



AGENDA
CHARLEVOIX DOWNTOWN DEVELOPMENT AUTHORITY AND MAIN STREET MEETING
Monday, December 28, 2020- 5:30 PM
Zoom Meeting

1. Call to Order

- A. Zoom Log-In 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. Committee Minutes
- B. Board Minutes
- C. Monthly Report
- D. 2021 Schedule of Meetings

6. Reports

- A. Annual Impact Report/Info Meeting
Lindsey Dotson, Executive Director
- B. Director's Report
Lindsey Dotson, Executive Director
- C. Chamber Partnership Report Out
Sarah Hagen, President, Charlevoix Area Chamber of Commerce
- D. Economic Development Strategy and Marketing Strategy - Draft Presentation
Dean Martin, Community Development Fellow

7. Old Business

- A. Draft Downtown Housing Incentive Program Guidelines
Lindsey Dotson, Executive Director

B. Bridge Park Building - Revenue vs. Expenses

Lindsey Dotson, Executive Director

8. New Business

A. Draft Budget 2021-2022

Lindsey Dotson, Executive Director

9. Public Comment

10. Request for Future Agenda Items

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 Log-In Instructions

DATE: December 28, 2020

BACKGROUND:

Due to the ongoing Covid-19 gathering restrictions, this meeting will be held entirely virtually.

Click: Join Zoom Meeting

Meeting ID: 981 5396 1460

Passcode: 749083

One tap mobile

+16465588656,,98153961460#,,,,*749083# US (New York)

+13017158592,,98153961460#,,,,*749083# US (Washington D.C)

Dial by your location

+1 646 558 8656 US (New York)

Meeting ID: 981 5396 1460

Passcode: 749083

Find your local number: <https://zoom.us/j/98153961460>

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Consent Agenda

TITLE: Committee Minutes

DATE: December 28, 2020

ATTACHMENTS:

- ▣ Org Promo Minutes November
- ▣ Economic Vitality Committee - December
- ▣ Org and Promo Minutes - December



Promotions/Organization Committee

Thursday, November 19, 2020

8:00 a.m.

Meeting Minutes

- 8:00am I. Call to Order
Kitty, Sarah, Nancy, Katherine, Lindsey
- 8:01am II. Approval of Minutes: October 22
- 8:03am III. Ongoing Business:
- A. Events & Projects – Updates, Needs
1. Cooperative Ad Campaign (Lindsey)
Lindsey reviewed Thistle’s social media ad campaign. The ad has reached 12,000 people and the blog had 600 readers. The ad for Scovie’s is currently running. That French Place will be happening next.
 2. Gift Local Campaign – started November 15th
Lindsey needs to print more post cards because stores are giving them out to customers. The campaign just kicked off. Lindsey put together a social media toolkit for this event. She noticed that a lot of businesses are using the items in the toolkit.
 3. Ladies Night + Men’s Night – December 9th & 16th
 - a. Wish lists
At the business owner’s meeting, it was decided to promote event specific dates while encouraging to shop local. Businesses are going to offer wish lists throughout the month of December.
- B. Organization
1. Newsletter
There currently is no volunteer to take over the newsletter. Kitty will get the newsletter out by Wednesday.
 2. Pledge Program
 - i. “Keep Charlevoix Bright” campaign starts next week!– pledge funds for 5 years to help maintain the tree lights (looking at

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about \$40,000 over the next 4 years to replace/maintain them)

Campaign is going out next Wednesday in the newsletter.
Lindsey will send out the ask letter in December.

- 8:35am IV. **New Business**
A. PMSI Shop Small on Main Promotional Campaign
SBDC created a Shop Small campaign. Main Street received a grant to promote shopping on main street. Lindsey needs to contact the businesses for several pieces of information. The grant is valued at \$5000 in services. SBDC is going to take over the Downtown social to help with the campaign.
- 8:50am V. **Volunteer Hours**
- 9:00am VII. **Adjournment**

Next meeting: December 17th

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

Present: Sarah Hagen; Mark Heydlauff; Dean Martin, Luther Kurtz; Sam Bingham; Rich Hodgson; Maureen Owens; Laura Simmonds; Amanda Wilkin; Kirby Dipert; Joe Frost, MEDC; Lindsey Dotson

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

1. New Business

- a. Community Development Fellow Dean Martin presented the draft version of the City of Charlevoix Economic Development Strategy that has been created in concurrence with the city becoming a Redevelopment Ready Community and asked for any feedback members of the committee would like to share. Joe Frost from the MEDC commented that we might consider how to link the Main Street DDA's Transformation Strategies to this document as well.

2. Old Business

a. Downtown Housing Incentive Program

- a. Director Dotson outlined updates that had been made to the draft guidelines since the last meeting and stated that she sought feedback and edits from partners at Housing North and MEDC. The group discussed a few key points and decided on the following:
 - i. To remove the \$50 application fee
 - ii. To not require market rate rent in units downtown
 - iii. Decided that other funding programs can count toward project matching funds
 - iv. That the funding amount is per unit, not per building
 - v. How to pare down/simplify the document on the website once it goes live for ease of use – links to attachments instead of one long document.

Motion was made by Heydlauff, second by Hagen, to recommend the edited final draft to the Main Street DDA Board of Directors for approval.

Meeting adjourned at 9:00 AM.

Next meeting: December 8, 2020 8:00am



Promotions/Organization Committee

Thursday, December 17, 2020

8:00 a.m.

Zoom Meeting

<https://zoom.us/j/92201851177?pwd=U3FxMUJ0cVhUcVZmUi81aUd3bStwUT09>

8:00am

I. Call to Order

Present: Kitty, Jean, Dean, Lindsey, and Jessica

8:01am

II. Approval of Minutes: October 22 & November 19

8:03am

III. Ongoing Business:

A. Events & Projects – Updates, Needs

1. Cooperative Ad Campaign Scovie's results:

Lindsey stated the campaign has been going well. That French Place is currently taking place and Harbor View Café will be going live in January.

Billboard: 594,804 total impressions

Northern Express: 90,000 readers

Facebook promotion: 5,930 people reached, 557 engagements, of which 66.9% were women and the largest age group was 55-64.

Instagram promotion: 68 promotion clicks, 96 likes, 2 new followers, 5,703 reached, 13,537 impressions (78% was from promotion), of which 54% were women and the largest age group was 18-24 (31%)

Life in Charlevoix Mobile App: 439 users in November - 244 viewed coupons & specials, 6 viewed Scovie's profile

Blog: 53 unique readers, average time spent was 2 minutes and 9 seconds

2. Gift Local Campaign – started November 15th

Lindsey said that the campaign has been going well. Now that men and ladies night is over, she is going to start promoting gift local.

3. Ladies Night + Men's Night Recap

Dean said that there were men shopping at Men's night.

The committee discussed the summer concert series. Lindsey would like to work with the Cultural Corridor to focus on cultural elements to incorporate into the summer concert series.

B. Organization

1. Email Newsletter

At this time, there is no volunteer for the newsletter. Dean volunteered take over the newsletter.

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2. “Keep Charlevoix Bright” is live! <http://charlevoixmi.gov/421/Keep-Charlevoix-Bright-Fundraiser>
 - i. Need to work on developing a more concrete fundraising plan
Lindsey recapped the fundraiser “Keep Charlevoix Bright.” At this time, the campaign has had a soft launch. Lindsey noted that they had received several donations. She is going to mail out solicitation letters in the new year.
 - ii. Help with letters and phone calls
Lindsey is going to be asking her board to help with fundraising.

