

APPENDIX A

CITY OF CHARLEVOIX COMMUNITY SURVEY (2009)

RESULTS REPORT

JULY 2009

The Charlevoix Community Survey was written during February and March, 2009. In late March, 791 copies were mailed to year-round and seasonal property owners, as well as renters. Approximately 100 copies were hand delivered to business owners, local organizations, and churches. Input was also sought from local summertime associations. Out of the total distribution, 301 surveys were returned to the City.

How to read the tables:

Q. X	Frequency	Percent	Valid Percent
No response	4	1.3	
Yes	202	67.3	68.2
No	94	31.3	31.8

Frequency is the number of surveys that marked a certain answer. Here, you can see that 202 surveys marked "yes".

Valid percent records the proportion of surveys that actually responded to the question.

Percent includes the responses (or lack of response) for *all* surveys, including those that did not respond to the question.

How to read the written response sections:

59. Are there areas of the City of Charlevoix where parking is inadequate?

Downtown ~ 128

"Downtown, summer months only" [survey 97]

This format shows that more than one survey (128 of them) wrote "downtown" in response to the question.

This format indicates that only one survey (survey 97) responded in this particular way to the question.

Questions have been broken up into sections according to their subject matter

General

Q1. What is your residential status in the City of Charlevoix?

	Frequency	Percent	Valid Percent
No response	7	2.3	
Primary residence in the City	179	59.7	61.1
Own property in, but do not reside in City	54	18.0	18.4
Seasonal or Weekend residence	33	11.0	11.3
Rent property in City	27	9.0	9.2

Q2. Are you a registered voter in the City of Charlevoix?

	Frequency	Percent	Valid Percent
No response	4	1.3	
Yes	202	67.3	68.2
No	94	31.3	31.8

Administration, City Services, and Policy

Q14. Would you support changes in zoning for new developments or re-development that allows a higher density of homes and/or dwelling units to reduce urban sprawl?

	Frequency	Percent	Valid Percent
No response	4	1.3	
Yes	115	38.3	38.9
No	97	32.3	32.7
No opinion	23	7.7	7.8
Need more information	61	20.3	20.6

Q25 - Q29: The City of Charlevoix should promote:

Q25. Additional recycling (organic waste, composting, asphalt, electronics, etc.)

	Frequency	Percent	Valid Percent
No response	7	2.3	
Strongly agree	139	46.3	47.4
Agree	117	39.0	39.9
Disagree	16	5.3	5.5
Strongly disagree	2	.7	.7
No opinion	19	6.3	6.5

Q26. Energy conservation

	Frequency	Percent	Valid Percent
No response	7	2.3	
Strongly agree	147	49.0	50.2
Agree	120	40.0	41.0
Disagree	10	3.3	3.4
Strongly disagree	1	.3	.3
No opinion	15	5.0	5.1

Q27. Alternative energy production

	Frequency	Percent	Valid Percent
No response	13	4.3	
Strongly agree	136	45.3	47.4
Agree	97	32.3	33.8
Disagree	25	8.3	8.7
Strongly disagree	3	1.0	1.0
No opinion	26	8.7	9.1

Q28. Public access to lakes

	Frequency	Percent	Valid Percent
No response	9	3.0	
Strongly agree	140	46.7	48.1
Agree	119	39.7	40.9
Disagree	18	6.0	6.2
Strongly disagree	2	.7	.7
No opinion	12	4.0	4.1

Q29. Public access to trails

	Frequency	Percent	Valid Percent
No response	13	4.3	
Strongly agree	144	48.0	50.2
Agree	116	38.7	40.4
Disagree	12	4.0	4.2
Strongly disagree	2	.7	.7
No opinion	13	4.3	4.5

Q30. If there were no increase in taxes, and quality of service was not sacrificed, would you support consolidating certain City and township services (i.e., fire departments, EMS)?

	Frequency	Percent	Valid Percent
No response	7	2.3	
Yes	226	75.3	77.1
No	23	7.7	7.8
No opinion	13	4.3	4.4
Need more info	31	10.3	10.6

Q31 - Q43: Please rate the following City services

Q31. City administration

	Frequency	Percent	Valid Percent
No response	5	1.7	
Excellent	55	18.3	18.6
Very good	88	29.3	29.8
Good	77	25.7	26.1
Fair	27	9.0	9.2
Poor	7	2.3	2.4
No opinion	41	13.7	13.9

Q32. Law enforcement and police protection

	Frequency	Percent	Valid Percent
No response	3	1.0	
Excellent	72	24.0	24.2
Very good	98	32.7	33.0
Good	79	26.3	26.6
Fair	18	6.0	6.1
Poor	6	2.0	2.0
No opinion	24	8.0	8.1

Q33. Fire protection

	Frequency	Percent	Valid Percent
No response	3	1.0	
Excellent	87	29.0	29.3
Very good	111	37.0	37.4
Good	57	19.0	19.2
Fair	5	1.7	1.7
Poor	1	0.3	0.3
No opinion	36	12.0	12.1

Q34. Emergency medical services (EMS)*

	Frequency	Percent	Valid Percent
No response	8	2.7	
Excellent	107	35.7	36.6
Very good	81	27.0	27.7
Good	56	18.7	19.2
Fair	3	1.0	1.0
No opinion	45	15.0	15.4

Q35. Recreation and park facilities programs

	Frequency	Percent	Valid Percent
No response	4	1.3	
Excellent	68	22.7	23.0
Very good	103	34.3	34.8
Good	83	27.7	28.0
Fair	14	4.7	4.7
Poor	6	2.0	2.0
No opinion	22	7.3	7.4

Q36. Marinas

	Frequency	Percent	Valid Percent
No response	3	1.0	
Excellent	116	38.7	39.1
Very good	81	27.0	27.3
Good	47	15.7	15.8
Fair	11	3.7	3.7
Poor	1	0.3	0.3
No opinion	41	13.7	13.8

Q37. Code enforcement

	Frequency	Percent	Valid Percent
No response	8	2.7	
Excellent	19	6.3	6.5
Very good	31	10.3	10.6
Good	72	24.0	24.7
Fair	64	21.3	21.9
Poor	47	15.7	16.1
No opinion	59	19.7	20.2

Q38. Airport

	Frequency	Percent	Valid Percent
No response	10	3.3	
Excellent	44	14.7	15.2
Very good	73	24.3	25.2
Good	69	23.0	23.8
Fair	14	4.7	4.8
Poor	3	1.0	1.0
No opinion	87	29.0	30.0

Q39. Planning			
	Frequency	Percent	Valid Percent
No response	12	4.0	
Excellent	28	9.3	9.7
Very good	50	16.7	17.4
Good	84	28.0	29.2
Fair	43	14.3	14.9
Poor	19	6.3	6.6
No opinion	64	21.3	22.2

Q40. Utility billing			
	Frequency	Percent	Valid Percent
No response	10	3.3	
Excellent	45	15.0	15.5
Very good	92	30.7	31.7
Good	105	35.0	36.2
Fair	15	5.0	5.2
Poor	9	3.0	3.1
No opinion	24	8.0	8.3

Q41. Mt. McSaubu			
	Frequency	Percent	Valid Percent
No response	10	3.3	
Excellent	58	19.3	20.0
Very good	86	28.7	29.7
Good	66	22.0	22.8
Fair	13	4.3	4.5
Poor	4	1.3	1.4
No opinion	63	21.0	21.7

Q42. Municipal golf course			
	Frequency	Percent	Valid Percent
No response	8	2.7	
Excellent	58	19.3	19.9
Very good	90	30.0	30.8
Good	67	22.3	22.9
Fair	10	3.3	3.4
Poor	4	1.3	1.4
No opinion	63	21.0	21.6

Q43. Municipal electric utility			
	Frequency	Percent	Valid Percent
No response	10	3.3	
Excellent	52	17.3	17.9
Very good	85	28.3	29.3
Good	93	31.0	32.1
Fair	23	7.7	7.9
Poor	3	1.0	1.0
No opinion	34	11.3	11.7

Q44- Q45: How do you see the importance of the following possible City services in the future?

Q44. Curbside recycling			
	Frequency	Percent	Valid Percent
No response	8	2.7	
High	146	48.7	50.0
Medium	93	31.0	31.8
Low	53	17.7	18.2

Q45. Complete the network of sidewalks throughout the City			
	Frequency	Percent	Valid Percent
No response	6	2.0	
High	128	42.7	43.5
Medium	103	34.3	35.0
Low	63	21.0	21.4

Q46. Do you see a need for any other City services not currently being provided? (SEE NEXT PAGE)			
	Frequency	Percent	Valid Percent
No response	44	14.7	
Yes	48	16.0	18.8
No	93	31.0	36.3
No opinion	115	38.3	44.9

Q47. Should the City support the private sector in construction of a network of high-speed internet access throughout the City of Charlevoix for the benefit of the residents and the business community?			
	Frequency	Percent	Valid Percent
No response	4	1.3	
Yes	139	46.3	47.0
No	52	17.3	17.6
No opinion	33	11.0	11.1
Need more information	72	24.0	24.3

Q48. How much would you be willing to pay for the high-speed internet access?			
	Frequency	Percent	Valid Percent
No response	25	8.3	
Under \$20	77	25.7	28.0
\$20 to \$30	77	25.7	28.0
\$30 to \$40	20	6.7	7.3
I would not be willing to pay for this	101	33.7	36.7

Q54. Should rules and/or regulations be enacted to protect and preserve water quality from adverse impacts resulting from development and/or stormwater runoff?

	Frequency	Percent	Valid Percent
No response	6	2.0	
Yes	214	71.3	72.8
No	19	6.3	6.5
No opinion	11	3.7	3.7
Need more information	50	16.7	17.0

Q55. With which of the following do you agree? [regarding the control of blight on private property by the City of Charlevoix]

	Frequency	Percent	Valid Percent
No response	4	1.3	
Regulation	99	33.0	33.4
No regulation	5	1.7	1.7
Work with	179	59.7	60.5
No preference	2	.7	.7
Need more information	11	3.7	3.7

Written Responses to Administration, City Services, and Policy

46. Do you see a need for any other City services not currently being provided? If so, please list which services?

- Curbside / more types of recycling – 11
- City-wide Wi-Fi – 4
- More help for senior citizens: raking, shoveling – 2
- Public transportation – 2
- "Better control of traffic flow through town." [survey 4]
- "More trash cans on Bridge; Parking garage." [survey 12]
- "Removal of snow more often from curbside of downtown. Seriously neglected for the X-Mas open house of 2008." [survey 33]
- "Recycling of X-Mas trees in Jan." [survey 35]
- "Better maintenance of whole town, not just downtown." [survey 53]
- "Make the bridge go up hourly." [survey 65]
- "SWAT teams to shut down drug lords' houses! Plenty in Charlevoix!" [survey 78]
- "Clean up of vehicles that are abandoned." [survey 108]
- "... Rain gardens, parking for bike trail, improvement on the bike trail." [survey 110]
- "City street lighting." [survey 118]
- "Planting on M-66 at Cemetery." [survey 119]
- "Snow plowing of walks beyond Grant St and CBD, better lighting of "Valley" [survey 124]
- "Wind farm to go green and cut electric bill for City; City phone pole lines need to be replaced?; Trees on Grant St. down by MI beach are dying and look crappy; Put porta-john at beach in early spring and late fall when regular baths are closed so people won't go to neighboring homes for assistance." [survey 138]
- "City buses run with electric power." [survey 145]
- "Enforcement of animal control." [survey 148]
- "Encouragement of 'green' practices and tech." [survey 150]
- "Taxes should cover garbage service; road snow plowed more." [survey 157]
- "Preserve historical building sites." [survey 167]
- "Improve existing streets, curbs, and sidewalks. Why asking about new services during budget problems?" [survey 183]
- "Consistent chipping and clipping grass / limb removal." [survey 184]
- "Pedestrian traffic management; frequency of bridge operation." [survey 186]
- "All sidewalks plowed in the winter season." [survey 197]
- "Business access to fiber optic / broadband network." [survey 198]
- "Do we have a warning system that everyone knows about for tornadoes, hazardous vapors, etc?" [survey 206]
- "Need more stoplights." [survey 213]
- "Side-street lights." [survey 229]
- "... automated meter reading, better bike access to downtown." [survey 272]
- "Brush and trash in areas like the C & O club." [survey 279]
- "Flushing of sewers needs to be more of a routine, not just done when there is a problem; Park Ave. should be maintained; More promotion of all business in downtown area – more signage allowed." [survey 297]
- "Promotion of Charlevoix as a cultural arts hub as well as water/golf/ski destination." [survey 299]

Planning, Zoning, and Code Enforcement

General

- "Wayfinding is a serious deficiency! Sign ordinance is too restrictive." [survey 22]

- "Planning needs to include townships, at very least CHX township." [survey 26]
- "Need more enforcement of people who abuse the trash pickup by putting out too much stuff [or] putting stuff at curbside days before pickup." [survey 30]
- "The Bridge Street corridor is the city's gateway and needs to be upgraded aesthetically via a master plan -- street-scapes -- upgrade of out-of-date properties." [survey 31]
- "Code enforcement was marked poor because of areas in the City where shrubs are planted too close to public walkway covering much of that walkway and allowed to grow too tall." [survey 36]
- "Public Access to Lake Michigan on Michigan Ave should be more visible to the public - The property owners attempt to camouflage these" [survey 72]
- "People really need to clean up! Rather than call Charlevoix "The beautiful," it should be Charlevoix the pitiful. I can't believe the filth, garbage, etc. Many places of Charlevoix remind me of the slums I travel through... very sad." [survey 78]
- "In order to improve Charlevoix I strongly feel that you need to enforce code regulations in residential areas. If the neighborhood homes are in poor repair the City does not become a desirable area. You need to eliminate the local slumfords!" [survey 82]
- "We need to clean up the blight in this town - we have eye sores and environmental issues all over." [survey 99]
- "Charlevoix needs to address its future as a small residential community that can also cater to transient visitors. The focus of this and other planning should be to help CVX "reinvent" itself as an ongoing nice small town." [survey 99]
- "I feel that the city planning has been inconsistent and occasionally unfair to some residents while benefiting others unnecessarily." [survey 156]
- "Zoning -- our R-1 and R-2 zoning districts should be looked into. How many R-1 and R-2 lots in the City conform to the zoning laws -- size, etc?" [survey 273]

Question Specific

- 14. [Changes in zoning] "If well designed "green" architecture keeping impact in mind -- no more vinyl." [survey 170]
- 28., 29. [Public access] "Not through private property, however. [survey 150]
- 28. [Public access] "What happened @ Eaton and Lake CHX? NW Marine took right of way?" [survey 204]
- 37. [Code] "Lots of 'eyesores'." [survey 110]
- 37. [Code] "Obvious." [survey 43]
- 39. [Planning] "Except parking." [survey 43]
- 39. [Planning] "Getting better." [survey 176]
- 39. [Planning] "This survey is a positive step forward." [survey 41]
- 39. [Planning] "Inconsistent, lack of enforcement." [survey 72]
- 54. [Runoff] "Rain gardens, more green spaces, community gardens, permeable hard surfaces." [survey 110]
- 54. [Runoff] "Stop City streets run-off from dumping unfiltered into Round Lake." [survey 149]
- 54. [Runoff] "Are there not rules now?" [survey 176]
- 54. [Runoff] "Rules and regs. already exist." [survey 183]
- 55. [Blight reg.] "Assumed power already exists." [survey 184]
- 55. [Blight reg.] "This is very important. It's embarrassing to bring family to town." [survey 110]

Recreation

General

- "A portable ice rink would utilize the park during the winter months. Lights are already on all winter. Could a small rink use band shell area?" [survey 34]
- "Mt. McSauba needs a management plan!" [survey 273]

Question Specific

- 35. "Lk. Mich park needs new playground equip." [survey 2]
- 41. "Snowmobiles were allowed on trails behind McSauba this year and these snowmobiles were not from Mt. McSauba. The management of McSauba were not aware of these at the time. Need signs! Dangerous to hikers, skiers, etc." [survey 72]
- 82. [New equipment] "Only in beach parks (Ferry, Depot, Michigan)." [survey 21]

Street

General

"Why is snow removal on business district sidewalks so poor?" [survey 5]

"The city should take more care when choosing what trees are planted on city property ex. Norway maples - Detri- mental and an invasive tree" [survey 72]

"Lawn debris pick-up is great; trash pickup helps keep town clean – excellent; snow plowing crew was great this year." [survey 72]

"The workers that pick up leaves should be reprimanded, they do a horrible job." [survey 157]

Admin

General

"Need to upgrade or remove City work station on Ferry Ave. A miserable waste of lake view and or park use prop- erty - unkempt. Terrible example of Charlevoix the Beautiful. One of the major roads across from major beach "Shameful." [survey 103]

"All areas of our City of Charlevoix - council, mayor, and other City departments should be more interested in the people on Beaver Island. [survey 198]

"I have been embarrassed by the "state" of the public restrooms at Ferry Beach, for the past few (5+) summers they have been disgusting from the toilets, to mirrors, sinks, counters, and the floors." [survey 248]

30. [Consolidation] "include recreation services." [survey 124]

Question Specific

22. [Econ dev.] "The City is very difficult to work with when a new business / remodel is underway." [survey 247]

31. "Most everyone in City Hall is friendly - but on occasion a select few are rude. These people are employed by our tax dollars and I am a courteous person who expects the same." [survey 13]

40. [Utility] "Would like to access by computer/web." [survey 72]

40. [Utility] "Excellent, other than unable to pay via credit card." [survey 281]

"High confidence in City officials to maintain and protect pleasant atmosphere of City." [survey 113]

43. [Utility] "Confusion on who to contact with a problem." [survey 72]

43. [Utility] "Too expensive." [survey 124]

Golf

General

"Consider reducing the cost for City residents at municipal golf course to increase use and increase reve- nue." [survey 66]

Question Specific

42. [Golf] "Should allow gas/electric golf carts - offer them! Dangerous crossing highway. Push to stop - stop light." [survey 72]

Fire & EMS

General

"City needs to pursue recreation agreement w/ twp's to help finance facilities; quit subsidizing EMS for twp." [survey 228]

Question Specific

30. [Consolidation] "I don't like City taxpayers subsidizing Twp. EMS!" [survey 228]

30. [Consolidation] "Quality of service will be sacrificed." [survey 281]

33. [Fire] "Overkill, we could not add another truck." [survey 43]

34. [EMS] "Overdone." [survey 43]

34. [EMS] "Go private." [survey 43]

Police

General

"City launch ramp -- the person manning it needs to get out of booth and direct the incoming and outgoing traffic on the busy days and weekends. This is not being done and the ramp is a mess and a joke!" [survey 45]

"The dog ordinance (none during festivals) is not being enforced (in the East Park)." [survey 47]

"Enforce no bikes, skateboards, etc, on sidewalks" [survey 72]

"Please enforce the speed limits on 31. Also please control the ped traffic in the downtown area during the summer. The ped's do not obey the traffic signals, nor do they utilize the proper crosswalks. Enforce them and vehicle traffic will flow better." [survey 108]

"Too much speeding is tolerated esp. on E. Dixon." [survey 186]

"The City police should enforce the speed limit on Bridge St." [survey 191]

"I feel strongly that 95% of policing in a community our size is PR. I feel it has improved since Chief Doan took of- fice, but some of the officers seem to have the mentality that it's us against them (them being the citi-

zens).* [survey 273]

Electric

"Clean up telephone utility poles - double poles, some unused, hanging wires, etc" [survey 72]

Future Development

Q16 - Q18: Do you feel City-owned land should be used for any of the following in the future?

Q16. Additional recreation fields or facilities

	Frequency	Percent	Valid Percent
No response	18	6.0	
Yes	153	51.0	54.3
No	93	31.0	33.0
No opinion	36	12.0	12.8

Q19. What businesses or services would you like to see, or see more of, in the City of Charlevoix? (Please circle top three.) SEE WRITTEN RESPONSES

Rank	Type	Frequency	Valid Percent
1	Independently-owned retail/shops	198	66.0
2	Manufacturing	143	47.7
3	Arts and crafts, including galleries	101	33.7
4	Tourism-based businesses	95	31.7
5	Personal services	50	16.7
6	Big-box stores or national chains	48	16.0
7	Health practices	37	12.3
8	Lodging	25	8.3
9	Other	29	9.7
10	Automotive services	22	7.3

Q20. The City of Charlevoix should encourage: (Please circle top three.) SEE WRITTEN RESPONSES

Rank	Type	Frequency	Valid Percent
1	Retail	170	56.7
2	Light industry	153	51.0
3	"Green" businesses	140	46.7
4	Manufacturing	118	39.3
5	Tourism-oriented businesses	77	25.7
6	High-tech industry	76	25.3
7	Professional service firms	58	19.3
8	Home-based businesses	24	8.0
9	Construction businesses	15	5.0
10	Other	9	3.0

Q17. Additional downtown parking

	Frequency	Percent	Valid Percent
No response	14	4.7	
Yes	186	62.0	65.0
No	82	27.3	28.7
No opinion	18	6.0	6.3

Q18. Community center

	Frequency	Percent	Valid Percent
No response	17	5.7	
Yes	143	47.7	50.5
No	105	35.0	37.1
No opinion	35	11.7	12.4

Q21. What kind of "commercial development districts" would best support the retention, growth, or attraction of businesses in the City of Charlevoix? (Please circle top three.) SEE WRITTEN RESPONSES

Rank	Type	Frequency	Valid Percent
1	Better-emphasized central business district	156	52.0
2	Environmental "green" technology manfg./ industrial park	156	52.0
3	Light industrial park	116	38.7
4	Professional conference center with tourism/rec. features	110	36.7
5	Retail clusters	74	24.7
6	Professional office park	65	21.7
7	Big-box stores	47	15.7

Q22 - Q24: It is important for the City of Charlevoix to:

Q22. Take an active role in fostering economic development, attracting new business, and retaining existing businesses

	Frequency	Percent	Valid Percent
No response	4	1.3	
Strongly agree	195	65.0	65.9
Agree	84	28.0	28.4
Disagree	8	2.7	2.7
Strongly disagree	1	.3	.3
No opinion	8	2.7	2.7

Q23. Support a non-profit organization with the specific goal of local economic development and growth (encouragement of new business, retention of existing business).

	Frequency	Percent	Valid Percent
No response	11	3.7	
Strongly agree	131	43.7	45.3
Agree	106	35.3	36.7
Disagree	15	5.0	5.2
Strongly disagree	8	2.7	2.8
No opinion	29	9.7	10.0

Q24. Encourage environmentally sensitive, low-impact business and industry development.

	Frequency	Percent	Valid Percent
No response	12	4.0	
Strongly agree	120	40.0	41.7
Agree	128	42.7	44.4
Disagree	12	4.0	4.2
Strongly disagree	5	1.7	1.7
No opinion	23	7.7	8.0

Written Responses to Future Development

19. What businesses or services would you like to see, or see more of, in the City of Charlevoix? (Responses to answer 'J. Other')

- "Restaurants" [surveys 25, 36]
- "Craft" [survey 2]
- "Curbside recycling" [survey 4]
- "None we are fine" [survey 8]
- "Parking structure!!!" [survey 12]
- "Family restaurants ~ affordable" [survey 15]
- "Food stores, variety store, affordable restaurants, bakery." [survey 23]
- "Moderately-priced restaurants" [survey 26]
- "Family restaurants" [survey 40]
- "Corp. headquarters, high-tech research." [survey 43]
- "Downtown hardware store" [survey 57]
- "None would survive in today's economy." [survey 65]
- "Businesses that stay open all year." [survey 67]
- "Restaurants (family)." [survey 70]
- "Health and exercise club." [survey 76]
- "New restaurants." [survey 78]
- "Restaurants other than fast food." [survey 88]
- "Professional service firms."
- "Restaurants." [survey 103]
- "Restaurants." [survey 105]
- "Ethnic restaurants." [survey 111]
- "Convention, conference center." [survey 115]
- "Family oriented moderately-priced goods." [survey 125]
- Businesses that provide a broad community tax base and useful employment." [survey 131].

