing infrastructure
 - Lead service lines ownership
 - Water failure, Culver / Butler, closing down businesses
 - Drinking Water quality
- ◆ Erosion at Mt Baldhead / Structure at Mount Baldhead
- ◆ Threat to AT&T project/completion/policy
- ◆ Trip hazard sidewalks
- ◆ Long-term tree damage/replacement
- ◆ People not visiting because of lack of parking
- ◆ Tax exemptions
- ◆ Charm threat – gaps in zoning
- ◆ Resources
 - Climate change
 - Revenue (landlocked)
 - Cost increases
 - Water infrastructure
 - People: Employees, citizens, community engagement
 - Aging infrastructure
- ◆ Regulatory
 - Headley Amendment
 - Veteran exemptions
 - New requirements
 - Grant compliance
 - Gaps in zoning
- ◆ Population loss
 - Aging
 - Short-term rentals
 - Jobs
 - Lack of growth
- ◆ Organization
 - Opportunity cost
 - Disorganization
 - Inefficiencies
 - Lack of communications
 - Over complication

OPPORTUNITIES

- ◆ Recapture City's cost of short-term rentals & events (permitting, etc)
- ◆ Revisit special events policy & procedures
- ◆ Revisit Oval Beach revenue opportunities
- ◆ Educate residents on city basics (tax allocation, etc)
- ◆ Staff development & evaluations (career development & compensation)
- ◆ Tri-community parking plan & other partnerships
- ◆ Update zoning ordinance (current don't make sense & are difficult to enforce)
- ◆ Protect natural resources
- ◆ Paid parking
- ◆ Oval Beach updates (public/private?) – revenue opportunities
- ◆ Mt Baldhead improvements
- ◆ Uniform street scaping
- ◆ Reclaim Park Street - city property, make walkable
- ◆ Gondola across the river
- ◆ Rentable bikes & racks
- ◆ Year-round restaurants open
- ◆ Community center
- ◆ DPW building
- ◆ Fish-cleaning station / Coghlin restroom
- ◆ Create a Foundation
- ◆ Partner/share with sister communities

ADDITIONAL CHALLENGES/OPPORTUNITIES ADDED AT WORK SESSION with Suggestions to Address:

- Parking: We need to work something out
- Capacity of City to handle tourists (warning signs of over-capacity are already here)
 - How to better manage?
 - Shuttle service?
 - Revisit Red Trolley
 - Invite community to input ideas
- Pay close attention to aging infrastructure that we cannot see
- Explore potentials of a food truck area (especially to serve after city restaurants close?)
- Wayfinding signage: "More shops/restaurants this way"
- Lean processes to improve efficiencies

NOTE: Works session suggested to discuss the need for a Construction Ordinance to increase safety

BLUEPRINT FOR ANNUAL PLANNING

To facilitate smooth and productive annual planning, the leadership team returned to their Key Goal Areas -"buckets" or natural categories – where progress is required year-after-year. Upon review, there was the realization that there are three (3) similar, yet different lists of "buckets" currently in use.

THREE VARIATIONS of KEY GOAL AREAS:

1. 2024: City Operations
Infrastructure
Parks & Recreation
Economic Development
2. Earlier: Fiscal Responsibility
Maintain and improve public infrastructure and facilities
Friendly, honest, transparent government
Promote Saugatuck as a recreational and cultural center that attracts visitors
3. The organized "one page" to report-out progress of 2024 by City Manager
Operations
Infrastructure
Parks and Recreation

Reviewing all three iterations and conversing about the value of each, the team agreed upon the natural categories used by the City Manager, and added Public Health and Safety:

Key Results Areas:

1. Operations
2. Infrastructure
3. Parks and Recreation
4. Public Health and Safety

Potential Priorities

Upon review of the current priorities that will carry over into FY 2025/26, the Council noted that the volume of priorities stretched staff time and resources, which are limited. So, the team attempted to put the priorities through these filters to defer a few and lighten the load:

MUST

SMART: Clear ROI by taking on this project

NICE, yet deferrable

However, for each and every NICE that might be deferred, there were solid reasons why each was SMART rather than NICE, such as, a donation has already been accepted, progress has already been made and is in motion toward completion, or the project requires minimal resources.

There was a request for detailed information regarding time and cost of each project before selecting priorities; however, time is one of the essential resources required to execute each priority. Investing staff time in creating such information consumes their hours, which would otherwise be invested in their everyday responsibilities as well as work on current priorities. It also begs to question if Council members are crossing the line of WHAT and WHY, setting direction, and creeping into the staff's responsibilities of execution.

The Council agreed to receiving *directional* costs, required resources, and timing to give them a foundation upon which to set clearer priorities. There was discussion of the possibility of contracting out appropriate projects to manage staff hours; however, contracting would still require oversight by staff.

