

**AGENDA
CITY OF CHARLEVOIX**

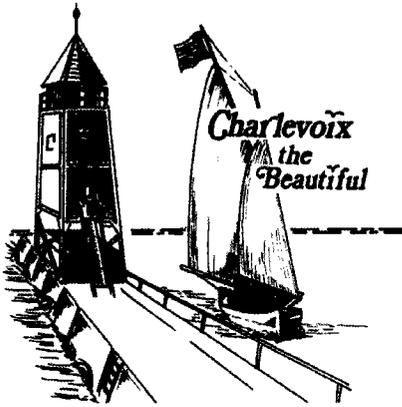
CITY COUNCIL WORK SESSION

Tuesday, October 13, 2015 – 6:00 p.m.

Charlevoix City Hall, 210 State Street, Charlevoix, MI

- I. INNOVATION (Pledge of Allegiance)**
- II. ROLL CALL OF MEMBERS PRESENT**
- III. INQUIRY REGARDING POSSIBLE CONFLICTS OF INTEREST**
- VI. GENERAL BUSINESS**
 - A. Goal Discussions for the City Departments**
 - 6pm- Airport, Main Street, City Manager, Treasurer
 - 7pm- Clerk, Electric, Fire/EMS, Golf Course, HR, Marina
 - 8pm- Planning, Police, Public Works, Recreation, Water/Waste Water
- V. 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



CITY OF CHARLEVOIX

Fiscal Year 2017 Goal Setting October 2015

MEMO

TO: The Honorable Mayor Campbell and the Charlevoix City Council

FROM: Mark L. Heydlauff, City Manager

DATE: October 5, 2015

RE: Goal Setting Work Session on October 13, 2015

I have asked staff to outline for you some potential goals for your consideration, as we develop the budget for Fiscal Year 2017 (the budget beginning April 1, 2016 and ending March 31, 2017). Just because they are listed here, does not mean we will necessarily plan for them and if something is not listed here, it does not mean it cannot be added. This list is prepared to guide discussion. Additionally, each department has given a rough timeline of when the goals might be accomplished. You may adjust the timing to recognize the priorities you set for the community.

After the work session on October 13th, I will update this list to reflect the direction you give. We will place the revised list on the October 19th City Council agenda as an action item for you to confirm the goals for the coming year.

There is one area where I did not suggest any goals; this is any policies you may want to modify, remove, or add in the coming year. This could include things like the food truck discussion we are having now or looking at further regulation of vacation rental properties among others. I am not sure what areas you might be interested in exploring- if any, during the coming year. We could create a section for these areas, as well to guide the legislative agenda for the coming year.

Airport

Liz Myer, Airport Manager

Capital Projects for FY 2017:

Groove runway (Fall 2016)

This project will be funded with FAA/MDOT grants and a small local match and would increase the safety for the landing of heavier planes. Grooving the runway increases the friction of tires with the runway and thus shortens the stopping distance of planes - especially when the runway is wet. The improvements will improve safety at the Airport. Remove sidewalk from ALP and RPZ

The FAA does not approve of the sidewalk that crosses the Runway Protection Zone at the east end of the runway. As part of the grooving project, this sidewalk will be removed. We need to consider how we can re-route pedestrian and bike traffic because of this removal.

Individual hangar construction

Work with persons interested in constructing hangars. Make sure construction is compliant with airport plan.

*Administrative Projects for FY 2017:*Removal of ball fields from ALP

Currently the ball field complex on Carpenter Street is technically considered part of the Airport property. To satisfy FAA regulations, we need to “transfer” the property from the Airport to the Recreation Department. This will require a sale agreement and payment for the property pursuant to FAA regulations; the sale will be in name only and the property will continue to be owned by the City of Charlevoix.

Consider MDOT grant eligibility to construct City-owned hangars

Constructing additional hangars would be a way of attracting more planes to the airport and the revenue from hangar leases would help improve the airport budget position.

Increase outreach

An open house and fly-in would help increase exposure for the Airport and perhaps welcome some people to the Airport who have had little contact with us. School tours might be another way to involve the public and use the Airport as an educational tool in the community. Seeking to include Charlevoix as a stop on the Michigan Air Tour would be another way of encouraging airport use and drawing visitors to Charlevoix.

Review Operation Costs/Revenue Options

Accurately accounting for costs vs. the rates we charge is important to assess the ongoing fiscal stability of the Airport. This will occur in conjunction with the Treasurer. An additional way to increase airport revenue might involve using terminal space for advertising; this could also be explored.

Staff Development

Continue staff mentorship and training opportunities so staff are well equipped to handle a variety of circumstances at the Airport.

Long-term Projects: Financial Sustainability

Seek to operate airport on airport-derived revenue (including MDOT and FAA grants) without drawing from other City funds.

Staff Development

Continue to help staff improve their skills and plan training so that staff are cross-trained.

Category C Compliance Issues with FAA

With growing traffic, we may eventually be considered a "Category C" airport. With this designation, there would be new security and access restrictions.

Charlevoix Main Street/DDA

Annie Doyle, Executive Director

Along with this document, you will find the Charlevoix Main Street Baseline Assessment. This document goes into detail about the future of our downtown and the Main Street Program. For the Charlevoix Main Street Baseline Assessment and Plan, see appendix A.

We plan to hold a joint DDA Board and City Council meeting on November 23rd; this will be a time when both groups can discuss priorities, challenges, and opportunities for the downtown and cooperation to build the community.

City Manager/Administration

Mark L. Heydlauff, City Manager

Administrative Projects for FY 2017:

Streamline points of City contact

When a new business or prospect contacts the City, I would like them to have one central point of contact who will help lead them through the process of gaining various approvals, licenses, and information. Most likely, our Main Street Executive Director will shepherd this process of downtown-area businesses and the Economic Development and Planning Director focusing on industrial park and other businesses. Ultimately, however, I want this to be a strong team who works with businesses, but also ensures we follow our master plans and zoning ordinance.

Improve and build relationships with neighboring Townships

The realities of funding and common sense necessitate that we continue to look for ways to collaborate and work closely with our colleagues in our neighboring townships. I look for ways to find common ground for policies, projects, and other initiatives that will move the greater Charlevoix community forward.

Focus City government around continuous improvement and benchmarking

Having Council work with Staff to set goals for the coming budget is an important step toward driving our activities in a consistent direction. Going forward, I would like to have City government engage in some benchmarking of our current performance, identify the areas needing improvement, and then focus on those areas. Both the ICMA and the Michigan Local Government Benchmarking Consortium offer tools and methods for us to analyze our municipal performance against other communities. This kind of thinking will help us be more competitive in attracting and retaining residents, business, and help us improve the efficiency with which we use the public's money. Along with this, I would like to develop a more robust strategic planning process. We can discuss this process and modify it as time goes on.

Professional development goals

- Education- I would like to pursue additional training for myself regarding some new areas of my management responsibilities- especially the airport, electric, Main Street/DDA, and the marina/waterways information.
- ICMA Credentialed Manager Process- I have reached the point where I can begin the process to seek credentialed manager status with the ICMA. This will focus my professional development efforts and help me identify areas of improvement in my management skills.
- Better engage the public and employees- I hope to continue engaging in our community and getting to know our employees. Through these relationships, I'll gain a better understanding of the public's expectations and understand the challenges and opportunities for our employees.

Long-term Projects:

Improve website

There is a variety of ways in which our website could be updated and improved to better serve the public. As the Clerk's office digitizes more records, it will be helpful to place more of them online for quick access by the public. Better integrating our website with other community organizations (like the Chamber of Commerce and the Convention and Visitors Bureau) will help connect members of public to a range of services, activities, and information without forcing someone to search a variety of places.

Increase philanthropy toward City projects

Though we are finishing a long review of our donation acceptance guidelines, it would be advisable to consider how different groups and individuals might help us make some of our "wish list projects" a reality. The Fountain of Youth Fund at the Charlevoix County Community Foundation helped build and maintain the interactive water feature in East Park. The committed and generous donors to this Fund is one example of how this community can be motivated to financially support projects the City Council desires to pursue. New areas for financial support might be focused around updates and improvements at the following locations:

- Golf course
- Refurbish tennis courts
- Potential East Park ice rink
- Park Avenue Scenic Area
- Playground updates
- Tree planting (Charlevoix Canopy Fund)

It is no secret that Charlevoix has had community disagreements surrounding proposed donations but projects, like those listed above, are (or may be) existing community assets that need improvement. Generous individual or groups in our community who want a unique and sizeable way to invest in the community's future might support such improvements.

City Treasurer/Finance

Kelly McGinn, Treasurer

Administrative Projects for FY 2017:

Software Updates

Install and implement the ACA Module in the Civic Caselle software. This will allow us to more easily track and manage compliance for the requirements of the Affordable Care Act.

Policy Reviews

- Continue to review and control employee benefit costs
- Review unemployment insurance and policies to possibly lower costs
- Review the timing of the City's HSA contributions
- Review the costs and fees associated with the 457 deferred compensation plan
- Review Non-Union retirement payouts and align with CWA/POLC contracts

Process improvements

- Reduce the number of year-end adjusting journal entries recommended by the auditors during the audit of the City's financial statements.
- Create procedures within the department in conjunction with cross training within the department.

Staff Development

Cross train the Treasurer staff to ensure there are backups for payroll, accounts payable, accounts receivable and utility billing.

Public Engagement

Update the website on a timely basis.

Financial Stewardship

Continue to look for ways to cut costs within the city by investigating current suppliers, and looking at internal processes.

City Clerk

Joyce Golding, Clerk

Administrative Projects for FY 2017:

Clerk's Office Training

Focusing on elections, Freedom of Information Act, Open Meetings Act, and record retention (ongoing goal)

Cemetery Records

During the coming year, the Clerk's Office will continue transitioning cemetery records from paper copies to electronic records; verification will also be performed. In the next three years, a Cemetery Records Management User Manual will be created to guide work going forward.

Annual Tasks

- Voter Files- During the coming year, the voter files will be updated and kept current; an annual audit will be performed to verify automated and manual records match.
- Records retention- Current documents will be reviewed in keeping with State of Michigan Records Retention Schedules to destroy those which are no longer needed and to appropriately document those that remain

Long-term Projects:

Vault Organization

Organize basement vault and create index so documents and other items may be easily located by a variety of staff. (next 3 years)

Electronic Records

Create implementation plan to store records electronically with permanent records being the top priority. Documents would be processed as time permits. The more documents we have stored and indexed electronically, the easier it will be to disseminate them and to find information. (5-10 years)

Electric Department

Don Swem, Superintendent

Capital Projects for FY 2017:

Pine River Lane Upgrade

Upgrade primary wires and transformers at west end of Pine River Lane in conjunction with new development. This will be completed in conjunction with the roadwork for the new development

Industrial Substation Upgrades

Purchase and install new recloser controls at the Industrial Substation; Controls are to have communication capabilities for future SCADA and AMI applications.

Power Line Clearing

Hire a contractor and complete power line trimming throughout entire system – extend into following year if unable to complete first year.

Underground Cabling

- Put portions of Evergreen Point underground to stop tree related outages. Work on the common portions running from the road to the shared lines behind the houses, but leave the final runs to the houses as they are.
- Put problem areas on Sequanota underground in order to prevent tree related outages. Do the main lines only.

Long-term Projects:

LED Lighting

In order to become more energy efficient, continue to replace our existing streetlights with more efficient LED fixtures. (next 3 years)

Indian Trails Upgrade

Continue installing conduit runs along beach on Indian Trails. Upgrade primary wires and transformers to properties along Indian Trails. This is not our highest priority but does need to be done within the next five years or so. (next 5 years)

Advanced Metering Infrastructure

Obtain and evaluate the results of proposals for an Advanced Metering Infrastructure (AMI) system to replace water and electric meters throughout the City. Select a vendor to implement the results and establish budget and schedule for implementation. (next 5 years)

Fire & Ambulance

Gerard Doan, Fire Chief

Capital Projects for FY 2017:

Purchase of LED Lighting for City Hall

Become more energy efficient by replacing the current lighting system and transitioning to more efficient LED lights.

Administrative Projects for FY 2017:

Staffing

- Evaluate the restructuring process for Police/Fire position for overall performance, cost savings, and the effects on public safety.
- Develop strategies to recruit and retain employees, enhance employee satisfaction and increase staffing levels of the Fire Department.

