



AGENDA
CITY OF CHARLEVOIX CITY COUNCIL REGULAR MEETING
Monday, January 4, 2021- 6:00 PM
Via Zoom (instructions included)

1. Pledge of Allegiance

- A. Zoom Access Information

2. Roll Call

3. Presentations

- A. Deputy Police Chief Scott Hankins Mayoral Proclamation
Luther Kurtz, Mayor
- B. Electric Superintendent Don Swem Mayoral Proclamation
Luther Kurtz, Mayor
- C. Housing Update
Jonathan Scheel, Zoning Administrator

4. Inquiry Regarding Conflicts of Interest

5. Consent Agenda

- A. City Council Meeting Minutes - December 21, 2020
- B. Accounts Payable and Payroll Check Registers

6. Public Hearings and Actions Requiring Public Hearings

- A. Public Hearing for Zoning Code Amendments Ordinance 823 of 2021
Mark L. Heydlauff, City Manager

7. All Other Actions and Requests

- A. Sidewalk Snow Removal
Mark L. Heydlauff, City Manager; Jonathan Scheel, Zoning Administrator
- B. Economic Development Strategy & Marketing Strategy
Dean Martin, Community Development Fellow
- C. Charlevoix EMS Replacement Fund
Mark L. Heydlauff, City Manager
- D. Northside Trail Development Agreement

Mark L. Heydlauff, City Manager

E. FY 2022 Budget-First Draft Discussion

Mark L. Heydlauff, City Manager

8. Reports and Communications

A. Public Comment

B. City Manager's Comments

C. Mayor and Council Comments

9. Other Council Business

10. Adjourn

The City of Charlevoix will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting, to individuals with disabilities at the meeting upon one weeks' notice to the City of Charlevoix. Individuals with disabilities requiring auxiliary aids or services should contact the City of Charlevoix Clerk's Office in writing or calling the following: City Clerk, 210 State Street, Charlevoix, MI 49720 (231) 547-3250.

CHARLEVOIX CITY COUNCIL

Pledge of Allegiance

TITLE: Zoom Access Information

DATE: January 4, 2021

BACKGROUND:

Due to the ongoing restrictions by the Michigan Department of Health and Human Services, the meeting will be held virtually in accordance with the Michigan Open Meetings Act.

Topic: Charlevoix City Council Meeting

Time: Jan 4, 2021 06:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://zoom.us/j/95103088917?pwd=ZTZ2WFJUTmVHeUxYckZtTTh4MEZFU09>

Meeting ID: 951 0308 8917

Passcode: 125985

Dial by your location

+1 301 715 8592 US (Washington D.C)

+1 312 626 6799 US (Chicago)

+1 646 558 8656 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 9128 US (San Jose)

Meeting ID: 951 0308 8917

Passcode: 125985

CHARLEVOIX CITY COUNCIL

Presentations

TITLE: Deputy Police Chief Scott Hankins Mayoral Proclamation

DATE: January 4, 2021

PRESENTED BY: Luther Kurtz, Mayor

BACKGROUND:

Deputy Police Chief Scott Hankins is retiring after 30 years of dedicated service to the City.

ATTACHMENTS:

- ▣ Proclamation



MAYORAL PROCLAMATION

- WHEREAS,** Scott Hankins graduated from the United States Army Police School in Law Enforcement in 1984 and served as a Military Police Patrolman from 1984 to 1986; Military Police Dispatcher from 1986 to 1987; and served six years as a Military Police Investigator for the Michigan National Guard; and
- WHEREAS,** Scott Hankins was deployed to the Republic of South Korea in 1985 and again in 1986 for operation "Team Spirit" and was deployed to Japan in 1985 for operation "Orient Shield"; and
- WHEREAS,** Scott Hankins served as a Marine Deputy for the Kalkaska County Sheriff's Department in 1988 and as a Police Officer for the East Jordan Police Department from 1989 to 1990; and
- WHEREAS,** Scott Hankins graduated with Honors from Northwestern Michigan College with an Associate of Applied Science degree in Law Enforcement in 1989; and
- WHEREAS,** Scott Hankins began his career with the City of Charlevoix in June 1990 as a Police Officer and in July of 2005 was promoted to Deputy Police Chief; and
- WHEREAS,** Scott Hankins received a Commendation Medal in 1991 for the arrest of an armed robber that involved a shooting situation at a Charlevoix hotel; and
- WHEREAS,** Scott Hankins served fifteen years on the JOLT Investigation Team and the Drug Death Team as a part of a countywide drug enforcement team; and
- WHEREAS,** the City of Charlevoix received many notes of praise from citizens and prosecutors describing Scott Hankins as highly professional, compassionate, thoughtful, supportive, comforting, and courteous, and that he goes above and beyond in his duties, and that they have great respect for him; and
- WHEREAS,** Scott Hankins has been married to Dawn Hankins for 32 years and has a daughter Allison and a son Zachary; and
- WHEREAS,** upon retirement, Scott Hankins will serve as a Commissioner for the Charlevoix County Board of Commissioners.

NOW THEREFORE, I, LUTHER KURTZ, MAYOR OF THE CITY OF CHARLEVOIX, do recognize and thank Scott Hankins for his contributions to the City of Charlevoix and its citizens. I do formally commend and thank him for his 30 years of dedicated service. As a Police Officer and Deputy Police Chief for the City of Charlevoix, Scott's tireless dedication and service had a major impact on the City of Charlevoix staff, business partners, residents and visitors; and

FURTHERMORE, it is with great pleasure that we join together with Scott Hankins, his family, colleagues, friends, and community members and celebrate his legacy of service to the people of Charlevoix; and

FURTHERMORE, I join the City Council, City Manager, City Staff, and all residents of the City of Charlevoix in wishing Scott Hankins much joy, good health, and happiness in his well-earned retirement.

Given under my hand this 4th day of January, 2021.


Luther Kurtz, Mayor



CHARLEVOIX CITY COUNCIL

Presentations

TITLE: Electric Superintendent Don Swem Mayoral Proclamation

DATE: January 4, 2021

PRESENTED BY: Luther Kurtz, Mayor

BACKGROUND:

Electric Superintendent Don Swem is retiring after 18 years of dedicated service to the City.

ATTACHMENTS:

- ▣ Proclamation



MAYORAL PROCLAMATION

WHEREAS, in 1977, Don Swem received a Bachelor of Science degree in Nuclear Engineering from the University of Michigan; and

WHEREAS, Don Swem devoted the first decade of his career to Big Rock Point Nuclear Plant as a Project Engineer where he assumed management of multi-million-dollar projects involving extensive redesign of the plan to meet new safety and fire protection standards; and

WHEREAS, Don Swem worked for Charlevoix Abstract & Engineering and Performance Engineers, Inc. where he designed and inspected a variety of City of Charlevoix projects involving sewer, water, storm water management, roads and septic systems; and

WHEREAS, Don Swem was hired on April 1, 2002 as the Electric Department Superintendent/City Engineer for the City of Charlevoix; and

WHEREAS, Don Swem vastly improved the reliability of the City of Charlevoix electric system; and

WHEREAS, Don Swem inspected and engineered all reconstruction of the streetscape from hill to hill in downtown Charlevoix; and

WHEREAS, Don Swem converted 90% of the City's streetlights to LED technology and to further our renewable goals, assisted with the purchase of a wind farm and a solar project; and

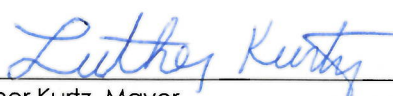
WHEREAS, Don Swem has been married to Laura Swem for 40 years and has two daughters Melissa and Michelle and seven grandchildren Jacob, Alexis, Isaac, Jaidyn, Jasmine, Westley, Akira.

NOW THEREFORE, I, LUTHER KURTZ, MAYOR OF THE CITY OF CHARLEVOIX, do recognize and thank Don Swem for his contributions to the City of Charlevoix and its citizens. I do formally commend and thank him for his 18 years of dedicated service. As the Superintendent of the City of Charlevoix Electric Department, Don's tireless dedication and service had a major impact on the City of Charlevoix staff, business partners, residents and visitors; and

FURTHERMORE, it is with great pleasure that we join together with Don Swem, his family, colleagues, friends, and community members and celebrate his legacy of service to the people of Charlevoix; and

FURTHERMORE, I join the City Council, City Manager, City Staff, and all residents of the City of Charlevoix in wishing Don Swem much joy, good health, and happiness in his well-earned retirement.

Given under my hand this 4th day of January, 2021.


Luther Kurtz, Mayor



CHARLEVOIX CITY COUNCIL

Presentations

TITLE: Housing Update

DATE: January 4, 2021

PRESENTED BY: Jonathan Scheel, Zoning Administrator

BACKGROUND:

Zoning Administrator Jonathan Scheel will discuss some of the work the zoning changes we've already made to encourage more housing and discuss some of the strategies we can employ going forward.

ATTACHMENTS:

- ▣ Memo on Housing Incentives



MEMO

To: City of Charlevoix City Council

From: Jonathan Scheel, Zoning Administrator

Re: Zoning Incentives for Year-round Housing

Date: December 31, 2020

I am providing you with some specific zoning suggestions for your consideration. These are all suggestions that are incentives rather than restrictions. They are all voluntary means for a property owner to create year-round housing and, in exchange, get breaks from other requirements and/or increased opportunities in the ordinance.

The basis for these would be goals more clearly stated by the Planning Commission in your Master Plan that declare the importance of ensuring adequate housing for your workforce and customer base for local businesses and services.

Master Plan

- Overall, housing is not prominent in the 2016 Master Plan.
- Amend Master Plan to state year-round housing to be a primary goal.
- Mention housing demand for year-round housing and workforce housing in your “Charlevoix Tomorrow”, chapter 4 of your Master Plan.

The suggestions below also touch on the opportunity to incentivize designs that reflect the existing single family residential character of buildings. Similar building designs can be altered in such a way to house more than one family and look similar on the outside and in keeping with the aesthetic character of the neighborhood. Design guidelines could be created that, if utilized by a property owner, could be allowed certain bonuses in the ordinance.

- Fast-track approvals By having specific criteria that can be administratively approved.
- Allow 2-story fourplexes by right in R2A if all of the housing units are year-round residential. By using the zoning ordinance, the owner voluntarily accepts the year-round restrictions on the property. Enforcement would be by civil infractions similar to any zoning enforcement.
- Density bonuses for year-round residential
- Allow duplexes in single family zoning when dividing an existing structure and/or making a minimal expansion of an existing structure. New structures should have a design in keeping with the neighboring structures. There could be an additional requirement that duplexes must be on lots that meet a larger minimum lot size requirement.
- Allow up to fourplexes in your R2 district if the units are year-round housing
- Use conditional zoning to increase density for year-round residential use. This is currently prohibited. Make sure this level of specificity is allowed as a criteria for conditional zoning.

- PUD: add to your PUD density bonus options those properties that are deed restricted for year-round residential use
- Height bonus for year-round residential in commercial districts.

Overlay districts, consider:

- Allow some or all of the above-listed incentives for year-round housing in new overlay zones that are close to employment centers, downtown, medical offices (walkable).
- Develop housing in underutilized Industrial Park zoning district (work/live?)

Continue to reduce or eliminate # of required parking spaces for all residential development (we have already done some of this in R2)

Reduce or eliminate minimum floor area for year-round residential

Provide design guidelines for multi-family housing that are of the Missing Middle housing types. Consider using these design guidelines to allow bonuses if a design from the approved design guidelines is used.

Rentals

- Do not allow any more short-term rentals of residences in residential areas; keep cap at 80 in R1 and R2. Do not allow STRs in the R3 District.
- Minimal rental periods for all non STR properties in residential districts

Promotional Efforts

- Partner with other entities to market certain neighborhoods that have these incentives for residential development

Other non-zoning:

- Review Development Incentive Grant program for year-round residential.
- Potential partners for housing that have undeveloped properties
 - Housing Commission- Garfield Avenue/Carpenter Avenue
 - Charlevoix Township west of Lake Street (425 agreement)
 - Charlevoix Public Schools- May Street
 - Private owners on May, Meech, Sheridan, and State Streets

Please review this document and consider the importance of clearly stating the goals of the community in the Master Plan and possibly through resolutions of support. This ensures that there is clear policy based on data and support broadly through the community as you proceed to make actual changes to local land use laws.

CHARLEVOIX CITY COUNCIL

Consent Agenda

TITLE: City Council Meeting Minutes - December 21, 2020

DATE: January 4, 2021

RECOMMENDATION:

Motion to approve City Council minutes.

ATTACHMENTS:

- ▣ Draft Council Minutes

CITY OF CHARLEVOIX
REGULAR CITY COUNCIL MEETING MINUTES
Monday, December 21, 2020 – 6:00 p.m.
210 State Street, Charlevoix, MI

The virtual meeting was called to order at 6:00 p.m. by Mayor Kurtz.

1. Pledge of Allegiance

2. Roll Call

Mayor: Luther Kurtz (from Charlevoix)
Members Present: Aaron Hagen, Janet Kalbfell, Mark Knapp, Phil Parr, Brian Slater (all members participating from Charlevoix)
Members Absent: Greg Bryan
City Manager: Mark L. Heydlauff
City Clerk: Joyce Golding

3. Presentations

A. Michigan Waterways Commission Presentation

Linnæ Dawson, Michigan Waterways Commission shared an overview of how the City and Waterways work together including balancing commercial slips, transient slips, and seasonal slips between the needs of the City with the requirements of the Waterway Commission. Ms. Dawson answered several questions from Council.

4. Inquiry Regarding Conflicts of Interest

Kalbfell stated she had a conflict with Item 7.B.

5. Consent Agenda

All items listed under Consent Agenda are considered routine and will be enacted by one motion. There will be no separate discussion of these items. If discussion of an item is required, it will be removed from the Consent Agenda and considered separately.

- A. City Council Meeting Minutes – December 7, 2020
- B. Accounts Payable and Payroll Check Registers
 - a. Regular Accounts Payable Check Register – December 22, 2020
 - b. ACH Payments – December 2, 2020 to December 14, 2020
 - c. Payroll Check Register – December 11, 2020
 - d. Payroll Transmittal – December 11, 2020
 - e. Tax Disbursement – December 22, 2020
- C. Deputy Police Chief Job Description – approve as presented

Motion by Parr, second by Kalbfell to approve the Consent Agenda.

Yeas: Kalbfell, Hagen, Slater, Knapp, Parr
Nays: None
Absent: Bryan

6. Public Hearings & Actions Requiring Public Hearings

A. Set Public Hearing for Zoning Code Amendments Ordinance 823 of 2021

City Manager Heydlauff stated that the Planning Commission held a public hearing at their December 14, 2020 meeting for several proposed Zoning Ordinance Amendments which they recommended for adoption. The proposed Zoning Ordinance amendments are largely corrections, clarifications, or minor in nature.

Mayor Kurtz opened the item to public comment and none was heard.

Motion by Kalbfell, second by Hagen to set a public hearing for Ordinance 823 for January 4, 2021 at 6:00 p.m. in the location and manner which City Council may then be meeting.

Yeas: Kalbfell, Hagen, Slater, Knapp, Parr
Nays: None
Absent: Bryan

7. All Other Actions & Requests

A. Earl Young Historic District Signage

DDA Director Dotson stated that the Charlevoix Historic District Commission in partnership with the Charlevoix Historical Society is working to install signage at 3 entry-points to the district that will serve as educational while also attempting to protect the privacy of homeowners who reside in the district. She stated that the Charlevoix Historic District Commission received private donations and grant dollars to cover the expense of the signs along with installation.

Mayor Kurtz opened the item to public comment and none was heard.

Motion by Knapp, second by Kalbfell to support the installation of three signs to mark the entry points to the Earl Young Local Historic District.

Yeas: Kalbfell, Hagen, Slater, Knapp, Parr
Nays: None
Absent: Bryan

B. City Marina Commercial Slip

Kalbfell recused herself. Recreation Director Knorr stated that we published a request for proposals for Commercial Dockage and we received one response from our current vendor, Captain John Kalbfell of Little Traverse Charters LLC. This proposal is primarily intended to cater to the tourist industry in the amount of \$150/foot, for a total of \$6,150.

Recreation Director Knorr recalled that we have the capacity for a total of three commercial slips. He noted that another party expressed interest but did not make the RFP submission deadline. After discussion, Council agreed to reissue the RFP.

Mayor Kurtz opened the item to public comment and none was heard.

Motion by Parr, second by Hagen to approve a commercial slip for Little Traverse Charters LLC [in the amount of \$150/foot for a total of \$6,150.]

Yeas: Hagen, Slater, Knapp, Parr
Nays: None
Absent: Bryan
Abstain: Kalbfell

Motion by Parr, second by Hagen to reissue the RFP for the one remaining commercial slip.

Yeas: Hagen, Slater, Knapp, Parr
Nays: None
Absent: Bryan
Abstain: Kalbfell

C. Dog Park Proposal

Kalbfell returned to the meeting. Recreation Director Knorr stated that dog park development was discussed at Recreation Advisory Committee meetings for the past few years. He noted that they have identified a useable space between the Carpenter Street ball fields and the airport property fence. He stated that with Council's approval he will share the proposed plan with the Planning Commission and begin the next steps for development. He anticipated returning to Council with final project cost projections and funding opportunities. Council's consensus was to move forward with the project.

Mayor Kurtz opened the item to public comment and none was heard.

D. City Council Annual Calendar

City Manager Heydlauff stated that there is a routine and flow to many City Council actions but beyond being written in portions of the City Charter, state law, or other places, it would be a mystery to the casual observer. He presented a draft for consideration in an effort to create an annual calendar for City Council. He noted that it could be a helpful tool for Council and the public who may wonder how a budget decision is made or when routine appointments are considered.

Mayor Kurtz opened the item to public comment and none was heard.

Motion by Slater, second by Kalbfell to approve the annual calendar for City Council [as presented.]

Yeas: Kalbfell, Hagen, Slater, Knapp, Parr
Nays: None
Absent: Bryan

8. **Reports & Communications**

A. Public Comments

B. City Manager Comments

- Weekly COVID meetings continue; some EMS staff vaccinated last week; Health Department is working on next phase of vaccinations
- Bill passed to amend OMA to extend remote meetings until March 31st
- Chamber has a great take-out food guide
- Good meeting with stakeholders regarding a county-wide EMS authority; reconvening in January

C. Mayor & Council Comments

- Mayor and Council thanked City Staff and front-line workers for their dedication, wished all a happy holiday season, and encouraged folks to support local restaurants

9. **Other Council Business**

DRAFT

10. Adjourn

The Mayor adjourned the meeting at 7:29 p.m.

Joyce M. Golding	City Clerk	Luther Kurtz	Mayor
Regular Accounts Payable – 12/22/2020			
ACCESS LOCKSMITHING INC	242.50	HUNTINGTON BANK	500.00
ACCUMED GROUP, THE	4,246.74	HYDRO CORP	539.50
ACE HARDWARE	3,471.65	JOHN E. GREEN COMPANY	888.83
ALL-PHASE ELECTRIC	27.12	KLINGBEIL, DENISE & BILL	300.00
AMERICAN WASTE INC.	961.76	KSS ENTERPRISES	100.68
AT YOUR SERVICE PLUS INC	250.00	LAKESHORE TIRE & AUTO SERVICE	15.00
AUTO VALUE	637.62	LAMAR COMPANIES	770.00
BANDIT INDUSTRIES INC	371.13	MAJORS, SUZANNE	205.00
BEATTY, SCOTT T.	414.40	MCCARDEL CULLIGAN-PETOSKEY	101.00
BELL EQUIPMENT COMPANY	1,841.40	MDC CONTRACTING LLC	200,907.26
BOUND TREE MEDICAL LLC	363.76	MICHIGAN CAT	5,020.72
CARQUEST OF CHARLEVOIX	1,438.77	MICHIGAN OFFICEWAYS INC	669.59
CCP INDUSTRIES INC	292.44	MORRISON, KEVIN P.	100.00
CDW GOVERNMENT INC.	208.99	MSA SAFETY SALES LLC	600.74
CHARLEVOIX COUNTY SHERIFF'S DEPT.	253.33	MUNSON HEALTHCARE CHX HOSPITAL	1,880.99
CHARLEVOIX GLASS INC.	50.00	NAVIA BENEFIT SOLUTIONS	50.00
CHARLEVOIX SCREEN MASTERS INC	600.00	NCL OF WISCONSIN INC.	270.03
CHARLEVOIX TOWNSHIP	15.14	NORTH CENTRAL MICHIGAN COLLEGE	3,890.00
CHARLEVOIX TOWNSHIP	20,599.25	NORTHERN MICHIGAN REVIEW INC.	842.50
CHARTER COMMUNICATIONS	144.98	OLESON'S FOOD STORES	35.89
CINTAS CORPORATION	118.58	OLSON BZDOK & HOWARD	2,470.00
CITY OF CHARLEVOIX - MISC	59,968.99	PACETTI, ANJA	104.01
CITY OF CHARLEVOIX - PETTY CASH	89.30	PENINSULA FIBER NETWORK LLC	470.00
CITY OF CHARLEVOIX - UTILITIES	34,076.88	PHYSICIAN'S CLINIC OF CHARLEVOIX	150.00
CLEAR WATER PLUMBING & HEATING	150.00	PLUNKETT & COONEY	140.00
CLINE, JOSHUA	100.00	POWER LINE SUPPLY	10,144.20
CONWAY PROFESSIONAL SERVICES	1,775.00	POWERPLAN	3,409.55
CRYSTAL FLASH ENERGY	601.96	PREIN & NEWHOF	530.00
CUMMINS BRIDGEWAY LLC	2,514.34	PRESTON FEATHER	225.48
DELL MARKETING L P	351.18	PTM DOCUMENT SYSTEMS	241.68
DERRER OIL & PROPANE CO	99.00	PURITY CYLINDER GASES INC	52.40
DITCH WITCH SALES OF MICHIGAN	3,935.12	QUALITY CAR & TRUCK REPAIR INC	2,643.80
DIXON, WILLIAM	75.00	QUICK CARE MEDICAL CENTER	276.00
E - Z GOLF CART	1,234.36	RANGE TELECOMMUNICATIONS	252.20
EDGEWATER RESOURCES LLC	4,654.50	RCL CONSTRUCTION CO INC	361,949.57
EJ USA INC.	16.97	RENS, DUSTIN	100.00
ELECTIONSOURCE	960.00	REVOLUTION BIKE LLC	354.11
ELHORN ENGINEERING COMPANY	1,028.50	STANDFEST, BRUCE	75.00
ELLSWORTH FARMER'S EXCHANGE	176.00	STATE OF MICHIGAN	830.76
ELMER'S CRANE & DOZER INC.	79,421.85	STATE OF MICHIGAN	3,000.00
EMBROIDME	754.00	STRYKER SALES CORPORATION	9,000.00
ENERCO CORPORATION	700.00	TELE-RAD INC	3,637.00
FAITH, JO ELLEN	64.56	TELNET WORLDWIDE	201.87
FAMILY FARM & HOME	499.07	TITLE RESOURCE AGENCY	25.31
FASTENAL COMPANY	87.62	TRUCK & TRAILER SPECIALTIES	61.75
FICK & SONS DIESEL GARAGE	1,110.53	UNIFIRST CORPORATION	1,104.46
FREEDOM MAILING SERVICES INC.	2,258.77	UNITED STATES PLASTIC CORP.	192.27
GALLS AN ARAMARK COMPANY	242.99	USA BLUE BOOK	140.57
GINOP SALES INC	132.52	VILLAGE GRAPHICS INC.	810.45
GRAINGER	113.88	WORK & PLAY SHOP	43.10
HACH COMPANY	1,493.00	TOTAL	856,740.72
HARBOR FENCE COMPANY	927.00		
HEALTH DEPT OF NW MICHIGAN	255.00		
ACH Payments – 12/02/2020 to 12/14/2020			
PROXIMITY SPACE INC	99.00	STATE OF MI (WITHHOLDING TAX)	6,976.64
AMG PAYMENT SOLUTIONS	47.13	VANTAGEPOINT (401 ICMA PLAN)	912.08
PAYMENT SERVICE NETWORK INC	243.30	VANTAGEPOINT (457 ICMA PLAN)	20,346.60
MI PUBLIC POWER AGENCY	11,886.69	VANTAGEPOINT (ROTH IRA)	1,080.75
DTE ENERGY	4,797.70	MI PUBLIC POWER AGENCY	8,383.97
STATE OF MI (SALES TAX)	19,006.20	TOTAL	121,196.96
IRS (PAYROLL TAX DEPOSIT)	47,066.89		
ALERUS FINANCIAL (HCSP)	350.00		

Payroll Net Pay – Check Date 12/11/2020

DRAFT

HEYDLAUFF, MARK L.	3,171.17	GOLOVICH, KAREN J.	258.55
GOLDING, JOYCE M.	2,085.85	BARNEVELD, RICHELLE L.	88.10
DEROSIA, PATRICIA E.	844.36	EDWARDS, MACKENZIE R.	88.10
DOTSON, LINDSEY J.	1,421.40	MILLER, FAITH G.	277.05
KLOOSTER, ALIDA K.	2,129.16	MCGINN, KELLY A.	277.05
GOLOVICH, KAREN J.	980.65	DOAN, GERARD P.	694.48
BARNEVELD, RICHELLE L.	1,163.09	UMULIS, MATTHEW T.	402.59
EDWARDS, MACKENZIE R.	1,674.88	HANKINS, SCOTT A.	670.57
MCGINN, KELLY A.	2,578.97	ORBAN, BARBARA K.	343.78
DOAN, GERARD P.	2,413.82	RILEY, DENISE M.	327.02
UMULIS, MATTHEW T.	1,743.29	MUNK, CHRISTOPHER J.	88.10
HANKINS, SCOTT A.	2,082.21	SCHICK, TIELER R.	88.10
ORBAN, BARBARA K.	1,348.30	STEWART, MORGAN J.	88.10
RILEY, DENISE M.	461.57	MATELSKI, KRISTEN L.	88.10
MUNK, CHRISTOPHER J.	2,825.95	WURST, RANDALL W.	522.00
SCHICK, TIELER R.	1,670.57	MAYER, SHELLEY L.	494.27
STEWART, MORGAN J.	1,697.29	HILLING, NICHOLAS A.	319.30
MATELSKI, KRISTEN L.	1,355.87	MEIER III, CHARLES A.	359.31
WURST, RANDALL W.	1,161.67	ZACHARIAS, STEVEN B.	243.77
MAYER, SHELLEY L.	1,633.86	NEWMAN, MARK J.	88.10
HILLING, NICHOLAS A.	1,383.04	SWEM, DONALD L.	415.27
MEIER III, CHARLES A.	2,219.52	EATON, BRAD A.	394.44
ZACHARIAS, STEVEN B.	1,305.83	WILSON, TIMOTHY J.	351.55
NEWMAN, MARK J.	1,054.13	LAVOIE, RICHARD L.	266.32
SWEM, DONALD L.	3,086.32	STEVENS, BRANDON C.	266.32
EATON, BRAD A.	2,697.10	WHITLEY, ANDREW T.	2,710.99
WILSON, TIMOTHY J.	3,045.89	WHITLEY, ANDREW T.	258.55
LAVOIE, RICHARD L.	2,272.18	DRAVES, MARTIN J.	243.77
STEVENS, BRANDON C.	2,689.81	ANDERSON, ELIZABETH A.	92.35
DRAVES, MARTIN J.	2,410.77	KENWABIKISE, DAVID L.	88.10
ANDERSON, ELIZABETH A.	1,233.97	ELLIOTT, PATRICK M.	360.16
KENWABIKISE, DAVID L.	1,105.17	MORRISON, KEVIN P.	1,102.55
ELLIOTT, PATRICK M.	2,739.35	MORRISON, KEVIN P.	635.56
SCHWARTZFISHER, JOSEPH	1,234.04	SCHWARTZFISHER, JOSEPH	469.17
BRADLEY, KELLY R.	1,565.58	BRADLEY, KELLY R.	395.98
HART II, DELBERT W.	1,287.63	HART II, DELBERT W.	88.10
JONES, ROBERT F.	1,548.33	JONES, ROBERT F.	343.78
FARRELL, MITCHELL L.	1,346.26	FARRELL, MITCHELL L.	88.10
THORP JR, WILLIAM D.	1,406.96	THORP JR, WILLIAM D.	92.35
LEITNER, RYAN S.	1,341.70	LEITNER, RYAN S.	92.35
FERGUSON, ROYCE L.	1,756.19	FERGUSON, ROYCE L.	88.10
DORAN, JUSTIN J.	2,107.26	KNORR, KENT J.	92.35
KNORR, KENT J.	1,958.91	BOSS JR, DALE E.	1,558.04
ANZELL, BETH A.	1,318.21	ANZELL, BETH A.	92.35
MATTACK, JEFFREY C.	1,001.58	HOLM, ARTHUR R.	1,201.28
BOSS, BEAU J.	1,161.30	GILL, DAVID R.	88.10
WYMAN, MATTHEW A.	1,647.34	WYMAN, MATTHEW A.	272.06
MILLER, WILLIAM S.	1,408.94	MILLER, WILLIAM S.	272.06
DOUGLAS, MARK	1,152.51	DOUGLAS, MARK	92.35
FRATRICK, JOSEPH W.	472.23	FRATRICK, JOSEPH W.	92.35
CARSON, SAWYER J.	784.23	MCMULLEN, DONALD R.	92.35
MCMULLEN, DONALD R.	1,800.39	SILVA, JESSE L.A.	88.10
SILVA, JESSE L.A.	1,471.01	JOHNSON, MELISSA A.	88.10
JOHNSON, MELISSA A.	1,566.98	STEPHENS, LYON G.	88.10
STEPHENS, LYON G.	950.80	TRAVERS, MANUEL J.	436.27
TRAVERS, MANUEL J.	2,706.55	FAULKOR, CHRISTOPHER J.	88.10
FAULKOR, CHRISTOPHER J.	2,901.72	STEVENS, JEFFREY W.	616.38
RILEY, CASEY W.	441.15	RILEY, CASEY W.	272.06
JONES, LARRY M.	1,036.46	JONES, LARRY M.	248.92
VANZANDT, ZORRAN C.	749.59	VANZANDT, ZORRAN C.	88.10
MATZ, EMILY S.	812.95	MATZ, EMILY S.	88.10
LEPIRD, KATIE A.	1,526.94	LEPIRD, KATIE A.	92.35
MOYER, DAVID T.	37.21	MOYER, DAVID T.	88.10
WHEELER, MICHAEL W.	1,753.54	WHEELER, MICHAEL W.	88.10
MISHLER, MICHAEL. J.	993.13	CORNELL, BRITTA J.	92.35
AZZOPARDI, ANTHONY J.	1,082.87	MISHLER, MICHAEL. J.	88.10
MCCRANEY, RUSSELL R.	32.49	AZZOPARDI, ANTHONY J.	92.35
PECK, JARICA L.	442.54	MCCRANEY, RUSSELL R.	88.10
DIETZ, AMANDA M.	671.60	PECK, JARICA L.	88.10
MOYER, NATHAN I.	1,204.72	DIETZ, AMANDA M.	88.10
HEYDLAUFF, MARK L.	272.06	WELLS, JANINNA J.	88.10
GOLDING, JOYCE M.	264.30	MOYER, NATHAN I.	92.35
DEROSIA, PATRICIA E.	264.30	MARIHUGH, ANDREW J.	88.10
DOTSON, LINDSEY J.	92.35	TOTAL	131,370.07
KLOOSTER, ALIDA K.	428.19		

Payroll Transmittal – 12/11/2020

4FRONT CREDIT UNION	968.00	DISCOVER BANK	681.63
4FRONT CREDIT UNION	1,202.00	MI STATE DISBURSEMENT UNIT	209.65
AMERICAN FAMILY LIFE	608.28	MONEY LIFE INSURANCE	380.82
CHAR EM UNITED WAY	90.00	POLICE OFFICERS LABOR COUNCIL	201.00
CHARLEVOIX STATE BANK	942.00	PRIORITY HEALTH	1,477.08
COMMUNICATION WORKERS OF AMER	672.47	TOTAL	7,432.93

Tax Disbursement – 12/22/2020

CHARLEVOIX COUNTY TREASURER	52,721.83	CITY OF CHARLEVOIX - TAXES DUE	31,362.17
CHARLEVOIX DISTRICT LIBRARY	29,258.99	CITY OF CHARLEVOIX/DDA	110,382.47
CHARLEVOIX PUBLIC SCHOOLS	15,084.77	RECREATIONAL AUTHORITY	5,668.73
CHARLEVOIX PUBLIC SCHOOLS	439.98	TOTAL	396,388.53
CHARLEVOIX PUBLIC SCHOOLS	307.94		
CHARLEVOIX PUBLIC SCHOOLS	131.93		
CHARLEVOIX PUBLIC SCHOOLS	431.12		
CHARLEVOIX-EMMET ISD	150,598.60		

CHARLEVOIX CITY COUNCIL

Consent Agenda

TITLE: Accounts Payable and Payroll Check Registers

DATE: January 4, 2021

ATTACHMENTS:

- ▣ Accounts Payable and Payroll Check Registers

Check Number	Payee	Amount
12/18/2020		
132310	AT&T	2,286.20
132311	AT&T LONG DISTANCE	15.38
132312	CHARLEVOIX STATE BANK	5,666.31
132313	CHARTER COMMUNICATIONS	706.11
132314	DELTA DENTAL	3,433.28
132315	HOLIDAY COMPANIES	5,204.40
132316	MONEY LIFE INSURANCE	449.15
132317	PRIORITY HEALTH	44,471.06
132318	STANDARD INSURANCE CO	2,707.19
132319	VERIZON WIRELESS	88.31
132320	VSP INSURANCE CO. (CT)	547.09
132321	WEX BANK	1,249.94
Total 12/18/2020:		66,824.42
Grand Totals:		66,824.42

Summary of Check Registers & ACH Payments

HUNTINGTON NATIONAL BANK - CHECKS ISSUED

12/18/20 Special Accounts Payable Run	\$ 66,824.42
12/23/20 Payroll (net pay)	\$ 104,572.37
12/23/20 Payroll Transmittal Checks	\$ 5,814.96
01/05/21 Regular Accounts Payable	\$ 213,975.92