- | | | |
|--------|------|---|
| 8:35am | IV. | New Business <ol style="list-style-type: none">A. PMSI Shop Small on Main Promotional Campaign ongoing
A marketing firm is currently managing downtown’s social media channels.B. How can we help to promote getting more takeout at restaurants?
Sarah and Lindsey have been reaching out to restaurants to see how they can support them. They have been discussing ideas on how they can get people shopping or visiting restaurants in downtown. The committee discussed this idea. |
| 8:55am | V. | Volunteer Hours |
| 9:00am | VII. | Adjournment |

Next meeting: January 21, 2021

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Consent Agenda

TITLE: Board Minutes

DATE: December 28, 2020

ATTACHMENTS:

- ▣ Regular Meeting - November 17, 2020

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

1. Call to Order

2. Pledge of Allegiance

3. Roll Call

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

4. Inquiry Into Potential Conflicts of Interest

5. Consent Agenda

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

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

6. Reports

A. Director's Report

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

B. SBEI Update

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

C. Draft Alley Improvement Grant Program Guidelines

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

D. DDA Financials

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

7. New Business

A. Draft Downtown Housing Incentive Program Guidelines

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

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

Member Silva joined the meeting at this time.

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

B. MDARD 2021 Rural Development Fund Grant

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

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

C. Bridge Park Building Update

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

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

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

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

D. Downtown Snow Removal

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

E. Igloo Discussion

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

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

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

8. Old Business

A. The Vault Co-Working Space Update

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

A. Long Road Distiller Lease

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

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

C. Director Task/Time Management Discussion

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

9. Public Comments

10. Request for Future Agenda Items

11. Board Comments

12. Adjourn

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

Joyce Golding/fgm

Maureen Owens

Chair

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Consent Agenda

TITLE: Monthly Report

DATE: December 28, 2020

ATTACHMENTS:

- ▣ November Monthly Report to MEDC

Michigan Main Street Monthly Report

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

Metrics Number

M-0000114749

Status

Submitted

Account

City of Charlevoix

Name

Jada Tillison-Love

Reporting Period Start

11/1/2020

Reporting Period End

11/30/2020

Submitter's Name

Lindsey Dotson

Due Date

12/10/2020

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
Panache Hair Studio	101 Park Ave.	Service Business	2.0	1.0

Existing Businesses that Expanded in MSA

Business Name	Address	Type of Business	Type of Expansion	FTE Jobs Added	Part-time Jobs Added
My Grandmother's Table	115 Bridge Street	Eating & Drinking	Square Footage	0.0	0.0
Charlevoix Pizza Company	311 Bridge Street	Eating & Drinking	Product Line/Service	0.0	0.0

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
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Main Street Data

Volunteer

Total Board Volunteer Hours	Total Volunteer Cost	Total Project (Non Event) Volunteer Hours
20.00	\$0.00	37.00

Training Sessions Attended

Event Title	Who Attended	Date	Topic
Michigan Downtown Association Annual Conference	Lindsey Dotson	11/5/2020	Downtown Management

Fundraising/Membership Last Month

Type	Amount
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Downtown Events & Activities - All Committees

Event	Type	# of Attendees	# of Volunteer Hours	Event Expenses Incurred by Main Street	Main Street Event Revenue
Good for Michigan Hackathon	Retail	5	0	\$0.00	\$0.00

Other new/Comments

Board Member Changes: Position Names Leaving and Names Arriving

Position	Name Leaving	Email	Name Arriving	Email
Board Member			Ron Way	waystoneycroft@msn.com

- Other News or Commentary

☒ The Chamber is officially in process of taking over daily operations of The Vault as a partnership has been entered since they have more capacity with more staff. It's a lot off of my plate as Director!
- Program & Outlook

☒ Still working on developing new incentive programs - housing and alley improvement grants.
- Suggestions for State and National Staff

☒ n/a

Upload Attachments

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

Name	Date Uploaded
Agenda_2020_11_17_Meeting(246).pdf	12/10/2020 2:10 PM

michiganbusiness.org

Michigan Economic Development Corporation, 300 N. Washington Sq., Lansing MI 48913 Phone: 888 522 0103

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Consent Agenda

TITLE: 2021 Schedule of Meetings

DATE: December 28, 2020

ATTACHMENTS:

- ▣ 2021 Board Meeting Dates



CHARLEVOIX

MAIN STREET DDA

Main Street/DDA Board 2021 Regularly Scheduled Meetings

All regularly scheduled meetings are at
5:30 pm at Charlevoix City Hall
210 State Street, Charlevoix, MI 49720
Second floor Council Chambers

January 25, 2021

February 22, 2021

March 22, 2021

April 26, 2021

May 24, 2021

June 27, 2021 *

July 26, 2021

August 23, 2021

September 27, 2021

October 25, 2021

November 22, 2021

December 27, 2021 *

^Informational Meeting

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Reports

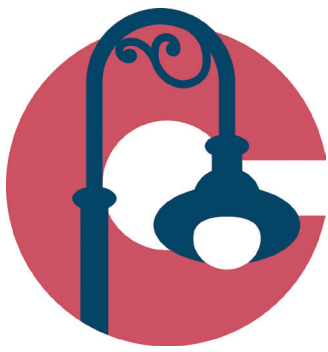
TITLE: Annual Impact Report/Info Meeting

DATE: December 28, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

ATTACHMENTS:

- ▣ 2020 Impact Report



Experience the Classic Beauty of Downtown Charlevoix!

Shop, dine, and make memories year round in scenic downtown Charlevoix. Beautiful parks, fun events, and charming alleys await your discovery just steps away from the shores of Lake Michigan.

2021 EDITION

CHARLEVOIX MAIN STREET DDA

231.547.3257

downtowncharlevoix.com



State of DOWNTOWN

6 Blocks

709 Public parking spaces

99 First-floor storefronts

19 Restaurants

40 Retail stores

4% Storefront vacancy rate

12.4% Increase in property values

Charlevoix Main Street is making a real difference.

Charlevoix Main Street DDA is at the heart of a movement to develop downtown Charlevoix as a beautiful, green, year-round community with a demonstrated commitment to the health and well-being of residents and visitors alike, and sustainable economic opportunities that invite active participation in all that Charlevoix has to offer.

Downtown's Goals

- Create the physical layout and amenities, and sustaining resources that demonstrate Charlevoix's commitment to year-round walkability and access to resources in the downtown.
- Develop a sustainable downtown that provides year-round economic opportunities to the greater Charlevoix community.
- Establish the foundation for a year-round economy by identifying opportunities to add year-round housing units to the downtown and establishing resources to encourage private investment.
- Bring businesses together to cooperate and coordinate resources to market downtown.



CHARLEVOIX
MAIN STREET DDA

TRANSFORMING CHARLEVOIX'S DOWNTOWN



Coordinated a cooperative advertising campaign to increase brand awareness and highlight business owners to target consumers in the region with over 6.4 million impressions thus far.



Awarded over \$70,000 in grants to 17 small businesses to assist with the economic impacts and losses related to the Covid-19 pandemic.



Junior Main Street created the Pine River Hammock Park to encourage passive recreation and partnered with the library to lend hammocks for use at the park.