Fire/EMS/Police Open House

Organize a department Open House for the public to come and visit with the Police/Fire/EMS personnel and become acquainted with some of the equipment the departments use.

Color Code Fire Hydrants

Paint certain colors on fire hydrant caps that correlate to the water pressure the hydrant produces.

Long term projects:

City Hall Maintenance

Explore replacing and or updating City Hall heating/cooling system to offset rising energy costs. (within next 5 years)

Cooperative Ventures

Continue to discuss opportunities for consolidation with neighboring fire departments. (next 5-10 years)

Training & Outreach

- Continue active shooter training with the fire and EMS personal. (next 2-3 years)
- Continue the Department's fire prevention and personal safety outreach programs to young children, handicapped, and the elderly in our community. (next 2-3 years)

Preventive Maintenance

Continue to identify and resolve on-going maintenance issues at City Hall, such as painting, replacement of ceiling tiles, floor waxing/scrubbing, carpet cleaning, window cleaning, etc. using City personnel, where appropriate. (next 2-3 years)

Golf Course

Tom Heid, Director of Golf & Grounds

Capital Projects for FY 2017:

Repair and Update Wells

As part of the capital improvement plan, there needs to be an extensive repair and remodel of the well system. The six inch well and pump station has failed. This has put a major strain on the 12-inch well system. At this point, it is critical that these repairs take place to help improve the golf course operations and relieve excessive wear and tear potential on the 12-inch well system.

Paint Clubhouse

Current paint is peeling. It is important to start repairing this issue now to avoid having wood rot and further deterioration. Additional work would include caulking windows and other preventive maintenance. The building was built in the 1960s.

Administrative Projects for FY 2017:

Support community golf programs

The Lady Rayder's Golf team is a reflection of the growing success for the Charlevoix County Junior Golf Program. As part of giving back to the community, the Charlevoix Golf Club will continue to support the men's and women's teams anyway possible. We view these young golfers are the future of golf.

Continued marketing and outreach

- The Charlevoix Golf Club will continue to promote itself through its marketing and promotions plan. Over the course of the summer, the marketing plan has helped increase the visibility of the golf course.
- The golf course will work with the Charlevoix Historical Society, the Chicago Club, and the Belvedere Club to promote the history of golf in Charlevoix.

Participation in the Parks and Recreation Master Plan

The golf course will continue to work directly with the Recreation Department to help with the development and implementation of a Parks and Recreation Master Plan.

Inter-departmental Cooperation

The Recreation Department and the Charlevoix Golf Club will continue to develop and strengthen their business relationship. Throughout 2015, both departments have worked collaboratively to share resources.

Long term projects:

Long-term planning

- Implementing the capital improvement plan will take place over the course of the next decade. (next 10 years)
- Looking for long-term sustainability is essential to the success of the golf course. (next 10 years)
- Continue to work on a long-term marketing plan for the golf course. (next 10 years)

Continued outreach and support for local programs

Continued growth and development of the Charlevoix County Junior Golf Program is vital to the preservation of the game of golf.

Human Resources

Patty DeRosia, HR Assistant

Administrative Projects for FY 2017:

Succession Planning:

Meet with Department Heads to assist with succession planning by identifying critical positions and encouraging the development of staff with the potential to fill key positions within the City and to identify and encourage cross training opportunities to ensure more effective operations, a more flexible workforce, and to encourage staff development.

HR Policies

- Review and update Employee Handbook to communicate necessary information and ensure compliance with all federal and state laws.

- Evaluate and determine a more effective HR documentation process by eliminating unnecessary steps.

Labor Relations/Recruitment

Continue to assist management, as necessary, with creative solutions to recruiting and employee and labor relations issues.

Employee Wellness

Develop and implement a wellness program that encourages health awareness.

Marina

Hal Evans, Harbormaster

Capital Projects for FY 2017:

Boater Services

- Upgrade wi-fi coverage for marina to better connect all locations to the wi-fi network.
- Continue process to select cable TV vendor for marina. Install outlets as needed.
- Better denote docks with signage to help visitors quickly find their slip.
- Consider upgrades and safety improvements for shopper's docks.

Maintenance Scheduling

Plan pre-season maintenance to correct winter ice damage and other issues to avoid disrupting season.

Administrative Projects for FY 2017:

Scheduling System

Work with DNR's schedule system to ensure accurate, user-friendly reservation process.

Staffing

Creative scheduling to accommodate seasonal nature of our employees and to extend season appropriately to account for events like Apple Fest and early season arrivals.

Long term Projects:

Dock Configuration

Consider how larger boats/more boats can be accommodated within a similar marina footprint. Reconfiguring slips on the A Dock could allow a few more and larger boats to dock. (next 3-10 years)

Fueling/pump out options

Continue to consider long-term options for providing fuel and pump out services for our boaters. Perhaps develop long-term agreement with Ward Brothers to ensure this service will always be available. (next 3-10 years)

Signage for shoppers

Work with Main Street Program and Chamber of Commerce to help boaters connect with downtown services, merchants, and restaurants. Consider ways to market the shopper's docks to better bring day trip visitors to downtown Charlevoix. (within next 3 years)

Planning/Zoning

Zach Panoff, Interim Administrator

Administrative Projects for FY 2017:

Redevelopment Ready Community Program

Continue with the Redevelopment Ready Community program by having the department head become certified and taking the necessary steps to get the City further involved in the project.

Nuisance and Blight Enforcement/Abatement

Continue to work toward removal or repair of blighted or unsafe buildings based on the changes to the City Nuisance Ordinance.

Master Plans & Zoning Updates

- Work with the Planning Commission to update the City's Land Use Master Plan.
- Aid the Recreation Department in the writing of the Parks and Recreation Master Plan.
- Update the Zoning Ordinance to address gaps.
- Work with Charlevoix Township to coordinate efforts in the Industrial Park and to address issues with properties that are in both the City and the Township.
- In conjunction with the Recreation Department, reconsider the Trail Towns program and planning from the past.

Charlevoix Main Street

Aid the Main Street Committees with technical or other assistance in their various projects.

Longer term Administrative Projects:

Lake to Lake Trail

Continue fundraising for the Lake-to-Lake Trail and work with Chamber, local businesses, and other organizations to promote the trail. Create maps for distribution and trail kiosks to assist in way finding. Consider future expansion of the trail and how it might connect to other trail resources.

GIS Programming

- Continue to build the ESRI system, make available to all staff, identify goals by department and incorporate into work plan. Scan documents, pictures, and other files to incorporate into system. (within the next 2 years)
- Continue to expand the ESRI system utilizing GPS technology, make available to all staff, use work plans and departmental goals to efficiently employ the system. Scan documents, pictures, and other files to incorporate into system. (next 3-5 years)

Police Department

Gerard Doan, Police Chief

Capital Projects for FY 2017:

Purchase Patrol Vehicle

According to the capital plan, two patrol vehicles are purchased every three years. The last patrol vehicle was purchased in 2014.

Restructuring Process for Police/Fire

Evaluate the restructuring process for Police/Fire position for overall performance, cost savings, and the effects on public safety.

Transitioning to a Public Safety Department

Provide police officers training to be crossed trained in fire and EMS to allow the transition to a Public Safety Department.

Downtown cameras

Collaborate with CCE and MDOT with the installation of traffic cameras in the downtown area of U.S. 31. These would help dispatchers know what kind of emergency resources to dispatch to an accident scene and monitor pedestrian traffic as well. These are NOT “red light cameras.”

Continued outreach programs

- Offer self-defense classes to the woman in the community and taught by the Department’s certified female instructor.
- Continue mentoring program with school students to encourage a positive relationship between the students and the police officers.
- Continue to promote the prescription disposal program for prescribed and over-the-counter drugs at the City drop-off site.

**Public Works
Water Division**

Pat Elliott, Superintendent

Capital Projects for FY 2017:

System Maintenance

- Continue to log all privately owned backflow devices in an effort to complete a residential cross connection program. This will be ongoing for years to come.
- Continue to locate, clean and make sure that all curb stop valves are operational in the event that we have an emergency shut off to a property.
- Leak detection throughout the distribution system in an effort to reduce the amount of water wasted and not accounted for.
- Possibly clean the exterior of the water tower. This will be dependent on when we decide to paint the exterior, if the exterior will be painted within the next two years the cleaning will happen at that point.
- Hydrant painting. Complete the hydrant painting that was started in 2013. This will be subcontracted.

Administrative Projects for FY 2017:

Preventative Maintenance

Continue to provide safe and pleasant drinking water to all consumers through proper management and maintenance of the distribution system. This will be accomplished through valve turning, hydrant flushing etc. Also provide adequate fire flows for public safety, this will be accomplished through upgrading our undersized pipe to a minimum of 8” Ductile Iron pipe.

Personnel Realignment

Continue to integrate the Street Department employees and the Water Department employees into a smooth running Department of Public Works.

Long-term Capital Projects:

Water Tower Maintenance

- Contract out the cleaning and repainting of the water tower. This would include the interior dry areas, interior wet areas and the exterior of the tank. (within next 3 years)
- Complete preventative maintenance items to the water tower. This would include the installation of a mixer in the bowl area, complete upgrades to the access hatches, and install a “painters” railing at the top to secure workers. (within next 3 years)

System Reliability

- Increase the overall reliability of our distribution system by upgrading our underground distribution system. (within next 3 years)
- Continue to upgrade our 4” cast iron pipe that has been susceptible to winter freezing. This will also increase our overall system reliability. (within next 3 years)
- Complete the residential cross connection control program, the replacement the all 4” cast iron pipe in the distribution system, the installation of all new water meters to all properties served. (next 4-10 years)
- Complete the first round of residential cross connection inspections. (next 4-10 years)

Technology Improvements

- Continue to install new meters when old ones fail. This will allow staff to more accurately account for water consumption and to more accurately bill for water consumption. (within next 3 years)
- Train employees on the use of the new GPS unit that we have purchased which will also allow staff to more accurately update our GIS system. This will also include training on the use of our GIS system and upgrade the computers used to accurately locate our underground utilities. (within next 3 years)
- Have our entire distribution system accurately mapped and in electronic format. (next 4-10 years)

System Expansion

Look at the surrounding areas that are not supplied by a municipal water system and determine the feasibility of extending the City’s system to include those areas. (next 4-10 years)

Asset Management Plan

Complete a comprehensive asset management program for the City’s distribution system. (next 4-10 years)

Streets Division

Capital Projects for FY 2017:

Tree & Landscape Maintenance

- Work with the shade tree commission to identify locations for tree plantings within the ROW. The goal would be to plant at least 100 trees in the spring of 2016.
- Work with the Shade tree commission to come up with a new landscape plan for the roof top planters on the HMB and the PP along with the new wall on the State St. hill.

Administrative Projects for FY 2017:

SAW Grant Work

Commence the SAW grant data collection with the assistance from Prein & Newhof.

Compost Site

Figure out what to do with all of the composting material that is located at the composting facility. Either budget to have the material screened and available to the public or negotiate a deal with an excavating company to remove the material from our site.

Preventative Street/Sanitary Sewer Maintenance

- Continue to complete preventative maintenance on our sanitary collection system in an effort to reduce or eliminate any sanitary backups. This will be accomplished through maintenance jetting, grease control, and root control.
- Vacuum out all storm drains in an effort to reduce the amount of sediment and garbage that is deposited into the surrounding lakes.
- Preventative maintenance on the City streets. This will include crack sealing the 100 block of Park Ave. along with the 100 and 200 blocks of State St.
- Complete an inventory of our existing sidewalks and identify areas that could be a trip hazard. Coordinate the removal or the grinding of those areas that are identified in an effort to reduce the Cities liability with trip and fall lawsuits.

