



AGENDA
CHARLEVOIX DOWNTOWN DEVELOPMENT AUTHORITY AND MAIN STREET MEETING
Tuesday, November 17, 2020- 5:30 PM
Council Chambers, City Hall 210 State Street Charlevoix, MI 49720

1. Call to Order

- A. Zoom Participation Instructions

2. Pledge of Allegiance

3. Roll Call

4. Inquiry Regarding Conflicts of Interest

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

6. Reports

- A. Director's Report
Lindsey Dotson, Executive Director
- B. SBEI Update
Mark Heydlauff, City Manager
- C. Draft Alley Improvement Grant Program Guidelines
Lindsey Dotson, Executive Director
- D. DDA Financials

7. New Business

- A. Draft Downtown Housing Incentive Program Guidelines
Lindsey Dotson, Executive Director
- B. MDARD 2021 Rural Development Fund Grant

Dean Martin, Community Development Fellow

- C. Bridge Park Building Update
Paul Silva & Lindsey Dotson
- D. Downtown Snow Removal
Lindsey Dotson, Executive Director
- E. Igloo Discussion
Luther Kurtz, Mayor

8. Old Business

- A. The Vault Co-Working Space Update
Lindsey Dotson, Director & Sarah Hagen, Chamber President
- B. Long Road Distillers Lease
Richard Christner, Vice Chair
- C. Director Task/Time Management Discussion
Lindsey Dotson, Executive Director

9. Request for Future Agenda Items

10. Public Comment

11. Board Comments

12. 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 MAIN STREET MISSION

The mission of the Charlevoix Main Street program is to strengthen the year-round economic vitality of our vibrant historic business district through community efforts, events, and public/private partnerships while fostering a sense of community pride and ownership.

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

Call to Order

TITLE: Zoom Participation Instructions

DATE: November 17, 2020

BACKGROUND:

The Tuesday, November 17th Main Street DDA meeting will be held in Council Chambers. Members of the public will be able to participate remotely via Zoom with a limited audience in the Council Chambers.

Join Zoom Meeting

<https://zoom.us/j/95207985553?pwd=VU8wWWtHZkl2U1MxNTITd1JZUVdrQT09>

Meeting ID: 952 0798 5553

Passcode: 820197

One tap mobile

+16465588656,,95207985553#,,,,,0#,,820197# US (New York)

+13017158592,,95207985553#,,,,,0#,,820197# US (Washington D.C)

Dial by your location

+1 646 558 8656 US (New York)

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

+1 312 626 6799 US (Chicago)

+1 669 900 9128 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 952 0798 5553

Passcode: 820197

Find your local number: <https://zoom.us/u/aAScywBQy>

Special accommodations can be made for people with disabilities upon request by contacting the City Clerk at (231) 547-3250.

Persons wishing to make a comment may use the raise hand feature and those who have dialed in may wait and the Mayor will call on you to give you a chance to speak. There is no obligation to speak but the opportunity is accorded to you. The Michigan Attorney General has issued a reminder of the criminality of those who attempt to use virtual public meetings to air lewd comments and images.

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
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Consent Agenda

TITLE: Monthly Report

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

ATTACHMENTS:

- ▣ MEDC Report - October

[Home](#)[My Profile](#)[Project Information](#)[MEDC Programs](#)[My Applications](#)[My Awards](#)[Other Reports](#)

Michigan Main Street Monthly Report

Report only those items occurring in your specific Main Street project area for this month

Metrics Number M-0000114748
 Account City of Charlevoix
 Reporting Period Start 10/1/2020
 Submitter's Name Lindsey Dotson

Status Submitted
 Name Jada Tillison-Love
 Reporting Period End 10/31/2020
 Due Date 11/10/2020

Activity & Use / Employment

New Business Opened in MSA

Business Name	Address	Type of Business	FTE Jobs Added	Part-time Jobs Added
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Businesses Closed in MSA

Business Name	Address	Type of Business	FTE Jobs Lost	Part-time Jobs Lost
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Business that Moved out of MSA

Business Name	Address	Type of Business	FTE Jobs Lost	Part-time Jobs Lost
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Existing Businesses that Expanded in MSA

Business Name	Address	Type of Business	Type of Expansion	FTE Jobs Added	Part-time Jobs Added
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Existing Businesses that Contracted in MSA

Business Name	Address	Type of Business	Type of Contracted	FTE Jobs Lost	Part-time Jobs Lost
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Housing

New & Rehab Housing in MSA

Type	# of Units	Address	Rent or Purchase Amount	Monthly Rent or Purchase Price
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Investment

Facade & Exterior Renovation in MSA: (exterior work only - painting, facade cleaning, signs, windows and awnings)

Business Name	Address	Project Description	Private Investment	Public Investment	Source of Public Fund
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Public Improvements in MSA: (Streets, sidewalks, lights and fixtures, landscaping and public amenities)

Business Name	Address	Project Description	Private Investment	Public Investment	Source of Public Fund
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Building Rehabilitation in MSA: (interior rehab - building systems (HVAC), roof etc)

Business Name	Address	Private Investment	Public Investment	Source of Public Fund
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New Construction in MSA

Business Name	Address	Private Investment	Public Investment	Source of Public Fund
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Buildings Sold in MSA

Address	Amount of Sale
108 Michigan Ave.	\$87,900.00

Main Street Data

Volunteer

Total Board Volunteer Hours	Total Volunteer Cost	Total Project (Non Event) Volunteer Hours
19.00	\$0.00	41.00

Training Sessions Attended

Event Title	Who Attended	Date	Topic
CEDAM/CDAD Developing Vibrant Communities Conference	Lindsey Dotson, Sean Bradley	10/14/2020	Developing Vibrant Communities
MEDA Annual Meeting	Lindsey Dotson	10/20/2020	Economic Development
Past Forward Conference	Lindsey Dotson	10/30/2020	GAMSA and Real Estate Use re: Covid

Fundraising/Membership Last Month

Type	Amount
Earned	7640.00
Private	1150.00

Downtown Events & Activities - All Committees

Event	Type	# of Attendees	# of Volunteer Hours	Event Expenses Incurred by Main Street	Main Street Event Revenue
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Other new/Comments

Board Member Changes: Position Names Leaving and Names Arriving

Position	Name Leaving	Email	Name Arriving	Email
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Other News or Commentary ☐ Working hard on developing new programs and guidelines for the upcoming fiscal year - we are in budgeting season! Housing incentive, alley improvement incentive, and possibly two new junior main street initiatives. Launching new fundraiser "Keep Charlevoix Bright" the week of Thanksgiving.

Program & Outlook ☐ Working with PMSI for the SBDC CARES Act stuff to promote our Gift Local Shopping Contest. Gearing up pretty heavily on the holidays right now!

Suggestions for State and National Staff ☐ I didn't get to speak up during our last directors call but I do think that perhaps bi-weekly wouldn't be a bad approach?

Upload Attachments

Attach a copy of meeting minutes from last month's board meeting and copies of meeting minutes from committee meeting

Name	Date Uploaded
Agenda_2020_10_26_Meeting(245).pdf	11/10/2020 1:40 PM

michiganbusiness.org

Michigan Economic Development Corporation, 300 N. Washington Sq., Lansing MI 48913 Phone: 888.522.0103

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

Consent Agenda

TITLE: Committee Minutes

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

ATTACHMENTS:

- ▣ Design Committee - November
- ▣ Economic Vitality Committee - November



Charlevoix Main Street Design Committee
Thursday, November 5, 2020
4:00 PM – via Zoom
Minutes

Attendees: G. DeMeyere, J. Duerr, L. Dotson, D. Fate, J. Goldsborough, C. Kranz, D. Miles, B. Slater, P. Weston, Guest Mark Heydlauff

Absent: none

- I. **Approval of Minutes** - The Minutes from the September 10, 2020, meeting was approved as written.
- II. **Outstanding Business**
 - a. **Report from the DDA meeting:** Lindsey reported that a consultant will be hired as part of the Main Street Downtown Futures Service to do market analysis. Also, the City will begin partnering with the Chamber to operate the Vault. Additionally, a \$10,000 CLG grant application was submitted for a consultant to assist with the new Historic District national register nomination.
 - b. **Report on Alley Vision:** Mark Heydlauff explained the philosophy and approach behind the Corridor and Alley Vision Implementation Report presented recently to Council. It is a holistic approach which lays out a comprehensive and actionable plan, with various alternatives and potential phases, to be referred to as projects and funding materialize. Aspects of needed infrastructure repairs are included and must be considered. Key to implementation will be assuring the interest and participation of the affected business owners. The Report will also be presented to the Planning Commission and DDA soon for feedback before going back to Council with it.
 - c. **Streetscape/Walkability:**
 - i. **Follow-up on SBEI Alley Vision:**
 1. **Back and Side Façade Grant Program:** Lindsey distributed a new draft for "Alleyway Improvements", and requests that it be further simplified. A sub-group will be formed and will meet in December to continue work on a proposed program. The sub-committee is comprised of: John Duerr, Carol Kranz, Gail DeMeyere, Jamie Goldsborough, led by Lindsey Dotson.
 2. **Fundraising for street tree lights:** Now named "Keep Charlevoix Bright", the online fundraising campaign will kick-off by Thanksgiving.
 - ii. **SBEI application for Bridge Street:** The results are expected in November.
- III. **New Business** - none
- IV. **Call for Future Agenda/Research Items** - none
- V. **Adjournment** - The meeting was adjourned at 5:15 PM.
- VI. **Next meeting:** Thursday, January 7, 2021 @ 4:00 PM via Zoom.

CHARLEVOIX MAIN STREET MISSION

The mission of the Charlevoix Main Street program is to strengthen the year-round economic vitality of our vibrant historic business district through community efforts, events, and public/private partnerships while fostering a sense of community pride and ownership.



Charlevoix Main Street DDA
Economic Vitality Committee
Meeting Minutes
November 10, 2020 8:00 AM
Virtual Meeting via Zoom

Present: Mark Heydlauff; Rich Hodgson; Joe Frost, MEDC; Dean Martin, Community Development Fellow; Sam Bingham; Lindsey Dotson; Sarah Hagen; John Haggard; Laura Simmonds; Luther Kurtz; Amanda Wilkin

Co-chair Hodgson called the meeting to order at 8:00am.

1. New Business

2. Old Business

a. The Vault Updates

- a. It was announced that the Chamber will be taking over operations of The Vault while DDA staff will continue to do accounting work and membership assistance. An agreement has been drafted outlining the details of the arrangement.

b. Downtown Housing Incentive Program

- a. Director Dotson updated the committee on progress/updates made to the guidelines by the subcommittee members Hagen and Owens. Major takeaways from discussion include agreeing that the Deed Restriction program MUST be a component and that the city attorney should review the document once the DDA Board has a chance to review the program. Director Dotson was instructed to make those necessary adjustments before the document went to the Board.
- b. Community Development Fellow Dean Martin updated the committee on the process for applying to the MDARD Rural Development Fund grant to support this initiative.

Meeting adjourned at 8:30am.

Next meeting: December 8, 2020 8:00am

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Consent Agenda

TITLE: Board Minutes

DATE: November 17, 2020

ATTACHMENTS:

- ▣ Regular Meeting - October 26, 2020

CITY OF CHARLEVOIX
DOWNTOWN DEVELOPMENT AUTHORITY/MAIN STREET MEETING
Monday, October 26, 2020 at 5:30 p.m.
Council Chambers, City Hall

1. Call to Order

A. Zoom Access Information

2. Pledge of Allegiance

3. Roll Call

Chair:	Maureen Owens
Vice Chair:	Richard Christner
Members Present:	Sam Bingham, Sean Bradley, Luther Kurtz, Paul Silva, Amanda Wilkin
Members Absent:	Kirby Dipert
Non-Voting Member:	Liam Dreyer
City Staff:	Lindsey Dotson, Executive Director

4. Inquiry Into Potential Conflicts of Interest

5. Consent Agenda

- A. Monthly Report
- B. Committee Minutes
- C. Board Minutes
- D. Letter from Representative Triston Cole

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

6. Reports

A. Info Meeting Presentation

Director Dotson stated that pursuant to Public Act 57 of 2018, Downtown Development Authorities are required to hold two informational meetings per year to share information about goals and objectives and work moving forward. She stated that the DDA had an overarching goal of creating a walkable downtown and a year-round downtown. She proceeded to review a brief presentation regarding the DDA Board driven directives and goals, annual report, The Vault, façade program, Match on Main Program, small business support, Junior Main Street Committee, Downtown Alley Corridor Vision, Cooperative Advertising Campaign, and tree lighting program.

B. Housing North Deed Restriction Program & Housing Updates

Steve Schnell, Charlevoix County Housing Ready Program Director – Housing North, stated that his particular position was focused on creating as many housing opportunities as possible in Charlevoix County. He stated that only 38% of the homes in Charlevoix were lived in year-round and home prices were 2.6 times family income in good economic times, and it was now at a rate of 5.1. Mr. Schnell explained the Year-round Housing Deed Restriction Program and that the City of Charlevoix wanted to look at a proactive way to voluntarily entice people to deed restrict their home so that the home can be only purchased and owned by someone who is going to live 10-12 months per year in Charlevoix. The homeowner who chooses to place this deed restriction on their home would receive a cash payout. Mr. Schnell proceeded to explain the *Vail In Deed* program in Vail, Colorado, and he responded to questions from the Board members about the deed restriction program.

Mr. Schnell stated that 400 units could be absorbed into the Charlevoix market each year. He stated that the demand for detached housing units in the City of Charlevoix was 169 either ownership or rental units in 2020, and 82 attached units for renters. He stated that 215 detached and attached units could be rented every year.

Director Dotson stated that she was going through the Zoning Ordinance trying to figure out specifics for housing in the downtown area and there was nothing that spells it out because it's the Central Business District and a lot of the language was pertaining specifically to commercial use. She stated that there were restricted uses in the Downtown that include day care and laundromats and to have a walkable community those amenities would be needed.

Director Dotson reviewed the Prospective Property Inventory included in the Board packet. She stated that during the last meeting they instructed the Economic Vitality Sub-Committee to consider a Local Housing Incentive Program and they were looking at an example from Three Rivers and modifying it to match Charlevoix's needs.

C. Director's Report

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

D. SBEI Update

Director Dotson reminded everyone to review the "Corridor and Alley Implementation of Designs" document before the November Board meeting.

7. **Old Business**

A. The Vault Co-Working Space Update

Sarah Hagen, President, Charlevoix Chamber of Commerce, explained that during the Chamber's meeting on October 23rd a motion was made to enter into a partnership with the DDA for the oversight/management of The Vault Co-Working Space for one year with the intent to fully take over the following year. Ms. Hagen stated in knowing that the staffing issue was one of the main issues the Board had with keeping The Vault that there could be room to partner where they could use the strength of the Chamber and resources in terms of staff time and dedicate that to The Vault and growing programs. Also, she wanted to discuss with the DDA their priorities with The Vault and if the partnership would be a 50/50 split or 60/40.

Motion by Vice Chair Christner, second by Member Wilkin to give the DDA Chair the authority to negotiate with the Chamber Director & the Chair of the Chamber Board to establish an agreement regarding a partnership for The Vault and then sign the lease by November 1st. Motion passed by unanimous voice vote.

B. Long Road Distillers Lease Discussion.

Vice Chair Christner reported that the City Council had approved an Off Premise Tasting Room License for Long Road Distillers (LRD) at their regular meeting on October 5th. He reported that the owners wanted to "propose an amendment to the lease that if at the sole discretion of LRD, they make the determination to open and begin operation while under a state of emergency, rent would be prorated based upon the occupancy percentage allowed for by the State of Michigan (i.e. if operations are limited to 50% occupancy capacity, rent would be prorated at 50% of the monthly rate)". Vice Chair Christner recommended that the Board check with their legal counsel on whether the right to renew verbiage in the TERM paragraph of the existing lease obligates the DDA to accept this notice and renew the lease as it stands or if the DDA has the option to try to negotiate and improve the DDA's position.

Mr. Jon O'Connor, Long Road Distillers, stated that he felt that this was being a bit misconstrued in that the current lease agreement gave them the option to renew and as a show of good faith they offered the amendment related to the reduced seating capacity. He stated that they probably hold the ability to renew the lease under the current terms. Mayor Kurtz stated that they ride two lines with one being an advocate for and trying to invite good businesses into our community and then they are also trying to negotiate on behalf of the taxpayers. He felt that the 50% was low. The Board concurred to have Vice Chair Christner continue negotiations with Mr. O'Connor and Long Road Distillers.

8. **New Business**

A. Financial Certification for Certified Local Government Grant Application

Director Dotson stated that 10% of her job for the City included that she was the staff advisor for the Historic District Commission and they were the group that spearheaded the City becoming a Certified Local Government. She stated that once they received the certification they were able to apply for funding from the National Park Service through the Certified Local Government Grant program and according to the goals set during strategic planning sessions of the Historic District Commission and Historical Society, the first task would be to resume the process of nominating the 200 block of downtown Charlevoix for the National Register of Historic Places.

Motion by Member Wilkin, second by Member Bradley to allocate \$10,000 of DDA Funds to support expenses related to the CLG Grant application, if awarded, with the understanding that a reimbursement will come from the State Historic Preservation Office upon project completion. Motion passed by unanimous voice vote.

Chair Owen asked to move Item B to Item D and make Item B the discussion of the contract for advertising and the Board concurred.

B. Contract for Advertising Discussion

Director Dotson stated that members of the Promotions Committee along with the Chairs of the *Gift Local* event have reviewed the prospect of increasing holiday advertising. She stated that many of the national ads pushing holiday spending actually started early in October this year. She explained the proposal for the email newsletter for advertising holiday shopping deals in Charlevoix. Director Dotson responded to the questions regarding the My North advertising proposal which would be sent to over 10,000 targeted email addresses.

The Board concurred not to participate in the My North holiday advertising program this year.

C. Light Up Charlevoix Tree Light Pledge Program Proposal

Chair Owen suggested "Keep Charlevoix Bright" as a program name.

Director Dotson described the details of a new pledge program to re-engage past pledgees while also helping to fund the annual maintenance and phased replacement of tree lights in downtown Charlevoix and to conduct the program through online and regular mail requests. She suggested a new campaign that will give several pledge options:

- One-time donations of varying amounts;
- Yearly donations for 5 years in varying amounts;

- Monthly “sustaining” donations at smaller amounts to fit into anyone’s budget.

Director Dotson stated that the proposed cost for a phased-in approach to replace the lights was \$10,000 per year over the next five years and it didn’t include general maintenance expenses each year - \$15,000 per year would cover all of the expenses.

Motion by Member Bradley, second by Member Wilkin to approve launching the Keep Charlevoix Bright Program Pledge Campaign to solicit funds to support the annual maintenance and phased in replacement of the downtown tree lights. Motion passed by unanimous voice vote.

D. Director Task/Time Management Discussion

Director Dotson stated that during her annual performance review the Board requested that they consider categorizing the way she spends her time and prioritizing as necessary to focus more on working toward the goals the DDA has established. She described the spreadsheet she provided including categories of tasks related to: Housing, SBEI/Walkability, Operations, Main Street Specific Tasks, Economic Vitality, Promotions, Organization/Outreach, Design, and the City of Charlevoix.

Chair Owen suggested that if the tasks were within an Excel spreadsheet that everyone could put things into categories the way that they would like to see the tasks prioritized. Discussion followed among the Board members about how to conduct this exercise. After discussion, the Board agreed to have Director Dotson categorize the time spent on each task and bring that back to the Board for further discussion at the next meeting.

9. Public Comments

10. Request for Future Agenda Items

Member Silva stated that they should have a discussion regarding The Bridge Park Building and the Board getting a better return on that investment by possibly selling the property and talking to a realtor. Mayor Kurtz stated that because of the City needing access to the pump station that it may be complicated. Silva then asked if we could look into the feasibility of whether or not the DDA could sell the property.

11. Board Comments

12. Adjourn

Meeting adjourned at 7:26 p.m.

Joyce Golding/fgm

Maureen Owens

Chair

DDA/Main Street Board
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Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

Consent Agenda

TITLE: Chamber Partnership Considerations

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

An agreement has been executed with the Chamber regarding their event partnership agreement modification/extension and signed by both interested parties - please see attached.

RECOMMENDATION:

Board discussion and direction.

ATTACHMENTS:

- ▣ Downtown Events Agreement 2020

AGREEMENT

This Agreement is made effective as of the 1st day of January, 2021, by and between the Charlevoix Main Street, DDA and the Charlevoix Area Chamber of Commerce.

The purpose of this Agreement is for the Charlevoix Main Street, DDA to provide financial support for the Downtown events (listed below) specifically within the DDA and Main Street Districts.

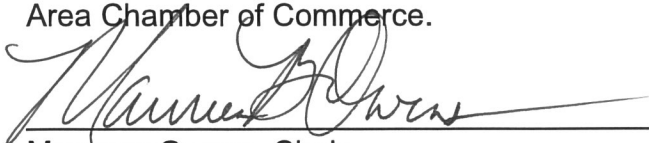
The activities to be provided by the Charlevoix Area Chamber of Commerce include but are not limited to the planning and execution of promotional events focused on retail, restaurant, and service businesses in the Main Street district.

- Indoor Sidewalk Sales
- Easter Egg Hunt
- Summer Open House
- Summer Sidewalk Sales
- Holiday Parade & Tree Lighting
- Holiday Merchant Open House

Charlevoix Main Street, DDA and the Charlevoix Area Chamber of Commerce mutually and expressly agree to the following:

- The Chamber shall perform any and all work required for the staffing, administration, coordination, promotion, and execution of the above promotional events focused on retail, restaurant, and service businesses in the Main Street district
- Main Street agrees to advertise in conjunction with the Chamber on all the downtown events through all available media channels
- Main Street agrees to provide access to Main Street volunteers for said events
- Main Street shall compensate the Chamber with a payment of Five Thousand Dollars (\$5,000)
- The Chamber shall transfer and utilize a payment of Five Thousand Dollars (\$5,000) from the 2020 compensation paid by Main Street
- The term of this event Agreement is one year, starting January 2021 ending December 2021, with review in September of 2021
- No later than December 10th, 2021, the Chamber shall submit a written report documenting the 2021 events

This agreement contains the entire agreement between the parties and may not be amended or modified without the express written consent of the Charlevoix Main Street, DDA and the Charlevoix Area Chamber of Commerce.



Maureen Owens, Chair
Charlevoix Main Street, DDA



Shay Arnold, Chair
Charlevoix Area Chamber of Commerce



Lindsey Dotson, Executive Director
Charlevoix Main Street, DDA



Sarah Hagen, President
Charlevoix Area Chamber of Commerce

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Reports

TITLE: Director's Report

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

Director Schedule

I have the upcoming planned days out of the office:
November 26 & 27 - Thanksgiving

Ladies Night + Men's Night

At our monthly business owner meeting we discussed hosting a Ladies Night event much like the last two holiday seasons and adding a "wish list" component and then following it up with a Men's Night so that guys can come out and shop the wish lists from the week prior. This event is being spearheaded by Cherry Republic once again and another community volunteer has stepped up to help plan and implement said event. Dates are currently set for December 9th (Ladies) and 16th (Men's). More info to come soon!

Gift Local Campaign

This year event planners are proposing to start the Gift Local contest early in response to national trends predicting early holiday shopping this year because of the pandemic and also to encourage more entries than years prior. The start date is November 15th. We have the raffle license in hand and the tickets are being printed as we speak. This year we will also accept online purchases at our local retailers via email submission (aka "contact free" submission).

SBDC CARES Act Funding

Thanks to some funding that SBDC has to spend from the CARES Act, Main Street communities in Michigan have been awarded with a service that is valued at \$5,000 to work with PMSI for a holiday marketing campaign. Information about this is on a flyer in attachments. This is at no cost to us and businesses who are interested can choose to participate for free as well.

NEW Winter Guide from Michigan Main Street

Winter is a part of life in Michigan. And while drinking hot chocolate on the couch and watching Netflix all winter can sound lovely, we still have vibrant downtowns with small businesses which rely on customers to survive. In response to the upcoming winter season and unique challenges presented by the pandemic, Michigan Main Street has compiled resources to help communities make the best of the season. Don't worry - you can still binge that Netflix show, but just do it after your walk downtown. See attached report. I'd love to have a formal discussion about some of these ideas (and others) that will help build out our "shoulder" season outside of special event initiatives.

Michigan Downtown Association Award

The Michigan Downtown Association has awarded the Hoop Skirt Alley project with the People's Choice Award during their annual conference! Congratulations all who were involved. I don't have the award in hand yet, but I

believe someone will deliver it early next month.

ATTACHMENTS:

- ▣ SBDC Service Info
- ▣ MMS Winter Strategies Report



INTRODUCING:

#ShopSmallOnMainSt

Michigan Main Street in partnership with the Michigan Small Business Development Center (SBDC) will be providing a unique opportunity for Main Street Communities to promote shopping small & shopping local this holiday season!

This special offer is provided by CARES Act funding and PMSI, a Michigan-based CARES Act contractor with the SBDC. The following social media package will be provided to downtown organizations that apply through their respective SBDC Regional Director between Monday, November 2 and Saturday, November 7.

DISCOVERY CALL

- A 45 minute strategy call with the downtown organization to discuss needs, businesses, targets, current plan, budget, and more!

STRATEGY BASED FROM DISCOVERY CALL

• Social Media Campaign

- Consultation, development, and execution of campaign

• Crowdsourcing Campaign

- Update the organization's centralized website with participating businesses':
 - Logos
 - Hours
 - Specials
 - Photos

• Linked Social Campaign

- Centralized campaign whereby local business utilize their social media to work as a team to better promote and amplify the campaign.

• Media Budget*

- Main Street Over The Top (OTT) Advertising
 - Advertising through the internet via streaming services
- Digital or Facebook paid campaign

*Offer does not include paid advertising, but PMSI can place ads for the organization if the organization has an existing advertising budget.

The social media promotion of YOUR downtown districts will last through the month of December. You can use this opportunity to promote your local shops & restaurants and encourage online shopping, safe in-person shopping, carryout, delivery, special Facebook live events, or whatever best suits the needs of your community!

To Learn More About Your SBDC Regional Center, Visit:

www.SBDCMichigan.org/find-us



COVID-19 Response:

WINTER STRATEGIES

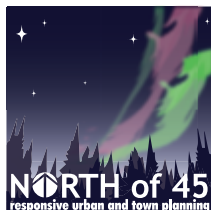
FOR DOWNTOWNS &
BUSINESS DISTRICTS



MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

prepared by:

NORTH OF 45, LLC



SRP DESIGN STUDIO, LLC



[this document is formatted to encourage 2-sided printing]

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FORWARD

October 2020

As snow begins to fly in Michigan, our Michigan Main Street communities are uniquely situated to provide innovative solutions in their communities during the upcoming winter season. Our communities are no stranger to winters in Michigan, but this year with the COVID-19 Pandemic and the need to socially distance, winter may increase the pressures felt by small businesses, community organizations, municipalities and the community at large.

The Winter Strategies guide will provide communities with ideas to give them a jumpstart on preparing for winter. This guide is an introduction to creative solutions, dialogue with community stakeholders and a foundation for embracing winter as a season of prosperity.

The guide is organized around the Main Street Four Point Approach. As with everything Main Street communities focus on, Organization, Promotion, Design, and Economic Vitality as the foundational elements to incrementally make downtowns and communities strong

In 1980, the Main Street 4-point approach was founded and as your state coordinating program, Michigan Main Street is here to foster creative solutions and positive downtown/neighborhood district development no matter the season.

If this is your first introduction to Michigan Main Street and the Main Street program, this guide and the ideas contained herein will still work for your community. In addition to this guide, Michigan Main Street launched our Michigan Reopen Main Street website during the height of the pandemic. The website contains COVID-19 response and recovery strategies for business owners and downtown/district management organizations. This winter guide builds off from and expands some of the ideas contained on the website, and we encourage you to visit the website for more resources.

2020 has been a year history books will remember for a long time! What small business owners and members of your community will remember are the innovative solutions implemented. Stay creative, stay focused, and most importantly stay innovative!

*The Michigan Main Street Team
(Laura, Leigh, Joe & Tony)*

COVID-19 Response:
WINTER STRATEGIES
FOR DOWNTOWNS & BUSINESS DISTRICTS



INTRODUCTION

The global COVID-19 pandemic has created unprecedented challenges for all levels of government and businesses, large and small, as they attempt to protect public health and support economic recovery. Following an initial stay at home order, Michigan businesses have been allowed to reopen following a changing set of guidelines and parameters as we learned more about the virus and as safety protocols have been developed.

The pandemic has resulted in a surge of interest in being outdoors for socializing, family recreation, biking, camping, hiking, fishing and other outdoor pursuits. It has also created demand for and reliance on outdoor public space for restaurants and bars: patios and parklets, using closed streets and parking lots for pop-up patios and outdoor seating that has allowed many restaurants and bars to operate while indoor facility capacities are greatly reduced.



COVID-19 Response: WINTER STRATEGIES FOR DOWNTOWNS & BUSINESS DISTRICTS

These demands will not decrease in winter, in fact, the need to get people outdoors will be more important than ever this coming winter season. What actions can cities and downtown districts take to help their business district better respond to the upcoming winter season? One approach is to find opportunities to celebrate the winter in Michigan with a positive response and strategic actions to make the best of this uncharted territory we are all navigating.

WINTER IN MICHIGAN

Michigan's climate is greatly influenced by the surrounding Great Lakes, and its northern location. Winter climatic conditions vary widely from the mild winter conditions experienced in the southeast to lake effect snowfalls off Lake Michigan and Lake Superior. The Great Lakes also create cloudy weather for much of the State,

The table lists selected Michigan cities and average January low and high temperatures, snowfall, and sunshine (for cities where data was available).



JANUARY TEMPERATURE AND SNOWFALL AVERAGES FOR SELECTED MICHIGAN CITIES

HIGH	LOW	PLACE	SNOWFALL IN INCHES	SNOWY DAYS	% SUN
31	18	Ann Arbor	16.4	14.5	
32	19	Detroit	12.5	10.2	40
29	15	Saginaw	11.7	7.2	
32	16	Battle Creek	14.4	12.5	
31	18	Holland	25	10.5	
33	19	Grand Rapids	20.8	14.9	28
30	17	Lansing	13.8	12.5	36
27	12	Alpena	21.4	16.8	36
25	10	Gaylord	27.2	15.4	
27	14	Petoskey	36.6	14.6	
28	15	Traverse City	33.2	17.0	
26	6	Escanaba	13.1	7.0	
22	9	Houghton	68.8	23.2	
20	3	Ironwood	44.2	18.4	
25	13	Marquette	29.5	18.4	37
23	8	Sault Ste. Marie	31.6	19.1	36

Source: Current Results, Weather and Science Facts

INTRODUCTION



CALUMET, MI 1914

A growing number of communities across the northern tier of the United States and in Canada are embracing the winter season and finding the opportunities it offers: economically, socially and culturally. These cities are transforming themselves with year-round bicycling lanes, snow management innovations, festivals, ice skating plazas and all-season town squares, winter markets and other business opportunities. People want to shop, walk, bike and socialize outside year-round, as long as they can do so with relative ease and comfort. It only makes sense to plan and design our city for winter as much as we do for summer. Especially now during the COVID pandemic.