"When work is available, everyone is affected." [survey 141]
 "Name-brand family restaurants." [survey 142]
 "Service Industry" [survey 144]
 "Family-style restaurants" [survey 146]
 "Can't support what we have." [survey 148]
 "Family restaurants" [survey 153]
 "Restaurants that have staying power!" [survey 158]
 "More restaurants." [survey 163]
 Restaurants [survey 177]
 "Computer service / production, health food store, health food restaurant." [survey 182]
 "Non-polluting industry." [survey 186]
 "Some upscale night life!" [survey 205]
 "Research and development." [survey 208]
 "Restaurants" [survey 211]
 "Music stores, theaters, etc." [survey 212]
 "Harbor-front dining." [survey 226]
 "Kids rec." [survey 230]
 "Quality consignment clothing shop." [survey 238]
 "Affordable restaurants." [survey 254]
 "Bring in good paying jobs that will hire a lot of people. Also, how about a good sports bar." [survey 264]
 "Restaurants" [survey 273]
 "Chain restaurants." [survey 276]
 "Businesses that produce higher paid positions." [survey 284]
 "Good restaurants and sidewalk dining." [survey 291]
 "Perhaps more manufacturing in the industrial park." [survey 297]
 "Any that brings in a solid support of the middle class -- year round work." [survey 300]

20. The City of Charlevoix should encourage: (Responses to answer 'J. Other')

"Film-making." [survey 3]
 "Stop spending our tax \$ on golf or make it so all can use." [survey 8]
 "Lots of parking!!!" [survey 12]
 "Galleries (arts and crafts)" [survey 41]
 "Sporting goods stores." [survey 57]
 "Maintenance of businesses we now have." [survey 65]
 "No smoking in public places." [survey 78]
 "Where is this industrial land??" [survey 129]
 "Things made in Charlevoix or Michigan." [survey 145]
 "Restaurants." [survey 177]
 "Focus on basic City services and lower taxes and business will take care of itself." [survey 183]
 "Restaurants." [survey 185]
 "Restaurants." [survey 211]
 "Obama will help support this [green tech]!" [survey 212]
 "Restaurants." [survey 254]
 "Let's get away from just the two month tourism and do things year-round for the town people." [survey 264]
 "Designated safe bike routes throughout the city, especially getting through the downtown area, would cut down on traffic and parking problems in the summer, as well emissions." [survey 286]

General

"Charlevoix needs to promote mfg and try to bring jobs to us. There is so very little job prospect in CHX.; CHX needs a lot more affordable housing, pple are moving away because lack of work/jobs and affordable housing. This has been home to me for 35 years but am considering moving." [survey 16]
 "Continue to sponsor art and crafts fairs and seasonal downtown activities." [survey 21]

- "City needs a variety of retail stores downtown. Bakery, computer services, etc. No young business can survive the high rents for the buildings on Bridge St. Lower the rent year round. Give tax breaks to yearly rentals. No young person can work for nothing all year long." [survey 23]
- "More affordable shopping downtown for locals year-round." [survey 52]
- "I am in favor of any attraction to the area without additional taxing. Beautiful area that should be appreciated and cared for by all that utilize it." [survey 65]
- "Anything to encourage year-round residents which would in turn encourage year round business which would be beneficial to the community." [survey 67]
- "Encourage sidewalk dining; and tax breaks to maintain quality year-round retail downtown; partnering with the Bergmann center to create opportunities for employment and recreation within the City for our citizens with handicaps; celebrate the awesome library system; and build a city gym-fitness center for all residents." [survey 76]
- "We have a great community here, but we need to do some "soul searching." Charlevoix has lost some of its appeal as a summer destination point due to changing travel patterns. Our downtown area needs some serious retail help with the high turnover of businesses and closed storefronts in winter. We really have about an 8-10 week summer season. Our winter appeal is really losing its limited luster. The ski resorts have ample hotel capacity now, although the ski business in N MI has been on a steady decline for a long time. Charlevoix needs to address its future as a small residential community that can also cater to transient visitors. The focus of this and other planning should be to help CVX "reinvent" itself as an ongoing nice small town. We need new business here - but with ridiculous rentals in the downtown area, most new businesses will close to for a lack of traffic. This survey seems to discount the role of the COC and the DDA or am I not reading it correctly? We really need to get some permanent, good paying jobs in a light industry setting." [survey 99]
- "People living in Charlevoix should be able to shop for basic clothing - food - household goods without driving 30-100 miles. More attention paid to what residents require rather than what tourists want."
- "Consider tax incentive to offset the high taxation burden on manufacturers trying to bring jobs to the area." [survey 130]
- "Conference center operated by municipal gov. have always been a source of trouble. (expense, nepotism, general source of citizen disagreement), facilities already available in area." [survey 137]
- "Must invest in the "new economy" (green jobs, outdoor recreation). Must have a walkable, bikeable community with outdoor spaces for both summer and winter activities. Energies should be focused on the most bang for our bucks. Geography limits options. We must remain affordable while protecting the unique character of our community and natural resources. Utilize natural resources to attract full and part-time residents. Retain and diversify businesses. Encourage retention of our artistic and cultural talent. No big box stores or big box retail development! Diversify attraction; do not focus so heavily on downtown alone. Think outside the box, sports tournaments, something akin to the VASA, canoe/kayak races/events, the marathon was a great idea, sled dog race(?) Attract high-tech, green and service-based industry and provide community amenities to retain young entrepreneurs." [survey 143]
- "What Charlevoix is lacking is an outdoor 'sidewalk' café seating! There are few places to eat outside in such a beautiful place. Also desperately need to figure out the retail situation downtown. No one is going to want to come to Charlevoix if none of the shops are filled downtown." [survey 162]
- "Don't turn Charlevoix into a cosmopolitan cess pool of chains and crap -- preserve its small town feel. People come to Charlevoix to get away from city-suburb life, not to be in a similar location to where they permanently reside." [survey 211]
- "City should offer tax incentives for downtown businesses to stay." [survey 235]
- "Michigan unemployment is 12% -- Stop spending OUR \$\$\$\$ Maintain what we have -- Do not chase away permanent residents with higher taxes!! Stop the Venetian Festival -- Save the money!" [survey 236]
- "Work hard to create a year-round tax base and stop special interest projects. Create a place we can afford to be year round, DDA bills are increasing rents and causing business to close due to high fixed costs." [survey 282]
- "I do a lot of walking around town and there seems to be very little available land within the City limits. There are, however, many vacant buildings. Perhaps what we currently have could be better utilized. What if the building on Bridge Street (formerly Lieberman's) was transformed into affordable housing? What if the Philips property on Petoskey Ave. was purchased and held as a green space for future needs: housing, recreation, gov'l buildings, parking lot with trolley/bus to the downtown area? What if the building south of town beside the bowling al-

ley was purchased and held as a green space for future use? We need: More people in Charlevoix living here year round in primary residences. In order for that to happen we need more and better paying jobs for our 18-60 age group. But we also need to protect our environment! ... There are many, many creative people living here. We just need to find them and harness their energy." [survey 286]

Question Specific

- 18. [Community center] "Although library community room fills some needs." [survey 297]
- 18. [Community center] "We have the library." [survey 176]
- 21. "Do we need to develop w/ our current empty retail and factory areas?" [survey 13]
- 22. [Econ dev.] "The City is very difficult to work with when a new business / remodel is underway." [survey 247]
- 23. [Non-profit org.] "Only if it doesn't duplicate services already existing... "cool cities," etc." [survey 184]

Housing

Q3A - Q3F: Do you see a need for an increase in the quantity of housing in the City of Charlevoix for any of the following categories of people?

Q3A. Elderly on fixed income

	Frequency	Percent
No response	184	61.3
Yes	116	38.7

Q4B. Younger citizens relocating from elsewhere

	Frequency	Percent
No response	193	64.4
Yes	107	35.6

Q3C. Spouses of divided families

	Frequency	Percent
No response	273	91.0
Yes	27	9.0

Q3D. Gov't employee or local employee of schools

	Frequency	Percent
No response	285	95.0
Yes	15	5.0

Q3E. Employee or coworker in local firm

	Frequency	Percent
No response	273	91.0
Yes	27	9.0

Q3F. Don't know / need more info

	Frequency	Percent
No response	203	67.7
Yes	97	32.3

Q4. If you or a family member is looking for housing, will you look in Charlevoix? SEE WRITTEN RESPONSES

	Frequency	Percent	Valid Percent
No response	31	10.3	
Yes	145	48.3	53.9
No	68	22.7	25.3
No Preference	56	18.6	20.8

Q5 - Q 13: Would you like to see more or less of the following types of housing in the City of Charlevoix?

Q5. Single Family

	Frequency	Percent	Valid Percent
No response	38	12.7	
More	113	37.7	43.1
Same	95	31.7	36.3
Less	10	3.3	3.8
No opinion	44	14.7	16.8

Q6. Two-family / duplex

	Frequency	Percent	Valid Percent
No response	56	18.7	
More	44	14.7	18.0
Same	90	30.0	36.9
Less	59	19.7	24.2
No opinion	51	17.0	20.9

Q7. Multi-unit (3-4 units)

	Frequency	Percent	Valid Percent
No response	52	17.3	
More	39	13.0	15.7
Same	70	23.3	28.2
Less	92	30.7	37.1
No opinion	47	15.7	19.0

Q8. Condominiums			
	Frequency	Percent	Valid Percent
No response	49	16.3	
More	24	8.0	9.6
Same	67	22.3	26.7
Less	124	41.3	49.4
No opinion	36	12.0	14.3

Q9. Apartment buildings			
	Frequency	Percent	Valid Percent
No response	55	18.3	
More	41	13.7	16.7
Same	83	27.7	33.9
Less	88	29.3	35.9
No opinion	33	11.0	13.5

Q10. Elderly housing			
	Frequency	Percent	Valid Percent
No response	33	11.0	
More	142	47.3	53.2
Same	77	25.7	28.8
Less	14	4.7	5.2
No opinion	34	11.3	12.7

Q11. Affordable housing			
	Frequency	Percent	Valid Percent
No response	27	9.0	
More	177	59.0	64.8
Same	47	15.7	17.2
Less	25	8.3	9.2
No opinion	24	8.0	8.8

Q12. Convert large, older homes into apartments			
	Frequency	Percent	Valid Percent
No response	40	13.3	
More	40	13.3	15.4
Same	48	16.0	18.5
Less	120	40.0	46.2
No opinion	52	17.3	20.0

Q13. Cluster developments			
	Frequency	Percent	Valid Percent
No response	39	13.0	
More	103	34.3	39.5
Same	48	16.0	18.4
Less	60	20.0	23.0
No opinion	50	16.7	19.2

Q15. Would you support the use of City-owned land to build affordable housing if there is a need for it?			
	Frequency	Percent	Valid Percent
No response	10	3.3	
Yes	127	42.3	43.8
No	97	32.3	33.4
No opinion	14	4.7	4.8
Need more information	52	17.3	17.9

Written Responses to Housing

4. If you or a family member is looking for housing, will you look in the City of Charlevoix? IF you answered "no", please tell us why you will not look in the City of Charlevoix?

- Taxes too high – 18
- Higher prices / costs of basic necessities – 7
- Property is too expensive – 6
- Property taxes too high – 6
- Not enough jobs in the area to keep up on bills and other necessities – 4
- "Not enough services, restaurants, medical, auto,"
- "Property tax board is unfair to non-primary residents."
- "Pricing is for the rich summer people not those that work for them
- "Cater to tourism."
- "Poor infrastructure."
- "Traffic (car and foot) in downtown."
- "There is plenty of housing in CHX. People just cannot afford it."
- "Not enough stores that sell basic family needs."
- "Not enough diversity."
- "Lacking "options" on utilities."
- "Rent too high – taxes way out of line which reflects rent."

General

- "There are only 11 available lots."
- "No room for more housing!"
- "Isn't there a shortage of open land within the City limits? How could it be done? Could present home owners put additional housing on existing property?"
- "You don't need any more of any of these listed. The elderly are dying and leaving a lot of homes on the market."

Question Specific

- 3. "For rent" signs everywhere."
- 3. "Housing is available, but much is deteriorated or excessively expensive."
- 7. [Multi-unit] "The ones that are in Charlevoix are in awful shape (like the one by the library)."
- 7. "Depending on how they [multi-units] are designed."

10. "See "Little Village" in Gaylord."

11. "What in the world is affordable housing?"

Streets, Parking, and Sidewalks

Q58. What is the general condition of local roads and streets in the City of Charlevoix?

	Frequency	Percent	Valid Percent
No answer	8	2.7	
Excellent	6	2.0	2.1
Good	134	44.7	45.9
Fair	115	38.3	39.4
Poor	36	12.0	12.3
No opinion	1	0.3	0.3

Q59. Are there areas of the City of Charlevoix where parking is inadequate? SEE WRITTEN RESPONSES

	Frequency	Percent	Valid Percent
No response	46	15.3	
Yes	164	54.7	64.6
No	90	30.0	35.4

Q60. Should the City pursue a parking structure downtown to address parking issues?

	Frequency	Percent	Valid Percent
No response	13	4.3	
Yes	78	26.0	27.2
No	132	44.0	46.0
No opinion	24	8.0	8.4
Need more information	53	17.7	18.5

Q61. Should downtown City of Charlevoix parking meters be removed?

	Frequency	Percent	Valid Percent
No response	7	2.3	
Yes	132	44.0	45.1
No	120	40.0	41.0
No opinion	20	6.7	6.8
Need more information	21	7.0	7.2

Q62. If parking meters were removed, would you support a two-hour time limit on downtown parking?

	Frequency	Percent	Valid Percent
No response	18	6.0	
Yes	199	65.3	70.6
No	57	19.0	20.2
No opinion	15	5.0	5.3
Need more information	11	3.7	3.9

Q74. Should the City of Charlevoix consider creating more bicycle lanes / paths throughout the City?

	Frequency	Percent	Valid Percent
No response	6	2.0	
Yes	195	65.0	66.3
No	54	18.0	18.4
No opinion	25	8.7	8.8
Need more information	19	6.3	6.5

Q75. Should the City consider completing and/or extending the City sidewalk network in order to create a more "walkable" community?

	Frequency	Percent	Valid Percent
No response	4	1.3	
Yes	188	62.7	63.5
No	63	21.0	21.3
No opinion	21	7.0	7.1
Need more information	24	8.0	8.1

Q81. If there were more sidewalks or trails in the City of Charlevoix, would you or your children use them regularly for either of the purposes below?

Q81.A. Transportation			
	Frequency	Percent	Valid Percent
No response	43	14.3	
Yes	153	51.0	59.5
No	104	34.7	40.5
Q81B. Recreational Use			
	Frequency	Percent	Valid Percent
No response	25	8.3	
Yes	212	70.7	77.1
No	63	21.0	22.9

Written Responses to Streets, Parking, and Sidewalks

59. Are there areas of the City of Charlevoix where parking is inadequate?

Downtown ~ 128

"Downtown, summer months only" [survey 97]

"Downtown could always use more, but not cost effective for short season." [survey 129]

"Downtown (2.5 months out of the year)" [survey 163]

"Downtown for employees during busy summer months." [survey 179]

"Downtown realtors." [survey 234]

"Downtown (Should not park on Bridge St.)" [survey 249]

"Downtown – winter off street." [survey 298]

"Mostly downtown and handicap accessible parking." [survey 275]

"Right downtown during summer season." [survey 281]

"For Bridge St. stores" [survey 233]

"Central business district." [survey 165]

"Business employees parking downtown." [survey 273]

"No handicap parking right downtown" [survey 231]

"Handicap parking" [survey 72]

"More handicap parking on side streets – Clinton, Mason, Park" [survey 145]

"Drop-off areas for disabled near East Park" [survey 152]

"No problem except on several featured events in summer" [survey 22]

"Carnival uses too much parking during Venetian. Move it to another location?" [survey 34]

"Behind Park and Clinton businesses" [survey 44]

"Michigan Beach." [survey 46]

"By middle school" [survey 51]

"Along Belvedere Avenue." [survey 58]

"Summer, fall – especially festivals." [survey 66]

"Marina" [survey 76]

"City airport" [survey 88]

"Bridge-Park-State-Clinton block" [survey 128]

"3 times per year parking is difficult" [survey 130]

"Bridge St. / by library / City Hall" [survey 138]

"In the summer there are often shortages on Bridge but parking can usually be found within a block or two. We should walk/bike more anyway!" [survey 170]

"Access to downtown areas" [survey 173]

"Stop with parking nonsense." [survey 204]

"Marina could use more." [survey 213]

"Park Avenue." [survey 237]

"Some residences with too many cars." [survey 288]

"On most days parking is adequate. Summer festivals are bad." [survey 297]

General

(back of envelope) "P.s. Desperately needs crossover or stoplight at Golf Course!" [survey 47]

"Parking @ [Middle School] for Beaver Island needs trash barrels and someone to monitor trash pickup and debris." [survey 9]

"If we don't get "better parking" like a parking garage we will all be out of business. A structure up to 2 to 3 floors located right "down town"... #1 complaint I hear from my customers is "no parking anywhere"... They avoid Charlevoix." [survey 12]

"Shop employees should not be allowed to park on Bridge St. or anywhere else that would take up a Customer's spot." [survey 12]

"I am a service professional. I make stops to assist customers. I usually find parking a problem. There should be a sticker or pass we could use rather than feeding a parking meter or running our batteries down with caution

- blinkers." [survey 17]
- "Need bike/walk path to high school." [survey 72]
- "Enforce no bikes, skateboards, etc, on sidewalks." [survey 72]
- "Keep circle road at Lake Michigan beach plowed during the winter months." [survey 72]
- "Snowplow more city sidewalks." [survey 72]
- "Consider bike path "lanes" on roads to connect pathway through town or around town to allow access to existing bike paths." [survey 104]
- "Some parking meters in Traverse City have a button that says "push for 30 minutes free parking" and then driver can put coins in for additional time. I think this is a good idea to the meter/no meter controversy, at least as far as local drivers are concerned. OR, for many years I have thought that taxpayers should be given a couple of parking meter tokens when they pay their taxes - for those times early in the season when they forget that the meters have been put back and they have no change." [survey 107]
- "The street lighting on Antrim should be the prototype for lighting in the Valley. The light standards around the library are based on when the site was a school. The current situation is not appropriate for current use." [survey 124]
- "Some way to enforce the use of the sidewalks (not the streets) for walking or running." [survey 126]
- "Have off street parking for downtown owners/workers." [survey 161]
- "Put bike path toward High School." [survey 228]
- "Would like to see Conservancy house on Park Ave removed to create more employee parking -- as it was initially intended when the property was purchased." [survey 237]
- "Downtown businesses should not park on Bridge St. or pay a seasonal fee (substantial to do so)." [survey 238]
- "I think the City should consider removing parking on Bridge St. from Friday thru Sunday... to allow traffic to move freely. At night there won't be a problem. Thi[s] would eliminate congestion when the bridge opens." [survey 245]
- "Streets - Meech St. between Petoskey [Ave.] and Division St. has been neglected way too long. From Sept through June it is one of the busiest streets in Charlevoix because of the grade school. Antrim St. from Hurlbut to Garfield needs reconstruction. Others that are questionable. There are many intersections that need reconstruction, resurfacing, or repair. Lewis approach to Petoskey Ave., Alice and Lincoln; I believe you should take a percentage of your infrastructure mileage and keep the streets up to date. It's like a leaking roof -- if you fix the leak it will extend the life of the roof. All streets should be monitored yearly." [survey 273]
- "Parking -- I've sat on two parking commissions over the years and we did a study each time and the results were always the same -- we have a traffic and parking problem 3 months out of the year. The #1 problem in those 3 months are the employees of the businesses downtown who take the prime parking places. There were some ideas that came out of those studies but were never acted on. I don't think the expense is worth a 3 month problem that could be alleviated with some cooperation from the downtown businesses." [survey 273]

Question Specific

- 60. "Probably on existing parking area only." [survey 13]
- 60. [Parking structure] "Not needed - other alternatives available." [survey 137]
- 60. [Parking structure] "It would not fit architecture of City -- most weeks it would not be needed." [survey 297]
- 61. "Probably not or downtown employees will use Bridge." [survey 13]
- 61. [Meters] "But business owners might take over." [survey 297]
- 62. [Meter removal] "Yes, while providing downtown residents parking" [survey 149]
- 64. "MDOT issue at 31 & Mercer - Blvd style similar to Telegraph Rd may help." [survey 13]
- 67. [Signage] "More frequent painting of lines on 31, especially at curves." [survey 5]
- 74. [Bike lanes] "it's embarrassing how the City neglects the cyclist." [survey 124]
- 75. "Too many people stumble on sidewalks in downtown because of sidewalk ridges. Many people fall!!!" [survey 33]
- 75. [Sidewalk expansion] "There is no rational reason on how current walks are laid out!" [survey 124]
- 74. [Bike lanes] "Would be nice, but maybe not a top priority." [survey 297]
- 75. [Sidewalk expansion] "Not before existing sidewalks are repaired." [survey 183]
- 75. [Sidewalk expansion] "There should be sidewalks all the way to the hospital" [survey 206]
- 75. [Sidewalk expansion] "Lake side of Park Ave., Mason St. - end of sidewalk to Park Ave (Past 403 Mason St)." [survey 297]
- 81. "Bike trail to CHS? We encourage our kids to ride bikes or walk, but there is a lack of sidewalks and areas to

Street Improvements and Traffic Conditions

Q63 - Q73 -- Are there roads or streets in the City of Charlevoix that should have any of the following improvements? If so, please list which roads or streets. SEE WRITTEN RESPONSES

Q63. Better roadway shoulders			
	Frequency	Percent	Valid Percent
No answer	119	39.7	
Yes	36	12.0	19.9
No	49	16.3	27.1
Don't know	96	32.0	53.0

Q64. Intersection improvements			
	Frequency	Percent	Valid Percent
No answer	100	33.3	
Yes	88	29.3	44.0
No	45	15.0	22.5
Don't know	67	22.3	33.5

Q65. Widening roads			
	Frequency	Percent	Valid Percent
No answer	126	42.0	
Yes	26	8.7	14.9
No	66	22.0	37.9
Don't know	82	27.3	47.1

Q66. Addition of turning lanes			
	Frequency	Percent	Valid Percent
No answer	118	39.3	
Yes	56	18.7	30.8
No	55	18.3	30.2
Don't know	71	23.7	39.0

Q67. Better traffic signage			
	Frequency	Percent	Valid Percent
No answer	111	37.0	
Yes	58	19.3	30.7
No	62	20.7	32.8
Don't know	69	23.0	36.5

Q68. Resurfacing			
	Frequency	Percent	Valid Percent
No answer	83	27.7	
Yes	110	36.7	50.7
No	39	13.0	18.0
Don't know	68	22.7	31.3

Q69. Reconstruction			
	Frequency	Percent	Valid Percent
No answer	118	39.3	
Yes	42	14.0	23.1
No	53	17.7	29.1
Don't know	87	29.0	47.8

Q70. Unpaved to paved			
	Frequency	Percent	Valid Percent
No answer	127	42.3	
Yes	13	4.3	7.5
No	57	19.0	32.9
Don't know	103	34.3	59.5

Q71. Paved to unpaved			
	Frequency	Percent	Valid Percent
No answer	124	41.3	
Yes	6	2.0	3.4
No	69	23.0	39.2
Don't know	101	33.7	57.4

Q72. Better sight distance to see oncoming traffic			
	Frequency	Percent	Valid Percent
No answer	119	39.7	
Yes	42	14.0	23.2
No	47	15.7	26.0
Don't know	92	30.7	50.8

Q73. Curbs and gutters			
	Frequency	Percent	Valid Percent
No answer	102	34.0	
Yes	60	20.0	30.3
No	45	15.0	22.7
Don't know	93	31.0	47.0

Q76 - Q80 -- Are any of the following traffic conditions a problem on roads or streets in the City of Charlevoix? SEE WRITTEN RESPONSES

Q76. Truck traffic

	Frequency	Percent	Valid Percent
No answer	78	26.0	
Yes	81	27.0	36.5
No	89	29.7	40.1
Don't know	52	17.3	23.4

Q77. Traffic speed

	Frequency	Percent	Valid Percent
No answer	64	21.3	
Yes	101	33.7	42.8
No	95	31.7	40.3
Don't know	40	13.3	16.9

Q78. Pedestrian safety

	Frequency	Percent	Valid Percent
No answer	70	23.3	
Yes	117	39.0	50.9
No	65	21.7	28.3
Don't know	48	16.0	20.9

Q79. Traffic turning and entering

	Frequency	Percent	Valid Percent
No answer	73	24.3	
Yes	106	35.3	46.7
No	75	25.0	33.0
Don't know	46	15.3	20.3