Long-term Administrative Projects:

Budget Planning

Budget and plan for as many of the “deferred” projects as the budget will allow. A comprehensive list of the deferred projects can be found as Appendix B. (within next 3-10 years)

Sanitary System Knowledge

Compile all of the information gathered through the SAW grant process, train employees on electronic use of this information and convert our paper records into electronic files. (within next 3 years)

Cemetery

- Inventory remaining plots at Brookside Cemetery and start future planning of the expansion across the river to the un-used portion of the Cemetery. (within next 3 years)
- Figure out what to do with the existing Cemetery Chapel and make it a useful space vs. just a storage area. (next 4-10 years)

Motor Pool Planning

Re-evaluate the motor pool assets and their condition to develop a long-term plan for replacement in an effort to keep the fund solvent and with adequate reserves to cover emergency needs. This may require a rental rate study to determine if the existing structure will fund future needs. (within next 3 years)

Long-term Capital Projects:

Cemetery

Engineer and construct a bridge crossing over Stover Creek at the Brookside Cemetery that would allow access to the un-used portion of the Cemetery. The bridge design should allow all equipment and vehicles safe crossing of the creek. (next 4-10 years)

Public Works Building

Plan and possibly construct a new facility at the existing electric shop that would accommodate the existing departments along with the DPW and all of the equipment. (next 4-10 years)

Potential Beach Upgrades

Review conditions of facilities at all beaches and plan for necessary upgrades. Possibly use grant funding as we have in the past to complete the upgrades. (next 4-10 years)

Infrastructure

Capital Projects for FY 2017:

Major Infrastructure Project

Coordinate the engineering and the construction of the first 3.5 million dollars' worth of infrastructure projects that we have been discussing over the last few months.

Administrative Projects for FY 2017:

Future Infrastructure Project Planning

Work with engineers to come up with the 10 year capital improvement plan.

Long-term Capital Projects:

Small Infrastructure Improvements

Complete minor projects as funds are available. Examples of these projects would be the removal and replacement of the concrete approaches to 31 on the North side of town on the short streets. Possibly an overlay on streets if it is determined the underground utilities are in good shape. (within next 3 years)

Major Infrastructure Project

Complete the initial infrastructure improvements based on the long-term plan completed in 2016/17 (next 3-10 years)

System Improvements

- Eliminate the sanitary sewer line that runs along the waterfront from the Belvedere Casino to the lift station located by the Belvedere Marina. (next 4-10 years)
- Complete as many "loops" within the water distribution system as budgets will allow. (next 4-10 years)
- Determine ownership of the sanitary collection system within the Belvedere Club and plan for future upgrades. (next 4-10 years)

Recreation Department

Tom Kirinovic, Director

Administrative projects for FY 2017:

Parks & Recreation Master Plan

Continue implementation of the City Parks and Recreation Master Plan. This will include the reworking and rewriting of a Master Plan to cover the timeframe of 2016 – 2020. The new Master Plan will include a Strategic Annual Timeline for tasks that need to be implemented pending available funding.

Recreation Advisory Board

Utilize the Recreation Advisory Board to identify recreational priorities for the community in conjunction with the Parks and Recreation Master Plan process. Re-write the bylaws of this group and,

in that process, roll the current Golf Advisory Committee into the membership of the Recreation Advisory Board.

Expanded Technology Uses

Continue to explore and implement ways in which technology can be used for online programmatic registration and facility use requests. With the completed rollout of the RecDesk software program, this goal has in many ways has seen a major step forward in the past year. However, to continue the process for 2016-17 this goal would include an annual component of the purchase of a laptop computer with the Adobe Design Suite installed. This Suite on the laptop would also be available to use by other offices in City Hall. In addition, for 2016-17 this office can be a guiding assistant in the computerization of the marketing and point of sale process for the golf course.

Community Recreation Outreach

- Work with all community leagues and programs to develop a single-annual recreation calendar and to develop a database of names and e-mail addresses of participants. During the 2015 – 16 budget year, we began a partnership between the Recreation Department and the Charlevoix Little League to bring the league registration information into the RecDesk software program of the department. As a result, we added approximately 200 names and e-mail addresses to our database for future use. We have also created a partnership with the registration process for the Venetian Festival 3-on-3 basketball tournament that will eventually provide for an additional approximately 100 names and e-mail addresses. Lastly, we will continue to pursue an arrangement with the local youth soccer program to strike a relationship similar to what is currently in place with Little League Baseball.
- Create a quarterly newsletter to inform the community about recreational programming.
- Develop a new revenue stream for recreational programming via a donor sponsorship program. This effort started in the 2015 – 16 fiscal year and, to date, has generated \$600 in new scholarship revenue.
- Continue the development of a fall, co-ed softball league that began in 2015. Potential growth in bringing this league to Charlevoix for the summer/fall of 2016 and grow the league from the current 6 teams to 10–15 teams.
- Work cooperatively with Charlevoix Public Schools to develop an interscholastic ski team. This on-going, annual goal should not require additional funding. Our efforts will be to provide an appropriate fee schedule for the teams and make available times for them to practice and compete.
- Continue the development of a summer basketball league that began in 2015. Potential growth in the areas of co-ed and/or women’s teams. Possible growth (based on gym availability) in a winter league utilizing members of the summer activity.
- Seek strategic partnerships to provide additional funding for activities at Mt. McSauba Recreational Area. Current efforts include work with Charlevoix Township and the Charlevoix Community Foundation to solicit additional revenue to assist with funding these activities.

Mt. McSauba/Camp McSauba

- Finalize the licensing process for Camp McSauba. The licensing process was completed and we received our initial inspector evaluations during the recently completed summer camp. We will need to re-apply on an annual basis to continue to have a licensed camp as required by law.
- Develop an operations manual for the Mt. McSauba Ski Hill that addresses accounting procedures, staffing levels and duties, and operational protocol. The completion of this goal is

currently in process and if not completed by the end of the fiscal year will carry over to the following year.

Status of Ongoing Resources

- We have relied on volunteers for the construction and operation of the disk golf course and the skate park. In recent months, the number and availability of volunteers has waned. To what degree should we continue to maintain, staff, and improve these resources? This is a good conversation for our Recreation Advisory Board, City Council, and the community.
- The existing tennis courts are in need of significant maintenance. Depending on treatments and the degree to which we want to improve them, costs could range from \$40,000 to \$100,000. What is the degree of importance for this project given our resources? Again, the Recreation Advisory Board and the City Council should have this conversation. The Parks and Recreation Master Plan will help us identify the community interest in this and the timing of any improvements.

Capital Projects for FY 2017:

Playground Installation (Michigan Beach)

Seek funding sources to develop an ADA-compliant playground and water-entry site at Michigan Beach. The City has received partial funding for this effort via the DNR Passport Grant. Final plans are currently being determined which will show the total cost of the project. This will require some in-kind work by the City DPW staff and a budgeted amount of dollars from the 2016-17 general fund budget. In addition, a grant request has been made to Charlevoix County for funds collected through their Recreational Millage. If granted, these funds will assist in completing the project during the spring/summer of 2016.

Capital Plan Development

Working cooperatively with the Public Works Director, develop a Capital Improvement Plan for all recreational facilities.

Longer-term projects:

Mt. McSauba Improvements

- Explore the concept of re-shaping one side of Mt. McSauba to create a Tube Run. This can become a medium-range goal that can be further explored during the development of the Recreation Master Plan. (within next 3 years)
- Develop a fundraiser at the Mt. McSauba Recreational Area that would utilize the terrain for either a bike or running race. Proceeds would then go to fund scholarships for the summer and winter activities the City holds on this site. (within next 5 years)

Marketing Plan Development

Utilize an outside agency to develop a marketing plan for all recreational programming including the Municipal Golf Course. This is a medium range goal that can be developed during and AFTER the rewrite of the current Master Plan. We can explore the potential for grant dollars to assist or completely fund this effort and then implement concepts that will be included in the revised planning document. (within next 3 years)

Water Treatment/Wastewater Treatment Steven Teunis, Superintendent

Capital Projects for FY 2017:

Control Systems

- Replace control panel electronics (Water Plant) with new digital PLC controls. (approximately \$75,000)
- Replace phone line communication at all lift stations with cellular modems and alarming capability that will be displayed on wastewater plant computer. (approximately \$170,000)
- Install radio communication (cellular) as a backup to the phone line from the elevated tower to the water treatment plant (approximately \$20,000)
- Country Club Lift Station update controls for new pumps that operate on 3 phase power. Replace control cabinet electronics to install phase generator to operate 3 phase pumps. Install generator power sufficient to power new equipment and operate on natural gas. (approximately \$25,000)

Bridge Park Lift Station

Replace #2 & #3 VFD drives at the Bridge Park Lift Station. (approximately \$15,000)

Administrative Projects for FY 2017

Staff Development

Training and capability of efficient operation of the new wastewater plant for all operators.

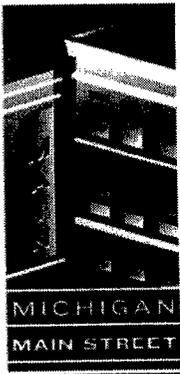
Cooperative Efforts

Consider ways to share knowledge and resources between the City water system and Charlevoix Township- especially for emergency systems.

Long term Projects:

Staffing

Consider hiring an additional operator to focus on repairs and preventative maintenance (within 3 years)



**National Main Street
Center**

a subsidiary of the
National Trust for Historic Preservation

SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

CHARLEVOIX BASELINE ASSESSMENT VISIT

A SELECT LEVEL MICHIGAN MAIN STREET COMMUNITY

MAY 13-15, 2015

INTRODUCTION:

The Baseline Assessment Visit for Charlevoix was provided as a service to newly designated Michigan Main Street communities. The Assessment's main objectives included bringing community stakeholders from all sectors together to identify assets and recognize opportunities, and to review and celebrate the progress made toward establishing a new Main Street program in the community. Our objective was to help the local leadership base define priorities and direction following a common vision for the revitalization efforts.

TEAM:

Charlevoix's Baseline Assessment Team included the following staff from the National Main Street Center and the Michigan Main Street Center at the Michigan State Housing Development Authority:

- **Norma Miess**, Senior Program Officer and Director of Leadership Development, National Main Street Center (NMSC).
- **Laura Krizov**, Manager, Michigan Main Street Center at MSHDA.
- **Brittney Hoszkiw**, Organization Specialist, Michigan Main Street Center at MSHDA.
- **Emily Pantera**, Economic Restructuring Specialist, Michigan Main Street Center at MSHDA.
- **Debra Johnson**, AIA, Design Specialist, Michigan Main Street/State Historic Preservation Office.

FORMAT:

The Baseline Assessment Visit began May 13th with a tour of the community and its downtown. The schedule also included meetings with the DDA/Main Street Board of Directors and Committees, a special community gathering in the East Park to celebrate the selection of Charlevoix as a Michigan Main Street community, and an interactive Community Visioning Session. The Visioning allowed stakeholders to have an open forum for sharing their perspectives on local assets, needs, and hopes for Downtown and the community. On May 14th, the Team conducted interviews with business and property owners, City officials and senior staff, and leaders from local organizations. During the evening session, the Team met with the DDA/Main Street Board of Directors to share findings and to work with the board to confirm a common vision and overarching priorities for the revitalization efforts. A final meeting with the committees was held the morning of May 15th to share direction and foster active discussions on possible initiatives and projects that can lead to action plans to accomplish these main goals.

SUMMARY OF FINDINGS:

The following pages provide a summary of the observations and input gathered throughout the visit and review of application and background materials, including Charlevoix's application to the Michigan Main Street Center (MMSC). This offered as a good overview of current conditions, progress, and opportunities that can be considered as the community begins to implement the Main Street Approach[®] to build a strong program for Downtown Charlevoix's revitalization.



Observations about the Community and Downtown:

1. Strong position as a destination for tourism and seasonal activity.

- a. A prime waterfront location and adjacent natural resources, especially popular during the summer months, has helped built a strong position for Charlevoix as a destination for day and short-term visitors and seasonal residents.
- b. Unique local attractions adjacent to downtown, such as “Castle Farms” and the “Earl Young Mushroom Houses” along the coast, offer a strong base for tourism and special niche for corporate and social activities throughout the region.
- c. The City of Charlevoix offers a variety of parks and amenities including a ski hill, golf course, Skate Park, a bike share program, and kids’ camp. The City trail system, once complete will further connect downtown to the lake, Castle Farms, and State Park. The pier, lighthouse, and marina all fall within the Main Street district offering a variety of opportunities to leverage waterfront and public space in future downtown development planning.
- d. Its strategic location between Lake Michigan and Round Lake also positions Charlevoix as an important connector for thousands of people traveling through downtown on their way to surrounding communities and area attractions. Charlevoix supports the regional economy and tourism through its charter transportation industry, connecting locals and visitors to Beaver Island.
- e. The community has an active calendar of events organized by local groups like the City, Chamber of Commerce, and civic organizations. Many of these events take place in downtown Charlevoix, which promotes its position as a center of activity for the community and visitors to enjoy. The community’s eight-day Venetian Festival is longstanding signature event and an attraction for locals and regional attendees. However, due to weather and recreational amenities open for the summer months, most of these events take place during the already busy summer season, leaving a great gap for more community activity that can potentially attract visitors as well during the shoulder seasons.
- f. Stakeholders shared concerns and hopes for the Main Street program to work with the city and other local organizations to build both a more balanced year-round calendar of events that add more social and economic activity during the winter, spring, and fall.