The City Manager's categories of Operations, Infrastructure, Parks and Recreation, with the addition of Public Safety and Health:

KEY RESULT AREAS

Operations	Infrastructure	Parks & Recreation	Public Health & Safety
Water-Sewer Agreement	Maple Street Design & Construction	Blue Star Trail	Revisit Parade Safety
Updated Water & Sewer Infrastructure Fees	AT&T Cellular	Mt. Baldhead Vegetation Restoration	Examine High Traffic Areas
Duneridge Litigation	Seawall Repairs	Mt. Baldhead Bathroom Construction	Investigate Ways to Slow Traffic in Necessary Areas
Wildlife Committee Recommendations	Sidewalk & Stair Repairs	Finish Mt. Baldhead Platform Design & Start Construction	
Old Landfill Lease or Sale	Park Street Improvement Planning	Additional Bike Racks	
Evaluation of Parking & Other Options	City Hall Interior Renovations	Village Square Courts	
Land Use Master Plan Update/Saugatuck Specific Plan	More Comprehensive Capital Improvement Plan (CIP)	Evaluate Community Foundation Funding Options	
Zoning Updates – District & Signage Regulations	Evaluate Long-Term Funding Options for Capital Improvement Plan	Invasive Species Treatments	
Review & Update Older Policies	Road Maintenance/Resurfacing	Low Water Level Impacts	
Website Refresh	Update signage & Wayfinding	Holiday Lights Expansion	
Improve Oval Beach Concession Profitability	Chain Ferry Landing & Arbor Repairs		
	Planning for Lead Service Line Replacement		
	Begin Planning for Elizabeth Street Water Main & Road		
	Culvert Inspections		

NOTE: Conversations surfaced about the importance of utilizing the local paper more to communicate topics of interest with the community, such as progress made on priorities/projects, posting public safety response times, and sharing accomplishments. Often, great things are achieved; however, we move onto the next item without a bit of sharing and celebration, so the community is unaware of accomplishments.

NOTE: SUGGESTIONS MADE FOR WORK SESSIONS:

- Short term rentals ordinances, lottery, and appeals process
- Parks and Public Works: Current ordinance is very broad, discuss improvements
- Address parking issues/shuttle services
- Possible food truck promotion
- Ways to use technology to optimize efficiencies
- Ways to streamline purchasing and bidding process
- Resource sharing with Douglas
- We have an opportunity to help guide committees
 - To have a better understanding our Council expectations
 - Conduct an annual review of the relevancy, benefits, and expectations met for of each committee
- Need of a Construction Ordinance to increase safety
- Revisit previous Operating Guidelines created by the City Council and Staff: discuss and update, agreeing upon a set of “norms” or Standards of Excellence” to work as accountability standards for productive and non-productive behaviors to drive collaborative results
- Schedule time in work sessions to reflect upon how the team is working together:
 - What are we doing well? What do we need to improve?
The first few reflections will take some time; however, once all hold themselves accountable for their behaviors, “check ins” become relatively brief.

Next Steps

City Manager, Cummins, will review the report of generated ideas from the work session and send to Council members and Staff. Once reviewed and approved, the City Staff will align Council priorities to annual budget and report back to the Council.



Once again, I commend your service to your exceptional City and your investment of time and energy in planning and prioritizing. And, I applaud your commitment to creating and sustaining a high-functioning leadership team and intentionally creating a culture of respect, civility, and collaboration – a legacy that will live beyond your years.

It is a complete pleasure to assist you in your commitment to efficiently, effectively, and productively serve your community.

Respectfully, Marilyn Semonick

CITY OF SAUGATUCK

Vision

Saugatuck is an inclusive waterfront community that welcomes all. City residents enjoy a great quality of life living in one of the country's highest-rated tourist destinations. Saugatuck is a vibrant, inviting community with a talented and dedicated staff, great schools, an active tourist-based economy, stable property values, and sense of history as the community moves into the future. Residents and visitors enjoy a unique, small-town atmosphere, exceptional parks, and access to beautiful natural resources.

Goals and Priorities

Saugatuck City Council sets the goals and priorities that reflect our vision and guide decision-making. The priorities-setting process forms the basis of Council's consensus on the projects that impact City residents, businesses, visitors, and the community as a whole. City Administration uses Council's vision and priorities to direct work activities and allocate staff and financial resources. City Council's priorities are dynamic and will be reviewed and modified as needed to reflect citizen input and changes in the external environment.

Operations, Public Health and Safety

Goal: We will maintain a culture of fiscal responsibility and friendly, honest, and transparent government. We will partner with the Fire District and Sheriff's office to ensure we take the right measures to keep our community safe.

Priorities

- Finish new water-sewer agreement
- Update water-sewer infrastructure fees
- Manage Dune Ridge litigation (potentially multi-year)
- Evaluate and implement solutions to parking issues (multi-year)
- Evaluate and implement Wildlife Committee recommendations
- Negotiate sale or lease of old landfill
- Update Land Use/Tri-Community Master Plan (multi-year)
- Improve profits from Oval Beach concessions
- Update zoning districts and signage regulations
- Refresh website
- Review and update older policies
- Develop and implement safety protocols, including for parades

Infrastructure

Goal: We will focus on maintaining and improving current infrastructure while planning and saving for future needs.

Priorities

- Complete Maple Street design and construction
- Finalize AT&T cellular agreement and installation
- Make repairs to seawall, sidewalks, and stairs
- Inspect culverts
- Plan for Park Street improvements
- Renovate City Hall interior (potentially multi-year)
- Develop more comprehensive Capital Improvement Plan (CIP)
- Evaluate long-term funding options for CIP
- Maintain and resurface roads
- Repair Chain Ferry landing and arbor
- Plan for lead service line replacement
- Begin planning for Elizabeth Street design and construction
- Update signage and wayfinding

Parks and Recreation

Goal: We understand that our natural resources are the foundation of residents' quality of life and our tourism economy and will invest to sustain and enhance them.

Priorities

- Construct Mt. Baldhead bathroom
- Complete Mt. Baldhead platform design; begin construction
- Restore Mt. Baldhead vegetation
- Treat invasive species
- Refresh Village Square Courts (donor funded)
- Continue to advance Blue Star Trail (multi-year)
- Monitor and mitigate low water level impacts
- Evaluate community foundation options to accept citizen donations
- Expand holiday lighting to Water and Griffith streets