This guidebook provides ideas to make the most of winter's opportunities and to create a culture shift so that your city is considered one of best places to live, work and play in winter and year-round. The strategies, when implemented, will minimize winter's negatives and create a more livable city, where the realities of our northern location—snow, ice, and darkness—are resources we use both to make it easier and more fun to go play outside, transforming your city into a prosperous community.



MICHIGAN AND THE WORLD

It is also possible to compare Michigan winter conditions to cities around the world. While Detroit is the only Michigan city included on this list, we can assume Marquette and Houghton compare well with Montreal and Quebec City, due to having similar latitudes and snowy conditions. This index was developed by David Philips, Environment Canada, 1988, in order to compare winter climatic conditions. Weighting is assigned in four major factors; discomfort (wind chill, length of winter, mean daily temperature; psychological, (darkness, wet days, cloudiness, sunshine); hazardous conditions (strong winds, winter precipitation); and outdoor immobility (fog, winter precipitation).

It may be safe to assume that many residents of the Upper Peninsula snow belts are better adapted to winter than residents of SE Michigan, as a result of the duration and severity of winter. Likewise, the UP and northern part of the lower peninsula are presented with more opportunities to get out and enjoy winter, such as skiing, snowmobiling, and ice fishing. And know how to dress for it.

At the same time, the areas of Michigan with moderate winter conditions (less snow and warmer temperatures) may need fewer interventions and effort to adapt cities to winter outdoor activity, such as walking, ice skating, and maintaining public space.

WINTER SEVERITY INDEX FOR SELECTED WINTER CITIES

Anchorage	42
Buffalo	48
Chicago	36
Copenhagen	25
Detroit	36
Edmonton	49
Harbin	51
Helsinki	48
Milwaukee	44
Minneapolis	46
Montreal	49
Moscow	52
Oslo	42
Ottawa	50
Quebec City	54
Sapporo	41
Stockholm	36
Toronto	43
Winnipeg	56

PRINCIPLES OF WINTER CITY PLANNING



Improving livability in “winter cities” requires a creative, innovative approach that addresses the problems of snow and cold while enhancing the advantages, opportunities and beauty of the winter season. A positive approach benefits the attitudes of residents, and bolsters the community’s ability to retain and attract new business and residents. The following general winter city planning principles define this approach. While these guidelines are directed towards the city overall, many can be applied to business districts and downtowns.

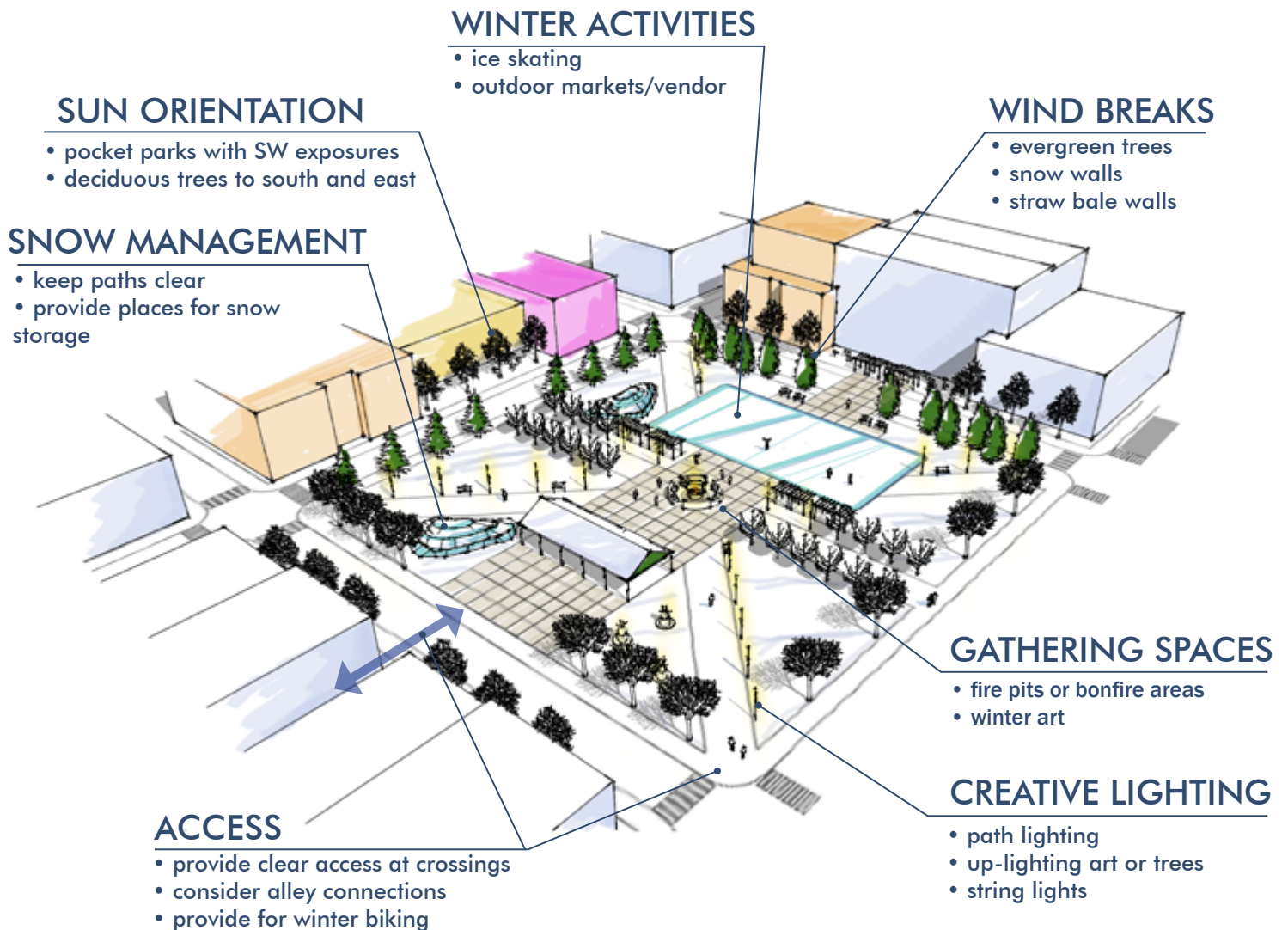
PROVIDE OR ENHANCE OPPORTUNITIES FOR WINTER OUTDOOR ACTIVITY

- Consider ways to use existing city parks and open space for additional winter activities, such as a sledding hill, an ice skating rink or pathway, outdoor gathering area with a fire pit and creative warming hut.
- Create winter trails within the city on old rail grades. Where possible, connect existing trails and walkways.
 - Maintaining/grooming the snow for a multi-purpose skiing, running and walking path is possible where below freezing temperatures predominate.
 - Communities that experience extended above freezing temperatures may find it better to plow the trail for walking/running/biking.

IMPROVE WINTER TRANSPORTATION FOR PEDESTRIANS, CYCLISTS AND PUBLIC TRANSIT USERS

- Designate critical pedestrian areas that should receive priority when clearing sidewalks and walkways.
- Consider recruiting the assistance of local residents, such as business owners, neighborhood groups, or other organizations to maintain critical areas.
- Ensure that transition areas such as curb-cuts and bus stop platforms are properly plowed to ensure pedestrian safety, as these areas are often a collecting point for large mounds of icy snow due to street plowing.

TOWN SQUARE WINTER DESIGN STRATEGIES



The ideal town square would include some of these design features to provide both comfort from the elements and interactive pedestrian spaces during the the cold winter months.

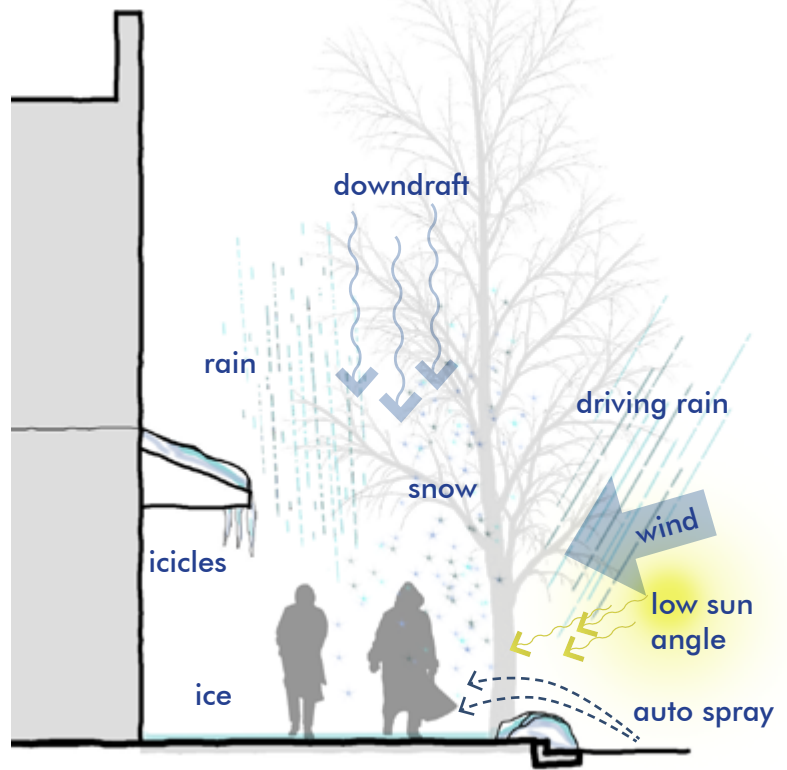
PRINCIPLES OF WINTER CITY PLANNING



DESIGN FOR WINTER SAFETY AND COMFORT

- Take advantage of solar radiation in the orientation of buildings and outdoor spaces to provide a southern exposure to heat and sunlight.
- Use buildings and vegetation to protect outdoor spaces, such as vest pocket parks, from prevailing winter winds.
- Avoid building orientations which will create a wind tunneling effect.
- Avoid creating public spaces for winter use in areas that are shaded from the sun.
- Provide shelters or wind blocks in areas that serve as outdoor gathering spaces.

ELEMENTS OF PEDESTRIAN DISCOMFORTS IN WINTER CITIES



- Use technology and materials appropriate for a “winter city”. Outdoor furniture should be constructed using appropriate materials such as wood, polyethylene, or vinyl-coated metal.
- Cover ramps or stairs to protect them from snow and ice.
- Provide handrails for all public and private walkways that exist on slopes. Particularly hazardous areas, such as steps and ramps, may need to be heated to prevent snow and ice from accumulating.
- Design roofs to account for snow and ice accumulation. and also prevent snow and ice from shedding onto parking areas or pedestrian walkways.
- Create transition areas at building entrances to provide patrons with an area to shed snow prior to entering the building.

WINTER ACTIVITY

The **Marquette Commons** is a town square designed for all season use. In Spring, Summer and Fall, the plaza is used as a Farmers Market. In winter, it is transformed into an ice skating rink



Anchorage, Alaska, with a climate similar to northern Michigan and the Upper Peninsula, grooms their extensive bike / walking / running trails for winter use. People walk, run, bike, and ski on the packed snow surface.



Eau Claire, Wisconsin, began clearing snow from a natural area bike and walking path as a pilot project in their Wintermission Eau Claire program. The pilot project has been an overwhelming success.



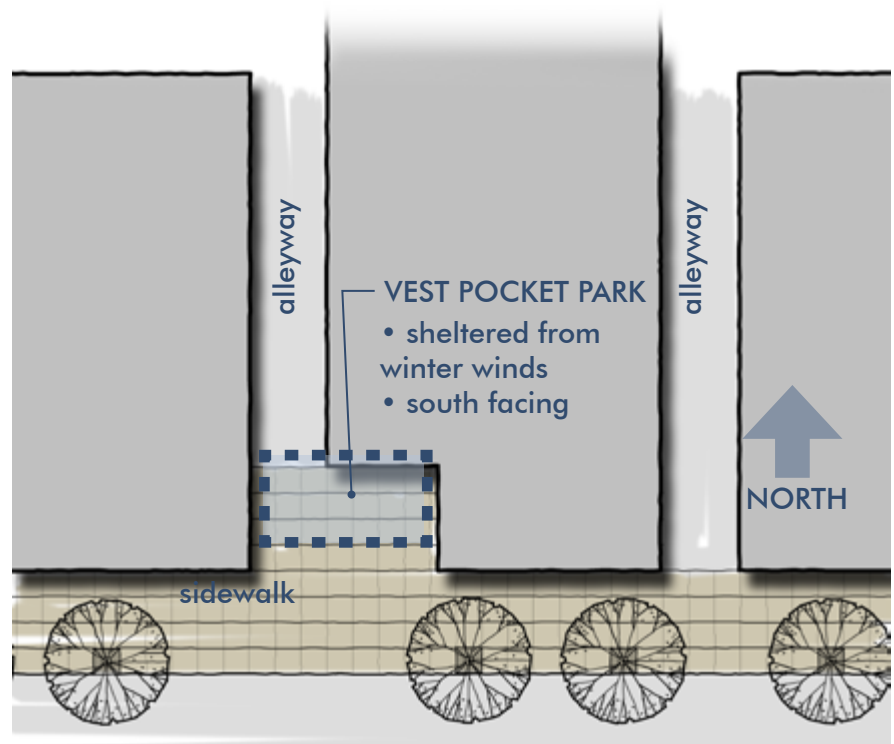
PRINCIPLES OF WINTER CITY PLANNING



SNOW MANAGEMENT

- ❑ Consider snow plowing and removal in the design of road improvements such as curb extensions/bumpouts, to allow for easy maneuverability of equipment around such areas.
- ❑ Design road cross-sections to provide an area for snow storage to prevent snow from being plowed onto the sidewalks when the street is cleared of snow.
- ❑ Bike lanes should not be used for snow storage, as more people are using bicycles for transportation year-round.
- ❑ Bike lanes should be maintained to the same standard as streets in order to encourage more people to commute by bicycle.
- ❑ Bike parking racks should not be put away for the winter season.
- ❑ Map out snow management problem areas and issues to evaluate the impacts of winter winds and drifting snow on city streets and walking paths.
- ❑ Redesign areas where wind is problematic to use earth forms and vegetation to reduce wind and drifting snow.
- ❑ Investigate the use of new equipment or innovative technology for snow removal.

VEST PARKS IN WINTER CITIES

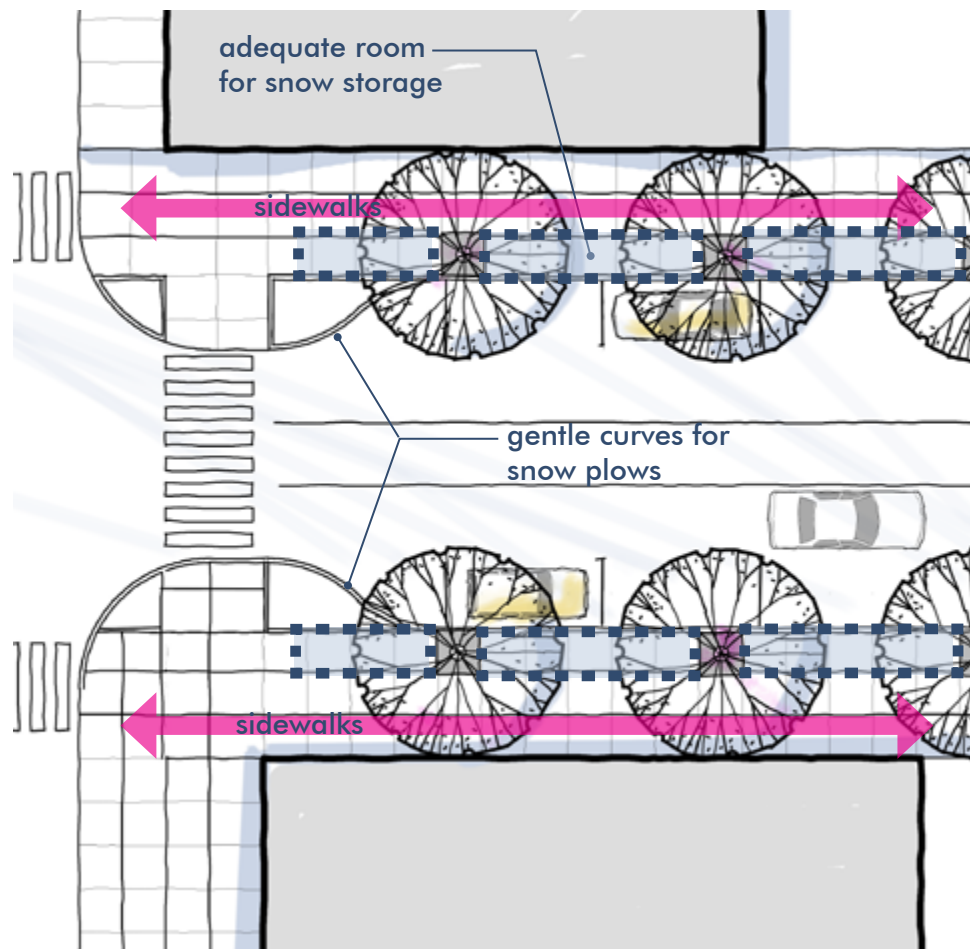


SNOW MANAGEMENT

CONTINUED...

- ❑ Locate snow storage areas where they will receive sufficient solar radiation to encourage melt-off and provide adequate drainage.
- ❑ Store snow in a number of smaller sites, rather than one large area in order to speed up the melting process.
- ❑ Balance the need for efficient snow removal with other considerations such as walkability, aesthetics, and parking.
- ❑ Explore and implement appropriate “best practices” for snow management that will improve service, reduce inconvenience and increase citizen satisfaction.

SNOW PLOWING & STORAGE



PRINCIPLES OF WINTER CITY PLANNING

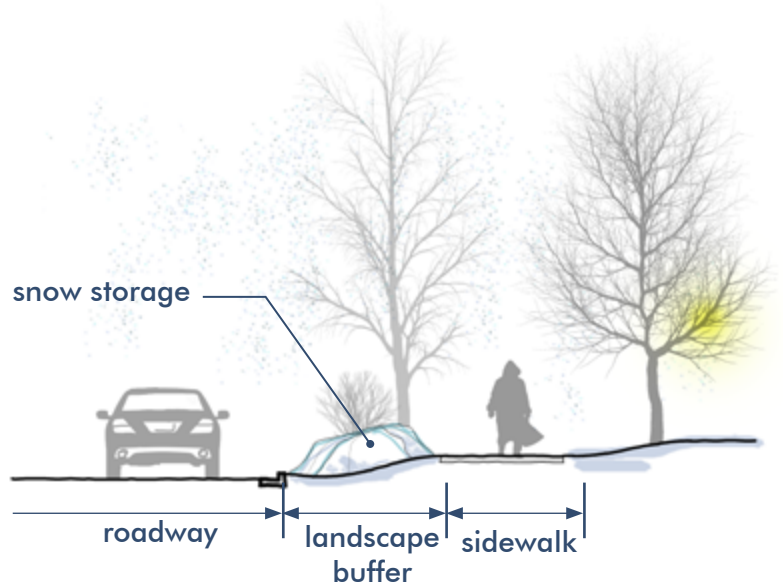


VEGETATION AND LANDSCAPING

- ❑ Plant deciduous trees on the southern face of a building or outdoor area to provide cooling in the summer (when leaves are present), while still allowing sunlight to filter in during the winter (when leaves have fallen).
- ❑ Coniferous vegetation should be used on the north and west sides to protect the area from prevailing winter winds.
- ❑ Use berms and vegetation to direct snow drifts away from building entrances.
- ❑ Select appropriate landscaping for snow storage areas to minimize damage and poor growth due to compaction, pollutants, and poor drainage.
- ❑ Consider using vegetation as snow fences to protect open roadways and other areas from prevailing winter winds.
- ❑ Create “outdoor rooms” using trees and vegetation to shelter exposed areas from prevailing winds.
- ❑ Use landscaping plant species that offer attractive or useful winter characteristics such as twig color, fruit, and salt-tolerance.



LANDSCAPE BUFFERS & SETBACKS

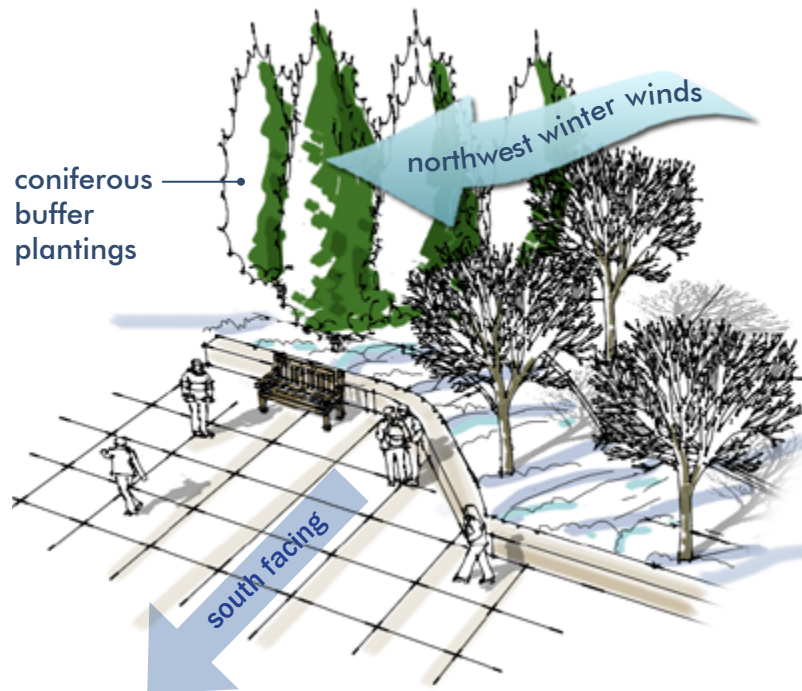


LIGHTING AND COLOR

- Consider color and lighting treatments for public spaces and buildings, in order to offset the darkness and monotony of the winter season.



OUTDOOR ROOMS



PRINCIPLES OF WINTER CITY PLANNING



MAKE WINTER A POSITIVE ASSET TO ATTRACT BUSINESS, TOURISM AND NEW RESIDENTS

- ❑ Collaborate with other area organizations to create a sustainable annual winter festival featuring family outdoor activities, snow/ice sculptures, winter market, food and music.
- ❑ Consider implementing a “winter market” to capture a greater share of winter tourism.
- ❑ Dress up downtown with lighting, public art, and snow/ice sculptures for the entire winter season, not just the holidays.



Houghton, Michigan takes advantage of steep grades and snow for this event.

LIGHT UP THE DARK

Lighting public space and buildings brightens up dark days and nights and creates winter beauty.

The **Place D'Youville** in **Quebec City** is an historic public square that features lighting of the surrounding buildings and a winter ice rink.



Tiny **Copper Harbor**, the northernmost community in Michigan lights up their town park with a beautiful display.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

Celebrate Winter by adapting businesses, winter-themed placemaking, improved snow management and activities that can be experienced while social distancing and draw people to downtown! This section of the guidebook provides ideas and best practices for adapting downtowns to winter, in order to help keep them economically viable during the global COVID-19 pandemic. These ideas will also help Michigan communities foster more of a “winter culture” that can continue to provide benefits in coming winters and all seasons.

This past summer Michigan experienced unprecedented demand for outdoor recreation. It is expected that demand will continue this winter, as people will want to find things to do that can be done in a socially distanced manner. Downtown and business districts can provide some of these opportunities for people, including shopping, walking, dining/drinking, and socialization.

The strategies are organized following the Main Street Four Points. It is recognized there is considerable overlap with specific strategies fitting into more than one point.

THREE STEPS TO GET STARTED WITH WINTER STRATEGIES:

These three steps will assist any community with establishing a Winter Strategy initiative.

1. ESTABLISH A LOCAL WINTER STRATEGIES TASK FORCE

- ☐ Discuss snow removal, outdoor seating time extensions, and other initiatives.
- ☐ This task force should include a DPW representative, Main Street Director/Chair, Municipal Manager, and business owner.
- ☐ This task force should identify and create winter strategies for all Four Points.

2. TAKE AN INVENTORY OF WINTER ASSETS

- ☐ Attractions
- ☐ Partnerships
- ☐ Opportunities

3. IDENTIFY LOCAL ORDINANCES, ZONING, AND POLICIES TO DETERMINE IF ANY UPDATES ARE NEEDED TO SUPPORT AND ACCOMMODATE CREATIVE EFFORTS AND NEW INITIATIVES.

- ☐ Examples of new initiatives that may require policy changes include:
 - Social districts
 - Outdoor consumption policies
 - Outdoor seating/patio seating

ORGANIZATION

As with other initiatives, partnerships are going to be important to implement winter improvement strategies.

REGULATORY

- Work with the municipality/community to extend public consumption order/waivers/permits/social districts and outdoor seating permits into the winter months so that parklets, patios and outdoor seating on sidewalks can be extended through the winter season
- Identify local ordinances and policies that need updating to support and accommodate creative efforts and new initiatives.



SNOW MANAGEMENT

- Downtown has the opportunity during the pandemic to become a destination for walking, and having good walking conditions downtown is critical to attract shoppers.
- Downtown sidewalks, crosswalks and corner ramps must be kept clear of ice and snow.
- Promote the use of good winter walking footwear and wearing yaktraks, spikes and other slip-on traction devices.
- Work with property/business owners to incentivize snow removal/winter maintenance in front of their businesses.

CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

VOLUNTEER OPPORTUNITIES

- ❑ Enlist a volunteer work crew for improving snow removal, particularly for those areas needing extra attention, such as corners and public walkway connectors, and consider paying them in gift cards, downtown dollars, etc.
- ❑ Enlist volunteers to decorate downtown for the holiday/winter season.
- ❑ Enlist volunteers for winter specific events.



SNOW MANAGEMENT

Frequent snowfalls in **Marquette, Michigan** make it expensive to remove all snow from downtown after each snow event. Instead, the DDA creates more gaps in the snow berm enabling shoppers to reach the cleared sidewalk conveniently.

Some downtowns, such as **Tromsø, Norway** and **Holland, Michigan** have heated sidewalks.

FUND DEVELOPMENT

- ☐ Consider a special millage or assessment to fund enhanced snow removal (long-term)/or allocate DDA or Main Street budget line item for snow management.
- ☐ Consider creating a co-operative agreement between local business owners and private contractors for snow removal (where business owners share the cost equally of snow removal via a private contractor).
- ☐ Consider funding the purchase of snow removal equipment through sponsorships/donations.
- ☐ Create a micro-grant for business owners to help fund expanded curb-side pick-up, outdoor patio winterization and other business solutions for the winter.
- ☐ Develop a sponsorship campaign to solicit donations for your organization to implement outdoor/winter activities (winterizing pocket parks, parklets (where permitted), lighting, public art, winter events, etc.).

ORGANIZATION

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

DESIGN

The general winter cities guidelines and best design practices in previous section identify ways to better adapt the city for the winter season. Many of these can be applied specifically to downtown.

STRATEGIES FOR THE MAIN STREET ORGANIZATION

- Develop winter city design guidelines. The Cities of Houghton, Marquette, Bessemer, and Calumet have chapters in their Master Plans addressing winter cities design. Edmonton, Alberta has developed a detailed winter design guideline book. **(see *Helpful Links & Resources*)**.
- Consider using parking decks, parking lots, plaza areas and other public spaces that are underutilized in the winter to host entertainment, activities and events.
- Retrofit existing pocket parks, patios and parklets by using surplus Christmas trees or shrubbery to act as a wind barrier. Wind breaks can also be made with snow walls, or straw bale walls.
- Consider sponsoring a winter decorating contest for the patios.
- Consider the addition of fire pits and heaters to patios and public spaces.
- Use “warm”, appropriate materials, such as fabric seat cushions, wood, or plastic, for benches/outdoor seats instead of metal.
- Consider sun orientation and wind direction for patios, pocket parks, parklets, and outdoor seating areas.
- Install awnings and canopies over outdoor seating areas and outdoor retail areas.



**STRATEGIES FOR THE MAIN
STREET ORGANIZATION**
CONTINUED...

- ❑ Install festive lighting throughout the district and public outdoor spaces. Think of creative ways to light spaces (Edison bulbs, Christmas twinkle lights, etc.).
- ❑ Find opportunities to partner with arts groups on winter-theme displays, snow and ice sculpture, and on small scale outdoor/street theatre performances.
- ❑ Strategically install heated sidewalks in high pedestrian traffic areas and sloped walkways.
- ❑ Maintain winter biking facilities, including protected bike lanes to encourage winter biking. Keep bike racks out and cleared of snow for winter use.
- ❑ Consider opportunities to create ski trails, skating paths, skating rinks, and sledding hills in existing parks.
- ❑ Consider a window display competition driven through social media.

INTRODUCING CROKICURL

Find a place in or near your downtown for socially distanced winter recreation, such a town square, underutilized parking lot, or nearby park and make a Crokicurl game. Crokicurl is a new outdoor winter game invented in Winnipeg, Manitoba, combining the game of crokinole and curling. It is a life-sized version of crokinole played on ice using smaller, lighter curling rocks made of plastic. Plastic curling rocks are used because they are easier to use and have less distance to travel. Like the crokinole board, the play area of crokicurl has posts around the inner ring to make it a little more challenging.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS



WINTER PATIOS

In northern Europe and a few places in Canada, patios for dining and drinking are used year-round. Michigan can encourage a winter patio culture by providing an exciting outdoor environment with a few basic necessities.