2. Strong seasonal economy with its strengths and challenges.

- a. The weather and seasonality has a big impact on the local economy. Charlevoix shows three distinct characters: it is a crowded urban scene in the summer, with a population raise estimated to be over 30,000; a small town in the spring and fall, of approximately 2,500 citizens; and an isolated winter outpost, when more of the full-time residents leave for warmer climates.
- b. Residents and businesses clearly benefit from a very active summer economy throughout 10-12 weeks of good weather. However, stakeholders feedback confirmed the challenge that businesses face to remain open and to sustain the economy during the shoulder seasons, when the population shrinks back to just a couple of thousand people.
- c. To add to this seasonal population swing, the community seems to have three types of city residents in the summer: the year-round, permanent residents; the full-summer seasonal residents; and the summer tourists. All this presents a challenge with regards to expectations and needs for products, services, and activities that serve this diverse resident base. However, there is a very clear desire to find solutions to these challenges.
- d. Charlevoix has enjoyed a reputation as a premier community. New businesses in Downtown - such as restaurants, bakery, etc. are definitely promoting a renewed sense of increasing economic vitality for Downtown at this time. This very proactive new force of entrepreneurs complements a base of longstanding businesses that have been loyal in providing goods and services for the local and seasonal visitor markets.
- e. Financial institutions and area organizations highlighted improvements in the housing market and an increase in cash flow and business loans. This signifies an ongoing strengthening of the local economic base.
- f. There is a perception among year round residents that the downtown business community is not present to serve them and it is challenging to find the products locals need at prices they can afford. Inconsistent hours, seasonal closures and consequent storefront vacancy, and a variety of price points are all reasons that residents cite for going elsewhere. On the other hand, some of the businesses also expressed concerns that this is more a perception than a reality. This shows a very clear opportunity to identify, recognize, and promote the availability of local products and services through more clearly defined and unified promotional and marketing strategies.
- g. Input also points to the lack of full-time jobs and the insufficient workforce available during the summer. Even when jobs are available, there is no proper housing available to accommodate the workforce demand. This challenge facing the local economy threatens Charlevoix's position as a year-round family-oriented community.
- h. Much of the downtown properties are fully occupied and don't seem to offer an immediate opportunity for new development. Input also noted that much of the current building stock is owned by a few absentee property owners.



- i. The downtown vacancy shows two divergent trends for upper and lower units. Lower units have a high turnover but generally low vacancy rate, while the upper units have low turnover but generally high vacancy rates. Typically, residential units generate high rent per square foot and have lower vacancy rate than the office units in upper floors.
- j. The consistent struggle in maintaining the local business base beyond the 10-12 week summer season produces a continuous challenge with vacancies. The rents are considered high and consequently, business recruitment is a struggle. However, a few businesses shared that some property owners have been very supportive and provide a good level of collaboration to balance rent costs for business owners throughout the year. Overall, there is a need and clear opportunity for focused (localized) and proactive business retention and development strategies that can address the challenges with current building space.

3. Charlevoix's Historic Character and Preservation Ethics.

- a. The maintenance and appropriate renovation of downtown buildings goes beyond the concept of saving old buildings for buildings' sake. Main Street utilizes preservation as an economic development tool for revitalization that helps preserve the community's own historic character and maximizes its value as "selling" points for tourism, business development, and additional economic opportunities. Downtown Charlevoix's historic building stock fosters a sense of place and promotes a position as a "destination" for visitors and can continue to be a strong indicator of the community's quality of life.
- b. Many feel they have room to grow with historic preservation and that historic district designation may help protect historic buildings and increase sense of economic vitality.
- c. Several failed attempts have been made to obtain historic districts in the city. Some feel that there is a resistance of the building owners and also a concern that there might not be enough historic buildings (with their historic integrity intact) to obtain a National Register historic district downtown. Local historic districts would provide protection to their historic buildings, but there must be the common will of the community to obtain this designation.
- d. Many stakeholders are concerned with the current local preservation ethics and the lack of supporting standards or enforcement in place to support preservation of Charlevoix's architectural assets. Citizens expressed concerns with the preservation of two buildings in particular: the Murdicks Building (230 Bridge Street, 1885) and The Lodge (120 Michigan Avenue, 1959, an Earl Young structure). They are worried that they may suffer the same fate as the Appletree Building (formerly at 224 Bridge Street, studio of Early Young), which was demolished in 2003; or the Earl Young house just west of downtown (on Park Avenue, seen on the bus tour), which is undergoing a substantial renovation which people think is inappropriate to Young's architectural style.
- e. Visual assessment as well as consistent feedback also shows that some of the existing building stock needs infrastructure improvements (mechanical, electrical, etc.), so that buildings would be easier to sell, rent, and occupy.
- f. Building permits are done through Charlevoix County, which has offices in the city. Zoning is done through the city. There are no property maintenance codes.

- g. Parking in downtown is also considered a challenge during the summer months (especially for about six weeks) due to traffic that exceeds many times the local population. Residents also point to the need for maintenance of parking lots and the lack way-finding signage to aid and improve the visitor experience.
- h. Charlevoix has embarked on a lot of planning in the past years through the master plans in 2011, streetscape designs, Cool City. A market study is currently being done.

4. Strong Sense of Community Spirit and Challenges with Communication and Collaboration

- a. Charlevoix has several local organizations – civic, religious, education, and other community minded groups – that work hard throughout the year to address local needs and foster a strong sense of community and activity.
- b. Pride and service are clearly demonstrated through very visible projects. Two examples are residents’ annual participation in the beautiful streets-caping created by the five miles of curbside petunias and the many social and recreational community activities taking place downtown throughout the summer months.
- c. It is also noticeable that many of these groups organize and produce these projects and activities in silos, without much collaboration between groups to maximize time, resources, and volunteers for their efforts. This shows a great opportunity for exploring ways to build more connection and communication that can in turn increase the sense of community unity and collaboration.
- d. Although there seems to be some resistance to change, demonstrated through important recent rehabilitation projects, the harbor project was seen as highly successful due to two factors: proactive leadership and community representation and involvement.
- e. There seems to be a strong collaborative relationship between all regional municipalities for projects like the lighthouse and the industrial park.
- f. There is a lot of fundraising activity that takes place in the community throughout the year. Local leaders also noted the strong spirit of giving and financial support continually offered by the seasonal residents.

Observations on the Process and Progress of Establishing a Main Street Program

1. Successful Application and Designation

- a. The City of Charlevoix’s successful application for designation as a Michigan Main Street community shows a clear commitment to Downtown Charlevoix and to addressing revitalization challenges and opportunities comprehensively. Examples of neighboring communities that have been successful in their revitalization efforts by implementing this national approach seem to have motivated local efforts to see Main Street as a tool for taking the local revitalization efforts to the next level.

2. Fostering Engagement and Expanding the Local Leadership Structure through Main Street

- a. The application process provided an excellent opportunity for the City and DDA leadership base to reach out for additional participation of downtown stakeholders in the steering committee that helped with the application process to establish the program in Charlevoix.
- b. Main Street promotes a community-driven participatory process. Although the DDA Board took the role of serving as the Main Street board, full implementation of the Main Street requires an important assessment of the current DDA board composition and of its governance process. Furthermore, the efforts have also required an immediate expansion of the existing DDA leadership structure to include the formation of Main Street committees that will share important roles and responsibilities to implement the revitalization efforts.
- c. Through the support of the Mayor, who holds the official responsibility to appoint DDA Board members with approval by the City Council, the DDA Board has added three new board members and currently has two vacancies. Ongoing efforts and conversations are actively considering board members that can continue to add balance in representation, skills, and additional diverse perspectives to lead all aspects and projects involved in downtown revitalization. This process will also help with the transition of serving as a governing board to become a strongly engaged working board as prescribed by the Main Street approach.
- d. Stakeholders highlighted the need for a more diverse and balanced leadership base. Many pointed to the need for more age and gender balance. The interest of younger residents and business owners in participating and building a stronger voice in the political process seems to be very clear during the Assessment and was demonstrated through their active participation in the Steering Committee and Main Street committees.
- e. The Baseline Assessment as well as trainings provided by Michigan Main Street Specialists offered excellent opportunities to see firsthand the progress in forming the Main Street Committees and the proactive interest by downtown businesses, property owners, and residents to become active participants and leaders in the revitalization program.

3. High Hopes for Main Street as a Tool for Partnerships, Communication, Collaboration

- a. Throughout the Baseline Assessment, it was very clear that there is a strong level of support for implementing Main Street to develop strategies and address physical and economic improvements. It seems clear that stakeholders see the implementation of this approach as an essential tool for establishing a strong foundation for coming together, fostering unity, and improving communication, engagement, and collaboration.
- b. Public and private sector partnerships are also essential components of successful revitalization. The City participates in regular master planning and Downtown Development Authority planning as outlined by local legislation. Upcoming planning efforts offer an added opportunity for the two organizations to continue to define the partnership roles under the new Main Street structure.
- c. The library is an anchor for Downtown and used extensively for programming in support of downtown and the DDA/Main Street efforts. This partnership also includes an active annual financial support to the Library from the DDA budget.

- d. It was also impressive throughout the visit to see the level of involvement of banks, financial institutions and economic/business development corporations.
- e. Seasonal residents also participate as donors and volunteers for different local causes, the promotion of the arts, and the financial support of community events.
- f. The collaborative relationship between City Staff, DDA/Main Street, Chamber of Commerce, and Convention and Visitors Bureau is very impressive. Defining common grounds and outlining specific supporting opportunities will be part of maintaining and confirming the partnership roles between these existing organizations. Communicating those roles clearly to the community will also help in addressing confusion about “who does what” by residents and businesses.

Building Consensus – Community Visioning & Meetings

The Baseline Assessment Visit provided an important tool to bring the community together to build consensus and share perspectives and hopes for downtown and the community. Stakeholders had several opportunities each day to participate, add their input, and to hear from their peers. The following summary includes the feedback on assets, needs, and opportunities captured throughout the visit and used to confirm a common vision and priorities for the months ahead.



1. Best thing about Charlevoix:

- ✓ Natural resources, pristine natural beauty, direct access to the water (beaches, lakes), and related amenities (harbor, marina, lighthouse, etc.).
- ✓ Opportunity to enjoy all four seasons in a small town atmosphere.
- ✓ Charlevoix residents are friendly people, friendly shop keepers.
- ✓ Community with many activities, highlighting the Venetian Festival as a signature event
- ✓ Sense of pride and volunteering - Petunias’ planting project
- ✓ Unique local attractions and history - Castle Farms, Earl Young, Kilwins, John Cross.

2. Greatest Downtown Assets:

- ✓ Stakeholders were proud to mention that most of the best things about Charlevoix are found in Downtown - East Park (most popular response), water (harbor, docks, Marina).
- ✓ The character of the district – ability to walk downtown, pedestrian friendly, architecture (shows uniqueness, attractive, history)
- ✓ Access to transportation – boat, car, bike, bus, unique bridge, major highway
- ✓ Economic base for the community – restaurants/bars (anchors), good stores/business mix and quality of goods, downtown lodging, summer jobs.
- ✓ Downtown is the social center for the community – Library (anchor, source of pride), Movie Theater, family friendly parks, arts, gathering place for every age, free, many events.