Q80. Inadequate street lighting

	Frequency	Percent	Valid Percent
No answer	91	30.3	
Yes	27	9.0	12.9
No	121	40.3	57.9
Don't know	61	20.3	29.2

Written Responses to Street Improvements and Traffic Conditions

Streets & Traffic

Street List

Key:

Suggestion ~ # of responses, # of additional/alternate responses (addition/alteration)

63. Better roadway shoulders

- May St. - 4
- Park Ave. - 3
- Bridge St. - 1
- Burns - 1
- Carpenter - 1
- Division - 1
- Eaton St. - 1
- Ferry Ave. - 1
- Garfield - 1
- Hampton - 1
- Palmer St. - 1
- St. Mary's - 1
- US-31 - 1

64. Intersection improvements

- Bridge & Clinton - 11

- Bridge & Carpenter - 11
- Garfield & Bridge - 7, 3 (traffic light)
- Bridge & Park Ave. - 7, 2 (no left turn onto Bridge)
- Bridge & Belvedere - 5, 2 (traffic light)
- Garfield & May - 4
- Mercer & US-31 - 4
- M-66 & US-31 - 3
- Antrim & State - 2, 1 (mark lanes)
- Marion Ctr. & US-31 - 2
- Intersections along west Park Ave. - 2
- Antrim & Bridge - 2
- Dixon & Meech - 1 (1-way posting)
- Grant & Park Ave. - 1
- Mason & State - 1
- Clinton & State - 1
- Michigan Ave. & Bridge - 1
- Garfield & Sheridan - 1 (4-way stop)
- Palmer St. - 1

65. Widening roads

- Bridge St. - 4, 1 (between Hurfbut and Carpenter too narrow for four lanes), 1 (bottleneck at south end of Bridge St.), 1 (by turning parking into part of road)
- Belvedere - 1

Carpenter – 1
Division – 1 (add bike path)
Palmer St. – 1
Park Ave. – 1 (from Grant St. to the hospital)
State St. – 1 (Antrim to Park)

66. Addition of turning lanes

Bridge – 14, 5 (southbound, keep two lanes until Park Ave.)
Bridge & Park – 6
Antrim & Bridge – 1
Belvedere & Bridge – 1
Carpenter & US-31 – 1
Garfield & Bridge – 1
Mason – 1
May St. – 1
Mercer & US-31 – 1
Palmer St. – 1
State St. – 1 (needs lane markings)

67. Better traffic signage

Merging into downtown, north and south sides – 12
Clinton – 3 (walking signals at light), 2 (people turning left onto Clinton from Bridge)
Dixon Ave – 3 (east)
Bridge – 1 (pedestrian signage at t-streets), 1 (no left turns off Bridge)
M-66 & US-31 – 2
State St. – 2
Wayfinding – 2
Park & Bridge – 1 (info signs), 1 (right turn lane only)
Grant & Park – 1
Garfield & Bridge – 1 (school zone sign)
May St. – 1
Mercer & Bridge – 1
Michigan & Bridge
Palmer St. – 1

68. Resurfacing

State St. – 43
Park Ave. – 19
Clinton St. – 17
May – 5, 1 (corner of Eaton and May)
Garfield – 4
Elm – 3
Hampton – 3
Burns – 2
Lake – 2
Alice St. – 1
Antrim – 1
Bridge – 1
Carpenter – 1

Division – 1
Green St. – 1
Mercer – 1
Palmer St. – 1
Prospect – 1
Robinson – 1

69. Reconstruction

State St. – 4
Park Ave. – 3, 1 (storm drains)
Palmer St. – 1, 1 (storm drains)
Burns St. – 1
Clinton St. – 1
Elm St. – 1 (flooding)
Garfield Ave. – 1
Hampton – 1
Meech St. – 1

70. Unpaved to paved

DeWitt lot – 1
Palmer St. – 1

71. Paved to unpaved

Palmer St. – 1, 1 (lot at end of street)
Restoration and repair of brick road to Depot – 1

72. Better sight distance

State St. – 2, 2 (where Clinton, Park, Antrim and Mason cross)
Antrim & Bridge – 3
Bridge St. – 1, 1 (pedestrian crossings)
Garfield – 2
Antrim & State – 1
Carpenter & State – 1
Curve near Michigan Ave. and Bridge – 1
Garfield & Bridge – 1
Garfield & Sheridan – 1 Hampton Village – 1
Lincoln & Bridge – 1
Lincoln & Sheridan – 1
Mason & State – 1
May & Hampton – 1
Meadowlane – 1
Meech & US-31 – 1
Mercer & US-31 – 1
Palmer St. – 1

73. Curbs and gutters

Grant St. – 4
Bridge St. – 3
Garfield – 2
Lincoln – 2
May St. – 2

Palmer St. – 2
 Park Ave. – 2
 State St. – 2
 Burns – 1
 Cherry St. – 1
 Chicago – 1
 Clinton – 1
 Eaton St. – 1
 Elm St. – 1
 Ferry Ave. – 1
 Hampton – 1
 Hurlbut – 1
 Meech St. – 1
 Pine River Ln. – 1
 Prospect – 1
 Upright – 1

76. Truck traffic

Bridge St. – 51, 4 (Jake braking), 2 (stopping to unload)
 State St. – 6
 Antrim St. – 2
 Carpenter & Bridge – 1
 Clinton – 1
 Eaton St. – 1
 Garfield Ave. – 1
 Grant St. – 1 (semi driving school uses for training)
 Mason St. – 1
 Park Ave. – 1

77. Traffic speed

Bridge St. – 37, 2 (north side curves), 4 (north and south of downtown), 1 (school zone)
 Petoskey Ave. – 9, 4 (too fast by golf course)
 State St. – 9
 Dixon Ave. – 7, 1 (first block of two-way traffic)
 Ferry Ave. – 5
 Park Ave. – 3
 Belvedere Ave. – 2
 Burns – 2
 May St. – 2
 Palmer St. – 2
 Alleys – 1
 Antrim St. – 1
 Depot Beach – 1
 Garfield Ave. – 1

78. Pedestrian safety

Bridge St. – 45, 1 (northern part), 1 (allowing parking inhibits sight lines), 1 (no crossing out of downtown area), 1 (need signage, maybe even brick crosswalks)
 Clinton & Bridge – 9

Garfield & Bridge – 8
 Carpenter & Bridge – 4
 Park Ave. – 3
 M-66 & US-31 – 2
 Park Ave. & Bridge – 2
 Petoskey Ave. – 2
 Alley traffic – 1
 Bridge & Clinton – 1
 Division St. – 1
 Dixon Ave. – 1
 Golf course & US-31 – 1
 Mason & Bridge – 1
 Mercer & US-31 – 1
 Michigan Ave. & Bridge – 1
 Palmer St. – 1
 Plowing sidewalks in winter – 1
 State St. – 1

You have more signage and painted pedestrian lanes for golfers than you have for school areas.
 Better mark and promote the bridge underpass

79. Traffic turning and entering

Clinton & Bridge St. – 18, 3 (north crosswalk should be eliminated).
 Bridge St. – 18, 1 (no left turns in town), 1 (left turn signals between Park and Antrim), 1 (two lanes across the bridge)
 Park & Bridge St. – 13, 1 (two lanes from Bridge to Park, right turn only on Park), 1 (sight blocked from south when turning onto Bridge).
 Carpenter & Bridge – 6
 Garfield & Bridge – 6
 Antrim & Bridge – 4
 Belvedere & Bridge – 4
 Mason & Bridge St. – 2
 Park Ave. – 2
 Antrim & State – 1
 Eaton & May – 1 (visibility issue).
 Oleson's Plaza – 1
 Intersections on State St. – 1
 State & Clinton St. – 1

80. Inadequate street lighting

Park Ave. – 3
 Antrim St. – 2
 Mason St. – 2
 Nettleton – 1, 1 (would like to help pay for "gas" lights like Dixon or Prospect)
 Clinton St. – 1
 E. Upright – 1
 Ferry Rd. – 1

Robinson ~ 1
 Michigan Beach and Lighthouse ~ 1
 Every street on north side except Dixon
 Middle School ~ 1

Historic Preservation

Q56. Should the City of Charlevoix make efforts to specifically protect and preserve the Earl Young homes by forming an historic district?

	Frequency	Percent	Valid Percent
No response	8	2.7	
Yes	118	39.3	40.4
No	95	31.7	32.5
No opinion	36	12.0	12.3
Need more information	43	14.3	14.7

Q57. Are there historic sites in the City of Charlevoix that should be protected? SEE WRITTEN RESPONSES

	Frequency	Percent	Valid Percent
No response	11	3.7	
Yes	82	27.3	28.4
No	43	14.3	14.9
No opinion	73	24.3	25.3
Need more information	91	30.3	31.5

Written Responses to Historic Preservation

57. Are there historic sites in the City of Charlevoix that should be protected?

- "Depot, lighthouse, Weathervane, large resort homes on Michigan Ave, Dixon Ave, and Hurlbut (on the ridge)." [survey 2]
- "Our parks." [survey 4]
- "Michigan Beach, downtown area, Ferry, and Depot beaches." [survey 7]
- "Depot" [survey 9]
- "Downtown retail shops that have not been re-done!!!" [survey 12]
- "Appletree ~ too late. There are others." [survey 13]
- "Depot, lighthouse." [survey 18]
- "All waterfront of historic nature." [survey 20]
- "Earl Young houses, old depot, Weathervane." [survey 21]
- "Train Depot, Chicago Club, Belvedere Club." [survey 22]
- "Lighthouse ~ not red." [survey 23]
- "They already tore down the old water tower so I guess it's too late." [survey 27]
- "Depot Beach, Belvedere Area." [survey 31]
- "Downtown churches – 1st Congregational, Methodist, Episcopal." [survey 32]
- "Belvedere and Chicago Club waterfronts." [survey 36]
- "Original downtown buildings, library, lighthouse." [survey 42]
- "Lighthouse, Depot, water tower site." [survey 62]
- "Earl Young homes district." [survey 71]
- "Pine River channel, old churches, lighthouse." [survey 76]
- "Downtown churches, houses on Michigan and Dixon Avenues, Weathervane Inn." [survey 77]
- "Old downtown business buildings." [survey 87]
- "Depot, lighthouse, Old Coast Guard area along south pier." [survey 88]
- "Castle Farms, Parks, golf course." [survey 93]
- "All downtown buildings left." [survey 94]
- "Old downtown buildings." [survey 102]
- "Downtown area / buildings / Round Lake homes." [survey 104]
- "Dairy Grille J" [survey 107]
- "Lighthouse." [survey 117]

"Think they already have been torn down." [survey 118]

"The 'Valley'." [survey 124]

"Any site which qualifies as historic." [survey 128]

"Weathervane, MI Ave homes, Dixon, Park homes, Depot, classic structures" [survey 130]

"Old Rainbow Shoppe building is historic and should be protected and be preserved. Or torn down for parking. Work with owner to restore." [survey 138]

"I am sure there are many and it could be an attraction to visitors if they were listed in the city advertisement – things to see at minimum cost." [survey 141]

"Earl Young buildings." [survey 142]

"Charlevoix DNR station buildings, John Cross Fisheries, Round Lake shoreline, Lighthouse, Michigan Beach, beach to North Point." [survey 143]

Old bank bldgs., central drug, See bldg, Shop of Gulls, Consign Design bldg, Masonic Lodge, etc." [survey 145]

"Depot." [survey 146]

"Earl Young houses." [survey 154]

"Lighthouse, downtown, Depot Beach." [survey 157]

"Homes on Michigan Ave." [survey 162]

"Lighthouse / pier." [survey 166]

"We should respect that these are private properties but be ready to intervene if they are about to be destroyed. I still feel upset about losing the little Earl Young building on Bridge Street. We shouldn't have stood by and allowed it to be demolished." [survey 167]

"Park Ave., Michigan Ave., Chicago Club, Belvedere, historic downtown bldgs." [survey 170]

"Train Depot." [survey 171]

"Defer to the historical society for the most significant." [survey 173]

"New library in 1927 school; Belvedere; Chicago Club; Michigan Ave.; Boulder Park."

"Chapel at Brookside cemetery." [survey 184]

"Boulder Park - Weathervane Rest. - Belvedere Club - Chicago Club." [survey 196]

"Old library should have been preserved." [survey 204]

"We believe that 80-100 yr old homes and business buildings that are viable for rehab should be protected and not demolished." [survey 206]

"Belvedere, Chicago Club." [survey 209]

"RR Station, Belvedere Casino, Watertower." [survey 218]

"Coast Guard Station / Fishladder / Drawbridge." [survey 229]

"Private property." [survey 230]

"The old buildings: Crouter, Green, Eaton, See, VanPelt, etc." [survey 233]

"Cemetery Chapel." [survey 246]

"Too many to name!" [survey 256]

"Earl Young, Depot, Belvedere and Chicago Clubs." [survey 272]

"The natural sites i.e., lake access / nature – it's part of the "up north" feel." [survey 281]

"Michigan Ave. - Dixon - older homes that apply per owner." [survey 282]

"Depot, Earl Young, Pier/lighthouse." [survey 286]

"Have historical society draw up a list for review." [survey 289]

"Park Ave., Michigan Ave. homes, new library, Harsha House, Depot, Centennial homes, Mich and Depot beaches." [survey 291]

"Other neighborhoods, downtown buildings (Too many have been torn down already.) No more condos on Round Lake! Brick stairway and steps at Park and Sherman should be maintained and lead somewhere. Park St. park should be maintained." [survey 297]

"Train Depot, Downtown." [survey 298]

"Earl Young, Belvedere, Chicago Club, the "Victorians" downtown -- also need architectural control committee downtown to develop more cohesive atmosphere." [survey 299]

General

"Historic district considerations must consider rights of private property owners." [survey 198]

Question Specific

56. "They're private properties! If the city owns them, then yes." [survey 281]

11. "Restore fronts of downtown businesses to originals perhaps 1900s, take off old chalet look." [survey 72]

Airport

Q49. How often do you, your family, or your business use the airport and its facilities per year?

	Frequency	Percent	Valid Percent
No answer	4	1.300	
Never	209	69.7	70.6
Between 1 and 5 times	72	24.0	24.3
Between 6 and 10 times	6	2.0	2.0
11 or more times	9	3.0	3.0

Q50. How much impact do you see the airport having in bringing in revenue dollars for the City...?

	Frequency	Percent	Valid Percent
No answer	19	6.3	
None	23	7.7	8.2
Little	151	50.3	53.7
Lots	107	35.7	38.1

51. What is your overall view of Charlevoix

	Frequency	Percent	Valid Percent
No answer	6	2.0	
Favorable	151	50.3	51.4
Neutral	130	43.3	44.2
Unfavorable	13	4.3	4.4

53. Are you happy with the overall appearance, upkeep, and look of the airport terminal, parking lot and facilities?

	Frequency	Percent	Valid Percent
No answer	14	4.7	
Looks good	123	41.0	43.0
Somewhat	45	15.0	15.7
Not satisfied	11	3.7	3.8
Don't know / No opinion	107	35.7	37.4

52. What things would you like to see added to the airport and its facilities? SEE WRITTEN RESPONSES

A. On-site car rental		
	Frequency	Percent
No answer	206	68.7
Yes	94	31.3
B. Public meeting / conference room		
	Frequency	Percent
No answer	282	94.0
Yes	18	6.0
C. Restaurant / diner / café		
	Frequency	Percent
No answer	252	84.0
Yes	48	16.0
D. Observation / playground area		
	Frequency	Percent
No answer	267	89.0
Yes	33	11.0
E. None / Other		
	Frequency	Percent
No answer	179	59.7
Yes	121	40.3

Written Responses to Airport

52.E. What things would you like to see added to the airport and its facilities?

- "Terminal location for competing flight services." [survey 2]
- "Commuter service route to Traverse City or another airport to encourage tourism." [survey 31]
- "Better and more friendly management and staff." [survey 58]
- "Access to rental and transportation services." [survey 137]
- "Times are hard. This stuff is extra and will not affect performance or tourism." [survey 138]
- "Ample parking and providing facilities for small business-related conferences." [survey 143]
- "It seems busy, but it's too bad it doesn't have regular-type commercial passenger flights." [survey 167]
- "Car rental available at Ford dealer." [survey 198]
- "Larger waiting/reception facility with magazines, papers, coffee bar, wireless access." [survey 218]
- "Additional hangers for lease." [survey 219]
- "More flights!" [survey 226]
- "We have an expensive library with unused

Written Responses to Airport

rooms!" [survey 236]

"ILS approach." [survey 252]

General

"Too much pollution and noise from jet airplanes currently. Jets idle for hours at times creating poor air quality.

Need to control noise pollution." [survey 68]

"The airport provides good service to and from Beaver Island. More fees to vacation traffic from out of state and tourist air traffic." [197]

"The airport is a key convenience for our use. Would like to see Charlevoix be helicopter friendly." [Survey 252]

Question Specific

51. "More than adequate for a small town." [survey 284]

53. "Landscaping around terminal is terrible." [survey 228]

Activities in Parks

QB2. Which activities would you like to see more of in City parks? (Please leave blank if you do not care to see any additional activities in City parks)

A. Shuffleboard

	Frequency	Percent
No response	234	78.0
Yes	66	22.0

B. Tetherball

	Frequency	Percent
No response	286	95.3
Yes	14	4.7

C. Disc Golf

	Frequency	Percent
No response	269	89.7
Yes	31	10.3

D. Volleyball

	Frequency	Percent
No response	259	86.3
Yes	41	13.7

E. Bocce Ball

	Frequency	Percent
No response	261	87.0
Yes	39	13.0

F. Badminton

	Frequency	Percent
No response	276	92.0
Yes	24	8.0

G. Portable / Removable Ice Rink in East Park

	Frequency	Percent
No response	212	70.7
Yes	88	29.3

Horseshoes — 4

"Permanent chess board." [survey 25]

"Playground" [survey 40]

"Please disc golf at McSauba; dog park." [survey 110]

"Variety in each park." [survey 132]

"Picnic facilities, tables, shaded areas." [survey 143]

"Outdoor films, activity center for kids / teens." [survey 157]

"Dog park." [survey 231]

"Croquet." [survey 257]

APPENDIX B

On Monday, April 27, 2009, City Planner Michael Spencer met with 5 Charlevoix High School classes to explain the importance of community planning and request student input for the Charlevoix Community Survey as part of the City of Charlevoix Master Plan. The students of psychology, government and economics aged in range from 17-18.

Following are the list of questions and the answers provided by the eighty-eight student responses.

1. What are three features or characteristics that make Charlevoix a good place to live? (Examples may include access to water, scenery, small town character, recreational activities, etc)
2. What are three things that you do not like or would like to see changed within the City of Charlevoix?
3. After graduation of high school or college would you consider living in Charlevoix? Why or why not?
4. If you could find a job in Charlevoix after high school or college, what type of job would you want? Example: professional (Medical, attorney, account), manufacturing, service related such as restaurant, resort or hotel positions, information technology, government.
5. Do you think Charlevoix should have more sidewalks, trails, or bike paths? Yes or No
6. What are your favorite types of recreational activities to do in Charlevoix?
7. What recreational activities should be in Charlevoix that currently are not?

1. Three features or characteristics that make Charlevoix a good place to live.	Number of Responses
Access to water/boating/beaches	80
Small town character/Community	40
Beauty/Scenery	26
Parks/Skate-park	20
Festivals	14
Mt. McSauba/North Pointe Woods	13
Recreational Activities	13
Downtown (shops)	8
Nature	7
Summertime	6
Residents/Friends/People	6
Ability to walk around/hike	5
Weather	3
Winter Sports/Activities	3
Schools	3
Quality/Way of Life	3
Bridge/Lighthouse	3
Crime Rate	2
Restaurants	2
Airport	2
Belvedere Summer Homes	1

Family-owned businesses	1
The Castle	1
Library	1
Variety of Attractions	1
Summer jobs	1

2. Three things that you do not like or would like to see changed.	Number of Responses
Increase Youth Recreational Activities/Entertainment	53
Traffic congestion/ stop-lights/ road conditions/ parking	47
Renovated Movie Theatre and/or Bowling Alley	22
Variety of restaurants/stores	20
Law Enforcement	14
Jump off pier	12
Job Opportunities	11
Tourists	7
Bridge Timing (Decrease # of times up)	7
Bike Lane (Downtown biking)	7
Updated Buildings	4
Cleaner public places	3
Lower prices	2
Disk golf	2
Stop development	2
Dog Park	1

3. Will you consider living in Charlevoix after schooling is complete?	Number of Responses
Maybe/ Yes and No	14
No- Lack of jobs and recreation/Cost Of Living	14
Yes	11
Yes- Family and/or Friends	10
No	10
No- Travel or desire to live elsewhere	8
Yes- to raise family/retire	8
Summertime/Vacation only	7
Yes- Lakes/Beauty	5

4. What job would you like to have in Charlevoix?	Number of Responses
Medical	19
Professional, Accounting, Legal,	18
Manufacturing/Construction	11
Education	11
Entrepreneur/Business	9

Service	4
Publishing	3
Hotel/Resort Management	3
Psychology/social work	3
Computer Information Technology	2
Water-Related	2
No preference	2
Welding	2
Auto-body	2
Spanish-related	1
Religion	1
Recreation Mgmt	1
Law Enforcement	1
Government	1
Motocross	1

5. Does Charlevoix need more sidewalks, trails or bike paths?	Number of Responses
Yes	75
No	12

6. What are your favorite recreational activities in Charlevoix?	Number of Responses
Swimming	30
Biking	21
Boating	19
Beach	16
Snowboarding/Boarding	12
Walking around	9
Basketball	9
Hanging out	9
Hiking	8
Disc Golf	8
Ski	7
Festivals/Concerts/Community Events	7
Skateboarding/Longboarding	7
Jet Ski/Tubing/Wakeboard/Ski	7
Rollerblading	6
Running	5
Volleyball	5
Tennis/Badminton	5
Kayak	5
Golf	4
Cross country skiing/Snowshoeing	3

Fishing	3
Soccer	3
Sports Leagues	2
Camping	2
Movies	2
Hunting	2
Horseback riding	2
Driving	2
Bocceball	2
Ice Hockey	1
Shopping/Farmer's Market	1
Treeclimbing	1
Tetherball	1
Backpacking	1
Parasailing	1
Mini Golf	1
Go-carts	1
McSauba	1
Bowling	1
Snorkeling	1
Motorcross	1
Ping-pong	1
Trampoline	1
Climbing	1

7. Recreational activities that should be in Charlevoix that currently are not.	Number of Responses
Dance Club	25
Disc Golf	17
Laser Tag/Arcade	16
Concerts	14
Watercraft Rental	13
Go-karts	12
Teen Activity Center	9
Paintball	8
Theater/Drive-in	8
Waterpark	8
Scuba Diving	7
Mini Golf	7
Rockwall	6
Hookah bar	5
Park activities	4
Pier jumping	4
Mall/shopping variety	4
Restaurant options	3

Trampoline/water trampoline	3
Aquarium	3
Zoo	3
Mountain biking trails	2
Motorcross track	2
Rollerskating/Derby	2
Bike path	2
Farmer's market	2
Skydiving	2
Tours	2
Film Festivals	2
Planetarium	1
Badminton	1
Community events	1
Live game reserve	1
Bocce ball	1
More campgrounds	1
Horseback riding	1
Kiteboarding	1
Hot Balloon tours	1
Slamball	1
Public junkyard	1
Dog park	1
Lacrosse	1
Boxing	1
BMX	1
Historic Center	1
Bike race	1
Use of band shell	1
Hockey rink	1
Fighting	1
Casino	1
Ice climbing	1
Drag strip	1

APPENDIX C



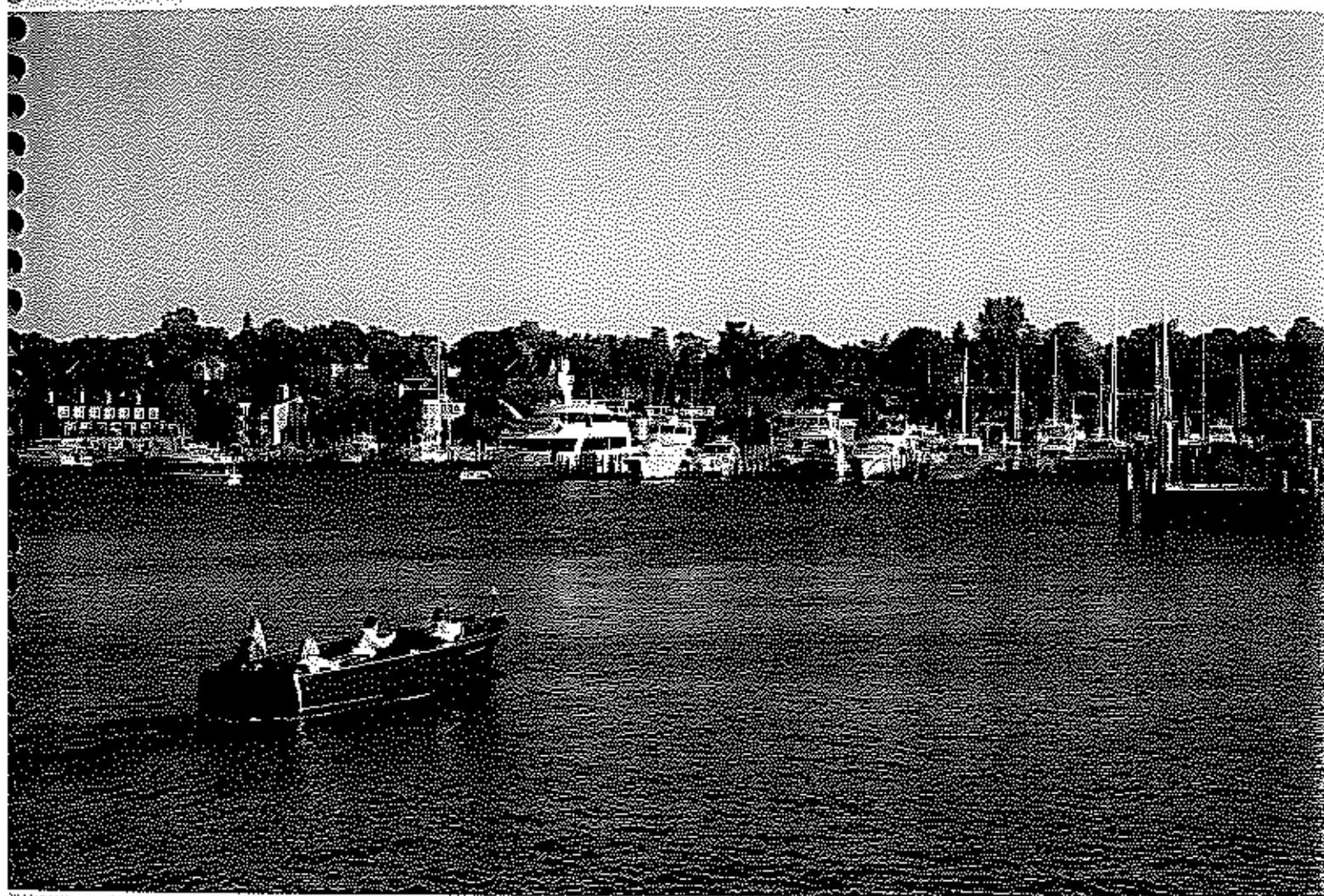
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Planning Office and on the City
website.**

Go to:

www.cityofcharlevoix.org

**then click on the Planning and Zoning
Office.**



Charlevoix County Local Ordinance Gaps Analysis

An essential guide for water protection

Tip of the Mitt Watershed Council
Written and compiled by Grenetta Thomassey, Ph.D.