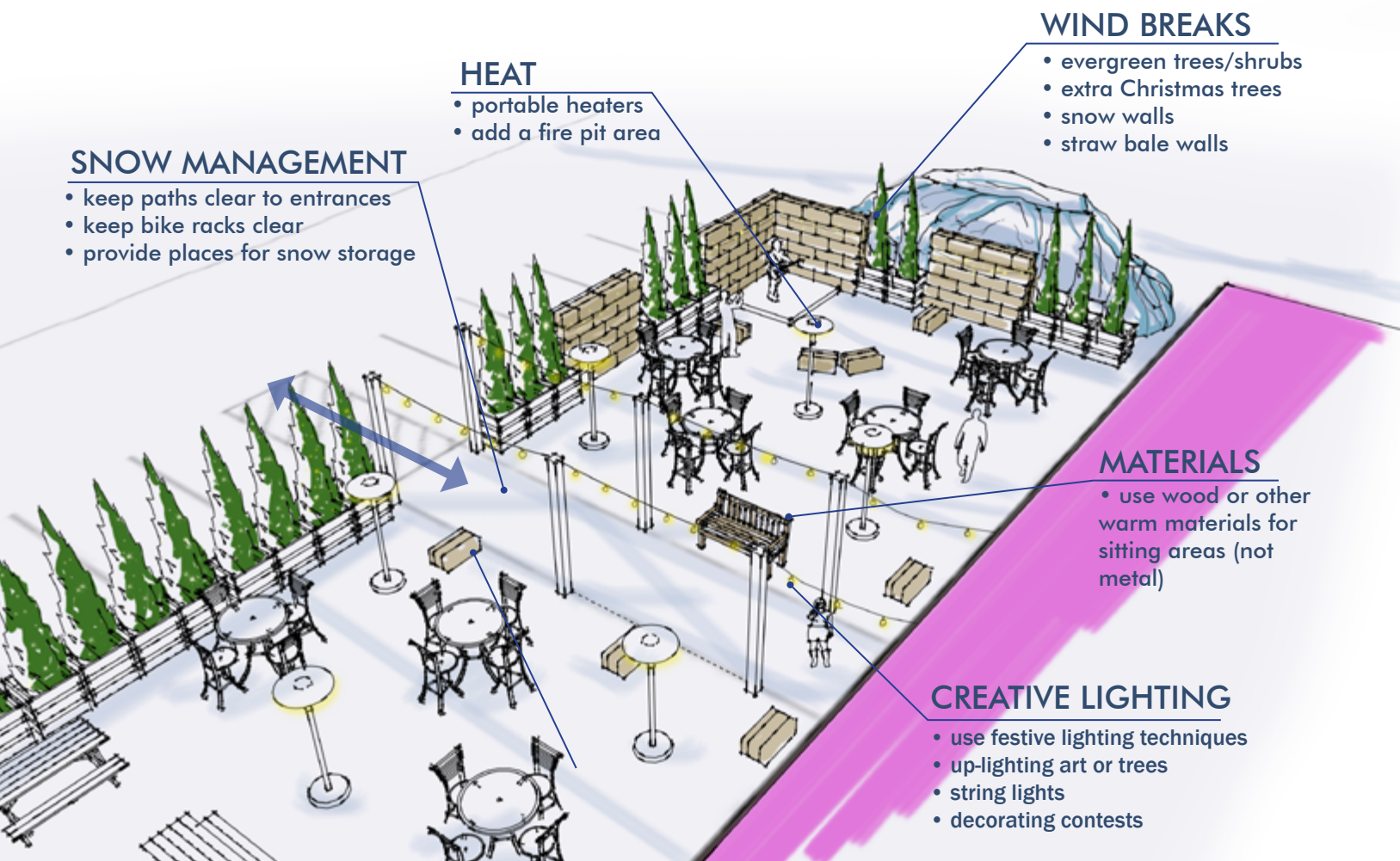
- A simple awning, canopy or shelter will provide protection from snow or rain yet provide plenty of fresh air flow.
- Portable patio heaters and a fire pit can provide some warmth and temper even the coldest temperature.
- Install festive, soft lighting.
- Protect the patio space from prevailing winter winds with a wall made of snow, straw bales, or a row of discarded Christmas trees with twinkle lights.
- A south orientation and sunshine will make the space feel warm even on cold days, if the prevailing wind is blocked.
- Encourage patrons to provide their own blankets and to dress appropriately.



Some communities, including **Grand Rapids, MI**, are encouraging a patio culture by providing funding to develop winter patios. The **City of Chicago** conducted a contest for winter patio ideas ([**see Helpful Links & Resources**](#)).

COVID-19 Response:
WINTER STRATEGIES
FOR DOWNTOWNS & BUSINESS DISTRICTS

RETROFITTING EXISTING PATIOS



The diagram above shows how various elements can work together to create dynamic and safe outdoor spaces that will provide protection from the winter elements.

CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

STRATEGIES FOR BUSINESS OWNERS

- ☐ Consider winter impact on maintaining Curb-side pick-up options.
- ☐ Create appealing winter storefront and window shopping displays with lighting and evergreen trees and boughs.
- ☐ Consider the ideas presented in this guide for adapting your patio for winter, such as blocking winter winds, heaters, fire pits, and lighting. Economic Vitality
- ☐ More downtown activity increases sales for all businesses. Cities and downtowns need to be flexible and allow pop-up businesses and retail activities during the winter season.

DESIGN

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

ECONOMIC VITALITY

More downtown activity increases sales for all businesses. Cities and downtowns need to be flexible and allow pop-up businesses and retail activities during the winter season.

STRATEGIES FOR THE MAIN STREET ORGANIZATION

- Develop pop-up opportunities in downtown for holiday shopping such as outdoor sidewalk sales and/or a winter market.
- Use a downtown public space, open area, or underutilized parking lot for food trucks and vendors.
- Evaluate and coordinate business hours for winter operations.
- Consider adaptations for Small Business Saturday and other holiday retail events, such as outdoor retail opportunities that allow appropriate social distancing.

WINTER MARKETS

Extend the season of your farmers market or create opportunities for a pop-up winter market. A winter market can add retail diversity to your downtown. A simple shelter or temporary tent with heaters can provide protection for vendors, such as artists, farmers and craftsmen. Special events can be planned around the winter market.

The City of Edmonton, Alberta, has developed a successful winter market in their downtown district.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

STRATEGIES FOR BUSINESS OWNERS

- ☐ Conduct Facebook Live holiday shopping events.
- ☐ Place QR codes on storefront window to promote products and online shopping.
- ☐ Expand curb-side pick-up and delivery options for restaurants and retail.
- ☐ Develop winter themed specials, sales, and products (restaurants and retail).
- ☐ Create positive winter themed marketing for storefronts and sales.

ECONOMIC VITALITY

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

PROMOTION

More than ever, people are going to be seeking out places and activities that are safe and allow for socially distanced fun! Now is the time to begin a winter branding campaign to draw people to the downtown and benefit your downtown businesses.

EVENT SPECIFIC STRATEGIES

- Consider themed restaurant/pub crawl style events that can take place outdoors.
- For large holiday shopping events, considerations might include:
 - Staging large events over a longer period (i.e. 12 days of Christmas)
 - Encouraging staggered attendance by offering specials based on first letter of first or last name on different days; spreading out events over larger areas (i.e. extended parade routes, vendor exhibit halls/ expo set-ups, etc.)

USE SNOW & ICE AS AN ATTRACTION

Identify locations where CLEAN snow, uncontaminated by road salt, sand and dirt, can be harvested for constructing snow walls, mazes, sculptures, forts and castles. Snow walls to shelter space can be used as an alternative to prefab igloos and other shelter structures in pocket parks, parklets, and other public space. Fill plywood forms with snow, let them sit for a day, remove the form, and shape/carve the snow wall or block. Use snow to create a fun event and/or fun competition for the community. Ice may be harvested from nearby lakes and ponds for sculpture, walls, and outdoor bars.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

EVENT SPECIFIC STRATEGIES CONTINUED...

- Using VIP, invite-only and RSVP events and sub-events that help to control the number of attendees at any given time.
- Consider working with property owners to use larger underutilized or vacant buildings to hold indoor events using social distancing and safety precautions.
- Develop and implement a winter snow or ice festival that includes a variety of events.
- Examples of winter events are:
 - Fire and Ice - Rochester, MI
 - Winterfest - Grand Haven, MI
 - Snowfest - Frankenmuth, MI
 - Winter Carnival – Michigan Tech University, Houghton, MI
 - Hunter Ice Festival - Niles, MI

IDEAS FOR WINTER MARKETING

Using some of the ideas in this guidebook, make your downtown a safe and magical place to visit this winter and develop appropriate marketing efforts to promote it.

- There's no bad weather, only bad clothing! Promote the wearing of appropriate attire.
- Consider opportunities to create and market community-branded winter wear.



IDEAS FOR WINTER MARKETING CONTINUED...

- ☐ Create positive winter themed marketing around downtown promotion and attraction.
- ☐ Develop winter branding for the district and businesses.
- ☐ Promote existing winter attractions in your area, enhance connectivity to existing attractions, and develop partnerships with local and regional winter attractions. Offering visitors discount cards for downtown businesses is one possibility.
- ☐ Change perceptions about winter in downtown. Promote a positive winter attitude.
- ☐ Promote downtown as a winter destination for walking, shopping, restaurants, etc.
- ☐ Create a winter activity guide for downtown highlighting attractions, special retail and dining experiences, outdoor patios, outdoor markets, and anything else your downtown has to offer during the winter season.

PROMOTION

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

HELPFUL LINKS & RESOURCES

Winter Cities Institute

<https://www.wintercities.com>

Winter Cities Institute Facebook Page

<https://www.facebook.com/WinterCitiesInstitute>

City of Edmonton WinterCity Strategy

https://www.edmonton.ca/city_government/documents/PDF/COE-WinterCity-Love-Winter-Summary-Report.pdf

https://www.edmonton.ca/city_government/initiatives_innovation/wintercity-strategy.aspx

Edmonton Design Guidelines

https://www.edmonton.ca/city_government/documents/PDF/WinterCityDesignGuidelines_draft.pdf

Edmonton Winter Patio Design Guide

https://www.edmonton.ca/city_government/documents/PDF/all-season-patio-design-tips.pdf

8 80 Cities Wintermission

https://www.880cities.org/portfolio_page/wintermission/

City of Houghton Winter City Planning Report (1997)

https://www.cityofhoughton.com/wp-content/uploads/2020/02/City_plans_Winter_City_Planning_Report.pdf

City of Houghton Master Plan 2019

<https://www.cityofhoughton.com/wp-content/uploads/2020/07/Master-Plan-2019-2023.pdf>

Ann Arbor Heated Patios

https://www.mlive.com/news/ann-arbor/2020/10/heated-patios-carryout-what-ann-arbor-area-restaurants-will-do-to-keep-people-coming-this-winter.html?fbclid=IwAR0tCp7ODPL-S27yBBUCH4FgJ08ZisJZG0uVvqeXtXl_OEiXfXWP7vulaQM

Grand Rapids Patio Grant Program

https://www.mlive.com/news/grand-rapids/2020/10/grand-rapids-board-approves-200k-to-help-restaurants-winterize-outdoor-seating-areas.html?utm_campaign=mlivedotcom_sf&utm_source=facebook&utm_medium=social&fbclid=IwAR1Wdcl5bAWoVol5uxE7zfSIODL1WKFBx_J3qb_jFihDTa3C-YbBJ8whJXA

Chicago Patio Design Contest

<https://challenges.openideo.com/challenge/city-of-chicago-winter-dining-challenge/top-ideas>



What Al Fresco Dining May Look Like When It's Cold

<https://www.bloomberg.com/news/features/2020-10-20/what-outdoor-dining-may-look-like-in-winter>

Winter Places: A Design Guide for Winter Placemaking

<https://patronicity.s3.amazonaws.com/static/bench/Winter+Places+-+Design+Guide+for+Winter+Activation+2020.pdf>

PHOTO CREDITS - pg 6: NASA, pg 8: Michigan Tech Archives, pg 13: Matthew Evans (bottom pic), pg 15: City of Marquette, pg 18: City of Houghton, pg 22: Thomas Nilsen (bottom photo), pg 25: Public City Architecture (both photos), pg 26: Lisa Zacherl (top photo), Public City Architecture (bottom photo)

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

Reports

TITLE: SBEI Update

DATE: November 17, 2020

PRESENTED BY: Mark Heydlauff, City Manager

BACKGROUND:

City Manager Heydlauff will present the **Downtown Alley Corridor Vision Implementation Document (attached)**.

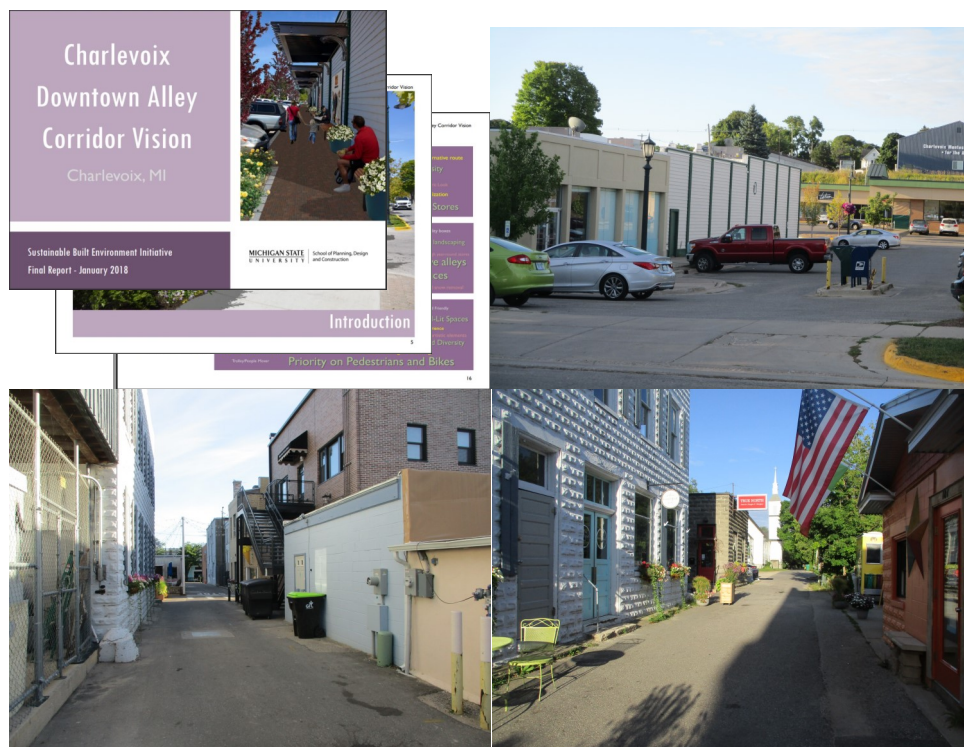
"Since Council first looked at the draft Implementation Plan for the Downtown Alley Corridor Vision, I've presented it to the Main Street Design Committee and the Planning Commission. On Tuesday, I'll be sharing it with the DDA Board. I anticipate bringing a final version back to you in December for further consideration."

RECOMMENDATION:

Board discussion and feedback.

ATTACHMENTS:

- ▣ Progress Report



Corridor and Alley Implementation of Designs

MEMO

TO: Mayor Kurtz and the Charlevoix City Council
FROM: Mark L. Heydlauff, City Manager
RE: Implementation Strategy for the 2018 Downtown Alley Corridor Vision
DATE: October 15, 2020

In 2018, the City of Charlevoix received the services of the Sustainable Built Environment Initiative at Michigan State University to assist us in developing a consensus vision for the alleys and parking areas to the west of our downtown. In the intervening couple of years, some aspects of this report have been implemented such as the Junior Main Street improvements to Hoop Skirt Alley, the pilot implementation of pedestrian-only portions of Van Pelt Alley this summer, and façade guidelines.

In order to continue the progress toward improvements and implementation of the Alley Corridor Vision, this following document has been created to supplement the original 2018 document and also to give Council and stakeholder clearer guidance on the next steps needed. Primarily, we have added rough 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.

This vision began as a collaborative project with the Planning Commission, Shade Tree and Parks Commission, DDA, and City Council. Going forward, I would recommend these groups continue to be engaged along with the business owners in our downtown to achieve the vision originally conceived through a consensus-driven process. Upon initial review by Council, I would suggest this draft be forwarded to the DDA and Planning Commission for their input before returning to Council.

In preparing this document, I appreciate the thoughtful and skillful work of Dean Martin, our Community Development Fellow who managed the process of pulling various documents, diagrams and input together from various staff and sources. I also thank Pat Elliott for his knowledge of our infrastructure and construction projects; Joe Lavender for assisting with maps and plans; and, Lindsey Dotson whose work with our Main Street businesses and programs gives life to the built environment we discuss.

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Cost Breakdowns

Unit Cost Breakdown

- Bike Racks:
 - \$386.76 (single stand)
 - \$1500 (large stand)
- Planters:
 - \$360.39 (small)
 - \$2,513.94 (medium)
 - \$3,041.34 (large, long)
- Outdoor Dining:
 - \$1,089.96 (tables)
 - \$615.30 (chairs)
- Benches:
 - \$2,074.44 (Gretchen)
 - \$1,195.44 (Wellspring)
- Light Pole: \$6,000/unit
- Big Belly Units: \$8,000/2 units
- Electric Car Charger: \$5,000
- Water Main: \$110/Linear Foot
- Sanitary Sewer: \$900/Linear Foot
- Subgrade Undercut: \$27/ Square Yard
- Hot Mix Asphalt (HMA): \$240/ ton
- Brick Pavers: \$35/Square Foot (including HMA removal)
- Water Service Upgrade: \$2,500
- Dumpster Enclosure: \$30,000
- Tree Planting: \$600
- Porous Pave: \$200/Tree
- Landscaping: \$20/Square Foot
- Cement Surfacing: \$500 for the Van Pelt Bike Area
- Brick Wall: \$172/Linear Foot
- Snowmelt System (not including HMA removal and replacement):
 - \$4-6/Square Foot (Electric)
 - \$5-10/Square Foot (Hydronic)
- Tree Lights: \$750/Tree

Total Costs: \$1,861,636.69 (just highlighted changes) - \$3,079,877.81 (complete alley & lot rework)

Currently excluding snowmelt system – total for this system detailed later

- Bike Racks:
 - \$386.76 (single stand) x12
\$4,641.12
 - OR
 - \$1500 (large stand) x3
\$4,500
- Planters:
 - \$360.39 (small) x7
 - \$2,513.94 (medium) x1
 - \$3,041.34 (large, long) x5
\$20,242.37
- Outdoor Dining:
 - \$1,089.96 (tables) x5
 - \$615.30 (chairs) x20
\$17,755.80
- Benches:
 - \$2,074.44 (Gretchen) x5
 - \$1,195.44 (Wellspring) x3
\$13,958.52
- Light Pole: \$6,000
- Water Main: \$110/Linear Foot
840 linear feet | \$92,400
- Sanitary and Storm Sewer: \$900/Linear Foot
270 linear feet | \$330,000
- Subgrade Undercut: \$27/ Square Yard
- Hot Mix Asphalt (HMA): \$240/ ton
- Brick Pavers: \$35/Square Foot (including HMA removal)
Total resurface:
69,800 square feet | \$2,443,000
Highlighted areas:
35,500 | \$1,242,500
- Water Service Upgrade: \$2,500 x2 | \$5,000
- Dumpster Enclosure: \$30,000 x2 | \$60,000
- Electric Car Charger: \$5,000
- Big Belly Units: \$8,000/2 units
- Tree Planting: \$600 x9 - x31
\$5,400 - \$18,600
- Porous Pave: \$200 x9 - x31
\$1,800 - \$6,200
- Landscaping: \$20/square foot
1,483 square feet | \$29,660
- Cement Surfacing: \$500
- Brick Wall: \$172 / linear foot
110 linear feet | \$18,920

Implementation Sequencing

Listed below are a few possible means of implementing the Corridor and Alley Vision. These methods can be viewed as independent projects, with no commitment to further development, or the launching point of a total alley and corridor overhaul. For complete detail on the visual aides, please view previous sections of recommended improvements.

North of Hoopskirt Alley

\$885,000 (+ \$427,400 in utility work)

The benefit of addressing the areas north of Hoopskirt Alley first (lot behind Rexall, Clinton to Park Street) comes in that no underground utility work is currently needed, allowing for a faster impact on the relevant alleys and corridors.

The bulk of streetscape amenities displayed in the renderings of our Alley and Corridor Vision are present in the areas north of Hoopskirt Alley. These streetscape improvements include seating alongside the back of the 200 block of Bridge Street, 2 parklets, 1 of which is used for outdoor dining, and adjacent to Van Pelt Alley, bike racks and increased lighting. Purchasing street furniture for these areas could serve to increase the speed at which pedestrians frequent the areas next to the US 31 corridor, establishing a base pedestrian flow for future improvements to come.



Hoopskirt Alley and South

\$578,000 (+ \$427,400 in utility work)

Hoopskirt Alley and the areas to the South (lot near Pedals, lot & alleyway near the Cinema) should be considered at the same or similar times due to the infrastructure requirements that need to occur underground. New water mains will need to be installed beneath the Mason and Antrim Street parking lots, as well as under Mason Street (with new Sanitary and Storm sewers in addition).

Following the best practice of integrated infrastructure asset management, resurfacing of lots and alleys to brick pavers will occur most efficiently occur in line with the infrastructure maintenance and addition. Doing so will prevent any unnecessary or redundant labor and supplies in removing hot mix asphalt multiple times for different purposes.

The highlighted areas for resurfacing hold less square footage than North of Hoopskirt Alley, reflecting the lower cost. The parking lots in these photos could also be resurfaced to brick pavers, resulting in a far great stormwater runoff impact, but with it greater costs. These higher costs are reflected in the individual breakdowns, and in the Cost Totals section.



Implementation Sequencing

Targeting Potential Pedestrian-Vehicle Overlapping Areas

\$969,000+ (\$427,400 in utility work)

A possible start of implementation, bringing the streetscape improvements to areas with both pedestrian and vehicular traffic first might be beneficial for multiple reasons. The first is that these areas tend to need improvement the most. The alleys that hold the greatest share of pedestrian traffic, Van Pelt and Hoopskirt, both recently had improvements and street furniture additions that are well used and visually appealing. Improving the corridors connecting to these alleys would help create a consistent experience for downtown patrons exploring the Central Business District. Another benefit is found in the current lack of utilization. With less pedestrians and furniture in these corridors, the construction processes will be less invasive to those shopping or recreating in downtown areas. Another impact to consider is the traffic calming abilities that could apply to vehicular traffic in improved areas. With the addition of brick pavers (a different road surface than hot mix asphalt), decorations, and street furniture, drivers will understand that the corridors are pedestrian spaces as well, and treat driving down these corridors more greater caution.



Completing the Investment in Pedestrian Alleys

\$435,000 + (\$427,400 in utility work)

Alternatively, investment in the corridors and alleys could begin with Hoopskirt Alley and Van Pelt Alley as the first targets. Previous alley investment has proven successful, with these public spaces quickly becoming a cornerstone of downtown. Shoppers can often be seen resting with their bought wares, and businesses have opened with store fronts directly serving customers through the alley. Finishing the alleys with brick pavers and better lighting could make the most immediate impact, as these corridors already have a high extent of pedestrian traffic. The addition of bike racks in the Van Pelt Alley would serve as a hub for cyclists, promoting connectivity to the city's downtown by those living distances inconvenient for walking. Seasonality should be considered when conducting the improvements to pedestrian alleys to coincide with times that pedestrian and business use will be least obstructed.

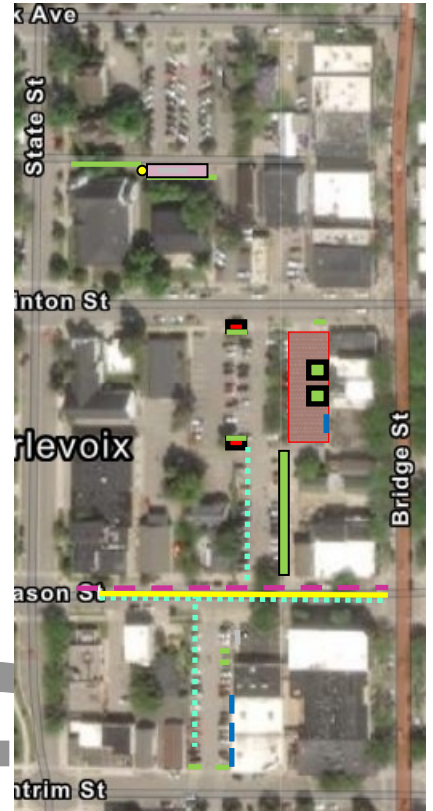


Implementation Sequencing

Focus on High-Use Additions—\$543,000 + (\$427,400 in utility work)

As the brick-pavers account for 66.8% of the alley and corridor improvement costs in plans encompassing just the highlighted areas, it may be more convincing to improve the functional use of the corridors before tackling the surfacing. This low-cost method would also decrease the time needed to bring impact to the downtown system, as the physical changes would involve securing the purchased street furniture, making the needed underground utility improvements, and creating partnerships for the items that require private investment. However, this route still might want to consider some resurfacing improvements; the parklets by the back side of the 200 Bridge Street buildings will not see great use if the surface remains a parking lot with a curb leading to the buildings (however, this resurface makes up the bulk of the estimated costs. Without resurfacing, the estimate drops to \$176,635). Further, while landscaping doesn't provide "use", improving the green infrastructure in these lots will complement the functionality of the alleys and corridors well for the costs involved.

This method of implementation is generally cheaper, but as such the drawbacks of this approach should be clearly stated. Vertical connectivity will be less realized than first planned in the Corridor and Alley Vision, as the lack of brick pavers will not serve to guide pedestrians North-South. The corridor cutting Van Pelt North-South will have no improvements unless amenities are looked at outside of this report, such as small improvements to the back side façade or enhance lighting. Lastly, if resurfacing to pavers does occur after the utility additions are utilized, the money spent on HMA patching will be redundant.

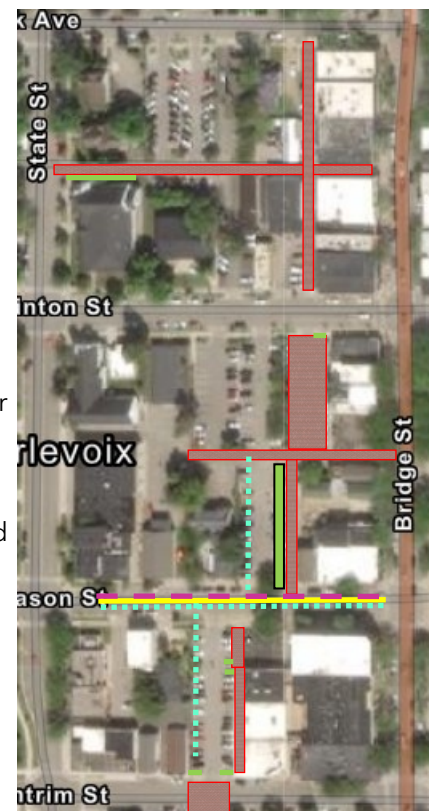


Infrastructure Overhaul– \$1,699,560 (includes utilities work)

Concentrating current funding opportunities on the infrastructure of our corridors and alleys would frontload a majority of the costs, and instantly elevate the aesthetic value of these areas. As mentioned many times prior, resurfacing these lots provides an implicit direction to pedestrians venturing off the US 31 corridor, and would serve to promote private improvements and increase use of the rear entrances to Bridge Street businesses. This implementation sequence also promotes integrated infrastructure management, and will have resurfacing occur during underground utility additions, reducing waste and redundancies. The brick pavers again work as a traffic calming tool, signaling to drivers that these are areas to expect greater pedestrian travel.

A focus on the infrastructure improvements would still have to be segmented rather than attempted all at once, likely considering the utility work as interacting pieces.

The drawbacks to this approach is the strength of the previous; creating a sense of place out of the usage of the area. Improving the infrastructure in this fashion would be great for keeping the charm of Charlevoix consistent in its downtown areas, but the corridors and alleys would still serve as a simple pathway from the parking lots to downtown, much like their current use. Streetscape furniture and amenities are the items that transform a corridor from a pass-through area to a destination. It is highly recommended that the creation of place is considered along with infrastructure improvements.



Snowmelt System Implementation–Memo

Snowmelt Info for Corridor and Alley packet to Council

Prepared by Lindsey Dotson in October 2020

Dating back to recommendations made in the Market Analysis conducted in 2016, heated sidewalks have been on Charlevoix's wish list for some time. To consider all potential when it comes to the implementation of the Downtown Alley Corridor Vision we are including the estimates affiliated with installation of a snowmelt system in conjunction with other possible improvements that would be made. After all, if we are going to be in the business of tearing up sidewalks/concrete, we might as well do this work too.

In 2017 the DDA explored the potential of "testing" snowmelt on Antrim Street during some infrastructure improvements that were being performed by the Department of Public Works. We worked with Nealis Engineering in Traverse City because of their experience doing snowmelt installations there to come up with a rough estimate at that time without knowing what the energy source would be.

At that time it was estimated that in order to install a system it would cost approximately \$164,700 with an estimated annual operating expense of about \$55,000. These figures did not include maintenance expenses. At the time the DDA voted to not make that investment.

Then in 2019 GMB Architecture + Engineering in Holland, MI was engaged to conduct a site visit of Charlevoix to start the process of conducting a feasibility study of snowmelt in our downtown. This firm was selected because of their experience with both the Holland and Grand Haven snowmelt systems. The feasibility study alone would cost \$13,200 which the DDA voted not to spend at that time in order to seek out possible other sources to fund the study.

The feasibility study would help identify a more specific cost associated with installation and operation, comparing both gas and electricity options based on weather data and expected performance. It would also propose locations of the installation, possible phases of the project to consider, sources of heat for the system, etc.

Referring to information shared by Nealis Engineering re: snowmelt installation and combining that with information gathered by our GIS Coordinator on the approximate square footage of sidewalk in the downtown (126,060 - see map on next page for areas included) the following figures have been reached:

Electric snowmelt installation (\$4-6 average cost per sq. ft.): \$756,360

Hydronic (gas) snowmelt installation (\$5-10 average cost per sq. ft.): \$1,260,600

While electric seems to be the more reasonable choice at first glance, these systems can be extremely costly to operate annually.