3. What people would like to see in Downtown within the next 5 years

- Overall: YEAR ROUND activity/people
- Physical improvements - No vacancies/fully occupied storefronts, attractive buildings, skating rink, directional/way-finding signage
 - Economic – full, vibrant downtown business base

- More dining – “destination”, packed restaurants
 - More businesses open (more hours, more time in the year), stores for families
 - More people shopping, more affordable products, services.
 - More variety of products, including healthy food products, ethnic food, shoe store, more clothing for different age groups & price points.
 - Hospitality / customer service
 - Jobs and employers – permanent, full-time, year round
 - Convention center / retreat / meeting space downtown
 - More people living downtown – upper floors as apartments for locals
 - More marketing for downtown - improved online image/presence
- Social activity for local residents
- Winter/after New Year’s - ice-skating, ice sculpture
 - More “get together” for the locals, more use of the East Park
- Additional quality life elements
- More positive communication, community unity
 - Increase balance in citizen engagement and leadership base – young/age, gender
 - Pride of place obvious/a place people want to be, positive experience.

Confirming a Vision and Overarching Priorities for Downtown Revitalization:

Towards the conclusion of the Assessment, the Team conducted a work session with the DDA/Main Street Board to discuss findings and input received from almost 150 stakeholders participating in 14 meetings, the community celebration, and visioning session. With this information, the board outlined the overarching strategies to direct the revitalization efforts within the next year or two.

As part of this process, the board reviewed the vision statement already in place and went through an exercise to consider the specific vision for each point within the Main Street Approach to provide additional direction for the committees’ respective work. The supporting statements include:

<p><u>Organization:</u> “Our community has ownership and pride in our downtown. Residents gain a sense of identity through effective communication and creative partnerships.”</p>	<p><u>Economic Restructuring:</u> “Downtown is a vibrant center of social and economic activity, featuring thriving businesses and residential opportunities, and diverse offerings.”</p>
<p><u>Design:</u> “To preserve open spaces and water access for the enjoyment of the people, in the backdrop of a historical downtown.”</p>	<p><u>Promotion:</u> “Downtown is Charlevoix’s center for social gathering and celebrations. Our pedestrian, boat, bike friendly Downtown encourages unique shopping, excellent dining and desserts, music, and activities by a classic marina. Downtown offers a family-oriented atmosphere that welcomes locals and visitors to enjoy beautiful parks, breathtaking fresh waters, and magnificent sunsets.”</p>

Vision Statement:

After this exercise, the board confirmed the language of their overall VISION Statement to follow the original text with a few modifications. The revised Vision statement reads:

VISION STATEMENT:

“Our Downtown captures the spirit of community and is a place to live, work, and play. We are an innovative waterfront downtown that is dedicated to year-round economic sustainability through economic development, community collaboration, and historic preservation.”

Overarching Priorities:

The board reviewed and used the input received through the Visit to confirm the overarching priorities to guide the organization’s efforts. With much discussion about the language for these priorities, the board wanted to ensure that each and all of the priorities highlight the importance of establishing a strong foundation for the revitalization’s work. This summary strives to articulate those priorities in a clear and action-driven format that conveys the board’s intended focus. The board is welcome to review and enhance the wording as considered most appropriate.

OVERARCHING PRIORITIES:

- Priority 1:*** Establish the foundation for a year round economy by expanding shoulder season activity.
- Priority 2:*** Bring businesses together to cooperate and coordinate resources to market downtown.
- Priority 3:*** Establish the foundation for collaboration, partnerships, and communication.

Brainstorming for Work-planning:

The Team also conducted a working session with all Committee leaders during the final meeting to brainstorm initiatives and projects that follow and achieve the Board’s priorities.

1. Organization

- a. Establish the foundation of a year-round Economy
 - i. Coordinated effort with Beaver Island’s bike festival to draw bikers downtown
- b. Improve Communication
 - i. Publish an explanation of Main Street in the newspaper
 - ii. Gather email addresses from all stakeholder groups
 - iii. Change Main Street DDA name on Chamber of Commerce website
 - iv. Provide information on Main Street on City and Chamber of Commerce website
 - v. Post volunteer opportunities on organization website and with United Way
 - vi. Identify volunteer opportunities and write job descriptions
 - vii. Regularly share volunteer opportunities with large organizations like the Hospital and Keep Charlevoix Beautiful
 - viii. Provide content for local Cable Access Channel

- ix. Public regular media alerts and press releases
- x. Create email chain regarding what is happening on Main Street to all partner groups
- xi. Develop a service organization roundtable to coordinate activities
- xii. Create a Speakers Bureau presentation to be shared regularly
- c. Bring businesses together for collaboration and partnership
 - i. Invite businesses to join committee
 - ii. Coordinate a round table with business and property owners
 - iii. Coordinate a Main Street Open House
 - iv. Set up a Main Street booth at Chamber of Commerce Business Fair
 - v. Coordinate a town forum on Main Street
 - vi. Create Main Street float for Venetian Festival
 - vii. Cross promote downtown businesses at Main Street booth at Venetian Festival
 - viii. Circulate I ♥ Downtown buttons at events
 - ix. Create a retailers sub-committee to support and council Main Street efforts.

2. Economic Restructuring

- a. Establish the foundation of a Year-Round Economy – to improve economic base of downtown businesses and overall morale of the community
 - i. Relationship building with business and property owners
 - ii. Updated building and business inventory
 - iii. Networking events, round tables and trainings to support and unify existing businesses
 - iv. RRC Checklists: “Doing Business Guide”
- b. Improve Communication - Unify opposing factions and perception (or reality) of hostile, bickering and ineffective leadership
 - i. Regular business visits
 - ii. Updated downtown business directory, distributed and posted
 - iii. FP relationships – link to all businesses, partners, associations
 - iv. Educate business owners on the value of participating
- c. Improve Quality of Life for Locals – schools, jobs and housing and events during the “shoulder” season
 - i. Foster positive shopping experience thru enhanced customer service and hospitality
 - ii. Customer service training (about businesses, amenities, and local culture) for employees and business owners
 - iii. CVB connections
 - iv. Transportation / signage
 - v. Local amenities - family / kids into business, parking – good Samaritan pressure, product lines and price points
- d. Employment and Housing Opportunities
 - i. Controls / permits – coordinated zoning, planning

- ii. MSHDA / MEDC / Realtors / Developers – connections and resources
- iii. Industrial park / township partners
- iv. Potential development opportunities outside downtown?
- e. Become a destination for business meetings/conferences in shoulder season

3. Design

- a. In conjunction with the Promotions Committee, develop a wintertime Round Lake light festival, perhaps named **Light on the Round**, along with installing a winter skating rink at East Park to provide activities downtown during the winter season.
- b. Enact ordinances and provide incentives to create upper level residential units above storefronts for year-round residents, and work with the city to allow parking for them in city lots.
- c. Upgrade the building infrastructure and facades with a matching fund; studying the buildings and developing presentations to educate potential donors.
- d. Study The Lodge for its rehabilitation to convention center housing for the winter and shoulder seasons, to be used for tourists in the summer.

4. Promotion

- a. Image is considered a crucial need by committee. Discussion included focus on developing a campaign that includes positive messaging and active and online presence year-round that can include:
 - i. A Downtown Charlevoix website (critical)
 - ii. Social media (as a connector)
 - iii. A downtown app
 - iv. Year-round marketing
- b. Business Promotions focused on unified activities such as:
 - i. “First Fridays”
 - ii. “Guys’ Weekend” before Valentine’s Day
 - iii. Cross marketing with main attractions (such as a comedy festival at Castle Farms)
 - iv. Facilitated corporate training events.
- c. Community events on shoulder such as:
 - i. A tractor show
 - ii. Antique wine weekend
 - iii. Winter athletic activity event
 - iv. Ice skating rink
 - v. Support groundhog event
 - vi. Dress up downtown storefronts year round and for events (example: Window Wonderland for the holidays, etc.)

SUMMARY OF RECOMMENDATIONS

DDA/MAIN STREET BOARD

The Main Street board of directors will be changing their role from a mainly governing board to one of required active participation. While the committees jump into highly visible, first year projects, it is important for the board to keep its eyes on the long-term vision and goals, while establishing some basic systems to keep the momentum going long after the initial excitement around the program fades.

RECOMMENDED IMMEDIATE NEXT STEPS:

1. **Set new Executive Up for Success**– Simply hiring an Executive Director is not the end of the employee search and orientation process. After hiring, it is important to set clear performance benchmarks, chains of communication, and feedback loops.
 - a. Establish oversight – The Executive Director reports directly to the Board Chairperson. That oversight is different in each community depending on experience of the manager and maturity of the local program. The Board Chair, with input from the Board, should determine the appropriate communication for the manager and program. This often includes weekly meetings between the manager and Board Chair, written and oral reports to the entire Board of Directors, etc. In the case of DDA/Main Streets, the City may expect a certain level of communication with the city administrator as the DDA Director is often viewed as a department head. However, ultimate responsibility for performance evaluation and compensation decisions rests with the DDA Board of Directors.
 - b. Identify performance expectations – In order to provide specific direction to the Executive Director, the Board should identify clear and quantifiable performance expectations that reflect the job description and Board’s priorities for the upcoming year (shoulder season, partnerships, communication). This can be done with the participation of the director in order to ensure that the measures are realistic and that the manager has the necessary buy in to be successful. These performance goals will be reviewed during the director’s performance evaluation at both six months and one year of service to the organization. These performance expectations can be in the form of a job description or manager work plan that is updated each year along with the committee’s.
 - c. Regular performance feedback – The executive director’s position is both highly visible and incredibly lonely at the same time. Executing programming and making sweeping decisions is often left solely to the E.D. Regular feedback in the form of evaluations can provide the E.D. with the awareness of when something is going right, or terribly wrong. All evaluations should begin with the board developing a performance survey to be completed by each board member. The survey should ask questions that are reflective of the performance objectives established at the beginning of the E.D.’s employment. All board members will have an opportunity to share their experience the E.D. through the written evaluation that is then compiled and shared with the E.D. This conversation should be done one on one between the board president and E.D and both areas of strength and opportunities for growth should be

reviewed. Any areas mutually agreed by the president and E.D. to be priorities based on the feedback can be documented for future evaluations.

2. **Communication** – Not only was this identified as a priority for the organization, it is also necessary to maintain the momentum of being named a MMS Community while the important foundational activities take place. Maintain communication in the following areas.

- a. Continue to communicate with donors – Retention and collection are the two most common mistakes of fundraising efforts. The Main Street donors are the foundational funding of the organization. Until other revenue streams are established, those donors are the single financial resource. While the Organization Committee establishes itself, the board should maintain support by all committed donors through tailored communication recognizing that these steps could not have been accomplished without them. If someone has selected a payment plan, they need to be billed accordingly.
- b. Formally approve and promote the Charlevoix Main Street Vision and Mission Statement and results of Baseline Assessment – Charlevoix had wonderful participation at the Baseline Assessment showing that the community is interested in the direction of the downtown and the program. It is up to the Main Street program to maintain and develop the participation of each attendee through communication connecting their participation with the outcomes it produced. This can include the organization’s newly adopted vision and mission or some of the activities planned for 2015 & 2016 based on the community’s feedback.

3. **Work with Mayor to fill DDA Board vacancies** – As the mayor fills vacancies on the board of directors, it is important to make sure that each appointee is coming to the table with clear understanding of what their role will be and the expected level of participation.

- a. Create board job descriptions that can be circulated when looking to fill a board vacancy – Most board members want to meet the demands of the organization, they just often don’t know what those are. By clearly articulating what all board members are expected to contribute to the organization in writing, new board members can join the team confident of their contribution to the success of the organization. Things like participation on committees, attendance, contribution, and continued education opportunities can all be outlined in a job description. Enforcement of these job descriptions can also be written into DDA bylaws allowing clear process in the future.

RECOMMENDATIONS FOR WORK PLAN FY2015-2017:

1. **Establish foundation for partnerships** - There are key partnerships within the city that will require participation and attention of the board. The City of Charlevoix holds equal responsibility in building a successful downtown. Therefore, the Board should share updates on a regular basis. Updates should highlight direct value of the Main Street organization and provide an opportunity for support in achieving mutually beneficial goals. As relationships develop, collaborative projects should be established that strengthens the relationship and reinforces the partnerships.