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SECTION I: Introduction

Protecting Lakes, Streams, Wetlands and Ground Water

Prevent or Save?

It is much easier to prevent degradation of a lake than to save it from the brink of ruin.

Some Michigan lakes are in trouble. People love these lakes, but failure to prevent degradation has resulted in real and difficult challenges for communities. Drinking water sources are threatened, recreational use is limited, and habitat is disappearing. These factors impact quality of water - and quality of life - and place property values at risk.

Fortunately, in Northern Michigan, most of our treasured lakes, streams, and ground water sources are clean and plentiful. We still have wetlands to nurture those waters, drinking water is delicious and healthy, and recreational use abounds. Wildlife thrives among us, and property values are solid. Because these conditions exist, more and more people want to be here. In addition to new opportunities, this also brings a new set of challenges to our area, especially for local governments. This Local Ordinance Gaps Analysis is designed to help local governments deal with the water resource-related challenges that come with this growth.

Contrary to widely-held beliefs, state and federal regulations do not adequately protect water resources and wetlands from impacts that can be prevented at the local level. For example, federal regulations mainly address discharge of fill material into wetlands, but do not protect against other significant impacts. The state of Michigan does have a statutory Wetland Protection Program in place, but it is constantly threatened with budget cuts and attempts to weaken it. Additionally, it can fail to protect local wetlands that fall outside of its scope.

Growth pressures bring a new awareness of the limitations of state and federal protections, and local governments have come to realize the need to fill in the gaps. Sensible local regulations create a certainty that protects investments, not only for homeowners but also for small businesses and developers of larger projects. They also allow economic growth while protecting vital water resources.

Purpose

The purpose of this project is to give you, the local government official, a comprehensive picture of:

- the water resource protections now in place at the county and township levels, including your jurisdiction;
- our recommended local approaches to protect waters;
- and what we suggest could be improved, to better protect your water resources.

Obviously, the “comprehensive picture” being presented here is a snapshot in time. However, every attempt has been made to give you a “living document” that should serve you for planning purposes, years into the future. Several items noted here as needing improvements may already be improved, by the time this document is published. Also, you might find an error, as this work was quite detail-oriented and it’s possible that we missed something. Nevertheless, most of this information should be timely, useful, and provide helpful guidance.

The project was done across the entire service area of Tip of the Mitt Watershed Council: Antrim, Charlevoix, Emmet, and Cheboygan Counties. Every jurisdiction in each county was included. The project is divided into four reports, and this report is for Charlevoix County.

Critical Elements of this Project

This project was done with the underlying assumption that specific Critical Elements are considered vital to address, if a local government wants to create strong protections for local water resources. These Critical Elements are:

- Master Plan Components
- Basic Zoning Components
- Shorelines
- Impervious Surfaces and Stormwater Management
- Soil Erosion and Sediment Control
- Sewer/Septic
- Wetlands
- Groundwater and Wellhead Protection
- Other: Floodplains, Steep Slopes, and Critical Dunes

The reasons for creating this particular list are detailed in the Literature Review that is found in Section II. The Literature Review is a formal academic review, documenting the current relevant research literature for each of these items. It explains why the Critical Elements are considered important enough to include in this work.

Project Evaluation and Analysis

An Evaluation Checklist was created to focus on the Critical Elements listed above, in accordance with the Literature Review. You will find a copy in the Appendix.

The checklist was compared to each jurisdiction’s Master Plan and any ordinances in place. The checklist question was asked; the answer was found and noted. If the answer was “yes”, the question earned 3 points. If the answer was “yes, partially” the question earned 2 points. If the answer was “yes, minimally” the question earned 1 point. If the answer was no, the question earned 0 points and that item is considered to be missing. The score for each question was assigned and then the next question was asked, until the entire checklist was complete.

It is important to note that the scoring system used with the Evaluation Checklist does not penalize a jurisdiction for missing ordinances that are not appropriate for their area, because of geographic or other circumstances. We understand that there cannot be a cookie cutter approach to water protections for any region. The cover page of the Evaluation Checklist gives you a detailed explanation of the system used to accommodate those situations.

Upon completion of a checklist section, the points were totaled and the section was ranked. Here is the summary of the Ranking System:

STRONG	The section of the ordinance being reviewed can be identified as more protective or better than most ordinances in the state, for reasons that can be clearly articulated. For example, the section replicates a model ordinance on the same topic, or minimum standards are exceeded.
ADEQUATE	The section of the ordinance being reviewed is on par with other ordinances in the state; it is at least as protective as ordinances for areas with similar water resource features.
WEAK	The section of the ordinance being reviewed is deemed weaker than similar ordinances in the state, for a specific reason that can be clearly articulated. For example, a model ordinance is changed to delete some protection that should have remained intact.
MISSING	The topic is not included in the jurisdiction's ordinance.

An Analysis of the results was done when each checklist was finished, including Recommendations and Suggested Actions. Those are covered in Section III, with a Chapter devoted to each jurisdiction. Additionally, if an approved Watershed Management Plan exists for the jurisdiction, connections to plan implementation steps are also noted, where appropriate.

Conclusion

Pressure from growth is quickly felt on surface and ground water sources and the wetlands that guard them. If adequate protections are not put in place, our lakes and streams will degrade. Eventually, the natural resources that brought new growth and opportunity will suffer from neglect and abuse. The chain of threats to drinking water, habitat, recreation, and property values is strong and can become evident all too quickly.

At the point of degradation, we can decide to change things and try to reverse the trend. However, it is obviously much easier to think about these challenges ahead of time, and plan for prevention. Managing these threats improves our ability to protect this high quality of life, far into the future, for our grandchildren and beyond.

Prevention efforts can take some time to accomplish, which is all the more reason to evaluate where we are now, and what we should consider now to protect our water's future – which is our future, plain and simple. If we destroy our water, we destroy our health and property values.

It is our sincere hope that this project and report are helpful to you, when considering local planning and zoning decisions that can be used to protect your important water resources. Please do not hesitate to contact Tip of the Mitt Watershed Council with any questions you may have, or for additional help or information.

SECTION III: Analysis

Chapter 3 City of Charlevoix

Introduction

This chapter summarizes results of the Local Ordinance Gaps Analysis project for the City of Charlevoix, located at the junction of Lake Charlevoix and Lake Michigan. Affectionately known as "Charlevoix the Beautiful," the city includes parts of both the Lake Charlevoix and Lake Michigan watersheds. Round Lake is a focal point for the city, and Stover Creek is a focus for some excellent restoration and protection projects.

With a year-round population of about 3,000, the summertime average population is closer to 9,000 and on a festival or holiday, the city can expect as many as 30,000 visitors during a summer weekend. This Chapter includes evaluation scores, recommendations and suggested actions. It also relates suggested actions to the existing Watershed Management Plan for Lake Charlevoix, where appropriate.

Evaluation Scores and Summary

Master Plan Components

POSSIBLE SCORE: 30

TOTAL SCORE: 21, STRONG

The City of Charlevoix Master Plan is hot off the presses! The Planning Commission approved it on January 10, 2011. The City Council then held a public hearing on February 7th and unanimously approved Resolution 2011-02-01, officially adopting the Master Plan. We congratulate them on this important accomplishment and thank them for this badly needed update. We also thank them for their strong emphasis on the unique connection to water that exists in the community.

The Master Plan specifically identifies the watershed in which the city is located using a watershed map that includes an inventory of surface water features (Chapter 2, Community Profile 2.3 Environment, Water - Map p.11). It also has a goal statement to protect water in Chapter 3, Community Vision & Goals: "Work with organizations like Tip of The Mitt Watershed Council, the Little Traverse Land Conservancy, and the Lake Charlevoix Association to inform the public on water quality protection measures." (3.5 Community Goals, Objectives & Action Items, Item 3.4 Coordinate Efforts on Natural Resource Protection p.40)

The City of Charlevoix's plan also includes goals for open space, which protects surface water, ground water, and wetlands. Infill development is encouraged in Chapter 2 (Community Profile, p.24-25). Chapter 4 notes that some undeveloped open spaces, both public and private, have high scenic and recreational value. Many of these include shorelines, which are extremely important to water quality, and extremely sensitive. It recommends that any development in these areas should pay special attention to setbacks, stormwater

Best Management Practices (BMPs), and other environmental considerations (Chapter 4 Charlevoix Tomorrow, Scenic Reserve p. 51).

Stormwater management is also addressed in the city plan. In recent years, Charlevoix partnered with Tip of the Mitt Watershed Council on this topic, and recommendations for stormwater control were received by the city (included in Master Plan Appendix G). Two Rain gardens and a stormwater filtration device have been implemented, so far, and the plan acknowledges the need to incorporate BMPs. This is a great policy approach for water protection. The city demonstrates to citizens, businesses, and visitors that cost effective, sustainable technology is available to keep water quality high that can also be very attractive or non-intrusive (Chapter 2 Community Profile, 2.11 City Utilities; Stormwater page 31).

The plan also includes this crucial point: "Work cooperatively with all jurisdictions to adopt a unified Stormwater Control Ordinance for Charlevoix County." (Chapter 3 Community Vision & Goals, 3.5 Community Goals, Objectives & Action Items, Item 3.4, p. 40) The need for doing so is described below, in the Stormwater Element, and in more detail in Chapter 1 of this project, covering Charlevoix County.

Master Plan Components: RECOMMENDATIONS

Again, we congratulate the city on the new Master Plan and the hard work it took to complete. The City Planning office is now starting an update of the existing Zoning Ordinance, and this plan will serve as the basis for that work, in accordance with state law. We understand that decades went by before a new Master Plan update was attempted, but it is now finished and that is a wonderful accomplishment. We urge city officials to adopt the practice of review and updating the plan every five years. When this plan comes up for review in 2016, we recommend the following points.

SUGGESTED ACTION: In the next plan update, consider calling for minimizing impervious surfaces in new construction and redevelopment projects to reduce stormwater runoff and improve infiltration. Encourage incentive-based approaches that are creative and effective, and educate citizens and businesses about the need to do so.

SUGGESTED ACTION: Ensure that the plan update acknowledges the importance of well-constructed and maintained road stream crossings on the quality of Stover Creek.

SUGGESTED ACTION: Finally, the next plan update should also include identification and protection of any wildlife corridors that may exist in the city, working with neighboring jurisdictions to make them effective.

Basic Zoning Components

POSSIBLE SCORE: 54

TOTAL SCORE: 19, ADEQUATE

As noted above, the Zoning Ordinance is now up for review, which we hope is good timing for this Local Ordinance Gaps Analysis project, in terms of opportunities to improve water protection measures for the City of Charlevoix. The score for this element for Charlevoix is 19 of a possible 54. It scored "Adequate" but one less point would have put it into the "Weak" category. However, that is not to diminish the good basic components that are evident and can be used as a foundation for improvement.

The ordinance includes a fee system to cover costs for review of proposal applications or appeals: "The fees for processing planning and zoning requests within the City of Charlevoix shall be as specified by the city council in the annual City of Charlevoix budget ordinance." (CHAPTER 52 FEE SCHEDULE--ZONING AND SUBDIVISION REVIEW: 5.295) It also has methods in place for enforcement, including a clearly defined process for inspections and correction of violations: "Any persons, partnership, corporation, or association

who creates or maintains a nuisance per se as defined in subsection (a) above or who violates or fails to comply with this Chapter or any permit issued pursuant to this Chapter shall be responsible for a municipal civil infraction punishable by a fine of no more than \$500.00 as determined by the court." [Chap 51 Art XII Sec 5.291 Penalties (b)]

The city Zoning Ordinance proposal review process is also coordinated with the receipt of other applicable permits. Approval is based upon, among other things, compliance with requirements of the city for fire and police protection, water supply, sewage disposal or treatment, storm drainage, and other public facilities and services. Also, approval is based on compliance with the standards of other government agencies, where applicable, and the approval of these agencies must be obtained or somehow assured [Chap 51 Art V General Provisions Sec 5.188 Development Plan (2)(b-c)] This is good policy that allows more certainty early in the process. It is good to know about everything that is required before spending thousands of dollars. It is our experience that developers, including individuals who propose development projects on a single-family scale, appreciate understanding what is needed, up front. They often need to be educated about working in water and wetlands, or about concerns for ground water that is underfoot and out of sight, but nevertheless, crucial for the community.

Site plan review is required for all activities, except in R-1 and R-2 [Chap 51 Art V General Provisions Sec 5.188 Development Plan (1)]. Additionally, they are not required to include open spaces. However, Planned Unit Development (PUD) proposals are included in the ordinance, and they are required to provide 40 percent Open Space [Chapter 51, Art IV PUD Sec 5.73(1)(ii)]

Site plans are only minimally required to indicate all existing natural features; this could be improved [Chapter 51 Art V Sec 5.188 Development Plan Review (3)(f)(9)]. In the R-4 zone, which is Multiple Family Dwelling areas, natural features are required, where possible [Chapter 51, Art IV Sec 5.64 Area Regulations, R-4 Planned Residential Zone (13)]

Basic Zoning Components: RECOMMENDATIONS

SUGGESTED ACTION: Consider requiring a pre-application or pre-construction meeting for new development or redevelopment proposals. This can help applicants to understand what is needed, up front and create a climate of certainty.

SUGGESTED ACTION: Consider improving site plan requirements to indicate all existing natural features, including the location and elevations of existing water courses and water bodies, man-made drainage pathways, flood plains, county drains, wetlands and ground water recharge areas.

SUGGESTED ACTION: Consider requiring open spaces in all districts of the city, and require open spaces to be managed in a natural condition with retention of native vegetation. Open space allowable uses should also be restricted to low impact activities. Finally, open spaces should be protected, using a conservation easement or other similar mechanism, to ensure they continue to serve the purpose of protecting water quality in the watershed

Shorelines

POSSIBLE SCORE: 60

TOTAL SCORE: 13, WEAK

The City of Charlevoix is blessed with a Great Lakes shoreline, forming part of the special northeastern shore of Lake Michigan. It also has a significant, mostly hardened, urban shoreline surrounding Round Lake, which connects Lake Michigan to Lake Charlevoix. The urban shoreline of Lake Charlevoix in the city limits eventually gives way to parkland or private residences, or water-related, recreational business concerns. Charlevoix is a true gateway to some of the most prized water resources in the state, and it is visited by thousands of people from around the world, every year. These people come to the city for the shoreline and the waters,

and special care must be taken to ensure this enthusiasm also incorporates efforts to protect those beloved shorelines and waters.

On the topic of shoreline protection, the city could improve. We recognize the enormous challenges of doing so, and appreciate the work already done in this regard. Two of the most effective ways that local governments can protect water quality is to require setbacks from the water's edge, and require a shoreline protection strip of native vegetation between the water and the upland land use, also called a vegetative buffer.

All principal uses located in the R-1 and R-4 districts of the City of Charlevoix must have a setback of 50 feet from the ordinary high water mark (OHWM) of Lakes Michigan and Charlevoix and Round Lake, as well as the Pine River Channel Marine-Commercial district (Art V Sec 5.198 Setback from Water bodies). The Scenic Reserve (SR) District also requires a minimum structure setback of 50 feet from the OHWM on the adjacent lake or water body (Art IV Sec 5.134 Scenic Reserve; Other Regulations (1)). The SR has one stated purpose of providing for appropriate residential development along lake shores that will protect both the environment and the scenic qualities of this unique land area, which includes both public and private lands.

Charlevoix does not require vegetative buffers, except in the SR District, and even there, the provisions should be improved. It is generally recommended that a vegetative buffer should be at least 30 feet deep. The Other Regulations section in the SR includes: "Natural trees, shrubbery, or other vegetation shall be preserved as far as practicable, and where removed shall be replaced with other vegetation that is equally effective in retarding run off, preventing erosion and preserving natural beauty." (Art IV Sec 5.134 Scenic Reserve; Other Regulations (1))

As you can see, there is no minimum depth for the vegetative strip. Elsewhere in the ordinance, there are conflicting definitions of greenbelt. In Art II Sec 5.5 Definitions, Greenbelt is noted as having a minimum depth of 10 feet. However, Art V General Purposes, Sec 5.203 addresses plant materials and landscaping requirements, and notes that if a greenbelt is required, it has to be at least 8 feet deep (9(e)). Neither of these specifies greenbelts to serve as vegetative buffers, and both have limited effectiveness for shoreline protection because of their narrow depth.

As noted in the Literature Review, shorelines are vital transition zones between land and water, where many important interactions occur to benefit the lake ecosystem. These benefits are diminished when shoreline properties are developed and vegetation is removed, but can be recovered by planting vegetated buffer strips using a variety of native species. It is clear that some areas, such as the Marine-Commercial district and similar areas will not provide a practical setting for a riparian buffer. But other low cost and effective techniques exist to mitigate impacts of polluted stormwater runoff from impervious surfaces, directly into our lakes and streams.

Boating use of inland lakes can impact water quality, wildlife habitat, and the use and enjoyment of the lake by residents and visitors. A common way for local governments to address boating use is through dock restrictions and provisions. The Definition section of the ordinance defines Boat Docking Space as 26 lineal feet. If you have more than 2 docking spaces, each 1 1/2 spaces more must have an on-site parking spot available. There are no keyhole prevention provisions to place restrictions on the size and type of multi-boat launch and docking sites, which may or may not make sense, given the site specifics and historic uses.

Since even a very small amount of petroleum products or hazardous chemicals can impact a large amount of water, it is important to ensure proper management of these liquids. Charlevoix does not have much oversight of marinas, even though the Marine-Commercial District provides principle uses for berthing, launching, handling or servicing of recreational or commercial boats (Art IV Sec 5.142 (1)). It does not specify restrictions of boat repair and maintenance activities to prevent debris from falling into the water and prevent invasive species. It also does not specify fueling station spill prevention and containment measures, or BMPs.

Site plan review and special use permits require the disclosure of the use of hazardous or toxic materials in a development plan, but there is no mention of coordinating permit approvals from state or federal agencies, or requiring designs to prevent spills and (unless permitted by state or federal statute) discharges to surface or ground water.



Shorelines: RECOMMENDATIONS

SUGGESTED ACTION: Maintaining native vegetation along the shoreline is critical to preserving water quality and providing wildlife habitat. Shoreline protection strip provisions should be required in all shoreline districts in the city, with some exception. In the exception areas, however, low cost and effective methods can and should be used to mitigate the impacts of polluted stormwater runoff directly into the city lakes and streams.

SUGGESTED ACTION: Encourage a minimum depth of 30 feet for all Shoreline Protection Strips. Require the maintenance and re-establishment of native vegetation and prohibit the use of invasive species.

SUGGESTED ACTION: Restrict boat repair and maintenance activities in marinas to clearly marked areas to prevent debris from falling into the water and prevent the spread of invasive species.

SUGGESTED ACTION: Require marina fueling stations to have spill containment equipment that is stored in a clearly marked location. Also require a spill contingency plan, and post emergency phone numbers in a prominent location. Finally, signs of leakage or spillage should be investigated immediately, and undertake cleanup in accordance with applicable BMPs.

Impervious Surfaces

POSSIBLE SCORE: 33

TOTAL SCORE: 6, WEAK

The more a local government can do to reduce impervious surfaces, the better for water quality. As noted in the Lake Charlevoix Watershed Management Plan, impervious surfaces (streets, roofs, sidewalks, etc.) generate much more stormwater runoff than natural forested, or even agricultural, land uses. That polluted runoff discharges directly into Lakes Michigan and Charlevoix and Round Lake from pavement and rooftops, and includes bacteria from pet and animal wastes, fertilizer, oil and grease, sediment, heavy metals, salt, etc. To reduce impervious surfaces, a community should increase the retention or restoration of native vegetation in riparian areas and in open spaces, and install simple and effective solutions, ranging from rain barrels and rain gardens, to engineering approaches that treat stormwater that has traveled across impervious surfaces, before it discharges into the water.

On a positive note, Article V, Section 5.206 (2) requires parking areas to have canopy trees and planting areas that increase, with the increased size of the lot. Additionally, the SR district limits impervious surfaces to no more than 30 percent of the usable lot area [Art. IV Sec 5.133 Lot Requirements for Scenic Reserve (4)].

Impervious Surfaces: RECOMMENDATIONS

There are many opportunities for local governments to reduce impervious surfaces through their Zoning Ordinance. Additionally, the Lake Charlevoix Watershed Plan calls for reduction of impervious surfaces to reduce the pollutant load from stormwater running into our water resources. We encourage the City of Charlevoix to consider integrating the following provisions into their ordinance.

SUGGESTED ACTION: Consider reducing the parking space dimensions and setting them as a maximum. Also consider reducing the number of required parking spaces and setting the number as a maximum number, as opposed to a minimum.

SUGGESTED ACTION: Establish impervious surface lot coverage limits in all zoning districts (especially residential districts) to limit impervious surfaces to 15% of the total lot. Provide incentives for using LID techniques to mitigate the impacts of impervious surfaces, in exchange for a larger building footprint.