Electric snowmelt annual operation/utility costs (based on our local commercial utility rates): \$145,000

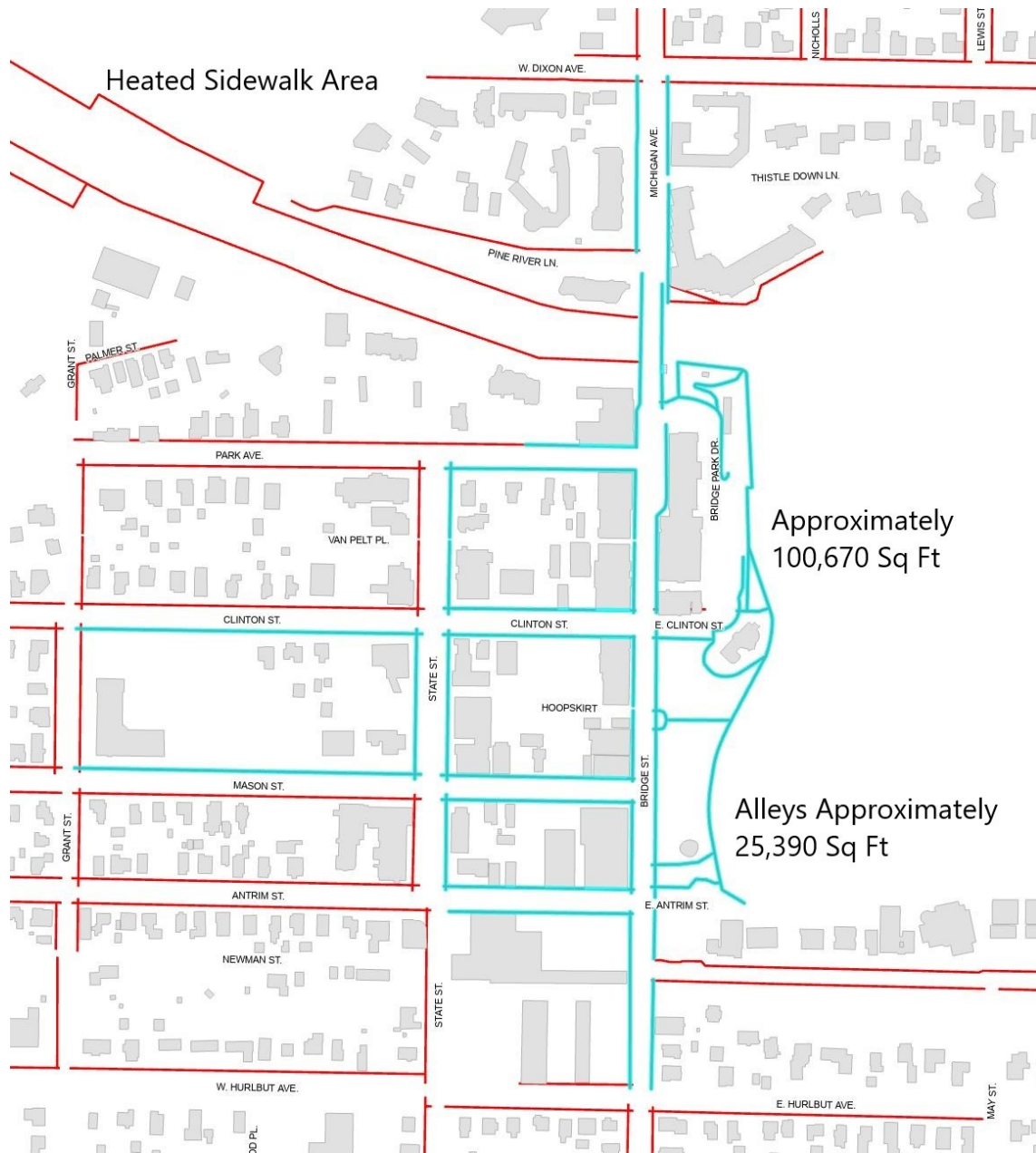
Hydronic snowmelt annual operation cost (gas): \$26,000

One thing worthy of note is that the Hydronic Snowmelt systems are able to use whichever power source is available whether it be natural gas, propane, solar, or even electric. This flexibility is afforded by the design of the system, which are tubes that hold propylene glycol fluid. Electric systems are limited to using electricity as a heat source.

All of the aforementioned numbers are rough estimates without complete information about heat source. While electric systems just plug into junction boxes, a hydronic system needs to have a nearby boiler, circulating pump, and manifold to operate. The further the heat source is from the system the more costly the snowmelt installation and operation will be. In Charlevoix the likely most long-term cost effective scenario is to build a new dedicated boiler plant in the downtown.

While that seems to be outlandish, if we consider the fact that this system could be built into a new mixed use development in the center of town, vs. being a standalone structure, it could be a bit more obtainable.

Snowmelt System Implementation–Memo



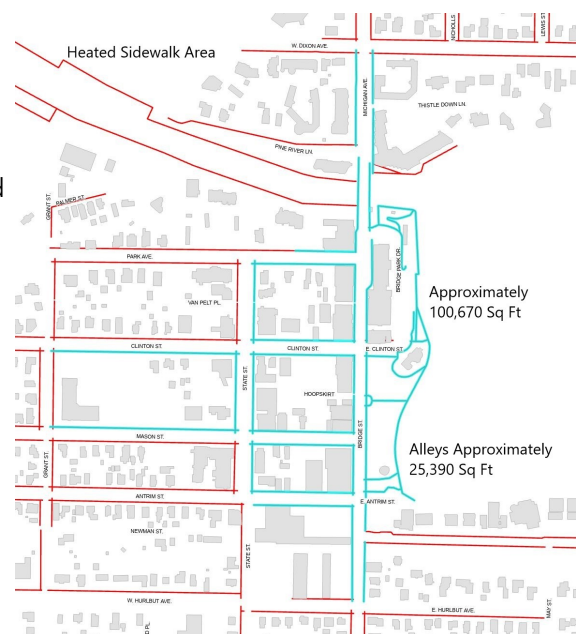
Snowmelt System Implementation

Adding an in-ground snowmelt system has widely been discussed in the past couple of years. It would provide many advantages to the downtown area and various considerations are given below on the inclusion of the framework for a snowmelt system in case sidewalks, alleys and other walkways are improved. However, none of this yet identifies a heat source to power the snowmelt system. This is intended to highlight how thinking ahead of the snowmelt system makes more sense when doing other walkway work than to re-install piping or wiring later.

Complete Snowmelt System Addition

Adding a complete Snowmelt System in the downtown would have tremendous impact not just to the viability of businesses in the winter, but to pedestrians and residents through the retention of East Park's walking amenities. Further, this complete schematic has paths to the library cleared for winter use, integrating this public asset to the downtown businesses and parks.

Covering the highest area, this design is the most costly to install and operate. Installation per square foot could be higher in areas that are not receiving other work, such as brick paver resurfacing or water main installations.



Bridge Street Storefronts

The most economical while still seeking economic development, adding sidewalk heating to the front of businesses on Bridge Street could serve to retain some of the lost consumption that occurs as the peak and shoulder seasons end. With proper marketing to let visitors know that Charlevoix holds a winter-friendly downtown, our seasonal and short-term guests could continue to patronize our businesses in a period which economic activity typically drops for the city.

This being the smallest build, the operation cost too would be the lowest. However, further economic analysis (likely in an feasibility or engineering study) is needed to determine the type of system that would be best implemented in a build of this size. Discussed in the memo, the hydronic method of heating is far cheaper to operate but carries greater fixed costs in both install price (nearly double), and the supplementary equipment and space needed for operation.

There may be concerns of connectability with this design; while the businesses will be clear of snow the walkways directing residents from the neighborhoods and visitors from the parking lots will not be. Patrons will be able to move from store to store free of winter inconvenience, but extra snow removal work could entail to promote organic transitions from the lots, alleys, and corridors to the US 31 business strip.



Snowmelt System Implementation

Bridge Street Storefronts and Prominent Alleys

Following the economic focus of a municipal snowmelt system but doing so in a way that features our prominent alleys (Van Pelt and Hoopskirt) adds an estimated 11,700 square feet for renovation.

The benefits of these additions cover some of what is lacked in the previous design; connection. In this scheme, those who use vehicles to travel to downtown will have an easier time accessing the main economic corridor of Downtown Charlevoix, as pedestrian walkways connecting 2 of the 3 main parking lots will have snow removal systems. Benefit is further found in the seasonal viability of businesses that use these corridors, namely the few that are operating in Van Pelt alley.

One point of consideration is the additional cost for the alleyway components. Square footage of install is increased by 61.5% if opting to cover the alleys, while the additional number of businesses served does not reach that percentage increase. However, a point could be made that the snowmelt system is ineffective if not serving those from the start of their downtown experience.

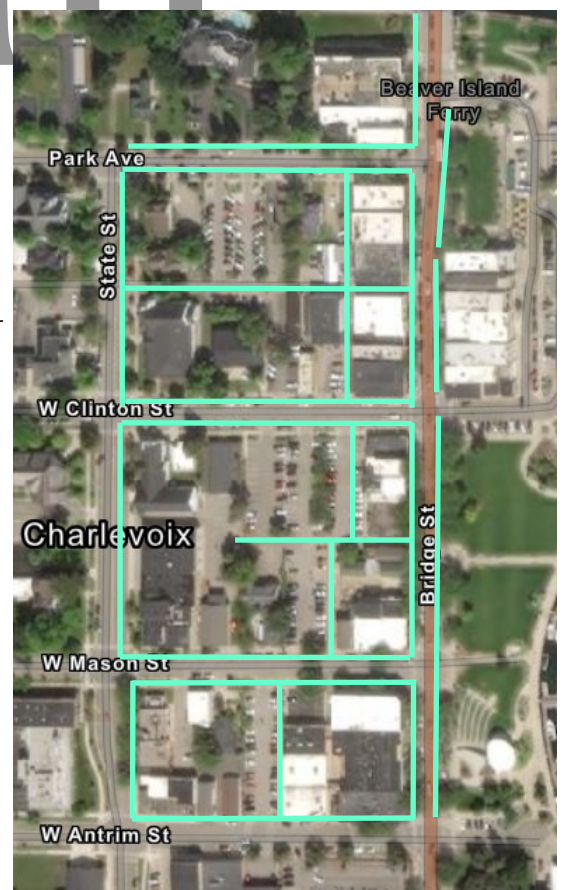
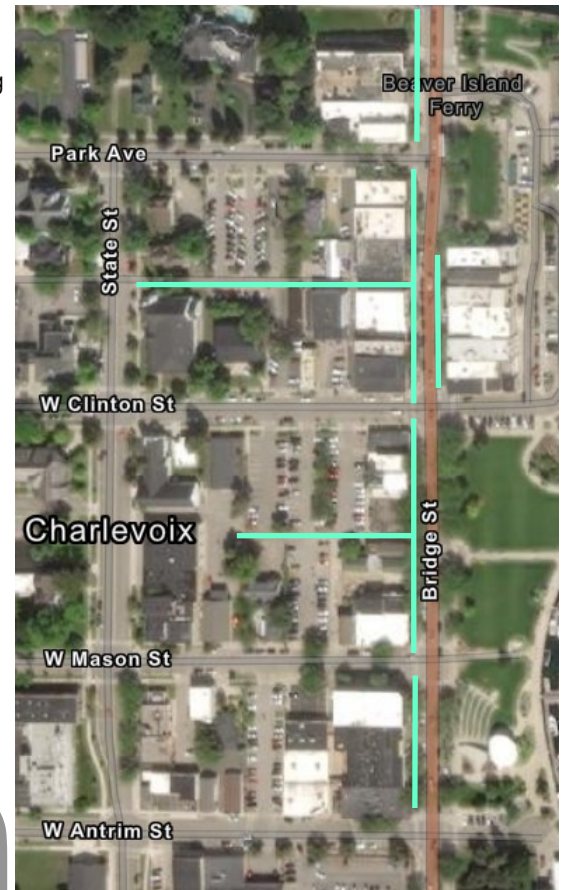
Lastly, the average cost of installation for the alleys may be drastically lower than that other areas if brick paver resurfacing occurs at the same time. The dig and pour that would encompass the snowmelt system could be as high as 3x the cost of the system; if this is already occurring, the snowmelt system in these areas becomes much cheaper.

Downtown Alley and Corridor Project Scope

This sequence would ensure complete winter use for our downtown businesses, alleys, corridors, and lots, while offering partial snowmelt services for the cultural corridor on State Street.

Notable additions from the last sequence include vertical pedestrian flow opportunities in line with infrastructure and streetscape recommendations. The North-South unnamed corridors from Antrim Street to Park Avenue may be a priority for improvement if resurfacing or utility work is already occurring, or if seasonal programming occurs to utilize these areas more in the offseason.

In this schematic, an estimated 23,630 (high-level estimate) square feet of highlighted area (the alleys and corridors) is designated to also have resurfacing occur. This is roughly 26.22% of the total highlighted area. As a result, the implementation of the snowmelt system is higher per average square foot than the "Bridge Street Storefronts and Prominent Alleys" plan, but less so than the "Bridge Street Storefronts" and "Complete Snowmelt System Addition" plans. This is assuming that the highlighted areas for resurfacing occurs; if not, than the averaged per square foot cost of a snowmelt system is the same across all plans.



Corridor Funding Opportunities

GENERAL

USDA Rural Business Development Grant

This grant offers a wide variety of potential uses for our corridor improvement vision, with the relevant ones listed below.

- *Acquisition or development of land, easements, or rights of way; construction, conversion, renovation of buildings; plants, machinery, equipment, access for streets and roads; parking areas and utilities.*
- *Pollution control and abatement.*
- *The capitalization of revolving loan funds, including funds that will make loans for start-ups and working capital.*
- *Community economic development.*
- *Technology-based economic development.*
- *Feasibility studies and business plans.*

There is no maximum award amount, but preference is given to smaller award requests.

MDARD 2021 Rural Development Grants

This state grant provides up to \$100,000 for infrastructure projects (including both transportation and waste water purposes), business development, and rural capacity building (such as tourism and cultural initiatives). A 30% match is required. Applications are due November 19th.

INFRASTRUCTURE

Transportation Alternatives Program

- A grant focused on pedestrian/bicycle usage, there are features to our corridor plans that could develop a competitive TAP grant. Some aspects that increase competitiveness include “(Benefiting) state tourism or economic development initiatives, (including) amenities that increase usability of bicycle and pedestrian facilities, and (addressing) pedestrian safety deficiencies in traditional/historic downtowns.” Other actions that could increase the competitiveness of our grant including connecting our downtown and corridors with MDOT and MDNR priority trails and matching over the minimum requirement for the grant. The minimum amount to be applied for is \$200,000, and the minimum match is 20%.

Transportation Economic Development Fund (TEDF), Michigan Department of Transportation

- **Category B Villages and Small Cities** a grant with the maximum match (50%) of \$250,000, this program can be used for any extent of resurfacing beyond regular maintenance. While the program is solely for road infrastructure/resurfacing, our project will be considered more competitive if the construction overlaps with necessary utility work (funded separately).

Community Development Block Grant

Corridor and alley improvement provides both economic and community development impacts. Economically, drawing investment into the areas surrounding the US 31 corridor will permit our downtown corridor to expand into adjacent streets, making surrounding businesses more viable. The business located in our Central Business District provide competitive and viable job opportunities for low-to-moderate income individuals, providing tangible economic benefits for those in our workforce with hospitality, food, and retail skills. Entrepreneurially, the investment can make surrounding properties more attractive and viable for those looking to start businesses, and with more eyes and great public access, prospective businesses will have more opportunities to find a successful storefront (such as those who are currently launching their start-ups from the city-managed business incubator. From a community development perspective, this project will provide more place-oriented space and offer connectors to our R2 district neighborhood, which contains many LMI individuals this grant and the City of Charlevoix seek to serve.

Corridor Funding Opportunities

Infrastructure Improvement Fund

As stated in the 2019-2020 Annual Budget, the cash balance for the this fund is growing and could be allocated for future projects. Currently, \$547,120 sits in the fund, with transfers regularly occurring for major street improvements and debt servicing. Draining this fund would be ill-advised, so perhaps this could be used for funding gaps or some scale iterations of the project.

Clean Water State Revolving Fund

This fund provides low-interest loans for improving systems and infrastructure as related to wastewater treatment improvement, storm water treatment improvement, and non-point pollution control. \$300 million is available, and at this time there is no required min or max for the loan. This funding source could be used for brick pavers, should we display non-point pollution benefits from this infrastructure design element. The first step to participating in this program is having a pre-application meeting with the Michigan Department of Environment, Great Lakes, and Energy.

Water & Waste Disposal Loan & Grant Program

A long-term, low-interest (based on AMI) loan opportunity for rural communities below 10,000 in population. Loans can be used for storm and waster water collection, transmission, and disposal. Granting may be available based on project need.

STREETSCAPE

Public Spaces, Community Places

Used prior for Hoop Skirt Alley, precedent was created in helping fund streetscape improvements through crowdfunding. With the MEDC matching up to \$50,000 of private donations, this would be a good tool to address any funding gaps in streetscape furniture or amenities. Private interest of alley investment has already been noted, and this could serve to essentially double their investment, while encouraging others.

USDA Rural Economic Development Grant and Loan Program

- The Rural Economic Development Grant and Loan Program can be used as a revolving loan fund that is administered to local businesses through the utility companies. The "grant" is given to the utilities to provide loans at 0% interest for the first round of loans, but interest can be added after. The grant amount must be returned to the USDA at the end of 10 years. The uses for these loans include community development assistance to public bodies or nonprofits for job creation or enhancement, business expansion, and financing fixed assets such as real estate, buildings, equipment, or working capital.

Placemaking Micro-Grants, National Association of Realtors

- **Level 1, \$1,500** This grant can be used on temporary design and demonstration of place-making. The specific activities it can be used on include site preparation, barricades, street furniture, public art, street signs, landscaping, murals, paint, and other amenities. The REALTOR association must be engaged on the project. This could be useful for the Clinton Street Parking Lot outdoor seating area behind restaurants, or for objects needed to promote outdoor vending of retail.
- **Level 2, \$5,000** This grant is less specific on what can be funded, stating that parklets, dog parks, alley activation, plazas, community gardens, and play/fitness areas can all use this grant. As above, the REALTOR association must be engaged or lead this project. There are specific items that the grant cannot be used for, such as infrastructure, sidewalks, restoration, repair, or replacement, singe-activity recreation, building construction, landscaping, or projects over \$200,000. This grant could be pursued for additions to Hoopskirt Alley, the parklets proposed in the schematic plan, or improving the spaces behind the Bridge Street Buildings. 10% match required by the REALTOR Association. Reimbursement must occur within a year of grant approval.

APPENDIX

Corridor and Alley Inventory and Progress Report

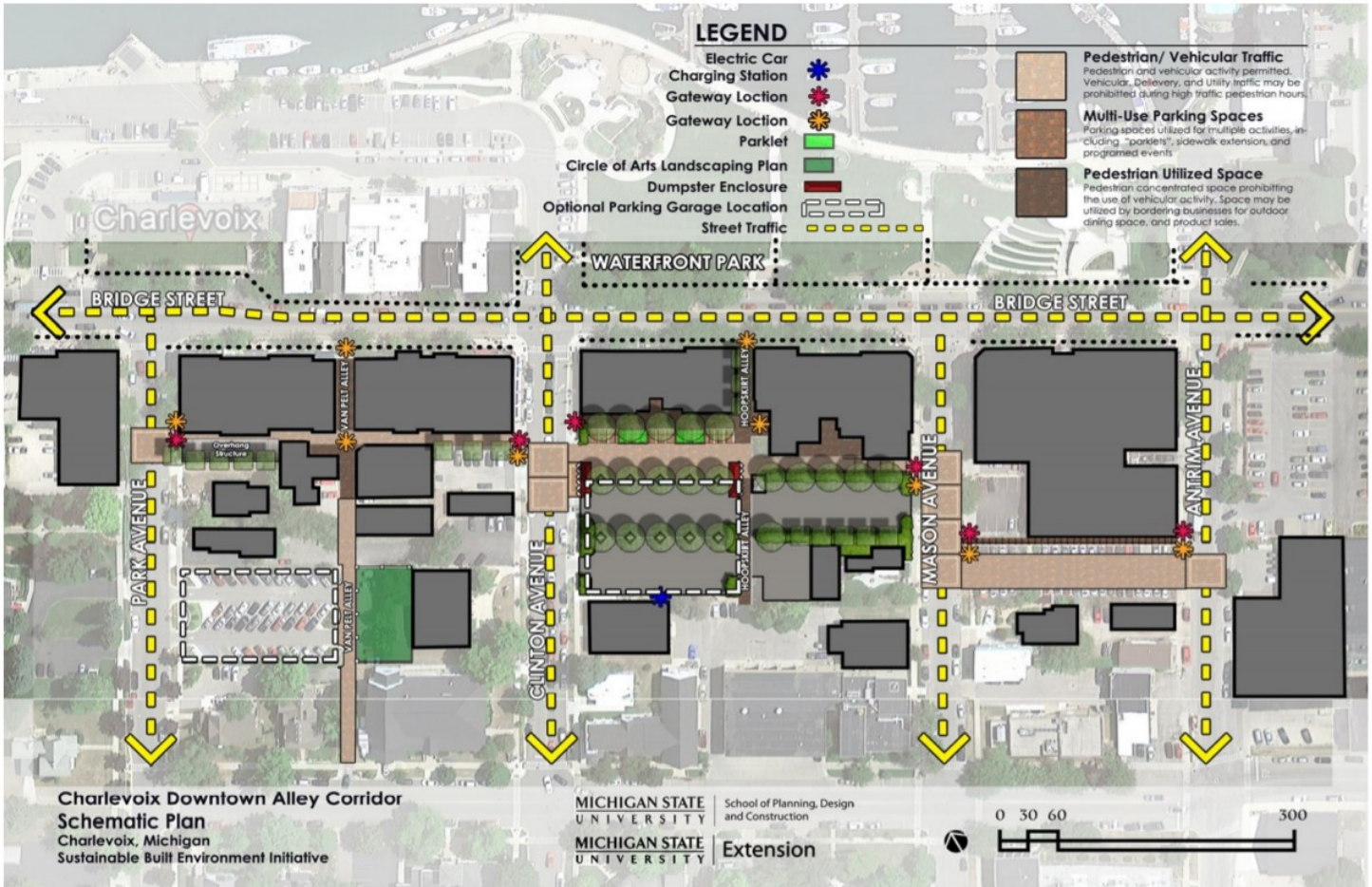
This following section focuses on 3 features of our corridor and alley improvement process: The amenities our alleys currently have, the identified improvements proposed that the city could possibly implement, and the *regional* costs and implementation of these improvements, with regions being different downtown blocks. The regional implementation and costs should be viewed more as itemized descriptors of what was previously presented; implementing these changes sequentially by region may not be viable due to infrastructure and utility additions that need to occur simultaneously across blocks. For better information on implementing alley and corridor changes, please refer back to the core report.

Geographically, this inventory is split into 3 large sections of our alleys and corridors, represented by the boundaries formed from the cross-cutting streets. The sections, from South to North, are Antrim to Mason, Mason to Clinton, and Clinton to Park. All sections are bounded by State to the west and Bridge to the east.

Throughout the appendix, pictures and renderings are presented that display an angled perspective on the specific area of the corridors, alleys, streets, and parking lots being discussed. At the start of each section, there will be a map of the specific block, with circles designating the location of the perspective and arrows giving directionality to the angle that the photo was taken. Each set of pictures and renderings has a colored line to the left of the section, which matches the color of the perspective given at the start of each section.

The implementation report at the end of each section will display the itemized changes recommended in prior design studies. As noted in the letter to council, these changes are not mandatory for corridor or alley use, and can be altered as seen fit. The implementation is simply the itemization and cost descriptions of the changed assets displayed in the alley and corridor renderings.

Schematic Plan



An Overview of Recommended Physical Changes:

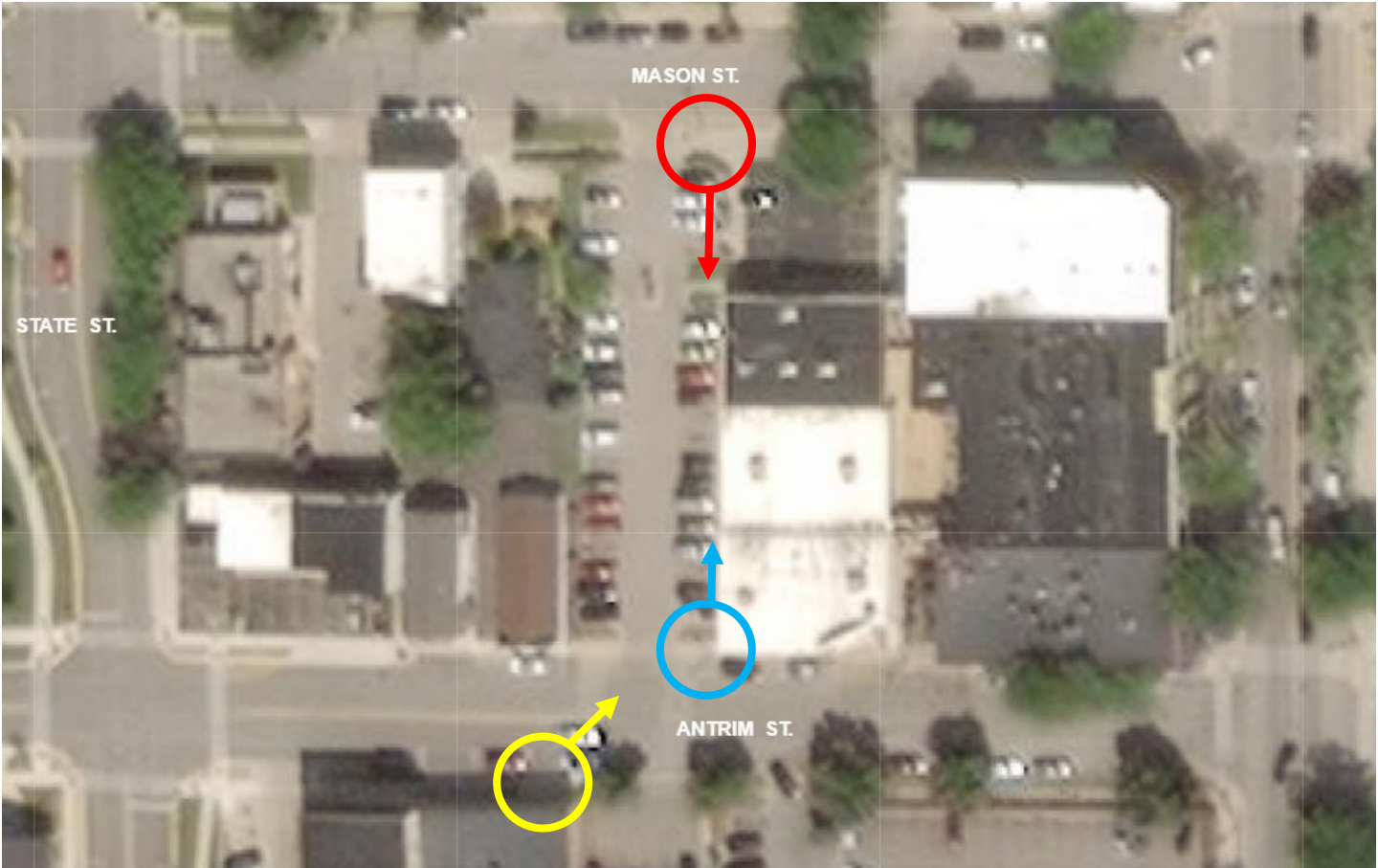
The Schematic Plan, presented on page 11 of the Corridor and Alley Vision Final Report document, offers recommendations to the infrastructure and usage of the corridors being studied. Place-making features are displayed, with gateway entrances noted on all North and South* corridors, and on the East* side of both the Van Pelt and Hoop Skirt Alley Corridors. Parklets are also highlighted; two are proposed in the block between Clinton Avenue and Mason Avenue. Some landscaping features appear overlaying current lots; the Clinton-Mason block has trees/shrubs that would serve as dividers, sectioning off the numerous wide pieces. Further landscaping changes exist by the Circle of Arts building; however these changes are actions that the nonprofit is responsible for rather than the city. Dumpster enclosures are proposed in the Clinton Street lot, on both Southeast* and Northeast sides. The plan also displays an electric car charging station on the West* side of the Clinton Street lot.

Larger physical recommendations include changes to the street infrastructure and parking garages. A wide investment in street pavers is recommended in the schematic plan, with a paver design present on every corridor, and in areas of pedestrian only, street traffic only, and mixed traffic. Two locations are outlined for a potential parking garage, with one over the current Park Avenue parking lot, and the other over the Clinton Lot. If the Clinton lot were to be pursued, the lot would be in conflict with the landscape and enclosed dumpster ideas also proposed.

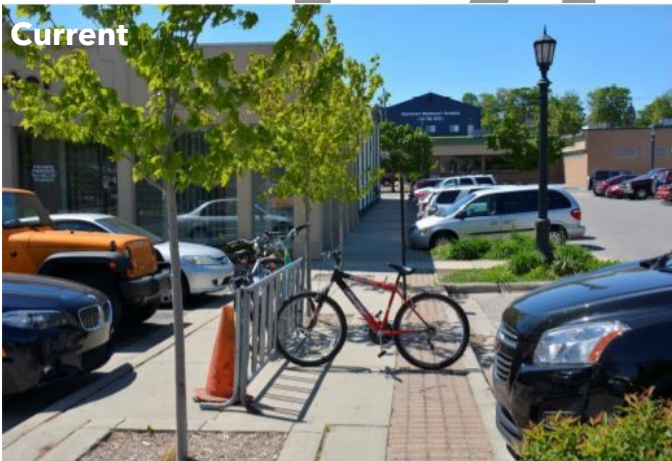
No significant traffic flow changes were presented in the schematic plan; the only change proposed was closing down vehicular traffic prior to the West* gateway on the Van Pelt Alley, which has occurred since the Vision was created.

*The Schematic Map provided is rotated counter-clockwise 90 degrees. As such, north on the map is east, east is south, south is west, and west is north.

Antrim to Mason Street - Design



Current



Proposed



South from the middle of the Mason St. 100 block, there currently exists parking and an underutilized pedestrian walkway. The purpose of this path is to accompany the parking lots while connecting the back/sides of the commercial buildings in these blocks. However, as it currently stands, the path serves no purpose other than as a corridor to exit the area to the north or south. Aesthetically, travelers are better served walking east and traveling north through the vibrant downtown or west and using the cultural corridor of state street. Full utilization of the central business district necessitates a change in this corridor, transforming it beyond a place to park cars to a place for residents to gather. The goal is to do this while still keeping the practicality and use of the lots.

The proposed changes to this pedestrian walkway include resurfacing the path from standard concrete to brick pavers, adding additional benches, and planting flowers in the grass easements by the sidewalks leading to the parking lot. Adding these features would increase usage of this corridor as a connector and a plaza for public space, further amplifying the changes found in the next perspective.