Checks Sub-Total: \$ 391,187.67

HUNTINGTON NATIONAL BANK - ACH/WIRE PAYMENTS

12/21/20 MI Public Power Agency	\$ 22,826.78
12/23/20 IRS (Payroll Tax Deposit)	\$ 38,494.61
12/23/20 Alerus Financial (HCSP)	\$ 350.00
12/23/20 State of MI (Withholding Tax)	\$ 5,715.10
12/23/20 Vantagepoint (401 ICMA Plan)	\$ 912.08
12/23/20 Vantagepoint (457 ICMA Plan)	\$ 19,989.99
12/23/20 Vantagepoint (Roth IRA)	\$ 1,280.76
12/23/20 MERS (Defined Benefit Plan)	\$ 200,763.44
12/28/20 MI Public Power Agency	\$ 23,284.78
12/28/20 MI Public Power Agency	\$ 251,598.53

ACH Sub-Total: \$ 565,216.07

Huntington National Bank Total: \$ 956,403.74

CHARLEVOIX STATE BANK - CHECKS ISSUED

(PROPERTY TAX DISBURSEMENT TO VARIOUS TAXING AUTHORITIES)

01/05/21 Tax Disbursement	\$ 260,325.14
Charlevoix State Bank Total:	\$ 260,325.14

Grand Total: \$ 1,216,728.88

APPROVED:


CITY MANAGER


CITY TREASURER


CITY CLERK

M = Manual Check, V = Void Check

Pay Period Date	Journal Code	Check Issue Date	Check Number	Payee	Emp ID	Description	Amount
12/19/2020	PC	12/23/2020	32241	HEYDLAUFF, MARK L.	102		2,882.72
12/19/2020	PC	12/23/2020	32242	GOLDING, JOYCE M.	106		1,653.60
12/19/2020	PC	12/23/2020	32243	DEROSIA, PATRICIA E.	107		804.20
12/19/2020	PC	12/23/2020	32244	DOTSON, LINDSEY J.	109		1,421.40
12/19/2020	PC	12/23/2020	32245	KLOOSTER, ALIDA K.	121		1,753.72
12/19/2020	PC	12/23/2020	32246	GOLOVICH, KAREN J.	122		980.65
12/19/2020	PC	12/23/2020	32247	BARNEVELD, RICHELLE	123		1,163.09
12/19/2020	PC	12/23/2020	32248	EDWARDS, MACKENZIE	124		1,299.42
12/19/2020	PC	12/23/2020	32249	MILLER, FAITH G.	142		22.45
12/19/2020	PC	12/23/2020	32250	MCGINN, KELLY A.	146		2,146.71
12/19/2020	PC	12/23/2020	32251	DOAN, GERARD P.	201		2,413.82
12/19/2020	PC	12/23/2020	32252	SCHOLEY, ROBERT W.	204		795.44
12/19/2020	PC	12/23/2020	32253	UMULIS, MATTHEW T.	205		1,249.40
12/19/2020	PC	12/23/2020	32254	HANKINS, SCOTT A.	208		1,692.27
12/19/2020	PC	12/23/2020	32255	ORBAN, BARBARA K.	209		1,289.03
12/19/2020	PC	12/23/2020	32256	RILEY, DENISE M.	213		452.44
12/19/2020	PC	12/23/2020	32257	MUNK, CHRISTOPHER J.	215		1,306.60
12/19/2020	PC	12/23/2020	32258	SCHICK, TIELER R.	216		1,356.13
12/19/2020	PC	12/23/2020	32259	STEWART, MORGAN J.	217		1,309.82
12/19/2020	PC	12/23/2020	32260	MATELSKI, KRISTEN L.	230		1,355.87
12/19/2020	PC	12/23/2020	32261	WURST, RANDALL W.	411		1,226.68
12/19/2020	PC	12/23/2020	32262	MAYER, SHELLEY L.	412		1,503.45
12/19/2020	PC	12/23/2020	32263	HILLING, NICHOLAS A.	413		1,422.91
12/19/2020	PC	12/23/2020	32264	MEIER III, CHARLES A.	421		1,363.20
12/19/2020	PC	12/23/2020	32265	ZACHARIAS, STEVEN B.	422		1,642.74
12/19/2020	PC	12/23/2020	32266	NEWMAN, MARK J.	424		1,056.43
12/19/2020	PC	12/23/2020	32267	SWEM, DONALD L.	512		3,086.32
12/19/2020	PC	12/23/2020	32268	EATON, BRAD A.	515		2,399.07
12/19/2020	PC	12/23/2020	32269	WILSON, TIMOTHY J.	516		2,669.36
12/19/2020	PC	12/23/2020	32270	LAVOIE, RICHARD L.	519		2,272.19
12/19/2020	PC	12/23/2020	32271	STEVENS, BRANDON C.	521		2,721.45
12/19/2020	PC	12/23/2020	32272	DRAVES, MARTIN J.	523		2,366.18
12/19/2020	PC	12/23/2020	32273	ANDERSON, ELIZABETH	526		1,233.97
12/19/2020	PC	12/23/2020	32274	KENWABIKISE, DAVID L.	528		1,105.17
12/19/2020	PC	12/23/2020	32275	ELLIOTT, PATRICK M.	600		2,739.35
12/19/2020	PC	12/23/2020	32276	SCHWARTZFISHER, JOS	603		1,251.84
12/19/2020	PC	12/23/2020	32277	BRADLEY, KELLY R.	614		1,570.19
12/19/2020	PC	12/23/2020	32278	HART II, DELBERT W.	616		1,439.83
12/19/2020	PC	12/23/2020	32279	JONES, ROBERT F.	618		1,362.33
12/19/2020	PC	12/23/2020	32280	FARRELL, MITCHELL L.	622		1,393.68
12/19/2020	PC	12/23/2020	32281	THORP JR, WILLIAM D.	623		1,647.01
12/19/2020	PC	12/23/2020	32282	LEITNER, RYAN S.	624		1,390.98
12/19/2020	PC	12/23/2020	32283	FERGUSON, ROYCE L.	625		1,791.17
12/19/2020	PC	12/23/2020	32284	KNORR, KENT J.	700		1,958.91
12/19/2020	PC	12/23/2020	32285	ANZELL, BETH A.	702		1,318.21
12/19/2020	PC	12/23/2020	32286	WHITE III, MARCUS W.	754		451.29
12/19/2020	PC	12/23/2020	32287	MATTACK, JEFFREY C.	767		1,001.58
12/19/2020	PC	12/23/2020	32288	MAY, MEREDITH A.	771		55.50
12/19/2020	PC	12/23/2020	32289	BOSS, BEAU J.	788		1,161.30
12/19/2020	PC	12/23/2020	32290	WYMAN, MATTHEW A.	927		1,647.33
12/19/2020	PC	12/23/2020	32291	MILLER, WILLIAM S.	933		1,048.30
12/19/2020	PC	12/23/2020	32292	DOUGLAS, MARK	935		879.31
12/19/2020	PC	12/23/2020	32293	FRATRICK, JOSEPH W.	940		411.33
12/19/2020	PC	12/23/2020	32294	CARSON, SAWYER J.	941		821.52
12/19/2020	PC	12/23/2020	32295	MCMULLEN, DONALD R.	1000		1,800.40
12/19/2020	PC	12/23/2020	32296	SILVA, JESSE L.A.	1001		1,106.80
12/19/2020	PC	12/23/2020	32297	JOHNSON, MELISSA A.	1004		1,516.36

Pay Period Date	Journal Code	Check Issue Date	Check Number	Payee	Emp ID	Description	Amount
12/19/2020	PC	12/23/2020	32298	STEPHENS, LYON G.	1005		1,144.98
12/19/2020	PC	12/23/2020	32299	TRAVERS, MANUEL J.	1006		1,770.27
12/19/2020	PC	12/23/2020	32300	FAULKNER, CHRISTOPH	1007		2,989.28
12/19/2020	PC	12/23/2020	32301	STEVENS, JEFFREY W.	1028		322.72
12/19/2020	PC	12/23/2020	32302	RILEY, CASEY W.	1052		227.57
12/19/2020	PC	12/23/2020	32303	JONES, LARRY M.	1057		334.93
12/19/2020	PC	12/23/2020	32304	MATZ, EMILY S.	1059		1,099.28
12/19/2020	PC	12/23/2020	32305	LEPIRD, KATIE A.	1061		1,328.15
12/19/2020	PC	12/23/2020	32306	MOYER, DAVID T.	1073		163.20
12/19/2020	PC	12/23/2020	32307	WHEELER, MICHAEL W.	1103		1,436.58
12/19/2020	PC	12/23/2020	32308	MISHLER, MICHAEL J.	1107		653.34
12/19/2020	PC	12/23/2020	32309	AZZOPARDI, ANTHONY J.	1108		1,246.10
12/19/2020	PC	12/23/2020	32310	MCCRANEY, RUSSELL R.	1111		72.41
12/19/2020	PC	12/23/2020	32311	PECK, JARICA L.	1114		451.67
12/19/2020	PC	12/23/2020	32312	DIETZ, AMANDA M.	1115		517.79
12/19/2020	PC	12/23/2020	32313	MOYER, NATHAN I.	1118		1,283.33
12/19/2020	PC	12/23/2020	132322	WHITLEY, ANDREW T.	522		2,224.30
12/19/2020	PC	12/23/2020	132323	MORRISON, KEVIN P.	601		1,364.73
12/19/2020	PC	12/23/2020	132324	BOSS JR, DALE E.	701		1,558.04
12/19/2020	PC	12/23/2020	132325	HOLM, ARTHUR R.	791		1,201.28
Grand Totals:			77				104,572.37

Report Criteria:

☐ Computed checks included
☐ Manual checks included
☐ Supplemental checks included
☐ Termination checks included
☐ Void checks included

Pay Period Date	Check Issue Date	Check Number	Payee	Emp ID	Description	Amount
12/19/2020	12/23/2020	132326	4FRONT CREDIT UNION	9024	HSA-EMPLOYEE CONTRIB-4FR	1,018.00
12/19/2020	12/23/2020	132327	AMERICAN FAMILY LIFE	9011	AMERICAN FAMILY LIFE-POST T	127.28
12/19/2020	12/23/2020	132327	AMERICAN FAMILY LIFE	9011	AMERICAN FAMILY LIFE-PRETA	481.00
12/19/2020	12/23/2020	132328	CHAR EM UNITED WAY	9009	UNITED WAY Pay Period: 12/19/	90.00
12/19/2020	12/23/2020	132329	CHARLEVOIX STATE BAN	9017	HSA - EMPLOYEE CONTRIB - C	942.00
12/19/2020	12/23/2020	132330	COMMUNICATION WORK	9004	CWA UNION DUES Pay Period:	672.47
12/19/2020	12/23/2020	132331	DISCOVER BANK	9032	Garnishment: WWR File #040038	367.06
12/19/2020	12/23/2020	132332	MI STATE DISBURSEMEN	9012	FRIEND OF THE COURT Pay Pe	209.65
12/19/2020	12/23/2020	132333	MONY LIFE INSURANCE	9008	LIFE - VOLUNTARY Pay Period:	285.24
12/19/2020	12/23/2020	132333	MONY LIFE INSURANCE	9008	SPOUSE LIFE Pay Period: 12/19	54.01
12/19/2020	12/23/2020	132333	MONY LIFE INSURANCE	9008	CHILD LIFE Pay Period: 12/19/2	4.40
12/19/2020	12/23/2020	132333	MONY LIFE INSURANCE	9008	AD&D - VOLUNTARY Pay Period	40.35
12/19/2020	12/23/2020	132333	MONY LIFE INSURANCE	9008	SPOUSE AD&D Pay Period: 12/1	6.91
12/19/2020	12/23/2020	132333	MONY LIFE INSURANCE	9008	CHILD AD&D Pay Period: 12/19/	2.96
12/19/2020	12/23/2020	132334	PRIORITY HEALTH	392358	PRIORITY HEALTH Pay Period:	1,513.63
Grand Totals:		15				5,814.96



Check Number	Payee	Amount
01/05/2021		
132335	AIRGAS USA LLC	69.29
132336	ALL-PHASE ELECTRIC	7.91
132337	ANDERSON, ELIZABETH A.	50.00
132338	ANZELL, BETH A.	50.00
132339	ASPEN WIRELESS	1,842.00
132340	AT&T MOBILITY	577.64
132341	BELL EQUIPMENT COMPANY	322.06
132342	BLUETARP FINANCIAL	39.99
132343	BOUND TREE MEDICAL LLC	400.63
132344	BRADFORD'S	81.00
132345	CDW GOVERNMENT INC.	400.34
132346	CHARLEVOIX COUNTY	5,311.65
132347	CHARLEVOIX ROD & GUN CLUB	65.00
132348	CHARLEVOIX SCREEN MASTERS INC	8.00
132349	CHARTER COMMUNICATIONS	994.60
132350	CONWAY PROFESSIONAL SERVICES	275.00
132351	DCL INC.	2,705.67
132352	DeROSIA, PATRICIA E.	50.00
132353	DERRER OIL & PROPANE CO	2,285.89
132354	DOAN, GERARD P.	50.00
132355	DOTSON, LINDSEY J.	50.00
132356	ELLIOTT, PATRICK M.	50.00
132357	ELLSWORTH FARMER'S EXCHANGE	1,740.00
132358	FARRELL, MITCHELL L.	20.29
132359	FASTENAL COMPANY	50.40
132360	FAULKNER, CHRISTOPHER	50.00
132361	FICK & SONS DIESEL GARAGE	10,656.58
132362	GALLS AN ARAMARK COMPANY	577.72
132363	GOLDING, JOYCE M.	50.00
132364	GREAT LAKES ENERGY	266.48
132365	GREAT LAKES PIPE & SUPPLY	324.12
132366	HERZOG ELECTRIC	148.00
132367	HEYDLAUFF, MARK L.	50.00
132368	INDEPENDENT DRAFTING SERVICES	200.00
132369	JACKLIN STEEL SUPPLY CO	107.20
132370	JOHNSON, MELISSA A.	50.00
132371	KLOOSTER, ALIDA K.	50.00
132372	KLOOSTER, PATRICK H.	50.00
132373	KNORR, KENT J.	50.00
132374	LAKESHORE TIRE & AUTO SERVICE	110.00
132375	MAYER, SHELLEY L.	50.00
132376	McGINN, KELLY A.	50.00
132377	MCMASTER-CARR	1,586.67
132378	MCMULLEN, DONALD R.	98.30
132379	MDC CONTRACTING LLC	6,318.20
132380	MICHIGAN DEPARTMENT OF TREASU	2,000.00
132381	MILLER, WILLIAM S.	50.00
132382	NORTHERN CREDIT SERVICES	468.82

Check Number	Payee	Amount
132383	OHM ADVISORS	35,739.75
132384	PAUL'S METER TESTING LLC	3,382.55
132385	PERFORMANCE ENGINEERS INC	30,980.25
132386	PETALS	175.00
132387	POWER LINE SUPPLY	1,957.03
132388	PRESTON FEATHER	816.68
132389	PURITY CYLINDER GASES INC	223.25
132390	QUADIENT	2,196.75
132391	QUILL CORP	19.99
132392	R B LYONS INC	7,190.00
132393	SCHOLEY, ROBERT W.	50.00
132394	SILVA, JESSE L.A.	50.00
132395	STANDARD ELECTRIC CO	1,411.86
132396	STATE AND MASON LLC	1,000.00
132397	STATE OF MICHIGAN	180.00
132398	STATE OF MICHIGAN	1,236.20
132399	STEPHENS, LYON G.	50.00
132400	STRYKER SALES CORPORATION	1,915.20
132401	SWEM, DONALD L.	50.00
132402	TRAVERS, MANUEL J.	50.00
132403	TRUCK & TRAILER SPECIALTIES	76,276.00
132404	UNITED STATES PLASTIC CORP.	146.96
132405	UP NORTH ASSESSING INC	5,100.00
132406	USA BLUE BOOK	2,302.69
132407	VILLAGE GRAPHICS INC.	97.85
132408	WORK & PLAY SHOP	133.83
132409	WURST, RANDALL W.	50.00
132410	WYMAN, MATTHEW A.	50.00
132411	ZIXCORP	284.63
Total 01/05/2021:		213,975.92
Grand Totals:		213,975.92

Check Number	Payee	Amount
12/21/2020		
122120001	MICHIGAN PUBLIC POWER AGENCY	22,826.78
Total 12/21/2020:		22,826.78
Grand Totals:		22,826.78

Check Issue Date	Check Number	Payee	Amount
122320001			
12/23/2020	12232000	**EFTPS* Payroll Taxes	10,114.23
12/23/2020	12232000	**EFTPS* Payroll Taxes	10,057.43
12/23/2020	12232000	**EFTPS* Payroll Taxes	2,365.43
12/23/2020	12232000	**EFTPS* Payroll Taxes	2,365.43
12/23/2020	12232000	**EFTPS* Payroll Taxes	14,145.09
12/23/2020	12232000	**EFTPS* Payroll Taxes	553.00
Total 122320001:			
	6		38,494.61
122320002			
12/23/2020	12232000	Alerus Financial	350.00
Total 122320002:			
	1		350.00
122320003			
12/23/2020	12232000	STATE OF MICHIGAN	5,715.10
Total 122320003:			
	1		5,715.10
122320004			
12/23/2020	12232000	Vantagepoint - 401 Plan 109153	912.08
Total 122320004:			
	1		912.08
122320005			
12/23/2020	12232000	Vantagepoint - 457 Plan 300959	5,247.92
12/23/2020	12232000	Vantagepoint - 457 Plan 300959	2,088.38
12/23/2020	12232000	Vantagepoint - 457 Plan 300959	4,348.70
12/23/2020	12232000	Vantagepoint - 457 Plan 300959	8,304.99
Total 122320005:			
	4		19,989.99
122320006			
12/23/2020	12232000	Vantagepoint - Roth IRA 706117	1,280.76
Total 122320006:			
	1		1,280.76
Grand Totals:			
	14		66,742.54



Check Number	Payee	Amount
12/23/2020		
122320007	MERS	200,763.44
Total 12/23/2020:		200,763.44
Grand Totals:		200,763.44

Check Number	Payee	Amount
12/28/2020		
12282002	MICHIGAN PUBLIC POWER AGENCY	23,284.78
122820001	MICHIGAN PUBLIC POWER AGENCY	251,598.53
Total 12/28/2020:		274,883.31
Grand Totals:		274,883.31

Check Number	Payee	Amount
01/05/2021		
3537	CAMP, ROBERT	100.00
3538	CHARLEVOIX COUNTY TREASURER	222.62
3539	CHARLEVOIX COUNTY TREASURER	67,737.25
3540	CHARLEVOIX DISTRICT LIBRARY	42,715.85
3541	CHARLEVOIX PUBLIC SCHOOLS	4,628.65
3542	CHARLEVOIX PUBLIC SCHOOLS	211.02
3543	CHARLEVOIX PUBLIC SCHOOLS	147.72
3544	CHARLEVOIX PUBLIC SCHOOLS	63.28
3545	CHARLEVOIX PUBLIC SCHOOLS	206.80
3546	CHARLEVOIX STATE BANK	832.17
3547	CHARLEVOIX-EMMET ISD	101,936.54
3548	CITY OF CHARLEVOIX - TAXES DUE	33,246.72
3549	RECREATIONAL AUTHORITY	8,276.52
Total 01/05/2021:		260,325.14
Grand Totals:		260,325.14

CHECKS DRAWN ON CHARLEVOIX STATE BANK ACCOUNT

CHARLEVOIX CITY COUNCIL

Public Hearings and Actions Requiring Public Hearings

TITLE: Public Hearing for Zoning Code Amendments Ordinance 823 of 2021

DATE: January 4, 2021

PRESENTED BY: Mark L. Heydlauff, City Manager

BACKGROUND:

The Planning Commission held a public hearing at their December 14, 2020 meeting for several proposed Zoning Ordinance Amendments. They are now passing those amendments on to City Council with a recommendation for adoption.

The proposed Zoning Ordinance amendments are largely corrections, clarifications, or minor in nature. Additionally, they help maintain consistency among the ordinances. These housekeeping changes are recommended by the Zoning Administrator based on his daily application of the ordinance.

The next step in considering adopting these amendments, is for the City Council to hold a public hearing.

RECOMMENDATION:

Motion to approve zoning amendments and adopt Ordinance 823 of 2021.

ATTACHMENTS:

- ▣ Proposed Zoning Code Amendments
- ▣ Ordinance

**Draft Zoning Ordinance Amendment
City of Charlevoix Planning Commission
Public Hearing December 14, 2020
Housekeeping Changes for Multiple Sections
(Proposed changes are in red text)**

150.01 STATE CONSTRUCTION CODE; ENFORCING AGENCY.

(A) This Ordinance is enacted pursuant to P.A. 110 of 2006, as amended, (being the Michigan Zoning Enabling Act, M.C.L. 125.3101 et seq.).

(B) Pursuant to the provisions of § 9 of Public Act 230 of 1972, being M.C.L.A. § 125.1509, the Building Official of the city is hereby designated as the enforcing agency to discharge the responsibilities of the city under Public Act 230 of 1972, being M.C.L.A. §§ 125.1501 through 125.1531. The city hereby assumes responsibility for the administration and enforcement of said Act throughout its corporate limits.

153.005 DEFINITIONS

BUILDING HEIGHT. The vertical distance measured from the average finished grade around the building to the highest point of a flat roof; to the deck line of a mansard roof; when there is a dormer built into the roof, the height is measured to the midpoint of the dormer roof if the dormer(s) exceeds fifty (50) percent or more of the width of any side of the building; and to the average height between the eaves and ridge for a gable, hip and gambrel roof; or to an equivalent point on any other roof, excluding structural elements not intended for habitation and not exceeding six (6) feet above the maximum building height including antenna arrays, smoke and ventilation stacks, flag poles, mechanical and elevator equipment, and parapet walls designed solely to screen mechanical and elevator equipment (See § 153.146 of this chapter.)

153.040 DECISION OF THE BOARD.

(A) After a final hearing, the ZBA shall make a decision on an application or appeal. A copy of the Board's decision shall be transmitted to the applicant or appellant. Such a decision shall be binding upon the Zoning Administrator and observed by them, and they shall incorporate its terms and conditions in a permit to the applicant or appellant whenever a permit is authorized by the Board.

(B) Zoning Board of appeal decisions shall expire one year from the date of issuance, unless substantial construction has begun.

153.116 ACCESSORY BUILDINGS AND USES.

(A) Accessory buildings and structures.

(1) Authorized accessory buildings and structures may be erected as part of the principal building, may be connected to the principal building by a roofed breezeway or similar structure or may be completely detached from the principal building.

(2) Where an accessory building is attached to the principal building, it shall be considered part of the principal building for purposes of determining setback dimensions and building height. If, however, the attached accessory building is connected to the principal building by a roofed porch, breezeway or similar

covered structure, it shall not exceed 16 feet in height, shall not be closer than 20 feet to the rear lot line and shall meet the front and side yard setback requirements of that zone district.

(3) In the R1 and R2 Single-Family Residential Districts, if the principal building has an attached accessory building, only one detached accessory building shall be permitted.

(4) Lots in the R1 and R2 Zone shall be permitted to have a secondary detached accessory building, such as a storage shed. Secondary accessory buildings shall meet all the requirements of this section and not exceed 200 square feet in area.

(5) No detached accessory building shall have a building footprint (length x width) greater than 2,000 square feet.

(6) The minimum distance between a principal building and detached accessory buildings shall be ten feet, and a minimum of ~~20~~-10 feet shall be provided between the sides of adjacent single family buildings and/or accessory structures.

(7) Detached accessory buildings and structures shall meet the following minimum setbacks.

(a) Rear yard: six feet from a rear lot line. Detached accessory structures that store vehicles adjacent to alleys or sidewalks shall not be closer than 15 feet from the edge of the alley or sidewalk surface.

(b) Side yards: an accessory building shall conform to the side yard setback requirements of the principal building, unless it is located in a street side yard, the minimum setback shall be 15 feet from the street side lot line.

(c) Front yard: an accessory structure shall not be located within any front yard.

(8) Detached accessory structures shall not exceed 16 feet in height.

(9) Prohibited uses within detached accessory structures or accessory structures connected by a breezeway or similar structure in all districts except the R2 Zone:

(a) May not contain features that form a habitable dwelling unit or create a second dwelling unit;

(b) These structures may contain utility sinks, one bathroom, and refrigeration units. Full kitchen facilities that include a range or stove are prohibited; and

(c) Rooms within accessory structures may be used for additional sleeping quarters for the owner, or resident, and their immediate family provided that these rooms may not be rented out as short or long term rentals for any length of time.

(10) Stand-alone carports are prohibited in all zones. Carports attached to existing structures shall meet the requirements of this chapter. Tents, wall tents, garages in a box and similar enclosures are prohibited.

(11) Permanent greenhouses shall be considered an accessory structure and meet the requirements of this section.

153.158 RENTING OF RESIDENTIAL PROPERTIES.

Renting of residential properties, including, but not limited to, homes, condos, apartments, townhouses, and duplexes, as short or long term rentals, regardless of the underlying zoning district, shall comply with the following standards.

(A) Short- and long-term renting of entire residential structures is permitted in any zoning district ~~providing all rentals comply with any applicable requirements of City ordinances. -~~

(B) Signage shall be subject to the requirements of §§ [153.205](#) through [153.219](#)

(C) ~~Long-term renting within a residential structure is permitted, as long as the structure is owner-occupied.~~

(Prior Code, § 5.78) (Ord. 795, passed 11-5-2018; Ord. 801, passed 4-15-2019) Penalty, see § [153.999](#)

153.274 PUD REVIEW PROCEDURES.

(C) Preliminary PUD plan ~~and rezoning.~~

153.170 BUILDING APPEARANCE.

(A) *Purpose.* The purpose of this section is to provide quality exterior architectural building styles and material standards to enhance the visual environment of the main corridor entries to the city, thereby improving property values and stimulating investment in the business districts. The provisions of this section are intended to promote quality architecture to ensure that buildings retain their value, protect the investment of adjacent landowners, blend harmoniously into the streetscape and create a positive image for business and the city.

(B) *Applicability.* This section shall apply to all new construction in the General Commercial (GC), Professional Office (PO) and Commercial Mixed Use (CM) Districts on lots fronting U.S. 31 (Bridge Street and Michigan Avenue) and M-66. This section shall not apply to single-family detached and two-family residential structures. Architecture shall be reviewed by the Zoning Administrator or Planning Commission, as applicable, as a part of site plan review under the requirements of §§ [153.230](#) through [153.239](#) of this chapter.

(C) ~~Prohibited building materials.~~

~~—(1)— Steel, or any other type of metal siding, is prohibited.~~

~~—(2)— Exposed, plain concrete block is prohibited.~~

(D) All exterior materials shall comply with the following:

(1) *Design standards.* Buildings shall have architectural variety, but enhance the overall cohesive community character. At a minimum, the following standards shall be met.

(2) Buildings shall provide architectural features, details and ornaments such as archways, colonnades, cornices, peaked roof lines, hip returns, operable window shutters, transoms, gas lights or towers to accent and add interest.

~~(32) The use of flat and mansard roof types is prohibited. The use of a gabled or hip roof for the primary roof is required with a minimum roof pitch of 8:12 for new construction.~~ Repair of existing structures may utilize the existing roof pitch and roof design at the time of application.

~~(43)~~ Plazas, strip malls or similar types of commercial or office developments where multiple businesses are located within the same building shall provide at least one dormer, archway or similar feature per business or store front.

~~(54)~~ Building walls over 100 feet long shall be broken up with varying building lines, vertical architectural features, windows, architectural accents and trees.

~~(65)~~ Building entrances shall utilize windows, canopies and awnings; provide unity of scale, texture and color; and clearly identify the entry.

~~(76)~~ Building-mounted mechanical equipment shall be screened.

(E) *Site elements.* Signs and other site features shall be designed and located so they are aesthetically consistent and harmonious with the overall development. Sign bases shall be constructed of material which is compatible with the principal building. Mechanical equipment shall be screened.

**CITY OF CHARLEVOIX
ORDINANCE NO. 823 of 2021**

AN ORDINANCE TO AMEND TITLE XV, CHAPTER 150, SECTION 150.01 AND CHAPTER 153, SECTIONS 153.005, 153.040, 153.116, 153.158, AND 153.170, AND 153.274 OF THE CHARLEVOIX CITY CODE

THE CITY OF CHARLEVOIX ORDAINS:

SECTION 1. Title XV, Chapter 150, Section 150.01 of the City of Charlevoix Code is hereby repealed and replaced as follows:

- (A) This Ordinance is enacted pursuant to P.A. 110 of 2006, as amended, (being the Michigan Zoning Enabling Act, M.C.L. 125.3101 et seq.).
- (B) Pursuant to the provisions of § 9 of Public Act 230 of 1972, being M.C.L.A. § 125.1509, the Building Official of the city is hereby designated as the enforcing agency to discharge the responsibilities of the city under Public Act 230 of 1972, being M.C.L.A. §§ 125.1501 through 125.1531. The city hereby assumes responsibility for the administration and enforcement of said Act throughout its corporate limits.

SECTION 2. Title XV, Chapter 153, Section 153.005 (B) of the City of Charlevoix Code is hereby amended so that the definition of "BUILDING HEIGHT" reads as follows:

BUILDING HEIGHT. The vertical distance measured from the average finished grade around the building to the highest point of a flat roof; to the deck line of a mansard roof; when there is a dormer built into the roof, the height is measured to the midpoint of the dormer roof if the dormer(s) exceeds fifty (50) percent or more of the width of any side of the building; to the average height between the eaves and ridge for a gable, hip and gambrel roof; or to an equivalent point on any other roof, excluding structural elements not intended for habitation and not exceeding six (6) feet above the maximum building height including antenna arrays, smoke and ventilation stacks, flag poles, mechanical and elevator equipment, and parapet walls designed solely to screen mechanical and elevator equipment (See § 153.146 of this chapter.)

SECTION 3. Title XV, Chapter 153, Section 153.040 of the City of Charlevoix Code is hereby repealed and replaced as follows:

- (A) After a final hearing, the ZBA shall make a decision on an application or appeal. A copy of the Board's decision shall be transmitted to the applicant or appellant. Such a decision shall be binding upon the Zoning Administrator and observed by them, and they shall incorporate its terms and conditions in a permit to the applicant or appellant whenever a permit is authorized by the Board.
- (B) Zoning Board of Appeals decisions shall expire one year from the date of issuance, unless substantial construction has begun.

SECTION 4. Title XV, Chapter 153, Section 153.116 (A) (6) of the City of Charlevoix Code is hereby repealed and replaced as follows:

- (6) The minimum distance between a principal building and detached accessory buildings shall be ten feet, and a minimum of 10 feet shall be provided between the sides of adjacent single family buildings and/or accessory structures.

SECTION 5. Title XV, Chapter 153, Section 153.116 (A) (9) of the City of Charlevoix Code is hereby repealed and replaced as follows:

- (9) Prohibited uses within detached accessory structures or accessory structures connected by a breezeway or similar structure in all districts except the R2 Zone:
 - (a) May not contain features that form a habitable dwelling unit or create a second dwelling unit;
 - (b) These structures may contain utility sinks, one bathroom, and refrigeration units. Full kitchen facilities that include a range or stove are prohibited; and
 - (c) Rooms within accessory structures may be used for additional sleeping quarters for the owner, or resident, and their immediate family provided that these rooms may not be rented out as short or long term rentals for any length of time.

SECTION 6. Title XV, Chapter 153, Section 153.158 of the City of Charlevoix Code is hereby repealed and replaced as follows:

Renting of residential properties, including, but not limited to, homes, condos, apartments, townhouses, and duplexes, as short or long term rentals, regardless of the underlying zoning district, shall comply with the following standards.

- (A) Short and long-term renting of entire residential structures is permitted in any zoning district providing all rentals comply with any applicable requirements of City ordinances.
- (B) Signage shall be subject to the requirements of §§ 153.205 through 153.219.

SECTION 7. Title XV, Chapter 153, Section 153.170 of the City of Charlevoix Code is hereby repealed and replaced as follows:

- (A) *Purpose.* The purpose of this section is to provide quality exterior architectural building styles and material standards to enhance the visual environment of the main corridor entries to the city, thereby improving property values and stimulating investment in the business districts. The provisions of this section are intended to promote quality architecture to ensure that buildings retain their value, protect the investment of adjacent landowners, blend harmoniously into the streetscape and create a positive image for business and the city.
- (B) *Applicability.* This section shall apply to all new construction in the General Commercial (GC), Professional Office (PO) and Commercial

Mixed Use (CM) Districts on lots fronting U.S. 31 (Bridge Street and Michigan Avenue) and M-66. This section shall not apply to single-family detached and two-family residential structures. Architecture shall be reviewed by the Zoning Administrator or Planning Commission, as applicable, as a part of site plan review under the requirements of §§ 153.230 through 153.239 of this chapter.

(C) *All exterior materials shall comply with the following:*

(1) *Design standards.* Buildings shall have architectural variety, but enhance the overall cohesive community character. At a minimum, the following standards shall be met.

(a) Buildings shall provide architectural features, details and ornaments such as archways, colonnades, cornices, peaked roof lines, hip returns, operable window shutters, transoms, gas lights or towers to accent and add interest.

(b) Repair of existing structures may utilize the existing roof pitch and roof design at the time of application.

(c) Plazas, strip malls or similar types of commercial or office developments where multiple businesses are located within the same building shall provide at least one dormer, archway or similar feature per business or store front.

(d) Building walls over 100 feet long shall be broken up with varying building lines, vertical architectural features, windows, architectural accents and trees.

(e) Building entrances shall utilize windows, canopies and awnings; provide unity of scale, texture and color; and clearly identify the entry.

(f) Building-mounted mechanical equipment shall be screened.

(D) *Site elements.* Signs and other site features shall be designed and located so they are aesthetically consistent and harmonious with the overall development. Sign bases shall be constructed of material which is compatible with the principal building. Mechanical equipment shall be screened.

SECTION 8. Title XV, Chapter 153, Section 153.274 (C) of the City of Charlevoix Code is hereby amended to delete “and rezoning” from the first sentence to read as follows:

(C) Preliminary PUD plan.

SECTION 9. Severability.

No other portion, paragraph or phase of the Code of the City of Charlevoix, Michigan shall be affected by this Ordinance except as to the above sections, and in the event any portion, section or subsection of this Ordinance shall be held invalid for any reason, such invalidation shall not be construed to affect the validity of any other part or portion of this Ordinance or of the Code of the City of Charlevoix, Michigan.

SECTION 10. Effective Date.

This Ordinance shall become effective thirty (30) days after its enactment pursuant to the City Charter.