SUGGESTED ACTION: Consider adding a provision that allows for flexibility in front yard setbacks or side yard setbacks to encourage shorter driveways or shared driveways between two lots.

Stormwater Management

POSSIBLE SCORE: 27

TOTAL SCORE: 3, WEAK

A multitude of studies from around the nation and world have documented that urban stormwater is a serious source of pollution. The city has some minimal oversight of stormwater. Site plan review requires that the drainage plan for proposed developments is adequate to handle anticipated stormwater runoff, and will not cause undue runoff onto neighboring property or overloading of watercourses in the area [Chap 51 Art IX Sec 5.263.3 Special Use Permit (7)(i)].

The city Zoning Ordinance also limits grading: "No premises shall be filled or graded so as to discharge surface runoff on abutting premises in such a manner that will cause inconvenience or damage to adjacent properties. When property is developed adjacent to existing properties previously developed, existing grades shall have priority." (Art V Sec 5.186)

Stormwater Management: RECOMMENDATIONS

As noted in Chapter 1, the county stormwater ordinance is no longer in effect. This should be remedied as soon as possible.

SUGGESTED ACTION: Consider adding review of stormwater BMPs and other water quality protections in the site plan review ordinance.

SUGGESTED ACTION: Coordinate efforts with the County Drain Commissioner to enact local stormwater ordinances in the county, allowing the county to administer and enforce them for local jurisdictions. Ask the county to finish the Storm Water Control (SWC) Ordinance and Intergovernmental Agreement, and present it to the City of Charlevoix for passage.

Soil Erosion and Sediment Control

POSSIBLE SCORE: 18

TOTAL SCORE: 1, WEAK

By volume, sediment is the single largest pollutant to waters of the United States. Any time earth is disturbed or graded (as typically happens during the construction process), there is a potential for soil to erode and sediment to be deposited into lakes, streams, and wetlands. The City of Charlevoix Site Plan Review requires that a proposed development will not cause soil erosion or sedimentation problems [Art IX Sec 5.263.3 Special Use Permit (7)(i)].

As noted in the first chapter, counties are mandated to administer and enforce Part 91, and Charlevoix County has two state-recognized agencies that do so: The Soil Erosion Control Officer in the Department of Building Safety, and the County Road Commission.

Soil Erosion and Sediment Control: RECOMMENDATIONS

All properties that are located near streams, wetlands, or drainage ways have the potential to erode and cause sedimentation to nearby waters. Accordingly, it is recommended that local units require all earth movement activities associated with development or construction projects to follow BMPs to control erosion and ensure that any sediment-laden runoff does not enter waterways. Coordination between townships and the county is essential to ensure that soil erosion and sedimentation is controlled.

SUGGESTED ACTION: Specifically require that all proposed development project earth change activities within 500 feet of a stream, wetland, or other waterway in all zoning districts receive a soil erosion and sedimentation control permit from Charlevoix County before they receive a permit from the City of Charlevoix.

Sewer/Septic

POSSIBLE SCORE: 24

TOTAL SCORE: 11, ADEQUATE

The city's Master Plan includes goals to closely monitor the municipal water supply system to minimize or prevent leaks and/or ruptures; and integrate GIS and revise capital improvement plans to more effectively predict and plan for future infrastructure upgrades [Chapter 3 Community Vision & Goals, 3.5 Community Goals, Objectives & Action Items, 1.12 and 1.13(v)].

City regulations that pertain to septic systems are coordinated with the County Health Department regulations: "Every buildingshall be provided with a safe and sanitary water supply system. For those areas of the city not served by water and sewer, the written approval by the district health department of proposed facilities for water generation and treatment of waste, shall be filed with an application for a zoning permit." (Art V Sec 5.181)

Sewer/Septic: RECOMMENDATIONS

SUGGESTED ACTION: If not already done, ensure the Sewer Service Area is mapped, including sewers that currently exist, areas that will be sewered in the future, and areas that will not be sewered.

SUGGESTED ACTION: Require that existing infrastructure be inventoried for age and condition, and ensure that a maintenance and replacement schedule is provided in the Master Plan.

SUGGESTED ACTION: Require the community to have a program to identify sanitary sewer or septic systems that are seeping into the storm water system, surface waters or ground water.

SUGGESTED ACTION: In the rural zoning district that allows septic, require that septic systems be located at least 100 feet from streams, wetlands, or other water bodies.

SUGGESTED ACTION: Consider establishing a "point of transfer" inspection requirement for the rural septic district, whereby septic systems must be inspected to ensure they are operating properly before ownership is transferred.

Wetlands

POSSIBLE SCORE: 21
TOTAL SCORE: 1, WEAK

Michigan's wetland law specifically authorizes local governments to adopt wetland protection ordinances that provide an additional layer of protection to wetlands that fall under state jurisdiction and provide protection to wetlands not protected by the state statute. In addition to adopting and implementing a stand-alone wetland ordinance, local governments can support wetland protection through zoning and by requiring wetland permits from state and federal agencies prior to granting local zoning permits.

SUGGESTED ACTION: Given the important role that wetlands play in protecting water quality, providing wildlife habitat, and minimizing flooding, it is important to educate citizens on the importance of protecting wetlands.

SUGGESTED ACTION: Consider expanding the Shoreland Protection Strip to include setbacks from wetlands. This would help to protect wetlands and cost less to administer than a separate ordinance, in the short term. Eventually, a local wetland ordinance should be enacted to fill in gaps of protection.

SUGGESTED ACTION: Specifically require applicants seeking zoning permits to secure applicable state wetland permits before issuing a local zoning permit.



Ground Water and Wellhead Protection

POSSIBLE SCORE: 18

TOTAL SCORE: 6, WEAK

The city relies on Lake Michigan for its drinking water (Master Plan, Chapter 2, 2.11 City Utilities, Water Supply p. 30). However, there could be protections in place for ground water sources in the city, which are important to surface water sources. For example, site plan review can be used to ensure direct discharge of potentially hazardous material is prevented, and required to be coordinated with state statutes.

Discharges to ground water are regulated by the state under Part 31, Water Resources Protection, of the Natural Resources and Environmental Protection Act (NREPA) 1994 PA 451, and Part 22 Rules. Any proposed discharges should be prohibited by the city until required state permits are received by the applicant. Storage of hazardous material is also regulated under Part 5 Rules issued for Part 31. This includes Pollution Incident Prevention Plans, which can be efficiently coordinated with Local Emergency Planning Committee work.

Ground Water and Wellhead Protection: RECOMMENDATIONS

Ground water is vital for not only drinking water, but also to feed tributaries, seeps, springs, and wetland resources with fresh water supplies to support these ecosystems, including important recreational fisheries.

SUGGESTED ACTION: Complete and maintain a comprehensive inventory of potential threats to ground water. This will be particularly important as the city continues to grow.

SUGGESTED ACTION: If direct or indirect discharges to ground water are proposed, use site plan review or some other ordinance provision to prohibit this until appropriate approvals or permits are obtained from the state.

SUGGESTED ACTION: Protect ground water from potential contamination by requiring Pollution Incident Prevention Plans for storage of hazardous materials, in coordination with Local Emergency Planning Committee efforts.

Other

POSSIBLE SCORE: 48

TOTAL SCORE: 24, ADEQUATE

The City of Charlevoix participates in the National Flood Insurance Program, and the Zoning Ordinance coordinates efforts by requiring proposed development properties to respect floodways and floodplains on or in the vicinity of the subject project [Art IX Special Use Permits Sec 5.263 (7)(g)]. We have no additional recommendations for this element.

Conclusion

We applaud the water protection measures that exist in the City of Charlevoix. We also thank you for your time and attention in reading this chapter, and hope that our recommendations are helpful. However, if anything is unclear, please be sure to let us know. If you have any questions related to this project, please contact Tip of the Mitt Watershed Council at 231.347.1181.

Results Worksheet

City of Charlevoix

Category	Possible Score	Total Score	Comments
I. Master Plan 30 - 21 = Strong 20 - 11 = Adequate 10 - 0 = Weak	30	20	Adequate
II. Basic Zoning Elements 54 - 37 = Strong 36 - 19 = Adequate 18 - 0 = Weak	54	42	Strong
III. Shorelines 60 - 43 = Strong 40 - 23 = Adequate 20 - 0 = Weak	60	13	Weak
IV. Impervious Surface Reduction 33 - 23 = Strong 22 - 12 = Adequate 11 - 0 = Weak	33	13	Adequate
V. Stormwater Management 27 - 19 = Strong 18 - 10 = Adequate 9 - 0 = Weak	27	10	Adequate
VI. Soil Erosion and Sediment Control 18 - 13 = Strong 12 - 7 = Adequate 6 - 0 = Weak	18	9	Adequate
VII. Sewer/Septic 24 - 17 = Strong 16 - 9 = Adequate 8 - 0 = Weak	24	6	Weak
VIII. Wetlands 21 - 15 = Strong 14 - 8 = Adequate 7 - 0 = Weak	21	5	Weak
IX. Ground Water and Wellhead Protection 24 - 17 = Strong 16 - 9 = Adequate 8 - 0 = Weak	18	7	Adequate
X. Other Relevant Elements 48 - 33 = Strong 32 - 17 = Adequate 16 - 0 = Weak	48	29	Adequate

APPENDIX D

**City of Charlevoix 2006 Plan Revision
Goals, Objectives, and Policies**

Goal 1

**ENHANCEMENT OF CHARLEVOIX'S BEAUTY AS A SMALL TOWN
LOCATED ALONG ROUND LAND, LAKE CHARLEVOIX AND THE
NORTHEASTERN SHORE OF LAKE MICHIGAN.**

Objective: 1.1

**ENHANCE THE CITY'S ATTRIBUTES WHICH CONTRIBUTE TO CHARLEVOIX'S
BEAUTY.**

Policies

- **The waterfront:** develop, regularly review, and update when desirable plans for all City owned waterfront properties within the context of the City's Green Infrastructure Plan. Identify all desirable capital improvement projects. Identify/clarify public's right to use all publicly owned accesses to the water, including street rights of way for Eaton, Alice, and Burns Streets, and Chicago Ave. Sign each waterfront access indicating the public's rights of access and acceptable opportunities to utilize the access.
- **The parks:** prepare landscape design and management plans for the various park facilities to assure their greatest aesthetic appeal and function. Be cognizant of any natural or man made phenomena which may deteriorate the beauty of the parks, and make addressing such phenomena a high community priority.
- **The channel and lighthouse:** pursue the acquisition of the lighthouse from the Federal government, enter into a long term agreement with the Historical Society for renovation and maintenance. Support the Historical Society's efforts to obtain grant funds for the project. Determine a suitable location for the signal flag tower and restore. Prepare and implement landscape plans for the public lands along the channel.
- **The trees:** continue the urban forest management activities currently pursued by the City through the Shade Tree Commission, and the City's tree maintenance and planting programs.
- **The small town character:** prepare a visual analysis of the important characteristics of the City which contribute to its small town character and identify how the protection and/or enhancement of those characteristics may be assured by the administrative

functions conducted under the City's development regulatory ordinances.

- **Quality and cleanliness shown in the upkeep of residential properties:** conduct inventory activities and encourage citizen reporting of situations where properties are not maintained in a clean and quality fashion. Assure adequate enforcement of City ordinances which are intended to address such situations. Provide assistance to property owners in need of resources beyond their capabilities to assure quality and cleanliness of their property. Continue to fund the City wide trash pickup millage.
- **The M66/US31 entrance to the City:** prepare an intersection area design guideline for inclusion in a community design guideline for use with site plan reviews required by the Zoning Ordinance. Prepare a scenic highway plan, for such designation by MDOT, for the State and Federal highways passing through the City and the surrounding area.
- **The petunias:** work with Charlevoix the Beautiful to assure the continued successful existence of the petunia project in future years. Make continuance of the project a high community priority.
- **Earl Young structures and other architecture:** support the work of the Historic District Study Committee and the Historic District Commission in inventorying and documenting all historic structures which contribute to and enhance Charlevoix's beauty. Establish historic districts where appropriate. Prepare community design guidelines for reference use with site plan reviews required by the Zoning Ordinance.
- **The surrounding pastoral setting:** work cooperatively with the surrounding units of government and establish utility extension policies to implement the Charlevoix Smart Growth Land Use Planning Initiative Plan.
- **The diverse housing stock and architecture:** adopt regulatory controls which will allow for a diverse housing stock, yet contribute to the City's charm, character and beauty.
- **Castle Farms:** work, when appropriate, with Castle Farms or similar developments to assure their continued success and unique character within the greater Charlevoix community
- **The remodeled City Hall and other public buildings:** use the remodeled City Hall as a model for future improvements to other public buildings.

Objective: 1.2

MINIMIZE THREATS TO THE CITY'S BEAUTY

Policies:

- **Vacant downtown buildings:** work with the DDA, Chamber of Commerce, Merchants Organization, Visitor and Convention Bureau to develop and implement a marketing plan for the downtown which will attract building occupants. Implement projects, such as a community meeting center, which will create a stronger market for downtown businesses.
- **Unsightly development:** prepare community design guidelines defining community design context for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will enhance Charlevoix's beauty.
- **Uncontrolled township growth:** work cooperatively with the surrounding units of government and establish utility extension policies to implement the Charlevoix Smart Growth Land Use Planning Initiative Plan.
- **Strip development:** limit strip type land uses along major thoroughfares within the context of the City's Land Use Plan and Zoning Ordinance, implement newurbanist design principles for those areas where strip development is allowed, prepare community design guidelines for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will enhance Charlevoix's beauty.
- **Lack of enforcement of the blight ordinance:** review the blight and related ordinances to assure their effectiveness and enforceability. Update as deemed desirable.
- **Traffic gridlock:** encourage southbound traffic to use Park and State Streets during times of congestion. Work with MDOT to provide information signage, such as it uses to advise of winter road problems or construction detours, along the highways leading into the community to inform through traffic of the times to expect bridge delays and travel alternatives. Work with MDOT to encourage boaters to travel in a way which minimizes the up time for the bridge.
- **Sprawl:** work cooperatively with the surrounding units of government and establish utility extension policies to implement the Charlevoix Smart Growth Land Use Planning Initiative Plan.

Objective: 1.3

AVOID GROWTH AND DEVELOPMENT WHICH WILL ADVERSELY EFFECT THE SMALL TOWN CHARACTER AND BEAUTY OF CHARLEVOIX.

Policies:

- **Big box stores:** work cooperatively with the surrounding units of governments, where big box stores would most likely be located, to establish an area wide position on the harmful effects of their development on the overall community and a unified position regarding their development.
- **Building scale (size - large buildings), danger of creating a “theme” town, Change in architectural design, appropriate height and scale of structures:** prepare community design guidelines which reflect the size and scale of vernacular architecture of Charlevoix for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix’s small town character and beauty.

Objective: 1.4

PRESERVE THOSE BUILDING ATTRIBUTES WHICH MAINTAIN THE BEAUTY AND CHARACTER OF THE CITY.

Policies:

- **Preserve the Earl Young architecture (Weathervane):** work with the Historic District Study Committee, the Historic District Commission, the City Council, and the building owners to protect Earl Young buildings from inappropriate alterations and/or destruction unless there is not viable alternative. Investigate placement of Young structures on the State and Federal Register of Historic Places.
- **Foster existing architectural styles:** identify and inventory the existing architectural styles of the Charlevoix community. Prepare community design guidelines which reflect the vernacular architecture of Charlevoix for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix’s small town character and beauty.
- **Preserve Character of Round Lake boat houses:** working with property owners prepare a base line character and condition study of the round lake boathouses evaluating

their physical conditions, character, and any threats to their continued existence. Discover and evaluate ways for the City to assure their protection and longevity such as facade easements.

- **Establish desirable proximity of development to streets:** prepare an analytical study, using the City's aerial photography, of the existing building setbacks to determine actual building setbacks and adjust Zoning Ordinance setback requirements to reflect the existing situation.

Objective: 1.5

PRESERVE CITY NEIGHBORHOODS AND STREETSCAPES.

Policies:

- **Maintain existing sidewalks and add sidewalks to retain the "walking community character":** inventory (City's GIS) all segments of sidewalks identifying segments in need of maintenance or replacement as a basis for annual sidewalk program. Identify areas in need of new sidewalks.
- **Maintain the street tree program:** continue providing funding for the street tree program as a high priority, continue existence of Shade Tree Commission.
- **Enforcement of existing Zoning Ordinance:** support the efforts of the City's zoning administrator to assure appropriate enforcement of the City's Zoning Ordinance. Update Zoning Ordinance, if necessary, to address problematic situations.
- **Amend the Zoning Ordinance if it is not doing the job:** update Zoning Ordinance, if necessary, to address problematic situations.
- **Preservation of historic homes:** support the work of the Historic District Study Committee and the Historic District Commission in inventorying and documenting all historic structures which contribute to and enhance Charlevoix's beauty. Establish historic districts where appropriate. Prepare community design guidelines for reference use with site plan reviews required by the Zoning Ordinance.
- **Create incentives for individuals to improve/maintain their property. (Elderly and low-income families):** aggressively work with Charlevoix County to resolve the issues created by the Charlevoix Emmet Housing Coalition situation to allow reestablishment of the flow of Federal assistance dollars to elderly and low-income families.

- **Create a City program for families in need to fix up their property. (Senior curb appeal):** work with Charlevoix the Beautiful, other civic organizations and the courts to develop a volunteer program to assist residents in need. Seek grant funding to support such a program.

Objective: 1.6

AVOID OVER DEVELOPMENT OF CITY OWNED PROPERTIES.

Policies:

- **Plan for appropriate development:** prepare a master plan for the use of each City owned property to be approved by the City Council through a public process.

Objective: 1.7

AVOID OVER DEVELOPMENT OF THE CITY.

Policies:

- **Encourage reconstruction of single family homes:** investigate tax breaks for reconstruction of historic homes
- **Develop a Zoning Ordinance which implements the master plan:** review the Zoning Ordinance and amend to make consistent with the master plan.
- **Encourage “reconstruction” development:** investigate tax breaks for reconstruction of historic homes
- **Include “community character” standards in the master plan:** prepare community design guidelines which reflect the architecture of Charlevoix for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix’s small town character and beauty.
- **Give tax breaks for reconstruction projects:** inform people of tax breaks available under current Michigan Law

Objective: 1.8

GUARANTEE CONTINUED PUBLIC ACCESS TO ROUND LAKE AND LAKE MICHIGAN, PROVIDING EQUITABLE OPPORTUNITIES FOR USE OF THE ACCESSES.

Policies:

- **Maintain and protect what already exists:** identify/clarify public's right to use all publicly owned accesses to the water including street rights of way for Eaton, Alice, and Burns Streets, and Chicago Ave. Sign each waterfront access indicating the public's right of access and acceptable opportunities to utilize the access.
- **Install signage showing the location of existing public accesses:** sign each waterfront access indicating the public's right of access and acceptable opportunities to utilize the access.
- **Acquire or preserve available lake access property:** inventory lake access property to determine any availability and pursue purchase if deemed desirable.
- **Seek donation of public access easements over private beaches:** identify location of desirable public access easements to guarantee future public access along private beaches. Negotiate donation or purchase of identified easement from private property owner.
- **Upgrade existing accesses (Michigan Ave.):** review existing access conditions and upgrade as desirable

Objective: 1.9

GUARANTEE PUBLIC WALKABILITY ALONG THE SHORE OF LAKE MICHIGAN NORTH OF THE CHANNEL.

Policies:

- **Actively investigate all litigation and legislation related to beach access:** have City Attorney prepare white paper regarding status of litigation and its impact with regard to the City and users of the beaches.

GOAL 2

MAINTAIN CHARLEVOIX AS A UNIQUE COMMUNITY HAVING BEAUTY DEFINED BY ITS GEOGRAPHY, ITS CULTURAL DEVELOPMENT, ITS COMMUNITY FACILITIES AND SERVICES.

Objective: 2.1

MAINTAIN, AND WHENEVER POSSIBLE, ENHANCE THE CITY'S CULTURAL DEVELOPMENT WHICH CONTRIBUTES TO IT'S BEAUTY.

Policies:

- **Michigan, Ferry and Depot Beaches:** prepare landscape design and management plans for the various beach facilities to assure their greatest aesthetic appeal and function. Be cognizant of any natural or man made phenomena which may deteriorate the beauty of the beaches and make addressing such phenomena a high community priority.
- **Waterfront parks and band shell:** prepare landscape design and management plans for the various park facilities to assure their greatest aesthetic appeal and function. Be cognizant of any natural or man made phenomena which may deteriorate the beauty of the parks and make addressing such phenomena a high community priority.
- **Walkways:** identify/clarify public's right to use all publicly owned accesses to the water, including street rights of way for Eaton St., Alice St., Burns St., and Chicago Ave. Sign each waterfront access indicating the public's right of access and acceptable opportunities to utilize the access.
-
- **Street trees:** continue the urban forest management activities currently pursued by the City through the Shade Tree Commission, and the City's tree maintenance and planting programs.
- **The Lighthouse:** pursue the acquisition of the lighthouse from the Federal government, enter into a long term agreement with the Historical Society for renovation and maintenance. Support the Historical Society's efforts to obtain grant funds for the project. Determine a suitable location for the signal flag tower and restore. Prepare landscape plans for the public lands along the channel.

- **Lighting along Bridge St. & Michigan Ave.:** monitor advances in lighting technology and upgrade street lighting with new technologies which will further enhance the “night time/after dark character of the street.
- **Open space of the golf course:** pursue continued upgrades to and superior maintenance of the golf course and a high level of maintenance of the associated “non-course” open space
- **Sub-station landscaping:** continue high level of maintenance of sub-station landscaping, replacing plant materials when necessary as they age.
- **Earl Young, Round Lake , and Belvedere and Chicago Clubs architecture:** support the work of the Historic District Study Committee and the Historic District Commission in inventorying and documenting all historic structures which contribute to and enhance Charlevoix’s beauty. Establish historic districts where appropriate. Prepare community design guidelines for reference use with site plan reviews required by the Zoning Ordinance.
- **Hoffman Park:** continue high level of maintenance of park landscaping, replacing plant materials and other landscape materials when necessary as they age or may be vandalized.
- **Airport Landscaping:** implement existing plans for terminal and parking lot landscaping.
- **Belvedere & Chicago Clubs open space:** actively attempt to acquire open space easements over the Belvedere and Chicago Club Lake Charlevoix beaches and the Chicago Club island to assure they remain open space in perpetuity. Investigate the potential for involvement of one of the area land conservancies in this effort.

Objective: 2.2

PROVIDE THOSE CITY SERVICES WHICH MAKE THE COMMUNITY UNIQUE.

Policies:

- **Ski hill, marina, baseball park, skate park, boat ramps:** continue to provide adequate financing for the operation of these facilities.
- **Petunia bed preparation:** continue to work with Charlevoix the Beautiful to assure the continued existence of the petunia project.

- **Regular trash pickup:** continue to support the trash pickup millage.
- **The airport:** continue to support airport development and operations.

Objective: 2.3

PROVIDE ADDITIONAL CITY SERVICES WHEN THEY WILL ENHANCE THE Community's UNIQUENESS.

Policies:

- **Remote parking areas:** evaluate the current operation and use of remote, from the downtown area, parking areas. Determine future needs and opportunities, create long-range plan to meet remote parking requirements.

Objective: 2.4

SUPPORT AND PROVIDE ADDITIONAL FACILITIES NECESSARY TO ENHANCE EXISTING CULTURAL ACTIVITIES IN THE CITY.

Policies:

- **Promote High School, Castle, and Depot use:** develop a formal City program which supports, to the legal and financially extent feasible, cultural activities at these facilities.
- **Enhance broader advertisement of events:** contribute to the legal and financial extent feasible resources which advertise community events.
- **Support A Springfest:** work with the community organizations that produce community festivals to establish an annual Springfest. Assure that the facilities to be developed in Downtown Park will support such an activity.
- **Develop winter activities in Downtown Park:** assure that plans for the redevelopment of the park place an emphasis on winter activities which will attract visitors to the downtown.
- **Support A Winterfest:** work with the community organizations that produce community festivals to establish an annual Winterfest. Assure that the facilities to be developed in Downtown Park and/or at Mt McSauba will support such an activity.

Objective: 2.5

SUPPORT AND PROVIDE ADDITIONAL FACILITIES NECESSARY FOR NEW CULTURAL ACTIVITIES IN THE CITY.