Antrim to Mason Street - Design

Current



Proposed



Looking north from the 100 block of Antrim Street, the corridor leading to Mason street holds opportunity for utilization that would promote both place-making and the business functions of the property occupying 107 Antrim Street. The Vision study saw opportunity for the movie theater to promote films currently airing, providing marketing to those who may be using the space to park downtown, or to walk through to an unrelated business downtown. The movie posters bring a greater sense of vibrancy and activity to the corridor, making those who use this space more comfortable. The intentional marketing of the theater's product to the side street indicates that it is a space where people are, and helps to promote the image

that people belong in this space. Other prescribed amenities include greater foliage, replacing the cement with brick pavers, and building awnings on the theater's side façade. The foliage noted includes additional trees adjacent to the pedestrian path, and flowers, planted both in ground and in fixtures. The brick pavers bring greater aesthetic quality than standard cement sidewalks, are easier to replace, and provide greater water permeability to decrease water runoff and stormwater needs. The awnings can provide light fixtures to make the area safer at night, give shelter to pedestrians during rains, and promote the downtown appeal of the corridor.

Current



A perspective from the south side of Antrim

Street, next to the entrance to Oleson's Food Store, provides a larger inventory of the proposed changes to the built environment of this corridor. There are 4 awnings designed into the side façade of the Charlevoix Cinema, with the movie displays and lights located beneath each. Flowers are planted into soil adjacent (north) of the sidewalk on Antrim street. 3 trees are added following the corridor along the cinema's side. Shrubs are also planted on the west side of the parking lot, next to the Village Graphics building.

Proposed



The largest infrastructure change seen here is the addition of pavers resurfacing a square of Antrim avenue. This plaza-style brickwork could push the downtown visuals further south, further incorporating Antrim street into destination atmosphere found in the other areas of the central business district. Other benefits to this resurfacing can be found in water permeability, which will decrease strain on the wastewater management system, its repairability over standard concrete, and can serve as a visual cue to vehicle operators to slow down for greater pedestrian activity.

Antrim to Mason Street - Implementation



LEGEND			
	Water Main		Brick Pavers
	Storm Sewer		Landscaping
	Sanitary Sewer		Tree
			Planter (Small)
			Awning Façade & Movie Display
			Bike Rack
			Bench

Antrim to Mason Street - Implementation

INVENTORY & COSTS ESTIMATES - Total regional costs - \$209,049.71 - \$217,649.71

Water Main: 270 linear feet | \$110/LF | total cost: **\$35,100**

Water Service Upgrades: number: 2 | \$2,500 per unit | total cost: **\$5,000**

Move Mailbox Dropoff: **\$1,500** (**\$4,500** if this is standalone)

Brick Pavers:

(Highlighted Areas only): 3,970 square feet | \$35 per square foot | total cost: **\$138,950**

(Parking Lot only): 13,000 square feet | \$35 per square foot | total cost: **\$455,000**

(Highlighted Areas Plus Parking): 16,970 square feet | \$35 per square foot | total cost: **\$593,950**

Landscaping: 400 square feet | \$20 per square foot | total cost: **\$8000**

Trees: number: 3-15 | \$600 per item | total cost: **\$1,800 - \$9,000**

Porous Pave each Tree: number: 3-15 | \$200 per unit | total cost: **\$600 - \$3,000**

Planter (Small): number: x5 | \$360.39 per item | total cost: **\$1,801.95**

Awning Façade & Movie Display: number: 4 | \$ per unit | total cost: (This would likely be private investment)

Bike Rack: number: 1–5 (depends on model) | \$1,500 per unit | total cost: **\$3,000**

Bench: number: x4 | \$2,074.44 per item | total cost: **\$8297.76**

Electric Car Charger: number: 1 | \$5,000 per item | total cost: **\$5,000**

Draft

Mason to Clinton Street - Design



Mason to Clinton Street - Design



Hoopskirt Alley, the corridor centrally located in the 300 block of Bridge Street, was severely underutilized at the time of the Corridor and Alley Vision. With its placement in the center of downtown and beautiful gateway signage, the alley had the capacity to serve as a small plaza complimenting the small businesses and East Park. The visualization called for increased vegetation both in infrastructure and potted, a painted mural and suspended hoops to make the alley more lively in its theme, and benches to transition the alley from an extension of the parking lot to its own place for public gathering. A larger change, the report visualized the surface of the corridor changed to brick pavers and extended down to the end of the parking lot.

Many changes have occurred in line with the SBEI recommendations. In 2019 the Junior Main Street Committee of Charlevoix High School Students partnered with the Downtown Development Authority to bring some of the proposed amenities to life. With crowdfunding and matching support from the DDA and the Michigan Economic Development Corporations, the alley was revitalized. Vegetation was added, as were benches on the left side of the alley and a table on the right. Pictures of historic Charlevoix now line the right side of the corridor, and string lights dangle above. Recycling and Trash receptacles have been added to avoid litter. Stained glass art representing Charlevoix was added to the top of the gateway, and a photo standup sits at the front of the corridor matching its theme.

Mason to Clinton Street - Design



Looking north from Hoopskirt Alley at the backside of the Bridge Street businesses there is opportunity to improve the experiences of both downtown patrons and visitors. An added emphasis on backside facades provides multiple points of contacts for potential customers, allowing business to strengthen their place downtown and optimizing an unused back corridor. The rendering displays the clothing store J Phillips using the corridor as for merchant activity, increasing the life and market feel of this area. As with other renderings, there is an increased focus on adding greenery, with small trees and flowers planted into the infrastructure and potted plants adorning the backside walls and roofs of the businesses. The corridor is resurfaced with brick pavers in the rendering, signaling a more pedestrian aesthetic and providing a greater small town vibrancy. Seating is also added near each of the trees, again to strengthen that this corridor is for pedestrian gathering and use, not just travel. On the very left of the proposed rendering, there appears to be a planter or two extended out of the corridor, with a man sitting. This is likely a representation of the parklet noted in the schematic plan. The parklets serve to give downtown visitors a dedicated space for unwinding, unlike the benches in the corridor, which can be utilized by those shopping or participating in passive recreation.

Mason to Clinton Street - Design



Viewing the immediate rear of the south 300 Bridge Street block, the Vision proposed improvements that would increase utilization for the occupants while improving walkability for pedestrians. Currently, the corridor looks oriented towards vehicular travel, with cracked cement and loose sediment serving as the traveling surface. Likewise, while the guard rail on the right informs parkers of the boundaries of parking, it comes with the unintended consequence of segmenting the parking lot and serving as a barrier to mobility for pedestrian walkers.

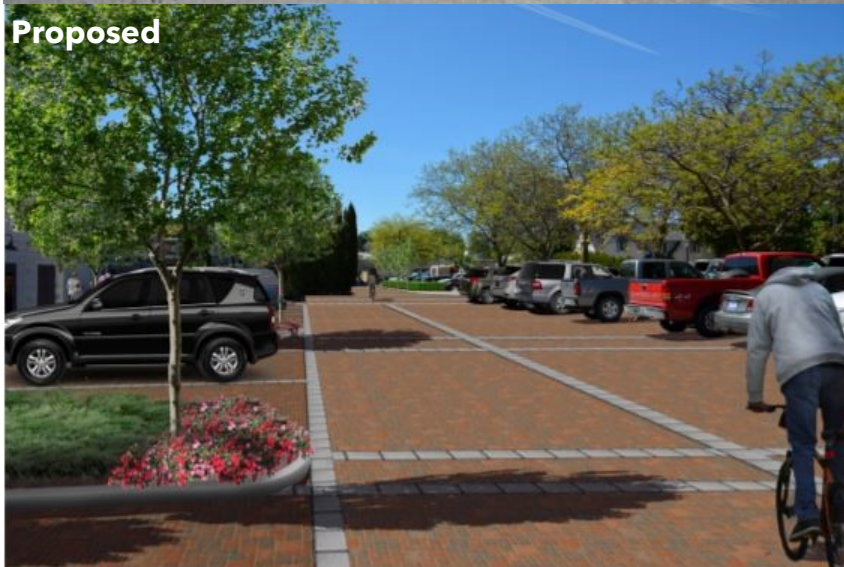
A major change recommended by the study is the resurfacing of this corridor to brick pavers. The pavers will provide a visual cue to drivers that this is a space for pedestrian as well as vehicles, and those partaking in non-motorized transportation will feel more comfortable using this area. Other changes include new fencing, seating and hanging flowers near the privately owned building to increase the vibrancy of the corridor, and replacing the metal guard rail with green infrastructure such as trees, shrubs and flowers. This will require modifying the surface under the barrier to soil to accommodating the plants.

Mason to Clinton Street - Design

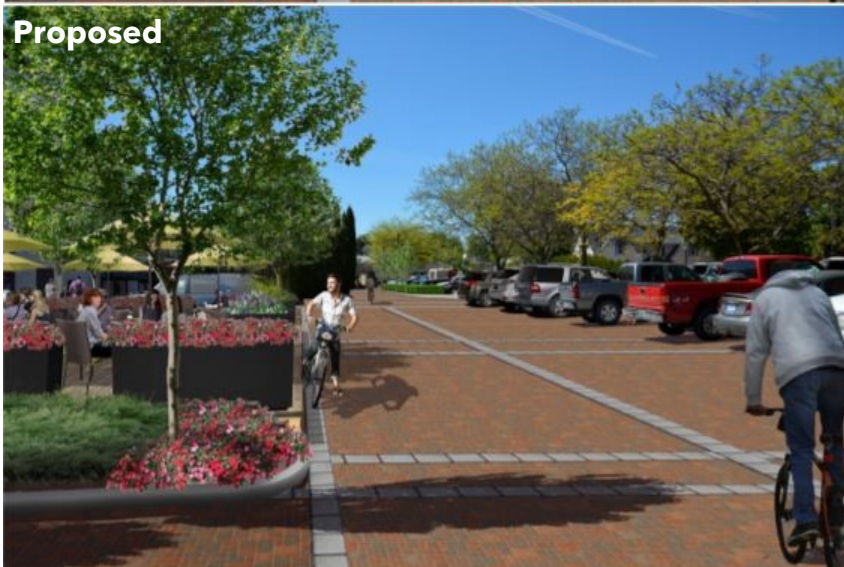
Current



Proposed



Proposed



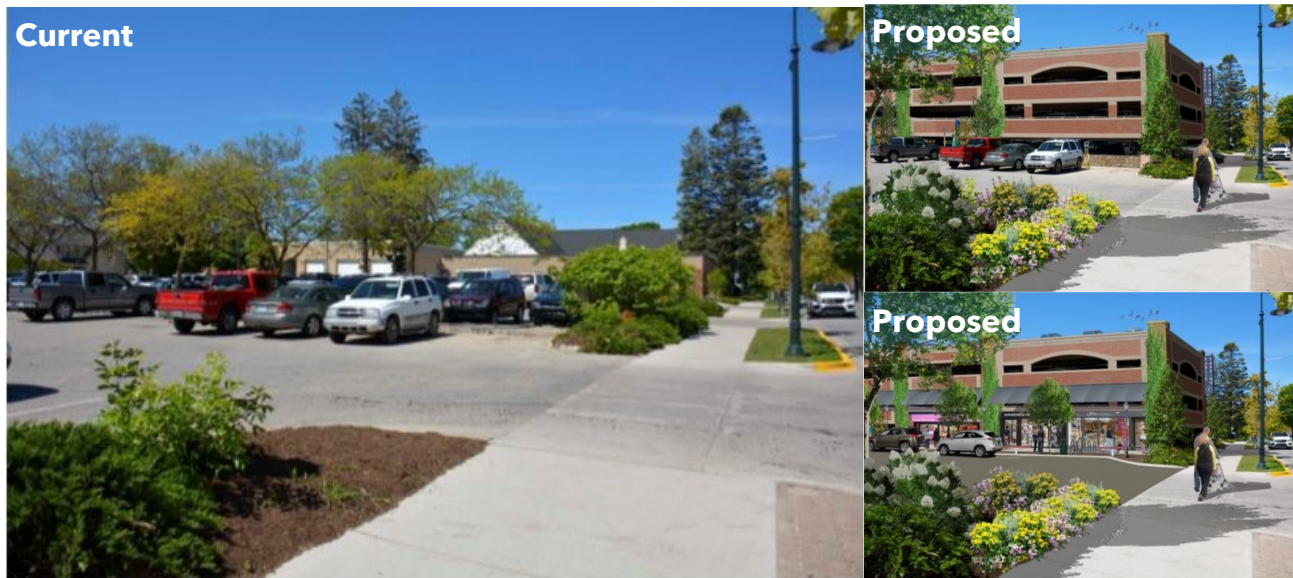
The east side of the Clinton Street Parking Lot

nearest to the Bridge Street Buildings, is an ideal place in the city to park. With access to the downtown retail environment to the east and city hall, churches, and professional offices to the west, this lot serves a necessary function that compliments the city well. Apparent in the current picture however, is a disconnect from the cultural and thriving atmosphere found elsewhere in Charlevoix's downtown. The activity and wonder of downtown is what makes Charlevoix valuable to all visitors, whether they live 5 minutes away or 5 hours. It doesn't serve the city well if the magical feeling a small town emanates is lost before the visitors leave the parking lot.

To create a consist atmosphere with the downtown and cultural corridors, the Vision study determined that renovations targeting the aesthetic should occur. These improvements include islands with mixed vegetation and a resurfacing of the lot to brick pavers. The brick pavers could serve to not only enhance the visual appeal, but offer environmental benefit in preventing water runoff. When rainfall or spills occur to an impermeable surface, the water can collect harmful chemicals or waste before entering the stormwater collection system. Brick pavers, offering permeability at the joints, can successfully trap and filter water before the contaminants can enter the local water supplies.

Another feature, noted in the second design, is the removal on parking spots to accommodate for patio dining behind the buildings. This can increase the capacity of restaurant dining, provide greater choice for patrons, and increase the vibrancy of the corridor.

Mason to Clinton Street - Design



The Clinton Street parking lot is a location that is visualized with great potential. Currently, the lot often sits below maximum capacity, only filling up during events or during peak seasons. As a result, the parking lot occupies amount of land, underutilized and visually unappealing just seconds away from a thriving downtown.

Two separate views of what the Clinton Street parking lot could be are seen on the right. The first, on the top right, displays a full, 3 (4 if utilizing the roof) floor parking garage in the Western most region of the parking lot. This design would add greater capacity to parking for businesses, visitors, and downtown residents of Charlevoix. Having the full structure available for parking could likely free up spaces in other lots (later described in this report) for development, extending the core of downtown.

The second picture (bottom right) provides retail business opportunities as well as parking. While less spaces would be available than in the first design, it could still increase the capacity of the parking lot compared to where it currently stands. In this design, the parking lot in front of the development has also been resurfaced. A non-built environment benefit of this visualization is the extension of the downtown; by offering businesses a block away from the core retail environment, pedestrian traffic can be dispersed, making other properties more valuable and economically viable for retail practices. Further, the amenities proposed in other sections (such as seating, parklets, pedestrian walkways, and public art) would find greater use if the blocks behind bridge street there were business to pull customers in a east-west direction, rather than the north-south as is the currently the strongest directional flow of pedestrians in the central business district.

One improvement can be found across both renderings: the inclusion of greater vegetation in the parking lot. With the site's current utilitarian purpose of parking and then leaving, it's easy to ignore the aesthetic elements that can give an additional sense of place to the lot. The Vision included a greater emphasis on adding perennial wildflowers to the curbside, smaller trees dotting the front of store entrances, and larger trees climbing the sides of the parking structure.

Mason to Clinton Street - Design

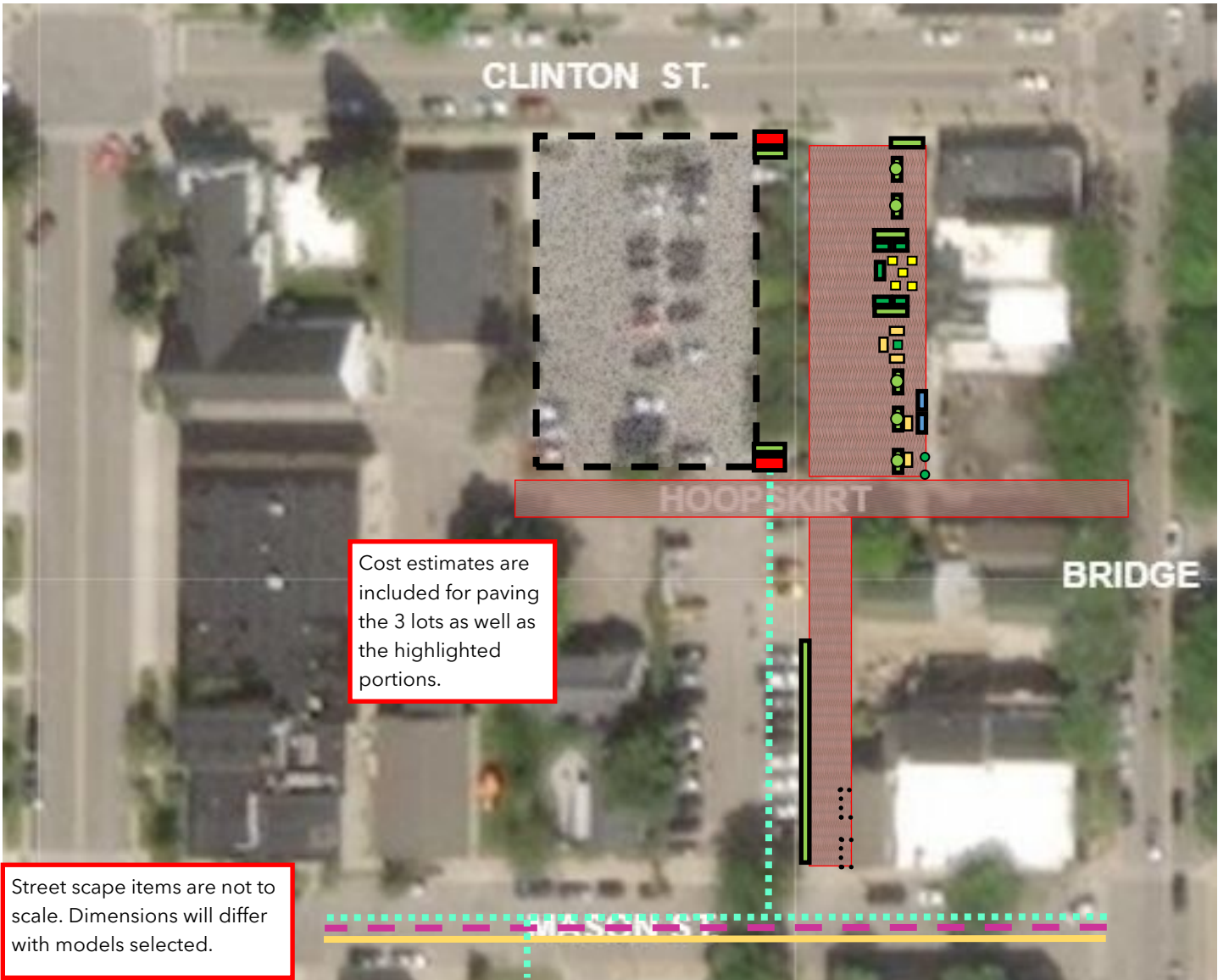


The island in the middle of the Clinton Street parking lot connected to Hoopskirt Alley has been identified as a possible point for shared dumpster use by the businesses of the Bridge Street 300 block. Here, an open brick enclosure could be erected, extending more towards Hoopskirt Alley than the island currently does. Two sets of wooden large wooden double doors would secure the enclosure, reducing the safety risk of dumpster diving. This visualization is also consistent with the perspective looking down Hoopskirt alley, with resurfacing of brick pavers extend through the parking lot. New shrubs are planted on the back side to continue the effort of increase vegetation.

The Vision report does not mention how this would impact the fire hydrant that is placed on the island, or, if it remains, emergency responder's ability to access it. Further, efforts would need to occur to ensure the smell of the dumpsters do not impact the increased traffic on Hoopskirt Alley.

A similar dumpster enclosure is noted on the schematic plan in the same lot, north of this location.

Mason to Clinton Street - Implementation



LEGEND

Water Main	Landscaping	Outdoor Dining	Façade
Storm Sewer	Tree	Dumpster Enclosure	
Sanitary Sewer	Planter (Small)	Fencing (private)	Potential Parking Garage
Brick Pavers	Planter (Large)	Bench	

Mason to Clinton Street - Implementation

INVENTORY & COSTS—Total regional costs (highlighted) – \$1,112,172.81– \$1,115,792.81

Full rehab, water, sanitary, storm, sidewalk, curb (doesn't include electric bury/370', only conduit): \$330,000

Brick Pavers:

(Hoopskirt Alley) - 5,000 square feet | \$35 per square foot | total cost: **\$175,000**

(Alley South of Hoopskirt) - 4,000 square feet | \$35 per square foot | total cost: **\$140,000**

(Parking Lot North-East of Hoopskirt) - 9,900 square feet | \$35 per square foot | total cost: **\$346,500**

(Total highlighted) - 18,900 square feet | \$35 per square foot | total cost: **\$661,500**

(Parking Lot by Petals) - 11,400 square feet | \$35 per square foot | total cost: **\$399,000**

(Parking Lot North-West of Hoopskirt) - 9,900 square feet | \$35 per square foot | total cost: **\$346,500**

(Complete brick paver resurfacing) - 40,200 square feet | \$35 per square foot | total cost: **\$1,407,000**

Landscaping: 669 square feet | \$20 per square foot | **\$13,380**

Trees: number: 5-15 | \$600 per item | total cost: **\$3,000–\$9,000**

Planter (Small): number: 2 | \$360.39 per item | total cost: **\$1,081.17**

Planter (Large): number: 6 | \$2,513.94–3,041.34 per item | total cost: **\$17,720.64**

Awning Façade: number: 2 | \$ per item | total cost: ((This would likely be private investment))

Bench: number: 5 (2 Gretchens, 3 Wellspring | \$1,195.44–\$2,074.44 per item | total cost: **\$7,735.20**

Outdoor Dining Table: number: 5 | \$1,089.96 per item | total cost: **\$5,449.80**

Outdoor Dining Seats: number: 20 | \$615.30 per item | total cost: **\$12,306.00**

Dumpster Enclosure Build: number: 2 | \$30,000 per enclosure | total cost: **\$60,000**

Clinton Street to Park Avenue- Design



Clinton Street to Park Avenue- Design



Van Pelt Alley serves as a connecting corridor between the downtown and Charlevoix's upper South-side residences. The goal of corridor and rear building improvement is not just to create space for visitors, but to encourage increased downtown use from residents as well. As such, improvements made to our alleys and connecting paths should not just target the areas between the parking lots and Bridge Street, but extend all the way to our medium density neighborhoods as well. 61% of residents in the market snapshot responded that they visit downtown at least once a week, with a majority saying they visit frequently. Improving our corridors could make the downtown experience more enjoyable for those that use the paths often, and could possibly expand usage among the minority that don't often visit downtown (20.2% - every couple of weeks, 18.1% - less often).

Multiple changes to the built environment are recommended to make Van Pelt more desirable to pedestrian traffic. The first is the addition of brick pavers from State Street to Bridge Street. The pavers serve to better inform vehicular drivers that it is a shared space with pedestrians, increasing safety, while also amplifying the downtown aesthetic of the path, increasing visual appeal. Further enhancements to visual appeal include planted flowers lining the south side of the path, and a light pole just past the United Methodist Church. More focused on utility, the Corridor Vision also includes bicycling parking area behind the Circle of Arts building, giving those who preferred non-motorized transportation to driving or walking a formal place to park their bikes. This area would be separated from the present parking lot and white a stone wall, as seen just past the bicycles in the rendering.

Clinton Street to Park Avenue- Design



Van Pelt Alley between the Park Street Parking lot and Bridge Street has relatively high activity compared to other areas behind the Bridge Street buildings. While the businesses that inhabit this corridor (currently the Cantina, True North Interior Design, Salon Beautiful You, the Salad Fork, and Cherry Republic) can account for most of the high activity, it does serve a demonstrative purpose in that if there are activities and place-oriented amenities in our alleys, visitors and residents will better use them. Further, the success of these business away from US 31 also proves the viability of commercial expansion; the focus of downtown Charlevoix does not have to lay solely on Bridge Street.

At the time of studying our corridor and alley needs, Van Pelt Alley was severely underutilized and unattractive. There was little in the way of streetscape, with the only objects occupying the corridor including traffic cones, fencing and fencing. The sides of buildings ranged from lacking decoration to near blighted, with 217 Bridge Street (building on the left) lacking any facades or exterior improvements, and 221 Bridge Street (on the right) having boarded windows.

Improvements have occurred that vastly increased the condition of the alley since the first corridor vision. Planter boxes holding flowers now block the alley before the 4 way intersection, designating it as a zone for pedestrians (however, deliveries are still possible north-south through the corridor). A back-side façade has been added to 217 Bridge Street, and flags are now adorned on the side of this building. Since the previous photo, a pick-up eatery was added to the building, and tables in the alley allow for outdoor seating. 221 Bridge street also has a side façade, and serves as the exit for the Cherry Republic store. A pole with hanging string lights stands near the outdoor eating section of the Cantina. Changes proposed that are yet to be made include resurfacing to brick pavers,, and adding wooden beams over the alley between the two bridge street buildings.

Clinton Street to Park Avenue- Implementation



LEGEND

- Brick Pavers
- Brick Wall
- Cement Surfacing
- Landscaping
- Tree
- Street Light
- Bike Rack
- Potential Parking Garage

INVENTORY & COSTS - Complete regional cost - \$477,850

- Brick Pavers:** (6,630 EW, + 6,000 NS) 12,630 square feet | \$35 per square foot | total cost: **\$442,050**
- Landscaping:** 414 Square Feet | \$20 per square foot | **\$8,280**
- Trees:** number: 1 | \$600 per item | total cost: **\$600**
- Brick Wall:** 110 linear feet | \$172 per linear foot | total cost: **\$18,920**
- Cement Surfacing:** total cost: **\$500**
- Street Light:** number: 1 | \$6,000 per item | total cost: **\$6,000**
- Bike Rack:** number: (depends on model) | \$1500 per item | total cost: **\$1500**

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

Reports

TITLE: Draft Alley Improvement Grant Program Guidelines

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

Over the course of the last couple of months members of the Design Committee have been contemplating ways to progress toward recommendations made in the SBEI report. One thought was to encourage private investment on the back/sides of buildings to help spruce up the "back end" of the downtown. The idea of creating a grant program that gives small amounts for property or business owners to make improvements to lighting, paint, awnings, and signage in our alleyways seemed like a good fit. Attached are the draft standards, of which are still being worked on by a subcommittee formed to work on this. Members of the subcommittee include John Duerr, Carol Kranz, Jamie Goldsborough, and Gail Demeyere. Their next meeting will take place on December 3rd and I'd like to be able to share general feedback and guidance from the Board of Directors.

RECOMMENDATION:

Board discussion and direction.

ATTACHMENTS:

- ▣ Draft Alleyway Improvement Grant Guidelines

Charlevoix Main Street DDA
Alleyway Improvement Grant Program Guidelines
Keeping Charlevoix's Alleyways as Beautiful as Bridge Street
Draft November 2020

Background

The Alleyway Improvement Grant Program is developed by the Design Committee of Charlevoix Main Street DDA (CMS).

Program Purpose

The grant program was created to encourage private investment in attractive, inviting alley or side entrances by providing financial incentives. By improving the appearance of these buildings, the Program helps to improve the economic viability of the downtown from the alley perspective, which disbursts congestion and foot traffic on and around Bridge Street. Shops become more accessible from the parking lots behind the buildings, increasing the walkability of the downtown area.

Grant Funding

This program is funded by Charlevoix Main Street DDA. The number of projects receiving grants in a fiscal year is based on the program budget, with a new funding cycle beginning April 1. Grants reimburse 50% of eligible project costs up to \$2,500.

Grant Timing

Applications will be accepted on a rolling basis. The Design Committee meets on the first Thursday of the month at 4pm to review. Then the recommendation is given to the Charlevoix Main Street DDA Board at their meeting on the 4th Monday of the month at 5:30pm. If the applicant is not present at the Board meeting they will be notified within 7 days by phone, email, or mail.

Program Target Area

The target area for the Charlevoix Main Street Alleyway Improvement Grant Program is the Charlevoix Downtown Development Authority District. (See Exhibit A)

Eligible Applicants

1. Owners of commercial buildings in the Downtown Development Authority district, used for commercial purposes, and conforming to zoning use are eligible to apply for grant funds.
2. Tenants of eligible buildings may request grant funds if they submit a notarized letter of permission from the property owner with their application.

Eligible Improvement Projects

1. Exterior brick or wall surface cleaning using gentlest means possible (no sandblasting).
2. Re-pointing of brick mortar joints.
3. Patching and painting of façade walls.
4. Storefront Window and/or door repair or appropriate replacement.
5. Cornice repair or appropriate replacement.
6. Removal of angled projecting roofs from the façade and repair of surface.
7. Other exterior improvements of a historical or structural nature.
8. Signs and awnings

Charlevoix Main Street DDA
Alleyway Improvement Grant Program Guidelines
Keeping Charlevoix's Alleyways as Beautiful as Bridge Street
Draft November 2020

9. Exterior Light Fixtures

Ineligible Projects

1. Interior improvements, maintenance or furnishings.
2. Landscaping.
3. Building additions.
4. Roof repair.
5. Painting unpainted brick.

Ineligible Project Expenses

1. Financing or refinancing debt, loan origination fees.
2. Property acquisition.
3. Building permit fees or development review fees.
4. Property appraisals.
5. Legal fees or architectural fees.
6. Labor costs paid to owner/applicant or relatives of the owner/applicant.

Funding Guidelines

1. Applications for projects must be approved by the CMS DDA Board of Directors prior to commencement of the work for which funds are requested.
2. All rehabilitation projects must meet City of Charlevoix zoning codes.
3. In general, the Design Committee will encourage repair and preservation of existing historic features. Designs should be compatible with the buildings historic character and with the adjoining buildings.
4. Any grant for surface cleaning must ensure that best management practices shall be used, and environmental permits are obtained if removing lead-based paint or discharging paint materials into the City's storm sewer. Projects where cleaning methods are used that damage the historic building materials, particularly sandblasting, shall not be awarded grants.
5. Projects should not remove, alter, damage or cover up significant architectural features of the building which are original, or which reflect a major alteration that is itself architecturally significant.
6. Projects may partially or fully restore the historic appearance of the building based on actual evidence, including photographs, written documentation, data on the building or site or other data.
7. Projects funded by grant monies must be completed within one year of the date that the grant application is approved. An extension may be approved at the sole discretion of the CMS Design Committee under significant special circumstances.
8. Any improvements that have been made through the Façade Incentive Grant Program must be maintained by the applicant and may not be removed or significantly altered for a period of five (5) years.
9. All applicants must have all property (real and personal) taxes paid to date.