Ordinance No. 823 was adopted on the 4th day of January, 2021 A.D., by the Charlevoix City Council as follows:

Motion by:

Seconded by:

Yeas:

Nays:

Absent:

State of Michigan

City of Charlevoix

} §

Joyce M. Golding

Clerk

Luther Kurtz

Mayor

CHARLEVOIX CITY COUNCIL

All Other Actions and Requests

TITLE: Sidewalk Snow Removal

DATE: January 4, 2021

PRESENTED BY: Mark L. Heydlauff, City Manager; Jonathan Scheel, Zoning Administrator

BACKGROUND:

As Council continues to discuss snow removal on sidewalks--especially in residential neighborhoods, I thought it would be useful to have a discussion with our Zoning Administrator who would ultimately be responsible for administering any new regulation. He also has knowledge of what other communities do in this regulatory space. This can further inform any ordinance language you might want to consider in the future.

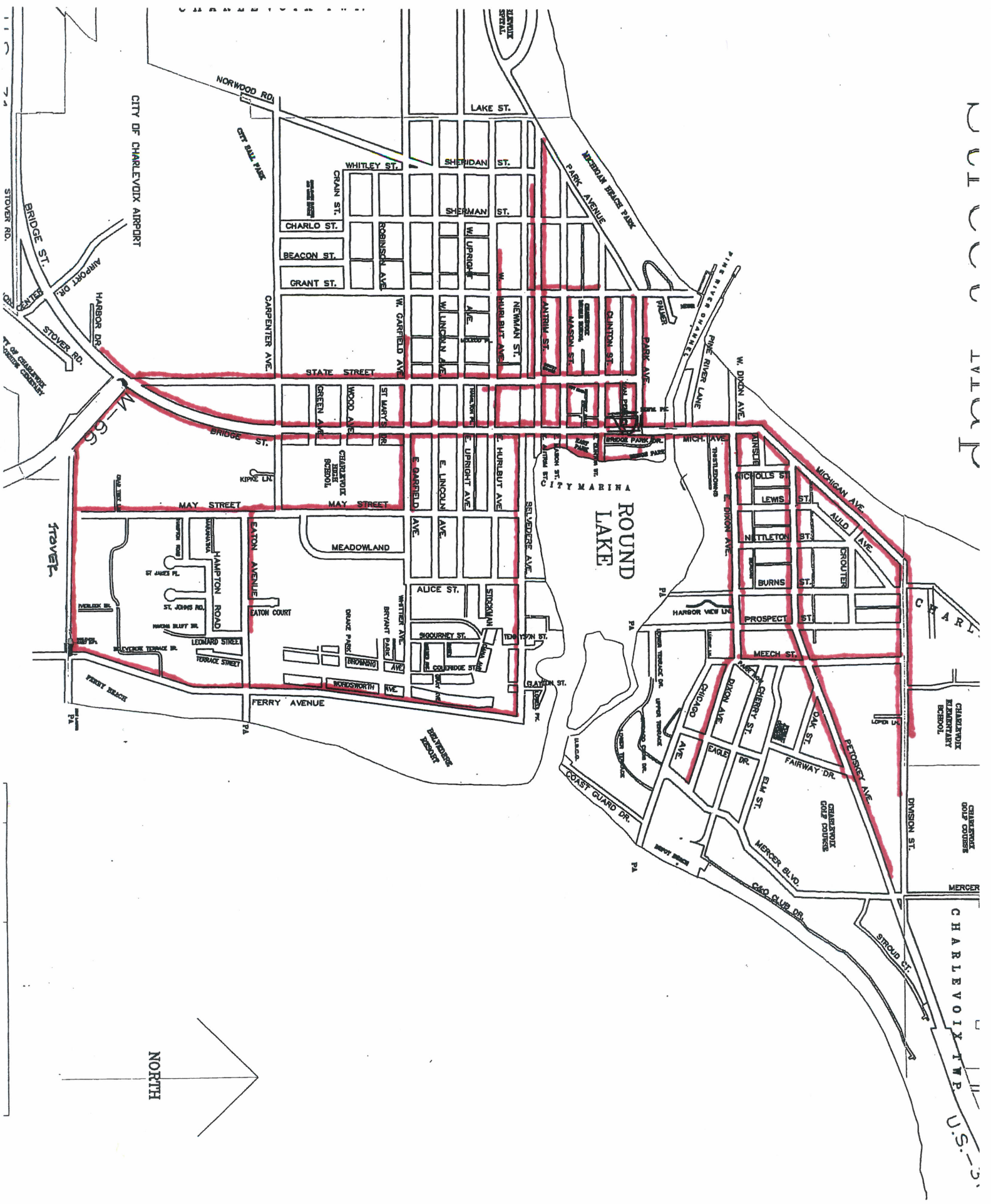
Separately, the Planning Commission has initiated a sidewalk inventory and will be reviewing walkability going forward also. As they study this issue over the next couple of months, there might be much to glean from this process.

RECOMMENDATION:

Council discussion and direction.

ATTACHMENTS:

- ❑ Snow Removal Map



CHARLEVOIX CITY COUNCIL

All Other Actions and Requests

TITLE: Economic Development Strategy & Marketing Strategy

DATE: January 4, 2021

PRESENTED BY: Dean Martin, Community Development Fellow

BACKGROUND:

The Economic Development Strategy and Marketing Strategy are requirements for the Redevelopment Ready Communities (RRC) program. With the adoption of these documents by City Council, 36/37 RRC requirements will have been met. Becoming RRC certified is a pre-requisite for many grant and aid programs from the State of Michigan and the MEDC.

An Economic Development Strategy provides insight to key economic drivers, goals, and actions pertaining to current and planned improvements/developments. With the guidance of City Staff, I have completed a draft of an updated Economic Development Strategy that draws upon the data and initiatives of past plans while reflecting the modern changes in priorities, policies, and projects.

Marketing Strategies identify opportunities to attract businesses, residents, and consumers to communities. The plan also serves to highlight the community image, detail approaches to redevelopment sites, and coordinate with local, regional, and state partners. With these best practices in mind, I have penned a Marketing Strategy Draft for the City of Charlevoix.

These strategies provide direction toward economic development and marketing activity for the City of Charlevoix. Goals and Projects listed in the document are adjustable, as changes will be updated annually.

GOALS:

Provide strong stewardship of public resources and promote good governance.

RECOMMENDATION:

Motion to adopt the Economic Development and Marketing Strategies as presented.

ATTACHMENTS:

- ▣ Economic Development Strategy Draft
- ▣ Marketing Strategy Draft



ECONOMIC DEVELOPMENT STRATEGY

Conditions | Challenges | Opportunities | Solutions



CHARLEVOIX

December 2020
City Council Regular Meeting -

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INTRODUCTION

Planning for the Future

The 2020 Economic Development Strategy serves as a guiding document for economic growth and resiliency in the City of Charlevoix. The strategy analyzes current economic conditions, the past economic development goals and actions completed, the goals for Charlevoix moving forward, projects slated to realize these goals, and the implementation steps for the projects.

This strategy is the first economic development document created for the City of Charlevoix since 2015. While many overarching goals remain from the past strategy, economic resilience requires that the city constantly retool itself and adapt to modern trends to remain competitive.

Economic development resources are scarce; at any given moment, there are only so many developers willing to invest in a small community, only so many businesses looking for a new venue to upgrade their floor space, and only so much available in state and federal grant funding. The City of Charlevoix needs to be proactive in identifying these scarce resources and act in pursuit of applying for grants and attracting developers and businesses. This could entail a direct approach such as outreach to local and established developers or creating Request for Proposals (RFPs) for sites regarding usage and design, or indirectly, such as partnering with the Chamber of Commerce or the MEDC to market sites for developers who are interested in investing but unsure of location. With many cities and townships harboring the same economic development goals as Charlevoix, it falls to the effort and competence of our private and public organizations to successfully compete in fluid economic times.

However, economic growth is not solely driven by already established resources. There can often be latent demand for economic development tools; untapped potential and talent within our community that can only manifest if the right conditions exist. Infrastructure investments are required to meet the ever evolving nature of economic development. High speed internet is mandatory to satisfy the demand of an

always-connected consumer base. Multi-tooled industrial spaces can attract businesses that have needs for office, manufacturing, and supply chain elements. Even downtown buildings can be optimized in their design to attract owners and business innovators, such as adding large retail windows to display products, and upstairs residential to house workers and diversify income.

Economic growth can be sought from changes beyond the built environment as well; many programs and partnerships can be forged to improve the capacity of Charlevoix's innovators and retain talent that would typically move down or out of state. Business incubators, such as the Vault, give budding entrepreneurs the ability to focus on their products and services.

Entrepreneurship programs administered by local colleges can help residents prepare themselves to compete at an individual level in our state and national economy. These strategies and more not yet explored are conditions we can create to home-grow our own talent, while still tipping the scales of professional recruitment and investment attraction in our favor.

Economic development requires communities constantly reevaluate their practices and adjust to changing economic times, and this strategy update serves to do just that. It should be seen as neither mandated nor exclusive; opportunities identified outside of the projects listed in these pages should be pursued if their impact is great enough, and projects listed should be postponed or abandoned if discovered impacts are not worth the costs, either to the private parties involved or to the residents the project is seeking to benefit. However, this strategy does serve as a flexible, living document to guide administrative action in creating a Charlevoix that is economically viable for all who wish to work or live in the city. The City of Charlevoix Economic Development Strategy will be updated annually by the Planning Commission and other relevant authorities to best reflect the current priorities for the city.

KEY STATISTICS AND CONTEXTUAL ANALYSIS

(Estimated) Population¹:

2,364

This is the population of year-round residents. When including seasonal residents and short-term visitors, the population of Charlevoix often surpasses 5x this number.

Median Age¹:

48.6

Charlevoix’s median age is significantly higher than Michigan’s, which is 39.5. The higher median age is likely due to national factors, such as increasing age of baby boomers and lower birthrates, alongside local contexts such as Charlevoix’s high retiree population and young adults leaving the city to relocate for work opportunities.

Median Household Income¹:

\$32,398

Charlevoix’s median household income is far smaller than the overall state of Michigan’s³, which at the time of the American Community Survey had a median household income of \$65,712.

Workforce Statistics (County)⁴:

Individuals Employed: 12,240 (56.5%)

Individuals Unemployed: 572 (2.6%)

Individuals out of the labor force: 8,820 (40.7%)

Charlevoix County’s Workforce Statistics are similar to individuals out of the workforce as the state of Michigan, which had 38.5% of individuals out of the workforce. The similarities of these statistics can be somewhat surprising when considering the significant gap in median age and income. A notable workforce statistic difference is found in the unemployment rate; Charlevoix’s is significantly lower, as the state of Michigan’s was 4.3%.

Workforce Statistics, Job Counts:

Educational Services, Health Care, and Social Services:	2,635 (21.5%)
Manufacturing:	2,288 (18.7%)
Arts, Entertainment, Accommodation, and Food Services:	1,659 (13.6%)
Retail Trade:	1,329 (10.9%)
Professional, Scientific, Management, and Administrative and Waste Management Services:	982 (8%)
Construction:	952 (7.8%)
All others:	2,395 (19.6%)

The largest sector of Charlevoix County’s workforce, Health and Educational services positions are abundant in the area. Munson Healthcare Charlevoix Hospital employs a large number of healthcare workers, and the presence of multiple health and wellness clinics employs many from the social services fields. Manufacturing positions are also prevalent, with labor-intensive production of iron, cement, plastics, aircraft parts, and windows all occurring in Charlevoix County. With strong natural amenities and a small-town aesthetic that attracts many short-term and seasonal visitors, the hospitality and restaurant industry has found room to flourish. The largest employer in the county, Boyne USA, inc. employs 565 residents at their resort. Operating in a complimentary fashion, the retail industry has grown to accommodate visitors to the area. Each retailer typically employs 10 or less individuals, but businesses of this size account for 78% percent of all businesses in the county. Professional positions rank 5th in total employment for Charlevoix County, while being 1st in Michigan at large. Office and professional positions are often associated with higher salaries and greater upwards mobility, so the discrepancy between Charlevoix County and the State of Michigan percentages should be considered when targeting new employment categories for the area.

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Occupied Housing Units⁵:

1,309

The number of housing units occupied considered with the population indicates that year-round household sizes are small, with an average of 1.87 individuals per housing unit. The average across Michigan is 2.49. The occupancy rate of all housing units is 59.2%. The average occupancy rate in Michigan is 85.3%.

Vacant Housing Units⁵:

904

40.8% of all housing units being considered “vacant” by the U.S. Census bureau indicates both a strength and opportunity for the City of Charlevoix. 82% of units labeled “vacant” are used seasonally, recreationally, or for occasional use. This displays the strong resort and recreation features the city holds in its amenities; a feature that drives the successful retail and commercial elements of the city. However, it also highlights the capacity of the city’s housing stock to hold a greater number of permanent residents, reflecting the City’s policy priority to add use and deed restrictions to housing entering the market.

Owner Occupancy⁵:

48.6%

636 of the 1,309 occupied housing units in Charlevoix are occupied by the owners of the housing/property. 673 units are renter occupied. This owner occupancy rate is far lower than the average for Michigan, which is 71%. Low owner occupancy rates are typically found in high population urban environments. The City of Charlevoix is classified as “Rural” by the United States Census Bureau. Last recorded in the 2010 census, 32.3% of total housing units were occupied year-round by owners.

Average Residential State Equalized Value⁶:

\$156,200

State Equalized Value for a home is derived from the assessed value, which is 50% of the market rate, per state law. Once assessed values are added to the Charlevoix’s assessment roll and reviewed/adjusted by the county and state, they become the state equalized values. The average SEV of condominiums in Charlevoix is \$117,300.

5 year percentage change in State Equalized Values⁶:

+22.01%

Summing the State Equalized Values of the residential housing units in Charlevoix and examining the valuation changes over time, the total has increased from \$278,754,600 to \$340,110,500, for a positive growth of 22%. The percentage change when considering the past 10 years is a growth of 11.02%.

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Underrepresented Retail Opportunities:

The 2015 economic development strategy identified underrepresented industries or fields within the Charlevoix Zip Code and County⁷. The 2017 Market Study identified sales surplus/leakage for different industries, detailing the amount of money lost/gained at retail categories from residents within 30 minute drives leaving the area to shop elsewhere (leakage), or residents and visitors making purchases within the 30 minute drive radius rather than outside (surplus)⁸. Pairing the leakage/surplus information with the underrepresented retail information, we can gain further information on the underrepresented industries.

It should be noted that the leakage reflects demand for a product being greater than the supply, where as a surplus reflects that sales are exceeding the area's demand, indicating that the industry is attracting outside customers at high rates. Both of these can hold economic opportunity for potential businesses.

Entrepreneurs should examine whether the type of their potential business would be better equipped to address a gap in supply, or if their opportunity will take advantage of a field's strong visitor attraction.

Underrepresented Retail	Underrepresented at City Level?	Underrepresented at County Level?	Number of Businesses (within 30 minute drive)	Leakage (-) / Surplus	Leakage (-) / Surplus Factor (100 = total surplus/ leakage)
Automotive Parts	X	X	25	\$1,362,497	5.3
All other Home Furnishing Stores	X		13	\$2,890,913	17.9
Building Materials Dealers,	X	X	43	\$48,998,269	40.1
Nursery, Garden Center, Farm Supply Stores	X	X	43	\$6,385,404	40.1
Sporting Goods Stores	X		4	\$15,755,736	?
Tobacco Stores	X		4	?	?
Other General Merchandise Stores	X		12	-\$5,042,898	-52.4
Fuel Dealers	X		?	\$27,465,633	?
New & Used Car Dealers		X	8	-\$54,788,898	-38
Household Appliance Stores		X	16	-\$635,297	-2
Outdoor Power Equipment Stores		X	?	?	?
Jewelry Stores	X	X	4	-\$728,616	-8.3
Drinking Places (Alcoholic Beverages)		X	11	\$4,768,371	45.1
Cafeterias, Grill Buffets, Buffets		X	134	\$51,412,610	34.4
General Automotive Repair	X	X	15	?	?

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Further Underrepresented Opportunities:

Similar to the retail opportunities represented in the section prior, the 2015 Economic Development Strategy identified underrepresented non-retail activities in the Charlevoix area. Listed below are these opportunities.

OPPORTUNITY DESCRIPTION	UNDER-REPRESENTED AT CITY/ZIP CODE AREA LEVEL?	UNDERREPRESENTED AT THE COUNTY LEVEL?
Land Subdivision	X	
Ready-Mix Concrete Manufacturing		X
Drywall and Insulation Contractors	X	
General Freight Trucking		X
Specialized Freight Trucking		X
Motor Vehicle Towing		X
Radio Stations		X
Lessors of Residential Buildings and Dwellings	X	X
Lessors of Miniwarehouses and Self-Storage Units	X	X
Lessors of Other Real Estate Property	X	X
Other Accounting Services	X	X
Advertising Agencies	X	
Other Services Related to Advertising	X	
Other Scientific and Technical Consulting Services		X
Research and Development in the Physical, Engineering, and Life Sciences (except Biotech.)		X
Temporary Help Services		X
All Other Support Services		X
Solid Waste Collection		X
Elementary and Secondary Schools		X
Offices of Physicians, Mental Health Specialists		X

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Further Under-Represented Opportunities (continued)

OPPORTUNITY DESCRIPTION	UNDER-REPRESENTED AT CITY/ZIP CODE AREA LEVEL?	UNDERREPRESENTED AT THE COUNTY LEVEL?
Offices of All Other Miscellaneous Health Practitioners		X
Family Planning Centers		X
Kidney Dialysis Centers		X
Ambulance Services		X
Nursing Care Facilities		X
Other Individual and Family Services		X
Vocational Rehabilitation Services		X
Bowling Centers		X
Corporate, Subsidiary, and Regional Managing Offices	X	
Travel Agencies	X	X
RV (Recreational Vehicle) Parks and Campgrounds		X
Food Service Contractors		X
Drinking Places (Alcoholic Beverages)		X
Cafeterias, Grill Buffets, and Buffets		X
Commercial and Industrial Machinery & Equipment (except Automotive and Electric) R&M		X
Other Services to Buildings and Dwellings	X	
Sports and Recreation Instruction	X	
Offices of Physical, Occupational, and Speech Therapists, and Audiologists	X	
Other Individual and Family Services	X	
Other Personal Care Services	X	X
Cemeteries and Crematories		X
Religious Organizations		X
Civic and Social Organizations	X	X
Other Grantmaking and Giving Services		X
Other Millwork (including Flooring)		X

PAST FINDINGS & RESULTING ACTION

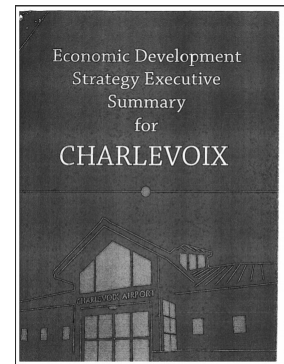
The focus of the City of Charlevoix is to create social and economic opportunities for residents, businesses, and visitors. These opportunities include investing in places or recreational amenities that give residents ownership and use, infrastructure that allows business leaders to be competitive in regional, national, or global markets, and promoting the features of our community that makes it a destination for those around the county.

To best serve the many stakeholders within the city, the City of Charlevoix understands that an adaptive and responsive approach is required. As such, the City often conducts surveys of current economic conditions or prospective ones. These studies contextualize issues the City, residents, or businesses face, collect quantitative data from action and qualitative data from stakeholder surveying, conduct analysis, and propose actions to be taken. Past studies have shaped the progress Charlevoix has made in recent years, and as such it is important to take inventory of what has been accomplished, actions left to take, and projects that have been declined.

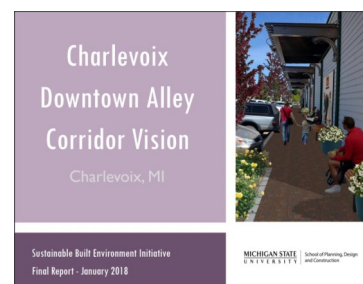
This next section will identify the various recommendations or actions from previous plans, identify their current status, completion dates, or other relevant information and provide the city's determination on whether the action remains a priority. Often potential projects are not financially feasible after further study, and past recommendations can become obsolete due to the fluidity of economic or community contexts in Charlevoix.

The following tables will help refine the goals Charlevoix's public and private leaders want to continue, while removing priorities that no longer serve the residents, business, and visitors of our community in the best and most efficient manner.

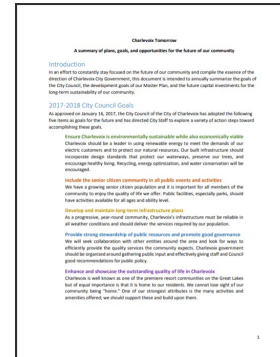
It should be noted that the following section has overlapping information with the City of Charlevoix Downtown Plan, a link to which can be found later in this strategy. The Downtown Plan examines the goals still relevant from a majority of past studies, where as the past studies referenced here examine all listed past recommendations, relevant or not.



Charlevoix Economic Development Strategy 2015



Charlevoix Downtown Alley Corridor Vision, 2018



Charlevoix Tomorrow, 2017



Comprehensive Economic Development Strategy, 2020

PAST FINDINGS & RESULTING ACTION

2015 Economic Development Strategy

Goal	Status	Start Date:	End Date:	Comments
Ance Industrial Park—425 Agreement	Remains an Opportunity	N/A	N/A	Planning Commission has meeting with the township as a planned priority for 2021.
Ance Industrial Park— Joint Overlay District	Remains an Opportunity	N/A	N/A	Planning Commission has meeting with the township as a planned priority for 2021.
Ance Industrial Park—TIF/Local Development Financing District	Remains an Opportunity	N/A	N/A	Open to creating a financing district should we find need for improvements
Ance Industrial Park— Rezoning and Expansion of Industrial Park Boundaries	Remains an Opportunity	N/A	N/A	Planning Commission has meeting with the township as a planned priority for 2021.
Ance Industrial Park— Renaming to “Business Park”	Remains an Opportunity	N/A	N/A	Outside of this report, there has been no demand or public concern for this action
Ance Industrial Park— Small Flex Spaces to Accommodate Growth Opportunities	Remains an Opportunity	N/A	N/A	Outside of this report, there has been no reported demand for this. However, the City welcomes private investment in flex spaces when marketing the industrial park.
High Speed Internet for the Downtown and the Community	Ongoing	Summer 2020	Currently Unknown	Feasibility studies to be conducting in 2020, will determine future of the project.
Heated Sidewalks to Enhance and Attract Year Around Activity Downtown	Initially Declined, Remains an Opportunity	Winter 2017	Spring 2017 (Tabled)	Feasibility research determined this project's operating costs are currently not feasible. However, should installation of the heating system occur during infrastructure maintenance, installation could occur at a manageable rate.
Formation of a Solar Coop for Downtown	Remains an Opportunity	N/A	N/A	Establishing a Planning Commission subcommittee focused on technology is currently a priority. This subcommittee would help steer a possible solar coop.
Crowdfunding	Completed, Possible Expansion	2019	2019	Crowdfunding occurred for Hoop Skirt Alley Renovations through the Community Spaces, Public Places Program.
Recruitment Focus for Business and Development	Ongoing	Summer 2017	Winter 2020 (Projected)	Participation in Redevelopment Ready Communities Program through MEDC markets opportunities for private sector investment.
Incubator Space	Completed	?	Summer 2019	The Vault, an incubator/shared work space was launched by the Charlevoix Downtown Development Authority.
Pursuit of Expanded R & D Activity	Remains an Opportunity	N/A	N/A	The City of Charlevoix welcomes R & D activity to the Industrial Park.
An Entrepreneurship Program	Exists, Possible Expansion	N/A	N/A	Currently offered as a partnership between Charlevoix Public Schools and Baker College.
The Addition of Local Higher Education Options	Remains an Opportunity	N/A	N/A	Marketing to institutions for satellite campuses could occur.

PAST FINDINGS & RESULTING ACTION

2018 Charlevoix Downtown Alley Corridor Vision⁹

Goal	Status:	Start Date:	End Date:	Comments
Tie the existing downtown bike networking into waterfront/marina area, and The Boyne City to Charlevoix Nonmotorized Trail.	Ongoing	September 2020	N/A	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Incorporate maps of downtown walking routes as part of wayfinding signage, in	Completed	Various	Various	Downtown walking maps have been installed in alleys and corridors and parks.
Adopt a Complete Streets ordinance, as included in the Master Plan, to allow for safe travel for those walking, bicycling, driving cars, or conducting business.	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Continue funding through the DDA's Façade Incentive Grant Program.	Ongoing/ Paused	2017	Possibly Resuming 2021	Funding paused for 2020 cycle. See "Economic Development Projects" section for more information.
Explore the option to update parking requirement for waived downtown parking (Section 5.93) to include businesses along alleys originating on Bridge Street.	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Develop community design guidelines as a step toward a larger policy implementation such as Form-Based Code, to protect and promote unique Charlevoix "look" and innovative architecture where appropriate.	Completed	2017	September 2020	Click here to see the Design Guidelines , or visit the City of Charlevoix Main Street Website.
Take advantage of the Crowdfunding Law to attract and support entrepreneurs to locate businesses in the alley and downtown as whole.	Completed, Continuous	2019	2019	Crowdfunding occurred through the MEDC "Public Spaces, Community Places" program; Hoop Skirt Alley was renovated.
Explore funding for bike amenities available through Transportation Alternatives Program (TAP) grants .	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Utilize lighting and public furniture to attract and anchor a variety of ages and sizes of groups.	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Amend the Zoning Ordinance to allow for special licensing (temporary or permanent) for outdoor dining on sidewalks.	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Update Zoning Ordinance dumpster screen section to include more prescriptive requirements.	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Update Zoning Ordinance to include intent of trees and vegetation in the Central Business District (CBD).	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.
Develop ordinance specific to alley spaces concerning safety and aesthetic features.	Ongoing	September 2020	Not Yet Established	City Council has directed management to recommend these items for prioritization by the DDA and Planning Commission.

PAST FINDINGS & RESULTING ACTION

Charlevoix Tomorrow¹⁰

Goal:	Status:	Items:
2017-2018 Capital Improvements	Completed, February 2018	• City Hall HVAC Replacement • Street Maintenance • Airport Taxiway & Lighting • Recreation Upgrades • Water Treatment Improvements • Electric Improvements • Retaining Wall at Ferry Ave • Vehicle Replacement
2018-2019 Capital Improvements	Completed, February 2019	• Sodium Hypochlorite System • Electric Capital Improvements • Wastewater Treatment Plant Improvements • Sewer Collection System/Lift Stations • Construct Combined Public Services Facility (ongoing) • Vehicle Replacements • Ferry Beach Pier Improvements
2019-2020 Capital Improvements	Completed, February 2020	• High Service Pump Addition • Electric Capital Improvements • Sewer Collection System/Lift Stations • Vehicle Replacements • Airport Perimeter Fencing • Replace 2002 Ambulance
2020-2021 Capital Improvements	Ongoing	• Electrical Gear Upgrades • Electric Capital Improvements • Sewer Collection System/Lift Stations • Vehicle Replacements
2021-2022 Capital Improvements	Planned	• Low & High Service Pump Upgrades • Electric Capital Improvements • Sewer Collection System/Lift Stations • Vehicle Replacements • T Hangar Construction
2022-2023 Capital Improvements	Planned	• Electric Capital Improvements • Sewer Collection System/Lift Stations • Vehicle Replacements • Replace 2004 Ambulance
2023-2024 Capital Improvements	Planned	• Electric Capital Improvements • Sewer Collection System/Lift Stations • Vehicle Replacements
2024-2025 Capital Improvements	Planned	• Construct Second Raw Water Intake • Electric Capital Improvements • Sewer Collection System/Lift Stations • Vehicle Replacements

PAST FINDINGS & RESULTING ACTION

2020 Comprehensive Economic Development Strategy"

The 2020 Comprehensive Economic Development Strategy, conducted by Networks Northwest, provides a regional analysis of the economic conditions of each of the 10 counties in Northwest Michigan, guidance to capitalizing on development trends as a region, and describes the forthcoming economic development steps to be taken by Networks Northwest.

While there are no action items for Charlevoix to advance concerning the regional strategy, the regional strategy can help city officials understand how Charlevoix County compares to other local counties in key categories like resident demographics, income, and workforce data.

Regional Strengths, Weaknesses, Opportunities, and Threats

Networks Northwest surveyed and interviewed 60 public and private sector stakeholders related to economic development in Northwest Michigan. The interviews focused on understanding the challenges and opportunities the NW region has through a SWOT analysis. Listed below are the results of their activities. It should be noted that “strengths” and “weaknesses” are typically internal; they are challenges or outcomes that are either created or controlled by policy and administration decisions conducted by the municipalities and private sector within Northwest Michigan. “Opportunities” and “threats” should be perceived as external; they are trends or decisions made by outside stakeholders that create either negative or positive externalities for Northwest Michigan.

-Strengths

- Manufacturing
- Agriculture
- Tourism
- Healthcare
- Quality of Life/Place

Weaknesses

- Cost of Living
- Housing
- Broadband
- Aging Population/Workforce & Ability to Attract Talent

Opportunities

- Small Business Investment / Support
- Growth-Businesses: Capital Access, Retention, Expansion Services
- Industry Cluster Support
- Innovation and Technology Development
- Real Estate/ Commercial Development
- Farmland Preservation
- Marketing of Regional Assets

Threats

- Early Childhood/ Childcare
- K-12 Education
- Post-secondary Education
- Training & Workforce Development
- Talent Attraction
- Diversity and Inclusion

Strategic Direction

Listed below are the regional economic development actions that Networks Northwest has committed to in 2021 and beyond. Charlevoix could find benefit in watching and carefully utilizing these resources.

Commercial Corridor Inventory	Talent Strategy	Economic Development Eco-system
Marketing Plans	Housing Strategy	Planning and Zoning Guide
Opportunity Zones Marketing	RRC Action Plan	2021 CEDS Update
Site Inventory	Economic Development	

CURRENT CHALLENGES

An Aging Population

Trending both nationally and state-wide, the age of the average resident is expected to increase as birthrates decline and Baby Boomers, Gen X, and Millennials advance in age. With the median resident of Charlevoix being 10 years older than that of the median Michigander, and the largest bracket of “age of primary earner” being 55-65 in the 2015 Market Analysis⁷, Charlevoix will have to confront the economic impacts of an aging population before many other municipalities.

Departure of the Youth

A challenge many small, rural municipalities face is young adults leaving for larger communities after college graduation. While some research points towards young adults leaving for cities with cultural amenities tailored to a young adult demographic, strongest evidence points towards the departure occurring for economic reasons. Past surveying in Charlevoix confirms this, as 90% of those who plan to leave Charlevoix hope to some day return. However, the problem of their departure still persists. In the 2015 Market Assessment, 50% of respondents noted moving was a possibility in the next 5 years, with 26% responding with a definitive “yes”. Further, nearly 40% were certain they were moving out of the Charlevoix area. With a desire to see investments in schooling and youth programs realized in greater economic growth for the Charlevoix area, action will need to occur to stop “brain drain” and retain our young talented residents.

Lack of Variety in Employment Options

In Michigan, the top three employment fields contain 32.8% of the workforce. In the Charlevoix area, the top three fields of employment (education, health care & social services | manufacturing | Arts, Entertainment, Accommodation, and Food Services) hold 53.8% of the workforce. As a result of more concentrated job opportunities, residents who are skilled in other fields are forced to either move, commute to other regions, or accept positions where their talents, training, or education is not optimized.

Employment Deficit

Another indication of a job availability issue, Charlevoix County has a workforce migration deficit of 1,011. Northern Lakes Economic Alliance reported that 4,570 individuals commute to Charlevoix to work, while 5,581 residents leave the county to find work¹². This indicates that there is room within the current workforce to support more jobs within the county that are tailored to the skills they hold.

Seasonal Opportunities

Opportunities and challenges can often be two sides of the same coin. Over decades, Charlevoix has invested in infrastructure and amenities that has made the city a destination for visitors across the state and around the country. The city and its partners have worked relentlessly to ensure the attraction and marketing of our community is done the right way; making the small town aesthetic, natural beauty, and cultural heritage all assets to work in tandem with attracting visitors.

In exchange for welcoming visitors to our city, our residents receive economic opportunity by way of the influx of dollars being spent at locally-owned and operated businesses. Locals can find employment at these businesses, and taxes collected as a result of this economic activity is invested in services benefiting our residents. But in understanding the economic advantages that come with having a peak season, there comes troughs to the economic activity as well. With the small businesses of Charlevoix tailoring their practices and expanding their capacity to accommodate peak season, a slowdown occurs during the off season. Stores will close down during the winter months to save on variable costs, and employment levels diminish to adjust to the lower population of Charlevoix area rather than the 12,000+ that are present during seasonal peaks.

ECONOMIC DEVELOPMENT VISION

The City of Charlevoix, like many other rural communities in Northern Michigan, would greatly benefit from attracting businesses that provide high-paying jobs, young talent that can drive private sector success, and year-round families that will continuously engage and support the community.

However, the City of Charlevoix has unique assets that set it apart from other communities, making the realization of these goals easier. Previous investments in nationally-recognized parks, year-long recreational planning, progressive zoning ordinances, and careful maintenance of the city's natural resources and cultural aesthetic have made Charlevoix a community with a sense of place, an important factor in attracting families and remotely working professionals alike.

While creating a livable, walkable community is an important step toward economic development, Charlevoix must continue to build and improve upon infrastructure and policies that promote economic opportunities. Unlike communities downstate or in higher density areas, Charlevoix cannot depend on other communities to be centers of commerce and industry while promoting a "bedroom community" approach to planning. The economic and market information display that, even in industries that are underrepresented, Charlevoix generally serves as a center of commerce in Northwest Michigan.

To strengthen the commercial and industrial activity in Charlevoix, policies, programs, and marketing will need to work in tandem to make the community competitive among cities not just in the region, but statewide.

Economic development opportunities are not limited to outside attraction. Within the community exist many individuals with entrepreneurial ideas bound by a lack of business acumen or resource limitations. Building up capacity for homegrown talent could help solidify local investment that will stay within the community.

Charlevoix's economic development vision consists of attracting and retaining industries that complement the current nature of the city, promoting opportunities for local talent, and providing reliable infrastructure for our stores, offices, and remote workers, and creating a livable environment for the workers and families who contribute to the growth of our community.

Upholding City Council Goals:

While not specific to economic development, overarching goals were ratified by City Council in 2019. These goals will guide all city action, including development efforts. The goals, as stated in Charlevoix Tomorrow document, are as follows:

- Work with our neighbors to solve area-wide challenges
- Ensure Charlevoix is environmentally sustainable while also economically viable.
- Include the senior citizen community in all public events and activities.
- Develop and maintain long-term infrastructure plans.
- Provide strong stewardship of public resources and promote good governance.
- Enhance and showcase the outstanding quality of life in the city of Charlevoix.