REINVESTMENT STATS 2019–2020

PRIVATE INVESTMENT

\$3,913,000

Program to date: \$9,279,448



4

Façade & Building Improvements
Program to date: 68



7

New Businesses
Program to date: 55

Main Street is Helping Businesses Thrive

- Monthly business/building owner meetings
- Cooperative advertising campaign
- Hosting office hours with SBDC consultants at The Vault
- Annual small business training
- Advocating on local, state, and federal levels for additional Covid-19 assistance for small businesses
- Promotion through downtown maps/directories/website
- Business assistance using resources from MEDC's initiate website.

"Main Street helped our business transform from a tent at the farmers market into a 3,122-square-foot bakery, café and coffee bar. The director's resourcefulness, encouragement, and guidance has enabled us to do more."

—Jozef Zebediah, Founding Chef and Baker, My Grandmother's Table

Community Profile

City of Charlevoix | 2020



Population
2,462



Households
1,298



Median HH Income
\$40,635



Median Age
51 years



Housing Units
1,941



67% Housing is occupied
57% Owner-occupied
43% Renter-occupied

Downtown Drive Time Markets

	5 Minutes	10 Minutes	20 Minutes
Population	2,522	3,425	6,482
Households	1,340	1,729	3,041
Median HH Income	\$61,088	\$68,433	\$75,220

In-demand Businesses

Shopping & Retail

Shoe store
General/variety store
Arts, crafts, and hobbies
Home furnishings
Sporting goods/outdoors

Food & Drink

Italian restaurant
Bakery
Asian restaurant
Casual dining eatery
Healthy meal prep

Connecting with the Community during Covid-19

Charlevoix Main Street turned to the community for donations, via Patronicity, that were used as grants to support businesses through the Covid-19 pandemic. Over \$21,000 was raised and seven downtown businesses were awarded \$3,000 each, thanks to the generosity of many. Strong partnerships were also fostered with the chamber, Visit Charlevoix, the city, public schools, and health department to strategize about consistent messaging leading up to the hustle and bustle of the summer season.



VOLUNTEER SPOTLIGHT

"I volunteer because it is rewarding to help other people accomplish a goal or a project. Everyone benefits when you give back to the community."

—Caitlin Cole, Events Coordinator,
Charlevoix Area Chamber of Commerce



2019 Pulse of Downtown



- 77%** Visit downtown Charlevoix most often for dining
- 47%** Described recent trends in downtown Charlevoix as improving or making progress.
- 73%** Attended the Venetian Festival in downtown Charlevoix.

Social Connection



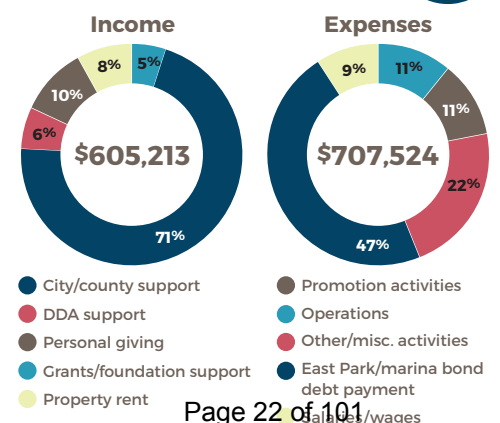
- 9,540+** Facebook Followers
- 2,270+** Instagram Followers
- 19,115+** Life in Charlevoix app users
- 835+** E-newsletter subscribers

Volunteer Connection



- 1,318** Volunteer hours in 2019-2020
- 14,549** Volunteer hours (Program to date)
- \$33,991** Volunteer value in 2019-2020
- \$375,219** Volunteer value (Program to date)

In the Numbers



DOWNTOWN ALIVE

Charlevoix Main Street
Events 2019-20

5,963

Est. event attendance

- Charlevoix Restaurant Week
- Live on the Lake Summer Concert Series
- Gift Local Holiday Shopping Contest
- Buy Nearby Weekend
- Small Business Saturday
- Ladies Night of Holiday Shopping



Small Business Saturday



Ladies Night



Live on the Lake Summer Concerts



Buy Nearby Weekend

Michigan Main Street

The Leader in Grassroots Economic Development

Michigan Main Street provides technical assistance to local communities as they implement the Main Street Four-Point Approach®, a community-driven, comprehensive strategy encouraging economic development through historic preservation in ways appropriate for the modern marketplace. The program aims to create communities distinguished by economically vital and vibrant commercial districts and downtowns, thereby making the state economically stronger and culturally diverse.

Real Impact.

The numbers prove it!



\$13,871,279

2019-20 Total
Private Investment

\$319,893,405

Program to date



\$16,587,881

2019-20 Total
Public Investment

\$116,015,807

Program to date



33,676

2019-20 Volunteer Hours

773,507

Program to date



87

2019-20 New Businesses

1,495

Program to date



150

2019-20 Façade &
Building Improvements

2,357

Program to date

Charlevoix's Board of Directors

Chair: Maureen Owens

Vice Chair: Richard
Christner

Mayor Luther Kurtz

Member: Kirby Dipert

Member: Amanda
Wilkin

Member: Sam Bingham

Member: Sean Bradley

Member: Paul Silva

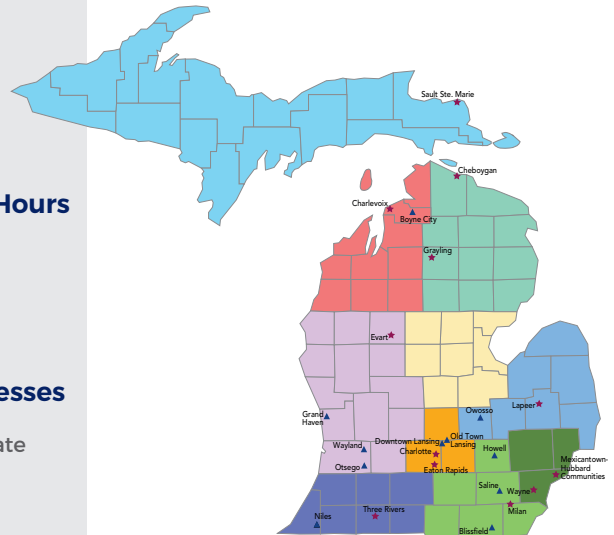
Member: Ron Way

Non-voting Student:
Liam Dreyer

"The well thought-out structure behind the Main Street program initiates thoughts and conversations that may have been missed during an ordinary planning process. This depth of content knowledge definitely helps to expand our community view."

—Maureen Owens, Chair, Charlevoix Main Street DDA Board of Directors

Our Communities



★ Select Level

▲ Master Level



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

Reports

TITLE: Director's Report

DATE: December 28, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

Director Schedule

I have the upcoming planned days out of the office:

December 24 & 25th

January 1st

January 29th

Media Mentions

- <https://www.9and10news.com/2020/11/25/how-to-win-up-to-500-by-shopping-local-in-downtown-charlevoix/>
- https://www.shorelinemedia.net/ludington_daily_news/news/downtown-businesses-struggle-as-former-customers-work-from-home/article_d2e2699d-b5ef-5b0a-89a6-35b69bb79e3f.html

In MI Downtown Podcast

I've been asked to be a guest on a new podcast that the Michigan Downtown Association created called In MI Downtown. They've asked me to talk about The Vault Co-Working Space and we will record it on January 25th. The podcast can be found here: <https://anchor.fm/michigandowntowns>

Gift Local Campaign

The campaign will wrap up with final entries being accepted on December 24th and the drawing will take place on January 5th. As of Monday, our ticket dispenser stores said they were getting really low. We may run out or come close and if we do we have a lot to be happy about! Email entries have come in for online purchases too which has been great.