No grant funds will be released until 100% of the approved work is complete and final inspections of the work show that all program requirements have been met. This grant is

Charlevoix Main Street DDA

Alleyway Improvement Grant Program Guidelines

Keeping Charlevoix's Alleyways as Beautiful as Bridge Street

Draft November 2020

awarded on a reimbursement basis with funds released upon provision of adequate proof of payments to contractors and waivers of lien.

Step-by-Step Application Process

1. A meeting with Charlevoix Main Street DDA Staff is advised as the first step to discuss project scope and goals.
2. If project is deemed eligible, a complete grant application must be submitted to the Charlevoix Main Street DDA office. Since funds for this program are allocated based on funding availability, estimates for the work to be performed must be submitted on letterhead from licensed contractors. One estimate is required, and two estimates are recommended. The exact amount of funding being requested shall be based on the estimate selected and outlined on the application. Proof of available funding must be provided. If the cost of the project exceeds the initial estimate, the applicant only receives the original grant amount approved.
3. If an applicant is requesting funding for more than one building, the applicant must complete a separate application for each building. Each eligible building will be considered a separate project for purposes of grant funding.
4. A \$25 application fee made payable to Charlevoix Main Street, to cover historic review consultant, and proof of project funding must accompany the completed application form. The application fee will be reimbursed if your project is not approved for funding.
5. Once a compliant application is returned to Charlevoix Main Street staff, it will be reviewed by the Charlevoix Main Street Design Committee at their next meeting (the applicant or representative may attend). The Design Committee will use the Alleyway Grant Rating Scale (Exhibit B) to decide which applications to recommend for grant awards. Recommended applications will then be forwarded to the Charlevoix Main Street DDA Board of Directors for the final grant decision.
6. Once an application has been approved, the applicant will be notified in writing by staff, and the amount of the grant will be clearly stated in the letter.
7. The Design Committee must approve of any changes in the drawings and work specifications, subject to approval by the CMS DDA Board. Deviations from an approved plan may disqualify the applicant from the grant program.
8. "Before" and "After" pictures must be taken by the applicant and be submitted to the Charlevoix Main Street DDA Office upon completion of the project. "Before" pictures must be taken before the commencement of the work.
9. When an improvement project is completed and "Before" and "After" pictures are submitted, the project will be examined by Charlevoix Main Street staff to ensure that the work has been completed as specified in the grant application which was approved by the Design Committee and Main Street DDA Board.
10. Once staff have verified completion of the improvement project, the applicant must submit copies of invoices, receipts, and an itemized statement of the total cost of the project signed by the applicant. All documentation for payment must be provided at one time to Charlevoix Main Street for one payout. Receipts must be provided no later than 60 days after completion of project. After receipt and verification of the information,

Charlevoix Main Street DDA

Alleyway Improvement Grant Program Guidelines

Keeping Charlevoix's Alleyways as Beautiful as Bridge Street

Draft November 2020

Charlevoix Main Street will release the grant money to the applicant. The grant is awarded on a reimbursement basis.

Project Rating and Approval Criteria

All complete applications meeting the eligibility and guidelines above will be reviewed and rated by the Design Committee using the Alleyway Grant Rating Scale (Exhibit B) which is based on the goals and priorities of Charlevoix Main Street DDA. Each project will receive points from the following categories:

1. Charlevoix Downtown Alley Corridor Vision

Does the project meet the following Design Considerations which were a part of the Charlevoix Downtown Alley Corridor Vision provided by the Sustainable Built Environment Initiative (SBEI) out of Michigan State University?

Revitalization:

- Encourage renovation and revitalization of the back side of businesses to enhance the corridor space
- Maintain the charming historic vernacular architectural style of Charlevoix
- Add rear shop entrances to provide alternative access to buildings and update or repair building facades

Beautification:

- Provide more lighting in the alley for aesthetic appeal as well as safety
- Add cultural or artistic elements to provide points of interest along the alley corridor

3. Project Scope

Does the project improve multiple aspects of the building?

4. Design Guidelines/Appropriateness

Does the project:

- Follow Downtown Charlevoix Design Guidelines (Exhibit C)
- Comply with the Secretary of the Interior's Standards for Rehabilitation (Exhibit D)
- Preserve, repair, or enhance significant architectural features of the building which are original or which reflect a major alteration that is itself architecturally significant
- Partially or fully restore the historic appearance of the building

Is the design compatible with the buildings historic character and with the adjoining buildings?

5. Need

Is the building considered an eyesore?

Are the façade and/or storefront in danger of being lost or compromised due to deferred maintenance?

Has an inappropriate change in past has left façade with an undesirable appearance.

Are windows, bricks, or cornices in danger of falling off the building?

Is the building in danger of demolition?



Charlevoix Main Street DDA
Alleyway Improvement Grant Program Guidelines
Keeping Charlevoix's Alleyways as Beautiful as Bridge Street
Draft November 2020

6. Significance

Is the building:

- Contributing to a National Register historic district or listed individually?
- Individually eligible for listing in the State or National Register of Historic Places?
- More than 50 years old?

Each application is rated by the individual members of the Design Committee. The high and low ratings are removed and the remaining ratings are averaged to come up with an average rating for each application. The applications are ranked in order from the highest rating to the lowest rating. The Design Committee recommendation to the Charlevoix Main Street DDA Board of Directors will be that funding be awarded to the projects in the order they are ranked until funding is exhausted. Projects must receive a minimum rating of 20 points to be eligible to receive funding.

Program Amendments

The details of the Charlevoix Main Street Alleyway Improvement Grant Program may be amended at any time during the fiscal year, subject to the formal approval of the Charlevoix Main Street DDA Board of Directors.

All decisions of Charlevoix Main Street Board of Directors are final. There is no appeal process in place therefore there will be no appeals accepted.

Indemnification

The Applicant hereby agrees to defend, indemnify and hold harmless to the fullest extent permitted by law the Charlevoix Main Street DDA Board, and any and all other employees, agents, directors, volunteers, successors in interest and/or representatives from any and all claims, liabilities, damages, personal injuries, requests for reimbursement or other such requests for payment arising out of or in connection with the project referenced in this Agreement. The parties agree that the Applicant's duty to defend and indemnify is intended to be interpreted in the broadest possible sense, except that the Applicant shall have no responsibility to defend or indemnify where the Charlevoix Main Street Board, or its employees, agents, directors, volunteers and/or representatives are found to be solely negligent.

Contact Information

For questions or to apply for the Alleyway Improvement Grant Incentive Program, contact the Charlevoix Main Street DDA Office.

Charlevoix Main Street DDA

210 State Street
Charlevoix, MI 49720
Phone: 231-547-3257
Email: lindseyd@charlevoixmi.gov

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

Reports

TITLE: DDA Financials

DATE: November 17, 2020

ATTACHMENTS:

- ▣ As of November 17, 2020

CITY OF CHARLEVOIX

DETAIL REVENUES WITH COMPARISON TO BUDGET
FOR THE 8 MONTHS ENDING NOVEMBER 30, 2020

FUND 255 - DOWNTOWN DEVELOPMENT FUND

		PRIOR YR ACTUAL	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT	VARIANCE	% OF BUDGET
REVENUE							
255-000-403.000	CURRENT PROPERTY TAX LEVY	38,469.44	622.75	37,677.79	40,000.00	(2,322.21)	94.19
255-000-403.001	CURRENT PROPERTY TAX LEVY T/F	431,795.65	.00	326,123.91	431,800.00	(105,676.09)	75.53
255-000-420.000	DELINQUENT TAXES - DDA	1,547.20	.00	(115.62)	.00	(115.62)	.00
255-000-445.000	INTEREST & PENALTIES - DELINQ	167.77	12.46	34.80	100.00	(65.20)	34.80
255-000-566.001	STATE GRANTS	34,132.00	.00	50,000.00	.00	50,000.00	.00
255-000-573.000	STATE REVENUE - OTHER	9,163.82	.00	9,973.29	9,200.00	773.29	108.41
255-000-580.001	GRANTS - OTHER	.00	.00	9,790.30	3,000.00	6,790.30	326.34
255-000-665.000	INTEREST EARNINGS	2,731.18	.00	(64.44)	1,000.00	(1,064.44)	(6.44)
255-000-668.000	RENTS & ROYALTIES - SUNSHINE	1,000.00	.00	1,000.00	1,000.00	.00	100.00
255-000-668.002	PROPERTY RENT - BIBCO	30,069.96	.00	20,810.24	31,200.00	(10,389.76)	66.70
255-000-668.003	PROPERTY RENT - ROUND LAKE GR	14,580.17	.00	.00	12,000.00	(12,000.00)	.00
255-000-668.004	PROPERTY RENT - LC BREWERS	4,552.00	.00	.00	5,200.00	(5,200.00)	.00
255-000-675.002	CONTRIBUTIONS - CONCERTS	6,200.00	.00	850.00	6,000.00	(5,150.00)	14.17
255-000-675.003	CONTRIBUTIONS - PRIVATE SOURCE	.00	.00	8,545.00	.00	8,545.00	.00
255-000-675.004	CONTRIBUTIONS - MAIN STREET	15,468.00	.00	13,250.00	15,000.00	(1,750.00)	88.33
255-000-692.000	MISCELLANEOUS	139.02	.00	1,339.39	.00	1,339.39	.00
255-000-692.001	MISCELLANEOUS-THE VAULT	15,196.31	998.57	16,542.55	18,000.00	(1,457.45)	91.90
TOTAL FUND REVENUE		605,212.52	1,633.78	495,757.21	573,500.00	(77,742.79)	86.44

CITY OF CHARLEVOIX
DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 8 MONTHS ENDING NOVEMBER 30, 2020

FUND 255 - DOWNTOWN DEVELOPMENT FUND

		PRIOR YR ACTUAL	PERIOD ACTUAL	YTD ACTUAL	BUDGET AMOUNT		% OF BUDGET
DOWNTOWN DEVELOPMENT AUTHO							
255-255-706.000	SALARIES & WAGES	37,206.10	2,033.24	28,717.47	47,600.00	18,882.53	60.33
255-255-706.001	WAGES (ICMA)	3,857.69	213.49	3,227.67	5,000.00	1,772.33	64.55
255-255-707.000	SALARIES & WAGES - TEMPORARY	76.55	.00	.00	.00	.00	.00
255-255-719.000	EMPLOYEE FRINGE BENEFITS	29,032.25	.00	20,813.72	37,100.00	16,286.28	56.10
255-255-740.000	OPERATING SUPPLIES	10,504.33	458.01	7,155.47	8,100.00	944.53	88.34
255-255-740.001	OPERATING SUPPLIES-THE VAULT	22,201.40	1,344.19	17,366.14	23,000.00	5,633.86	75.50
255-255-776.000	IWF MAINTENANCE	8,452.33	.00	474.71	6,000.00	5,525.29	7.91
255-255-801.000	MARKETING & PROMOTIONAL SVCS	66,358.83	770.00	13,718.30	25,700.00	11,981.70	53.38
255-255-801.001	PROFESSIONAL SERVICES-FARM MK	.00	.00	70.94	.00	(70.94)	.00
255-255-801.003	PROMOTION COMMITTEE EXPENSES	10,991.55	442.00	6,732.00	10,000.00	3,268.00	67.32
255-255-801.004	ORGANIZATION COMMITTEE	606.17	.00	225.00	500.00	275.00	45.00
255-255-801.005	BUSINESS RECRUITMENT/RETENTIO	.00	.00	71,000.00	.00	(71,000.00)	.00
255-255-818.000	CONTRACTUAL SERVICES	36,874.78	2,414.50	30,036.33	35,700.00	5,663.67	84.14
255-255-818.002	DESIGN COMMITTEE	33,240.00	.00	5,836.24	5,100.00	(736.24)	114.44
255-255-826.000	LEGAL FEES	3,553.23	325.50	1,274.30	500.00	(774.30)	254.86
255-255-853.000	TELEPHONE	3,623.12	53.74	2,403.84	2,000.00	(403.84)	120.19
255-255-860.000	CONFERENCE & TRAVEL	4,716.30	.00	525.00	3,000.00	2,475.00	17.50
255-255-888.000	LIBRARY CONTRIBUTION	30,000.00	.00	30,000.00	30,000.00	.00	100.00
255-255-900.000	PRINTING & PUBLISHING	1,919.96	.00	88.00	1,500.00	1,412.00	5.87
255-255-910.000	INSURANCE & BONDS	1,501.79	1,531.76	1,409.92	1,500.00	90.08	93.99
255-255-933.000	MAINTENANCE - BRIDGE PARK	12,708.01	.00	5,515.76	5,000.00	(515.76)	110.32
255-255-962.000	MISCELLANEOUS	20,897.78	.00	40.05	.00	(40.05)	.00
255-255-962.002	MISCELLANEOUS - MAIN STREET	26,500.00	2,978.00	3,450.21	300.00	(3,150.21)	1,150.07
255-255-964.000	REFUNDS & REBATES	8,101.46	.00	.00	6,000.00	6,000.00	.00
255-255-999.594	TRANSFER TO MARINA FUND-BOND	334,600.00	.00	.00	335,700.00	335,700.00	.00
	TOTAL DOWNTOWN DEVELOPMENT	707,523.63	12,564.43	250,081.07	589,300.00	339,218.93	42.44
	TOTAL FUND EXPENDITURES	707,523.63	12,564.43	250,081.07	589,300.00	339,218.93	42.44
	NET REVENUES OVER EXPENDITURE	(102,311.11)	(10,930.65)	245,676.14	(15,800.00)	261,476.14	1,554.91

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

New Business

TITLE: Draft Downtown Housing Incentive Program Guidelines

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

At the October meeting the Board directed members of the Economic Vitality Committee to review the example housing incentive programs presented by Director Dotson and give feedback as to what type of program they think would work best in Charlevoix. The EV Committee met and assigned Maureen Owens and Sarah Hagen to work with Director Dotson on drafting the guidelines similar to the program in Three Rivers, MI.

The attached draft was reviewed by the EV committee during their most recent meeting and recommended to be presented to the board for consideration. The funding for this program could be plugged into our next budget or come from other sources.

Things to note: part of the program is that it requires participation in the Deed Restriction program. It is also structured to be a reimbursement grant. Please review the guidelines and be prepared to provide feedback, thank you!

RECOMMENDATION:

Motion to approve the Downtown Housing Incentive Program Guidelines as written pending City Attorney review.

ATTACHMENTS:

- ▣ Draft Guidelines



CHARLEVOIX

MAIN STREET DDA

Upper Floor Housing Grant Program Guidelines

Charlevoix Main Street DDA

210 State Street

Charlevoix, MI 49720

Uses: Upper Floor Housing (residential)

Eligibility: 50% private match of total interior rehabilitation costs

Funds: Up to \$15/square foot (\$25,000 maximum)

PURPOSE

The Charlevoix Downtown Development Authority (DDA) was formed pursuant to the Michigan statute, specifically realizing that it is in the best interest of the public to halt property value deterioration, to eliminate deterioration, and to promote economic growth and vitality within the DDA district.

The Upper Floor Housing Grant program was specifically created with the purpose to incentivize the expansion of upper floor housing options – specifically apartment units, condo's, or loft style apartments – in the DDA district; both of which support initiatives clearly identified in local strategic planning documents such as the City of Charlevoix Master Plan (2016), Downtown Charlevoix Alley Corridor Improvement Plan (2017), and the Downtown Plan (2018).

The long-term goal of the Upper Floor Housing Grant program is to grow and expand the inventory of upper floor housing options in Downtown Charlevoix. This in turn will help create a variety of housing options and address the major shortage of affordable housing in the region. The premise is that the program promotes downtown living, increases spending power and economic development, within the District and efficiently uses historic buildings.

PROGRAM OBJECTIVES

- To encourage the full utilization of downtown buildings.
- To reduce the rate of underutilized square footage in the downtown, with a strong focus on upper floor housing.
- To provide financial assistance to property owners in overcoming the barriers associated with the reuse of historic buildings.
- Generally, to promote and encourage continued growth and expansion of business to support the purposes of the DDA and Main Street program.
- To increase year-round economic activity with more year-round residents living in our walkable downtown.

ELIGIBILITY

- Properties must be located within the legal boundaries of the DDA to be eligible [**See Attachment One: Map**].
- The program is open to property owners.
- Property Owners must also participate in the Deed Restriction program (**Attachment Two: Deed Restriction Program Sheet**)

PROGRAM REQUIREMENTS

Applicants will be required to complete an application packet provided by the DDA. The following program guidelines also apply:

- Projects must maintain or create upper floor housing (retail or commercial on the main level) to be eligible for program funding.
- Program funds will be allocated at up to \$15.00 per square foot of rehabilitated space, with a maximum of \$25,000 per project for eligible properties.
- Program funds can be utilized for renovation and/or construction costs, with an emphasis on state and local Building, Fire, Life & Safety codes.
- Applicants must provide proof that all property taxes are current and that the subject property is properly insured.
- Applicants must provide detailed project financing and cost information and provide proof in the form of a bank commitment letter(s) that all private financing is in place, if applicable.
- Annual program funding will be limited, with projects awarded as funds are available. The DDA will make final determinations on individual project eligibility and can reject any application at its discretion.
- At least one licensed contractor must submit a reasonable quote.
- Funding for projects undertaken prior to DDA review and written approval will not be considered.
- All required municipal or governmental permits must be obtained prior to applying for this incentive. See **Attachment Three** for a quick guide to permits and Site Plan Review procedure.
- Funds will be provided upon satisfactory completion of work. Executed contracts and/or contractor invoices must be presented prior to disbursement of program funds, and in a form satisfactory to the DDA. Proof of payment will need to be provided in a timely manner upon receipt of funds.
- Construction must commence within 120 days of approval for funding and be completed within 1 year after construction start date. Modifications of these time periods are at the discretion of the DDA - extensions may be granted under extraneous circumstances. Applicants will be in default if rehabilitation is not undertaken and completed under these timeframes, in which event, will disqualify applicants from reimbursement.
- Applicant and the DDA shall enter into a Grant Agreement in the form of **Attachment Four**.
- Rental rates must at least meet minimum income and rent limits based on market rate data in Charlevoix County (**Attachment Five**) (source: [Networks Northwest](#)).

ELIGIBLE IMPROVEMENTS & USES OF PROGRAM FUNDS

Remodeling, renovation, rehabilitation, installation, and additions to the interior of the second floor and above are eligible for grant funds. The funds are for modification and improvement of the building and not for normal maintenance or repair. Some specific improvements for which grant funds may be used include:

- Interior demolition or site preparation costs as part of a comprehensive renovation project.
- Permanent building improvements, which are likely to have universal functionality.

Items including but not necessarily limited to:

- Electrical / wiring
- Plumbing
- Lighting
- Air Conditioning / Heating
- Flooring
- Improvements to meet state and local Building, Fire & Life Safety codes.

INELIGIBLE IMPROVEMENTS & USES OF PROGRAM FUNDS

Program funds **cannot** be utilized for any of the following uses:

- Property acquisition costs
- Paying off existing debt
- Site plan, building or sign permit fees
- Environmental consulting, testing, or actual abatement/cleanup costs
- Property appraisal costs, legal fees, or loan origination fees
- Furniture, fixtures, equipment and personal property such as couches, tables, shelving, appliances, etc.

APPLICATION AND SELECTION PROCESS

Applications may be obtained in person in the offices of the Charlevoix Main Street DDA, 210 State Street, Charlevoix, MI, 49720, or by calling (231) 547-3257.

DDA staff will screen applicants and determine initial eligibility. At that time, the estimated scope of work will be discussed. The pre-application process will also include a site visit by DDA staff. If the applicant and staff representative reach consensus that the project should move forward, the project will be presented to the DDA/Main Street Economic Vitality Committee for preliminary approval using the rating scale found in **Attachment Six**.

The Economic Vitality Committee will provide input, make suggestions to scope of work and approve or deny individual projects. Upon preliminary approval by committee, the project will be submitted to the DDA Board of Directors for final approval. Upon approval of the DDA Board of Directors at a regularly scheduled monthly meeting, an Agreement will be executed and the project can proceed.

****A \$50 nonrefundable application fee must be included with the application packet****

Note: The Charlevoix Downtown Development Authority shall be held harmless for any disputes that may arise under any contracts between the applicant and contractor.

Applications will be received from applicants on a first-come, first-serve basis only. In addition to the Upper Floor Housing Grant program application, applicants shall submit the following items in order for the DDA to make an appropriate decision on an application:

- Sketches/Renderings/Layout of interior/approved site plan
- Financial Statements and/or pro-forma
- Itemized cost estimates
- All required permits

RIGHTS RESERVED

The Charlevoix DDA reserves the right to reject any and all applications. The specific program guidelines herein are subject to revision or amendment by the DDA Board of Directors. The DDA may discontinue this program at any time.

FINANCING GUIDELINES

Applicants must demonstrate proof of 50% in matching funds, whether owner equity or private financing. Program funding will be in the form of a reimbursement to the property owner/applicant, upon satisfactory proof that invoices and all other construction costs have been paid.

DEFAULT AND REMEDY

A default in the agreement occurs when the applicant fails to commence and/or complete the project in a timely fashion, or has expended or seeks reimbursement for ineligible costs. In such an event, all funds which have been paid to applicants shall be immediately refunded to the DDA.

ATTACHMENT ONE: MAP



ATTACHMENT TWO: Deed Restriction Program Info Sheet



PRIMARY RESIDENCE DEED RESTRICTION PROGRAM

The City of Charlevoix has been proactively creating more housing opportunities with a focus on year-round housing and workforce housing. The Deed Restriction Program was initiated from discussions with the Charlevoix Housing and Business Park Initiative and the many partners working to address the need for year-round housing. This will ensure that our important workforce can grow and remain in the community. The program will help balance the housing market that is faced with a growing percent of the existing housing stock that are summer homes or vacation rentals. Currently, only 38% of homes in the City are principal residences.

How does it work?

Cash is available to a current or prospective property owner to voluntarily agree to require the residence to be inhabited only by year-round residents. This is a voluntary program and the cash is negotiated with each property owner and based on an assessment of the property.

For any property owner of an existing home or apartments, the deed restriction program can provide cash in exchange for an agreement to always require the housing unit to be inhabited by year-round residents.

This cash can be used to purchase a property that will participate in this program or do improvements to an existing property. This program can provide much needed cash to do important fix issues and keep people in their homes.

The deed restriction requires all current and future residents to live in the home at least 10 out of 12 months of each year. Once recorded, a deed restriction stays with the title and survives changes in ownership over time. This means the new program will permanently assure long term resident housing.

How is it funded?

The initial funds that created this program were private donations to a fund administered by the Charlevoix County Community Foundation. The stewardship of this program is managed by Housing North, a regional non-profit. Annual compliance requirements exist and are administered by the Charlevoix County Housing Ready Program Director under Housing North.

How can I find out more?

Please contact Steve Schnell, Charlevoix County Housing Ready Program Director at steve@housingnorth.org and by phone at 231-330-7070. Housing North is proud and excited to be a partner in this groundbreaking program, the first of its kind in Michigan.

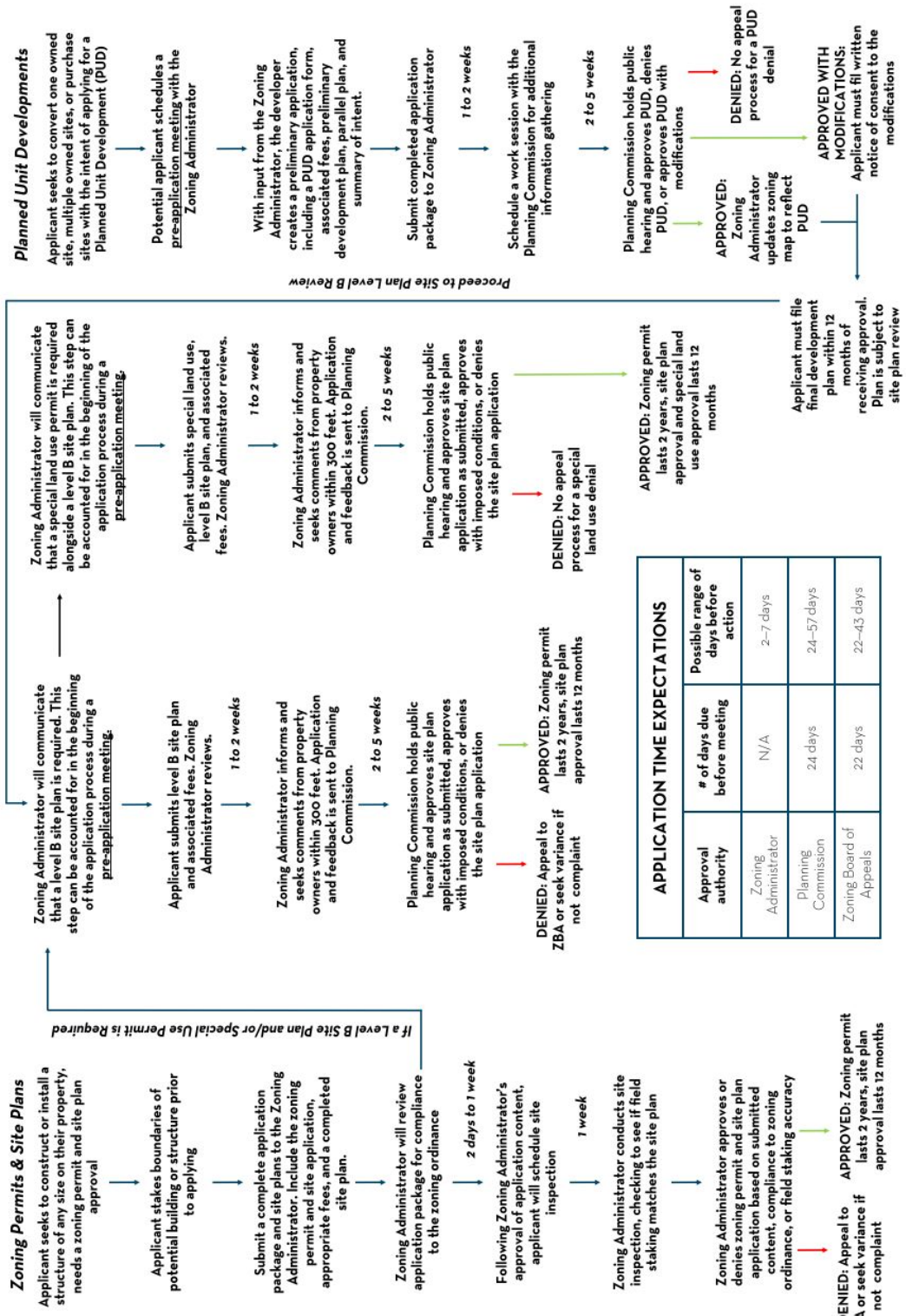
Creating pathways and partnerships for housing in Northwest Michigan.

812 S GARFIELD | SUITE 7 | TRAVERSE CITY, MI 49686 | 231-335-1685 | info@housingnorth.org



DEVELOPMENT REVIEW FLOWCHARTS

An Extension of the Visuals Found in the "Guide to Development"



APPLICATION TIME EXPECTATIONS		
Approval authority	# of days due before meeting	Possible range of days before action
Zoning Administrator	N/A	2-7 days
Planning Commission	24 days	24-57 days
Zoning Board of Appeals	22 days	22-43 days



DEVELOPMENT REVIEW FLOWCHARTS

An Extension of the Visuals Found in the "Guide to Development"

Dimensional Variances

Applicant seeks approval on a feature or measurement that is not aligned with standards set in the zoning ordinance



Applicant schedules a pre-application meeting with the Zoning Administrator to discuss the need for a variance (recommended)



Submit a variance application form, associated fees and additional proof of the variance's need to the zoning administrator



Zoning Administrator will submit the materials to the Zoning Board of Appeals



A public hearing will be scheduled for the Zoning Board of Appeals to discuss the proof and need of a variance.



Zoning Board of Appeals will approve the variance request, deny the variance request, or approve the variance request with conditions



DENIED: No appeal process for a Zoning Board of Appeals decision



APPROVED: Dimensional Variance granted by Zoning Board of Appeals



DENIED: No appeal process for a Zoning Board of Appeals decision



APPROVED: Dimensional Variance granted by Zoning Board of Appeals



Use Variances

Applicant seeks approval on a feature or measurement that is not aligned with standards set in the zoning ordinance



Applicant schedules a pre-application meeting with the Zoning Administrator to discuss the need for a use variance and the additional information required



Submit a variance application form, associated fees, drawn-to-scale plan, and additional proof of the variance's need to the Zoning Administrator



Zoning Administrator will submit the materials to the Zoning Board of Appeals



A public hearing will be scheduled for the Zoning Board of Appeals to discuss the proof and need of a variance.



Zoning Board of Appeals will approve the variance request, deny the variance request, approve an alternative dimensional variance or approve the variance request with conditions



DENIED: No appeal process for a Zoning Board of Appeals decision



APPROVED: Dimensional Variance granted by Zoning Board of Appeals

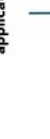


Rezoning Amendment

Property owner (or resident with the permission of the owner), Planning Commission, or City Council seeks to rezone a site or sites



Schedule a pre-application meeting with the Zoning Administrator to review what is needed in the application



Submit a completed application for rezoning, including property description, site analysis, written evaluation, rezoning application form, and necessary fees to the Zoning Administrator



Zoning administrator will initiate public notice procedure and schedule a public hearing before the Planning Commission



Planning Commission will evaluate the application for rezoning and make a recommendation to the City Council



City Council reviews application, public comments, and Planning Commission recommendation and approves or denies the rezoning request



APPROVED: Public notice of rezoning will be published and the zoning map updated



DENIED: Resubmittal of rezoning petition shall not occur for 1 year

Text Amendment

Property owner (or resident with the permission of the owner), Planning Commission, or City Council seeks to change the text in the zoning ordinance



Schedule a pre-application meeting with the Zoning Administrator to review what is needed in the application



Submit a completed application for the zoning ordinance amendment, including a zoning ordinance amendment form, written evaluation, and necessary fees.



Zoning administrator will initiate public notice procedure and schedule a public hearing before the Planning Commission



Planning Commission will evaluate the application for zoning ordinance amendment and make a recommendation to the City Council



City Council reviews application, public comments, and Planning Commission recommendation and approves or denies the amendment request



APPROVED: Public notice of the amendment will be published



DENIED: Resubmittal of amendment petition shall not occur for 1 year

ATTACHMENT 4: Sample Grant Agreement

UPPER FLOOR HOUSING GRANT AGREEMENT

This Upper Floor Housing Grant Agreement ("Agreement") is made as of _____, 2015, between the Charlevoix Downtown Development Authority, a Michigan public authority (the "DDA"), and _____, a Michigan _____ (the "Developer").