ECONOMIC DEVELOPMENT GOALS

Build better housing opportunities

Pursuing goals that expand economic development through the growth of employment opportunities cannot succeed without expanding the housing stock. A 2019 housing market analysis found that 1,192 units could be supported in Charlevoix County over the next 5 years¹³. The units prescribed are smaller houses, condominiums, and apartments, which would support those who seek to age in place, or younger individuals who are starting their careers in the Charlevoix area. In addition to standard, market-rate housing, local businesses would be well-served by employees having increased workforce housing opportunities. With reliable and affordable local housing opportunities, those skilled in supporting Charlevoix can do so to the best of the abilities.

Extend the shoulder season

The shoulder seasons surrounding the summer peak give business extended time to test operations and generate revenue. The late spring shoulder season before the summer peak can be used by businesses to test product trends and adjust their inventory accordingly, plan or innovate in their management methods before the busy conditions of summer prevent them from doing so, and scale up production and sales in a smooth and thoughtful manner. Likewise, the early fall shoulder season after the peak provides business a time to evaluate their operations, offload merchandise at adjusted rates, and continue collecting revenue from retail or services as long as the demand is greater the variable costs of operating. By encouraging programs, events, and marketing that keep Charlevoix in the minds of visitors during these periods, the City can continue to leverage its amenities to increase opportunity for the hospitality, retail, and restaurant industries and their respective workforces.

Expanding opportunities for remote workers

A business' permeant address is no longer required within the community to court its job creation. "The gig economy", where work and labor is done through

fixed-term independent contracting or project freelancing, has accounted for 94% of the jobs created between 2005-2015, and many of these positions can be done remotely¹⁴. Even permanent-position, professional jobs have become increasingly remote, and with 2019's Coronavirus outbreak, many of the positions that temporarily operated remotely due to health and safety concerns will remain remotely operating, with employers valuing the productivity of this workstyle and employees valuing the flexibility. With geographical boundaries becoming less of a barrier to job attraction, Charlevoix is in a unique opportunity to leverage its resort-like amenities and welcoming atmosphere to young and talented workers. As such, the city should study the resources (infrastructure, space, and service) remote workers desire, and tailor its marketing to attract these members of the workforce before other cities do the same.

Pursue current and future opportunities

Priding itself on being a progressive, action-oriented community, Charlevoix has sought input in identification and prioritization of opportunities from community members and technical experts alike. An extensive view of collected opportunities can be found, both earlier in this strategy and in the downtown and capital improvements plans. By following selected opportunities that enhance and enrich the Charlevoix area, the city can follow a clear schedule of publicly-supported projects in an organized and transparent manner. It is also important for Charlevoix to remain responsive and open to new opportunities as they arise. Often, the ability to perform meaningful economic development requires careful consideration of current trends, analysis of competition from both private and public sectors, and constant retooling and re-prioritization. With that in mind, we must continually be re-evaluating not just the projects we have ahead, but the order and timelines in which we implement them.

ECONOMIC DEVELOPMENT GOALS

Greater partnerships, greater capacity

Economic development is not a process undergone by a single entity; unilateral approaches to community projects are at best inefficient, and at worst ineffectual. Creating reliable infrastructure or providing far-reaching programs takes time, money, and expertise, which is often hard for a single entity to provide. By including relevant stakeholders in community economic development, these costs (monetary and non-monetary) become manageable.

Creating partnerships is also more than seeking funders or spreading fiscal liabilities; it's about including skill and insight that is beyond the capacity of the city itself. Bringing multiple stakeholders into the planning, implementation, and evaluation phases of development can allow for each organization to submit their unique talents towards the collective action and have their deficits covered by the other partners.

Charlevoix's long record of impactful development can be explained by the strong relationships it forms with partnering entities. Internal and quasi-governmental bodies such as the City Council, Planning Commission, and Downtown Development Authority pursue a unified direction on established goals, helping projects succeed from through both policy and implementation. Cooperative agreements and initiatives with adjacent townships promote a strong culture of actionable change through Charlevoix County. Regional partners, such as the Charlevoix Area Chamber of Commerce, Visit Charlevoix, Networks Northwest and the Northern Lakes Economic Alliance represent business interests in the area, and can supply private sector backing or assist in creating synergy with established economic interests in the area. Charlevoix also regularly partners with larger state-wide or national organizations such as MSU Extension, the Michigan Municipal Electric Association, the Michigan Department of Transportation, or the Department of Housing and Urban Development to bring funding and projects to the city at a scale not feasible with community assets alone.

It is paramount that Charlevoix continue to cultivate new partnerships in economic

development and build upon existing ones to expand opportunities for our residents, visitors, employees and businesses.

Convert US 31 traffic to sales

Consideration of high traffic counts usually involves negative emotions towards the obscure amount of vehicles occupying the streets. Annual average daily traffic on Bridge Street is over 15,000, almost double what other communities in the county have in their downtowns¹⁵.

However, the high amounts of travelers on US 31 can be seen as an opportunity for economic development. Research by the Federal Highway Administration has shown economic development impacts that occur in both transportation-related and unrelated industries adjacent to highways.¹⁶ With retail businesses and food services lining US 31, both south of and in the central business district, there is a great opportunity to transmute the high traffic counts into sales for the Charlevoix area.

Provide resources to retain and attract entrepreneurs

The expansion of entrepreneurial activity in Charlevoix is a goal that should be pursued to meet multiple challenges to economic vitality the city faces. Resources and programs dedicated to business growth and development could lead directly to enhanced job opportunities in the Charlevoix area, both in professional fields (office-based services) that we lack, and in manufacturing, a profession many are skilled in. Growing entrepreneurship with dedication could retain the young adults connected within our community, and attract young talent from other areas in the state. Charlevoix's amenities give it a competitive edge for residential and recreational activities in the state, and with entrepreneurial resources, including programs, infrastructure, and incentives, we can build a business atmosphere of innovation and economic realization.

ECONOMIC DEVELOPMENT PROJECTS

Expanding fiber internet to residents and businesses

Stakeholder: City Manager, City of Charlevoix

Project Start: February 2020

Project Completion:

Economic Development Goals:

- Attract and Retain Entrepreneurs
- Expand Opportunities for Remote Workers
- Pursue Current and Future Opportunities

Project Description:

First identified as an opportunity in the 2015 Economic Development Strategy, fiber optic internet has the potential to expand the professional industries available in Charlevoix, and strengthen the ones that the community currently has. Fiber optic cables, installed alongside electric lines, have a scalability with internet speeds that standard internet infrastructure like copper cables and DSL do not. As a result, the customer can get faster download and upload speeds, beating what is currently available on the market. These speeds can allow professionals who work with large amounts of data, such as programmers, analysts, photographers, and consultants, to have a competitive business advantage in ease and efficiency should they live in Charlevoix. Further, a stronger, more reliable connection can strengthen the current businesses in the downtown and beyond, as the greater speeds will allow them to track orders, manage inventory, and process transactions with a greater capacity.

While the construction of fiber optic lines was once a cutting edge and innovative action for a municipality to take, it has quickly become a best practice, even in our region. Fiber internet has successfully been implemented in the neighboring communities of Traverse City and Petoskey. Installing fiber optic lines is the best way to remain competitive with these communities from a business technology perspective.

Unlike other telecommunications, fiber optic has been billed as “future-proof.” Advances in speed won’t necessitate new fiber optic infrastructure, so investment now will allow us to take full

advantage of future tech advances.

Two fiber optic loops currently exist in Charlevoix; an active fiber optic line connects most of the municipal assets along with the library, and to the north a fiber optic loop is run through the Ance Industrial Park. Expanding upon these lines to provide Fiber to residential and non-industrial customers may prove to be a successful venture for the city, benefiting the residents, remote workers, new entrepreneurs, and established businesses alike.

Feasibility studies will be conducted in Fall 2020 to determine if a fiber optic network is viable for Charlevoix considering the project at financial, engineering, and consumer-demand levels.

Utilizing the downtown extensions, modernizing Charlevoix’s streetscape

Stakeholders: City Manager, Department of Public Works, City of Charlevoix, Executive Director, Downtown Development Authority, Downtown Business Owners

Project Start: January 2019

Project Completion

Economic Development Goals:

- Extend the Shoulder Seasons
- Greater Partnerships, Greater Capacity
- Convert US 31 Traffic to Sales

Project Description:

The US 31 corridor provides a strong environment for retail outlets to succeed, with plentiful traffic, slower speeds for passengers to spot store facades, and ample street and lot parking available to travelers and visitors that are drawn in. However, while factors exist that can attract traveling customers to our downtown stores, greater efforts could be made to boost the time they spend in Charlevoix, and thus the number of stores they visit. This project’s targeting extends beyond visitors as well; with the central business district’s focus oriented on US 31, residents who travel to downtown from the west are essentially excluded from the same magical aesthetic highway travelers enjoy. The connecting corridors from the neighborhoods to the downtown area

ECONOMIC DEVELOPMENT PROJECTS

include poorly lit alleys, lots for parking lacking pedestrian amenities, undecorated and visually-unappealing building sides and backs. Improving the visual experience for pedestrians is a high priority; 61% of residents responded in a previous market study that they visit downtown at least once a week. Two major conclusions can be drawn from this statistic: improvements to our corridors and pedestrian streetscape will benefit a majority of Charlevoix's residents, and that there is a large base for expansion in residents who *don't* visit downtown often.

There exists a third beneficiary as well: the property owners for buildings and properties on State Street. With changes to the corridors, lots, and building facades immediately behind the Bridge Street commercial strip, more pedestrians and potential customers will find themselves naturally drawn to new areas, making the surrounding sites more commercially viable. The presence of eastward facing facades on rear-buildings signals to downtown visitors that this is a place for them, rather than the vehicular-oriented message inferred from a traditional parking lot. This concept has already been proven by the businesses in Van Pelt Alley, who enjoy increased traffic from the corridor's improvement. Following this alley's example has the potential to expand the downtown beyond Bridge Street, making currently less desirable properties far more attractive to developers and business owners.

Complete the MEDC Redevelopment Ready Communities Certification

Stakeholders: City Manager, City of Charlevoix, Community Development Fellow, CEDAM

Project Start: August 2017

Project Completion: December 2020

Economic Development Goals:

- Pursue Current and Future Opportunities
- Greater Partnerships, Greater Capacity

Project Description:

Participation in the Redevelopment Ready Communities program, implemented by the Michigan Economic Development Corporation (MEDC), offers the City of Charlevoix three

economic development-oriented benefits.

The first can be found in the practices and plans the MEDC requires the municipality to have before achieving certification. The practices encouraged include creating and regularly updated guiding documents such as master plans, marketing plans, economic development strategies, and development review flowcharts. Further, evaluation techniques in development services can help the city better understand how to improve private-public relations, and where potential gaps in the zoning ordinance exist. The RRC program will allow Charlevoix to be more transparent in its construction and architectural requirements, saving time and money for the developers and approval authorities such as the Planning Commission or the Zoning Administrator.

The second benefit comes from the influence of the RRC certification itself. As with all achievements or certifications, value can be derived from the signalization the award offers. Further, the impact of this signalization is greater the more prestigious and well-known the awarding organization is. The prestige in the Redevelopment Ready Community Certificate can be seen in the number of communities that have reached this status: while 234 communities in Michigan have been evaluated or are in the process of being evaluated, only 45 have met the requirements for the certificate¹⁸. And the achievement's weight is carried by the reputation of the MEDC; as the largest community development facilitator in the state, the MEDC has the impact to reach a large audience of both developers through its coordinated outreach, and visitors through its Pure Michigan campaign.

This relates closely with the third and potentially most impactful benefit the RRC certificate brings: direct development support. The process of engaging in Redevelopment Ready Communities Program allows communities to compete for technical assistance funding, which can be used to promote the city's best practices. The city of Charlevoix has used the expanded access already, receiving matching funds to contract services for a downtown plan. Communities with the RRC certificate are also prioritized for

ECONOMIC DEVELOPMENT PROJECTS

community development incentives and grants managed by the MEDC. Further, up to 3 priority redevelopment sites are marketed by the MEDC Community Assistance Team upon completion of the program. Vacant and undeveloped lots in Charlevoix's mixed-use retail, industrial, and central business districts could benefit from enhanced exposure to potential purchasers. If developed, these properties could increase the commercial climate of Charlevoix; with development in retail or central business districts increasing sales or professional employment opportunities and the expansion of industrial properties similarly boosting manufacturing jobs. Mixed-use developments could also supply housing options for those newly created positions in the city.

Currently, the city has accomplished 34/37 requirements of the Redevelopment Ready Communities program, with the remaining practices including the development of a marketing plan, updating the community website, and the passage of this strategy. The items are expected for completion in December of 2020.

Downtown Housing Development and Partnerships

Stakeholder: Executive Director, DDA, Downtown Property Owners

Project Start: Summer 2020

Project Completion: Ongoing

Economic Development Goals:

- Build Better Housing Opportunities
- Expanding opportunities for Remote Workers
- Greater Partnerships, Greater Capacity

Project Description:

One of the features that make Charlevoix the "cup of gold" in Northwest Michigan is its built out environment. Over the years and historic milestones, Charlevoix has been adaptive in promoting a strong mix of commercial activity and traditional housing, all while safeguarding the natural resources that contribute to the regional ecosystem and tourist activity. This practice still

continues; innovation recently occurred in the R2 zoning of Charlevoix's planning and zoning ordinance, permitting accessory dwellings to maximize housing opportunity and restore property rights to those who have chosen to live or invest in Charlevoix. With residential, commercial, and industrial buildings filling areas not preserved for nature or recreation, Charlevoix has become a destination for those across the state; a gem of the north.

However, the built-out environment creates challenges for residential expansion in Charlevoix, challenges that require further innovation, rather than conventional property acquisition and development. As such, the city and housing professionals have identified locations in the downtown area that could increase workforce capacity and housing opportunities, should property owners be interested and incentives be developed. The development projects vary from buildings that presently have second floors with vacant professional space to strip buildings where second or third floors would require significant construction. These locations would be ideal for workforce housing, providing downtown workers a convenient option above the businesses they support year-round. Market-rate units could also support the young professionals or remote-workers who seek smaller housing units close to the economic heart of the city. Having professionals live close to the central business district can improve local consumption, while giving their work or companies clustering benefits.

Finance Deed Restrictions to Promote Year Round Housing

Stakeholder: City Council, City of Charlevoix, Program Manager, Housing North

Project Start: May 2020

Project Completion: Ongoing

Economic Development Goals:

- Build Better Housing Opportunities
- Expanding Opportunities for Remote Workers

Project Description:

Another effort to promote housing in Charlevoix, deed restrictions can be added before property sale to ensure the new purchaser will occupy the

ECONOMIC DEVELOPMENT PROJECTS

premise all year. The addition of deed restrictions is a low-impact method of increasing housing availability for workers without rezoning (although, this is an option to subdivide larger houses), large-scale development, or land acquisition through inter-municipal agreements.

The City of Charlevoix is a partner on this project alongside Housing North, a regional organization focused on creating housing solutions.

Encouraging home-owners to add deed-restrictions to support our growing workforce requires financial incentives. To expand upon this economic development project, a sustainable flow of revenue will need to be added, the next step in this program.

A deed restriction was successfully added to a property sold in April 2020. Until constant funding can be created, the deed restriction program will operate on donations provided to Housing North.

Fund the Façade Incentive Grant Program

Stakeholder: Executive Director, DDA,
Downtown Business Owners

Project Start: 2016

Project Completion:

Economic Development Goals:

- Greater Partnerships, Greater Capacity
- Extend the Shoulder Seasons
- Pursue Current and Future Opportunities

Project Description:

First started in 2016, the façade grant program administered by the DDA provided local businesses a 50% match on façade improvements up to \$10,000 in project scope. Façade projects had to be in compliance with county building regulations, the appropriate zoning ordinances, and follow historic design standards.

The façade grant served both community and economic purposes in Downtown Charlevoix, improving the character of the central business district while also serving to better market businesses at a macro level, making the city more appealing to travelers who spot the facades or to

vacationers who are enchanted by the culture of downtown. The façade grant program also helps businesses at a micro, individual level, transforming their storefronts to better attract customers with window displays that show off their in-demand products.

Because of the economic stress imposed by COVID-19, the Façade Grant Incentive Program was suspended during the 2020 fiscal year. Ways to recoup the lost funding should be explored to reinstate the program, or commitment to the program through direction and future budgeting of the DDA should occur to continually support the downtown improvements.

Evaluate and continue the Vault's services

Stakeholder: Executive Director, DDA,
President, Chamber of Commerce

Project Start: Fall 2019

Project Completion: Ongoing

Economic Development Goals:

- Attract and Retain Entrepreneurs
- Expand Opportunities for Remote Workers
- Pursue Current and Future Opportunities

Project Description:

The Vault, located in the basement of Huntington Bank, serves as a business incubator for startups and a shared workspace for remote/out of office workers. New and developing businesses often have difficulties managing the refinement of their products and services while needing to oversee their own operations and office management. Many professionals and entrepreneurs have the creativity and determination to launch an innovative product, but may be lacking in operational and management experience that is crucial for the success of a budding enterprise. The DDA seeks to provide a solution to this problem, managing the conditions and operations of the workspace so that entrepreneurs can focus on their conceptualization, committing to their business, and validating their products and services. With validation complete, the entrepreneurs can then focus on scaling up their business, ideally leaving the vault and investing in Charlevoix's attractive commercial and industrial sites, while drawing upon the skilled workers in the area.

ECONOMIC DEVELOPMENT PROJECTS

The vault's capacity to host remote workers also serves as an important economic development tool. Charlevoix has the opportunity to take advantage of national trends, where remote work has increased 44% over the past 5 years¹⁷, not accounting for the changes that will occur as a result of COVID-19. With a managed office environment available to geographically-flexible professionals, Charlevoix can attract high-earning (remote workers are 3.5x as likely to make over \$100,000 a year than fixed-office professionals) individuals to our community, and spur further spending.

Currently, the vault is in its first year of operation. In spite of its infancy and the global conditions making a shared-workspace less desirable (at the moment), the Vault has been able to draw revenues at or exceeding its variable costs. Further evaluation of the Vault's success should occur when demand is more stable next year, with formative considerations such increased services or expansion being examined.

Flag Priority Sites for Development

Stakeholders: **City Manager**, City of Charlevoix, **Community Development Fellow**, CEDAM

Project Start: January 2021

Project Completion: February–March 2021

Economic Development Goals:

- Greater Partnerships, Greater Capacity
- Pursue Current and Future Opportunities

Project Description:

As described in the Redevelopment Ready Community Certification project description, one of the benefits of the RRC program is the marketing of up to 3 priority sites. The MEDC's extensive reach will make finding a purchaser and developer far easier than just with the city's network alone.

The process of selecting what sites to be marketed will provide greater insight to the vacancies and economic development potential of underutilized sites in Charlevoix. Sites that aren't ultimately selected for priority site

marketing should still be marketed by the city and other regional economic development partners who compile lists of available properties, such as the DDA, the Chamber of Commerce, and Northern Lakes Economic Alliance.

Flagging priority sites for development will require compiling information such as owner contact info, pictures of site, utility and amenity information, deed restrictions, community support for the project, and financial incentives for development. This process will start once RRC is complete, likely January 2021.

Update Key Infrastructure

Stakeholders: **City Manager**, **Department of Public Works**, City of Charlevoix

Project Start:

Project Completion:

Economic Development Goals:

- Pursue Current and Future Opportunities

Project Description:

Crumbling streets and poor lighting can nullify the impact of street furniture, public art, and streetscape amenities upon installation. Proper city infrastructure maintenance is a precursor to place-making, and should be considered prior or in tandem to any improvements to the built environment of Charlevoix.

Knowing this, Charlevoix has operated proactively in making repairs and changes to the physical nature of the city. However, with improvements coming to U.S. 31 in the next 5 to 10 years, water mains transitioning from the front of bridge street buildings to the rear, and the possible resurfacing of Charlevoix's alley's and corridors to increase walkability and expand the downtown, it's necessary to address critical infrastructure repairs when appropriate

The main priorities for the Department of Public Works includes utility work that would occur in the vertical corridor south of the Hoop Skirt Alley (water mains), new storm sewers, sanitary sewers, and water mains on Mason Street between Bridge Street and State Street, and new water mains vertically cross-cutting the public lot between Mason and Antrim Streets.

ECONOMIC DEVELOPMENT PROJECTS

Major resurfacing and maintenance needs to occur on Antrim Street, starting at State Street and extending West all the way to Park Avenue. Potential partnerships, funding opportunities, or grants should be considered in taking on this project.

Start and completion of this project will depend on the funds available, and direction of City Council.

Promote Industrial Opportunities

Stakeholder: City Council, City of Charlevoix

Project Start: Unknown

Project Completion: Unknown

Economic Development Goals:

- Pursue Current and Future Opportunities
- Provide resources to retain and attract entrepreneurs

Project Description:

A large priority of the 2015 Economic Development Strategy, several opportunities were identified that would make full use of the Industrial Park. These priorities, listed earlier in the previous studies section, include the expansion of the Industrial Park, both through possible rezoning and through 425 agreement with the township. A 425 agreement could also unify the industrial park with a TIF program, something available to industrial properties in the city, but not in the township. Another possible way to draw more businesses to Charlevoix is through the subdivision of parcels and offering flex spaces for commercial operations. Flex spaces are sites that offer the benefits of industrial zoned properties, such as large warehousing or docking, while still providing office space for managerial and sales activities. Flex space is attractive to newer enterprises, as it condenses operations, manufacturing, and the logistics to one location. The per square foot cost of flex space is often cheaper than office commercial buildings, allowing for the added utility to come at a cheaper rate.

The projects remain possibilities, but are currently

not planned for implementation. By remaining on the 2020 updated Economic Development Strategy, these projects will continue to gain attention and remain a priority for when more immediately impactful or needed projects are accomplished.

Develop Consistent City Service Surveying

Stakeholder: Community Development Fellow, CEDAM

Project Start: 2021

Project Completion: 2021

Economic Development Goals:

- Pursue Current and Future Opportunities

Project Description:

Charlevoix has strong public input processes. Through mandated development public notification, constant business surveying from the Downtown Development Authority, hiring contractors to gauge resident perspectives in design and planning, and frequent community updating from the Chamber of Commerce, the city and its supporting organizations give the public ample opportunities to let their voices be heard. While surveying often occurs when there is a new project being floated or a program that needs summative evaluation, formative evaluatory efforts could be welcomed among general, operational city services, such as electric, public works, city management, or planning. By creating a constant annual, or bi-annual surveying process, the city could have a legitimate, unique way to ask questions to fine tune their services to the needs of Charlevoix's residents and businesses. The Survey would have consistent base questions that would serve as independent variables (questions regarding age, address, education level, etc.) that could be cross tabulated against questions about their desire for greater recreation programming, sidewalk quality, or other questions department leads may be interested in. With this information, we could tell what services best fit with our residents, resulting in a more responsive city government that works for the will of the people.

This project is current in its inception phase, and the program's details will be refined and presented in 2021.

IMPLEMENTATION MATRIX

The Implementation Matrix gives an actionable display of the current objectives of each economic development project. Included in the Matrix are the expected start and completion dates of the objectives, information of what completion of current objectives will take, and what the following action will be once completed. The Implementation Matrix should be updated yearly with the rest of the Economic Development Strategy, even if the economic development goals and projects are unchanged. Due to the frequent updating, implementation objectives are largely items that can be accomplished in the near future, rather than planned years in advance (which is explored in the next section).

Economic Development Project	Status	Start Date of Current	Expected Date of Objective	Current Objective
Expanding Fiber Internet to Businesses and	Ongoing	Winter 2020	Late Spring/ Summer 2021	Currently in the planning stages of feasibility studies for economic viability and constructability. Following positive feedback from the feasibility studies, construction planning will begin.
Utilizing the downtown extensions, modernizing Charlevoix's streetscape	Ongoing	August 2020	October 2020	Completed cost estimates and implementation sequence options at City Council's Request. Finalization of Alley and Corridor Implementation Plan will occur in November 2020. Direction on continuation/implementation will be discussed by Council. A Downtown Walkability Study will be started either in November 2020, or Spring 2021, depending on contractor selected.
Complete the MEDC Redevelopment Ready Communities	Ongoing	2017	December 2021	34/37 RRC Best Practices have been completed, with the last major best practices left being the Marketing Plan and selecting the 3 priority redevelopment sites.
Downtown Housing Development and Partnerships	Ongoing,	May 2020	Continuous	Downtown housing opportunities are being identified by Housing North and the City of Charlevoix Main Street Downtown Development Authority. Identified opportunities have prospective home inventories created to identify key factors, such as utilities, lot size, and incentives. Funding possible incentives is being explored in the form of DDA fund creation.
Finance Deed Restrictions to Promote Year-	Scheduled	January 2021	Continuous	Different fundraising mechanisms, both private and public, will be considered and analyzed to determine what method(s) are best optimized for this program.
Fund the Façade Incentive Grant Program	Scheduled	2021	Continuous	The DDA can vote to continue funding the Façade Incentive Grant Program after previously not accepting applications for the 2020 year. Should granting not be financially feasible, a revolving program could be explored, with private investments, local funds, or a USDA Rural

IMPLEMENTATION MATRIX

Economic Development Project	Status	Start Date of Current Objective:	Expected Date of Objective Completion:	Current Objective
Evaluate & Continue the Vault's Service	Ongoing	Continuous	Continuous	With a full year of non-quarantined operations, impact of services and economic projections can be explored accurately. Partnership is currently being negotiated with the Chamber of Commerce. Operational and financial transfer is possible at the end of 2021.
Flag Priority Sites for Development	Scheduled	January 2021	February–March 2021	Selecting 10 sites for possible Redevelopment Priority Site status.
Update Key Infrastructure	Exploratory	January 2021	June 2021 (or sooner)	The current priority of Infrastructure updates is the resurfacing of Antrim Street, from State Street to Park Street. Further, underground utility updates need to occur on Mason Street from Bridge Street to State Street, and extending under the municipal lots and behind Bridge Street Buildings. The next step of this project is to develop financial viability for the maintenance.
Promote Industrial Opportunities	Not Scheduled	Unknown	Unknown	Industrial Park projects are on the docket, but currently not scheduled for implementation by a public body or authorities. The Planning Commission is making a priority in 2021 to meet with Charlevoix Township officials, where more discussion on the status of the Business Park will occur.
Develop Consistent City Service Surveying	Exploratory	2021	Continuous	Development of program information will be developed in 2021 and presented to City Council before implementation occurs.

ACTION PLAN

The Action Plan provides a broad overview of the steps necessary to completing our economic development projects. It should be noted that these steps are prospective, and pend financial allocation, city capacity, and City Council approval. The year these are expected to be completed are listed after each of the steps, but should be viewed as estimations/goals. The implementation matrix, located in the previous section, provides a more descriptive vantage of where the city and community partners are in the current step of the project. Should the nature of our goals, projects, or individual steps change, the differences will be reflected in the yearly updates of this Economic Development Strategy.

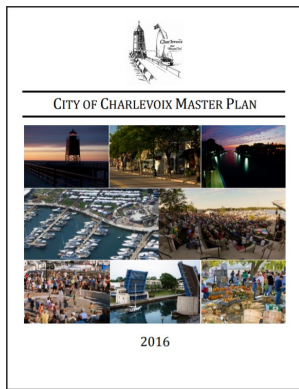
Economic Development Project	Steps Required for Completion
Expanding Fiber Internet to Businesses and Residents	☐ Partner with MMEA and Power System Engineering to complete financial feasibility study. (Late 2020–Early 2021) ☐ Conduct an engineering and constructability feasibility study, pending financial feasibility and City Council interest(2021) ☐ Contract out construction for ADSS Fiber GPON system. (2021–2022) ☐ Arrange in-house management of internet provision with ISP or lease fiber for 3rd party internet provision. (2022-2023)
Utilizing the downtown extensions, modernizing Charlevoix’s streetscape	☐ Finalize Corridor and Alley Implementation Plan, received input from Planning Commission, DDA, and City Council. (Late 2020) ☐ Identify funding opportunities as they arise, use road infrastructure fund for gaps in resurfacing funding. (Continuous) ☐ Partner with private business and property owners to improve use of downtown extensions. (Continuous)
Complete the MEDC Redevelopment Ready Communities Certification	☐ Continually update plans and strategies. (Continuous) ☐ Ratify Economic Development Strategy (2020) ☐ Ratify Marketing Strategy (2020-2021) ☐ MEDC completes final audit (2021)
Downtown Housing Development and Partnerships	☐ Develop clear Downtown Housing Development Incentive guidelines. (2020) ☐ DDA approval of program, allocation of funds for development. (2020) ☐ Apply for MDARD grant to help supplement incentive program. Add letters of support from downtown property owners interested in housing development on their properties (2020)
Finance Deed Restrictions to Promote Year-Round Housing	☐ Work with Housing North to apply deed restrictions from current funding pool. (Continuous) ☐ Research different ways to sustainably fund the Deed Restriction program using city resources or initiatives. (2021) ☐ Implement funding initiatives. (2021-2022) ☐ Market the Deed Restriction program to property owners. (2021-2022)

ACTION PLAN

Economic Development Project	Prospective Steps Required for Completion
Fund the Façade Incentive Grant Program	□ Develop new program guidelines reflecting emphasis on side and back facades. (2020) □ Present program guidelines to DDA subcommittees and the board as a whole for approval. (2020) □ Allocate funds to Façade Incentive Grant Program, or seek financing loans and grants from USDA Rural Development Grant. (2021)
Evaluate & Continue the Vault's Service	□ Renew the Vault's Lease with Huntington Bank. (2020) □ Create financial and operations—sharing contract between Chamber of Commerce and Downtown Development Authority. (2020-2021) □ Possible ownership transfer of the Vault to the Chamber of Commerce. (2021-2022)
Flag Priority Sites for Development	□ Select 10 sites for priority redevelopment. (2020) □ Meet with Redevelopment Services Team. (2020-2021) □ Market 3 Priority Redevelopment Sites. (2020-2021) □ Continuously market redevelopment sites on City websites (Continuous)
Update Key Infrastructure	□ Build major and local street funds to prepare for Antrim Street resurfacing. (2021, or continuous) □ Identify matching grants to support funding. (2021) □ Post RFP for resurfacing estimates (2021-unknown) □ Supervisor street resurfacing. (conditional)
Promote Industrial Opportunities	□ Continue to promote industrial ideas and opportunities in plans. (continuous) □ Planning Commission meets with township boards to discuss industrial opportunities, such as matching ordinances or 425 agreements. (2021)
Develop Consistent City Service Surveying	□ Develop program guidelines for City Surveying tool, present to City Council. (2021) □ Purchase or subscribe to surveying software and analytics software (2021) □ Solicit questions from department heads, launch first City Service Survey. (2021-2022)

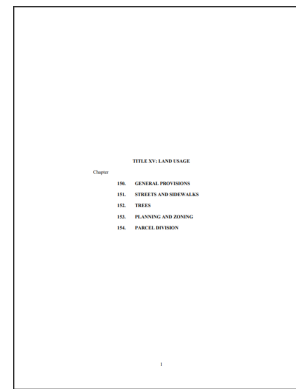
OTHER RESOURCES

To view the webpages, plans, or documents mentioned in this section, please click the images to the left of the description. These auxiliary resources help promote and implement the economic development goals and opportunities as identified in this strategy.



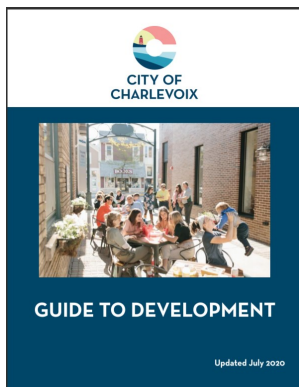
City of Charlevoix Master Plan

The master plan serves as a steering document for Charlevoix's policies and programs. Consultation of the master plan is used frequently in City Council and Planning Commission decisions.



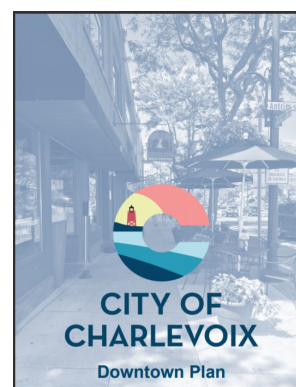
City of Charlevoix Zoning Ordinance

The zoning ordinance describes in detail the uses and architecture permitted within the City of Charlevoix. The Zoning Ordinance can impact residents, property owners, and businesses in the City.



Guide to Development

The Guide to Development serves to communicate transparently and efficiently what developers and homeowners can expect when constructing or modifying properties in the City of Charlevoix.



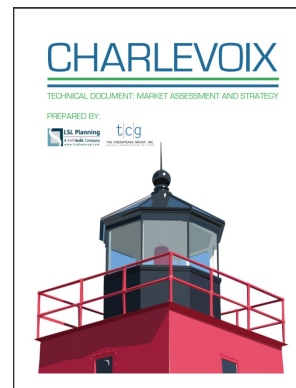
Downtown Plan

Much like the "Past Plans and Resulting Actions" section, the Downtown Plan serves to compile a list of priorities and actions (revolving around the central business district) from past documents and studies.



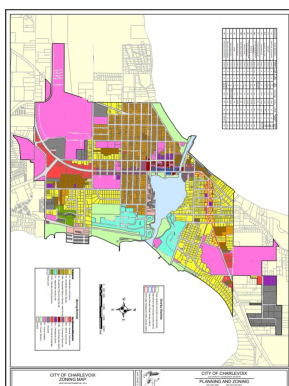
Business Incentives

Business incentives are available to those who are seeking to launch a startup, traditional retail outlet, accommodation service, or industrial company. These incentives can also apply to properties.



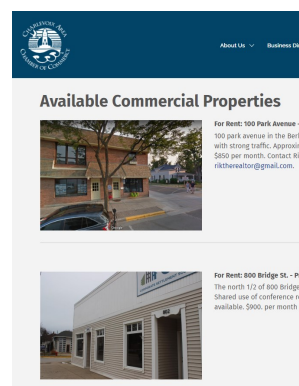
Market Assessment and Strategy Technical Report

The longer version of the 2015 Economic Development Strategy, this report has great data and recommendations for development and consumer trends in the City of Charlevoix.



Zoning Map

The zoning map provides information on the ordinance regulations and classifications applied to properties in the city. Rezoning is a power of the City Council, but any entity can propose rezoning.



Charlevoix Area Chamber of Commerce Available Property

A list of commercial property for sale or rent in the Charlevoix area. Note: This does not encompass all development opportunities in Charlevoix.