Policies:

- **Historic renovation/preservation and funding:** support the work of the Historic District Study Committee and the Historic District Commission in inventorying and documenting all historic structures which contribute to and enhance Charlevoix's cultural activities. Establish historic districts where appropriate. Prepare community design guidelines for reference use with site plan reviews required by the Zoning Ordinance.
- **Bike rentals:** work with community businesses to enhance bike rentals within the community and support biking by residents and visitors by providing user friendly bicycle facilities such as designated non-motorized routes, signage and parking facilities.
- **Carriage rides:** encourage a carriage ride business to locate and operate within the City. Assist with the provision of facilities as appropriate.
- **Enhanced use of Beaver Island Ferry:** work with the Beaver Island Boat Company to encourage use of the ferry for trips other than its ferry function to the island.

Objective 2.6

MAINTAIN THE CITY'S STREETS AND UTILITIES AT A STANDARD WHICH ENHANCES THE COMMUNITY'S BEAUTY AND DESIRABILITY AS A PLACE TO LIVE AND/OR VISIT.

Policies:

- **Sanitary Sewage Disposal:** identified deficiencies with existing treatment and collection system, systematically replace aging sewers giving priority to those showing most significant signs of deterioration or routinely in connection with street replacement projects.
- **Water:** upgrade treatment plant and distribution system components which do not provide adequate fire flows, replace mains which have deposit buildup sufficient to limit

water flow, upgrade system areas, primarily by looping, which result in the delivery of discolored water, systematically replace aging water lines giving priority to those showing most significant signs of deterioration or routinely in connection with street replacement projects, replace water service laterals which are subject to winter freezing.

- **Electric services:** annually invest in system upgrades which will assure the highest level of service and least disputations throughout the service area at a competitive price.
- **Streets and Storm Water:** pursue an annual program of street improvements to assure the quality and appearance of City streets, adequately drain storm water from street surfaces in keeping with community safety standards, adequately under drain streets to assure elimination of winter damage due to winter frost, construct streets to a standard which will have a optimum life expectancy measured against a practical construction expense, construct streets which are context sensitive to the neighborhood in which they are located.
- **Sidewalks:** maintain existing sidewalks in a safe walkable condition, construct new sidewalks, as needed, to assure walkability for all community residents.

GOAL 3

MAINTAIN THE SCALE OF THE COMMUNITY AS DEFINED BY ITS VICTORIAN ARCHITECTURE AND ITS CHURCH STEEPLES WHICH RISE ABOVE THE OTHER STRUCTURES.

Objective: 3.1

ESTABLISH APPROPRIATE LIMITS ON DEVELOPMENT WHICH WILL MAINTAIN THE CITY'S SCALE.

Policies:

- **Evaluate current setbacks, height, ground coverage and number of accessory building requirements:** evaluate as part of future comprehensive revision to the Zoning Ordinance
- **Set limits for big box developments:** work cooperatively with the surrounding units of governments, where big box stores would most likely be located, to establish an area wide position on the harmful effects of their development on the overall community and a unified position regarding their development.

Objective: 3.2

ENCOURAGE ARCHITECTURE WHICH IS APPROPRIATE TO THE CHARACTER OF THE CITY.

Policies:

- **Architecture that reflects the established character of the City:** prepare community design guidelines which reflect the size and scale of vernacular architecture of Charlevoix for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix's small town character and beauty.
- **Residential/cottage architecture for C-1 zoning districts:** identify and inventory the existing architectural styles of the Charlevoix community. Prepare community design guidelines which reflect the vernacular architecture of Charlevoix for reference use with

site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix's small town character and beauty.

- **Southwestern, ultra-modern, theme architecture is not appropriate:** prepare community design guidelines which reflect the size and scale of vernacular architecture of Charlevoix for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix's small town character and beauty.

Objective 3.3

ESTABLISH BUILDING VOLUMES AND MASS WHICH ARE APPROPRIATE TO CHARLEVOIX'S LAND USE AND ZONING DISTRICTS.

Policies:

- **Maintain the character of neighborhoods:** prepare a visual analysis of the important characteristics of the City's neighborhoods and identify how the protection and/or enhancement of those characteristics may be assured by the administrative functions conducted under the City's development regulatory ordinances.
- **Maintain the scale of the neighborhood:** prepare community design guidelines which reflect the size and scale of vernacular neighborhood architecture of Charlevoix for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix's community scale.
- **Maintain the economic vitality of the community:** identify those characteristics of Charlevoix which give it its unique "sense of place" which are linked to its economic vitality, encourage the DDA, the Historic Preservation Study Committee, Historic District Commission, Chamber of Commerce, Charlevoix the Beautiful and all similar organizations to pursue their activities and developments in a way which will foster that "sense of place".

Objective: 3.4

KEEP NEW DEVELOPMENT WITHIN THE SCALE AND CHARACTER OF THE EXISTING COMMUNITY.

Policies:

- **Identify what the size and scale of the community is and should be:** prepare community design guidelines which reflect the size and scale of the vernacular neighborhood architecture of Charlevoix for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will protect Charlevoix's community scale.
- **Require impact studies if case is outside of the scale guidelines:** enact Zoning Ordinance requirements which require visual impact studies for projects which may exceed identified appropriate scale guidelines yet meet the specific requirements of the Zoning Ordinance.
- **Establish additional regulatory mechanisms:** following development of community design guidelines enact zoning, and other ordinance, provisions, such as form based codes, which will be effective in their implementation.

GOAL 4

MAINTAIN COMMUNITY DIVERSITY IN ITS ECONOMY, EDUCATIONAL LEVELS, INCOMES, AGE GROUPS, HOUSING AND RECREATIONAL FACILITIES.

Objective: 4.1

RECOGNIZE DIVERSITIES IMPORTANCE TO THE FUTURE OF THE COMMUNITY.

Policies:

- **A diverse character assures a Community's vitality, avoiding stagnation, provides balance, and helps the community be more worldly and less provincial:** prepare an analysis of the Community's diversity, particularly identifying those aspects of diversity which are critical to community vitality and those which can be supported through of the planning, development, and administrative activities and decisions of the City.
- **Will maintain a vital economy during times of economic flux:** pursue all available avenues to maintain and/or enhance the Community's diversity which will have a positive impact on the local economy during times of economic flux. Pursuit of the continued presence of a Coast Guard vessel is such a activity.

Objective: 4.2

FOSTER DIVERSITY THROUGH THE CITY'S COMPREHENSIVE PLAN

Policies:

- **Encourage the use and maintenance of all our resources (schools, Mt McSauba, etc.):** plan for and fund continued public sector investment in facilities such as a industrial/business park, educational and recreational facilities, public housing.
- **Encourage industrial development:** using Harbor Industries as a model, take steps to assure that land and utilities are available and regulatory requirements are user friendly to particularly encourage existing industries to stay and expand, and encourage new industries to locate in the community.

- **Mixed uses with commercial/retail below and residential above:** encourage mixed commercial and residential uses. Investigate the use of form based code provisions for such areas.
- **Alternative land uses for more affordable housing:** provide for alternative residential uses such as mother-in-law apartments. Investigate the use of form based code provisions for such situations.
- **Work with adjacent Community's to cooperatively expand industrial land (425 annexation):** evaluate the need for additional industrial land in the context of the service/knowledge based economy and determine community land needs to foster employment opportunities in the future. Work cooperatively with adjacent Community's to identify suitable land and 425 annexation possibilities.

Objective: 4.3

ENCOURAGE BUSINESSES AND INDUSTRIES, THAT PROVIDE "REAL JOBS" AND PAY A LIVING WAGE, TO REMAIN IN THE AREA.

Policies:

- **Provide utility services where they are needed:** update, if necessary, and incorporate long-range utility plans, for all City owned utilities, into the comprehensive plan and capital improvement program.
- **Assure that existing businesses have the opportunity to expand:** work with existing businesses to project their potential future and utility needs and prepare plans to accommodate their needs. Update on a regular basis every 2 - 3 years.
- **Assure that the City is able to offer an alternative site which would allow an industry needing more land to expand:** evaluate the need for additional industrial land in the context of the service/knowledge based economy and determine community land needs to foster employment opportunities in the future. Work cooperatively with adjacent Community's to identify suitable land and 425 annexation possibilities.
- **Assist with the provision of employee housing:** aggressively participate with area agencies, groups and individuals, having an interest in providing affordable housing in the community, to assure that such units are added to the area housing supply on an annual basis.

Objective: 4.4

IDENTIFY AND PURSUE CREATIVE WAYS TO INCREASE REASONABLY PRICED HOUSING OPPORTUNITIES IN THE CITY, WITHOUT BUILDING APARTMENT COMPLEXES.

Policies:

- **Allow accessory dwelling units.** identify areas where such dwelling units would be appropriate and acceptable to the neighborhood and incorporate provisions for such units within the Zoning Ordinance.
- **Work with the area community land trust:** aggressively participate with the Northern Homes Community Development Corporation to provide affordable housing in the community.
- **Encourage Habitat for Humanity:** determine from Habitat for Humanity those activities which will foster and support their program in the Charlevoix Area and offer assistance whenever possible.
- **Adjust lot widths and setbacks:** study existing lot widths and structure setbacks and bring Zoning Ordinance requirements into alignment with community reality.
- **Change dwelling size requirements:** adjust size requirements within the Zoning Ordinance to allow smaller more affordable dwelling units.
- **Use City owned properties for affordable housing:** evaluate the feasibility of using the Carpenter St., surplus golf course, and M - 66 properties for affordable housing working with the land trust.

Objective: 4.5

FACILITATE THE “REDEVELOPMENT” OF THE EXISTING HOUSING SUPPLY WITHOUT DUE HARDSHIP AND UN-AFFORDABILITY.

Policies:

- **Implement historic restoration opportunities:** evaluate existing impediments to affordably rehabing the existing housing supply and extinguish those inpediments where possible. Tread lightly when implementing historic districts in City neighborhoods where such districts could add significantly to the restoration of historic structures.
- **Work with financial institutions to create affordable redevelopment:** work with the local banking community to develop their potential role in assisting with the development of affordable housing in the community.
- **Tax incentives for people restoring their homes:** if a residential property is listed in the National Register, has a state historical marker, is in a local historic district, or is in the Belvedere or Chicago Clubs the property owner can qualify for the state preservation tax credit for rehabilitation work.
- **Develop a “pattern”book for the architecture in Charlevoix:** identify and inventory the existing architectural styles of the Charlevoix community. Prepare design guidelines which reflect the vernacular architecture of Charlevoix as examples with property owners and developers to encourage development which will protect Charlevoix’s small town character and beauty.

GOAL 5

ENHANCE CHARLEVOIX AS A FULL SERVICE, YEAR ROUND COMMUNITY, FOUR SEASON RESORT AND TOURIST DESTINATION.

Objective: 5.1

PRESERVE THE FULL RANGE OF SERVICES PROVIDED BY CHARLEVOIX .

Policies:

- **Hospital, library, schools, shopping facilities, excellent quality water, trash/leaf/household goods pick up, fire department, recreation facilities & programs, airport, housing authority:** work to assure adequate financing for those services provided by the City, to assure adequate support for the hospital and schools, and to establish a sense of place
- **Beaches and Piers:** prepare landscape design and management plans for the various beach facilities to assure their greatest aesthetic appeal and function. Be cognizant of any natural or man made phenomena which may deteriorate the beauty of the beaches and make addressing such phenomena a high community priority.
- **Churches:** encourage the churches within the community to continue to provide the wide range of social support services they offer to the community from the private sector.
- **County Seat:** cooperate with the Charlevoix County to assure the continued presence of the County administrative offices within the local community and the designation of the City of Charlevoix as the County Seat.

Objective: 5.2

RETAIN ALL THE ATTRIBUTES INCLUDED IN THE VISION STATEMENT.

Policies:

- **Preservation of our diversity:** prepare an analysis of the Community's diversity, particularly identifying those aspects of diversity which are critical to community vitality and those which can be supported through of the planning, development, and administrative activities, and decisions of the City.

- **Without diversity our youth will leave the area:** prepare an analysis of the Community's diversity, particularly identifying those aspects of diversity which are critical to community vitality and those which can be supported through planning, development, administrative activities and decisions of the City.

Objective: 5.3

ENHANCE COMMUNITY BUSINESSES BY EXPANDING COMMUNITY SERVICES

Policies:

- **Establish spring, fall, and winter events to allow stores to stay open longer:** work with the community organizations that produce community festivals to establish, and/or enhance spring, fall, and winter events. Assure that the facilities to be developed in Downtown Park will support such activities.
- **Expand parking areas:** improve, as resources allow, areas available for parking already owned in the public sector including DeWitt House, White Lot, County property on Mason St., City property at library, and parking lot at fish hatchery.

Objective: 5.4

PURSUE DEVELOPMENTS WHICH WILL DRAW NEW BUSINESSES.

Policies:

- **Expand the use and encourage Castle Farms to grow:** develop a formal City program which supports, to the legal and financially extent feasible, cultural activities at this facility.
- **Offer public transit between Castle Farms and the downtown area:** initiate a discussion with the Castle, Charlevoix Transit Authority, Chamber, Visitor and Convention Bureau representatives, etc., regarding the function and feasibility of such a service.
- **Develop year-round uses for the harbor:** initiate a community dialogue and possible planning process for winter harbor activities such as the proposed winter harbor lighting project, and perhaps, winter docking of a cruise ship.

Objective: 5.5

DEVELOP ADDITIONAL SERVICES WHICH SUPPORT THE CITY AS A FOUR SEASON TOURIST DESTINATION.

Policies:

- **Information services:** support the Chamber, Visitors and Convention Bureau, and similar agencies with their community promotional efforts and activities to the legal extent possible.
- **Integrate the “Castle” as a Charlevoix attraction:** develop a formal City program which supports, to the legal and financially extent feasible, cultural activities at this facility.

Objective: 5.6

FOSTER TOURIST ACTIVITY WITHOUT DESTROYING THE CHARACTER OF THE COMMUNITY.

Policies:

- **Integrate planning with adjacent Community’s:** work with the surrounding municipalities to adopt and implement the “Smart Growth Land Use Planning Initiative”.
- **By avoiding strip development:** limit strip type land uses along major thoroughfares within the context of the City’s Land Use Plan and Zoning Ordinance, implement newurbanist design principles for those areas where strip development is allowed, prepare community design guidelines for reference use with site plan reviews required by the Zoning Ordinance and to use as examples with property owners and developers to encourage development which will enhance Charlevoix’s beauty.

Objective: 5.7

PROTECT AND/OR ENHANCE THOSE THINGS THAT CAUSE TOURISTS TO STOP IN CHARLEVOIX.

Policies:

- **Views of Round Lake:** work with the designers of Downtown Park to create park landscape plantings which will frame/create a kaleidoscope of views to Round Lake for the viewers in the Bridge Street Corridor.
- **The bridge, marina, golf courses:** continue to provide adequate financing for the operation of these facilities as a community resource which pays continuing dividends.
- **Beaver Island Ferry:** continue to work cooperatively with the Beaver Island Boat Co. to assure the continued operation of the ferry from Charlevoix.
- **Maps:** work with the Chamber, Historical Society, and similar community organizations, to develop community maps, such as an "Earl Young Walking Tour" map and mechanisms to distribute such maps to area visitors.

Objective: 5.8

EXPANSION OF BUSINESS IN THE SHOULDER SEASONS

Policies:

- **Employment:** obtain a community market study which identifies potential successful business expansions or new business opportunities which will foster additional community employment. Work with community groups to aggressively pursue identified businesses to locate in Charlevoix.
- **Economics:** strive to understand all of the economic issues which characterize the Charlevoix economy and support those which will result in expansion of businesses in the shoulder seasons. Strive to make Charlevoix as "green" a community as possible.
- **Make downtown more attractive to other types of shops:** identify downtown development issues as part of a downtown market study. Address identified issues in the DDA plan and improvement program.

GOAL 6

RECOGNIZE THE GREATER CHARLEVOIX COMMUNITY EXTENDS INTO THE NEIGHBORING MUNICIPALITIES SURROUNDING THE CITY AND ACT COOPERATIVELY AND IN COORDINATION WITH THOSE MUNICIPALITIES.

Objective: 6.1

RECOGNIZE THE FULL RANGE OF CONCERNS THAT REQUIRE INTER-GOVERNMENTAL UNDERSTANDING.

Policies:

- **Municipal infrastructure:** continue to work cooperatively with neighboring municipalities to provide efficient and cost effective public infrastructure which is of benefit to the health, safety and well-being of the entire community.
- **A need for regional planning:** using the outcome of the 2004 Smart Growth Land Use Planning Initiative as a starting point, actively identify area wide issues and work cooperatively with the neighboring units of government, on an ongoing basis, to develop plans for issues of area wide significance.
- **Compatible land use:** using the outcome of the 2004 Smart Growth Land Use Planning Initiative as a starting point, actively identify area wide issues and work cooperatively with the neighboring units of government, on an ongoing basis, to develop plans for issues of area-wide significance.
- **Services already overlapping:** work cooperatively with neighboring municipalities to provide efficient and cost effective public services which benefit the health, safety and well-being of the entire community and avoid needless duplication of public facilities.
- **Jobs and wages:** contribute to and support community wide efforts to retain or attract jobs which pay living wages and discourage the introduction of businesses which negatively impact the existence of such businesses and pay less than living wages.
- **Recreational programs:** continue to support recreational programs which provide services on a school district or community-wide basis.

Objective: 6.2

ACT AS AN EQUAL MUNICIPAL PARTNER REGARDING ISSUES OF MUTUAL CONCERN WITH SURROUNDING MUNICIPALITIES.

Policies:

- **Respect their opinions:** be proactive in seeking the opinions of surrounding municipalities and respecting those opinions when making decisions regarding City projects.
- **Seek their counsel:** organize leadership meetings on an annual basis with the decision makers from the surrounding municipalities to openly discuss their plans and opinions, and ways in which the City is able to cooperate and coordinate development and services.
- **Show them the benefits of working together:** study situations which would benefit from cooperation and coordinated development and services between the City and surrounding municipalities, and identify the benefits which could be achieved from working together.
- **Demonstrate how new joint planning legislation could benefit them:** study the possibilities and benefits which could result from joint planning efforts and share such information with the neighboring municipalities.

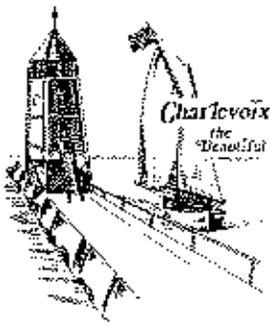
Objective: 6.3

PROVIDE ENLIGHTENED LEADERSHIP REGARDING INTERGOVERNMENTAL ISSUES.

Policies:

- **It is in our best interest:** the City has a declining permanent population and little land to accommodate new development. It's healthy financial future and ability to economically maintain public infrastructure and provide services to its citizens will be enhanced by working cooperatively on issues of multi governmental significance.
- **Charlevoix has the experience:** the City, although small has a broad a range of facilities and provides a range of services normally characteristic of a much larger community. As a result it is well positioned to share it's experience to efficiently and effectively address intergovernmental issues.

APPENDIX E



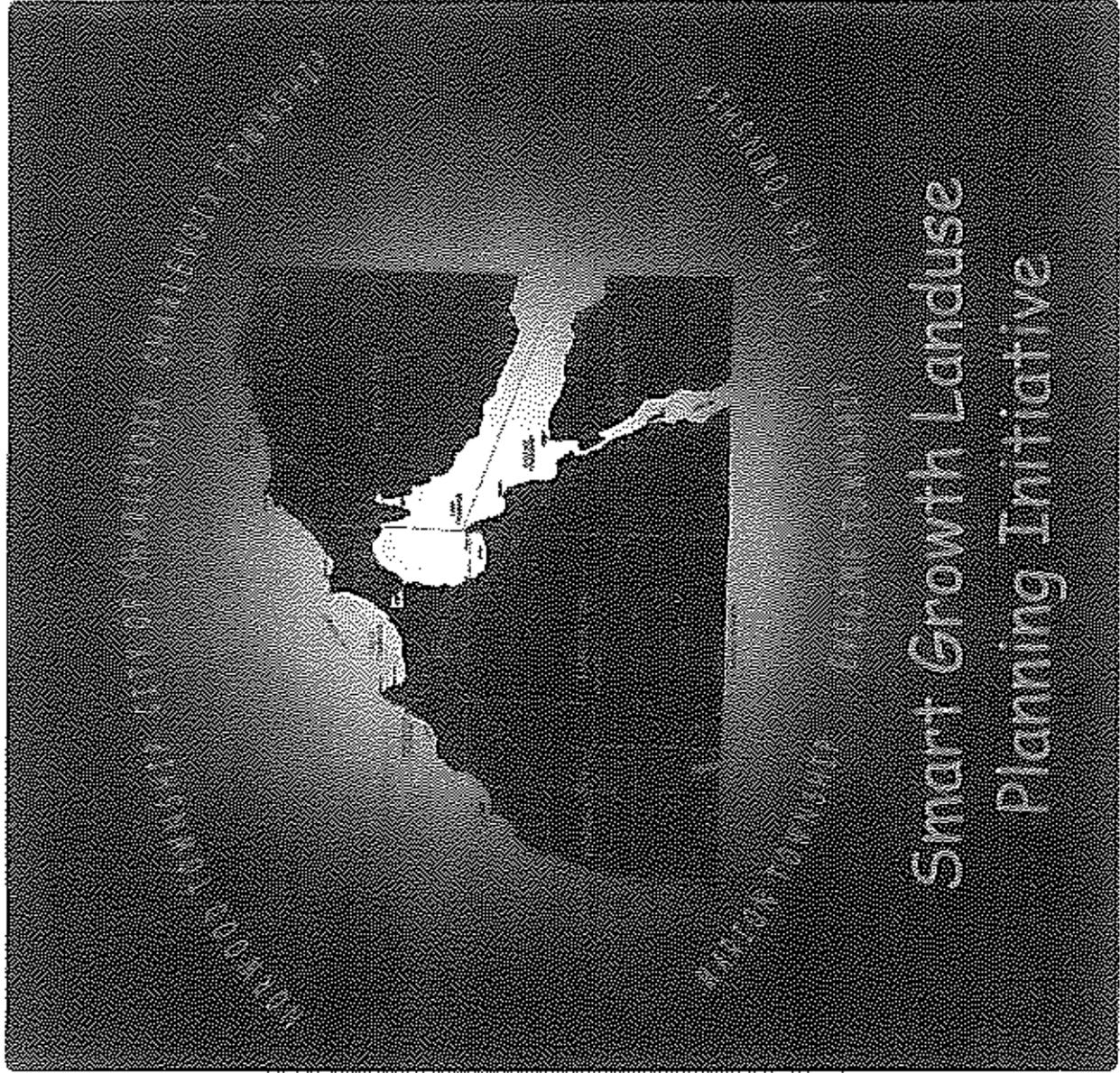
CITY OF CHARLEVOIX
210 STATE ST. CHARLEVOIX, MICH. 49720

**Full document available at the City
Planning Office and on the City
website.**

Go to:

www.cityofcharlevoix.org

**then click on the Planning and Zoning
Office.**



Smart Growth Landuse Planning Initiative

Multi-Jurisdictional
Smart Growth
Land Use Planning Initiative
2004

Charlevoix Area, MI
Charlevoix Area

Charlevoix Township
Eveline Township
Hayes Township
Marion Township
Norwood Township
City of Charlevoix

Major Funding By:

Coastal Management Program
Michigan Department of Environmental Quality

U. S. Department of Commerce
National Oceanic Atmospheric Administration

People and Land

funded by: W.K. Kellogg Foundation
grant facility: Charlevix Co. Community Foundation

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The primary funding for the project was received through the Michigan Coastal Management Program, funded by the National Oceanic Atmospheric Administration, U. S. Department of Commerce. Secondary funding was received through People and Land funded by the W. K. Kellogg Foundation.

Special thanks go to Ms Catherine J. Cunningham, Chief, and Liberty Fox Weaver of the Michigan Coastal Management Program and William Rasmus, Director, Julie Matty Henschel, and Amy Speyer of PAI for supporting the project and working with the community to assume a leadership role to complete the project.

Grant funding from PAI could not have been acquired without the assistance of the Charlevoix County Community Foundation that acted as a fiduciary recipient of the funding on behalf of the City. Robert Fuchtelhof, Foundation President, gave both his support to the project and was a participant in the various Initiative meetings.