2. Communication –

- a. As the committees become more active it is important that they see the board as an active part of the team providing direction and support as well as being the connection among committees. This internal communication helps the volunteers see each of the four committees as a single cohesive organization working toward a common goal. Each community addresses this internal communication through a variety of tools.
 - Wayland and Boyne City both provide committee and board updates of maybe a paragraph in length on the back of committee agendas. These short updates offer a reminder of the cohesive work of all four committees and board on a regular basis.
 - Howell's Executive Committee meets with committee chairs on a regular basis to check in on the progress of committee projects and provide support as needed.
 - Clare utilized a GANT chart outlining committee projects and when progress is scheduled to take place for each.
- b. External communication is equally as important. Board members will be the sole ambassadors of the program until committee members can become educated and comfortable with their roles within the organization. In order to be consistent and effective, board members should develop formal talking points or handouts to feel comfortable with their new leadership role while providing correct information. Saline Main Street maintained consistent messaging while establishing their Main Street program by creating business card size notes about the organization that each board member carried with them. These became helpful prompts for board members and a handy leave behind too.

3. Education & Awareness - In order for the Board of Directors to lead the organization, they must have a clear understanding of the vision for downtown Charlevoix, their role in achieving it and the resources at their disposal.

- a. Get "Lay of the Land" - The City of Charlevoix has participated in a variety of studies and recently completed the downtown plan which should be used as tools in focusing the work of the organization. In an effort to not overwhelm board members, documents can be discussed individually throughout the course of the year. Documents review should include the City of Charlevoix Downtown Development Authority TIF Plan, City of Charlevoix planning documents, Charlevoix Main Street documents including boundaries of the Main Street district, bylaws, manager job description, budgets, and CMS's application to the Michigan Main Street program, and MMS documents and services including list of services, Resource Library's Board Member Handbook, online Resource Center. These documents can be compiled into a board training that can be facilitated locally to incoming board members to ensure that they are beginning with all the information they need to be effective.
- b. Policies & Procedures – As the organization evolves it will define policies and procedures that become relevant to your needs. The Board should research similar policies from other Main Street organizations, make changes as necessary, and adopt as their own. Board policies to consider include:
 - HR policies including hiring, firing, compensation, performance review, etc.

- Board code of conduct including confidentiality, attendance, continued education and conflict of interest, etc.
 - Volunteer management including formal complaint, accident reporting, etc.
 - Financial management policies including purchasing, fund balance, volunteer reimbursement, etc.
- c. Define benchmark and promote impact – Through the input of the Baseline Assessment and continued local communication the board should have a reasonable understanding of the needs of downtown stakeholders. To demonstrate the impact of the Main Street program, show progress and improvements in these areas. For example, number of new businesses, number of people downtown for a festival or event, increase in sales, net new jobs, volunteer hours, etc. All of these items can be quantified and monitored on a regular basis. Use these statistics to educate stakeholders on the impact of the organization. Many MMS communities have found that the Monthly Progress Reports provided to the Michigan Main Street Center are a way to maintain the information, reformat, and promote through educational materials locally.
4. **Comprehensive Approach** – In order for this volunteer led program to meet its greatest potential, it must be provided with direction, structure, and oversight.
- a. Work plans - In Main Street, direction is provided through work plans or action plans. The Board is responsible for defining the vision as well as the goals and objectives necessary to achieve the vision. In the upcoming months, committees will begin developing their projects and work plans that support the Board’s goals and objectives. Board members will review each work plan and determine if it meets the following criteria
- Does the project meet one or more goals of the organization?
 - Are there any steps missing from work plan?
 - Are there sufficient volunteers identified to support the project?
- If the project meets the necessary requirements, the project should be approved. If not, the project can be sent back to the committee for revisions. By focusing the work of the organization on projects previously outlined through the work planning process, the board of directors is keeping its resources focused on its priorities. The work plans also become an effective tool in recruiting volunteers and provide a positive and organized experience for volunteers and partnering organizations throughout the process.
- b. Funding Structure and Fundraising Plan – Once work plans are reviewed and approved, the board must develop budgets that reflect these projects. Projects without the finances to support them are just dreams. All project expenses can be outlined and anticipated income assigned. If your board and committees are dreaming big enough, there will inevitably be a gap. This creates an opportunity for the board to work with the Organization Committee to develop a fundraising plan to identify if and how that gap will be filled to allow the organization to grow and projects to be implemented.
- A gap analysis starts with an evaluation of where the money is coming from and if it is equally balanced between public, private, or earned sources. It then considers the individual demographics and where there might be an opportunity to increase financial participation.

Finally, it should help determine what fundraising tool (membership, sponsorship, pledge, or capital campaign) are the best fit to reach that target audience and help close the budgetary gap.

ORGANIZATION COMMITTEE

The Organization Committee is an important piece to the long-term sustainability of the Main Street effort. However, committees that focus on building their volunteer and fundraising activities on a strong base of communications, find the most success.

RECOMMENDED IMMEDIATE NEXT STEPS:

1. **Formalize the organization committee's membership:** Reach out to people who have expressed interest in the committee, through the Community Visioning Session, sign-up sheets, and/or other ways, and form the committee (7-10 members ideally).
2. **Participate in work planning process:**
 - a. Complete work plans - The Organization Specialist from the MMSC will assist the Organization Committee in developing work plan documents for each of the projects selected by committee members. Work plans include the project, tasks necessary to complete it, who will take responsibility for each task, when it will be completed and any costs associated with it. These documents will help move the committee from dreaming to doing and will act as an agreement between the board of directors and the committee of what they intend to accomplish.
 - o Develop fundraising plan – Upon approval of the work plans, the Organization Committee should work with the board of directors and MMS team to develop a fundraising plan. The plan will identify how much money needs to be raised, what type of revenue (public, private, or earned) is most appropriate to help provide balanced revenue streams, and finally, what is the best fundraising tool (membership, sponsorship, events, etc.) to get the job done.
 - b. This exercise helps to ensure that financial needs of the organization are met. It also allows the committee to make fundraising asks strategically, matching donors with fundraising tool and avoiding donor fatigue.
2. **Maintain visibility and momentum during planning** – As each committee builds their foundation through committee development and education, the Organization Committee will maintain communication with existing supporters and continue to establish lines of communication with new ones. Using the communications plan worksheet included in the attachments, the committee can identify all stakeholder groups, key message relevant to their needs, and the appropriate tools to help deliver that message. Each message should be positive and value-focused and end with a call to action, to attend an upcoming event, check out the website for more information, become a volunteer, or make a donation.

3. **Establish framework for volunteer management** - The Organization Committee should begin the task of organizing the information on individuals who have volunteered for the organization, or have expressed volunteering for the organization in a way that is easy for them to use. This can be done in a format as simple as a spreadsheet. Information to capture would include name, contact information, availability, interests, past volunteer positions with CMS, etc. Though this process will evolve, it is important to not lose the support of any one individual who may have been overlooked.

RECOMMENDATIONS FOR WORK PLAN FY 2015-2016:

1. **Foundation for Partnership.** Developing volunteers is about developing relationships between and individual and an organization. An individual who meets an organization, isn't intimidated, shares common interests, and feels valued will continue to spend time with that organization. It is the Organization Committee's responsibility to manage that experience through recruitment, orientation, and recognition activities.
 - a. Interview & placement – Each volunteer experience should be unique to their interests and availability. So in order to ensure that that individual has the best possible experience, there are a few things you want to know about the person. Many communities start with a volunteer questionnaire to help them identify their interests and use them to get the person plugged as their availability and interest allows.
 - b. Recognition – It is commonly thought that volunteers should be recognized three times three ways. As the Organization Committee works to develop a robust volunteer program, the Committee should develop recognition activities that are unique to their community and volunteers. Many community hosts volunteer recognition events, volunteer awards, volunteer features in the newsletter, hand written thank you cards, and place thank you ads in the local paper. However, if your organization chooses to celebrate all of the wonderful people, be sure that it is done early and often.
 - c. Communication - As each committee works to share their message to a variety of stakeholders in the community, it is important to share a call to action that allows them to act on their interest and excitement for the program. The Organization Committee should work to make acting on those requests, as easy as possible by defining the resources needed and providing a clear opportunity to give. Volunteer opportunities should be clearly defined in a way that isn't intimidating. Most volunteer's first experience with the organization is going to be to volunteer for a short one time task that requires little knowledge of the organization. Be sure to include plenty of these one-time volunteer options in places like your newsletter, social media, and your website.
2. **Communication** – One size does not fit all when it comes to communications tools. Using a Communications Planning tool like the one included in the Appendix, the Organization Committee can identify who they want to be communicating with, a unique message that provides a value focused message, and an immediate call to action
 - a. The Program's communications arsenal typically includes a print or online newsletter, regular news releases and media alerts, an up-to-date website, succinct and engaging social media presence. In Charlevoix, pay particular attention to the year round residential population.

Though they are not financial invested in the downtown, they are invested in the success of the community and can be strong advocates for downtown and its businesses. Focus communication that demonstrates an inclusive volunteer driven effort for a successful downtown for the community and you'll gain volunteers and advocates for downtown businesses.

- b. While the community is excited about the possibility of a better downtown Charlevoix, many individuals still may still be unsure as to what this Main Street program entails. The Organization Committee can begin their education efforts through traditional media and continue to build their arsenal as they grow for both general community members and volunteers alike.
- Community Members – Consistency in visibility will be the organization's best form of education in the community. Take advantage of the variety of service organizations and church groups in the community interested in partnering by developing a general presentation about the CMS and take it on the road. Iron Mountain ensured that Main Street was a visible aspect of every event with Main Street on wheels, a small utility wagon with everything you needed for a quick and informational Main Street booth. A smiling face at community events can help answer questions and share opportunities to get involved. General program brochures can be helpful leave behinds during presentations or at events. The organization's vision and information about the four areas of focus can help to describe what you do and a call to action to volunteer or donate, can explain how you do it.
 - Volunteers – Volunteers can only be as helpful as they are given the tools to be. For some individuals, if they don't feel that they can be helpful to an organization because they are too overwhelmed or don't understand how they fit into the picture, they often get frustrated and never return. Developing basic volunteer education tools and a process for welcoming them into the organization combat that frustration and help to develop a long term volunteer. Some tools to consider are a volunteer binder full of useful information about the history of the organization, community, and the work the committee does. Some communities also offer training opportunities in their community either on their own or with the support of MMS staff.
 - Donors – Many individuals have made substantial financial contributions to the organization already. It will be important to maintain regular communication with these individuals to help connect their contribution with the successful projects that are already happening in the downtown. Rule of them suggests seven contacts with donors between asks. This communication can be as formal as a letter or lunch thanking them for their contribution, or informal as a birthday card or invite to an upcoming event or ribbon cutting downtown. Either way, keeping them involved maintains their role as a partner and not feeling like an ATM.

DESIGN COMMITTEE

The Design Committee's role in Charlevoix will be to support the buildings, infrastructure, and amenities to provide the stage for Charlevoix's social "performances", and to house the economic activity which will allow the city to flourish. In doing so, the beauty and historic significance of the city will be enhanced.



The visioning session with stakeholders suggest the need for attention and interest in addressing the following main topics to improve the design or physical aspects of Downtown.

1. Downtown buildings –
 - a. Preserve the downtown buildings to maintain an authentic connection to the past, while updating them for a contemporary use, for future prosperity
 - b. Fill all storefronts with year-round businesses, upper floor apartments for year-round residents.
 - c. Action on The Lodge
2. Achieve a historic district downtown for the prestige of the community, a link to history, to protect the buildings, and to keep the beauty of downtown.
3. Car issues: especially in the summer, optimize parking, and reduce traffic on Bridge Street.

RECOMMENDED IMMEDIATE NEXT STEPS:

1. **Establish the Design Committee membership.** Select a chairperson or co-chair people, and a recording secretary from the membership. Determine who has connections with community organizations, building owners, and business owners.
 - a. Create a roster of members and contact information, and set up a standing monthly meeting time and day.
 - a. Review the MMS documents for Design Assistance.
 - b. Reach out to other community organizations for a liaison or member.
 - c. Set groundwork to establish façade/infrastructure/upper floor grant and/or sign grant programs.
2. **Understand the Charlevoix Main Street district.** The committee needs to know what their assets and opportunities are in the community in terms of its buildings.
 - a. Have the committee as a whole take a walking tour of the Main Street district.
 - b. Create a building inventory based on information already obtained by the Historic District Commission, Historic District Study Commission, Charlevoix Historical Society, and Charlevoix Main Street. Research tax records and public information. Share with the Economic Restructuring Committee for their real estate based information.
 - c. Collect historic photos.
 - d. Talk to business owners about their needs, particularly during the off-season.