END NOTES

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MARKETING STRATEGY

Partners | Audiences | Analysis | Actions



CHARLEVOIX

January 2021

City Council Regular Meeting -

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INTRODUCTION

Residents and businesses in Charlevoix have clear expectations for the city: they want place, community spaces optimized for social uses that foster connections and enhance the quality of life. They want economic opportunity, infrastructure supporting our expanded businesses and resources for young entrepreneurs to bring their ideas to full realization. Through continuously supported community and economic development, the promise Charlevoix holds can be reached by all who seek it: be it workers wanting gainful employment; families looking for a community to settle in; or travelers searching for the idyllic escape.

Investments in the community don't reach their full potential until our stakeholders are aware of the changes being made. Without a comprehensive communication plan programs and services that residents want could exist without satisfying the latent demand; likewise, businesses seeking to expand from other areas or states may overlook Charlevoix if unaware of the competitive incentives we offer to the employers or the bountiful amenities we provide to workers. Herein lies the need for concrete marketing efforts. Marketing seeks to tailor the assets and business climate of our community to the target audiences sought, effectively packaging appealing information to recipients for targeted growth.

This marketing strategy serves as a guiding document for our marketing efforts. It details the importance of collaboration in marketing, describes our partners' efforts to positively advertise the city, discusses an over view of our targeted demographics, analyzes where our marketing is successful, and where we could improve and expand upon in our activities.

One may note that descriptive data on spending or a quantifiable marketing evaluation is not detailed in this document. The omission of this information is necessary for multiple reasons. The first being complete financial details of marketing (such as advertising buys or event revenues and expenditures) are proprietary to our private and non-profit marketing partners. Secondly, the quantified data is important for the competitive success of Charlevoix in Michigan and across the United States. If other cities with comparable demographics and amenities were aware of the methods behind our successful ventures, they would be able to exert their own resources in a similar capacity, crowding out the benefits without sharing the costs of trial and research.

The general nature of this document is beneficial for all in the community. It permits our local stakeholders comprehension for our efforts in "selling" their products and services to visitors, and helps communicate to our community the actions that are being taken to grow the number of residents who seek to participate in our year-round activities and economy. Those who would like to see a greater number and variety of businesses in our area may be interested in the strategy (along with our partnering Economic Development Strategy), as would incoming staff members or elected public officials.

The adoption of a marketing strategy is a best practice recommended by the Michigan Economic Development Corporation and required for Redevelopment Ready Community Certification, which the City of Charlevoix has been pursuing since 2017. This strategy will be updated regularly to reflect the changes in directive or local, state, and national trends.



City of Charlevoix

The City of Charlevoix does not regularly practice marketing in extensive capacity. The city has partnered with the Chamber of Commerce and Visit Charlevoix in long-ranging promotions, agreements, and contracts to advertise, market and hold promotions on the City's behalf.

The marketing activities that do occur by the City of Charlevoix focus on communicating programs or services to residents and visitors in the city proper and in local, outlying areas such as Charlevoix Township and Charlevoix County. The city has social media accounts that are largely successful, such as the recreation Facebook page which generates greater engagements counts than there are people in the city. Pages also exist for general city functions, the marina, and the airport. Marketing of services can also occur in print or digital brochures, displaying recreation programs or events. Data analytics have a heavy influence in who is targeted by Charlevoix, seen in the airport's decision to partner with other small airfields to collaboratively target general aviation while standard airline travel and corporate travel grow organically.

Other city functions may indirectly contribute to marketing efforts. DPW maintenance on streets and utility lines increase the desirability of Charlevoix to residents and businesses, as does the general beautification efforts that occur in our parks, public art, and flower plantings. A well-maintained city creates positive externalities in other organizations' efforts to advertise to far-away markets. The City's Farmer's Market program has launched businesses that were once weekly vendors into year-round brick and mortar storefronts. And while marketing can bring developers and enterprises to the table, our innovative zoning ordinances and transparent planning documents ensure that businesses routinely choose our city. Filled storefronts and fast selling properties effectively communicate that Charlevoix is a place to live for residents, and a place to launch for business leaders.

Charlevoix Area Chamber of Commerce:

The Charlevoix Area Chamber of Commerce is a non-profit business advocacy organization that seeks to advance the interests of its network and members. With over 440 businesses, organizations, and individuals represented, the Chamber of Commerce has access to the pulse of development and economic productivity in the city and its surrounding region. While still serving the needs of businesses individually, in recent years the Chamber has begun transitioning to marketing the region at higher industry-specific levels. These broader advertisements seek to advance the education, manufacturing, and health and wellness industries, as well as representing the culture of Charlevoix's civic and art organizations. Through these efforts, the Chamber displays the competitive assets the community holds in addition to its business opportunities to potential residents, firms, and visitors alike.

The Chamber of Commerce participates in marketing activities with the coordination of events and promotions. Business expos, merchant open houses, and seasonal festivals



provide opportunities for vendors to increase their public profile while selling their wares. The Chamber also targets resident and visitor attraction through “off-season” events. Promotions held in winter, spring, and fall months extend direct commerce and business-like activities to Charlevoix in a more distributed, year-round manner.

Visit Charlevoix:

Visit Charlevoix is the area’s Convention & Visitor’s Bureau, a non-profit business advocacy organization focused on promoting the hospitality industry in Charlevoix, along with tangent and interconnected businesses. Visit Charlevoix assists in increasing hotel occupancy rates year-round, both by marketing to potential overnight destination seekers and by partnering with the DDA and Chamber to advocate for impactful development. CVB activities used by Visit Charlevoix typically include online marketing (social media, newsletters, and blog posts), radio ad buys, promotional videos, and print media. The CVB also co-funds events and promotions in the city. Visit Charlevoix is currently examining strategies or activities to increase the quantity of overnight visitors in off-season months.

Charlevoix Main Street/Downtown Development Authority:

The Charlevoix Main Street/Downtown Development Authority’s focus, per there website, is to prevent and correct downtown deterioration, encourage historic preservation, create and implement development plans, and promote economic growth. Unlike the Chamber of Commerce or Visit Charlevoix, the DDA is a quasi-governmental entity, serving as an extension of the City of Charlevoix but doing so in a self-led manner. Also unique, the Main Street DDA serves to market and represent businesses and infrastructure within a specific geographic region, the commercial downtown corridor.

The downtown region holds 102 businesses, and the DDA also serves to market the amenities the area provides, participating in place-promoting activities with the parks (East Park, Veteran’s Park, Bridge Park), alleys and corridors, and built infrastructure.

The Main Street DDA participates in community marketing through means both direct and indirect. The DDA actively runs a mobile app, which can inform residents and visitors of the businesses available, current sales, and promotional events that are occurring. Direct advertising is purchased in targeted communities in Michigan and the United States, with efforts including radio ads and billboard rents. Newsletters regarding DDA and business activity in the downtown provide monthly marketing. The DDA’s indirect efforts put Charlevoix in a prime position to recruit talent and business as funds are dedicated to infrastructure and capacity improvements, such as contributing to walkability studies and improvements, or operating business incubators for new entrepreneurs.

TARGETED AUDIENCES



Permanent Residents:

Attracting those who will live and support the community through all four seasons should be the primary target of Charlevoix's marketing efforts. Permanent residents provide a core bulk of the labor supply in the City of Charlevoix, which stands on its own through viable manufacturing, health services, social services, and education industries. However, permanent residents also provide the important labor in the hospitality, retail, and food services industries, which enables the city to engage in the lucrative tourism activities that provide successful economic and cultural impacts for private businesses, residents, property owners, and the city alike.

What Stakeholders Benefit from this Audience:

The City of Charlevoix, Retail Businesses, Food Services, Professional Businesses, Manufacturing Businesses, Health Services, K-12 Education, Property Sellers and Leasers, Civic Organizations

How to Attract this Group:

Quality Job Opportunities, Park Amenities, Recreation Programing, Quality Education, Varying Housing Opportunities

Entrepreneurs/Expanding Business Owners:

Important to the economic health of Charlevoix is the quantity and quality of jobs that are offered in the community. Based on NLEA data, Charlevoix County has a deficit in county-to-county worker migration, indicating that residents are commuting to other counties at higher rates than we attract workers. Further, median household income in Charlevoix is significantly lower than the State of Michigan, and the variety of industries employing residents is likewise far lower. These factors can be remedied by targeting prospective entrepreneurs or small business owners seeking greater floor space and larger workforce numbers. The origination of products and services will increase the over wealth of our city and provide the average resident or worker with greater disposable incomes that, with opportunities to spent locally, can have a multiplying effect in our regional economy.

What Stakeholders Benefit from the Audience:

The City of Charlevoix, Retail Businesses, Professional Businesses, Manufacturing Businesses, Year Round Residents.

How to Attract this Group:

Businesses Incentives, Marketing move-ready and developable commercial, mixed-use, and industrial properties, Updating Infrastructure to better support business activities.

TARGETED AUDIENCES



Remote Workers/Young Professionals/High Skill Employees

Important to increasing the variety of job opportunities in Charlevoix is not just readying physical capacity such as roads, property, and broadband, but increasing the variety of labor stock business leaders have access to. Development and economic growth is a self-serving cycle; as Networks Northwest points out, business needs talent, talent needs community, and community needs businesses. By marketing the amenities Charlevoix is a municipal leader in (small-town culture, recreation and leisure opportunities, maintained parks and beaches, successful retail and dining), our community will be not just a viable destination for high educated and earning professionals, but a competitive one.

What Stakeholders Benefit from this Audience:

The City of Charlevoix, Professional Businesses, Retail Businesses, Food Services, Property Sellers and Leasers, Civic Organizations

How to Attract this Group:

Updating Infrastructure to better support business activities, increasing housing options, Increasing employment opportunities

Tourists, Short-Term Visitors, US 31 Traffic

Establishing Charlevoix as a well-rounded community is important to safeguarding meaningful and lasting community wealth. However, this pursuit should not discard the strength of our community in the processes. Since the decline of logging, mineral extraction, fishing, and other industrial activities, Charlevoix has been able to retool and rebrand itself as a premier vacation destination in Michigan. With beautifully protected natural environments and a downtown culture that feels like an escape, Charlevoix's assets provide a strong competitive edge in attracting dollars from outside the region. But it takes more than just the existence of assets to spawn tourism, it takes concentrated effort to communicate to those looking for a destination getaway. Partnerships in advertising, event management, and programming must not only continue with vigor, but with innovation to stay one step ahead of communities seeking to replicate Charlevoix's success.

What Stakeholders Benefit from this Audience:

Year Round Residents, Retail Businesses, Hospitality Businesses, Food Services

How to Attract this Group:

Print and Online Media, Event Planning, Façade Improvements, Technical Assistance to Businesses in Marketing

TARGETED AUDIENCES



Seasonal Residents:

Seasonal residents often make the most of their time in Charlevoix's busy Spring, Summer, and Fall months. Second home-owners often have larger disposable incomes, and choosing to spend those dollars in Charlevoix helps contribute to the economically-boosted peak and shoulder seasons. However, marketing efforts for seasonal residents play out in a different style than what may occur for other groups. Potential seasonal residents often make their decision to invest in Charlevoix long before concentrated marketing efforts reach them. Our seasonal residents are former residents who moved to different areas for professional reasons but cherished their formative years here enough to continue to stay connected to their hometown. Seasonal residents can be those who spent several summers or falls here for vacation or work and have decided (wisely) that the season is better spent here than elsewhere in the state or country. For whatever reason our seasonal residents decide to stay in Charlevoix for weeks or months of the year, it should be noted that the community is strong because of their support and investment. As such, our marketing efforts would be best spent appealing to our seasonal residents to stay longer. With additional weeks or months in the community, the inflow of spending dollars to local businesses would help them to hire more members of the community while staying open for longer periods of the year.

Who Benefits from this Audience:

Year-Round Residents, Hospitality Businesses, Food Services, Health Services, K-12 Education, Property Sellers and Leasers, Civic Organizations

How to Attract this Group:

Park Amenities, Recreation Programing, Varying Housing Opportunities, Events, Greater Business Variety

COMMUNITY IMAGE



In 2017, a5 inc. engaged with over 300 stakeholders to understand what community perceptions of Charlevoix were held, from both permeant members of the community and from those in midwestern metropolitan areas who had traveled to Charlevoix. This high-level display of surveys, interviews, and workshop responses can help those marketing in Charlevoix understand why residents love our community, and items we can work on to improve recruitment and attraction activities. Below are the responses with the highest number of mentions.

Resident & Business Interviews (24 interviews)

What do you like most about Charlevoix?

1. Small town atmosphere/ community
2. Abundance of recreation opportunities
3. Views/beauty

What do you like the least, or what could be improved?

1. Divisive/lack of collaboration
2. Lack of vision/forward thinking
3. Expensive
4. Lack of Jobs

What makes Charlevoix different from other surrounding communities, what makes it unique?

1. Access to three bodies of water/ water recreation
2. Quality schools
3. Downtown/library/hospital

In terms of economic development, what types of businesses do you want to attract to Charlevoix?

1. Industry/clean manufacturing/ business park
2. Technology
3. Marketing

What are Charlevoix's greatest assets when it comes to attracting tourists?

1. Venetian Festival
2. Water recreation/beaches
3. Schools

What elements contribute the most to your quality of life in Charlevoix?

1. Low crime
2. Schools
3. Familiar

If money were no object, what would you try to change or add to Charlevoix?

1. Jobs
2. Off-season events
3. Housing that is affordable

Name a community you would like Charlevoix to aspire to be like.

1. Boyne City
2. Petoskey
3. Traverse City

What should the Charlevoix brand convey?

1. Tight-knit community/friendly/ caring
2. Great place to raise a family
3. Beautiful
4. Abundant recreation opportunities/clean water & environment

Online Survey (213 respondents)

Where do you typically stay when visiting Charlevoix?

1. Hotel
2. With family or friends
3. Motel
4. Second home

What was the reason for your visit to Charlevoix?

1. Summer vacation
2. Restaurants
3. To visit family or friends
4. Special event

What did you enjoy most about your visit?

1. Visiting downtown Charlevoix
2. Walking
3. Shopping
4. Watching the sunrise/sunset

Which elements do you consider to be most important in a place to live?

1. Affordable living arrangements
2. Outdoor recreation
3. A downtown center
4. Low crime rate
5. Quality schools
6. Family or friends nearby
7. Cultural diversity
8. Proximity to a large city
9. Beaches
10. High-paying job opportunities

COMMUNITY IMAGE

Business After Hours Chamber of Commerce Survey (27 respondents)

What are your favorite things about Charlevoix?

1. Water/lakes/beach/marina/harbor
2. Atmosphere
3. People
4. Restaurants/food/bars

What are your least favorite things about Charlevoix?

1. Traffic/parking
2. No unique shops
3. Winter/deadness
4. Lack of affordable housing
5. Not willing to try to new ideas

What makes Charlevoix different from surrounding communities?

1. Lakes/water/beaches/marina access
2. Views
3. Bridge

If money were no object, what would you change or add to Charlevoix?

1. More housing that is affordable
2. Better traffic flow/wider bridge
3. Update downtown, larger shopping district, heated sidewalks
4. More youth activities

What do you want the Charlevoix brand to make you (or others) think and feel?

1. Winter activities
2. Welcoming/Inviting
3. Shops & Businesses open year-round
4. Fun
5. Affordable housing

Community Workshop (40 attendees)

What is best about Charlevoix?

- "Natural aesthetic..."
- "Never more than five minutes from a sunset or sunrise"
- "Mt. McSaub..."
- "Access to provisions."
- "Organic architecture"
- "Iconic structures: Drawbridge, Lighthouse"
- "All ages community"
- "Locally-owned businesses..."
- "Gateway to Beaver Island"
- "Castle Farms"

What could be better?

- "Open Doors, and say yes"
- "More progressive to attract younger residents, get word out"

If the town were a person, how would you describe it?

- "Authentic"
- "Classic"

What should the Charlevoix brand make you (and others) think and feel?

- "I get to live here"
- "Classic"
- "Unforgettable"
- "When are we going back?"
- Beautiful in so many ways—setting and people"

Conclusion:

Charlevoix's community image is tied to the natural resources that encompass and surround the city. Residents love living near the water and parks, and deeply value the resources the community has built, including the downtown businesses, quality schools, and the library. Residents also value the warm-spirited nature adopted by those in the community, noting how welcoming and caring it can be. Residents and businesses are critical about economic factors in Charlevoix, noting how the community would be more successful with better technology, quality jobs, and affordable housing. These desired improvements align with the features sought by those not living in Charlevoix, as noted in the online surveys.



Branding Standards

Enlisting the help of a5 inc, the City of Charlevoix invested in a modern revamp of its branding standards. Colors, typography, and logos were selected and created using the community image surveying data, which translated the feelings and preferences residents have to designs and standards that best represent our community. Valuing our traditional maritime heritage, environmental prioritization, strong water based-recreation, and memorable sunsets and landmarks, our logos evoke the amenities one can expect when visiting or residing in Charlevoix. The designs are simple and sleek, promoting the city in a minimalist way that let the warm colors of summer speak for themselves.

The colors associated with the branding of Charlevoix are as follows:

Primary Colors: **Dark Blue** (R0, G70, B104) **Dark Salmon** (R202, G82, B98) **White** (R255, G255, B255)

Secondary
Colors: **Lake Blue** (R47, G157, B185) **Light Blue** (R180, G220, B231)

Yellow (R239, G241, B178) **Salmon** (R249, G150, B150)

Typography is important to convey the welcoming and sincere messaging Charlevoix seeks. Typography to be used in public documents includes *Avenir*, *Neutra Text*, *Helvetica*, and *Raleway*.

Seen below, our logo represents the Charlevoix's historic, yet progressive nature. The image itself is modern, representing Charlevoix's ability to not just adapt, but innovate. The depiction within the logo displays the heart of Charlevoix: picturesque scenes and a preservation of the history that makes our community great.



CHARLEVOIX

Present but not included in this strategy are further logos for varying contexts, such as horizontal alignment, dark color backgrounds, black and white, and logos specific to varying events or departments.

City branding is required on all public documents, with rigorous standards to promote the unity behind our messaging. For more information on our existing branding policy, please email Lindsey Dotson, Main Street DDA Executive Director, at Lindseyd@charlevoixmi.gov.



Determination of priority status can vary from site to site. A site's priority and importance can depend on factors such as City Council goals or directive, alignment with future land use and master plan, developer/investor interest, ease of redevelopment, adaptive reuse, economic impact of redevelopment, environmental ramifications, geographic location, and other elements that may be of importance to the city, residents, and businesses.

Marketing Priority Redevelopment Sites

Other venues for advertising sites for development include the Chamber of Commerce's [Available Properties webpage](#), which displays properties for redevelopment, purchase, and lease in the Charlevoix area (including the County) and the Charlevoix Main Street Downtown Development Authority's [Available Property webpage](#), which markets properties for redevelopment, purchase, and lease in the Downtown Area of Charlevoix.

Items to Include When Marketing Priority Redevelopment Sites

Property address	Community contact Information	State Equalized Value	Economic incentives
At least one picture of the site	Zoning	Utilities on site	GIS information
Rendering, if applicable	Lot size	Wired broadband infrastructure	Surrounding amenities
Owner contact information	Building size	Community vision	All other relevant information

MARKETING GAP ANALYSIS



Marketing a community can only be a successful venture when all partners know the impacts and limitations of their combined efforts. To better understand the community marketing that was occurring at a macro level, the Charlevoix City Manager, Mark Heydlauff, Charlevoix Main Street Downtown Development Director, Lindsey Dotson, Chamber of Commerce President, Sarah Hagen, and Convention & Visitor's Bureau Executive Director, Amanda Wilkin, formulated a list of their activities that are successful, need improvement, and are no longer viable, in addition to detailing activities that would be beneficial to bring to Charlevoix. Below are the results of their inventory.

MARKETING GAP ANALYSIS	City of Charlevoix	City of Charlevoix Main Street Downtown Development Authority	Charlevoix Area Chamber of Commerce	Visit Charlevoix
How the Organization Promotes Charlevoix	Improving Business Climate (Utilities, Incentives, Regulation) Place-making Infrastructure maintenance Programming Brochures & Recreation Guides Cooperative agreements Social Media/ Website Presence	Façade Grants Match on Main Design Assistance Available Properties Advertising in NW MI Market Research & Analysis Print Ads, Brochures, Maps Business Directories Mobile Application Social Media/ Website Presence Business Highlights	Business Directories Social Media/Website Presence Promotional Videos Visitor Guide/ Information Access Available Properties Weekly Newsletter/Biz Blast/ Networking and Community Events Tradeshows Event Sponsorships Alliance Involvement & Advocacy	First Impression & Visitor Guides Extensive Social Media/ Website Presence (Youtube, Twitter, Instagram, Facebook) Radio/Billboard/Social Media Ad Buys across U.S. Partnership with Pure Michigan Activity & Travel Blog Promotion and Advocacy for Hotels and Dining Travel Planner & Maps
What the Organization Could Improve Upon	Redevelopment/ Retention/ Expansion Housing Availability Workforce Attraction	Strategic Recruitment Success Stories & Case Studies	Success Stories & Case Studies Cohesive plan/ event teams	Visitor Education
Programs or Initiatives to be Added	Cohesive Goal Setting for Development	Incentive Packaging Housing/Downtown/ Entrepreneurial Development Extended Financing Addressing Vacant Storefronts	Business relocation packet Extended Inclusion of Marketing and Economic Development Partners	Ask a Local Campaign Local Video Series Community Education
Programs to be Evaluated	Event Coordination Group Tours	Home Share Business Recruitment	Home Share Downtown/Visitor Balance Love Where You Live	N/A

MARKETING ACTION PLAN

The Action Plan provides a broad overview of the steps necessary to completing our marketing projects. It should be noted that these steps are prospective, pend financial allocation or city capacity, and may require City Council or DDA approval. The year these are expected to be completed are listed after each of the steps, but should be viewed as estimations/goals. The action plan below is for the City of Charlevoix. Should the nature of our goals, projects, or individual steps change, the differences will be reflected in the yearly updates of this Marketing Strategy.

Marketing Project	Steps Required for Completion
Complete Redevelopment Ready Communities Program	☐ Ratify Economic Development Strategy (2021) ☐ Ratify Marketing Strategy (2021) ☐ Update Capital Improvements Plan (2021) ☐ Update Community Website to hold these documents (2021)
Select and Market Redevelopment Ready Sites	☐ Identify 5-10 vacant or underutilized sites (2021) ☐ Contact property owners regarding development or sale (2021) ☐ Gather community vision through Economic Vitality Committee, Downtown Development Authority, Planning Commission, and City Council (2021) ☐ Create Property Information Packages (2021) ☐ Partner with MEDC to market sites statewide (2021)
Downtown Housing Incentive Program	☐ DDA passes Downtown Housing Incentive Program language (2020-2021, if approved) ☐ Market Downtown Housing Incentive Program directly to downtown property owners (2021) ☐ Work with interested parties in completing pre-application work, including zoning, building, electrical, mechanical permits and site review. (2021)
Ance Industrial Park	☐ Planning Commission to meet with townships committees on Industrial Park Use (2021) ☐ New signage/rebranding to "Business Park" (2022-?)
Charlevoix Recreation Programing Promotion	☐ Publish semi-annual recreation guide, focusing on summer and winter activities. Market via website, newsletter, and email blast. (2021) ☐ Increase social media presence, notably on Instagram. Link Facebook and Instagram to accomplish this. (2021) ☐ Explore was to better highlight Farmers Market- vendors, entertainment, Jr Marketeers, Monday Market, etc. (2021)
Downtown Development Authority Marketing	☐ Continue to fund collaborative ad campaign program. (2021) ☐ Publish downtown maps, update directory kiosks downtown (2021) ☐ Continue to distribute current rack cards throughout downtown.

CHARLEVOIX CITY COUNCIL

All Other Actions and Requests

TITLE: Charlevoix EMS Replacement Fund

DATE: January 4, 2021

PRESENTED BY: Mark L. Heydlauff, City Manager

BACKGROUND:

As you know, we have ongoing dialogue with our township colleagues on the creation of an EMS Authority. We believe it is plausible to bring authority language to each of the governing boards yet this month to move toward an independent, tax-supported entity for the management of the service. In the meantime, the township supervisors and I discussed a plan to reallocate some of the fund balance reserved for future ambulance and equipment replacement toward current operating liabilities for each entity. The current fiscal conditions, brought on largely by the pandemic and changes in the industry, make the subsidy of the life saving service an increasing challenge. By using this funding now, we can reinforce the fiscal stability of each entity and bridge the service toward its independence.

Under this understanding of the use of the fund balance, which is managed by the City and ultimately City Council, we will transfer reserved funding to operating expenses in two phases: this month \$65,000 will be transferred and credited proportionally to the members; phase 2 will be upon the creation of the authority and the remaining funds will again be transferred proportionally to the members who remain party to the operational agreement at the time. Phase 2 will likely transfer around \$100,000 though this is subject to whatever is needed to maintain equipment in the meantime and thus the risk is borne by the members who are part of the agreement.

RECOMMENDATION:

Motion to approve the Memorandum of Expectations for Ambulance Service dated January 4, 2021.

ATTACHMENTS:

- ▢ Memorandum of Expectations for Ambulance Service

Charlevoix City Council
Memorandum of Expectations for Ambulance Service
Approved by City Council January 4, 2021

The Townships of Charlevoix, Eveline, Hayes, Marion and Norwood, together with the City of Charlevoix entered a joint and mutual agreement on June 1, 2019 for the provision of Ambulance Service by the City of Charlevoix.

Together these entities are exploring and may in fact create an independent Authority with taxing ability to manage and maintain ambulance services going forward. This authority may include or be conducted in coordination with other entities.

Given the current operational cost concerns, the present impacts on the budget due to the novel Coronavirus pandemic, and the desire to change the structure of the agreement, this memorandum of understanding is approved by the City Council of the City of Charlevoix pursuant to the management responsibilities it holds under the June 1, 2019 Agreement (hereafter "the Agreement") for Ambulance Services and is offered to the Townships to outline our understanding of how the current cash set aside for future ambulance replacement should be used now and in the future when we expect the current agreement will be collectively terminated by the then-remaining parties.

- a. *Ambulance Replacement Fund* The City of Charlevoix has, in cooperation with the Townships, established a separate account intended to reserve cash for long-term ambulance and large equipment purchases needed to maintain the ambulance service in the long-term. This account is now valued at approximately \$166,000. The fund was specifically established for long-term equipment replacement and not ongoing operations.
- b. *Refund of portion* The City of Charlevoix agrees to refund \$65,000 of the Ambulance Replacement fund as invoice credits to each township and the City in proportion to the cost sharing formula contained within Section 7, part B of the Agreement. Such refunds shall occur on January 31, 2021 and shall amount as follows:

City of Charlevoix:	\$23,302.50	35.85%
Charlevoix Township:	\$11,940.50	18.37%
Eveline Township:	\$3,887.00	5.98%
Hayes Township:	\$12,792.00	19.68%
Marion Township:	\$9,223.50	14.19%
Norwood Township:	\$3,854.50	5.93%

- c. *Refund of remainder* Upon collective termination of the Agreement (Section 5), entities who remain party to the Agreement at its termination shall receive a refund based on the above percentages. If Norwood Township continues with its plan to leave the agreement, it shall not be entitled to this refund and the refund percentages shall be as follows:

City of Charlevoix:	37.98%
Charlevoix Township:	19.55%
Eveline Township:	6.36%
Hayes Township:	20.97%
Marion Township:	15.14%

Above all, we remain committed to working with our colleagues and neighbors to provide ambulance service within a collective framework that is beneficial both for the collective and the individual entity served.

CHARLEVOIX CITY COUNCIL

All Other Actions and Requests

TITLE: Northside Trail Development Agreement

DATE: January 4, 2021

PRESENTED BY: Mark L. Heydlauff, City Manager

BACKGROUND:

In December, Council approved receiving easements for the construction of a non-motorized trail on the north side of Charlevoix to connect the Northern Michigan Wheelway to downtown. Eventually this network will connect to the Lake-to-Lake Trail and a planned non-motorized trail to Elk Rapids and Traverse City.

In order to keep this process moving, we have begun discussions with OHM Advisors who has extensive experience helping Charlevoix County construct their trail between Charlevoix and Boyne City. We have also had dialogue with TART who is managing the extension of the trail between Traverse City and Charlevoix. In order to support this vital link, they are willing to support the engineering portion of the project which is currently estimated at \$150,000. We also expect to qualify for MDOT grants in the range of \$750,000 to \$1 million leaving the City's local match in the \$200,000 range minus any local fundraising and assistance from other units of government, like Charlevoix County. My draft 2021/2022 budget includes this expectation in our Infrastructure Fund; it is currently entirely included in this upcoming fiscal year though construction timing could spread it over the next couple of years.

At this point, we will need an agreement with TART to receive their funding. This is relatively pro-forma expectation and will contemplate who will oversee long-term maintenance of the trail between the intersection of Waller Road and US 31 until the trail comes out on Division Street by the new County Building. I'm seeking Council's authorization to negotiate the final terms of this agreement in order that we might qualify for the engineering support toward the broader project. I'll share the final agreement with Council once complete.

GOALS:

Enhance and showcase the outstanding quality of life in Charlevoix

RECOMMENDATION:

Motion to authorize the City Manager to negotiate and sign an agreement with TART to develop the Northside Non-Motorized Trail.

CHARLEVOIX CITY COUNCIL

All Other Actions and Requests

TITLE: FY 2022 Budget-First Draft Discussion

DATE: January 4, 2021

PRESENTED BY: Mark L. Heydlauff, City Manager

BACKGROUND:

I've included for your review a first draft of the budget for Fiscal Year 2022--the year covering April 1, 2021 to March 31, 2022. Also included is a memo outlining some broad topics of note in the budget. I'm happy to entertain your questions or requests for more information. Broadly speaking, my philosophy is to project on the high end of expenses and the low end of revenues in order that we might be more balanced as the year ends rather than less. This proved true last year though this year is a moving target with some of the costs, especially tied to the pandemic response and EMS.

RECOMMENDATION:

Council discussion.

ATTACHMENTS:

- ▣ Preliminary Budget Memo
- ▣ Preliminary FY 2022 Budget Draft



TO: The Honorable Mayor Kurtz and the Charlevoix City Council

FROM: Mark L. Heydlauff, City Manager

RE: FY 2021-2022 Charlevoix City Budget

DATE: December 31, 2020

I will not waste your time with any of the cliché comments that can be made about the surprises that were 2020 except to acknowledge the budget conversation we have now is different from the one we had a scant year ago. Below, I will outline the highlights of this first budget draft of the year for you. At the first meeting in February, we'll present the near final draft that will be used to give the public notice for final adoption of the Budget Ordinance at your February 15th meeting.

Taxes

As in the past, we are recommending no change to the tax rate levied apart from the required Headlee roll back. This will again keep Charlevoix's city tax rate among the lowest in our region.

General Fund

This past spring, Council wisely directed us to trim our seasonal workforce in anticipation of a limited special event season downtown. This had the benefit of having fewer staff to gather and potentially spread the virus and also to reduce our expenses. We recommend maintaining this lower seasonal staffing level into 2021 with the addition of a few special projects.

The Golf Course was a financial bright spot in 2020 with the best financial performance in a decade due to the wise leadership of Recreation Director Kent Knorr and our golf course staff. This success was twofold: demand among golfers was up and again we took a conservative approach to preemptively cutting costs. Aside from some equipment purchases, we plan a similar strategy in 2021. We have also recently acquired a snow trail groomer and plan to begin grooming snowshoe and cross-country ski trails at the golf course so the public can enjoy another winter amenity with a low cost for us.

Except for the City's contribution to the operating loss of our EMS system (more to be discussed below), we present a more or less balanced budget for the coming year. Were it not for EMS obligations, we would be fairly comfortably balanced. As it stands, the transfer to the EMS Special Revenue Fund accounts for nearly $\frac{3}{4}$ of a mill worth of our tax revenue.

We plan to propose modest, inflationary adjustments for common city services and fees like cemetery rates, recreational amenities, and so on. The full rate and fee schedule will be proposed later in the month.

Special Revenue Funds

EMS

As briefly discussed above, EMS was the hardest impacted of our funds this year. We had months this spring where run volume was 30-40% lower than expected while expenses increased as PPE and sanitation supplies were purchased. Labor expenses also increased as we covered shifts for staff who had to quarantine due to exposure, or who were COVID positive. We are continuing to assess the financial viability of some of our services along with ways to further reduce expenses while maintaining high-level lifesaving services for the City and the five surrounding townships we serve.

The major topic in 2021 will be the effort to create an ambulance authority in our area and perhaps more broadly across Charlevoix County. My expectation is that the creation of an authority would transfer the assets and equipment of our current EMS Department to the new authority; most likely, the authority would continue to operate from our building and lease the space from the City to cover utilities and building maintenance. Financially, this authority would likely include a proposal to voters to levy a $\frac{3}{4}$ mill tax to support operations; this would free up more than \$200,000 currently coming from our General Fund in order to cover losses in the system. I will note that earlier this month our auditor, responding to the Mayor's question about the topic, indicated EMS system are among the most challenging operations for local governments right now. I believe the creation of an EMS authority would create operational and financial stability for our ambulance service and empower the townships to take ownership in the system that provides significantly more service outside the City than in.

Parking

This year we purchased and belatedly installed parking meters and pay stations downtown. The later than expected installation and a laxer enforcement meant revenues were down as we looked for creative solutions to the COVID realities downtown. In the coming year, we are exploring options for credit card processing and will likely propose a rate increase to \$1 per hour. We have also begun to track the expense related to snow removal to better tie the revenue derived from parking to the real costs involved in providing it. I note that businesses in our community who provide a parking lot for their customers expect the activities of their business will cover the expenses of parking like pavement maintenance and snow removal; it is only logical we should treat parking accordingly.

Utility Funds

With the retirement of Don Swem from our Electric Department, we will be welcoming new leadership for our Electric Department. This is a good step for now, but long-term leadership in this area will be an ongoing point of concern. I expect we will soon be looking for someone in an assistant director position who can be mentored and guided toward longer-term leadership. This position is not included in the budget presented, but I would guess before the end of the 2021-2022 fiscal year we'll be exploring this position. We will also be looking at some streetlight replacements along Dixon Avenue as well as downtown in the near future. These items are contemplated in our capital budgeting.