Long Road Distillers Update

We have received a memo from City Attorney Scott Howard giving us the official go-ahead to advertise the space as available. See attached memo for the complete message. A more formal update will be given during our January board meeting by Vice Chair Christner.

Becoming a Facilitator for Destination Creation Course

Because I've done little to no traveling this fiscal year there is a little extra money in that bucket so I signed up to attend a 3 day online training session to become a facilitator of Jon Schallert's Destination Creation Course. Additionally I know that the National Conference will be virtual again next year so there is more money I won't be spending on travel and accommodations.

https://www.successfulindependentbusiness.com/become-a-facilitator/?inf_contact_key=e1166351886e593f9e1ee4062182bd07680f8914173f9191b1c0223e68310bb1

All of the program details can be found in the link above. The reason I thought this would be valuable is that instead of hiring Jon to do a course for our businesses in Charlevoix I will now be equipped to host the course and can be the speaker for future business training workshops here locally. The content of Jon's course is extremely relevant to our business community and as more businesses strengthen their presence and become destination businesses themselves, the less seasonal our town will be. In the long run they'll have more of a reason to stay open year round and for more hours instead of adjusting hours according to foot traffic that was brought here through other efforts. Essentially it will empower many of our businesses to not depend solely on external factors that get customers into their doors. They'll become more self sufficient and excel no matter what is or is not happening in town.

Additionally, this will make me the only Facilitator in Michigan, which may be a benefit if I can get hired by other entities to teach the course. While that doesn't directly benefit the program aside from the exposure and obvious examples I could pull from here, the payment I get for those teachings could be income for Charlevoix Main Street DDA. Let me know if you have any concerns - I am always looking for ways that I can be of more value to our local business owners and this seems like a good fit.

Downtown Futures Service Through Michigan Main Street

Just a quick update - the state's legal team has taken a long time to get the contracts in place that are needed to start scheduling dates for services. Therefore, at this point, we will get more information about our service through Downtown Professionals Network early in the new year.

Main Street Forward Awards

After discussing this new award program created by the National Main Street Center with members of the Michigan Main Street team they have encouraged me to apply on behalf of Charlevoix for what we are doing with attracting remote workers & downtown housing. A program description is below:

The converging impacts of COVID-19, national and local reckoning related to racial justice and equity, and cascading climate crises have challenged Main Streets in ways that none of us could have foreseen over this past year. But, in the midst of these generation-defining events and pressures, Main Street programs have demonstrated inspiring tenacity and creativity. To celebrate these efforts, we are pleased to introduce the Main Street Forward Awards. This special awards program seeks to showcase forward-thinking Main Street recovery and resilience efforts at this unique and challenging moment. Winners will receive a \$1000 prize to support their program and be featured at a dedicated awards plenary at the Main Street Now virtual conference in April. Application Information.

Main Street Vibrancy Grants - MEDC

Michigan Main Street will soon be releasing info about a new grant program they've created to award Main Street programs with funds to help accomplish programming that fits within their transformation strategies. I believe the amount will be \$20,000, or something along those lines. Stay tuned as more info is released!

Match on Main Grant for Small Businesses

Another round of Match on Main Grants will be available in the New Year - again specific to Covid-19 relief. You know we will put our best foot forward to hopefully bring more of those funds into Charlevoix to help keep doors open!

Snow Removal Update

The city did not receive any bids for the RFP that was put out for downtown snow removal. Now the Zoning Administrator is working on going to Council again to discuss how our management of snow could

improve from an ordinance perspective and considering putting another RFP out early in the New Year for next winter.

Igloo Discussion Update

We did not get the Weatherization Grant from the Small Business Administration. Sarah Hagen and I have been tag teaming contacting restaurant owners directly to ask if they have any unmet needs that we could assist with. There seems to be no interest on an individual basis for these amenities, but there could be a way that they become a part of regular winter programming by being placed in East Park or elsewhere.

ATTACHMENTS:

- ▣ Memo from Scott Howard



December 23, 2020

Lindsey J. Dotson, MSARP
Executive Director, Charlevoix Main Street DDA
210 State Street
Charlevoix, MI 49720

VIA Email: lindseyd@charlevoixmi.gov

RE: Long Road Distillers' Lease

Dear Lindsey:

You have requested that I review the Long Road Distillers' lease agreement and advise whether you may advertise the property for lease to another tenant at the end of the lease date. It is my understanding that Long Road Distillers has not yet paid the DDA any rent under the terms of the lease and has not opened the contemplated establishment at the location. It is also my understanding that the DDA has approached Long Road Distillers about entering into a revised lease but Long Road Distillers has not agreed to do so.

The lease provides that you may advertise the premises for rent and show it to prospective tenants within 180 days prior to the termination of the lease. You are within that time period and may advertise and show the property to prospective tenants. You may allow Long Road Distillers the first opportunity to lease the premises for the upcoming year, but you are entitled to advertise for other tenants. For the terms of the lease to be effective, there must be payment of consideration in the form of rent. This payment must be made by any tenant that rents the premises in the future – otherwise the lease is void for a lack of consideration.

Please let me know if you have any follow up questions.

Sincerely,

Scott W. Howard
scott@envlaw.com

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

Reports

TITLE: Chamber Partnership Report Out

DATE: December 28, 2020

PRESENTED BY: Sarah Hagen, President, Charlevoix Area Chamber of Commerce

BACKGROUND:

Please find our annual contribution reports attached. The Charlevoix Area Chamber of Commerce is appreciative of the partnership the DDA has granted us to continue our collaborative missions to support our downtown. Obviously, 2020 has turned out to be much different than any of us could have anticipated. COVID caused many of our events to be upended, though we put heavy effort into finding creative alternatives and adapting to safer event methods to ensure our downtown received continued promotion and economic activity. While the effects of COVID required some of our energy to be redirected, we continually strived to best utilize our DDA partnership to support our businesses and sustain our community. We thank you for the partnership and look forward to growing our joint efforts in 2021.

ATTACHMENTS:

- ▣ 2020 Contract Report
- ▣ Budget vs Actual
- ▣ Financial Report



In 2020, the Charlevoix Area Chamber of Commerce planned, and adapted, the following promotional events focused on retail, restaurant, and service businesses in the Main Street district during the COVID-19 pandemic.

This is a detailed report of our efforts of which the Main Street DDA contributes \$10,000 annually, \$5000 of which has been transferred to 2021 efforts as agreed upon.