PREMISES

WHEREAS, the DDA was created pursuant to the Downtown Development Authority Act, Act 197 of the Public Acts of 1975, as amended ("Act") by Ordinances Nos. 439 and 701 adopted by the City of Charlevoix; and

WHEREAS, the Act recognizes as essential public purposes, the halting of property value deterioration and the promotion of economic growth; and

WHEREAS, the Act has expressly provided the DDA with the power and authority to implement programs and otherwise engage in activity that has the objective of accomplishing the foresaid purposes within the DDA district in the City of Charlevoix as set forth in the attached **Exhibit A** ("DDA District"); and

WHEREAS, pursuant to the power and authority granted to the DDA by said Act it has established the Upper Floor Housing Grant ("Housing Program") as an incentive for property owners to improve and expand the inventory of upper floor housing, such as apartment units, condominiums and loft style units within the DDA District and halt property value deterioration and promote economic growth; and

WHEREAS, the Housing Program also serves as a means to encourage rehabilitation of older buildings to bring them into productive use and to comply with modern health, safety, fire and accessibility codes; and

WHEREAS, the DDA is willing to provide grants in an amount not to exceed \$7,500.00 as reimbursement for interior design assistance and building rehabilitation construction costs pursuant to the Housing Program and in accordance with the terms and provisions of this Agreement.

WHEREAS, Developer is the owner of certain real property with improvements thereon located at _____, Charlevoix, Michigan, approximating _____ square feet, as legally described in attached **Exhibit B** ("Property"), which Developer intends to renovate and improve to accommodate residential housing ("Project"); and

WHEREAS, one of the funding sources for the Project is the DDA Housing Program to whom the Developer has made application for funds for design assistance, interior renovation

and improvements, the description and estimated costs of which are set forth in attached **Exhibit C**; and

WHEREAS, the DDA has approved the Developer's application ("Application") to participate in the Housing Program in accordance with the terms and provisions of this Agreement and the Application.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, and other good and valuable consideration, the DDA and Developer hereby agree as follows:

1. Recitals. The recitals accurately reflect the intent and purpose of this Agreement and are made a part hereof.
2. Award of Grants. There is hereby awarded to the Developer a grant in an amount not to exceed \$_____ to be used for interior design assistance and building rehabilitation construction costs pursuant to the terms and provisions of this Agreement.
3. Construction. The Developer shall proceed with the Project by commencing building rehabilitation within 90 days from the date hereof in an expeditious and workmanlike manner pursuant to and in accordance with the drawings/specifications attached as **Exhibit D** and shall complete the Project within 120 days after commencement of such renovation.
4. Disbursement of Grant Proceeds. The DDA shall make interim disbursements in intervals of not less than 30 days and pursuant to the requirements of paragraph 5(C) below. The final grant disbursement shall be made upon completion of the Project.
5. Conditions for Disbursement of Grant Proceeds. The DDA's obligation to disburse the grant proceeds is subject to and conditioned upon the following:
 - A. The Developer's fulfillment of its obligations set forth in this Agreement.
 - B. Developers shall use reasonable care to prevent the attachment of any construction liens to the Property. In the event that a construction lien does attach to the Property, Developer shall promptly obtain a discharge of the construction lien. During the time in which any construction lien may be attached to the Property, the DDA may, in its discretion, place the grant funds in escrow pending resolution and discharge of the construction lien(s). Upon discharge of the construction lien(s), the DDA shall disburse all currently due and past due grant proceeds to the Developer.
 - C. Developers shall have provided the DDA with such sworn statements, waivers of lien, affidavits, paid receipts and other proof of payment from Developer and from any general contractor, subcontractors, suppliers and laborers as shall be required by the DDA.

D. The Project shall have been completed in a timely manner and constructed in a manner satisfactory to the DDA and in accordance with **Exhibit D**.

6. Developer Obligation to Refund Grant Proceeds. If, during a period of five years following the completion of the Project, the Developer shall, without the prior written approval of the DDA, (i) sell or dispose of any portion of the Project, (ii) cause the ownership of the Developer to change or (iii) any portion of the Property remains vacant for a period in excess of 45 days promptly repay, upon the request of the DDA, the sums distributed by the DDA hereunder to the Developer, or portion thereof, in accordance with the following schedule:

Date of Event Requiring Repayment	Amount to be Repaid
Within 1 st year after reimbursement	100% of reimbursement
Within 2 nd year after reimbursement	80% of reimbursement
Within 3 rd year after reimbursement	60% of reimbursement
Within 4 th year after reimbursement	40% of reimbursement
Within 5 th year after reimbursement	20% of reimbursement
After 5 th year of reimbursement	No repayment

A sale or change in ownership approved by the DDA shall be subject to Developer's successor assuming all of the Developer's obligations hereunder for a period of five years from the date of transfer and in an amount equal to the balance of the repayment obligation at the time of transfer.

7. Payment of Taxes. The Developer agrees to pay, or cause to be paid, all real property, personal property and other taxes due and owing with respect to the Project, as and when the same becomes due. The failure by the Developer to pay these taxes, or cause them to be paid, is an event of default and a breach of this Agreement whereupon all Grant funds shall be immediately repaid by the Developer.

8. Adjustments. In the event that a state agency of competent jurisdiction conducting an audit of payments made to the Developer under this Agreement or a court of competent jurisdiction determines that any portion of the payments made to the Developer under this Agreement is unlawful, the Developer shall pay back to the DDA that portion of the payments made to the Developer within 30 days of the determination made by a state agency or the court as the case may be. However, the Developer shall have the right, before any such repayment is made, to appeal on its or the DDA's behalf, any such determination made by a state agency or court as the case may be. If the Developer is unsuccessful in such an appeal, the Developer shall repay the portion of payments found to be unlawful to the DDA within 30 days of the date when the final determination is made on the appeal.

9. Indemnification of DDA and its Agents.

A. The Developer shall indemnify and hold the DDA and its members, officers, agents and employees (the "Indemnified Persons") harmless from any loss, expense (including reasonable attorney fees and expenses), or liability of any nature due to any and all suits, actions, legal or administrative proceedings, or claims against the Indemnified Persons by reason of the disbursement of grant proceeds for the cost of the Project if made by third parties alleging personal injuries suffered by them while on the Property arising or resulting from, or in any way connected with, the Project. If any suit, action or proceeding is brought against any Indemnified Person, it shall be defended by counsel to the Developer.

B. The Developer shall not be obligated to indemnify and reimburse any Indemnified Person under subsection (A) if a court of competent jurisdiction finds that the liability in question was caused by willful misconduct or gross negligence of the involved Indemnified Person(s), unless the court determines that, despite the adjudication of liability, but in view of all circumstances of the case, the Indemnified Person(s) is (are) fairly and reasonably entitled to indemnity for the expenses which the court considers proper.

C. The Developer shall also indemnify and reimburse the DDA for all reasonable costs and expenses, including reasonable attorney fees and expenses incurred in:

(i) taking any action requested by the Developer, or

(ii) taking any action considered necessary by the DDA and which is authorized by this Agreement.

D. The obligations of the Developer under this paragraph shall survive any assignment of this Agreement, unless the DDA otherwise expressly and specifically agrees in writing.

10. Representations and Warranties of the Developer.

A. The Developer is duly organized and validly existing as a _____ in good standing under the laws of the State of Michigan with power under the laws of such state to carry on its business as now being conducted and has the power and the authority to own the Property.

B. There is no violation or default by the Developer under any indenture, contract, mortgage, lien, agreement, lease, loan agreement, note, order, judgment, decree or other instrument of any kind or character to which it is a party and by which it is bound, or to which it or any of its assets are subject, wherein a default or violation would materially and adversely affect any of the transactions contemplated by, or the validity of, this Agreement. Compliance with the terms, conditions and provisions of this Agreement does not conflict with, and will not result in or constitute a breach of, or default under, any of the foregoing.

11. Representations and Warranties of the DDA.

A. The DDA is a public body corporate, duly existing and validly created pursuant to the Act. The DDA has taken all actions necessary to authorize the execution and delivery of this Agreement.

B. There is no action, suit, proceeding or investigation before any court, public board or body pending to which the DDA is a party, or to the best knowledge of the DDA threatened against the DDA, contesting the establishment of the DDA or the validity or binding effect of this Agreement.

12. Default.

A. Event of Default. An Event of Default shall consist of any misrepresentation or failure to comply with the terms and provisions hereof by the Developer. In addition, an Event of Default shall include any misrepresentation made in the application by the Developer.

B. Remedies. Upon the happening of an Event of Default, the DDA shall be immediately refunded all Grant proceeds as well as its costs and attorney fees.

13. Miscellaneous.

A. Assignment of this Agreement. No party to this Agreement may transfer, assign or delegate to any other person or entity all or any part of its rights or obligations arising under this Agreement without the prior written consent of all other parties hereto. Consent may be given or withheld in the sole and absolute discretion of the party from whom consent is sought. The obligations of the Developer under this Agreement shall

survive any assignment, unless the DDA otherwise specifically and expressly agrees in writing.

B. Notices. All written notices, demands and requests required or permitted to be given under the provisions of this Agreement shall be in writing and shall be deemed given (a) when personally delivered to the party to be given such notice or other communication, (b) on the business day that such notice or other communication is sent by facsimile or similar electronic device, in PDF format or other format that prevents the alteration of the document contents, fully prepaid, which facsimile or similar electronic communication shall promptly be confirmed by written notice, (c) on the third business day following the date of deposit in the United States mail if such notice or other communication is sent by certified or registered mail with return receipt requested and postage thereon fully paid, or (d) on the business day following the day such notice or other communication is sent by reputable overnight courier to the parties and the addresses set forth below.

If to the DDA:

Charlevoix Downtown Development Authority

210 State Street

Charlevoix, MI 49093

If to the Developer:

C. Amendment. No amendment or modification to or of this Agreement shall be binding upon any party hereto until such amendment or modification is reduced to writing and executed by all parties hereto.

D. Entire Agreement. There are no other representations, warranties, promises, agreements or understandings, oral, written or implied, among the parties, except as made in this Agreement or the Application.

E. Binding Effect. This Agreement shall be binding upon the parties hereto and upon their respective successors and assigns.

F. Severability. If any clause, provision or paragraph of this Agreement shall be ruled invalid or unenforceable by any court of competent jurisdiction, the invalidity or unenforceability of such clause, provision or paragraph shall not affect the validity of any of the remaining clauses, provisions or paragraphs of this Agreement.

G. Execution in Counterparts. This Agreement may be executed in counterparts, each of which shall be an original and all of which shall constitute the same instrument.

H. Captions. The captions and headings in this Agreement are for convenience only and in no way limit, define or describe the scope or intent of any provision of this Agreement.

I. Applicable Law. This Agreement shall be governed in all respects, whether as to validity, construction, performance and otherwise, by the laws of the State of Michigan.

J. Mutual Cooperation. Each party to this Agreement shall:

(i) take all actions required of it by the terms of this Agreement as expeditiously as possible;

(ii) cooperate, to the fullest extent possible, with the other party to this Agreement and with any individual, entity or governmental agency involved in or with jurisdiction over the engineering, design, construction or operation of the Project, or any other improvements which are undertaken in connection with the foregoing, in the granting and obtaining of all easements, rights of way, permits, licenses, approvals and any other permissions necessary for the construction or operation thereof;

(iii) execute and deliver all documents necessary to accomplish the purposes and intent of this Agreement, including, but not limited to, such documents or agreements as may be required by the Developer's lenders with respect to the Project to secure the Developer's financing from such lenders;

(iv) use its best efforts to assist the other party to this Agreement in the discharge of their respective obligations hereunder; and

(v) use its best efforts and cooperate with the other party to assure that all conditions precedent to the completion of the Project are timely satisfied.

14. Permits and Approvals. The Developer shall be responsible for obtaining, at its sole cost and expense, all easements, rights-of-way, licenses, permits, approvals and any other permissions necessary for the construction of the Project.

15. Force Majeure. No party hereto shall be liable for the failure to perform its obligations hereunder if such failure is due to unforeseeable events beyond the party's reasonable control

and without such party's fault or negligence, including, but not limited to, acts of God, acts of the public enemy, acts of the federal government, acts of the other party, fires, floods, epidemics, quarantine restrictions, strikes and embargoes, and delays of contractors due to such causes. Said failure to perform shall be excused only for the period during which the event giving rise to said failure to perform exists; provided, however, that the party seeking relief from its obligations under this paragraph shall notify the other parties in writing, setting forth the event giving rise to such failure to perform, within ten days following the occurrence of such event.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the date first written above.

CHARLEVOIX DOWNTOWN DEVELOPMENT
AUTHORITY

By: _____

Its: _____

DEVELOPER:

By _____

Its: _____

List of Exhibits

Exhibit A – DDA District

Exhibit B – Project Legal Description

Exhibit C – Project Estimated Costs

Exhibit D – Project Plans/Specifications

CHARLEVOIX COUNTY NEEDS HOMES FOR OUR FUTURE



The 2019 Northwest Michigan Target Market Analysis studied the demand for housing through 2025 in communities throughout Northwest Michigan. Based on the potential for demand from current residents moving within the community, as well as people who would move here from outside the community, the study found that the market could support **1,192** additional housing units through 2025 in Charlevoix County. Those new units could be newly-constructed homes or apartments, or they could be the repair and conversion of existing homes or buildings.

HOW MANY MORE RENTAL UNITS DO WE NEED IN CHARLEVOIX COUNTY?



792
RENTALS NEEDED

Household Incomes	Affordable Rents	# Units	% of Potential Demand
Up to \$26,000	\$650 and less	499	63%
\$28,000 - \$40,000	\$700 - \$1000	243	31%
\$42,000 - \$60,000	\$1050 - \$1500	39	5%
\$64,000+	\$1600 +	11	1%

HOW MANY MORE HOMEOWNERSHIP UNITS DO WE NEED IN CHARLEVOIX COUNTY?



400 OWNER UNITS

Household Incomes	Affordable Home Values	# Units	% of Potential Demand
Up to \$60,000	\$150,000 and less	150	38%
\$70,000 - \$100,000	\$175,000 - \$250,000	208	52%
\$110,000 - \$150,000	\$275,000 - \$375,000	28	7%
\$160,000	\$400,000+	14	4%

WHY IS THE DEMAND SO HIGH?

The study takes into account homes that are available now, and what people are looking to buy and rent. Because our population has changed so much over the years, we don't have the type of housing that many people are looking for, like small homes, apartments, and other rental options. These units are needed by empty nesters, retirees, and young people just starting out—all of whom have smaller households. However, many homes currently available were designed for large families, and are often too big and expensive for many of today's homebuyers and renters.

WHO CAN AFFORD THE RENT?

The "housing wage" is the amount a worker would need to earn in order to afford a typical rental. In Northwest Michigan, rents are far higher than what many renters can afford. The lack of affordable options contributes to a high demand for new units at different price points.

CHARLEVOIX COUNTY HOUSING WAGE \$14.60

MINIMUM WAGE \$9.45

AFFORDABLE RENT FOR RENTER EARNING MEAN WAGE \$759

AFFORDABLE RENT FOR FULL-TIME MINIMUM WAGE WORKER \$491

2019 Target Market Analysis was conducted by LandUseUSA, on behalf of Housing North and Networks Northwest.



LOCAL SOLUTIONS

"Missing middle" housing types like duplexes, fourplexes, and small apartments can be more affordable and more in line with what the region's households are looking for. Yet, funding, and sometimes local politics, limit options to build these housing types. Legislation authorizing new revenue sources and tax incentives can support these private-sector solutions, and local changes to zoning or other policies can streamline the process for builders.

More information and resources are available on homesforourfuture.org and housingnorth.org

CHARLEVOIX COUNTY NEEDS HOMES FOR OUR FUTURE

The 2019 Northwest Michigan Target Market Analysis included data for selected communities. Communities were selected based on population, available demographic and economic data, and other factors. Some small communities were not studied separately because the study's accuracy was compromised by limited data and small sample sizes. However, demand may fluctuate between communities within a county, and smaller communities may look to county-wide housing demand to inform their potential for new housing units.

HOW MANY MORE RENTAL UNITS DO WE NEED IN CHARLEVOIX COUNTY?

 512 RENTALS NEEDED	Household Incomes	Affordable Rents	# Units			
			Boyne City	Charlevoix	East Jordan	Bay Shore
	Up to \$26,000	\$650 and less	50	185	34	10
	\$28,000 - \$40,000	\$700 - \$1000	104	18	72	2
	\$42,000 - \$60,000	\$1050 - \$1500	14	9	3	5
	\$64,000+	\$1600 +	2	3	0	0
	TOTAL RENTAL UNITS NEEDED		171	215	109	17

HOW MANY MORE HOMEOWNERSHIP UNITS DO WE NEED IN CHARLEVOIX COUNTY?

 143 OWNER UNITS NEEDED	Household Incomes	Affordable Home Values	# Units			
			Boyne City	Charlevoix	East Jordan	Bay Shore
	Up to \$60,000	\$150,000 and less	43	4	34	8
	\$70,000 - \$100,000	\$175,000 - \$250,000	10	27	3	2
	\$110,000 - \$150,000	\$275,000 - \$375,000	4	2	0	0
	\$160,000	\$400,000+	0	3	0	0
	TOTAL OWNER UNITS NEEDED		57	36	37	10

SHORT-TERM RENTALS & HOUSING DEMAND

The target market analysis didn't study the demand for seasonal housing or short-term rentals—only homes that would be occupied year-round. However, it did take into account how seasonal units impact the availability of housing currently on the market, or homes that will be constructed in the future. Use of homes as short-term rentals reduces the supply of homes available for year-round occupancy, contributing to greater demand.

DEMAND IN A CHANGING ECONOMY

The target market analysis was conducted before the pandemic crisis and its economic impacts, which are affecting everything in our lives, including the housing market. However, the 2019 analysis studied *movers*—people who are looking to move into or within the community, including those currently living in unaffordable housing or other homes that don't meet their needs. This demand is likely to remain, especially because Northwest Michigan's housing needs are rooted in a long-standing housing supply shortage, combined with an imbalance between wages and the cost of homes. The economic changes of 2020 are likely to exacerbate that imbalance, while the housing "pipeline" has, for now, stopped—creating a growing backlog of unmet housing demand.

The 2019 Target Market Analysis was conducted by LandUseUSA, on behalf of Housing North and Networks Northwest. Data Sources: American Community Survey; ExperianDecision Analytics.



More information and resources are available on homesforourfuture.org and housingnorth.org

ATTACHMENT SIX - rating criteria

(5=high marks)

Applicant: _____

Address: _____

Project Name: _____

Amount Requested: _____

- Thoroughness and neatness of application.
5 4 3 2 1
- Clearly identified needs in the City of Charlevoix Master Plan (2016), Downtown Charlevoix Alley Corridor Improvement Plan (2017), and the Downtown Plan (2018).
5 4 3 2 1
- Degree to which project fills a gap in Downtown Charlevoix residential sector.
5 4 3 2 1
- Type of housing and rental rates are appropriate
5 4 3 2 1
- Consideration is given to a well-designed space and layout. Space offers something unique and different; specifically takes “urban living” into consideration.
5 4 3 2 1
- Plans specifically take into consideration appropriate building code/historic preservation standards.
5 4 3 2 1
- Has demonstrated an effort to follow all local permitting and approval processes, and proactively seeks guidance from local officials.
5 4 3 2 1
- Potential for long-term viability – has put forth best effort in developing a plan and has secured appropriate financing.
5 4 3 2 1

SCORE (out of 40) = _____

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

New Business

TITLE: MDARD 2021 Rural Development Fund Grant

DATE: November 17, 2020

PRESENTED BY: Dean Martin, Community Development Fellow

BACKGROUND:

The Upper Floor Housing Grant will serve to create housing specifically for year-round residents, which will expand options for those living and working in our community. Being a new development program, financial support is important to proving viability and fostering capacity. As such, I have worked with the City Manager and DDA Executive Director to create a grant application for the Michigan Department of Agriculture and Rural Development 2021 Rural Development Fund Grant. The prospective Upper Floor Housing Grant aligns with the MDARD grant through the emphasis on housing and its capacity to improve our tourism industry. The intention is to apply for \$50,000 and having a \$50,000 match would strengthen the application significantly.

RECOMMENDATION:

Motion to support budgeting for a \$50,000 match to the MDARD grant if awarded that will fund the new downtown housing incentive program.

ATTACHMENTS:

- ▣ Grant Application



2021 RURAL DEVELOPMENT FUND GRANT APPLICATION FORM

INSTRUCTIONS: Please read the Rural Development Fund Guidelines prior to completing this application form. Please complete all sections of this form. The application form must be submitted as a Microsoft Word Document (font size Arial of 11).

This grant opportunity is to promote the sustainability of land-based industries and support infrastructure that benefits rural communities in the following areas:

- Food and Agriculture
- Forestry
- Mining
- Oil and Gas Production
- Tourism

The grant funds are available for projects that address expansion and sustainability of land-based industries; worker training related to land-based industries; and energy, transportation, communications, water and wastewater infrastructure to benefit rural communities and Micropolitan statistical areas.

PROJECT TYPE (PLEASE CHECK PRIMARY PROJECT TYPE)

- | | |
|--|--|
| ☒ Infrastructure Development | ☐ Business Development |
| ☐ Rural Capacity Building | ☐ Talent Development/Training |

APPLICANT INFORMATION (SEE GUIDELINES FOR ELIGIBLE APPLICANTS)

Title of Project (limit to 15 words or less): City of Charlevoix Upper Floor Housing Grant Program

Legal Name of Applicant Organization: City of Charlevoix

Address (Street, City, Zip): 210 State Street
Charlevoix, MI 49720

County: Charlevoix County

Profit or Non-Profit Organization: non-profit, municipal entity

Primary Contact Name: Lindsey Dotson

Title: Main Street Downtown Development Authority Executive Director

Address: 210 State Street, 49720

Phone: 231-547-3270

E-Mail: lindseyd@charlevoixmi.gov

Note: If your project is recommended, you will be required to provide a DUNS Number. You must also be registered as a company in good standing with the State of Michigan -

https://www.michigan.gov/lara/0,4601,7-154-89334_61343_35413---,00.html

FUNDING REQUEST (ROUND TO NEAREST \$100, MAXIMUM TOTAL GRANT AMOUNT REQUEST IS \$100,000)

Total Grant Amount Requested:	\$50,000
Total Match (Must be at least a 30% cash match of the grant amount)	\$50,000
Total Project Amount:	\$100,000

PROJECT SUMMARY

Provide a concise description of the project and how the project will support land-based industries and rural communities.

Making its debut through the City of Charlevoix Downtown Development Authority, the Upper Floor Housing Grant will be an innovative program that creates much needed public and private sector partnerships in housing creation. Charlevoix is a premier destination across the state for resort and heritage tourism, but in recent years the downtown businesses that support this activity have found difficulty in a seasonal and year-round labor shortage. The root of this challenge has been limited housing availability, as retail employees can't compete with seasonal residents for the finite housing stock that the built-out city of Charlevoix has. The Upper Floor Housing Grant will activate the downtown for our workforce by providing downtown property owners the needed capital to retool or build year-round residential units above their businesses. With available housing for those who support the tourism industry in Charlevoix, we can continue to provide Michiganders with access to a vibrant northern community, 3 pristine lakes, and festivals that display the strength of our State's culture.

The Upper Floor Housing Grant will provide downtown property owners a 50% match (up to \$15 a square foot) for the renovation or construction of mixed-use properties to add residential housing units reserved for year-round residents.

PROJECT INFORMATION/IMPACT

Provide a focused and well-defined project description and the specific goals and outcomes that will be accomplished due to this grant. (Please address each of the following in your narrative response.)

- A. What are the specific outcomes you will achieve due to the project?
- B. How will those outcomes be measured?
- C. How will the project build capacity in rural communities?
- D. How will the project become financially viable? Who is providing the match?
- E. Will the project be sustainable after the grant period?
- F. What is the near-term and long-term impact of the project?
- G. How will the project provide a regional benefit?
- H. Will the project lead to job creation and private investment?
- I. Will the project leverage additional federal, state or local funding?
- J. Please list stakeholders/supporters of the project.

NARRATIVE RESPONSE:

A. What are the specific outcomes you will achieve due to the project?

The direct outcome of this project is the addition of exclusively year-round housing built in the upper floors of our Central Business District. Current studies indicate that the annual market potential for rental units in the City of Charlevoix is 212 units¹. Further, demand considerations display that 94% of these 212 units should be \$1000 or less in monthly rent.² As such, the year-round housing element is critical to the success of upper floor housing builds. Competition for housing with seasonal residents has put permanent residents in great disadvantage, as Charlevoix's residents (\$32,398 median household income³) are unable to match offers from part-time residents hailing from higher-wealth areas downstate. By temporarily removing these outliers from the potential lessee pool, the market rate of downtown housing will match the demand of Charlevoix's permanent residents.

A positive externality of expanded housing options is the growth of Charlevoix's local workforce. Due to the current high costs and low availability of housing, businesses do not have enough workers to keep operations running at an optimal level.⁴ As a result, employers are forced to temporarily close down stores⁵ (even when demand for their product still exists), or decrease the number of months they are open if operating on a seasonal schedule. This cycle damages the community's ability to draw tourism from outside the region and decreases community wealth, further exasperating the gap between permanent and seasonal residents. We project that with additional year-round housing, new jobs will be created, and vacant positions filled.

To specifically address the built changes as an outcome of this project, there are 9 addresses along Bridge Street in Downtown Charlevoix that have high priority for a Upper Floor Housing Grant, with funding available to all mixed-use or central business district zoned properties in the designated downtown area (with grant distribution determined by funding available and application scoring). These properties can have additional floors added, or professional offices partitioned and renovated into multiple housing units.

B. How will those outcomes be measured?

The outcomes to be measured for program success include:

- **Number of Rental Housing Units Added –**
This is the most direct way to measure the program's success, as it will provide concrete action towards providing the 212 rental units that the city has capacity for.
- **Occupancy of New Housing Units –**
This metric will display the sought success of the upper floor housing incentive, serving as a shining example for other small northern communities struggling with housing and inactivated downtowns.
- **Number of Upper Floors Built –**
Most of the opportunities for upper floor housing are easily available; downtown structures often have multiple stories but are tooed towards professional offices. To change their use and capacity for housing will require some financial support for changes to unit partitions, electrical, mechanical, and plumbing fixtures. However, most desired are buildings that are currently single floor. Building vertically is a smart investment for the city of Charlevoix, which is built-out and lacking additional land for development outside of industrial purposes.
- **Number of Primary Housing Deed Restrictions Added –**
41% of all housing units in Charlevoix are listed as "vacant" according to the U.S. Census⁶. Nearly all of these are units or houses owned by residents who

participate in the community for a limited portion of the year. By requiring properties with upper floor housing to have year-round exclusivity, Charlevoix can ensure our residents have access to housing they can afford, and our tourism, accommodations, and retail businesses can have access to a stable number of employees.

- **Number of Employment Positions Filled –**

With more housing available, residents will not have to leave the community to find a place to live, and individuals from outside communities will find home and community in Charlevoix. These new and retained residents will bring their talents to our downtown businesses, permitting them an optimal workforce year-round. With our employment gaps covered, businesses will find more success during the peak seasons and stay open longer in shoulder seasons/year-round, further strengthening Northern Michigan's tourism industry. "Positions filled" is the best way to measure workforce success in this instance, as it accounts for the positions that are currently vacant due to the labor shortages and for new positions that will open up as a result of a stronger local economy.

C. How will the project build capacity in rural communities?

The program will give property owners resources to utilize their buildings in a way that better aligns with the community Master Plan, residents the housing stock needed to remain in Charlevoix without being rent-burdened, and businesses the labor supply necessary to serve Northern Michigan's touristic demand.

D. How will the project become financially viable? Who is providing the match?

Through program parameters, solid funding, and private-public partnerships, upper floor housing in Charlevoix can be built in a financially viable process. The Upper Floor Housing Grant does not provide full reimbursement for construction costs. The Program Guidelines (attached to our application), stipulate that upper floor housing will be matched up to 50% by the City of Charlevoix Downtown Development Authority, up to \$15 a square foot of renovation or construction. Important to the implementation of this project is the buy-in that property owners have, as they will be the ones overseeing construction and leasing to tenants. Further financial resources that could be available include abatement through the Community Redevelopment District, and Rental Rehab via CDBG.

The City of Charlevoix Downtown Development Authority is providing 100% match to the amount received through the MDARD Rural Development Grant. The funding comes from a combination of City & County support, property taxes, property rents, and personal giving.

E. Will the project be sustainable after the grant period?

The Downtown Development Authority has committed to making this a program rather than a project, allocating funds for this incentive to exist in perpetuity (barring any sudden financial or budgetary restrictions to the DDA).

F. What is the near-term and long-term impact of the project?

The near-term impact of the project will see housing stock increased within the City of Charlevoix. The year-round restrictions (through permanent deed restrictions) will sequester these units for our current and potential workforce, who will now be able to afford living close

to the downtown businesses with employment shortages. In the short term, we can expect our rental unit capacity to be closer to the market potential, new residents living in Charlevoix, and the businesses supporting our tourism industry to have the staff they need, with current openings filled and new jobs being created.

The long-term impact of housing availability for Charlevoix can have profound effects on our local and regional rural economy. In the 2015 iteration of our Economic Development strategy, 100% of youth surveyed noted they planned to leave the Charlevoix area in the next 5 years, with 90% of them also responding they would eventually like to come back⁶. The Junior Main Street Committee Chair noted in a recent City Council meeting that the youth of Charlevoix are often faced with a decision upon graduation; pursuing a life in the hometown they love or following economic opportunities elsewhere in the state or country. Without housing available to young workers or developing professionals, that choice is already made for them. However, with the help of the Rural Development grant, we can work to create much needed housing in Charlevoix that will retain our young talent. The “brain drain” that so often occurs in rural communities can be mitigated, and economic innovations can occur in entrepreneurship, professional services, manufacturing, and, important to the tourism industry that is the cornerstone of Charlevoix’s economy, natural and cultural resource management. Charlevoix is in the process of becoming a more well-rounded and self-sufficient community, but to accomplish that in the long-term our agents of change need to be retained.