The Water Fund is significantly healthier than it was five years ago. Steady but significant rate increases have brought revenue in line with the needs of maintenance, especially at our Water Plant which has been getting the most significant maintenance since it was built 35 years ago. This past year we completed a major improvement of the filtering system at the plant and we have also been testing and monitoring the alarms and data systems tied into the plant. Again, we have begun upgrading this technology to the standards of today and this process will continue over the next few years and is contemplated in our Capital Budget process.

The Sewer Fund remains in healthy condition and is adequately funded to maintain our systems and address longer-term capital costs as they emerge. We do anticipate the need for lift station upgrades and replacements in the next couple of years; we applied unsuccessfully for a grant to do some of this work this past year and we'll continue to look at outside funding sources.

Overall, we expect modest but minimal rate increases across the funds. In years past when capital costs were outpacing revenue and fund balance, we had sharp, significant increases; this is not a good practice. Steady and modest increases are easiest for customers to swallow and for longer-term budgeting stability.

Other Funds

Centered in the Major Street fund but including the utilities, we are proposing roughly \$250,000 to engineer the full reconstruction of Antrim Street. Funding this project is still a year or two away but the first step is having a prepared plan and we believe this is an important step to improving a top-priority transit corridor.

The Infrastructure Fund includes funds to leverage several much larger funding sources to construct the Northside Trail. Akin to the Lake-to-Lake Trail constructed several years ago, we'll be looking to win state funding and other local sources to help fund this important recreational improvement. The money budgeted for this would likely be sufficient to match an MDOT grant for the project though we hope additional local sources can augment our support.

The Airport Fund continues its improved health, and we expect this will remain going forward.

I welcome your comments, questions, and discussion as we begin a unique and exceptional budget review process.

**CITY OF CHARLEVOIX
GENERAL FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
Taxes	2,477,459	2,609,000	2,650,278	2,640,700
Licenses & Permits	7,720	7,400	25,600	47,900
Federal Grants	693	-	100,629	-
State Grants & Revenue	268,108	271,000	267,193	262,400
Local Grants & Contributions	50,578	5,200	78,000	5,500
Charges for Services	460,757	279,200	294,843	300,100
Fines & Forfeits	18,023	1,400	2,100	1,400
Interest & Rents	192,912	212,400	233,362	236,600
Other	40,902	35,000	48,932	36,600
Fund Transfers	2,500	-	-	-
TOTAL REVENUES	\$ 3,519,653	\$ 3,420,600	\$ 3,700,937	\$ 3,531,200

EXPENSES				
Legislative	67,899	59,000	53,208	59,300
General Government	686,733	646,650	643,249	644,150
Public Safety	1,129,736	1,137,100	1,150,712	1,173,400
Public Works	258,983	249,200	368,114	332,400
Health & Welfare	79,081	61,200	163,904	178,000
Recreation & Culture	1,236,022	1,214,550	1,290,962	1,286,750
Other	21,940	17,100	97,314	17,300
Fund Transfers	100,000	35,000	66,000	52,000
TOTAL EXPENSES	\$ 3,580,395	\$ 3,419,800	\$ 3,833,462	\$ 3,743,300

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (60,742)	\$ 800	\$ (132,526)	\$ (212,100)
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YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	1,212,534	1,096,442	1,151,792	1,019,267
NET CHANGE IN FUND BALANCE	(60,742)	800	(132,526)	(212,100)
FUND BALANCE	\$ 1,151,792	\$ 1,097,242	\$ 1,019,267	\$ 807,167
CASH & INVESTMENTS	\$ 1,227,349	\$ 821,222	\$ 1,094,823	\$ 882,723
FUND BALANCE AS % OF TOTAL EXPENSES	32%	32%	27%	22%

CITY OF CHARLEVOIX
GENERAL FUND REVENUE DETAIL
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
TAXES				
CURRENT PROPERTY TAX LEVY	2,078,504	2,220,400	2,245,392	2,245,400
REFUSE TAX	229,662	236,800	240,082	240,100
PAYMENT IN LIEU OF TAXES	7,379	13,200	13,200	13,200
DELINQUENT TAXES - CITY OPERATING	44,868	30,000	30,000	30,000
DELINQUENT TAXES - REFUSE	4,958	3,000	3,000	3,000
IFT / CFT TAXES	7,672	5,000	8,000	8,000
LOCAL STABILIZATION REVENUE	73,908	68,600	79,604	70,000
INTEREST & DELINQUENT - TAXES	6,788	8,000	7,000	7,000
TAX ADMINISTRATION FEES	23,720	24,000	24,000	24,000
TOTAL TAXES	\$ 2,477,459	\$ 2,609,000	\$ 2,650,278	\$ 2,640,700
LICENSES & PERMITS				
LICENSES & PERMITS	7,720	7,400	7,900	7,900
LICENSES & PERMITS - SHORT TERM RENTALS	-	-	17,700	40,000
TOTAL LICENSES & PERMITS	\$ 7,720	\$ 7,400	\$ 25,600	\$ 47,900
FEDERAL GRANTS				
FEDERAL GRANTS - OTHER	-	-	100,629	-
FEDERAL GRANTS	693	-	-	-
TOTAL FEDERAL GRANTS	\$ 693	\$ -	\$ 100,629	\$ -
STATE GRANTS & REVENUE				
STATE GRANTS - PUBLIC SAFETY	1,180	1,500	1,500	1,500
STATE GRANTS - ELECTIONS	-	-	3,804	-
STATE GRANTS - OTHER	-	-	-	-
STATE SHARED REVENUE	244,604.00	246,500.00	238,855.96	238,900.00
STATE SHARED REVENUE - LIQUOR LICENSES	10,463	11,000	9,927	10,000
STATE SHARED REVENUE - METRO ACT	11,861	12,000	13,106	12,000
TOTAL STATE GRANTS & REVENUE	\$ 268,108	\$ 271,000	\$ 267,193	\$ 262,400
LOCAL GRANTS & CONTRIBUTIONS				
CONTRIBUTION - CHARLEVOIX TWP	-	-	-	-
CONTRIBUTION - HAYES TWP	-	-	-	-
CONTRIBUTION - NORWOOD TWP	-	-	-	-
GRANTS - CVX COUNTY COMMUNITY FOUNDATION	10,000	1,000	1,000	1,000
GRANTS - OTHER	28,428	-	70,000	-
GRANTS - FREY FOUNDATION	-	-	-	-
GRANTS - GRAND TRAVERSE BAND	11,200	3,500	6,000	3,500
GRANTS - FARMERS MARKET	950	700	1,000	1,000
TOTAL LOCAL GRANTS & CONTRIBUTIONS	\$ 50,578	\$ 5,200	\$ 78,000	\$ 5,500
CHARGES FOR SERVICES				
FIRE RUNS & PROTECTION	-	-	-	-
FIRE CONTRIBUTION - FIRE ACADEMY	-	-	-	-
AMBULANCE RUNS	(8,892)	-	-	-
AMBULANCE CONTRACTS	162,575	0	0	0
CHARGES FOR SERVICES - OTHER	581	700	800	700
CEMETERY - LOTS, FOUND & OPENING	27,589	35,000	35,000	35,000
PAVILLION RESERVATION FEE	5,500	6,000	4,000	5,500
SKATE PARK RENTAL EQUIPMENT	-	-	-	-
SKATE PARK CONCESSION	-	-	-	-

**CITY OF CHARLEVOIX
GENERAL FUND REVENUE DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
GOLF - NINE AND DINE	-	-	-	-
GOLF - NON TAXABLE ITEMS	1,883	1,700	1,206	1,700
GOLF - TAXABLE ITEMS	2,376	1,700	1,662	1,700
RECREATION - NON TAXABLE ITEMS	-	-	-	-
FARMERS MARKET SALES	19,206	18,000	21,000	21,000
USE & ADMISSIONS - GREEN FEES	95,060	96,000	120,335	120,000
USE & ADMISSIONS - SUMMER SPORTS	5,238	5,200	85	4,000
USE & ADMISSIONS - DAY CAMP	45,495	45,900	39,738	39,700
USE & ADMISSIONS - SKI HILL	54,274	55,000	55,000	55,000
USE & ADMISSIONS - BASKETBALL	-	-	-	-
USE & ADMISSIONS - VOLLEYBALL	-	500	-	500
USE & ADMISSIONS - BEACH CLEANING	3,067	1,500	2,300	2,300
USE & ADMISSIONS - SKATE PARK	969	1,000	1,717	1,000
USE & ADMISSIONS - SKATING RINK	330	500	500	500
USE & ADMISSIONS - FARMERS MKT BOOTH	11,615	10,000	11,000	11,000
USE & ADMISSIONS - YOGA IN PARK	477	500	500	500
PARKING FEES	33,416	-	-	-
ALARM RESPONSE FEES	-	-	-	-
TOTAL CHARGES FOR SERVICES	\$ 460,757	\$ 279,200	\$ 294,843	\$ 300,100
FINES & FORFEITS				
FINES AND FORFEITS	17,595	-	-	-
ORDINANCE FINES - COUNTY	383	500	1,200	500
NSF CHECK CHARGES	45	300	300	300
CIVIL INFRACTION FINES	-	600	600	600
TOTAL FINES & FORFEITS	\$ 18,023	\$ 1,400	\$ 2,100	\$ 1,400
INTEREST & RENTS				
INTEREST EARNINGS	13,808	5,000	5,000	5,000
RENTS - DOCKING	-	-	-	-
RENTS AIRPORT	-	-	-	-
RENTS - CITY HALL	151,700	176,100	197,061	200,300
RENTS - ELECTIONS	-	2,600	2,600	2,600
RENTS - FERRY BOAT LAUNCH	27,403	28,700	28,700	28,700
RENTS - ROAD RIGHT OF WAY	-	-	-	-
RENTS - TOWER LEASE	-	-	-	-
RENTS - GOLF	-	-	-	-
RENTS - HARBOR BUILDING	1	-	1	-
TOTAL INTEREST & RENTS	\$ 192,912	\$ 212,400	\$ 233,362	\$ 236,600
OTHER				
SALE OF FIXED ASSETS	-	500	500	500
DONATIONS - PRIVATE SOURCES	2,484	-	-	-
CONTRIBUTIONS & DONATIONS - RESTRICTED POLICE	700	-	500	500
DONATIONS - SKATE PARK	1,400	1,500	1,500	1,500
DONATIONS - TREES	-	-	-	-
CONTRIBUTIONS & DONATIONS - DRUG FORFEITURES	41	-	-	-
DONATIONS - DISC GOLF	-	-	-	-
DAY CAMP SCHOLARSHIPS	1,427	6,500	6,500	6,500
CONTRIBUTIONS - VOLUNTEER FIRE	-	-	-	-
SKI HILL SCHOLARSHIPS	2,735	5,000	5,000	5,000
DONATIONS - BRICKS	200	300	700	700

**CITY OF CHARLEVOIX
GENERAL FUND REVENUE DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
CONTRIBUTIONS & DONATIONS - EMS	-	-	-	-
CONTRIBUTIONS PRIVATE - BENCHES	(70)	2,000	2,000	2,000
DONATIONS-MCSAUBA CANDLE HIKE	188	1,500	1,500	1,500
SPONSOR/DONATION - FARMERS MKT	1,500	4,500	4,500	4,500
DONATION - DAY CAMP EDUCATE	-	-	-	-
DONATION - ICE RINK	-	1,000	1,000	1,000
DONATION - BALL FIELD IMPROVEMENT	-	-	-	-
DONATION - KAYAK LAUNCH-FERRY	-	-	12,248	-
REFUNDS & REBATES	6	2,000	1,000	1,000
REFUNDS & REBATES - INSURANCE	1,895	100	100	100
APPROPRIATIONS FROM SURPLUS	-	-	-	-
MISCELLANEOUS	28,376	10,100	11,744	11,700
MISCELLANEOUS - FARMERS MARKET	21	-	140	100
TOTAL OTHER	\$ 40,902	\$ 35,000	\$ 48,932	\$ 36,600
FUND TRANSFERS				
CONTRIBUTIONS FROM OTHER FUNDS	2,500	-	-	-
CONTRIBUTIONS FROM OTHER FUNDS - PI 6	-	-	-	-
TOTAL FUND TRANSFERS	\$ 2,500	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 3,519,653	\$ 3,420,600	\$ 3,700,937	\$ 3,531,200

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
COMMON COUNCIL				
EMPLOYEE FRINGE BENEFITS	6,435	8,300	7,838	8,300
FEES & PER DIEM	13,039	14,700	13,770	14,700
OFFICE SUPPLIES	1,862	2,500	2,500	2,500
PROFESSIONAL SERVICES	29,215	11,800	11,800	11,800
CONFERENCE & TRAVEL	1,273	6,200	1,000	6,200
PRINTING & PUBLISHING	6,496	5,500	5,800	5,800
MEMBERSHIPS & DUES	1,980	2,200	2,400	2,200
MISCELLANEOUS	7,600	7,800	8,100	7,800
TOTAL COMMON COUNCIL	\$ 67,899	\$ 59,000	\$ 53,208	\$ 59,300

MAYOR				
EMPLOYEE FRINGE BENEFITS	574	700	726	800
FEES & PER DIEM	3,228	4,200	4,240	4,400
OFFICE SUPPLIES	-	200	200	200
CONFERENCE & TRAVEL	3,027	3,500	100	3,500
CAR ALLOWANCE	600	600	600	600
MISC. (MEMBERSHIPS & DUES)	-	100	100	100
TOTAL MAYOR	\$ 7,429	\$ 9,300	\$ 5,966	\$ 9,600

CITY MANAGER				
SALARIES & WAGES	38,622	33,200	33,218	34,000
WAGES (ICMA)	5,758	5,300	5,315	5,500
SALARIES & WAGES - TEMPORARY	7,475	4,100	4,117	4,200
EMPLOYEE FRINGE BENEFITS	35,459	30,700	30,739	31,400
OFFICE SUPPLIES	7,960	7,900	7,900	7,900
CONTRACTUAL SERVICES	4,843	5,000	7,500	10,000
TELEPHONE	10,287	7,400	7,400	5,000
CONFERENCE & TRAVEL	7,190	6,300	1,000	7,600
CAR ALLOWANCE	5,400	5,400	5,400	5,400
BOOKS, MAGAZINES & PERIODICALS	200	350	355	350
MEMBERSHIPS & DUES	1,499	1,600	1,670	1,800
MISCELLANEOUS	87	500	500	500
OFFICE EQUIPMENT	-	500	800	500
TOTAL CITY MANAGER	\$ 124,781	\$ 108,250	\$ 105,915	\$ 114,150

ELECTIONS				
SALARIES & WAGES	7,677	9,400	9,350	9,500
WAGES (ICMA)	756	1,000	982	1,000
SALARIES & WAGES - TEMPORARY	3,653	10,700	6,900	8,300
EMPLOYEE FRINGE BENEFITS	6,536	8,900	8,328	8,700
FEES & PER DIEM	-	-	-	-
OFFICE SUPPLIES	4,238	2,300	2,300	2,700
PRINTING & PUBLISHING	2,484	500	500	3,500
EQUIPMENT MAINTENANCE	-	4,200	2,700	5,400
TOTAL ELECTIONS	\$ 25,344	\$ 37,000	\$ 31,060	\$ 39,100

ASSESSOR				
SALARIES & WAGES	34,796	36,700	20,853	-
WAGES (ICMA)	3,535	3,900	2,371	-
SALARIES & WAGES	-	-	-	-
EMPLOYEE FRINGE BENEFITS	27,268	28,900	16,491	200

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
FEES & PER DIEM	850	1,500	1,500	1,500
OFFICE SUPPLIES	168	200	200	200
CONTRACTUAL SERVICES	55	-	15,300	37,000
TELEPHONE	600	1,700	1,453	1,200
CONFERENCE & TRAVEL	355	1,100	2,400	-
PRINTING & PUBLISHING	1,407	3,300	1,500	1,500
EQUIPMENT MAINTENANCE	1,425	1,400	1,457	1,500
OFFICE EQUIPMENT	99	500	100	100
TOTAL ASSESSOR	\$ 70,558	\$ 79,200	\$ 63,624	\$ 43,200

CITY ATTORNEY				
LEGAL FEES	42,811	29,000	29,000	33,000
MISC. (DUES & PERIODICALS)	314	400	400	400
TOTAL CITY ATTORNEY	\$ 43,126	\$ 29,400	\$ 29,400	\$ 33,400

CITY CLERK				
SALARIES & WAGES	15,353	14,300	14,277	14,500
WAGES (ICMA)	1,512	1,500	1,499	1,500
SALARIES & WAGES - TEMPORARY	1,608	2,200	2,207	2,300
EMPLOYEE FRINGE BENEFITS	12,217	11,500	11,467	11,700
OFFICE SUPPLIES	3,121	2,100	2,700	2,100
CONTRACTUAL SERVICES	639	700	1,800	1,000
TELEPHONE	4,997	3,700	3,700	3,700
CONFERENCE & TRAVEL	222	1,900	-	2,000
INSURANCE & BONDS	98	100	102	100
EQUIPMENT MAINTENANCE	450	1,300	800	800
MISC. (MEMBERSHIPS & DUES)	120	300	200	200
OFFICE EQUIPMENT	-	-	-	-
TOTAL CITY CLERK	\$ 40,337	\$ 39,600	\$ 38,753	\$ 39,900

CITY TREASURER				
SALARIES & WAGES	25,840	28,500	28,442	28,900
WAGES (ICMA)	2,594	3,000	2,986	3,000
EMPLOYEE FRINGE BENEFITS	20,155	22,200	22,185	22,500
OFFICE SUPPLIES	6,095	5,000	6,000	6,300
PROFESSIONAL SERVICES	2,186	1,900	2,900	2,900
TELEPHONE	5,786	4,500	4,500	3,400
CONFERENCE & TRAVEL	827	1,400	460	1,400
PRINTING & PUBLISHING	2,014	2,600	2,600	2,600
INSURANCE & BONDS	250	300	300	300
EQUIPMENT MAINTENANCE	4,233	4,500	4,500	4,500
MISC. (MEMBERSHIPS & DUES)	1,023	1,100	1,100	1,100
MISCELLANEOUS (BANK FEES)	-	300	300	300
OFFICE EQUIPMENT	-	300	5,300	300
TOTAL CITY TREASURER	\$ 71,002	\$ 75,600	\$ 81,573	\$ 77,500

CITY HALL & GROUNDS				
SALARIES & WAGES	17,506	19,900	19,860	20,300
WAGES (ICMA)	1,800	2,100	2,085	2,100
SALARIES & WAGES - TEMPORARY	13,401	12,600	12,611	12,900
EMPLOYEE FRINGE BENEFITS	15,665	17,400	17,383	17,800
REPAIRS & MAINTENANCE SUPPLIES	18,654	16,000	16,000	16,000

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
PROFESSIONAL SERVICES	40,439	23,600	23,600	23,600
CONTRACTUAL SERVICES	5,084	-	10,500	10,000
LEGAL FEES	-	-	-	-
TELEPHONE	6,926	4,500	4,500	2,800
UTILITIES	68,032	64,800	64,800	68,000
BUILDING MAINTENANCE	304	16,000	16,000	16,000
MISCELLANEOUS	2,557	1,800	1,800	1,800
BUILDING - CAPITAL OUTLAY	-	-	-	-
TOTAL CITY HALL & GROUNDS	\$ 190,368	\$ 178,700	\$ 189,138	\$ 191,300

CEMETERY				
SALARIES & WAGES	19,085	11,200	12,275	13,400
WAGES (ICMA)	1,900	1,200	1,289	1,400
SALARIES & WAGES - TEMPORARY	38,896	34,400	39,400	36,400
EMPLOYEE FRINGE BENEFITS	20,721	13,900	15,484	15,900
OPERATING SUPPLIES	13,122	13,500	13,512	13,500
TELEPHONE	1,985	1,900	1,860	1,600
UTILITIES	9,713	6,000	6,000	6,000
BUILDING MAINTENANCE	-	-	-	-
EQUIPMENT RENTAL	3,202	2,500	2,600	2,600
MISCELLANEOUS	134	-	400	200
MACHINERY & EQUIPMENT	5,032	5,000	5,000	5,000
TOTAL CEMETERY	\$ 113,789	\$ 89,600	\$ 97,820	\$ 96,000

POLICE DEPARTMENT				
SALARIES & WAGES	382,423	391,500	400,979	410,900
WAGES (ICMA)	37,997	41,100	42,103	43,100
SALARIES & WAGES - TEMPORARY	14,464	17,900	17,920	17,900
EMPLOYEE FRINGE BENEFITS	300,460	308,100	315,451	323,200
OFFICE SUPPLIES	8,854	6,500	6,500	6,500
OPERATING SUPPLIES	403	2,000	2,000	2,000
UNIFORMS PURCHASED	5,232	4,900	4,900	4,900
CONTRACTUAL SERVICES	7,369	6,000	6,000	6,000
TELEPHONE	6,242	4,400	4,400	3,200
CONFERENCE & TRAVEL	2,104	5,500	5,500	5,500
INSURANCE & BONDS	9,429	9,800	9,800	10,000
EQUIPMENT RENTAL	61,530	61,700	62,842	64,100
MISCELLANEOUS	1,325	2,500	2,500	2,500
EQUIPMENT	9,742	5,000	5,000	5,000
TOTAL POLICE DEPARTMENT	\$ 847,574	\$ 866,900	\$ 885,895	\$ 904,800

PARKING ENFORCEMENT				
SALARIES & WAGES	954	-	-	-
WAGES (ICMA)	100	-	-	-
SALARIES & WAGES - TEMPORARY	5,733	-	-	-
EMPLOYEE FRINGE BENEFITS	1,604	-	-	-
EQUIPMENT RENTAL	498	-	-	-
MACHINERY & EQUIPMENT	835	-	-	-
TOTAL PARKING ENFORCEMENT	\$ 9,723	\$ -	\$ -	\$ -

FIRE DEPARTMENT				
SALARIES & WAGES	-	-	-	-

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
WAGES (ICMA)	-	-	-	-
SALARIES & WAGES - TEMPORARY	-	-	-	-
EMPLOYEE FRINGE BENEFITS	-	-	-	-
FEES & PER DIEM	-	-	-	-
OPERATING SUPPLIES	-	1,700	1,700	1,700
CONTRACTUAL SERVICES	133,672	134,400	134,400	134,400
TELEPHONE	-	-	-	-
CONFERENCE & TRAVEL	-	-	-	-
INSURANCE & BONDS	11,015	11,800	11,820	12,000
EQUIPMENT MAINTENANCE	9,833	16,000	17,000	17,000
EQUIPMENT RENTAL	46,697	46,800	47,692	49,500
MISC. (DUES & PERIODICALS)	-	-	-	-
MACHINERY & EQUIPMENT	-	3,000	3,000	3,000
TOTAL FIRE DEPARTMENT	\$ 201,217	\$ 213,700	\$ 215,612	\$ 217,600

PLANNING				
SALARIES & WAGES	-	-	-	-
WAGES (ICMA)	-	-	-	-
SALARIES & WAGES - TEMPORARY	3,620	7,900	-	-
EMPLOYEE FRINGE BENEFITS	543	1,200	-	-
OFFICE SUPPLIES	3,008	2,500	2,500	2,500
PROFESSIONAL SERVICES	57,165	38,000	38,000	42,000
CONTRACTUAL SERVICES	55	100	1,100	700
TELEPHONE	3,284	2,800	2,805	2,300
CONFERENCE & TRAVEL	466	1,000	200	500
PRINTING & PUBLISHING	2,406	1,800	1,800	1,800
MEMBERSHIPS & DUES	675	200	200	200
MISCELLANEOUS	-	500	500	500
OFFICE EQUIPMENT	-	500	2,100	500
TOTAL PLANNING	\$ 71,222	\$ 56,500	\$ 49,205	\$ 51,000

HIGHWAYS & STREETS				
PROFESSIONAL SERVICES	-	-	-	-
UTILITIES	-	300	300	300
TOTAL HIGHWAYS & STREETS	\$ -	\$ 300	\$ 300	\$ 300

LEAF PICKUP				
SALARIES & WAGES	21,552	29,300	39,327	34,000
WAGES (ICMA)	1,921	3,500	3,899	3,600
SALARIES & WAGES - TEMPORARY	22,265	23,500	23,520	23,500
EMPLOYEE FRINGE BENEFITS	20,872	26,400	34,203	30,000
OPERATING SUPPLIES	2,156	2,200	2,200	2,200
CONTRACTUAL SERVICES	2,400	4,500	6,500	4,500
EQUIPMENT RENTAL	100,219	93,900	92,105	93,900
TOTAL LEAF PICKUP	\$ 171,385	\$ 183,300	\$ 201,755	\$ 191,700

SPRING CLEANUP				
CONTRACTUAL SERVICES	46,766	14,000	72,663	59,200
TOTAL SPRING CLEANUP	\$ 46,766	\$ 14,000	\$ 72,663	\$ 59,200

BRUSH PICKUP				
SALARIES & WAGES	7,480	9,900	9,924	10,100

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
WAGES (ICMA)	733	1,000	1,042	1,100
SALARIES & WAGES - TEMPORARY	8,588	10,100	20,571	8,700
EMPLOYEE FRINGE BENEFITS	7,123	9,200	10,827	9,200
EQUIPMENT RENTAL	16,908	21,400	51,033	52,100
TOTAL BRUSH PICKUP	\$ 40,832	\$ 51,600	\$ 93,397	\$ 81,200

AMBULANCE

SALARIES & WAGES	-	-	-	-
WAGES (ICMA)	-	-	-	-
SALARIES & WAGES - TEMPORARY	-	-	-	-
EMPLOYEE FRINGE BENEFITS	-	-	-	-
FEES & PER DIEM	-	-	-	-
OPERATING SUPPLIES	-	-	-	-
CONTRACTUAL SERVICES	18,363	61,200	163,904	178,000
CONFERENCE & TRAVEL	-	-	-	-
INSURANCE & BONDS	-	-	-	-
EQUIPMENT MAINTENANCE	993	-	-	-
EQUIPMENT RENTAL	-	-	-	-
MISCELLANEOUS	-	-	-	-
EDUCATION & TRAINING	-	-	-	-
BAD DEBT EXPENSE	59,725	-	-	-
MACHINERY & EQUIPMENT	-	-	-	-
TOTAL AMBULANCE	\$ 79,081	\$ 61,200	\$ 163,904	\$ 178,000

PARKS DEPARTMENT

SALARIES & WAGES	101,017	108,800	110,515	113,900
WAGES (ICMA)	9,980	11,400	11,604	12,000
SALARIES & WAGES (IWF)	-	-	-	-
SALARIES & WAGES - TEMPORARY	94,375	62,400	77,392	63,600
EMPLOYEE FRINGE BENEFITS	92,950	94,200	97,810	98,400
OPERATING SUPPLIES	53,331	48,400	48,410	48,400
REPAIRS & MAINTENANCE SUPPLIES	2,826	-	-	-
IWF MAINTENANCE	200	1,400	1,400	1,400
PROFESSIONAL SERVICES	-	-	-	-
CONTRACTUAL SERVICES	85,761	92,600	92,600	107,100
CONTRACTUAL SERVICE-BIKE SHARE	2,484	-	400	-
UTILITIES	48,989	40,200	50,000	52,500
BUILDING MAINTENANCE	-	1,500	1,500	1,500
EQUIPMENT RENTAL	56,126	52,800	52,823	53,400
MACHINERY & EQUIPMENT	7,060	4,500	4,500	4,500
TOTAL PARKS DEPARTMENT	\$ 555,098	\$ 518,200	\$ 548,954	\$ 556,700

RECREATION ADMINISTRATION

SALARIES & WAGES	72,579	71,500	79,677	81,200
WAGES (ICMA)	7,494	7,500	8,366	8,500
SALARIES & WAGES - TEMPORARY	516	-	1,000	1,000
EMPLOYEE FRINGE BENEFITS	56,689	55,800	62,298	63,500
OFFICE SUPPLIES	1,201	2,000	2,000	2,000
OPERATING SUPPLIES	1,978	3,000	3,000	3,000
OPERATING SUPPLIES-FARMERS MKT	2,836	2,000	2,000	2,000
PROFESSIONAL SERVICES-FARM MKT	20,662	15,000	22,500	22,500
CONTRACTUAL SERVICES	6,517	6,000	6,000	6,000

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
TELEPHONE	3,873	2,800	3,800	2,400
CONFERENCE & TRAVEL	2,612	3,000	3,000	3,000
MISCELLANEOUS	1,166	6,500	6,500	6,500
MISCELLANEOUS - FARMERS MARKET	250	-	100	100
REFUNDS & REBATES	-	1,000	3,500	1,000
TOTAL RECREATION ADMINISTRATION	\$ 178,373	\$ 176,100	\$ 203,740	\$ 202,700

CITY BEACHES				
SALARIES & WAGES	-	300	329	300
WAGES (ICMA)	-	-	35	-
SALARIES & WAGES - TEMPORARY	-	-	-	-
EMPLOYEE FRINGE BENEFITS	-	200	256	200
OPERATING SUPPLIES	3,623	5,000	5,000	5,000
CONTRACTUAL SERVICES	1,084	1,500	10,554	1,500
TELEPHONE	596	200	200	200
EQUIPMENT RENTAL	-	150	150	150
MACHINERY & EQUIPMENT	29,341	-	-	-
TOTAL CITY BEACHES	\$ 34,645	\$ 7,350	\$ 16,524	\$ 7,350

BALL FIELDS				
SALARIES & WAGES - TEMPORARY	1,834	5,000	5,040	5,000
EMPLOYEE FRINGE BENEFITS	275	800	756	800
OPERATING SUPPLIES	1,257	1,800	1,800	1,800
CONTRACTUAL SERVICES	297	200	200	200
TELEPHONE	170	100	100	100
UTILITIES	4,198	4,600	4,620	4,900
BUILDING MAINTENANCE	138	500	500	500
EQUIPMENT MAINTENANCE	-	-	-	-
EQUIPMENT RENTAL	5,494	6,400	6,511	6,700
TOTAL BALL FIELDS	\$ 13,664	\$ 19,400	\$ 19,527	\$ 20,000

DAY CAMP				
SALARIES & WAGES	22	700	658	700
WAGES (ICMA)	2	100	69	100
SALARIES & WAGES - TEMPORARY	36,230	44,100	44,077	45,000
EMPLOYEE FRINGE BENEFITS	5,434	7,200	7,124	7,300
OPERATING SUPPLIES	8,404	8,500	8,500	8,600
CONTRACTUAL SERVICES	3,045	5,000	5,000	5,000
TELEPHONE	907	1,200	1,200	1,200
UTILITIES	2,393	4,200	4,200	4,400
EQUIPMENT RENTAL	67	300	300	300
TOTAL DAY CAMP	\$ 56,505	\$ 71,300	\$ 71,128	\$ 72,600

ICE RINK				
SALARIES & WAGES - TEMPORARY	2,469	5,900	5,940	5,900
EMPLOYEE FRINGE BENEFITS	370	900	891	900
OPERATING SUPPLIES	1,223	1,900	1,900	1,900
CONTRACTUAL SERVICES	826	1,100	1,100	1,100
UTILITIES	528	300	300	300
EQUIPMENT RENTAL	-	-	-	-
TOTAL ICE RINK	\$ 5,416	\$ 10,100	\$ 10,131	\$ 10,100

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
MT. McSAUBA SKI HILL				
SALARIES & WAGES	23	2,300	2,260	2,300
WAGES (ICMA)	3	200	237	200
SALARIES & WAGES - TEMPORARY	77,797	71,500	71,498	73,300
EMPLOYEE FRINGE BENEFITS	11,687	12,500	12,488	12,800
OPERATING SUPPLIES	13,035	18,000	18,000	18,000
CONTRACTUAL SERVICES	12,058	7,700	14,000	7,700
TELEPHONE	1,150	800	800	500
INSURANCE & BONDS	841	900	900	900
UTILITIES	21,732	22,600	22,600	23,700
BUILDING MAINTENANCE	397	1,000	1,000	1,000
EQUIPMENT MAINTENANCE	1,815	2,500	2,500	2,500
EQUIPMENT RENTAL	5,558	5,500	5,611	5,800
MACHINERY & EQUIPMENT	-	-	-	-
TOTAL MT. McSAUBA SKI HILL	\$ 146,094	\$ 145,500	\$ 151,894	\$ 148,700
RECREATIONAL SPORTS				
ATHLETIC EQUIPMENT	458	2,000	2,000	2,000
CONTRACTUAL SERVICES	2,147	2,200	2,200	2,200
TOTAL RECREATIONAL SPORTS	\$ 2,605	\$ 4,200	\$ 4,200	\$ 4,200
SKATE PARK				
SALARIES & WAGES - TEMPORARY	4,666	5,000	4,984	5,000
EMPLOYEE FRINGE BENEFITS	700	800	748	800
OPERATING SUPPLIES	146	200	900	200
UTILITIES	784	700	700	700
TOTAL SKATE PARK	\$ 6,295	\$ 6,700	\$ 7,332	\$ 6,700
GOLF COURSE				
SALARIES & WAGES	-	-	-	-
WAGES (ICMA)	-	-	-	-
SALARIES & WAGES - TEMPORARY	94,428	103,400	103,434	104,700
EMPLOYEE FRINGE BENEFITS	16,078	15,500	17,015	15,700
OFFICE SUPPLIES	1,626	3,000	3,025	3,000
GOLF MERCHANDISE FOR SALE	3,071	3,000	3,000	3,000
OPERATING SUPPLIES	2,659	2,300	2,500	2,300
GASOLINE, OIL, ETC.	3,425	5,000	5,000	5,000
CONTRACTUAL SERVICES	20,878	28,300	28,300	28,500
TELEPHONE	2,433	2,800	2,800	2,800
CONFERENCE & TRAVEL	719	900	900	900
UTILITIES	8,092	9,500	9,500	9,500
BUILDING MAINTENANCE	803	1,500	1,500	1,500
EQUIPMENT MAINTENANCE	5,616	6,500	6,500	6,500
COURSE MAINTENANCE	16,991	17,300	17,600	17,300
IRRIGATION MAINTENANCE	2,893	2,200	2,200	2,200
EQUIPMENT RENTAL	5,494	5,500	5,611	5,800
MISCELLANEOUS	2,879	1,900	2,865	1,900
MACHINERY & EQUIPMENT	-	-	-	-
TOTAL GOLF COURSE	\$ 188,084	\$ 208,600	\$ 211,750	\$ 210,600
BOAT LAUNCH				
SALARIES & WAGES - TEMPORARY	16,027	17,900	17,920	17,900