Events & Promotions:

- Winter Sidewalk Sales
- Shop Charlevoix Day
- Sizzlin' Summer Sales
- Buy Nearby Weekend
- Holiday Shopping Promotions (Gift Local, Ladies Night, Mens Night)

Promoted the following events through various modes of advertising:

- **Print** advertising - Paid advertising in the Community Shopper:
 - Holiday Shopping Promotions
- **Online** advertising/promotion: www.charlevoix.org events page & community calendar; www.facebook.com Chamber page, events, & paid promotions:
 - Winter Sidewalk Sales
 - Shop Charlevoix Day
 - Sizzlin' Summer Sales
 - Buy Nearby Weekend
 - Holiday Shopping Promotions
- **Weekly Biz Blast e-newsletter** advertising/promotion:
 - Winter Sidewalk Sales
 - Shop Charlevoix Day
 - Sizzlin' Summer Sales
 - Buy Nearby Weekend
 - Holiday Shopping Promotions

Biz Blast sent to over 1400 subscribers with an average open rate of 39%.

Total spent in 2020 on promotion and advertising related to event/promotions: \$999.00

Total spent in 2020 on implementation and staff time related to events/promotions: \$2000.00

Events: 2020 Retail Events

Location: Downtown Charlevoix

	2020 Budget	2020 Actual
REVENUE		
Main Street/DDA		
Easter Egg Hunt	\$ 1,700.00	\$ 1,700.00
Summer Open House	\$ 2,500.00	\$ 2,500.00
Sidewalk Sales	\$ 1,500.00	\$ 1,500.00
Holiday Parade & Tree Lighting Celebration	\$ 2,300.00	\$ 2,300.00
Merchant Open House & Cocoa Contest	\$ 2,000.00	\$ 2,000.00
Sub-Total: Main Street/DDA	\$ 10,000.00	\$ 10,000.00
EXPENSES		
Main Street/DDA		
Easter Egg Hunt	\$ 700.00	\$ -
Summer Open House	\$ 1,500.00	\$ -
Sidewalk Sales	\$ 600.00	\$ -
Holiday Parade & Tree Lighting	\$ 1,200.00	\$ 300.00
Merchant Open House & Cocoa Contest	\$ 1,000.00	\$ 699.00
TOTAL EXPENSE	\$ 5,000.00	\$ 999.00
Organization/Execution		
Chamber Staff Time	\$ 5,000.00	\$ 2,000.00
Sub-Total: Organization/Execution	\$ 5,000.00	\$ 2,000.00
TOTAL EXPENSES	\$ 10,000.00	\$ 2,999.00
EVENT PROFIT (LOSS)	\$ -	\$ 7,001.00
2021 TRANSFER PER AGREEMENT		\$ (5,000.00)

Charlevoix Area Chamber of Commerce
Profit & Loss Detail

January 1 through December 18, 2020				
	Date	Name	Memo	Amount
Activities & Events Expense				
Downtown Promotions				
Holiday Open House				
	11/27/2020	Facebook	Shop Local Promotion	100.00
	12/01/2020	Charlevoix Community Shopper	Shop Local 1/4 Page Ad	299.00
	12/07/2020	Facebook	Ladies Night Promotion	100.00
	12/14/2020	Facebook	Mens Night Promotion	100.00
	12/18/2020	Facebook	Shop Local Promotion	100.00
Total Holiday Open House				699.00
Tree Lighting / Parade				
	02/29/2020	Picture This	Tree Lighting Photos w/Santa - 2019	300.00
Total Tree Lighting / Parade				300.00
Total Downtown Promotions				999.00

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

Reports

TITLE: Economic Development Strategy and Marketing Strategy - Draft Presentation

DATE: December 28, 2020

PRESENTED BY: Dean Martin, Community Development Fellow

BACKGROUND:

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

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

The Economic Development Strategy and Marketing Strategy are requirements for the Redevelopment Ready Communities program.

RECOMMENDATION:

Board discussion and feedback.

ATTACHMENTS:

- ▣ Economic Development Strategy Draft
- ▣ Marketing Strategy Draft



ECONOMIC DEVELOPMENT STRATEGY

Conditions | Challenges | Opportunities | Solutions



CHARLEVOIX

December 2020
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INTRODUCTION

Planning for the Future

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

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

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

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

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

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

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

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

KEY STATISTICS AND CONTEXTUAL ANALYSIS

(Estimated) Population¹:

2,364

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

Median Age¹:

48.6

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

Median Household Income¹:

\$32,398

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

Workforce Statistics (County)⁴:

Individuals Employed: 12,240 (56.5%)

Individuals Unemployed: 572 (2.6%)

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

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

Workforce Statistics, Job Counts:

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

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

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Occupied Housing Units⁵:

1,309

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

Vacant Housing Units⁵:

904

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

Owner Occupancy⁵:

48.6%

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

Average Residential State Equalized Value⁶:

\$156,200

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

5 year percentage change in State Equalized Values⁶:

+22.01%

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

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Underrepresented Retail Opportunities:

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

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

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

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

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Further Underrepresented Opportunities:

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

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

KEY STATISTICS AND CONTEXTUAL ANALYSIS

Further Under-Represented Opportunities (continued)

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

PAST FINDINGS & RESULTING ACTION

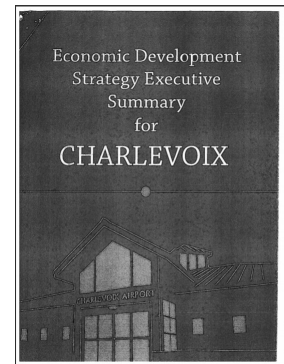
The focus of the City of Charlevoix is to create social and economic opportunities for residents, businesses, and visitors. These opportunities include investing in places or recreational amenities that give residents ownership and use, infrastructure that allows business leaders to be competitive in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

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

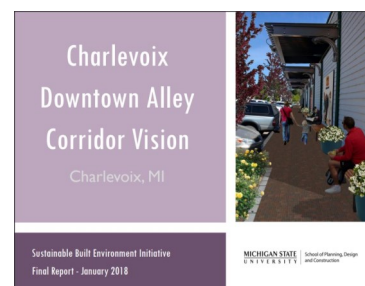
This next section will identify the various recommendations or actions from previous plans, identify their current status, completion dates, or other relevant information and provide the city's determination on whether the action remains a priority. Often potential projects are not financially feasible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

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

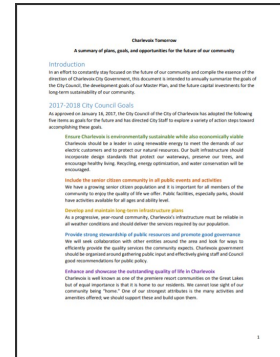
It should be noted that the following section has overlapping information with the City of Charlevoix Downtown Plan, a link to which can be found later in this strategy. The Downtown Plan examines the goals still relevant from a majority of past studies, where as the past studies referenced here examine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



Charlevoix Economic Development Strategy 2015



Charlevoix Downtown Alley Corridor Vision, 2018



Charlevoix Tomorrow, 2017



Comprehensive Economic Development Strategy, 2020

PAST FINDINGS & RESULTING ACTION

2015 Economic Development Strategy

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

PAST FINDINGS & RESULTING ACTION

2018 Charlevoix Downtown Alley Corridor Vision⁹

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

PAST FINDINGS & RESULTING ACTION

Charlevoix Tomorrow¹⁰

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

PAST FINDINGS & RESULTING ACTION

2020 Comprehensive Economic Development Strategy"

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

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

Regional Strengths, Weaknesses, Opportunities, and Threats

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

-Strengths

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

Weaknesses

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

Opportunities

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

Threats

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

Strategic Direction

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

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

CURRENT CHALLENGES

An Aging Population

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

Departure of the Youth

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

Lack of Variety in Employment Options

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

Employment Deficit

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

Seasonal Opportunities

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

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

ECONOMIC DEVELOPMENT VISION

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

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

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

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

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

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

Upholding City Council Goals:

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

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

ECONOMIC DEVELOPMENT GOALS

Build better housing opportunities

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

Extend the shoulder season

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

Expanding opportunities for remote workers

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

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

Pursue current and future opportunities

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

ECONOMIC DEVELOPMENT GOALS

Greater partnerships, greater capacity

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

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

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

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

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

Convert US 31 traffic to sales

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

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

Provide resources to retain and attract entrepreneurs

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

ECONOMIC DEVELOPMENT PROJECTS

Expanding fiber internet to residents and businesses

Stakeholder: City Manager, City of Charlevoix

Project Start: February 2020

Project Completion:

Economic Development Goals:

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

Project Description:

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

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

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

advantage of future tech advances.