3. **Eliminate Empty Storefronts.** To fill the storefronts, with either a business or some type of display in the windows, the Design Committee needs to develop relationships with the building owners and educate them on the importance of their building to the community, and the benefits of historic preservation.
 - a. Research the ownership of empty storefronts from tax records.
 - b. Establish initial communications with owners as friendly and helpful people.
 - c. Suggest helping with repairs and maintenance to owners.
 - d. Cooperate with Promotions to fill empty storefronts for the summer season, with displays, information, etc.

RECOMMENDATIONS FOR WORK PLAN FY 2015-2016:

1. **Preserve and rehabilitate existing historic buildings.** Several historic buildings have facades that have been inappropriately modified, some to the point that the building has lost its historic integrity. Several buildings downtown are in need of updated infrastructure: electrical, plumbing, mechanical systems. Their current state makes it difficult to rent or sell them. Two of the historic buildings in particular appear to be in danger of being razed or inappropriately modified: The Lodge (120 Michigan Avenue), which is underutilized and on valuable real estate; and the former Murdick's Fudge Building (230 Bridge Street), which is for sale and also on valuable lakefront real estate. The Design Committee should establish the foundation for rehabilitating buildings in several ways:
 - A. Lay the groundwork to create a façade/infrastructure/upper floor grant program. This entails using the historical information gather to develop educational presentations, which are then given to local community organizations for educational purposes, and also perhaps as a fundraiser to establish the fund. Target audiences should include the summer residents. Develop grant guidelines to establish what type of work will be allowed for funding (facades, infrastructure, upper level apartments, etc.); what types of building are eligible (all Main Street district buildings, only historical buildings, etc.); and what the procedures will be for evaluating and granting funds.
 - B. Begin to develop relationships with building owners to encourage them to utilize the funds to rehabilitate the facades, upgrade the building, and/or adding upper levels apartments. This will attract businesses to rent or buy the buildings.
 - C. Sponsor seminars and workshops to educate the public on historic preservation, and to educate building owners on rehabilitation techniques. The Michigan Historic Preservation Network (MHPN) is a good source for these.
 - D. Create Design Guidelines for the Main Street District buildings.
2. **Possible Historic District.** The prestige and marketability of Charlevoix could be further enhanced by the creation of a downtown historic district. Community members seem disappointed with the failure to obtain one, and interested in attaining one. A downtown historic district would assist in preserving and enhancing the storefronts, making them more attractive for rent or for sale. It would also raise the awareness of the history of the downtown. The Michigan State Historic Preservation Office (SHPO) had previously concluded that there was an inadequate number of historical buildings

downtown with their historic integrity intact to create a National Register district. Therefore, it is suggested that the committee explore the option of creating local historic districts.

- A. Review the existing building information and procedures for creating a local historic district. The City of Charlevoix has already adopted the enabling ordinance (Local Historic Districts Act, Act 169 of 1970), established a Historic District Commission, and established a Historic district Study Commission to this end.
 - B. Reactivate the Historic District Study Commission to investigate a Charlevoix Downtown Historic District. If necessary, hire a Historic Architect to assist with the research and writing of the documents.
 - C. Educate the public and City Council regarding the benefits of local districts (protection of historic resources, maintaining property values, etc.) to create the political will for the City Council to vote to establish them.
 - D. Consider creating an Earl Young Historic district to further enhance Charlevoix as an architectural destination.
 - E. If more buildings regain their historic integrity, a National Register Historic District may again be considered for downtown.
3. **Action on the Lodge.** This building is one of Earl Young's designs. In its current state, it appears to be underutilized, and in danger of being razed. It could be part of the solution to create a conference center destination for the shoulder season, an integral part of a potential historic district, and part of an architectural promotion of Charlevoix as a destination for architectural buffs.
- A. Contact the owner to offer assistance in plans to rehabilitate the structure as conference housing. Working in conjunction with the Economic Restructuring Committee, provide guidance and perhaps some financial incentives to hire a Historic Architect to assist with the sturdy and plans to rehabilitate the structure (upgrades, possible additions, etc.), targeted to create viable conference housing for the shoulder seasons, which could be used for tourist during the summer season.
 - B. Do research for public presentations regarding the importance of Earl Young's work in Charlevoix, to heighten awareness of the building importance to the city. This could be used to market the conference housing.
4. **Strategies for Summer Urban/ Off-Season Small-Town Issues.** Several issues in Charlevoix seem to come from its dual character during the calendar year: an urban city of approximately 30,000 people during the summer and a small town of approximately 1,500 people during the off-season.
- A. **Traffic.** The congestion that is caused by the US 31 traffic and drawbridge is exacerbated by the population increase during the summer. To mitigate traffic, explore the possibility of a traffic study to look at traffic diversion, perhaps using temporary one-way streets. One option could include having northbound traffic utilize the existing route, with southbound traffic rerouted to State Street, from perhaps Park Avenue to Hurbut Street during the summer. The views coming down the hill before the bridge would give southbound tourists a glimpse of activity before finding parking via the side streets. The side streets could remain two-way traffic, which could increase the visibility and value of the buildings and business along them.

- B. Parking. There is a perception of inadequate amount of parking. The city has provided ample free parking lots behind the downtown storefronts; there is also on-street parking. Off-site parking lots could be developed for store employees to make available more parking for visitors and shoppers. It could be used for overflow parking for visitors in the summer, perhaps utilizing a shuttle. In conjunction with the Organization Committee, a strategy could be developed to discourage employees from parking on Bridge Street all year round, to keep it open for shoppers.
- C. Upper Level apartments for year-round residents. During the off-season, Charlevoix's downtown is much emptier than in the summer season and even more so in the winter. Having year-round residents live in the upper levels could increase pedestrian traffic downtown, and provide more business to the stores. Consider including incentives for building owners to build out upper levels for year-round apartments in the grant program (see Item 1A), with a clause or a city ordinance to disallow "summer only" residents. Explore with the city arrangements to provide off-street parking for the upper level residents when they are full-time residents.

ECONOMIC RESTRUCTURING

The Economic Restructuring Committee will have a crucial role in working with businesses and property owners, and other Main Street committees to address the needs and opportunities that currently exist. The best way to do that is to become educated about all things related to your downtown's economic perceptions as well as realities. Overall, retaining what's already here and carefully considering business and real estate development initiatives that support and compliment downtown revitalization will be essential in building economic vitality for the entire community



RECOMMENDED IMMEDIATE NEXT STEPS:

1. **Begin to build trust** between the Charlevoix Main Street Program and your existing business and property owners. The success of the ER Committee and entire Main Street Program should be built upon a strong relationship of trust and an understanding that the vision and mission of everyone involved are the same; to create a healthy year-round economic base in downtown Charlevoix.
 - a. Develop an active visitation program to builds a strong connection with and between existing businesses in your district. Begin a habit of open communication between business owners and Main Street.
 - b. Consider additional initiatives that bring business and property owners together regularly for social and/or educational events on topics important to businesses, such as update on the community's economic activities, retail trends, marketing, etc. (See attached Sidewalk Talk example).

2. **Complete work plans.** The Specialist from the MMSC will assist the Committee in developing work plan documents for each of the projects selected by committee members. Work plans include the project, tasks necessary to complete it, who will take responsibility for each task, when it will be completed and any costs associated with it. These documents will help move the committee from dreaming to doing and will act as an agreement between the board of directors and the committee of what they intend to accomplish.
3. **Partner with the Promotions Committee** to develop an image campaign that highlights your businesses' unique products and services. Make sure individual businesses are highlighted to the greater community through your online communication tools, newsletters and other media outlets.
4. **Review the Main Street application and supporting materials,** as they apply to Economic Restructuring, including the Main Street boundaries for the program as well as the Downtown building and business inventory. Build upon any existing database, no need to duplicate efforts. Add information about owners and market data as needed.
5. **Work with the Design Committee** to confirm support to achieve this task. Since the Design Committee's focus includes working with property owners to improve existing properties, they could partner in updating the building inventory while the Economic Restructuring committee updates the business inventory. Have the committee as a whole take a walking tour of the Main Street district to evaluate each property and potential improvements, share those observations with other interested groups.

RECOMMENDATIONS FOR WORK PLAN FY 2015-2016:

1. **Work with existing businesses to foster collaboration and improve relationships.**
 - a. Bring businesses together to discuss needs and immediate opportunities to promote products and services. Determine clusters or niche marketing opportunities, work with the Promotions Committee on cooperative advertising.
 - b. Develop a Downtown Business Directory. Work with the Promotion committee to design a "Downtown Charlevoix Directory" that includes a web page with downtown businesses and promote in your social media. (See attached Business Directory example). Work with the Chamber and CVB to evaluate existing materials and avoid duplication of efforts.
 - c. Inventory current business hours and chart to see the common groups and challenges. (See attached Business Hours Analysis Sheet).
2. **Work with the Design Committee to bring property owners together** to consider the following:
 - a. Confirm a list of available space (for rent or sale) and incorporate in your website.
 - b. Make storefronts more appealing, starting with clean up of windows. Develop a collaborative vacant storefront signs that promote recruitment. Consider "This Space is not Empty, It's Full of Opportunity" language and additional contact information (Main Street office for example) that promotes and tracks interest. (See attached sign example). Communicate with the Design or Promotions committees to confirm their initiatives to use and improve the empty space.

- c. Explore potential opportunities to address common challenges to renting space, etc. (See attached “Starting a Business Guide” example).

3. Educational Initiatives /Networking Seminars

- a. Research Local/County/State financial incentive programs in place to support existing businesses – Develop a fact sheet for businesses. (See attached incentive example).
- b. As the ER Team learns the specific business retention and recruitment needs from working with business and property owners, consider initiatives to fill the gap such as incentives, or to work collaboratively in developing information, recruitment, and welcome packets. (See grant and loan example).

4. Monitor Economic Performance

- a. Review new Market Analysis and define gaps for business recruitment and expansion.
- b. Assemble market data, available building information, and community data to work with property owners to develop a recruitment package. (See Property Planning Guide example).
- c. Clustering Strategies – Determine existing clusters, create a list of complementary businesses

5. Property Development

- a. Inventory vacant space to define future capacity (housing, businesses/office) and work with property owners on recruitment strategies. Work with the Design Committee if they are working on similar inventory. Include tour of vacant properties if possible.
- b. Realtors Open House: Work with property owners to organize a meeting with commercial realtors to learn about the Main Street program and what their role can be to help move the vision forward. Work with commercial realtors through specific activities that bring them together and educate them on the Main Street efforts. These could include a tour and update on demographics, plans, and opportunities. Use the ESRI Community Profile provided in the supporting materials to develop a fact sheet with key demographical information.
- c. Work with property owners to develop a “Hit List” of business types you are trying to target that complement current business mix.
- d. If there are incentives available, let the realtors know so they can share with interested parties.
- e. Affordable housing and high paying year-round jobs must be discussed at a much higher level. There will be no children to fill the schools if there are no good paying jobs that are located a reasonable distance from appropriate housing. This will need to be addressed by the local, township, county, and State governments alongside of the Schools, larger employers and Development community.

The ER committee must make sure that every existing business is as strong as it can be. The best way to get started and to begin to show that Main Street is active is to establish a visitation program. Business owners will just be getting into their busy season and do not need to be pulled away from their work. However, they need to know/see that we are getting things lined up so that in the fall we are ready to implement our programming. Strive to share and maintain momentum with stakeholders and partners.

PROMOTION COMMITTEE:

PROMOTION is an essential component of the Main Street Approach. Although the work can take many forms, the ultimate goal is *to position the downtown district as the heart of the community and the center for economic, social, and civic activity.*

Throughout the Baseline Visit, the Promotion Committee members demonstrated a clear understanding on the focus of Promotion and great interest in addressing the promotional needs and taking Downtown Charlevoix to the next level of success. The composition of the Committee reflects strong representation of business owners - retail, services, and restaurants and of main attractions, hotels, and area marketing / advertising groups. This Committee make-up can be a great advantage to understanding local conditions and having a great base of skills and experience to hit the ground running to achieve great results.