**CITY OF CHARLEVOIX
GENERAL FUND EXPENSES DETAIL
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
EMPLOYEE FRINGE BENEFITS	2,404	2,700	2,688	2,700
OPERATING SUPPLIES	978	1,500	1,500	1,500
CONTRACTUAL SERVICES	12,483	10,500	11,800	10,500
UTILITIES	1,028	1,100	1,000	1,100
TOTAL BOAT LAUNCH	\$ 32,919	\$ 33,700	\$ 34,908	\$ 33,700
COMMUNITY PROMOTION				
COMMUNITY PROMOTION	16,324	13,400	10,875	13,400
TOTAL COMMUNITY PROMOTION	\$ 16,324	\$ 13,400	\$ 10,875	\$ 13,400
MISCELLANEOUS				
CONTRACTUAL-INTERNET/FIBER	(34)	-	-	-
INSURANCE & BONDS	10,604	11,400	11,357	11,600
INSURANCE CLAIMS-CITY SHARE	-	200	200	200
CONTINGENCIES	-	-	-	-
MISCELLANEOUS	11,270	3,500	83,756	3,500
REFUNDS & REBATES	100	1,000	1,000	1,000
BAD DEBT EXPENSE	-	1,000	1,000	1,000
TRANSFER TO OTHER FUND	100,000	35,000	66,000	52,000
TRANSFER TO LOCAL STREET	-	-	-	-
TOTAL MISCELLANEOUS	\$ 121,940	\$ 52,100	\$ 163,314	\$ 69,300
TOTAL EXPENSES	\$ 3,580,395	\$ 3,419,800	\$ 3,833,462	\$ 3,743,300

**CITY OF CHARLEVOIX
MAJOR STREET FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
GAS & WEIGHT TAX	325,810	328,784	354,287	360,179
INTEREST EARNINGS	925	300	300	300
STATE REVENUE - OTHER	-	6,000	-	-
STATE TRUNKLINE REIMBURSEMENT	69,553	90,000	75,632	79,025
OTHER	-	-	600	-
TRANSFER FROM INFRASTRUCTURE	20,000	-	-	-
TRANSFER FROM STREET IMPROVEMENT	-	-	-	-
TRANSFER FROM GENERAL	-	-	-	-
CONTRIBUTION FROM PRIVATE SOURCES	-	-	-	-
TOTAL REVENUES	\$ 416,287	\$ 425,084	\$ 430,819	\$ 439,504

EXPENSES				
ENGINEERING	1,400	-	2,712	100,000
CONTRACTUAL SERVICES	-	-	-	-
ROUTINE MAINTENANCE	16,261	14,300	14,920	14,900
SWEEPING & FLUSHING	16,627	15,800	15,980	16,200
TREES & SHRUBS	73,755	36,500	40,463	38,200
DRAINAGE	8,330	8,900	10,484	10,900
PAVEMENT MARKING	22,979	23,900	23,883	25,900
TRAFFIC CONTROL	17,681	20,600	20,535	20,800
WINTER MAINTENANCE	140,254	128,000	151,597	154,000
ADMINISTRATION	12,867	11,500	12,604	13,800
SURFACE MAINTENANCE-TRK	403	11,300	11,206	11,400
SWEEPING & FLUSHING-TRK	4,253	8,200	8,188	8,500
TREES & SHRUBS-TRK	373	2,000	2,152	2,000
DRAINAGE-TRK	106	3,000	2,951	3,000
TRAFFIC SIGN/SIGNAL-TRK	3,363	4,700	4,720	4,700
PAVEMENT MARKING-TRK	-	900	883	900
WINTER MAINTENANCE-TRK	54,249	49,900	49,749	50,800
GUARD RAILS-TRK	-	-	-	-
ROADWAY INSPECTION-TRK	913	954	1,079	1,270
TOTAL EXPENSES	\$ 373,812	\$ 340,454	\$ 374,106	\$ 477,270

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 42,475	\$ 84,630	\$ 56,712	\$ (37,766)
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YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	258,770	289,994	301,245	357,958
NET CHANGE IN FUND BALANCE	42,475	84,630	56,712	(37,766)
FUND BALANCE	\$ 301,245	\$ 374,624	\$ 357,958	\$ 320,191
CASH & INVESTMENTS	\$ 223,246	\$ 277,782	\$ 279,958	\$ 242,192

**CITY OF CHARLEVOIX
LOCAL STREET FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
GAS & WEIGHT TAX	151,520	136,651	164,752	172,151
STATE GRANTS - OTHER	-	5,000	5,000	5,000
INTEREST EARNINGS	21	30	30	30
MISCELLANEOUS INCOME	-	-	-	-
CONTRIBUTION - GENERAL FUND	-	-	-	-
CONTRIBUTION - INFRASTRUCTURE	52,838	-	-	-
CONTRIBUTION - PRIVATE SOURCES	-	-	-	-
CONTRIBUTION - STREET IMPROVEMENT	-	-	-	-
TOTAL REVENUES	\$ 204,379	\$ 141,681	\$ 169,782	\$ 177,181
EXPENSES				
ENGINEERING	-	-	-	-
CONTRACTUAL SERVICES	-	-	-	-
ROUTINE MAINTENANCE	4,569	9,400	9,828	10,000
SWEEPING & FLUSHING	7,354	10,900	11,374	11,000
TREES & SHRUBS	34,089	29,000	30,498	29,700
DRAINAGE	1,586	3,300	3,439	3,700
TRAFFIC CONTROL	5,112	3,100	4,066	4,200
WINTER MAINTENANCE	131,325	71,700	71,639	72,100
ADMINISTRATION	9,310	9,400	10,459	11,500
TOTAL EXPENSES	\$ 193,346	\$ 136,800	\$ 141,302	\$ 142,200
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 11,033	\$ 4,881	\$ 28,480	\$ 34,981
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	10,021	13,601	21,054	49,535
NET CHANGE IN FUND BALANCE	11,033	4,881	28,480	34,981
FUND BALANCE	\$ 21,054	\$ 18,482	\$ 49,535	\$ 84,516
CASH & INVESTMENTS	\$ -	\$ 8,460	\$ 28,480	\$ 63,461

**CITY OF CHARLEVOIX
AIRPORT FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	60	525	525	536
FEDERAL GRANTS	30,000	-	30,000	-
RENTS & ROYALTIES - AIRPORT PERMITS	18,037	21,224	21,224	21,648
RENTS & ROYALTIES - HANGAR RENTS	18,830	57,000	57,000	57,000
LAND LEASES	33,587	-	34,000	34,680
STATE GRANTS	-	-	-	-
PARKING FEES	50,863	60,364	62,204	63,448
FUEL, CONTRACT, RETAIL, FLOWAGE, SALES	716,289	1,103,838	798,000	824,250
INTO WING FEES	158,683	150,739	161,000	164,220
AFTER HOURS CALLOUT FEES	29,875	20,000	33,000	33,000
THRU-PUT FEES	-	15	15	15
LANDING, RAMP, LAVATORY, GROUND FEES	152,349	135,130	163,000	163,140
DISCOUNTS - AIRPORT SALES TAX	95	151	151	154
CONTRIBUTED CAPITAL	514,549	475,000	475,000	123,500
SALE OF FIXED ASSETS	-	-	-	-
REFUNDS & REBATES - INSURANCE	2,850	8,489	8,489	8,659
TRANSFER FROM OTHER FUNDS	-	-	-	-
TAXABLE MERCHANDISE	678	636	700	714
VENDING MACHINE PROCEEDS	850	2,081	2,081	2,123
MISCELLANEOUS	2,618	1,561	3,000	3,000
TOTAL REVENUES	\$ 1,730,212	\$ 2,036,754	\$ 1,849,389	\$ 1,500,087

EXPENSES				
SALARIES & WAGES - FULL TIME	172,432	161,300	161,315	164,600
WAGES - ICMA	17,109	17,700	17,721	18,100
SALARIES & WAGES - TEMPORARY	24,221	31,100	29,876	40,800
EMPLOYEE FRINGE BENEFITS	234,746	130,500	130,307	134,500
OFFICE SUPPLIES	3,757	2,500	2,700	3,500
CLEANING SUPPLY - TERMINAL	1,198	1,300	1,500	1,300
ICE/COFFEE SUPPLY	507	700	700	700
VENDING MACHINE SUPPLY	507	600	700	700
MAINT. REPAIR EQUIPMENT, SUPPLIES	13,109	10,100	9,900	9,700
UNIFORMS & PPE	2,830	2,300	2,500	2,300
AVIATION FUEL	855,733	834,500	650,000	650,000
DIESEL FUEL	4,945	6,500	5,000	6,500
FUEL - HOLIDAY GAS STATION	984	1,000	1,000	1,000
FUEL TRUCK LEASE	19,750	21,000	7,000	7,000
FUEL MASTER PUMP, TRUCK, FARM REPAIRS	15,315	14,700	13,700	16,200
PROFESSIONAL SERVICES	2,777	2,300	2,320	2,300
CONTRACTUAL SERVICES	8,248	8,600	10,100	8,600
LEGAL FEES	341	1,000	1,000	1,000
TELEPHONE	4,306	3,700	3,700	2,800
CONFERENCE & TRAVEL	235	500	100	500
INSURANCE & BONDS	10,731	11,200	11,200	10,400
HANGAR REPAIRS	1,242	1,800	1,800	1,800
UTILITIES	30,367	33,100	33,100	33,100
TERMINAL BLDG REPAIR & GROUNDS	1,533	5,000	2,000	2,000
SRE BLDG & HANGERS REPAIR & MAINT	919	2,200	2,200	2,200
TRASH REMOVAL	608	600	600	600
EQUIPMENT RENTAL	222	500	500	500
DUES & MEMBERSHIPS	250	700	250	300
PRINTING & PUBLISHING	259	1,000	800	1,000
MISCELLANEOUS	3,193	2,000	6,500	4,500
CREDIT CARD PROCESSING FEE	15,473	15,000	15,000	15,000
REFUNDS & REBATES	-	-	-	-
MACHINERY & EQUIPMENT	1,848	1,500	2,000	2,500
CAPITAL OUTLAY Engineering	-	-	-	-
CAPITAL OUTLAY - Multi Projects	-	25,000	25,000	6,500
DEBT SERVICE - PRINCIPAL (MDOT, Act99)	-	-	-	-
DEBT SERVICE - INTEREST (MDOT, Act99, Elect Loz	650	-	-	-
GRANT MATCH TO STATE	-	-	-	-
DEPRECIATION	508,602	510,000	510,000	515,100
TRANSFER TO ELECTRIC	-	-	-	-
TOTAL EXPENSES	\$ 1,958,947	\$ 1,861,500	\$ 1,662,088	\$ 1,667,600

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (228,735)	\$ 175,254	\$ 187,301	\$ (167,513)
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YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	8,490,240	8,512,903	8,261,505	8,448,806
CHANGE IN NET POSITION	(228,735)	175,254	187,301	(167,513)
NET POSITION	\$ 8,261,505	\$ 8,688,157	\$ 8,448,806	\$ 8,281,292
CASH & INVESTMENTS	\$ 24,296	\$ 308,336	\$ 246,597	\$ 470,684

**CITY OF CHARLEVOIX
ELECTRIC FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
ELECTRIC SERVICES	112,896	35,700	70,700	35,700
POWER SALES	5,375,570	6,096,900	6,096,900	6,334,700
POWER COST ADJ REVENUES	467,155	1,170,921	1,170,921	1,176,775
FINES & FORFEITS	24,393	35,000	35,920	35,000
INTEREST & RENTS	62,566	18,730	18,730	18,730
OTHER	47,430	3,500	20,700	18,500
TRANSFER FROM OTHER FUNDS	-	100,000	300,000	300,000
TOTAL REVENUES	\$ 6,090,011	\$ 7,460,751	\$ 7,713,871	\$ 7,919,405
EXPENSES				
TRANSMISSION / DISTRIBUTION	1,670,707	1,976,500	2,105,303	1,980,900
ACCOUNTING & ADMIN	711,441	782,000	769,713	783,600
PURCHASED POWER	3,495,564	3,691,300	4,225,828	4,110,900
CAPITAL IMPROVEMENTS	23,520	1,535,000	1,510,000	1,165,000
DEPRECIATION	466,632	500,000	500,000	510,000
FUND TRANSFERS	186,940	695,700	697,700	392,900
DEBT SERVICE	-	-	-	-
TOTAL EXPENSES	\$ 6,554,803	\$ 9,180,500	\$ 9,808,544	\$ 8,943,300
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (464,794)	\$ (1,719,749)	\$ (2,094,673)	\$ (1,023,895)
YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	10,392,879	10,230,949	9,928,085	7,833,412
CHANGE IN NET POSITION	(464,794)	(1,719,749)	(2,094,673)	(1,023,895)
NET POSITION	\$ 9,928,085	\$ 8,511,200	\$ 7,833,412	\$ 6,809,518
RESERVE FOR DEPOSITS	85,000	85,000	85,000	85,000
CHARTER RESERVE	75,000	75,000	75,000	75,000
UNRESTRICTED	6,044,450	5,260,467	4,449,777	3,935,882
CASH & INVESTMENTS	\$ 6,204,450	\$ 5,420,467	\$ 4,609,777	\$ 4,095,882

**CITY OF CHARLEVOIX
SEWER FUND*
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
OPERATIONS				
STATE GRANTS	-	-	-	-
SEWER SERVICES - MISCELLANEOUS	7,302	-	900	-
SEWER SALES	2,354,977	2,410,500	2,410,500	2,504,500
DISCOUNTS FORFEITED	9,223	8,500	8,500	8,500
INTEREST EARNINGS - OPERATIONS	21,182	6,000	6,000	6,000
OTHER & PASS THRU'S	6,108	5,600	5,600	5,600
SALE OF FIXED ASSETS	-	-	-	-
PROCEEDS FROM BOND SALE / SRF LOAN	-	-	-	-
TRANSFER FROM OTHER FUNDS	-	-	-	-
TRANSFER FROM INFRASTRUCTURE	-	-	-	-
CAPTIAL IMPROVEMENT FUND				
SEWER SERVICES-TAP INS	27,000	15,000	15,000	15,000
INTEREST EARNINGS - CAPITAL RESERVE	561	100	100	80
TRANSFER FROM OTHER FUNDS PI #2	-	-	-	-
NORTHSIDE SEWER				
NORTHSIDE SEWER FEES	2,000	4,000	4,000	4,000
INTEREST EARNINGS - NORTHSIDE SEWER	1,452	850	850	500
MISC INCOME - PASS THRU PAYMENTS				
SOUTHSIDE SEWER AREA				
SEWER SERVICES-TAP INS				
SEWER CONSTRUCTION FEES				
INTEREST EARNINGS - OVERSIZING				
TRANSFER FROM OTHER FUNDS	-	-	-	-
TOTAL REVENUES	\$ 2,429,807	\$2,450,550	\$ 2,451,450	\$ 2,544,180
EXPENSES				
OPERATIONS				
WASTEWATER TREATMENT PLANT	701,807	710,600	727,809	733,300
SEWER LINES	195,529	178,300	198,170	199,500
ACCOUNTING & ADMIN	293,343	315,600	312,832	313,600
LIFT STATIONS	92,989	136,500	136,710	138,800
CAPITAL IMPROVEMENTS	7,663	1,065,000	656,000	1,152,000
DEPRECIATION	582,016	590,000	590,000	590,000
DEBT SERVICE	207,614	607,600	607,614	607,400
FUND TRANSFERS	54,300	97,200	99,245	88,800
CAPTIAL IMPROVEMENT FUND				
FUND TRANSFERS	-	-	-	-
NORTHSIDE SEWER				
NORTHSIDE SEWER LEGAL / PROF FEES	-	-	-	-
CAPITAL IMPROVEMENTS	-	-	-	-
TOTAL EXPENSES	\$ 2,135,262	\$ 3,700,800	\$ 3,328,381	\$ 3,823,400
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 294,545	\$ (1,250,250)	\$ (876,931)	\$ (1,279,220)
YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	10,451,769	9,423,181	10,746,314	9,869,383
CHANGE IN NET POSITION	294,545	(1,250,250)	(876,931)	(1,279,220)
NET POSITION	\$ 10,746,314	\$ 8,172,931	\$ 9,869,383	\$ 8,590,163
CHARTER RESERVE	75,000	75,000	75,000	75,000
BOND DEBT SERVICE REQUIREMENTS	750,000	750,000	750,000	750,000
CASH PI #2 RESERVE FOR CAPITAL	130,422	145,372	145,522	160,602
CASH PI #5 NORTHSIDE SEWER RESERVE	328,629		335,479	339,979
UNRESTRICTED	3,394,338	2,105,698	3,085,457	2,376,657
CASH & INVESTMENTS	\$ 4,678,389	\$ 3,076,070	\$ 4,391,458	\$ 3,702,238

* Includes Capital Reserve Fund (402), Northside Sewer Fund (405) and Sewer Fund (590)

CITY OF CHARLEVOIX
WATER FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
STATE & FEDERAL GRANTS	-	-	-	-
FEDERAL GRANT	-	-	-	-
WATER SERVICES-TAP INS	15,299	5,000	7,000	5,000
WATER SERVICES-READ-O-MATIC	680	1,200	2,900	1,200
WATER SERVICES-MISC	3,024	3,000	85,255	3,000
WATER SALES	1,610,989	1,649,600	1,649,600	1,730,400
INTEREST EARNINGS	7,039	200	200	200
DISCOUNTS FORFEITED	7,367	6,000	6,000	6,000
TRANSFER FROM DPW	-	-	-	-
TRANSFER FROM MOTOR POOL	-	-	-	-
TRANSFER FROM INFRASTRUCTURE	-	-	-	-
TRANSFER FROM STREET IMPROVEMENT	-	-	-	-
MISCELLANEOUS	13,967	18,200	18,200	18,200
TOTAL REVENUES	\$ 1,658,364	\$ 1,683,200	\$ 1,769,155	\$ 1,764,000
EXPENSES				
TRANSMISSION & DISTRIBUTION	369,907	418,500	419,481	407,400
ACCOUNTING & ADMIN	204,049	214,300	217,753	212,600
WATER TREATMENT PLANT	375,048	459,700	476,923	468,200
CAPITAL IMPROVEMENTS	7,289	77,000	303,673	256,000
DEPRECIATION	299,722	310,000	310,000	310,000
FUND TRANSFERS	44,250	83,700	85,710	76,800
DEBT SERVICE	-	-	-	-
TOTAL EXPENSES	\$ 1,300,265	\$ 1,563,200	\$ 1,813,540	\$ 1,731,000
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 358,098	\$ 120,000	\$ (44,385)	\$ 33,000
YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	5,439,783	4,942,955	5,797,881	5,753,496
CHANGE IN NET POSITION	358,098	120,000	(44,385)	33,000
NET POSITION	\$ 5,797,881	\$ 5,062,955	\$ 5,753,496	\$ 5,786,496
CHARTER RESERVE	75,000	75,000	75,000	75,000
UNRESTRICTED	875,599	937,928	1,141,214	1,484,214
CASH & INVESTMENTS	\$ 950,599	\$ 1,012,928	\$ 1,216,214	\$ 1,559,214

**CITY OF CHARLEVOIX
MARINA FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
STATE GRANTS	-	-	-	-
LAUNDRY REVENUE	1,810	1,730	1,730	1,730
SALE OF MERCHANDISE - TAXABLE	41	-	-	-
RENTS & ROYALTIES - DOCKING SEASONAL	75,344	83,600	72,000	73,440
RENTS & ROYALTIES - DOCKING RESERV SYSTEM	356,123	392,700	405,000	413,100
RENTS & ROYALTIES - DOCKING TRANSIENT	11,401	29,000	13,000	14,000
RENTS & ROYALTIES - SUNSHINE	4,000	4,000	4,000	4,000
RENTS & ROYALTIES - LITTLE TRAVERSE CHARTER	4,100	4,100	6,150	8,000
INTEREST INCOME	2,566	600	600	600
REFUNDS and REBATES	9,038	-	-	-
FUND TRANSFERS FROM DDA - DEBT SVC	334,600	335,700	335,700	336,200
ADVANCE FROM OTHER FUNDS	100,000	25,000	50,000	36,000
SALE OF FIXED ASSETS	-	-	-	-
MISCELLANEOUS-OTHER REVENUE	100	-	100	-
TOTAL REVENUES	\$ 899,122	\$ 876,430	\$ 888,280	\$ 887,070

EXPENSES				
SALARIES & WAGES - FULL TIME	34,214	33,000	34,716	36,800
WAGES - ICMA	4,042	4,000	4,167	4,400
SALARIES & WAGES - TEMPORARY	96,136	83,500	69,102	83,900
EMPLOYEE FRINGE BENEFITS	61,394	38,300	37,444	41,300
OFFICE SUPPLIES	267	100	365	100
OPERATING SUPPLIES	12,685	6,900	3,000	6,900
PROFESSIONAL SERVICES	1,916	5,300	3,000	3,000
CONTRACTUAL SERVICES	26,800	11,800	11,750	11,800
STATE CRS COMMISSION FEES	10,468	14,300	14,300	15,700
STATE CRS RESERVATION FEES	9,334	10,700	10,700	11,800
LEGAL FEES	-	-	-	-
TELEPHONE	2,958	2,400	2,400	2,400
CONFERENCE/TRAVEL/TRAINING	150	900	-	1,200
INSURANCE & BONDS	2,862	3,000	3,000	3,100
UTILITIES	71,951	71,400	71,400	65,000
BUILDING & DOCK MAINTENANCE	18,039	18,100	18,100	18,400
EQUIPMENT RENTAL	861	700	700	700
MISCELLANEOUS	1,776	2,200	4,200	4,100
CREDIT CARD PROCESSING FEES	7,173	7,600	8,100	8,100
REFUNDS & REBATES	-	-	1,200	-
AMORTIZATION EXPENSE	-	-	-	-
DEPRECIATION	653,143	658,000	658,000	658,000
MACHINERY & EQUIPMENT	2,483	300	300	300
INTEREST EXPENSE	5,430	4,900	4,930	3,900
TRANSFER TO ELECTRIC - ADVANCE REIMBUSE	-	100,000	100,000	100,000
TRANSFER TO OTHER FUNDS	-	-	-	-
DEBT SERVICE - PRINCIPAL	-	355,000	355,000	370,000
DEBT SERVICE - INTEREST	95,488	105,700	105,700	91,200
BOND ISSUANCE COSTS	-	-	-	-
DEBT SERVICE - PAYING AGENT FEES	250	500	500	500
TOTAL EXPENSES	\$ 1,119,821	\$ 1,538,600	\$ 1,522,074	\$ 1,542,600

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (220,699)	\$ (662,170)	\$ (633,794)	\$ (655,530)
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YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	2,334,140	1,743,041	2,113,441	1,479,647
CHANGE IN NET POSITION	(220,699)	(662,170)	(633,794)	(655,530)
NET POSITION	\$ 2,113,441	\$ 1,080,871	\$ 1,479,647	\$ 824,117
CASH AT PAYING AGENT	56,400	100,000	100,000	100,000
UNRESTRICTED	242,271	156,770	222,877	225,347
CASH & INVESTMENTS	\$ 298,671	\$ 256,770	\$ 322,877	\$ 325,347

Less Charter Reserve	75,000	75,000	75,000	75,000
Less AP/Accrued Liabilities/Cust Dep	231,912	236,550	241,281	246,107
Plus AR/Interest Rec/prepays	308	314	320	327
Deficit	-7,933	-54,466	6,916	4,567
Assumption 2% increase in AP & AR				

**CITY OF CHARLEVOIX
EMPLOYEE FRINGE BENEFIT FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
EFB-GENERAL FUND	662,323	678,000	693,196	682,800
EFB-EMS	260,516	325,400	306,420	339,100
EFB-PARKING SERVICES	-	10,900	1,115	5,900
EFB-MAJOR STREET	47,946	54,300	56,453	56,900
EFB-LOCAL STREET	28,867	18,300	19,645	20,100
EFB-AIRPORT	138,138	130,500	130,307	134,500
EFB-ELECTRIC	598,189	659,200	676,388	680,100
EFB-SEWER	277,233	292,500	294,306	296,700
EFB-WATER	238,041	259,300	260,872	257,800
EFB-MARINA	41,112	38,300	37,444	41,300
EFB-MOTOR VEHICLE	95,298	77,000	79,988	84,000
EFB-EFB	348,488	365,500	406,849	366,800
EFB-DDA	29,083	37,100	37,111	37,800
REFUND & REBATES-INSURANCE	-	-	-	-
INTEREST EARNINGS	3,446	1,400	1,400	1,400
MISC INCOME - WELLNESS	11	-	-	-
TRANSFER FROM OTHER FUNDS	-	-	-	-
TOTAL REVENUES	\$ 2,768,690	\$ 2,947,700	\$ 3,001,493	\$ 3,005,200

EXPENSES				
WAGES (ICMA)	45,395	49,200	54,720	49,300
FRINGE BENEFITS	348,488	365,500	406,849	366,800
WORKERS COMPENSATION	90,446	84,800	87,558	93,400
SOCIAL SECURITY	353,992	365,800	373,271	380,700
HEALTHCARE PREMIUMS	544,490	548,000	555,159	566,300
HEALTHCARE - OPT OUT	65,829	68,800	70,924	73,100
EMPLOYER SHARE HSA	87,420	91,000	92,678	92,700
WELLNESS COMMITTEE	-	-	-	-
WELLNESS INCENTIVES FOR HSA ACCOUNT	-	-	-	-
STD & LTD INSURANCE	30,946	31,100	32,670	33,300
LIFE INSURANCE	6,431	6,900	6,000	6,100
RETIREMENT FUND CONTRIB.	909,609	966,900	884,922	843,400
HOLIDAY PAY	103,251	105,500	108,375	110,500
SICK PAY	99,147	115,100	157,719	115,000
SICK LEAVE/CITY S&A	-	-	-	-
SICK LEAVE - PMLA OF 2018	4,054	-	5,000	5,000
VACATION PAY	173,002	194,500	200,446	189,000
UNEMPLOYMENT COMPENSATION	23,693	22,000	22,000	22,000
PERSONAL LEAVE	32,853	35,300	36,000	36,300
JURY DUTY/FUNERAL LEAVE	8,502	5,000	5,000	5,000
LONGEVITY	11,700	12,300	11,700	12,300
COMP TIME USED	19,336	20,500	21,300	21,700
PROFESSIONAL SERVICES	2,370	2,300	2,360	2,300
CONFERENCE & TRAVEL	1,269	1,500	1,270	1,500
MISCELLANEOUS	5,025	5,000	5,000	5,000
TOTAL EXPENSES	\$ 2,967,249	\$ 3,097,000	\$ 3,140,920	\$ 3,030,700

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (198,559)	\$ (149,300)	\$ (139,427)	\$ (25,500)
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YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	441,258	278,522	242,699	103,272
CHANGE IN NET POSITION	(198,559)	(149,300)	(139,427)	(25,500)
NET POSITION	\$ 242,699	\$ 129,222	\$ 103,272	\$ 77,772
CASH & INVESTMENTS	\$ 350,120	\$ 244,224	\$ 210,693	\$ 185,193

**CITY OF CHARLEVOIX
MOTOR POOL FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST AND RENTS	4,659	3,000	3,000	3,000
EQUIPMENT RENTAL	936,932	901,050	976,876	997,850
SALE OF FIXED ASSETS	4,149	5,000	8,200	5,000
OTHER	3,013	900	4,200	900
CONTRIBUTIONS FROM OTHER FUNDS	-	466,842	467,692	194,524
TOTAL REVENUES	\$ 948,752	\$ 1,376,792	\$ 1,459,969	\$ 1,201,274
EXPENSES				
MOTOR POOL	452,692	392,500	410,414	399,800
CAPITAL EXPENDITURES	13,232	697,000	697,000	411,000
DEPRECIATION	282,457	330,000	300,000	300,000
FUND TRANSFERS	86,947	141,600	142,437	133,800
TOTAL EXPENSES	\$ 835,329	\$ 1,561,100	\$ 1,549,852	\$ 1,244,600
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 113,424	\$ (184,308)	\$ (89,883)	\$ (43,326)
YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	1,248,954	1,143,361	1,362,378	1,272,494
CHANGE IN NET POSITION	113,424	(184,308)	(89,883)	(43,326)
NET POSITION	\$ 1,362,378	\$ 959,053	\$ 1,272,494	\$ 1,229,168
CASH & INVESTMENTS	\$ 649,881	\$ 981,083	\$ 859,998	\$ 1,116,672

**CITY OF CHARLEVOIX
SERVICES FACILITY FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	16,279	2,441	2,441	-
CONTRIBUTION-MOTOR POOL	22,482	-	-	-
CONTRIBUTION-ELECTRIC	144,532	-	-	-
CONTRIBUTION-WATER	32,278	-	-	-
CONTRIBUTION-SEWER	40,332	-	-	-
CONTRIBUTION-OTHER	-	-	-	-
TOTAL REVENUES	\$ 255,903	\$ 2,441	\$ 2,441	\$ -

EXPENSES				
PROFESSIONAL SERVICES	-	-	3,600	-
CONTRACTUAL SERVICES	348	1,524,300	1,524,300	110,900
LEGAL FEES	-	-	1,256	-
DEPRECIATION	3,035	3,200	3,200	-
TRANSFER TO OTHER - WATER	1,000	1,000	1,000	1,000

TOTAL EXPENSES	\$ 4,383	\$ 1,528,500	\$ 1,533,356	\$ 111,900
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EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 251,520	\$ (1,526,059)	\$ (1,530,915)	\$ (111,900)
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YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	2,084,163	2,168,780	2,335,683	804,768
CHANGE IN NET POSITION	251,520	(1,526,059)	(1,530,915)	(111,900)
NET POSITION	\$ 2,335,683	\$ 642,721	\$ 804,768	\$ 692,868
CASH & INVESTMENTS	\$ 1,639,619	\$ 147,725	\$ 111,904	\$ 4

**CITY OF CHARLEVOIX
PERPETUAL CARE TRUST FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
CHARGES FOR SERVICES	2,535	4,000	4,000	4,000
INTEREST EARNINGS	6,649	2,000	2,000	2,000
TOTAL REVENUES	\$ 9,184	\$ 6,000	\$ 6,000	\$ 6,000
EXPENSES				
PERPETUAL CARE EXPENDITURES	-	-	48,656	-
TOTAL EXPENSES	\$ -	\$ -	\$ 48,656	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 9,184	\$ 6,000	\$ (42,656)	\$ 6,000
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	436,035	442,035	445,219	402,563
NET CHANGE IN FUND BALANCE	9,184	6,000	(42,656)	6,000
FUND BALANCE	\$ 445,219	\$ 448,035	\$ 402,563	\$ 408,563
CASH & INVESTMENTS	\$ 443,582	\$ 445,092	\$ 400,926	\$ 406,926

**CITY OF CHARLEVOIX
DOWNTOWN DEVELOPMENT AUTHORITY FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
CURRENT PROPERTY TAX	38,469	40,000	40,328	40,300
PROPERTY TAX - CAPTURE LOCAL	431,796	431,800	436,401	436,400
DELINQUENT PROPERTY TAX COLLECTED	1,547	-	-	-
PENALTY - PROPERTY TAX	168	100	100	100
FEDERAL / STATE / OTHER GRANTS	43,296	12,200	69,764	14,200
INTEREST EARNINGS	2,731	1,000	1,000	1,000
RENTS & ROYALTIES - SUNSHINE	1,000	1,000	1,000	1,000
RENTS & ROYALTIES - BIBCO LEASE	30,070	31,200	31,215	32,400
RENTS & ROYALTIES - ROUND LAKE GROUP	14,580	12,000	-	-
RENTS & ROYALTIES - LC BREWERS	4,552	5,200	-	-
MISCELLANEOUS - THE VAULT	15,196	18,000	18,000	18,000
MISCELLANEOUS & IWF REIMBURSEMENT	139	-	9,260	9,300
CONTRIBUTION - OTHER SOURCES	-	-	8,545	-
CONTRIBUTION - MAIN STREET	15,468	15,000	35,900	15,000
CONTRIBUTION - PERFORMANCE PAVILION	6,200	6,000	2,500	6,000
TRANSFER FROM OTHER FUNDS	-	-	-	-
TOTAL REVENUES	\$ 605,213	\$ 573,500	\$ 654,012	\$ 573,700

EXPENSES				
SALARIES & WAGES	37,206	47,600	47,578	48,500
WAGES - ICMA	3,858	5,000	4,996	5,100
SALARIES & WAGES - TEMPORARY	77	-	-	-
EMPLOYEE FRINGE BENEFITS	29,032	37,100	37,111	37,800
OPERATING SUPPLIES	10,504	8,100	9,110	9,200
OPERATING SUPPLIES - THE VAULT	22,201	23,000	23,000	17,000
IWF MAINTENANCE	8,452	6,000	6,000	6,000
MARKETING & PROMOTIONAL SERVICES	66,359	25,700	15,700	25,700
PROMOTION COMMITTEE EXPENSES	10,992	10,000	10,000	10,300
ORGANIZATION COMMITTEE	606	500	500	500
BUSINESS RECRUITMENT/RETENTION	-	-	71,000	-
CONTRACTUAL SERVICES	36,875	35,700	35,700	30,700
DESIGN COMMITTEE	33,240	5,100	5,836	15,800
DESIGN CAPITAL IMPROVEMENTS	-	-	-	-
LEGAL SERVICES	3,553	500	5,000	500
TELEPHONE	3,623	2,000	3,000	2,100
CONFERENCE & TRAVEL	4,716	3,000	1,500	3,000
PRINTING & PUBLISHING	1,920	1,500	1,500	1,500
INSURANCE & BONDS	1,502	1,500	1,500	1,500
REFUNDS - PROPERTY TAX & TIFA	8,101	6,000	6,000	6,000
MAINTENANCE - BRIDGE PARK BUILDING	12,708	5,000	8,500	6,000
MISCELLANEOUS	20,898	-	100	100
MISCELLANEOUS - MAIN STREET	26,500	300	3,500	500
LIBRARY CONTRIBUTION	30,000	30,000	30,000	30,000
TRANSFER TO OTHER FUNDS (MARINA)	334,600	335,700	335,700	336,200
TOTAL EXPENSES	\$ 707,524	\$ 589,300	\$ 662,830	\$ 594,000

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (102,311)	\$ (15,800)	\$ (8,818)	\$ (20,300)
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YEAR END BALANCES				
FUND BALANCE / NET POSITION BEGINNING OF YEAR	3,670,899	3,733,487	3,568,588	3,559,770
CHANGE IN FUND BALANCE / NET POSITION	(102,311)	(15,800)	(8,818)	(20,300)
FUND BALANCE / NET POSITION	\$ 3,568,588	\$ 3,717,687	\$ 3,559,770	\$ 3,539,470
CASH & INVESTMENTS	\$ 355,789	\$ 366,896	\$ 346,972	\$ 326,672