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

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

Utilizing the downtown extensions, modernizing Charlevoix’s streetscape

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

Project Start: January 2019

Project Completion

Economic Development Goals:

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

Project Description:

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

ECONOMIC DEVELOPMENT PROJECTS

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

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

Complete the MEDC Redevelopment Ready Communities Certification

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

Project Start: August 2017

Project Completion: December 2020

Economic Development Goals:

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

Project Description:

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

economic development-oriented benefits.

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

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

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

ECONOMIC DEVELOPMENT PROJECTS

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

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

Downtown Housing Development and Partnerships

Stakeholder: Executive Director, DDA, Downtown Property Owners

Project Start: Summer 2020

Project Completion: Ongoing

Economic Development Goals:

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

Project Description:

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

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

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

Finance Deed Restrictions to Promote Year Round Housing

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

Project Start: May 2020

Project Completion: Ongoing

Economic Development Goals:

- Build Better Housing Opportunities
- Expanding Opportunities for Remote Workers

Project Description:

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

ECONOMIC DEVELOPMENT PROJECTS

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

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

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

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

Fund the Façade Incentive Grant Program

Stakeholder: Executive Director, DDA, Downtown Business Owners

Project Start: 2016

Project Completion:

Economic Development Goals:

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

Project Description:

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

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

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

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

Evaluate and continue the Vault's services

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

Project Start: Fall 2019

Project Completion: Ongoing

Economic Development Goals:

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

Project Description:

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

ECONOMIC DEVELOPMENT PROJECTS

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

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

Flag Priority Sites for Development

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

Project Start: January 2021

Project Completion: February–March 2021

Economic Development Goals:

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

Project Description:

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

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

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

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

Update Key Infrastructure

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

Project Start:

Project Completion:

Economic Development Goals:

- Pursue Current and Future Opportunities

Project Description:

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

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

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

ECONOMIC DEVELOPMENT PROJECTS

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

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

Promote Industrial Opportunities

Stakeholder: City Council, City of Charlevoix

Project Start: Unknown

Project Completion: Unknown

Economic Development Goals:

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

Project Description:

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

The projects remain possibilities, but are currently

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

Develop Consistent City Service Surveying

Stakeholder: Community Development Fellow, CEDAM

Project Start: 2021

Project Completion: 2021

Economic Development Goals:

- Pursue Current and Future Opportunities

Project Description:

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

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

IMPLEMENTATION MATRIX

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

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

IMPLEMENTATION MATRIX

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

ACTION PLAN

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

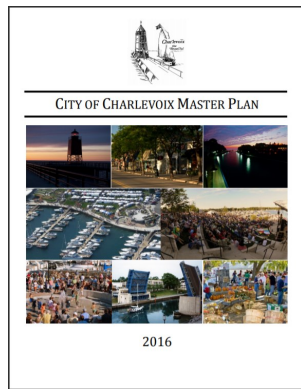
Economic Development Project	Steps Required for Completion
Expanding Fiber Internet to Businesses and Residents	☐ Partner with MMEA and Power System Engineering to complete financial feasibility study. (Late 2020–Early 2021) ☐ Conduct an engineering and constructability feasibility study, pending financial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

ACTION PLAN

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

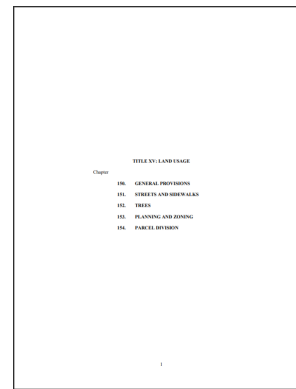
OTHER RESOURCES

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



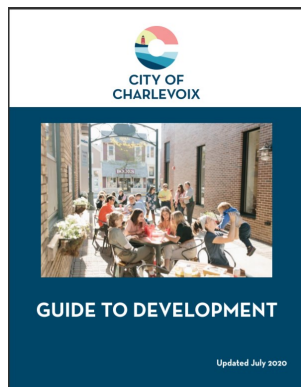
City of Charlevoix Master Plan

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



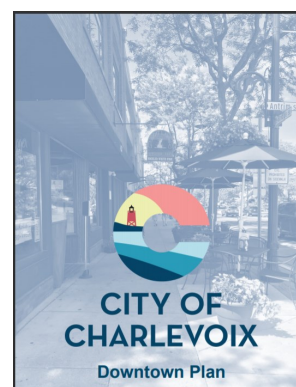
City of Charlevoix Zoning Ordinance

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



Guide to Development

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



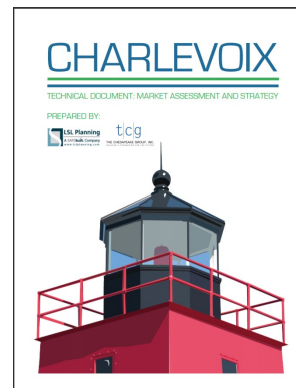
Downtown Plan

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



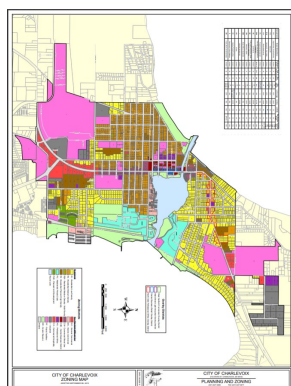
Business Incentives

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



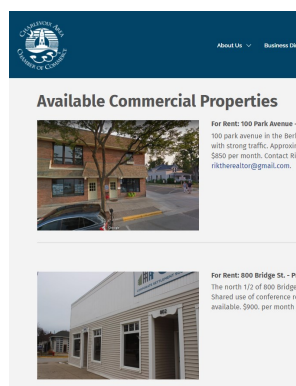
Market Assessment and Strategy Technical Report

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



Zoning Map

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



Charlevoix Area Chamber of Commerce Available Property

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

END NOTES

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MARKETING STRATEGY

Partners | Audiences | Analysis | Actions



CHARLEVOIX

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INTRODUCTION

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

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

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

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

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

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



City of Charlevoix

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

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

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

Charlevoix Area Chamber of Commerce:

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

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



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

Visit Charlevoix:

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

Charlevoix Main Street/Downtown Development Authority:

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

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

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

TARGETED AUDIENCES



Permanent Residents:

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

What Stakeholders Benefit from this Audience:

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

How to Attract this Group:

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

Entrepreneurs/Expanding Business Owners:

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

What Stakeholders Benefit from the Audience:

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

How to Attract this Group:

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

TARGETED AUDIENCES



Remote Workers/Young Professionals/High Skill Employees

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

What Stakeholders Benefit from this Audience:

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

How to Attract this Group:

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

Tourists, Short-Term Visitors, US 31 Traffic

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

What Stakeholders Benefit from this Audience:

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

How to Attract this Group:

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

TARGETED AUDIENCES



Seasonal Residents:

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

Who Benefits from this Audience:

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

How to Attract this Group:

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

COMMUNITY IMAGE



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

Resident & Business Interviews (24 interviews)

What do you like most about Charlevoix?