Charlevoix Township provided a meeting hall for the second public meeting. The Charlevoix County GIS Department, Chris Abbing, GIS Coordinator, hosts the project webpage on their website, www.charlevoixcounty.org.

Gerry Barach
Project Manager

Forward

In the Spring of 2012, the Morgan Capital Management Program (MCM), announced the availability of several vacant green, energy-efficient buildings. The availability of these green programs provided the City of Charlotte an opportunity to make a positive contribution to the Charlotte Area Community Plan and the surrounding communities. In the development of an area with vision, resources, and leadership, the MCM and other green programs required a limited but it is a great match by the green.

In April of 2012, the City, with the support of the private planning commission that submitted a grant request to the MCM, MCM. After review of MCM program applications, the MCM determined the City is well suited to lead the project for a newly 100 percent grant, however, which would fund up to fifty (50) percent of the project cost, a proposition which the City accepted. In consultation with the MCM, the City had an opportunity to apply for a People and Land Grant for the purpose of funding an additional benefit to the project grant work.

A PM grant was received in the fall of 2012 with the grant funding flowing to the Charlotte Community Foundation as a fiduciary. With the project funding in place, the City established project agreements in the Spring of 2014. A project kickoff meeting with several citizens and officials from the area six miles of jurisdiction City of Charlotte, Charlotte, Harris, and Myers. However, the project was held at the Charlotte Convention Center on May 15, 2014 and following a project launch held in late a final project wrap up in late in October. The more detailed description of the project is presented in the MCM project evaluation report (2014).

The project was conceived to address the needs of approximately 100,000 employees, independent workers, and students of the area and meet the needs of the area. The City's mission in this project was to provide the following items:

- The City of Charlotte is the initiator of the Charlotte Convention Area which includes, to address the City, about 100,000 employees.
- The City of Charlotte is being a resolution of safety a new location (City) project build and of land within its corporate boundaries.
- The U. S. Census revealed permanent population of the City is steadily declining.
- Unless properties are redeveloped the City, in the very near future, will not be in a position to accommodate any of the future growth which is anticipated by Charlotte County.
- As it relates to the greater Charlotte community, the growth will have to occur in neighboring nonadjacent jurisdictions.
- Factors such as the Charlotte School District's new high school in northeast Charlotte,

have been in compliance with the following resolution:

The City of Chatham will provide certain services, as per agreement, identified elsewhere, and fire and ambulance services to water to all of the area to the fire boundary within the planning area.

The City of Chatham is the only municipality within the planning area that is also responsible for the provision of certain services such as an industrial park.

Priority for the area is indicated by each of the non-voting municipalities with both council and councilors for the growth and safety of the overall municipality.

The present meeting provided good information regarding the planning area to the residents of the area. It may be that the current is inadequate, however, were more support is needed due to the potential of West Mead building in Chatham. A meeting that a date is set to develop a master plan for the area. Meetings would be held to discuss the area and the area.

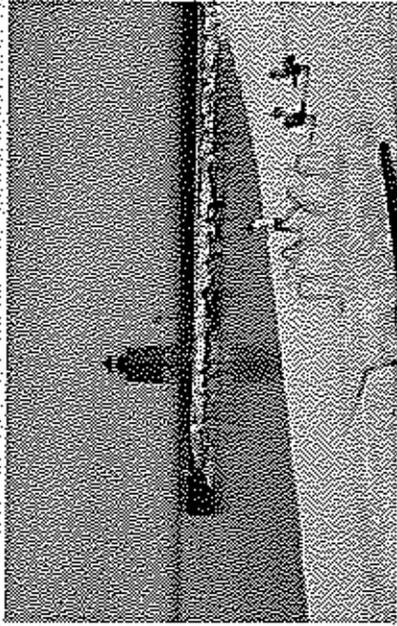
Dr. A. M. Martin from the AIA announced his resignation report as follows: "The resignation report is a report on the results of the project. They appear well and able to assist the community about the project and the remaining areas and projects that are in place. However, they also report that they were not able to take action on the land use planning process in their community. Indeed, it appears that a substantial amount of additional time and effort will be needed to replace and support public officials and community leaders at their own risk level for the project."

The report documents a process that is being developed to be able to meet the needs of a planning commission or a community-based group. It is being developed in a way that will be able to meet the needs of the community and to be able to meet the needs of the community. The report also documents the process of developing a plan for the area and the area.

The new plan planning committee (AIA) recently formed by the AIA, began its work. It provides an opportunity for the residents of the area to plan together, partly addressing the area with development issues at some level in the future. Current opportunities to support or plan planning projects are being put forward by a group of residents groups sponsored by the Municipality, the Municipal Planning Commission, and a variety of other agencies. The project is called "Municipal Planning Commission."

The Municipality for Change program was provided to the residents of the area by the Municipality. As it is administered by the residents of the area, it is a program that is designed to support the residents of the area. The Municipality for Change program is a program that is designed to support the residents of the area. The Municipality for Change program is a program that is designed to support the residents of the area.

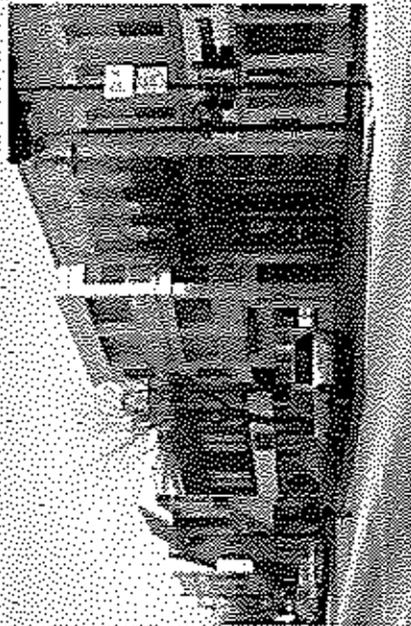
APPENDIX F



Is a Form-based Code Right for Your City?



Making
Charlevoix More
Sustainable

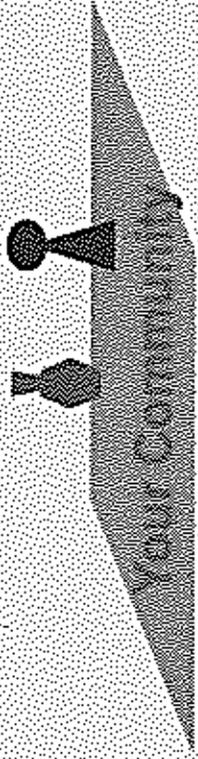


Charlevoix Master Plan Presentation
June 14, 2010



ESI Planning, Inc.
1000 East Tenth Street
Charlevoix, MI 49720

Why zoning doesn't always work



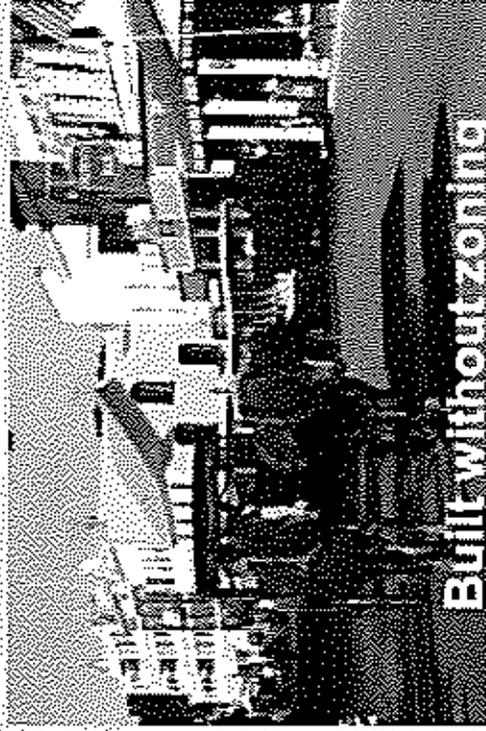
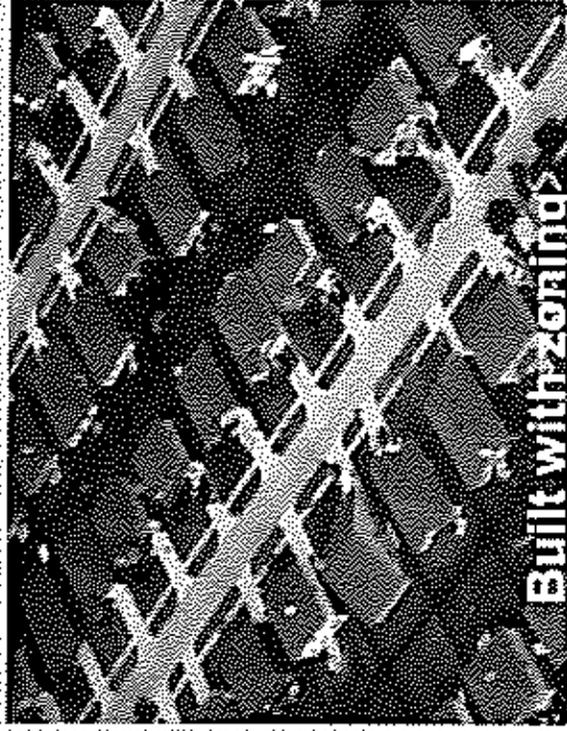
The Zoning Game

WARNING: This game may be hazardous to your health!!!

- Rules aren't always clear
- Pressure to make a decision
- Politics
- Legal fallout
- NIMBYs

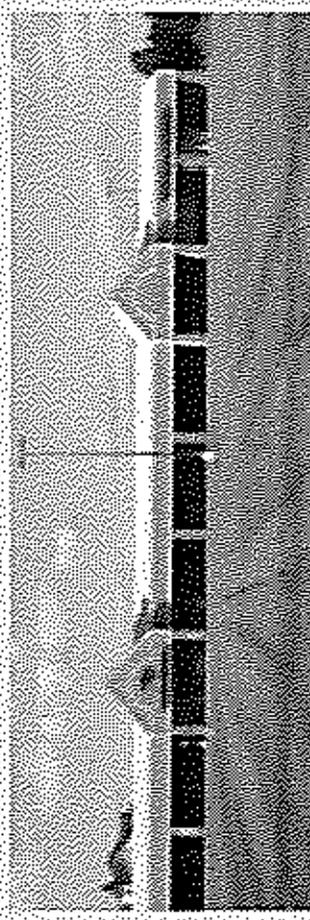
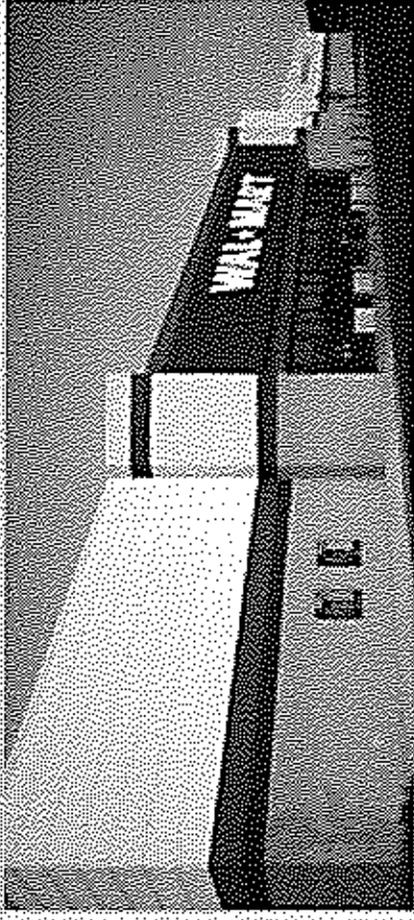
Problems with traditional zoning

- Not user friendly/complex
- Not flexible
- Based on minimums, not always what is desired
- Isolates different uses
- Does not ensure good design
- That's not what I thought it would look like



Zoning can produce mediocrity

- Traditional zoning requirements do not guarantee innovative, safe, and creative development
- So we get more of what most of us agree we don't like or developments that all look the same



A new approach: Form-based codes

“A method of regulating development to achieve a specific urban form.

Form-based codes create a predictable public realm by primarily controlling physical form with a lesser focus on land use through city or county regulations”.

Form-based Code Institute



Key differences

Traditional Zoning

FORM

Operations

USE

Form-based Codes

USE

Operations

FORM

Focused on use

More focus on design & form

Form-based code benefits

- Results in a predictable development pattern
- Can be used to implement a community's vision
- Controls the character and function of the public realm
- Can support historic preservation and complementary infill

VISION PLAN AND STRATEGIC DEVELOPMENT

In tandem with the **2008 Vision Plan**, **California** developers created several building setbacks, setbacks to address the placement of multi-level parking and other proposed new developments. The **form-based** setbacks address the relationship between the proposed building, the street, and the **development** as a whole.

Form-based setbacks at a **major** pathway street in **San Francisco**. **California** the street is **controlled** by a **large** curb to curb radius and **many** large outdoor parking lots. The **vision plan** addresses the **large** the **large** multi-level parking lots by **increasing** **setbacks** **to** **high** **density** **developments**. The **setbacks** **address** the **street** **and** **provide** **more** **space** **for** **pedestrians** **and** **as** **well** **as** **more** **space** **for** **setbacks** **like** **pedestrian** **setbacks**, **and** **street** **parking**, **and** **historical** **setbacks**.



Fig. 13. Form-based setbacks in San Francisco.

Form-based setbacks at **major** **setbacks** **and** **setbacks** **in** **San Francisco**. **California** the street is **controlled** by a **large** curb to curb radius and **many** large outdoor parking lots. The **vision plan** addresses the **large** the **large** multi-level parking lots by **increasing** **setbacks** **to** **high** **density** **developments**. The **setbacks** **address** the **street** **and** **provide** **more** **space** **for** **pedestrians** **and** **as** **well** **as** **more** **space** **for** **setbacks** **like** **pedestrian** **setbacks**, **and** **street** **parking**, **and** **historical** **setbacks**.



Fig. 14. Form-based setbacks in San Francisco.



Fig. 15. Form-based setbacks in San Francisco.

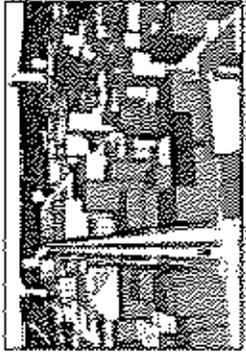


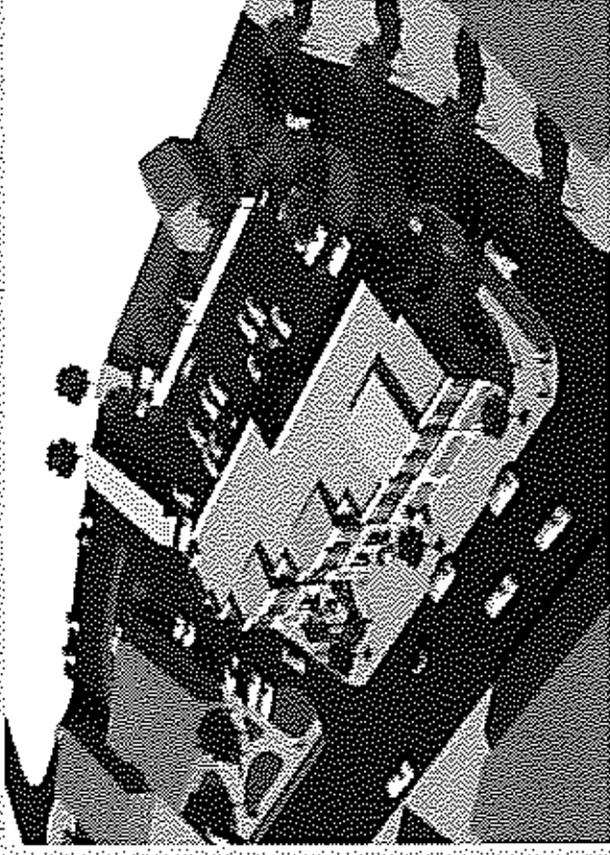
Fig. 16. Form-based setbacks in San Francisco.

California Planning, Inc.



Form-based code benefits

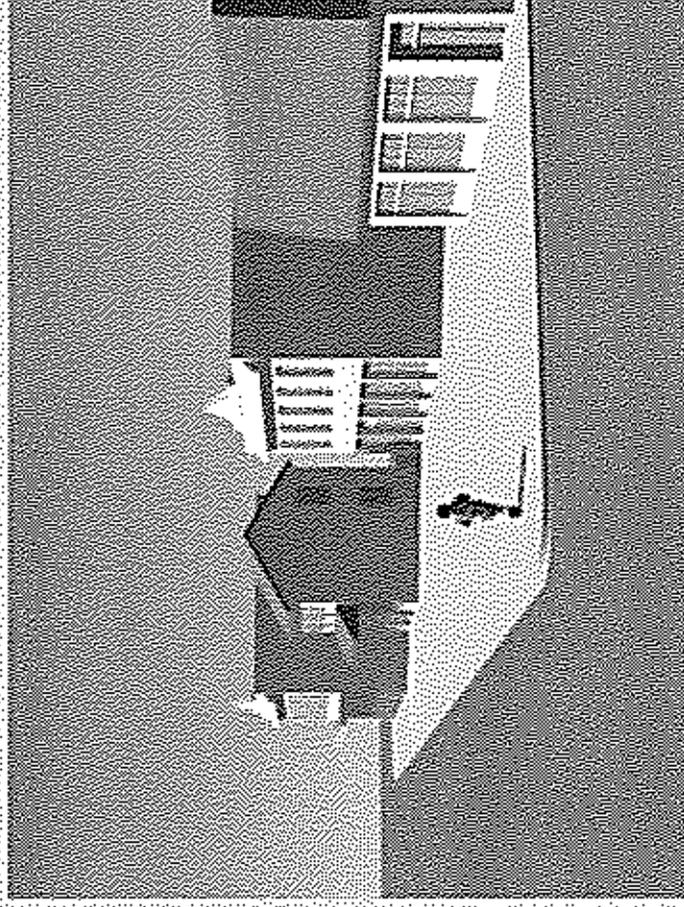
- Shifts emphasis from zoning compliance to development quality
- Works for both redevelopment and new development
- Can speed development review
- Results in more urban environments



Form-based codes

Can be used to:

- Maintain existing character, historical quality
- Improve character and function of a district or neighborhood
- Transform a community's image



Where have FBCs been applied?

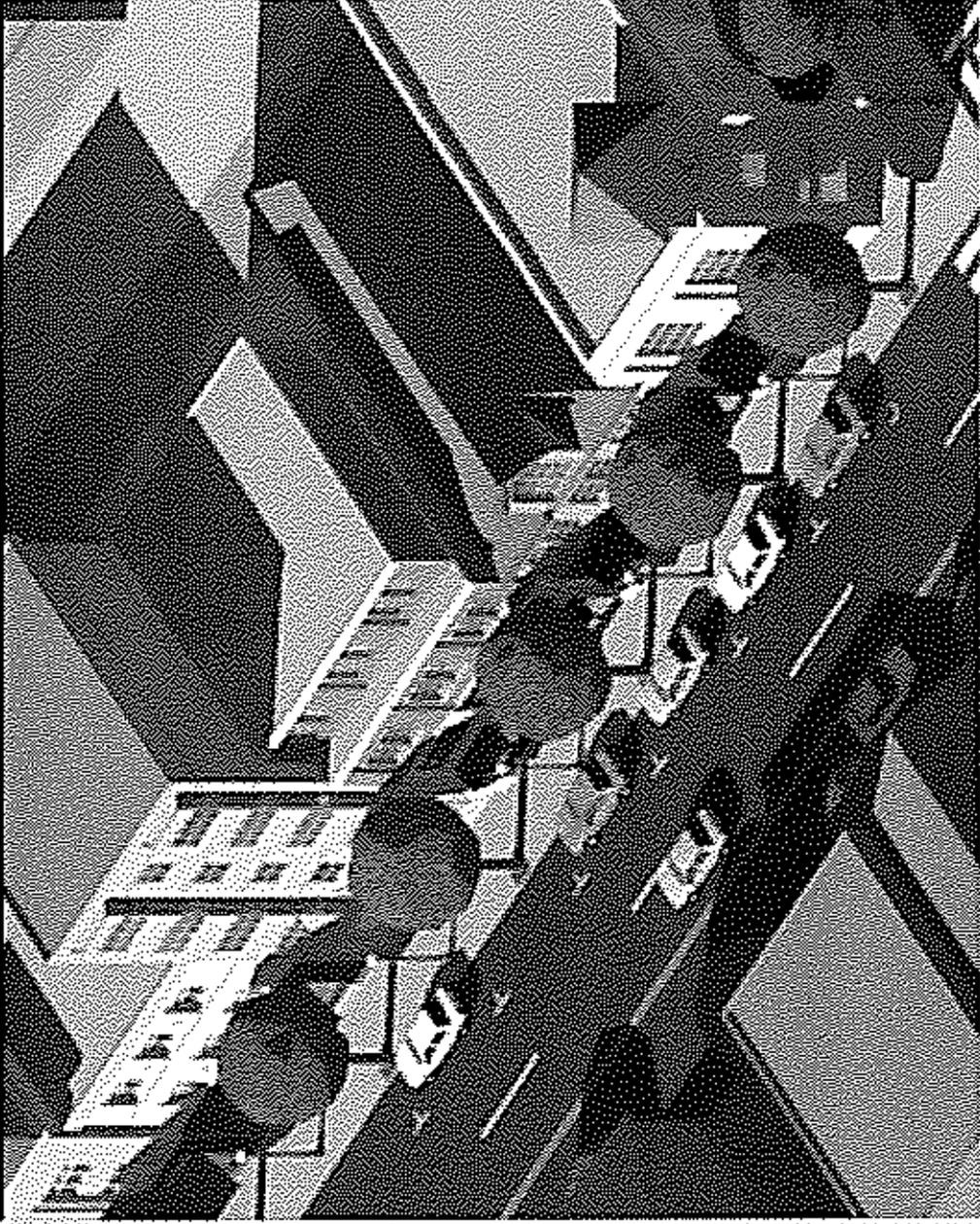
- **Greenfield Sites.** Part of a development agreement; private sector driven and enforced through covenants. Some may not be true Form-based Codes
- **Existing Neighborhoods.** Infill that is based on current typology and block patterns
- **Redevelopment Districts.** Most challenging application of a FBC since the street pattern is set and ownership may be complex



What do they control?

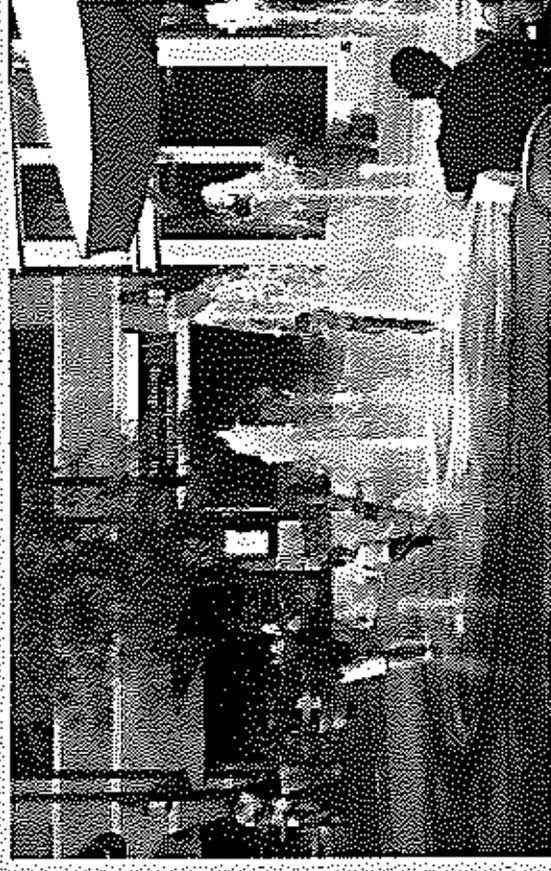
- Uses
- Building Envelope
- Building Form and Character
- Streets and Public Spaces

Walkable commercial street:



How They Are Implemented?