* Note: Includes \$305,789 cash & \$50,000 investment

CITY OF CHARLEVOIX
EMS FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
FEDERAL GRANT - OTHER	-	-	23,000	-
STATE GRANTS	-	-	-	-
GRANTS - OTHER	-	-	20,633	-
AMBULANCE RUNS - INSURANCE	839,125	1,294,900	840,000	840,000
AMBULANCE RUNS - PRIVATE PAY	5,759	5,000	19,000	15,000
AMBULANCE CONTRACTS - TOWNSHIP	498,269	185,400	457,165	468,500
INTEREST EARNINGS	14	-	-	-
SALE OF FIXED ASSETS OVER \$5000	12,700	5,000	-	-
CONTRIB & DONAAT - PRIVATE SRCS	-	2,000	1,000	2,000
REFUNDS & REBATES INSURANCE	7,578	7,600	1,988	-
MISC - EQUIP SALES LESS THAN \$5000	365	-	200	-

TOTAL REVENUES	\$ 1,363,810	\$ 1,499,900	\$ 1,362,986	\$ 1,325,500
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EXPENSES				
SALARIES & WAGES	252,001	361,900	320,415	376,700
WAGES (ICMA)	19,068	38,000	33,644	39,600
SALARIES & WAGES - TEMPORARY	6,534	1,600	1,647	1,700
EMPLOYEE FRINGE BENEFITS	260,751	325,400	306,420	339,100
SALARIES & WAGES -PAID ON CALL	421,400	286,000	375,000	300,000
OFFICE SUPPLIES	9,745	5,000	4,200	4,000
OPERATING SUPPLIES	51,680	50,000	27,000	28,000
LICENSES & STATE FEES	3,931	5,000	3,000	3,500
UNIFORMS PURCHASED	8,618	8,300	6,500	3,000
FUEL	25,599	48,000	28,000	30,000
CONTRACTUAL SERVICES	65,357	64,700	55,000	49,100
TELEPHONE	8,901	8,500	9,000	7,000
CONFERENCE & TRAVEL	5,459	8,800	1,000	2,000
INSURANCE & BONDS	5,819	6,000	6,000	6,100
APPARATUS MAINTENANCE & REPAIR	46,275	25,000	24,000	25,000
BUILDING RENT	-	22,700	42,661	42,700
EQUIPMENT RENT	-	-	-	-
MISCELLANEOUS	4,926	8,500	2,000	2,000
EDUCATION & TRAINING	9,046	15,000	17,000	7,500
BAD DEBT EXPENSE	32,968	42,500	59,000	46,500
MACHINERY & EQUIPMENT	57,222	48,000	20,000	10,000
TRANS TO PI-13 - EQUIPMENT	114,000	114,000	20,500	-
TOTAL EXPENSES	\$ 1,409,299	\$ 1,492,900	\$ 1,361,986	\$ 1,323,500

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (45,490)	\$ 7,000	\$ 1,000	\$ 2,000
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YEAR END BALANCES				
NET POSITION BEGINNING OF YEAR	-	29,799	(45,490)	(44,490)
CHANGE IN NET POSITION	(45,490)	7,000	1,000	2,000
NET POSITION	\$ (45,490)	\$ 36,799	\$ (44,490)	\$ (42,490)
CASH & INVESTMENTS	\$ -	\$ 36,799	\$ 1,000	\$ 3,000

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CITY OF CHARLEVOIX
PI #13 AMBULANCE REPLACEMENT FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
GRANTS	22,935	-	-	-
INTEREST EARNINGS	223	-	-	-
SALE OF FIXED ASSETS	-	-	-	-
CONTRIBUTION FROM EMS BUDGET	114,000	114,000	20,500	-
TOTAL REVENUES	\$ 137,158	\$ 114,000	\$ 20,500	\$ -
EXPENSES				
MACHINERY & EQUIPMENT-AMBULANC	22,935	-	33,712	-
TOTAL EXPENSES	\$ 22,935	\$ -	\$ 33,712	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 114,223	\$ 114,000	\$ (13,212)	\$ -
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	-	114,085	114,223	101,012
NET CHANGE IN FUND BALANCE	114,223	114,000	(13,212)	-
FUND BALANCE	\$ 114,223	\$ 228,085	\$ 101,012	\$ 101,012
CASH & INVESTMENTS	\$ 137,109	\$ 228,085	\$ 123,897	\$ 123,897

**231 PARKING SERVICES FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
PARKING FEES	-	70,400	19,600	40,100
FINES AND FORFEITS	-	16,200	2,200	15,000
INTEREST EARNINGS	-	-	-	-
MISCELLANEOUS INCOME	-	-	-	-
TRANSFERS FROM OTHER FUNDS	-	-	33,500	34,000
TOTAL REVENUES	\$ -	\$ 86,600	\$ 55,300	\$ 89,100

EXPENSES				
SALARIES & WAGES	-	12,900	2,853	13,200
WAGES (ICMA)	-	1,400	300	1,400
SALARIES & WAGES - TEMPORARY	-	5,700	1,115	5,900
EMPLOYEE FRINGE BENEFITS	-	10,900	2,392	11,200
MATERIALS & SUPPLIES	-	1,000	2,279	3,000
EQUIPMENT RENTAL	-	10,500	639	10,500
CREDIT CARD PROCESSING FEES	-	-	5,379	12,000
REFUNDS & REBATES	-	-	1	-
MACHINERY & EQUIPMENT	-	35,300	40,200	31,900
TOTAL EXPENSES	\$ -	\$ 77,700	\$ 55,157	\$ 89,100

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ -	\$ 8,900	\$ 143	\$ -
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YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	-	-	-	143
NET CHANGE IN FUND BALANCE	-	8,900	143	-
FUND BALANCE	\$ -	\$ 8,900	\$ 143	\$ 143
CASH & INVESTMENTS	\$ -	\$ -	\$ 143	\$ 143

**CITY OF CHARLEVOIX
245 HOUSING INITIATIVES FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
GRANTS - OTHER	-	-	-	-
INTEREST EARNINGS	-	-	0	-
DONATIONS - PRIVATE SOURCES	-	-	-	-
MISCELLANEOUS	-	-	5,200	-
CONTRIBUTIONS FROM OTHER FUNDS	-	10,000	16,000	16,000
TOTAL REVENUES	\$ -	\$ 10,000	\$ 21,200	\$ 16,000

EXPENSES				
PROFESSIONAL SERVICES	-	-	-	-
CONTRACTUAL SERVICES	-	-	1,500	-
MISCELLANEOUS	-	-	-	-

TOTAL EXPENSES	\$ -	\$ -	\$ 1,500	\$ -
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EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ -	\$ 10,000	\$ 19,700	\$ 16,000
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YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	-	-	-	19,700
NET CHANGE IN FUND BALANCE	-	10,000	19,700	16,000
FUND BALANCE	\$ -	\$ 10,000	\$ 19,700	\$ 35,700

CASH & INVESTMENTS	\$ -	\$ 10,000	\$ 19,700	\$ 35,700
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**CITY OF CHARLEVOIX
GENERAL DEBT SERVICE FUND
2021-22 BUDGET**

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	176	-	-	-
MISCELLANEOUS	-	-	-	-
CONTRIBUTIONS FROM OTHER FUNDS	-	-	-	-
CONTRIBUTIONS FROM OTHER FUNDS PI6	121,400	123,400	123,400	125,000
CONTRIBUTIONS FROM OTHER FUNDS PI7	200,000	200,000	200,000	200,000
TOTAL REVENUES	\$ 321,576	\$ 323,400	\$ 323,400	\$ 325,000
EXPENSES				
BOND PRINCIPAL	200,000	210,000	210,000	220,000
BOND INTEREST	121,400	113,400	113,400	105,000
PAYING AGENT FEES	250	300	300	300
TOTAL EXPENSES	\$ 321,650	\$ 323,700	\$ 323,700	\$ 325,300
REVENUES OVER EXPENSES	\$ (74)	\$ (300)	\$ (300)	\$ (300)
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	69,426	69,227	69,352	69,052
NET CHANGE IN FUND BALANCE	(74)	(300)	(300)	(300)
FUND BALANCE	\$ 69,352	\$ 68,927	\$ 69,052	\$ 68,752
CASH & INVESTMENTS	\$ 12,668	\$ 8,244	\$ 12,368	\$ 12,068

CITY OF CHARLEVOIX
GENERAL DEBT SERVICE FUND - NEW SERVICES FACILITY
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
CONTRIBUTION-MOTOR POOL	13,968	94,745	94,745	84,315
CONTRIBUTION-ELECTRIC	39,908	270,700	270,700	240,900
CONTRIBUTION-WATER	11,972	81,210	81,210	72,270
CONTRIBUTION-SEWER	13,968	94,745	94,745	84,315
CONTRIBUTION-DPW	1,000	1,000	1,000	1,000
TOTAL REVENUES	\$ 80,816	\$ 542,400	\$ 542,400	\$ 482,800
EXPENSES				
BOND PRINCIPAL	-	265,000	265,000	215,000
BOND INTEREST	-	276,400	276,400	266,800
PAYING AGENT FEES	125	500	875	900
TOTAL EXPENSES	\$ 125	\$ 541,900	\$ 542,275	\$ 482,700
REVENUES OVER EXPENSES	\$ 80,691	\$ 500	\$ 125	\$ 100
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	-	-	80,691	80,816
NET CHANGE IN FUND BALANCE	80,691	500	125	100
FUND BALANCE	\$ 80,691	\$ 500	\$ 80,816	\$ 80,916
CASH & INVESTMENTS	\$ 501	\$ -	\$ 626	\$ 726

CITY OF CHARLEVOIX
PI #1 FIRE REPLACEMENT FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	446	500	400	500
SALE OF FIXED ASSETS	5,011	-	50,000	-
CONTRIBUTION FROM MOTOR POOL	46,697	46,842	47,692	49,524
TOTAL REVENUES	\$ 52,154	\$ 47,342	\$ 98,092	\$ 50,024
EXPENSES				
CAPITAL OUTLAY - PUBLIC SAFETY	-	-	-	-
MACHINERY & EQUIPMENT - FIRE	58,318	-	-	-
MACHINERY & EQUIPMENT-AMBULANC	262,325	-	-	-
TOTAL EXPENSES	\$ 320,643	\$ -	\$ -	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (268,489)	\$ 47,342	\$ 98,092	\$ 50,024
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	343,239	73,875	74,750	172,842
NET CHANGE IN FUND BALANCE	(268,489)	47,342	98,092	50,024
FUND BALANCE	\$ 74,750	\$ 121,217	\$ 172,842	\$ 222,866
CASH & INVESTMENTS	\$ 76,131	\$ 122,507	\$ 174,223	\$ 224,247

CITY OF CHARLEVOIX
PI #2 SEWER CAPITAL FUND-TAP INS*
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	561	100	100	80
SEWER TAP INS	27,000	15,000	15,000	15,000
CONTRIBUTIONS FROM OTHER FUNDS	-	-	-	-
TOTAL REVENUES	\$ 27,561	\$ 15,100	\$ 15,100	\$ 15,080
EXPENSES				
CAPITAL OUTLAY	-	-	-	-
TRANSFER TO SEWER FUND	-	-	-	-
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 27,561	\$ 15,100	\$ 15,100	\$ 15,080
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	102,907	130,312	130,468	145,568
NET CHANGE IN FUND BALANCE	27,561	15,100	15,100	15,080
FUND BALANCE	\$ 130,468	\$ 145,412	\$ 145,568	\$ 160,648
CASH & INVESTMENTS	\$ 130,422	\$ 145,372	\$ 145,522	\$ 160,602

* This fund is part of the Sewer Fund and is shown here for internal accounting purposes only.

CITY OF CHARLEVOIX
PI #5 SEWER CAPITAL FUND - NORTHSIDE / SOUTHSIDE SEWER*
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	1,452	850	850	500
COLLECTION & CONSTRUCTION FEES:				
CHARLEVOIX CC	-	2,000	2,000	2,000
NORTH POINTE WOODS	-	-	-	-
WHIPPOORWILL	2,000	-	-	-
PINE POINT	2,000	2,000	2,000	2,000
BIG FISH	-	-	-	-
OTHER	-	-	2,000	-
TOTAL REVENUES	\$ 5,452	\$ 4,850	\$ 6,850	\$ 4,500
EXPENSES				
LEGAL & PROFESSIONAL FEES	-	-	-	-
TRANSFER TO SEWER FUND	-	-	-	-
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 5,452	\$ 4,850	\$ 6,850	\$ 4,500
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	285,643	292,707	291,095	297,945
NET CHANGE IN FUND BALANCE	5,452	4,850	6,850	4,500
FUND BALANCE	\$ 291,095	\$ 297,557	\$ 297,945	\$ 302,445
CASH & INVESTMENTS	\$ 328,629	\$ 335,081	\$ 335,479	\$ 339,979

* This fund is part of the Sewer Fund and is shown here for internal accounting purposes only.

CITY OF CHARLEVOIX
PI #6 INFRASTRUCTURE IMPROVEMENTS FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
CURRENT PROPERTY TAX	459,925	396,600	408,140	408,100
PAYMENT IN LIEU OF TAXES	1,172	800	800	800
IFT TAXES	1,529	900	900	900
TAXES COLLECTED - DELINQUENT	11,181	4,200	4,200	4,200
STATE GRANTS	-	-	-	-
INTEREST EARNINGS	2,962	2,600	2,600	2,400
MISCELLANEOUS	-	-	-	-
PROCEEDS FROM BONDS	-	-	-	-
CONTRIBUTION FROM OTHER FUNDS	-	-	-	-
TOTAL REVENUES	\$ 476,768	\$ 405,100	\$ 416,640	\$ 416,400

EXPENSES				
PROFESSIONAL SERVICES	15,738	-	58,193	15,000
PROFESSIONAL SERVICES	-	-	-	-
CONTRACTUAL SERVICES	35,784	250,000	521,675	308,000
REFUNDS & REBATES / MISCELLANEOUS	-	-	-	-
BOND ISSUANCE COSTS	-	-	-	-
TRANSFER TO GENERAL FUND	-	-	-	-
TRANSFER TO MAJOR STREET	20,000	-	-	-
TRANSFER TO LOCAL STREET	52,838	-	-	-
TRANSFER TO AIRPORT	-	-	-	-
TRANSFER TO GENERAL DEBT OBLIGATION	121,400	123,400	123,400	125,000
TRANSFER TO TRAIL DEVELOPMENT FUND	-	-	-	200,000
TRANSFER TO ELECTRIC	-	-	-	-
TRANSFER TO SEWER	-	-	-	-
TRANSFER TO WATER	-	-	-	-
TOTAL EXPENSES	\$ 245,759	\$ 373,400	\$ 703,268	\$ 648,000

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 231,009	\$ 31,700	\$ (286,629)	\$ (231,600)
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YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	509,481	741,452	740,490	453,861
NET CHANGE IN FUND BALANCE	231,009	31,700	(286,629)	(231,600)
FUND BALANCE	\$ 740,490	\$ 773,152	\$ 453,861	\$ 222,261
CASH & INVESTMENTS	\$ 742,389	\$ 771,927	\$ 455,760	\$ 224,160

CITY OF CHARLEVOIX
PI #7 STREET IMPROVEMENT FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
COUNTY ROAD TAX	220,417	236,800	240,082	240,100
PAYMENT IN LIEU OF TAXES	704	3,000	3,000	3,000
DELINQUENT TAXES	12,392	9,000	9,000	9,000
IFT TAX	-	-	-	-
INTEREST EARNINGS	342	200	200	200
TOTAL REVENUES	\$ 233,856	\$ 249,000	\$ 252,282	\$ 252,300

EXPENSES				
PROFESSIONAL SERVICES	-	-	-	-
CONTRACTUAL SERVICES	-	-	-	-
TRANSFER TO MAJOR STREET	-	-	-	-
TRANSFER TO LOCAL STREET	-	-	-	-
TRANSFER TO GENERAL DEBT SERVICE	200,000	200,000	200,000	200,000
TRANSFER TO WATER	-	-	-	-
TRANSFER TO INFRASTRUCTURE	-	-	-	-
REFUNDS & REBATES / MISCELLANEOUS	-	-	-	-
TOTAL EXPENSES	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 33,856	\$ 49,000	\$ 52,282	\$ 52,300
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YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	132,573	181,548	166,429	218,711
NET CHANGE IN FUND BALANCE	33,856	49,000	52,282	52,300
FUND BALANCE	\$ 166,429	\$ 230,548	\$ 218,711	\$ 271,011
CASH & INVESTMENTS	\$ 153,849	\$ 219,837	\$ 206,131	\$ 258,431

CITY OF CHARLEVOIX
PI #9 BUSINESS PARK FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
FEDERAL REVENUES	-	-	-	-
STATE GRANT	-	-	-	-
INTEREST EARNINGS	114	70	70	70
TAP IN FEES - SS SEWER @ MARION CTR	-	-	-	-
CONTRIBUTIONS FROM OTHER FUNDS	-	7,500	7,500	7,500
TOTAL REVENUES	\$ 114	\$ 7,570	\$ 7,570	\$ 7,570
EXPENSES				
OTHER FUNCTIONS	3,500	3,500	8,500	3,500
CAPITAL OUTLAY	750	-	1,500	-
TRANSFER TO ELECTRIC	-	-	-	-
TOTAL EXPENSES	\$ 4,250	\$ 3,500	\$ 10,000	\$ 3,500
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (4,136)	\$ 4,070	\$ (2,430)	\$ 4,070
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	28,836	24,671	24,700	22,270
NET CHANGE IN FUND BALANCE	(4,136)	4,070	(2,430)	4,070
FUND BALANCE	\$ 24,700	\$ 28,741	\$ 22,270	\$ 26,340
CASH & INVESTMENTS	\$ 24,691	\$ 28,729	\$ 22,261	\$ 26,331

CITY OF CHARLEVOIX
PI #12 MT. MCSAUBA RECREATION IMPROVEMENT FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	120	20	20	20
GRANTS	-	-	-	-
RENTS & ROYALTIES-TOWER LEASES	7,409	7,000	7,000	7,000
CONTRIBUTIONS	-	-	-	-
TOTAL REVENUES	\$ 7,529	\$ 7,020	\$ 7,020	\$ 7,020
EXPENSES				
CONTRACTUAL SERVICES	12,237	-	-	-
MACHINERY AND EQUIPMENT	2,297	-	-	-
TRANSFER TO MOTOR POOL	(3,800)	-	-	-
TRANSFER TO GENERAL FUND	-	-	-	-
TOTAL EXPENSES	\$ 10,734	\$ -	\$ -	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (3,205)	\$ 7,020	\$ 7,020	\$ 7,020
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	25,854	21,196	22,649	29,669
NET CHANGE IN FUND BALANCE	(3,205)	7,020	7,020	7,020
FUND BALANCE	\$ 22,649	\$ 28,216	\$ 29,669	\$ 36,689
CASH & INVESTMENTS	\$ 23,897	\$ 28,202	\$ 30,917	\$ 37,937

CITY OF CHARLEVOIX
PI #14 Public Services Facility FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
INTEREST EARNINGS	12,629	-	600	-
BOND PROCEEDS	8,847,853	-	-	-
CONTRIBUTION FROM OTHER FUNDS	-	-	-	-
TOTAL REVENUES	\$ 8,860,482	\$ -	\$ 600	\$ -
EXPENSES				
PROFESSIONAL SERVICES	-	-	-	-
CONTRACTUAL SERVICES	1,283,818	6,500,000	7,431,085	-
LEGAL FEES	45,600	-	-	-
MISCELLANEOUS	87,350	-	-	-
TOTAL EXPENSES	\$ 1,416,768	\$ 6,500,000	\$ 7,431,085	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 7,443,713	\$ (6,500,000)	\$ (7,430,485)	\$ -
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	-	-	7,443,713	13,228
NET CHANGE IN FUND BALANCE	7,443,713	(6,500,000)	(7,430,485)	-
FUND BALANCE	\$ 7,443,713	\$ (6,500,000)	\$ 13,228	\$ 13,228
CASH & INVESTMENTS	\$ 8,050,549	\$ -	\$ 620,064	\$ 620,064

CITY OF CHARLEVOIX
PI #15 TRAIL DEVELOPMENT-IMPROVEMENT FUND
2021-22 BUDGET

	2019-20 Actual	2020-21 Budget	2020-21 Est. Actual	2021-22 Budget
REVENUES				
STATE GRANT	-	-	-	800,000
TRAIL GRANTS	-	-	-	150,000
CONTRIBUTIONS/DONATIONS PRIVATE SRCS	-	-	-	5,000
CONTRIBUTIONS FROM OTHER FUNDS	-	-	-	200,000
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ 1,155,000
EXPENSES				
PROFESSIONAL SERVICES	-	-	-	150,000
CONTRACTUAL SERVICES	-	-	-	1,000,000
LEGAL FEES	-	-	-	1,000
PRINTING AND PUBLISHING	-	-	-	500
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ 1,151,500
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ -	\$ -	\$ -	\$ 3,500
YEAR END BALANCES				
FUND BALANCE BEGINNING OF YEAR	-	-	-	-
NET CHANGE IN FUND BALANCE	-	-	-	3,500
FUND BALANCE	\$ -	\$ -	\$ -	\$ 3,500
CASH & INVESTMENTS	\$ -	\$ -	\$ -	\$ 3,500

CHARLEVOIX CITY COUNCIL

Reports and Communications

TITLE: City Manager's Comments

DATE: January 4, 2021

PRESENTED BY: Mark L. Heydlauff, City Manager

BACKGROUND:

A. Dog Park

Since Recreation Director Kent Knorr's presentation at your last meeting about the creation of a dog park, we have received a lot of positive feedback on the topic. He did an interview on one of the TV stations and both of us have heard from several residents who are excited at this prospect.

ATTACHMENTS:

- ▣ Planning Commission Minutes
- ▣ DDA Minutes

**CITY OF CHARLEVOIX
PLANNING COMMISSION MEETING MINUTES
COUNCIL CHAMBERS, CITY HALL, 210 STATE STREET
Monday, November 9, 2020 - 6:00 p.m.**

A. Call to Order

The meeting was called to order at 6:00 p.m. by Chair Waddell.

B. Roll Call

Chair	RJ Waddell
Vice Chair:	Dennis Halverson
Members Present:	Sherm Chamberlain, David Gray, Mary Millington, Jennifer Muladore
Members Absent:	Toni Felter
Staff Present:	Kathy Egan, Community Development Director; Mark Heydlauff, City Manager; Jennifer Neal, Community Planner; Jonathan Scheel, Zoning Administrator, Dean Martin, Community Development Fellow

C. Inquiry into Potential Conflicts of Interest

Member Chamberlain stated he had a conflict with Item H.1. and would recuse himself.

D. Approval of Agenda

Motion by Member Muladore, second by Member Chamberlain to approve the agenda as presented. Motion passed by unanimous voice vote.

E. Approval of the Minutes

1. October 12, 2020 Meeting Minutes

Motion by Member Muladore, second by Member Gray to approve the minutes of October 12, 2020 as presented. Motion passed by unanimous voice vote.

F. Call for Public Comment Not Related to Agenda Items

G. New Business

1. Alley Corridor Vision Draft

City Manager Heydlauff recalled that Council directed him to work on an implementation strategy for the 2018 Downtown Alley Corridor Vision. Council requested that he forward the draft to the Planning Commission and DDA for their input before returning to Council for their final consideration.

2. Zoning Ordinance Housekeeping

Zoning Administrator Scheel reviewed each of the recommended changes in detail and responded to Commission member questions.

Motion by Member Muladore, second by Member Chamberlain to schedule the recommended changes to the Zoning Ordinance for a public hearing in December. Motion passed by unanimous voice vote.

H. Old Business

1. Pine River Drawings

Member Chamberlain recused himself. Chair Waddell recalled that last month the Commission provisionally approved the project, but they asked for updated drawings of the project. Timothy Burden, President of Midtown Development Inc., explained the new drawings including that: railings were added to units 7 & 8; units 1, 2, 3, & 4 have a glass and metal railing and a separation wall; and the look of the building with the truss system did not change. Chair Waddell questioned if the issues with the Master Deed had been addressed and Zoning Administrator Scheel stated that he and the City Attorney review those documents before any permits are issued for construction.

There were no public comments.

Motion by Member Gray, second by Member Muladore to approve the railings for the third floor decks. Motion passed by unanimous voice vote with Chamberlain abstaining.

2. International Property Management Code

Member Chamberlain returned to the meeting. Planner Egan questioned if it was the Zoning Administrator's role to recommend to the City Council that they adopt this Code. Zoning Administrator Scheel stated that this would not become part of the City's Zoning Ordinance, but the City Manager had asked for the Commission's input on this matter. Chair Waddell questioned who would enforce the provisions of this Code. Zoning Administrator Scheel replied that in Petoskey enforcement was handled by the Police Department and in East Jordan the Zoning Administrator/Enforcement Officer handled enforcement. The City Council would determine who would be responsible for enforcing the Code.

Member Chamberlain questioned what percentage of the homes in Charlevoix would fail under this Code. Zoning Administrator Scheel stated that the Code really addressed the structural integrity of the building not things like "hairline cracks" in walls.

Motion by Member Chamberlain, second by Member Millington that the Planning Commission recommend that the Charlevoix City Council adopt the International Property Management Code as presented. Motion passed by unanimous voice vote.

I. Staff Updates

Planner Egan stated that her last day with Networks Northwest would be November 20th. Jennifer Neal stated that she would transition to the Staff Planner to the Commission upon Planner Egan's retirement.

Zoning Administrator Scheel addressed the parking lot behind Michigan Beach at the end of Palmer and stated that the City was putting in over a \$1.0 million into this project.

J. Request for Next Month's Agenda or Research Items

Planner Neal stated that Steve Snell, Housing Representative, asked to speak to the Commission and if he was available, she would schedule him for the December meeting. Planner Neal stated that there were more Zoning Code housekeeping items to be addressed.

Zoning Administrator Scheel recalled that they originally used the R-2 District to start the conversation in the City about accessory dwelling units and he questioned if the Commission wanted to expand those regulations to the R-1 District. Chair Waddell felt it would be good to review how the ADU regulations have impacted the R-2 District since it had been almost two years since the regulations were adopted.

K. Adjournment by 8:00 PM Unless Extended by Motion

Motion by Member Chamberlain, second by Member Muladore to adjourn the meeting. Motion passed by unanimous voice vote. Meeting adjourned at 7:20 p.m.

Joyce M. Golding/fgm

City Clerk

R.J. Waddell

Chair

CITY OF CHARLEVOIX
DOWNTOWN DEVELOPMENT AUTHORITY/MAIN STREET MEETING
Tuesday, November 17, 2020 at 5:30 p.m.
Council Chambers, City Hall

1. Call to Order

2. Pledge of Allegiance

3. Roll Call

Chair:	Maureen Owens
Vice Chair:	Richard Christner
Members Present:	Sam Bingham, Sean Bradley, Kirby Dipert, Luther Kurtz, Paul Silva (late), Amanda Wilkin
Members Absent:	Ron Way
Non-Voting Member:	Liam Dreyer
City Staff:	Lindsey Dotson, Executive Director; Mark Heydlauff, City Manager

4. Inquiry Into Potential Conflicts of Interest

5. Consent Agenda

- A. Monthly Report
- B. Committee Minutes
- C. Board Minutes
- D. Chamber Partnership Considerations

Motion by Member Bradley, second by Member Christner to approve the Consent Agenda items as presented. Motion passed by unanimous voice vote.

6. Reports

A. Director's Report

Director Dotson summarized several of the items included in the Report.

B. SBEI Update

City Manager Heydlauff recalled that in 2018, the City received the services of the *Sustainable Built Environment Initiative* at Michigan State University to assist the City in developing a consensus vision for the alleys and parking areas west of downtown. In order to continue the progress toward improvements and implementation of the *Alley Corridor Vision*, the *Corridor and Alley Implementation of Designs* document was created to give City Council and stakeholders clearer guidance on the next steps needed. He stated that they added budget estimates for engineering, considerations for how underground utilities should be upgraded in concert with above-ground modifications, and broken the project down into segments to guide decision-making for budgeting, capital improvement planning, and the potential of private and grant-supported funding.

C. Draft Alley Improvement Grant Program Guidelines

Director Dotson stated sub-committees were working on how to create incentives for property owners to make improvements to the rear of their buildings. She noted that there were other funding sources to consider. Mayor Kurtz felt the grant should be limited to owners who were converting spaces into customer entrances and not just installing an awning.

D. DDA Financials

Director Dotson included this as an update at the Chair's request.

7. New Business

A. Draft Downtown Housing Incentive Program Guidelines

Director Dotson stated the *Economic Vitality Committee* assigned Maureen Owens and Sarah Hagen to work with her on drafting the guidelines similar to the program in Three Rivers, MI. She stated that they would like this Program to be tied to the Deed Restriction Program as well. The Program awards up to \$25,000 to a property owner for creating a housing unit in their building in the Downtown District and the funds could be used for most interior buildout excluding design elements. It would be structured as a reimbursement grant similar to how they operated the Façade Grant Program.

Member Dipert expressed concern about going to all the effort to put this together for maybe no takers. Director Dotson stated that this was not going to be a standalone grant and that the property owners would be given the opportunity to take advantage of other incentives. Mayor Kurtz questioned how long people would have to have the rental rates at the minimum income and Director Dotson stated that was undecided at this point. Mayor Kurtz questioned if this was "per property" and not "per unit" and Director Dotson replied that it would be limiting if it was "per property" because wouldn't the Board want more apartments vs. less. Mayor Kurtz was in favor of removing the "rental rate" part because it would be difficult to get year-round people into downtown units that are more expensive. Chair Owens expressed concerns about the appropriate rental rate for workforce housing vs. short-term rentals.

Member Silva joined the meeting at this time.

Chair Owens and Mayor Kurtz agreed that the application should be per unit and she stated that there may need to be a revision of the funding amount if it is per unit. Member Dipert clarified that the proposed rate was up to \$15 per sq. ft. to a maximum of \$25,000. The item would be brought back to the Board for final review in December.

B. MDARD 2021 Rural Development Fund Grant

Community Development Fellow Martin explained the specifics of the *Upper Floor Housing Grant* that will serve to create housing specifically for year-round residents, which will expand options for those living and working in Charlevoix. He responded to various questions from the Board regarding the Grant.

Motion by Mayor Kurtz, second by Member Dipert to support budgeting for a \$50,000 match to the Michigan Department of Agriculture and Rural Development (MDARD) 2021 Rural Development Fund grant if awarded that will fund the new downtown housing incentive program. Motion passed by unanimous voice vote.

C. Bridge Park Building Update

Member Silva stated his goal to bring up this matter was to reconsider if they were being effective with their resources and assets. He stated that Realtor John Murray came up with a figure of \$500,000 - \$600,000 based on an income approach for that property with a 6-7% cap rate. He stated that there might be some hurdles with the City Charter and the decision might not be completely up to the DDA Board.

Director Dotson noted that the property was purchased from MDOT in 1998 for \$536,000 which was not just the building itself, and there were limitations placed on the use of the property but only for 10 years after the purchase. Chair Owens stated the City owns the property and the DDA are managers of the property. Mayor Kurtz stated that the DDA does not money on this property so the idea of changing the arrangement to give it back to the City seems like they could find a middle ground where they don't spend so much time on managing the property. He stated that instead of selling the building, perhaps someone like John Murray could manage the property for them.

Member Dipert stated that the DDA is happy with the revenue generated from the building when its fully rented until they get hit with a \$40,000 or \$50,000 bill for repairs to the building. He stated that he agreed with Chair Owens that maintaining control of that property is more valuable to the downtown than letting it go. Manager Heydlauff outlined some of the history of the property and the City Charter restrictions.

Chair Owens recommended that they review the actual revenue from the property to determine if that would support hiring a professional property manager to manage the property for the DDA. After discussion, Director Dotson stated that she would come back to the Board with information about revenue and expenses associated with the building and a brief analysis on what it could cost to retain a property manager given their projected income.

D. Downtown Snow Removal

Manager Heydlauff advised that in October City Council asked him to research options for expanding snow removal on the sidewalks downtown by partnering with a private firm. Discussion followed among the Board members about snow removal techniques and potential costs, funding difficulties, and whether or not downtown businesses would be able to assist with expenses for enhanced snow removal operations. Mayor Kurtz stated that the RFP includes the side streets and State Street and questioned if the DDA would be interested in participating in improved snow removal in the downtown area this winter.

E. Igloo Discussion

Mayor Kurtz stated that Council requested the DDA's opinion on the idea of making igloos available in the parks, spaces adjacent to restaurants and in the parking areas behind the buildings to assist restaurants during the pandemic. Member Silva shared his igloo experience at Hotel Earl and noted that Northville installed semi-permanent structures in their downtown. After discussion, the Board was in support of igloos downtown with uniformity, approval of locations and thoughtfulness for pedestrian traffic and snow removal.

Motion by Member Bradley, second by Vice Chair Christner to support the idea of allowing igloos in the downtown area with uniformity, direction of locations, and consideration. Motion passed by unanimous voice vote.

Director Dotson stated that there is a grant opportunity for \$15,000 to purchase igloos or other means of making winter more comfortable in the downtown. The Board concurred to have Director Dotson apply for the grant.

8. Old Business

A. The Vault Co-Working Space Update

Director Dotson stated that the Charlevoix Area Chamber of Commerce Board approved entering into a partnership with the DDA for oversight/management of The Vault Co-Working Space for one year with the intent to fully take over the following year. She explained the details of the Memo of Understanding and the intention that next year the Chamber would fully take over operation of The Vault.

A. Long Road Distiller Lease

Vice Chair Christner stated that the City Attorney drafted a revised lease addressing the sentiments of the Board and he explained the details of the current negotiations. Member Dipert questioned whether the Board could offer the space to BIBCO and Director

Dotson replied that BIBCO had expressed some interest in the past. Mayor Kurtz felt the Board should try to find a tenant that would continue to utilize that space contributing to the vibrancy of the downtown and Member Silva agreed.

C. Director Task/Time Management Discussion

Director Dotson recalled that the Board requested that she categorize the way she spends her time and prioritize as necessary to focus more on working toward established DDA goals. She explained her updated spreadsheet.

9. Public Comments

10. Request for Future Agenda Items

11. Board Comments

12. Adjourn

Motion by Member Bradley, second by Vice Chair Christner to adjourn the meeting at 7:42 p.m.

Joyce Golding/fgm

Maureen Owens

Chair