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

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

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

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

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

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

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

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

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

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

1. Low crime
2. Schools
3. Familiar

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

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

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

1. Boyne City
2. Petoskey
3. Traverse City

What should the Charlevoix brand convey?

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

Online Survey (213 respondents)

Where do you typically stay when visiting Charlevoix?

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

What was the reason for your visit to Charlevoix?

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

What did you enjoy most about your visit?

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

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

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

COMMUNITY IMAGE

Business After Hours Chamber of Commerce Survey (27 respondents)

What are your favorite things about Charlevoix?

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

What are your least favorite things about Charlevoix?

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

What makes Charlevoix different from surrounding communities?

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

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

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

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

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

Community Workshop (40 attendees)

What is best about Charlevoix?

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

What could be better?

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

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

- "Authentic"
- "Classic"

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

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

Conclusion:

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



Branding Standards

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

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

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

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

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

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

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

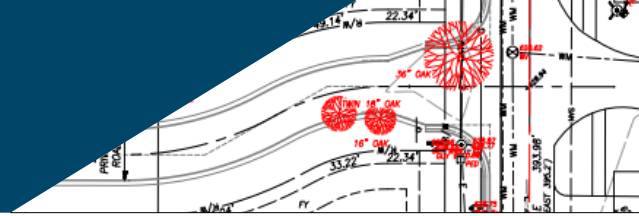


CHARLEVOIX

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

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

PRIORITY REDEVELOPMENT SITES



Priority Redevelopment Sites Overview

Priority redevelopment sites are select parcels or properties within a community that are not developed, underdeveloped, underutilized, vacant, or brownfields. These sites can be in any geographical area of the city, and sites from any zoning district can be selected for priority redevelopment status. The use of the sites can vary as well, with priority development sites usually reflecting the development goals of the governing municipality and representing a large economic impact if fully utilized. As such this status can be conferred to sites that focus on residential housing, commercial activity, mixed uses, parks, placemaking or industrial purposes.

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

For more information on Priority Redevelopment Sites, please see view the [MEDC's Online Guide](#).

Marketing Priority Redevelopment Sites

Marketing sites important to our local economy can occur through a number of different venues and mediums. With the conclusion and certification of the Redevelopment Ready Community program through the Michigan Economic Development Corporation, three selected priority redevelopment sites will be marketed through the MEDC's website, drawing developer and investor attention from across the state. These sites will have consistent marketing information, including packets regarding property information and analysis on the demographics, consumer spending, housing, talent pool, and more.

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

A complete package of priority redevelopment sites for the City of Charlevoix can be found on the City's Planning and Zoning Page here: [UNDER CONSTRUCTION]

Items to Include When Marketing Priority Redevelopment Sites

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

MARKETING GAP ANALYSIS



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

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

MARKETING ACTION PLAN

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

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

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

Old Business

TITLE: Draft Downtown Housing Incentive Program Guidelines

DATE: December 28, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

Attached is the latest version of the Downtown Housing Incentive Program guidelines. Many of the edits came from several partners including Housing North and MEDC. Additionally, during the last EV Committee meeting, further edits were made.

Please note that what is attached is a cumulative document containing all/most of the supplemental information that would be provided to an applicant, but that it will not be presented in this fashion. During the EV committee meeting it was suggested that the guidelines live on our website with links to the attachments as separate documents vs one long packet.

If/when the program gets approved we will have the City Attorney review it for any changes he sees fit and then streamline its presentation before it goes live.

RECOMMENDATION:

Motion to approve the Downtown Housing Incentive Program Guidelines as written pending City Attorney review for the 2021/2022 fiscal year.

ATTACHMENTS:

- ▢ Updated Draft Guidelines



CHARLEVOIX

MAIN STREET DDA

Downtown Housing Grant Program Guidelines

Charlevoix Main Street DDA

210 State Street

Charlevoix, MI 49720

Uses: Downtown 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 Downtown Housing Grant program was specifically created with the purpose to incentivize the expansion of 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).

Some goals in the Master Plan that influenced the creation of this program include the following:

- Maintain a diverse, regional economy that supports sustainable year-round business development and enhances Charlevoix as a tourism and second home destination.
- Promote diverse and viable housing options by encouraging developers through affordable housing incentives and flexible Zoning Ordinance requirements.
- Encourage higher density, infill development and/or redevelopment consistent with surrounding land uses and neighborhood character:
- Provide incentives for higher density developments in the downtown area.
- Encourage economic sustainability and growth in downtown Charlevoix by supporting the Michigan Main Street program as a way of encouraging economic development and providing tax credits for downtown redevelopment projects.

The long-term goal of the Downtown Housing Grant program is to grow and expand the inventory of housing options in 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 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 Primary Residence Deed Restriction program **(Attachment Two: Deed Restriction Program Sheet + Attachment 3 Sample Deed Restriction Language)**. **The Deed Restriction Program was initiated to address the need for year-round housing. 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.**

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 housing 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 unit 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. Applications will be reviewed on a first-come, first-serve basis.
- At least one licensed contractor must submit a 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**.
- Property Owners must participate in the Primary Residence Deed Restriction program. **The Deed Restriction Program was initiated to address the need for year-round housing. 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.**

ELIGIBLE IMPROVEMENTS & USES OF PROGRAM FUNDS

Remodeling, renovation, rehabilitation, installation, and additions to the interior of existing buildings or for new construction/additions 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

Monies spent on the following items will not count toward the 50% match amount.

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.