G. How will the project provide a regional benefit?

Separate from other northern communities that may solely rely on touristic activities for spending, Downtown Charlevoix’s leakage/surplus economic data indicates that the city serves as an economic hub for the rural Charlevoix County. City, Township, and County residents travel to Charlevoix to shop for necessities such as groceries, clothing, sporting goods, books, office supplies, and more⁷. Downtown stores closing prematurely due to staffing shortages can impact on more than just the tourism industry, as local consumers are then forced to travel greater distances to seek goods from cities like Traverse or Petoskey (also dealing with labor shortages).

The program will provide benefit to the region through retaining youth from rural areas in Northwest Michigan. Young skilled and professional workers who seek to leave their multi-generational homes are often unable to find small, affordable units and are forced to exit the region. By providing apartment housing close to their rural origins, young professionals can remain in their communities, promoting the local region with skills for the modern economy.

H. Will the project lead to job creation and private investment?

Yes. The program by design requires private investment, and new housing opportunities will draw new residents to fill positions that are currently available, while also providing a greater workforce for businesses that seek to expand their capacity.

I. Will the project leverage additional federal, state or local funding?

Yes, the program will leverage local funding allocated by the Downtown Development Authority. Property owners can pursue state and federal grants in renovating and constructing, should they choose to do so. DDA and City Staff will provide technical support for this pursuit.

J. Please list stakeholders/supporters of the project.

Lindsey Dotson – City of Charlevoix Main Street Downtown Development Authority, Executive Director, *Primary Grant Contact*

Mark L. Heydlauff – City of Charlevoix, City Manager

Dean Martin – Community Economic Development Advocates of Michigan, Charlevoix Fellow

Jonathan Scheele – Networks Northwest, Charlevoix Zoning Administrator

Grant Narrative Works Cited

1. "City of Charlevoix" *Charlevoix County, Michigan Residential Target Market Analysis Annual Market Potential - Year 2020*. LandUse USA. Networks Northwest. Page 13. 2019.
2. "City of Charlevoix" *Charlevoix County, Michigan Residential Target Market Analysis Annual Market Potential - Year 2020*. Page 16. LandUse USA. Networks Northwest. 2019.
3. "Charlevoix City" *United States of Census Bureau*. (American Community Survey, 2018)
<https://data.census.gov/cedsci/profile?g=1600000US2614780>
4. Beggin, Riley "In Charlevoix and Petoskey, pricey housing leaves businesses without workers" *Bridge Michigan*, 2018.
<https://www.bridgemi.com/quality-life/charlevoix-and-petoskey-pricey-housing-leaves-businesses-without-workers>
5. Doyle, Annie "Where are they? Employee Shortages" *Charlevoix Courier*. *Petoskeynews.com*, 2020.
https://www.petoskeynews.com/charlevoix/featured-cvx/where-are-they-employee-shortages/article_01b560b0-9787-5684-94f9-16078dbcb004.html
6. "Charlevoix City Housing" *United States Census Bureau*. (American Community Survey, 2018)
<https://data.census.gov/cedsci/table?q=charlevoix%20city&t=Housing&tid=ACSDP5Y2018.DP04&hidePreview=false>
7. "TECHNICAL DOCUMENT: MARKET ASSESSMENT AND STRATEGY" The Chesapeake Group & LSL Planning. *City of Charlevoix*, pages 12A-13A. 2015. <http://charlevoixmi.gov/DocumentCenter/View/414/Technical-Report-PDF>
8. "Market Snapshot" Downtown Professionals Network, Main Street America. *City of Charlevoix*, pages 16-18. 2017.
<http://charlevoixmi.gov/DocumentCenter/View/789/Charlevoix-MI-Market-Snapshot-2017-PDF?bidId=>

PROJECT TIMELINE AND WORK PLAN

Describe all activities that will be performed to accomplish the objectives of the project. All projects must be completed within the 18-month grant period. Projected starting date for grant project March 2021.

GRANT WORK PLAN	
Tasks	Projected Completed by (date)
Marketing the Upper Floor Housing Grant to property owners, pre-application meetings between DDA Executive Director, Zoning Administrator, and property owners.	December 2020 – February 2021
(Pre-Incentive Work to be accomplished) Level B Site Plans, Zoning Permits, Building Permits Including general, mechanical, electric, and plumbing.	To be completed before applying for the incentive.
Acceptance of Grant Applications begins.	February 2021
Approval of initial applications, applications continue on rolling basis (provided funding pool is not completely allocated).	March 2021
Construction Begins on initial projects.	July 2021
Construction to be completed on initial projects.	July 2022
Contractual reimbursement to property owners upon proof of completion for initial projects.	August 2022

BUDGET NARRATIVE

Please use the table below and provide a brief description of how funds will be used for each funding category. (This is a cost reimbursement grant program). **The 30% cash match does not need to be on every single line item. It is preferred to be on one single item if appropriate. (ex.**

Equipment: Walk-in cooler Requested Funds -\$100,000; Matching funds -\$30,000

Item		Requested Funds	Matching Funds – (30% cash match required)	Project Totals
Equipment				
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
Total Infrastructure		\$	\$	\$
Materials and Supplies				
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
Total Materials/Equipment/Supplies		\$	\$	\$
Contractual				
Incentive given to housing construction reimbursement. Amounts may vary depending on sq/ft added and costs, but providing the maximum incentive level, 4 properties could add housing units. More properties could receive the grant, should construction costs be lower. For a full list of items viable for contractual reimbursement, please see program guidelines (attached).	Property 1 Construction Reimbursement	\$12,500	\$12,500	\$25,000
	Property 2 Construction Reimbursement	\$12,500	\$12,500	\$25,000
	Property 3 Construction Reimbursement	\$12,500	\$12,500	\$25,000
	Property 4 Construction Reimbursement	\$12,500	\$12,500	\$25,000
Total Contractual		\$50,000	\$50,000	\$100,000
Salaries/Fringes				
FTE, % of time, salary, etc.		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
Total Salaries/Fringes		\$	\$	\$
Other (Please list activities)				
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
Total Other		\$	\$	\$
Total Project Cost		\$	\$	\$

Authorization:

By submitting this Application, the Authorizing Agent is guaranteeing that the information contained in this Application is correct and verifiable. The Authorizing Agent is also affirming that the funds

requested herein will be used for the specific purpose outlined in this Application and for no other purpose.

Grant Deadline: **All proposals must be received by 3 p.m. Eastern Standard Time on November 19, 2020**, via MDA-grants@michigan.gov. If you do not receive a confirmation of receipt from our office within 24 hours, please call 517-388-5205.



2021 RURAL DEVELOPMENT FUND GRANT INSTRUCTIONS

Project Type: Please select the project type that best describes your project.

Applicant Organization Information/Primary Contact: The Applicant Organization Name and Primary Project Manager contact information including phone number and email address. This person is responsible for signing the grant agreement and will serve as the main point of contact for all project inquiries.

Eligible Applicants:

- Organizations
- Businesses
- Individuals
- Federally Recognized Tribes
- Educational Institutions
- Local Units of Government (county, city, township, village, school district; any authority composed of counties, cities, townships, villages and school districts or combination of these entities)

Eligible Rural Communities & Micropolitan Statistical Areas:

Projects in the following counties are eligible rural (60,000 population or less), or Micropolitan statistical areas:

- | | | |
|--------------|------------------|----------------|
| • Alcona | • Gogebic | • Mecosta |
| • Alger | • Grand Traverse | • Menominee |
| • Allegan | • Gratiot | • Missaukee |
| • Alpena | • Hillsdale | • Montmorency |
| • Antrim | • Houghton | • Newaygo |
| • Arenac | • Huron | • Oceana |
| • Baraga | • Ionia | • Ogemaw |
| • Barry | • Iosco | • Ontonagon |
| • Benzie | • Iron | • Osceola |
| • Branch | • Isabella | • Oscoda |
| • Cass | • Kalkaska | • Otsego |
| • Charlevoix | • Keweenaw | • Presque Isle |
| • Cheboygan | • Lake | • Roscommon |
| • Chippewa | • Leelanau | • Saint Joseph |
| • Clare | • Lenawee | • Sanilac |
| • Crawford | • Luce | • Schoolcraft |
| • Delta | • Mackinac | • Shiawassee |
| • Dickinson | • Manistee | • Tuscola |
| • Emmet | • Marquette | • Wexford |
| • Gladwin | • Mason | |

Per the Rural Development Fund Act criteria, preference must be given to projects in the region in which revenues are generated and include Marquette County.

Rural Development Grant Amount Request: Indicate the dollar amount requested for grant funding, **maximum grant amount requested is \$100,000**. The total amount of funding in the current year is approximately \$1,400,000. Please round dollar amounts to the nearest \$100.

Matching Funds: Indicate the dollar amount of matching funds. Matching funds must be at least 30% of the total Rural Development grant amount request. For example, if you are requesting \$100,000 then you must provide a match of at least \$30,000. Cash match is required. In-kind match will be considered as part of the review criteria but will not count towards minimum match requirements. Salaries may be included as in-kind match if the applicant can demonstrate that the time and salaries included were directly spent to support the project seeking grant funding. Cash match need not be on every single line item. It is preferred to be on one item or just a few, as long as it meets 30% of total grant request.

Project Summary: Include a concise project summary suitable for dissemination to the public. A Project Summary provides a very brief description of your project. Include the name of the applicant organization; a concise outline of the project's outcome(s); and a description of the general tasks to be completed during the project period to fulfill this goal.

Project Information/Impact: Please make sure to address the questions included in this section as well as identifying individuals, organizations, and/or entities that committed to this project and how they will support this project.

Budget Narrative: This is a cost reimbursement program. Provide justification for your budget proposal that is outlined in the Budget Form. Please include sources and amounts of match dollars and any in-kind funding. The budget narrative must include the following categories (if applicable to project) and a budget narrative that provides justification for such budget categories and items:

- **Equipment:** Indicate anticipated purchases of equipment. List separately each item of equipment, its cost. Equipment means any tangible, nonexpendable, personal property, including exempt property charged directly to the grant (\$5,000 or more). In the budget narrative, provide the basis of the cost estimate (e.g. price analyses, vendor quotes) for each piece of equipment and its correlation to the purpose/goals of the project to justify your need for the equipment to be purchased.
- **Materials/Supplies:** Provide an estimate of projected supply expenditures. Applicants must list each item separately, its cost and use. Supplies means any tangible, personal property other than equipment (as defined above), excluding debt instruments and inventions (less than \$5,000). In the budget narrative, provide the basis of the cost estimate (e.g. price analyses, vendor quotes) for each supply item being requested and its correlation to the purpose/goals of the project to justify your need for the supplies to be purchased.
- **Contractual:** List the contractor's name and title and the general categories of services the contractor cost will cover.
 - A. For contractors, indicate if the expense represents a flat fee for services or an hourly rate. Provide justification for how and why the contractor was selected vs. the organization's own staff/personnel. List the general categories of services the contract covers (e.g. professional services, travel, lodging, administrative expenses, etc.).

B. Proof must be provided of the customary charges for such services rendered, based on the individual's qualifications.

- **Personnel/Salaries:** List the individual's name and title and the general categories of services the person will perform (e.g., project manager). Show annual/hourly rates and estimated number of hours to be spent on the project by each project participant. This section should be used only for work that will be completed directly by the applicant. Any work performed by contractors, should be included in the contractor section. In the budget narrative:
 - A. Indicate the duties of each individual and correlate those duties to the purpose/goals of the project.
 - B. Proof must be provided of the customary charges for such services rendered, based on the individual's qualifications.
- **Fringe Benefits:** Please include costs of fringe benefits for personnel included in personnel/salaries category. Items include social security and Medicare, state unemployment insurance, worker's compensation insurance, disability insurance, retirement and health insurance supplement.
- **Other:** Provide in sufficient detail an itemized list of projected expenditures, their cost and use. Other items mean any item not fitting into the personnel, contractual, equipment, travel, and supplies categories explained above (e.g., rentals). In the budget narrative, provide the basis of the cost estimate (e.g. price analysis, vendor quotes) for each item being requested and its correlation to the purpose/goals of the project to justify your need.

Grant Deadline: All proposals must be received by 3 p.m. Eastern Standard Time on November 19, 2020, via MDA-grants@michigan.gov. If you do not receive a confirmation of receipt from our office within 24 hours, please call 517-388-5205.

Equal Opportunity: The State of Michigan and the Department of Agriculture & Rural Development prohibit discrimination on the basis of religion, race, color, national origin, age, sex, sexual orientation, gender identity or expression, height, weight, marital status, partisan considerations, or a disability or genetic information that is unrelated to the person's ability to perform the duties of a particular job or position.

To file a complaint of discrimination, please contact: MDARD Office of Legal Affairs, 525 West Allegan, Lansing, MI 48909, or call 517-284-5729

You may also contact the Michigan Department of Civil Rights at:

Phone: 313-456-3700

Fax: 313-456-3701

Toll-Free: 800-482-3604

TTY: 877-878-8464

Email: MDCRServiceCenter@michigan.gov

RD Grants FY21 Organizational Capacity Survey

The objective of the Organizational Capacity Survey is to attain an understanding of your organization's systems, policies, processes, and practices. The information collected by this survey will be used by the Department of Agriculture & Rural Development (MDARD) as a tool to review the capacity of your organization to successfully execute the terms of this grant. NOTE: MDARD reserves the right to request a copy of any materials attested to in this Organization Capacity Survey.

Instructions:

- ~ Respond to each applicable question: some questions may not be applicable to your entity;
- ~ Submit with your application to MDA-grants@michigan.gov

Person completing this survey: Lindsey Dotson

Title: Main Street Downtown Development Authority Executive Director

Phone / e-mail: 231.547.3257 | lindseyd@charlevoixmi.gov

- Technology Resources. Does your organization:
 - Provide a computer for all employees/persons? Yes ☒ No ☐
 - Have a dedicated e-mail account for all employees/persons Yes ☒ No ☐
 - Have high-speed internet access? Yes ☒ No ☐
- What was your average annual employee turnover rate for the past two years?
0, DDA employees are unchanged as of 2 years ago.
- Does your organization have the ability to effectively respond to sudden personnel changes on a:
 - Short-term basis (unexpected illness) Yes ☒ No ☐
 - Intermediate-term basis (unexpected resignation) Yes ☒ No ☐
 - Long-term basis (budgetary cutbacks necessitating staff reduction) Yes ☒ No ☐
- If you are a food establishment, do you hold a current license? Yes ☐ No ☐
- Has an audit by a Certified Public Accounting been finalized for the most recently completed fiscal year? Yes ☒ No ☐
- If "No", is one currently underway or scheduled? Yes ☐ No ☐
- Has your organization received funding for this project from another source?
Yes ☒ No ☐
- Has your organization requested funding for this project from another source?
Yes ☐ No ☒
- Has your organization received a federal or state grant award in the last two (2) years?
Yes ☐ No ☒
- Does your organization use an automated accounting system? Yes ☒ No ☐
If "Yes", what is the name of the system?
- Has your organization registered with State of Michigan - SIGMA Vendor Self-Service
<https://sigma.michigan.gov/webapp/PRDVSS2X1/AltSelfService> Yes ☒ No ☐

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

New Business

TITLE: Bridge Park Building Update

DATE: November 17, 2020

PRESENTED BY: Paul Silva & Lindsey Dotson

BACKGROUND:

During the October meeting Member Silva requested we assess the feasibility of selling the Bridge Park Building.

Director Dotson has spoken with the city's Wastewater Treatment Plant to ask about any concerns they might have with the idea. No issues have come to surface yet but Mr. Randy Wurst is still expected to report back in a couple of weeks.

Paul Silva has reached out to John Murray and Director Dotson followed up to provide information needed to consider options in selling. He said he will report back next week and we hope to have more information to share at the meeting.

UPDATE: in an email dated 11/17/2020 John Murray wrote:

Paul,

Thank you for the opportunity to look at the Bridge Park Driving building.

After looking at the income and expense estimates I would say the building by using the income approach is worth between \$550,000 and \$650,000 at the present time. I have used the cap rates of between 6% and 7% to come up with these numbers. I do believe that at this present time with interest rates as low as they are that we are in the range. These numbers could go up or down depending on several factors at the time of sale, including the rental rates and taking a complete look at everything to consider. I believe the best course of action would be to do condominiums because of the location with the park above it and the city needing access.

That can all be discussed.

Please feel free to contact me with any questions.

Sincerely,
John Murray

In an email from City Manager Mark Heydlauff dated 11/17/2020 he wrote:

My assumption is that when the Wastewater Treatment Plant was removed from the site, the City used the DDA to fund some or all of the building currently occupying the site. This was presumably fairly utilitarian since BISCO and the Coast Guard were assumed to be the only users of the site in perpetuity and the

traffic caused by both would be intended to bring revenue and commerce to the district in an effort to promote positive property valuation. Clearly, we have the advantage of history in knowing the Coast Guard was not as stable of a tenant as the City might have once hoped and now the DDA has worked through various tenants. But my assumption is that the City never, and probably couldn't, legally convey the property to the DDA.

The Charter of the City of Charlevoix in Article 2, section 16, part f contemplates land like this:

"f. The Council shall not have the power to sell, divide, lease, partition, plat, subdivide, or dispose of any City park or cemetery, or any part thereof, unless specifically approved by a majority of the electors voting thereon at any general or special election, except as provided for in "sub section h" of this section. 'City park' shall include any property designated as a City park by official action of Council as a 'City park'. Once property is designated as a City park, the designation of property as a City park shall not be removed or changed unless specifically approved by a majority of the electors voting thereon at any general or special election.

ANNOTATION: AS AMENDED BY VOTE OF ELECTORS NOVEMBER 7, 2017.

h. The Council may, by a majority vote of the entire Council, when it deems it in the best public interest, lease for a period of not more than five (5) years those facilities used in connection with the operation of public parks and/or beaches, City owned docks with freight storage facilities, and buildings used in connection with the operation of the City owned airport. The Council has the power to sell lots and/or plots in any City owned cemetery."

Given this language and my belief that this Charter language was adopted before or around the time the Waste Water Plant would have still been operating on the site, I suspect no formal conveyance was ever made nor would be necessary if the DDA did not consider the sale prospect. This feeling would be bolstered by the unique terms contained within the lease with the Beaver Island Boat Company. This lease is a series of six, five-year leases presumably because the City leaders at the time (who then often acted as DDA staff) felt this was a justifiable practice given the prohibition above on leasing activities in a park.

All this to say, I believe the DDA should be cautious about the idea of selling the building without first obtaining a serious review by the City Attorney and consideration of whether such sale might require a referendum. What is true is that the DDA has collected rents and lease payments from the building over time and that the City has maintained the land above the building without cost to the DDA. Furthermore, the City will always need to retain access to the sewer lift station on the site and the parkland above the building will remain a public space (unless somehow the citizens elected otherwise).

Perhaps you have found where a proper conveyance was made to fully separate the public area of the building (apart from the wastewater apparatus) from the City and the City park around it, in this case, my musings just that, mistaken musings. If so, this would also require that the DDA, as a political subdivision of the City, is permitted to sell property, otherwise protected by the Charter, in a way the City itself cannot do. I know DD's often do own their own buildings in other cities.

My overall and abiding advice is that you should approach this idea with great caution. Should you have questions, please do not hesitate to contact me.

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

New Business

TITLE: Downtown Snow Removal

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

From City Manager Mark Heydlauff to City Council for the 11/16/2020 meeting:

In October, Council asked me to research options for expanding snow removal on the sidewalks downtown by partnering with a private firm. To this end, I've drafted a request for proposals that would solicit contractors to perform extra clearing in the area from State Street to Round Lake and Hurlbut to Dixon Avenue. Snow would be cleared twice per day.

What is not clear is how Council or the DDA might pay for this service or whether you have an expectation for businesses to pay some or all of the cost. Currently, we do a pass on some high-trafficked pedestrian routes around town with a city-owned snow blower machine. This proposed cleaning would augment this and dedicate it to the downtown.

ATTACHMENTS:

- ❑ Snow Removal RFP

**City of Charlevoix
Request for Proposals
Downtown Snow Removal**

The City of Charlevoix seeks qualified firms to complete snow and ice removal during the winter season in the downtown area.

Project Area

For purposes of this project, the downtown area includes the following sidewalks and public areas:

- Bridge Street sidewalks between Hurlbut Street to Dixon Avenue including across the bascule bridge
- State Street sidewalks from Hurlbut Street to Park Avenue
- Clinton Street from the Harbormaster Building to west side of State Street
- Park Avenue, Mason Street and Antrim Street from Bridge Street to the west side of State Street
- Van Pelt Alley from Bridge Street to the DeWitt Parking Lot
- Hoop Skirt Alley from Bridge Street to the parking lot

Scope of Service

When snowfall overnight exceeds 1 inch, snow shall be cleared by 10am. When daytime snow occurs, snow accumulation above one inch should be removed again by 4pm. Removal of snow shall occur in coordination with the City's Department of Public Works who will remove snow from the highway, streets, street parking lanes, and parking lots. The City shall furnish a location for snow to be hauled to or remove the snow piles periodically as the contractor and City may mutually agree. Salting sidewalks shall be conducted as needed but the City shall provide the salt.

Fees

The City prefers to receive a bid for service to include the entire scope of service for a flat fee sum. Alternatively, the contractor may quote a per day cleaning charge. The City shall pay invoices monthly for services rendered.

Non-performance

Should the contractor fail to fully remove snow and ice based on the requirements above, the City shall have grounds to terminate the contract.

Indemnification

The contractor shall indemnify and hold harmless the City of Charlevoix, the Charlevoix Downtown Development Authority, and its officers and agents. The contractor shall solely be responsible for any damage it causes to buildings, vehicles, or other public or private property properly placed within the walkways. The contractor shall also name the City of Charlevoix as an additional insured for not less than \$1 million for property, accident, and vehicle insurance.

Responses

Interested firms shall respond to this RFP with relevant qualifications of the firm and the fee schedule for the services. This response shall be in a sealed package mailed or hand delivered by **12noon EST, December 1, 2020** to:

**Charlevoix City Clerk
SNOW REMOVAL BID
210 State Street
Charlevoix, MI 49720**

Electronic, faxed, or late bids will not be considered. The City of Charlevoix reserves the right to accept or reject any and all bids and negotiate final terms in the best interest of the City.

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
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(231) 547-3257 lindseyd@cityofcharlevoix.org

New Business

TITLE: Igloo Discussion

DATE: November 17, 2020

PRESENTED BY: Luther Kurtz, Mayor

BACKGROUND:

Mayor Kurtz will continue a discussion that began during the City Council meeting last night to get feedback from members of the DDA Board.

RECOMMENDATION:

Board discussion.

DDA/Main Street Board
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Old Business

TITLE: The Vault Co-Working Space Update

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Director & Sarah Hagen, Chamber President

BACKGROUND:

During the Charlevoix Area Chamber of Commerce Board meeting on October 23, 2020 the motion was made to enter 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 year following.

The Chamber has considered all options and believe it is an important resource in Charlevoix and acknowledges that it fits into current strategies and goals of the organization, but also notes that they don't feel fully capable of taking it over completely just yet.

With that being said, "splitting" the responsibilities of managing The Vault along with doubling resources will aid in it's growth and relevance in the community. What that will look like is to be determined, but can be drafted into a written agreement between the DDA and Chamber and reviewed at the November meeting.

During the October DDA meeting the Board authorized Maureen Owens to negotiate and come to a conclusion with Chamber staff and Board Chair. The attached agreement along with Press Release that will be sent out this week outlines the final agreement between the two entities.

"Orientation" has already begun with Chamber staff as part of the transition. Full responsibility of daily operations and promotion will be shifted to the Chamber staff starting December 1st.

We are in the process of getting the lease renewal signed as well.

RECOMMENDATION:

Board discussion.

ATTACHMENTS:

- ▣ Memo between Chamber and DDA re: The Vault

MEMORANDUM
THE VAULT CO-WORKING SPACE OPERATING PARTNERSHIP

This Memorandum of Understanding ("Memorandum") is made effective as of the 1st day of November, 2020, by and between the Charlevoix Area Chamber of Commerce ("Chamber") and Charlevoix Main Street, DDA ("DDA").

The purpose of this Memorandum is for the Chamber and DDA to enter into a partnership in managing and operating The Vault Co-Working Space located in the lower level at 201 State Street, Charlevoix MI 49720.

Operating Outline:

- Financial Management
 - The DDA maintains ownership and responsibility over contracts and expenses, including:
 - Building lease agreement - \$1000 per month
 - Office equipment (copier) - \$169 per month
 - Utilities (phones, internet, cable) - \$116 per month
 - Office supplies as needed - budgeted at \$35 per month
 - Proximity and Google subscriptions - \$117 per month
 - The DDA will maintain ownership of Proximity, the membership reservation system, and handle incoming revenue generated from memberships
 - The DDA will manage financial reporting monthly for both Chamber and DDA Board review
 - At agreement end, the DDA agrees to turn over all revenue after expenses to the Chamber
- Staffing & Operations
 - The Chamber will manage staff operations, including but not limited to:
 - Membership recruitment, engagement and retention
 - Daily operational and cleaning needs
 - DDA staff will be available as needed for training and transitioning management; additionally, should Chamber staff be unable to perform any urgent membership or building need, DDA staff agrees to be on-call if available
 - Both the Chamber and DDA agree to promote, advertise, and solicit memberships and Vault events

This Memorandum term will end on the 30th day of October, 2021. The Chamber agrees it is the intention of the Chamber, barring unforeseen financial or operational circumstances, to take full ownership of The Vault at the conclusion of this term, and the DDA agrees to transfer ownership, contracts, equipment and property to the Chamber.

This Memorandum may be amended or modified with express written consent of both the Chamber and DDA.

Maureen Owens, Chair, DDA

Lindsey Dotson, Executive Director, DDA

Shay Arnold, Chair, Chamber

Sarah Hagen, President, Chamber

DDA/Main Street Board
210 STATE STREET CHARLEVOIX , MICHIGAN 1 49720
Charlevoix Main Street DDA
(231) 547-3257 lindseyd@cityofcharlevoix.org

Old Business

TITLE: Long Road Distillers Lease

DATE: November 17, 2020

PRESENTED BY: Richard Christner, Vice Chair

BACKGROUND:

Since the last meeting we have had City Attorney Scott Howard draft a revised/new lease addressing the sentiments of the Board. Vice Chair Christner talked with Jon O'Connor on Friday morning about the draft language and will hear back from him via email on Monday. A verbal update will be given during the Board meeting.

RECOMMENDATION:

Board discussion and direction.

DDA/Main Street Board
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Charlevoix Main Street DDA
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Old Business

TITLE: Director Task/Time Management Discussion

DATE: November 17, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

Link to spreadsheet: <https://drive.google.com/file/d/1jjkRZEamfzpUWEOHCjTTCRpRfjC15qtE/view?usp=sharing>

An update made to the spreadsheet since our last meeting: I have ordered tasks and also numbered them based on how much time I spend on each.

- (1) Means it takes up a lot of time
- (2) Moderate amount of time
- (3) Small amounts of time

Hopefully this aids in making this spreadsheet easier to understand. I look forward to discussing tasks and how I might be able to spend my time more strategically.

RECOMMENDATION:

Please review ahead of time and come prepared to suggest what things can be put into a "parking lot" for the time being.

ATTACHMENTS:

- ▣ Director Task Spreadsheet PDF

SBEI/Walkability	Housing
(1) Collaborate on Corridor Improvement Plan Document (1) Alley Improvement Grant Incentive (in development) (1) Tree Lights (aid in making downtown more walkable) (2) Identifying funding (2) More comprehensive snow removal plan for now (3) Zoning updates that could improve walkability (3) Design Guidelines (3) Snowmelt System Feasibility	(1) Local Housing Incentive (in development) (2) Housing North & MEDC Monthly Meetings (2) Property Owner Relationship Building for 2nd Floor Units (3) Identifying State/Federal Incentives Available for Housing Development (3) RRC Certification (3) National Register Historic District (Tax Credits) (3) Community Capital to support housing development (3) Planning Commission/Zoning Relations (3) Homeshare Program
Other/Miscellaneous	Operations
Economic Vitality (1) The Vault Co-Working Space (talent recruitment/attraction) (2) Email Newsletter - businesses (3) Annual Business Training with Chamber, Library, Visit (3) Business Assistance - Initiate (3) COVID-19 Relief Grant Administration (3) MEDC Relationship for Incentives available to property owners (3) Available Property Promotion (business recruitment) (3) SBDC Relationship for business assistance services Promotion (1) Gift Local Shopping Contest (1) Cooperative Ad Campaign + design, coordination, writing, etc. (talent recruitment/attraction) (1) Live on the Lake Summer Concerts (1) Restaurant Week (1) Email Newsletter - general public (2) Shared Calendar Updates (2) Life in Charlevoix App updates (2) Business Directories in App and on Website (2) Buy Nearby Weekend (2) Ladies/Men's Night Holiday Shopping Event (3) Downtown Maps - print handheld and update kiosks Annually	(1) Sponsorship/Pledge Solicitation (1) Project Oversight (1) Board Communication/Packet Preparation (1) Graphic Design (2) Apply for grants to support programming (2) Bridge Park Building Maintenance/Lease Oversight (2) Accounting/Payables (2) Social Media Content Creation & Execution (photography, narrative) (2) Council/City Relations (2) Annual Budgeting (3) Website Management (3) Press Relations (3) Responding to general inquiries from public (3) Bandshell Equipment Oversight (3) Board/Volunteer Orientation/Training (3) Annual Report to Treasury (3) Annual Report to SHPO for CLG Main Street Specific Tasks (1) Committee Oversight/Coordination (2) Monthly Reports to MMS (2) Property Inventory/Maestro Database Management

- (3) Brand Management
- (3) Main Street Monday/Venetian
- (3) Small Business Saturday
- (3) Sponsorship of outside events

Organization/Outreach

- (1) Junior Main Street
- (1) Business owners meetings
- (1) Partnership Building/Community Relations
- (1) Business engagement
- (2) Statewide Networking (MDA, MMS)
- (3) Speaking Engagements
- (3) Local Networking (chamber events)
- (3) Regional Networking (nlea events)
- (3) National Networking

Design

- (3) Hoop Skirt Alley flower maintenance
- (3) Coordinating holiday garland and lights

City of Charlevoix

- (2) Historic District Commission Oversight/Earl Young Historic District (10% of pay from City)
- (3) TV Info/Kiosk Display Management at City Hall
- (3) Certified Local Government Administration

- (2) Coordinating and administering services awarded from MMS
- (2) Volunteer Management
- (2) Annual Report to MMS
- (3) Match on Main Grant Administration
- (3) Continuing Ed/Professional Development
- (3) Annual Check-In/Accreditation Visit