Building from an already strong position as a summer destination, the overarching priorities outlined by the board align perfectly with the needs and opportunities in the area of Promotion. The following recommendations are intended to help the Promotion Committee consider items that can be accomplished immediately and those that can be implemented throughout 2016.



RECOMMENDATIONS FOR IMMEDIATE NEXT STEPS:

The committee identified image as the area in most need of attention. Immediate opportunities include the need to review current online presence and tools and information about downtown activity.

1. Strengthen Downtown's online presence.

- a. Review the current website "downtowncharlevoix.com" and decide the actions to maximize its value and potential. Immediate tasks can include confirming site administration or management and updating information. Depending on resources available, outline a plan to enhance its design, functions, and capabilities as considered appropriate
- b. Review the social media tools for Downtown and confirm their current focus and audiences. Identify the next steps to maximize their use and impact in building the image of downtown and their connection with the community.

2. Bring Information on Downtown Activity Together –

- a. Compile a complete list of all events and activities that take place in Downtown from Jan-Dec to provide a clear picture of downtown activity and the gaps and potential for the shoulder seasons. Try to capture additional background information that can build the connection with the groups that organize these events. This includes tangible impact for downtown (traffic, business activity, etc.) as well as intangible value (sense of place/community spirit). Use all this information to help you build collaboration between groups as well. This initiative can foster unification of efforts and help avoid silos and redundancy.

- b. Work with partners (City, Chamber of Commerce, CVB, as well as Castle Farms, Library, and other organizations) in reviewing additional information about Downtown highlighted through their communication and marketing tools. Identify specific opportunities to define collaboration in message about Downtown as well as in sharing and updating information.
3. **Define Committee's Leadership Structure** - As you confirm action items, strive to ensure each initiative has an assigned leader and team as appropriate within committee
 - a. This recommendation looks at developing a balanced distribution of roles and leadership opportunities among all Committee members and to prevent burnout.
 - b. Keep in mind the important principles of quality over quantity, and incremental steps to set realistic benchmarks. Look for visible "low hanging fruit" type of projects that can achieve visible results and can serve as motivators to the group and others to become more involved.
 4. **Complete work plans.** The Specialist from the MMSC will assist the Committee in developing work plan documents for each of the projects selected by committee members. Work plans include the project, tasks necessary to complete it, who will take responsibility for each task, when it will be completed and any costs associated with it. These documents will help move the committee from dreaming to doing and will act as an agreement between the board of directors and the committee of what they intend to accomplish.
 5. **Establish a Foundation of Collaboration** – internally with other committees, and externally with additional groups with common interest and stake in Downtown.
 - a. Review the recommendations offered for other committees and explore common grounds and the opportunities to work together to avoid silos and achieve greater results.
 - b. Not every event needs or should be organized by Main Street and its committees. The role of the Main Street and Promotion Committee can be of promoting those events and supporting as appropriate. Avoid redundancies and pursue opportunities that connect more individuals and local organizations with Downtown. This type of collaboration can foster a strong sense of pride and continue to strengthen Downtown's position as the heart of community activity.

RECOMMENDATIONS FOR WORK PLAN FY 2015 – 2016:

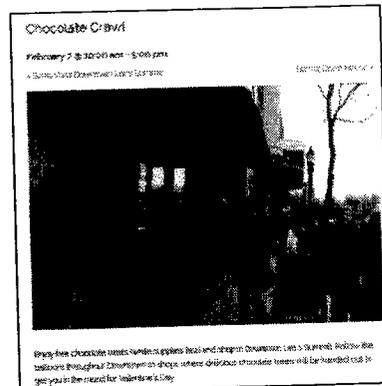
A comprehensive work plan for the rest of 2015 and for 2016 will be an important tool that offers clear direction to the committee in expanding the position of downtown within the community and visitors' markets. With that in mind, the following recommendations confirm the main areas of focus for the Promotion point, many of them discussed during the Visit:

1. **Downtown Image** – to strengthen the positive image of downtown, consider the following:
 - a. Develop a comprehensive image campaign with messages that promotes a strong sense of pride as the heart of Charlevoix for the community, as well as a desirable destination for the seasonal residents.

- b. Ensure that the information and visual impact of the online tools -website, social media, etc – reflect a powerful image of Downtown and that this image evokes a strong sense of place and quality experience for the visitors markets before they even set foot in town.
- c. Consider additional mobile tools such as “Downtown Charlevoix” app (as suggested by Promotion Committee members during the Visit) as an important potential component to getting Downtown Charlevoix’s information on the hands of all local residents and visitors.
- d. Consider printed materials that focus on highlighting Downtown, such as a “Guide to Downtown Charlevoix” (including the business directory, calendar of events, etc.) and distributed to visitors (at every hotel, attractions, events, etc.) and to every resident (through water bill, schools, etc.).
- e. Reach out to confirm collaboration with the City, Chamber of Commerce, CVB, and local businesses to help promote message(s), information, materials, activities, and online tools.

2. **Business Promotions.** It will provide opportunities to bring businesses together and maximize efforts and resources and as a group connect with each other and the community. This is a good area to partner with the ER Committee to identify business owners’ expectations and needs. A few examples of business promotions that might fit well with Charlevoix, some of which were mentioned up by committee members during the Assessment include:

- a. Activities that can help establish positive perceptions and a strong position of Downtown as a destination for food and good experiences related to food.
 - i. A Restaurant Night/Week or a “Taste of” events
 - ii. “Chocolate Crawl” or “Wine About Winter” or other “Passport” type of activities
 - iii. Ladies or Guys Night Out/Sisters/Mother-Daughter Weekend, etc.
- b. Strive to connect retail/service locations with restaurants and vice versa to expand impact on night/weekend traffic during the shoulder season.
- c. Potential timelines to consider for business promotions include, prior Valentine’s Day, Mothers/Fathers Days, around Prom/Homecoming, and other school activities, and for the Holiday Seasons.
- d. Evaluate ways to support existing events and to develop cross promotions with other attractions that can potentially impact Downtown businesses. The discussions during the visit noted the “Groundhog Day” for example as an event to support and a Comedy Fest in partnership with Castle Farms as another example of possibilities to explore.



3. **Community Events –**

- a. The updated and comprehensive calendar of Downtown events should be promoted online, shared with other organizations, and printed and distributed strategically. This initiative can promote the Main Street program as a central source for information on activities happening downtown and foster continued communication and collaboration with community groups.

- b. The summer season is already filled with several festivals and events. Ensure that any additional event supports the priority on expanding level of activity to the shoulder seasons.
- c. Consider a Window Wonderland for the Holidays event as a combined effort to engage local organizations in the entire project – from dressing up “storefronts” through a decorating to include vested interest in promoting the event (voting, vendor, etc.). This initiative can be complemented with special days or weekends for tree lighting or lighting of the trees downtown, breakfast with Santa, ice-skating, and other winter sports/athletic activities, etc. Franklin, NC, Elgin, IL, and Wooster, OH are Main Street communities that have implemented similar events and can provide examples of coordinated activities and materials.



CONCLUSION:

The Baseline Assessment Team was very impressed with the level of participation demonstrated by community stakeholders throughout the Visit. About 150 stakeholders representing over 30 local businesses and more than 20 organizations provided their time to attend at least one of the several meetings and activities that took place from May 13-15. Much was accomplished during these few days – from bringing the community together to share their input and build consensus on the needs and opportunities, to seeing the DDA/Main Street Board confirm a clear vision and priorities and also expand its base to empower Main Street Committees to help shape the revitalization program for Downtown Charlevoix. This impressive level of participation demonstrates the community's interest in becoming an active part and partner in the revitalization program. Furthermore, it also shows their hopes that Main Street will establish a solid foundation for unification, improved connections and collaborations, and stronger sense of pride in the community of Charlevoix.

Additional training and assistance will be scheduled and provided within the next few months to develop and implement the program's work plans. Feel free to also connect with your Main Street peers nearby and throughout the state. We hope you plan to join communities from across the country by attending the National Main Streets Conference in Milwaukee, WI in May 22-25, 2016. Please make sure you are connected to the national and state list serves for continued interaction and supporting examples.

On behalf of the National Main Street Center and the Michigan Main Street Center at MSHDA, we confirm our partnership and offer our continued support to your efforts. You have joined a strong movement of communities that are committed to their downtowns and that in so doing share a passion, tools and examples for successful community-driven revitalization.

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SUPPORTING MATERIALS

Organization Committee Supporting Documents

1. Communication Plan Worksheet
2. Main Street Manager Work Plan
3. Volunteer Job Description Template
4. Volunteer Questionnaire

Design Supporting Documents:

1. DA Examples
2. DA Utilizing Drawings
3. DA Request Form
4. DA Selection Criteria
5. DA Description

Economic Restructuring Supporting Documents:

1. ER Project Checklist
2. Sample ER Committee Work Plan
3. Business Hours Analysis Sheet
4. Sign – Building Full of Opportunity
5. Property Planning Process – Grand Haven, MI
6. Business Directory Example – Geneva IL
7. Confidentiality and Disclosure example
8. Conflict of Interest example, Hart MI
9. Example Business Survey – Wayland MI
10. Retail Grant example – Chardon OH
11. Low Interest Loan Example – Cushing OK
12. MI Business Incentives and Resources
13. Starting a New Business Guide – Three Rivers MI
14. Starting your Business Guide, Greenfield IA
15. Sidewalk Talks, Rochester

Promotion Supporting Documents:

1. “Share the Vision” Brochure –example
2. Event Planning Check List
3. Post Event Evaluation
4. Old Town Lansing Chocolate Crawl poster –example
5. “Window Wonderland” events - examples
6. Promotion Committee Check List

Projects that have Been Deferred due to Budget Constraints

- Retaining wall repair at Kelsey's/Ferry Beach
- Retaining wall repair/replacement at DPW Building
- Retaining wall repair/replacement at Eaton Avenue hill
- Step replacement at Lake Michigan Beach Park (Park Avenue)
- Upgrades to both access points to Michigan Beach off of Michigan Avenue
- Retaining wall replacement behind concession stand at Lake Michigan Beach
- Painting of hand rails in downtown
- Convert T.S. to pumping out of the lake vs. wells due to the iron build up and low flows
- Replace steel bathroom doors at Depot and Ferry Beaches
- Caulking of stonework in East Park
- Caulking of stonework throughout the Cemetery
- Seal all stonework in East Park
- Tennis court repairs
- Additional grills at beaches
- Upgrade playground equipment at Lake Michigan Beach
- Install trench drains adjacent to interactive water fountain to keep irrigation water out of interactive water fountain
- Install real fieldstone, wet laid, pillars to entrance of Cemetery on M-66 to match others
- Bathhouse upgrades at Depot Beach
- Repair/Replace leaking roof at DPW building
- Install new salt storage building at DPT to be compliant

- Install grinder at Fish Cleaning Station to handle fish waste
- Replace floating break wall at Ferry Beach Boat Launch
- Upgrade play equipment in sand at Ferry Beach
- Painting of pavilion at all beaches
- Upgrade Burns Street dock
- Dead trees to be removed from McSauba property
- Painting of interior of bathhouses
- Timers on lights at all bathhouses
- Irrigation system for Depot and Michigan Beach
- Painting of parking lot spaces at beaches
- Painting of fish cleaning station
- Replace old beaches (permanent ones) at beaches
- Painting of light poles
- Re-key all recreation and park buildings
- Big belly solar powered trash compactors
- Hand rail at Michigan Beach steps to get down to the beach
- Replace retaining wall at Depot Beach
- Trout stream - convert to pumping out of the lake due to iron
- Fire nozzles
- City Hall HAVC system
- Additional Lifeguards at Ferry and Depot Beaches
- Wi-Fi in downtown

- **City Hall art plan**
- **City Hall landscaping**
- **Sewer line to Golf Course Maintenance building**
- **6" water main on Crain Street - Sherman to Grant**
- **Replace 120' of water main on Ferry Avenue**
- **Bridge Park/ Bridge Park Drive - prime & paint hand rails**
- **Fix leaky roof at Ferry Beach pavilion**
- **Cemetery masonry repairs**