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

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

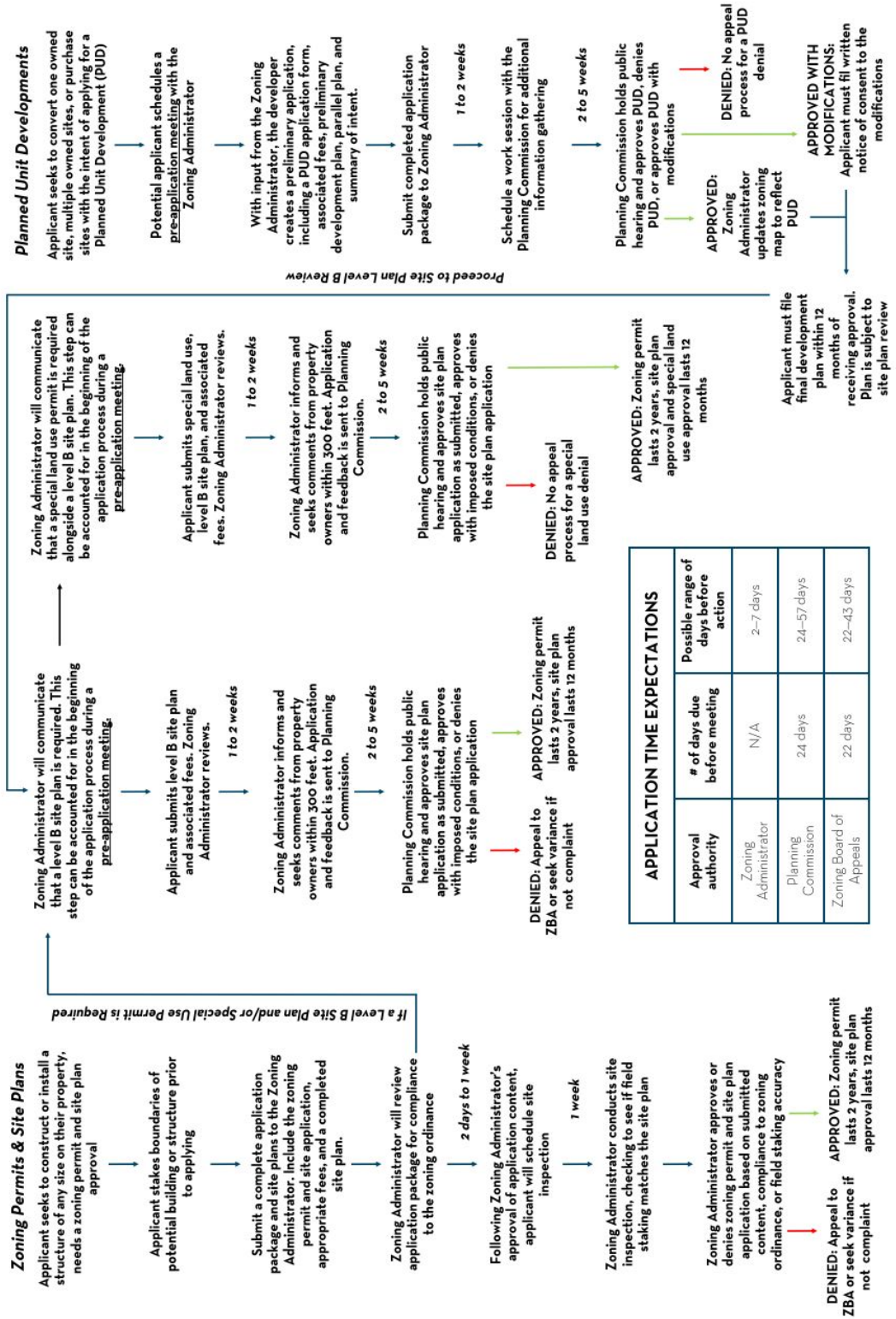
ATTACHMENT 3: Deed Restriction Sample Language

ATTACHMENT 4: Development Flow Chart



DEVELOPMENT REVIEW FLOWCHARTS

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



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

→ 1 to 2 weeks

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

→ 2-5 weeks

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

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

→ 1 to 2 weeks

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

→ 2-5 weeks

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

→ 1 to 2 weeks

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

→ 2-5 weeks

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

→ 1-3 weeks

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.

→ 1 to 2 weeks

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

→ 2-5 weeks

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

→ 1-3 weeks

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 5: Sample Grant Agreement

DOWNTOWN HOUSING GRANT AGREEMENT

This Downtown Housing Grant Agreement (“Agreement”) is made as of _____, 2021, 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 \$25,000.00 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. 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.

7. 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.

8. 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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 Property Legal Description

Exhibit C – Project Estimated Costs

Exhibit D – Project Plans/Specifications

ATTACHMENT 7 - 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

Old Business

TITLE: Bridge Park Building - Revenue vs. Expenses

DATE: December 28, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

ATTACHMENTS:

- ▢ Bridge park Building

		20/21 FY	19/20 FY	18/19 FY	17/18 FY	16/17 FY
		As of 12/20				
REVENUE						
255-000-668.002	PROPERTY RENT - BIBCO	23,411.52	30,069.96	28,963.20	27,721.68	24,622.29
255-000-668.003	PROPERTY RENT - ROUND LAKE GR	-	14,580.17	15,671.73	15,364.44	17,836.00
255-000-668.004	PROPERTY RENT - LC BREWERS	-	4,552.00	4,980.00	4,884.00	4,860.00
		23,411.52	49,202.13	49,614.93	47,970.12	47,318.29
EXPENSES						
*255-255-740.000	OPERATING SUPPLIES	2,153.46	3,477.05	3,133.63	3,092.69	8,332.09
**255-255-818.000	CONTRACTUAL SERVICES	18,492.75	22,983.00	11,578.75	11,687.14	5,858.53
***255-255-933.000	MAINTENANCE - BRIDGE PARK	8,443.16	12,708.01	51,629.24	20,306.65	44,371.40
		29,089.37	39,168.06	66,341.62	35,086.48	58,562.02
NET REVENUES OVER EXPENDITURES		(5,677.85)	10,034.07	(16,726.69)	12,883.64	(11,243.73)

*255-255-740.000

DTE Energy. Also includes some months for 16/17 FY relative to Up North Property Services were charged here vs 255-255-818.000

**255-255-818.000

Restroom cleaning attributable to DDA only. Window cleaning services charged here for various periods and are reflected in total.

***255-255-933.000

18/19 fiscal year: HVAC upgrades

16/17 fiscal year: HVAC repairs/HVAC study/restroom improvements

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 Budget 2021-2022

DATE: December 28, 2020

PRESENTED BY: Lindsey Dotson, Executive Director

BACKGROUND:

Another update has been made to the sheet - Maureen simplified it from what I put together earlier. Also note that many of the numbers we had been considering weren't relevant to 2021 so some adjustments were made to more accurately reflect the next fiscal year outside of this year's unusual circumstances.

RECOMMENDATION:

Board discussion and direction.

ATTACHMENTS:

- ▣ Obligation Budget - Final

Category		Income	Expense	Net
TIF Plan				
	TIF	436401		
	Prop Tax	40328		
	Interest	1100		
	Sunshine Charter	1000		
	Bibco Lease Income	31215		
	State Revenue Other	9973		
	IWF		6000	
	Marina Fund		336200	
	Library		30000	
	Wages / ICMA		52524	
	Fringe Benefits		37111	
	Legal		500	
	Telephone		3000	
	Insurance		1500	
	Operating Supplies - YTD		8723	
	Refunds Prop Tax/TIF		6000	
	Cleaning		24000	
	Bridge Park Bldg/Clean/Maint		9000	
	Performance Pav.		1200	
		520017	515758	4259
Optional				
	Pledge Donations	10000		
	Contributions Other	14545		
	Fed/State/Other Grants	25000		
	Marketing/Promo	9260	15700	
	Jr. Main Street YTD		3460	
	Promo Comm		10300	
	Org Comm		500	
	Business Retention			
	Chamber		5000	
	Design Comm		5836	
	Conference		3000	
	Printing		1500	
		58805	45296	13509

Vault				
	Vault Rent	18000		
	Vault Expenses YTD		17904	
		18000	17904	96
	Total Income	596822		
	Total Expenses		578958	
	Net Net			17864

		Funds	Expenses	
	Fund Balance	346972		
Signed Obligations				
	MDARD Grant Match		50000	
Unsigned Options				
	Tree Light Replacement		10000	
	Alley Improvement		10000	
	Snowmelt Feasibility Study		14000	
	Net Fund Balance	346972	84000	262972