- **Mandatory Codes.** Most ambitious way to apply a Form-Based Code
- **Optional Codes.** Also known as parallel codes; can be used to address political realities
- **Floating Zone Codes.** Can be implemented through a PUD and include instructions and standards for developers to follow when they prepare a regulating plan

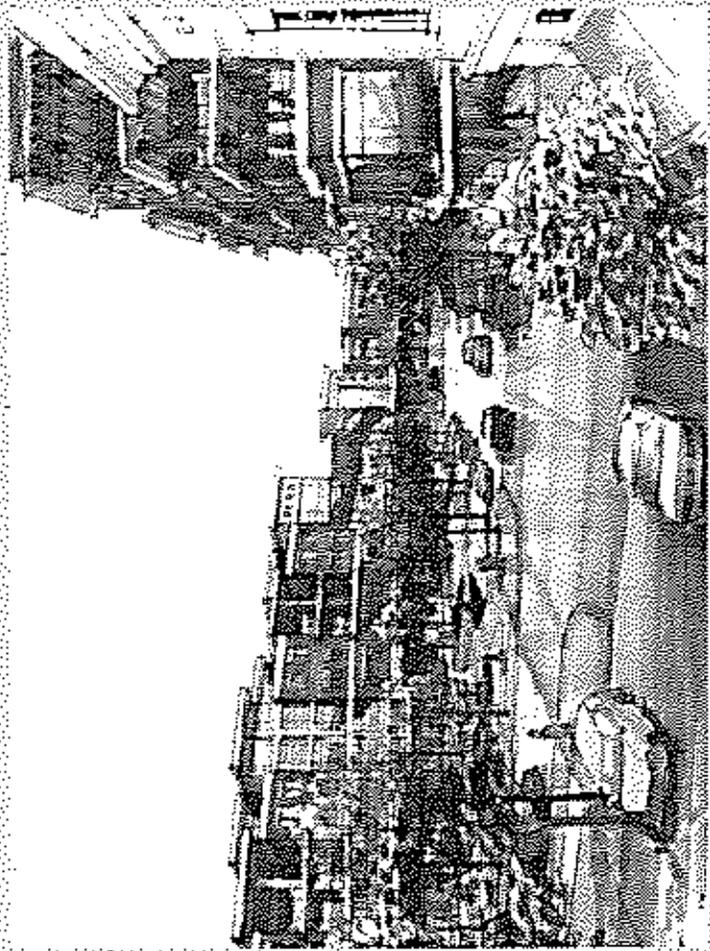
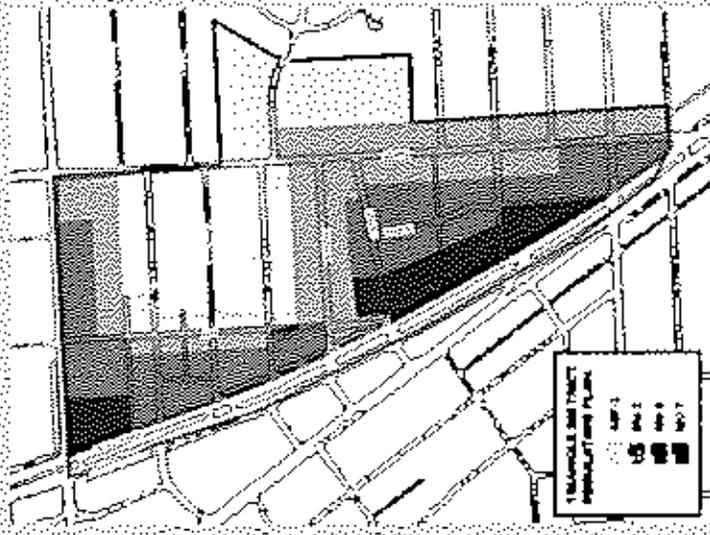
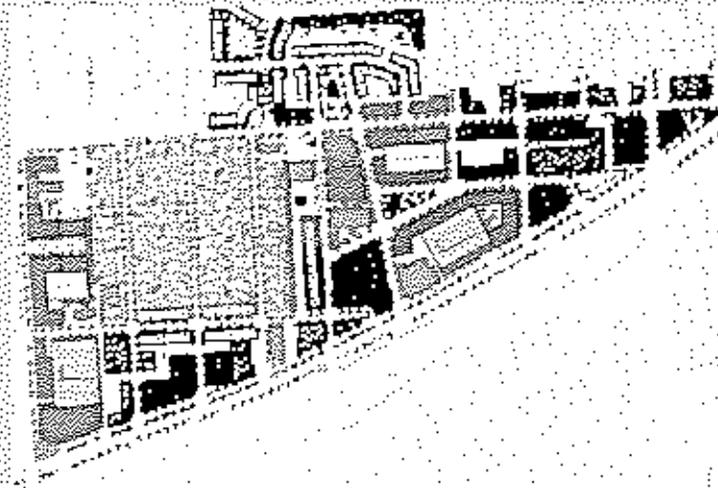


What A FBC Includes

- **Regulating Plan.** Designates areas where different uses and standards apply based on an urban design strategy
- **Building, Public Space, and Street Standards.** Specifications for building form, character, and location, signs, sidewalks, streets, and street furniture
- **Administration.** The review and approval process and addressing departures from code requirements
- **Definitions.** Clear and precise use of terms

What A FBC Includes

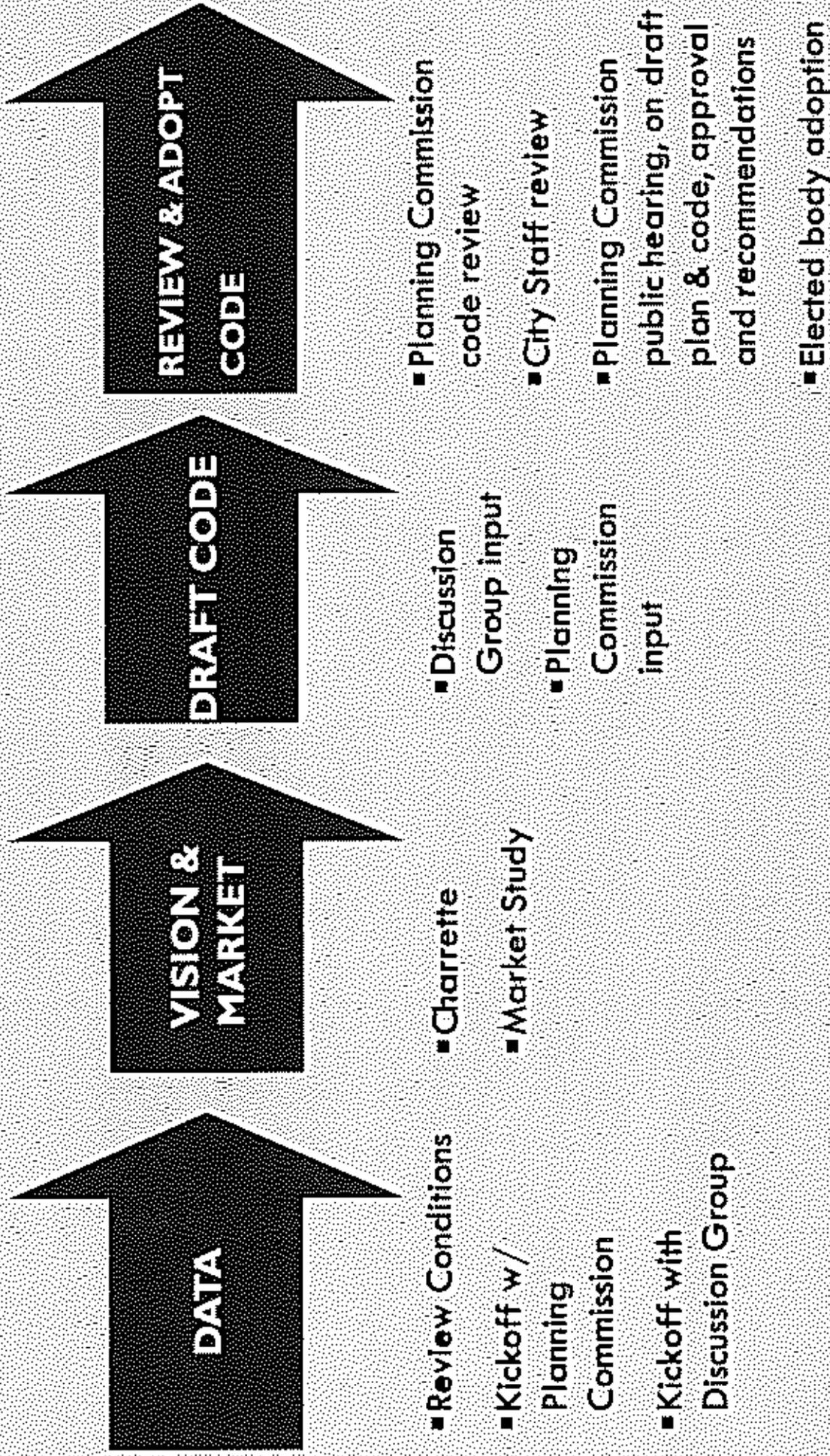
- Regulating Plan.
- Designates areas where different standards apply based on an urban design plan
- Looks much like a traditional zoning map and may be district based
- Can also be based on street frontage



What A FBC Includes

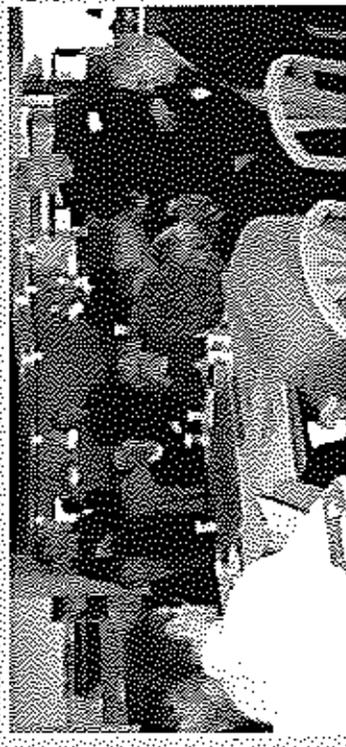
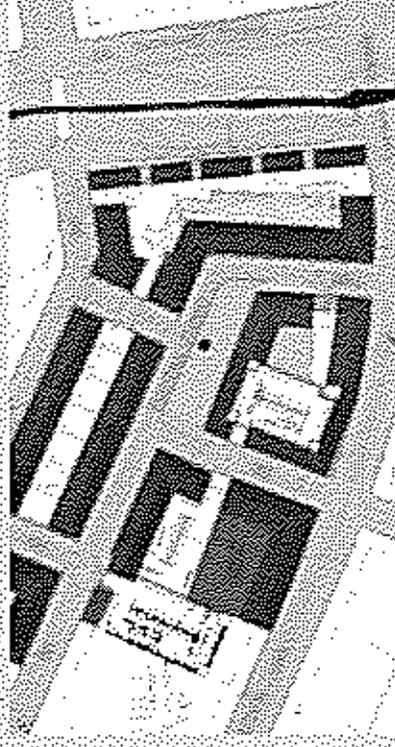
- Administration
- Promote a review process that is staff-driven
- Establish a multi-disciplinary team
- Clearly define departures that can be done by staff
- Identify exceptions that require planning commission or BZA review and approval
- Address non-conforming uses
- Establish FBC trigger points

The adoption process



Lessons learned

- Evolve the code through experience
- Kick the Tires: Engage the development community & key agency staff to ground truth the code before it becomes too real
- Architects use design terms
- Need public sector investment: Support for streetscape & parking



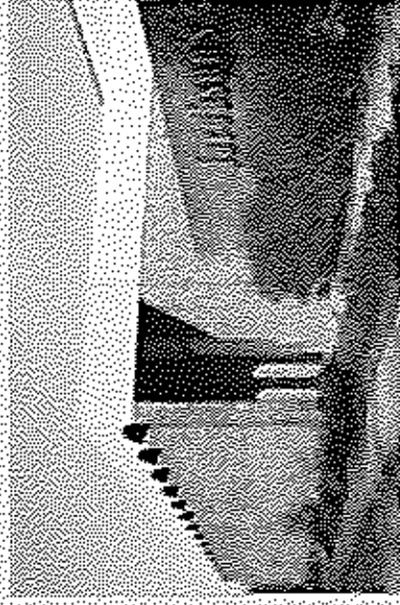
Lessons learned

- **Education:** Make sure everyone understands what a Form-based Code can do and cannot
- **Political will:** Engage community leadership and the public in the process and make sure there is support for the code
- **Process:** Include key government departments and agencies at the outset
- **Inclusiveness:** Don't forget energy providers, cable companies, etc.
- **Realize when enough is enough:** The code is supposed to make things simple



Lessons learned

- Be careful about incentives: Avoid use based incentives due to market forces
- Don't overlook parking: Amount, sharing & timing of parking is critical
- Urban setting is best fit
- Don't stifle creativity: "Historic" architecture is not the only option, allow innovative architecture where appropriate
- Clarify application: When does it apply? Need to be clear what triggers FBC compliance for existing development



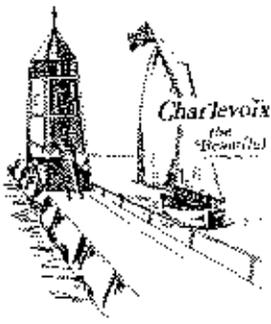
Gaslight Village E. Grand Rapids

Thank You!

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APPENDIX G



CITY OF CHARLEVOIX
210 STATE ST. CHARLEVOIX, MICH. 49720

Full document available at the City Planning Office and on the City website.

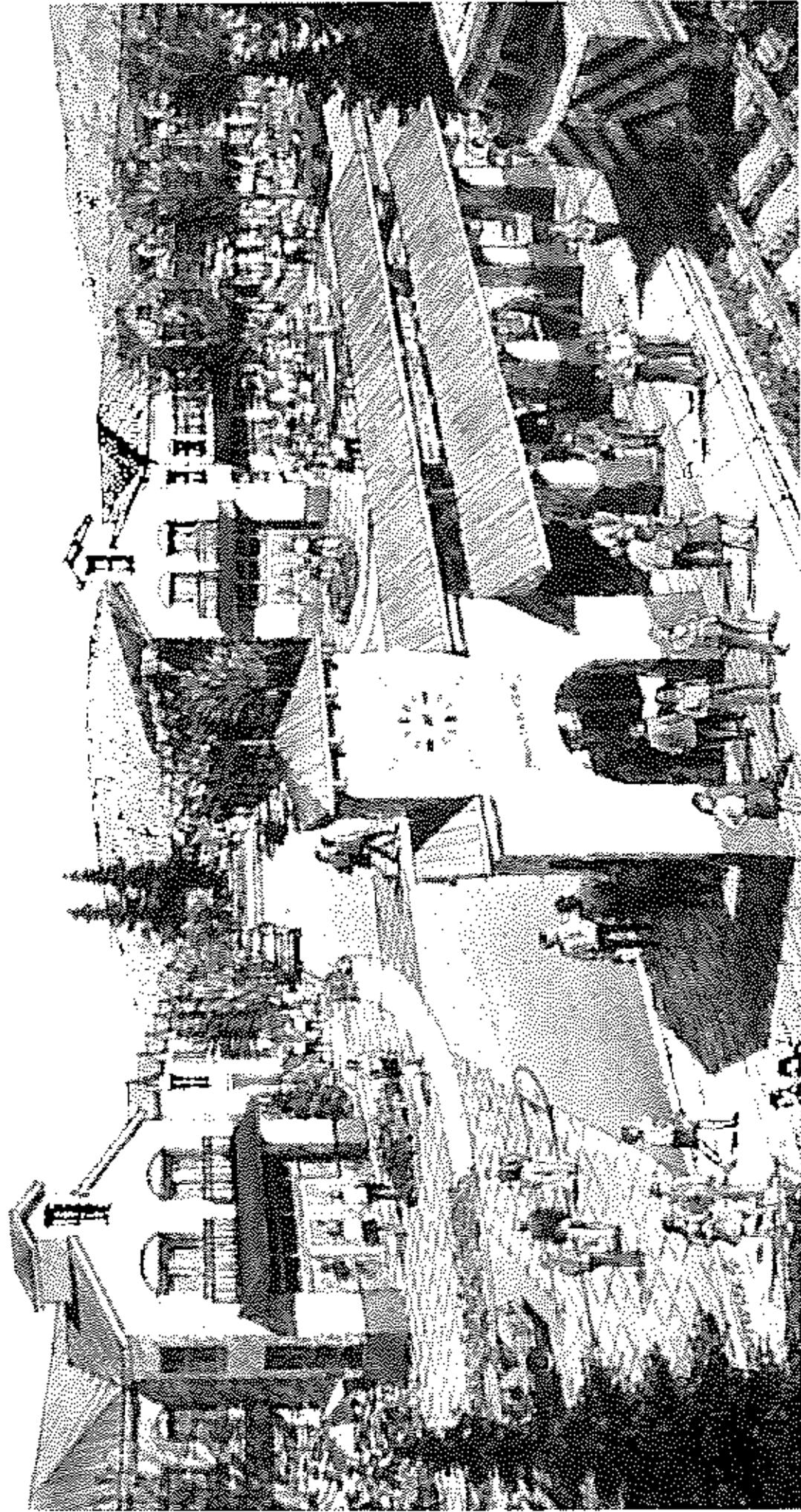
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then click on the Planning and Zoning Office.

Getting to Smart Growth

100 POLICIES FOR IMPLEMENTATION



Acknowledgements

We would like to acknowledge the efforts of Danielle Arsoni, Amber Levinsky, Lynn Richards, Eric Syracuse, and Brett VanAlkoven of the U.S. Environmental Protection Agency (EPA). Without their efforts and generosity, this primer would not exist. Assistance was also provided by John Bailey, Charlie Bertsch, Constance Beaumont, Scott Bornstein, Natly Blais, Don Chen, Jessica Copas, Peter DePier, Will Fleissig, Martin Harris, Don Hollison, ICMA's Smart Growth Advisory Group, John Kozubek, Scott Lantry, Meg McGuire, Harrison Marshall, Richard Mastie, Ed McMillon, Joe Molinaro, Dominic Moudoun, Shelly Paulino, Maria Poyas, Harrison Sripit Nuo, David Schweizer, Gene Schilling, John Shiray, Paul Souza, Jeff Speck, Paul Spornoff, Ed Thompson, Peter Weiss, Paul Zykosky—all of whom provided expert insight and review of the document as it was being developed. Laura Ditt, as well as the many photographers cited throughout the primer, provided valuable assistance in collecting images for use in this document. Special thanks to Geoff Anderson and other staff members of EPA's Development, Community, and Environment Division for their role in providing comments and materials. Finally, Joe Schilling and Adeleja Minkowsky played a critical role in reviewing and revising text, coordinating the process, and bringing the document to publication. Finally, Dharma Pochner provided valuable layout and design assistance.

Cover Credit

Prayer Catherer, Associate, Watercolor, Image of The Evolving development in Alt View, California.

About the Smart Growth Network

The Smart Growth Network is a network of private sector, public sector, and non-governmental partner organizations seeking to create smart growth in neighborhoods, communities, and regions across the United States. Partners in the network include the American Farmland Trust, American Planning Association, Association of Metropolitan Planning Organizations, Center for Neighborhood Technology, Congress for the New Urbanism, Conservation Fund, Environmental Law Institute, George Washington University Law School's Center for Sustainability and Regional Growth, Institute of Transportation Engineers, International City/County Management Association, Local Government Commission, Local Initiatives Support Coalition, National Association of Counties/United States Conference of Mayors, Joint Center for Sustainable Communities, State of Maryland Multi-Family Housing Association, National Association of Counties, National Association of Local Government Environmental Professionals, National Association of Realtors, National Growth Management Leadership Project, National Neighborhood Coalition, National Oceanic and Atmospheric Administration, National Trust for Historic Preservation, National Wildlife Federation, Natural Resources Defense Council, Northeast Midwest Institute, Policy to Practice Consortium, Smart America, Surface Transportation Policy Project, Sustainable Communities Network, Trust for Public Land, Urban Land Institute, and the U.S. Environmental Protection Agency. Individual membership information, publications and information about smart growth are available online at www.smartgrowth.org.

Getting to Smart Growth:

100 POLICIES FOR IMPLEMENTATION

Smart growth is development that serves the economy, community, and the environment. It provides a framework for communities to make informed decisions about how and where they grow. Smart growth makes it possible for communities to grow in ways that support economic development and jobs; create strong neighborhoods with a range of housing, commercial, and transportation options; and achieve healthy communities that provide families with a clean environment.

In so doing, smart growth provides a solution to the concerns facing many communities about the impacts of the highly dispersed development patterns characteristic of the past 50 years. Though supportive of growth, communities are questioning the economic costs of abandoning infrastructure in the city and rebuilding it farther out. They are questioning the necessity of spending increasing time in cars locked in traffic and traveling miles to the nearest store. They are questioning the practice of abandoning brownfields in older communities while developing open space and prime agricultural land and thereby damaging our environment at the suburban fringe. As these quality-of-life issues become increasingly important for American communities, local and state policymakers, planners, developers, and others are turning to smart growth as one solution to these challenges.

They are not alone. In the early 1990s, numerous national organizations similarly recognized the problems facing communities. In 1996, they came together to form the Smart Growth Network, which is now a broad coalition of 32 organizations that support smart growth (see Acknowledgements). As a first step, the network examined the breadth of characteristics of successful communities and from that process, developed the ten principles for smart growth (see box). These principles illustrate the characteristics associated with healthy, vibrant, and diverse communities that offer their residents choices of how and where to live. They also suggest options for forming policy direction at local levels to implement smart growth.

The ten principles were a first step in articulating the goals of smart growth. To introduce communities to the benefits and techniques associated with these goals, the International City/County Management Association (ICMA), the U.S. Environmental Protection Agency (EPA) and the Network wrote and distributed three primers: *Why Smart Growth*, *Best Development Practices*, and *Pedestrian- and Transit-Friendly Design*. The fourth primer in the series is *Getting to Smart Growth: 100 Policies for Implementation*. While many state and local governments have been able to successfully implement policies that have

SMART GROWTH PRINCIPLES

1. Mix land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair and cost effective
10. Encourage community and stakeholder collaboration in development decisions

created healthy, livable communities, more work is needed. For many other communities, there is a wide gap between recognizing the benefits of smart growth and developing and implementing policies to achieve it. The primary purpose of this fourth primer is to address this gap.

Growing to Smart Growth: 100 Policies for Implementation aims to support communities that have recognized the value and importance of smart growth, and now seek to implement it. It does so by highlighting and describing techniques to help policymakers put the ten smart growth principles into practice. The policies and guidelines presented in this primer have proven successful in communities across the U.S., and range from formal legislative or regulatory efforts to informal approaches, plans, and programs. They do not represent the only means to achieve the principle identified, but they do represent real and innovative ways for communities to realize smart growth.

Perhaps most critical to successfully achieving smart growth is realizing that no one policy or approach will transform a community. The policies described here should be used in combination with each other to better achieve healthy, vibrant communities. A first step in the process of evaluating and determining how communities want to grow, is for communities to recognize the importance and value of maximizing the way they grow. This can be achieved through a community- or region-wide discussion that honestly examines the development challenges facing the community and evaluates the benefits and downsides of both current and alternative growth strategies. In most cases, this collaborative process will result in some measure of popular and political support for a community's vision on how and where to grow. Once

this foundation is in place, a course for implementing this vision can be determined. It is in this context, then, that the following 100 policies can be considered as parts of a comprehensive and multi-pronged approach to achieving healthy, vibrant, and diverse communities that offer bona fide choices of how and where to live.

Admittedly, putting the smart growth principles into action requires changes to the way communities function. It requires that local governments, leaders, community groups, zoning officials, developers, transit agencies, state governments, and others agree to a new way of doing business. This shift, however, will be eased by a process, such as the one described above, which clearly illustrates the myriad economic, community, and environmental benefits that are gained from a smart growth approach. After all, regardless of his or her role in the development process, each of the individuals involved in shaping how and where a community grows stand to benefit from the improved quality of life that smart growth can provide.

This primer includes ten sections corresponding to each of the ten smart growth principles, plus an appendix. Each "principle" section discusses the role of the principle in a holistic smart growth approach. Ten specific policies are then highlighted for each principle, supplemented by a series of "practice tips" that either illustrate their application in a community, or identify additional resources to aid communities in implementation. Finally, an appendix describes the most likely level of government for implementation of each policy, and the other principles that each will help achieve.

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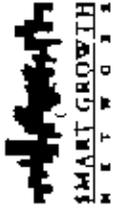
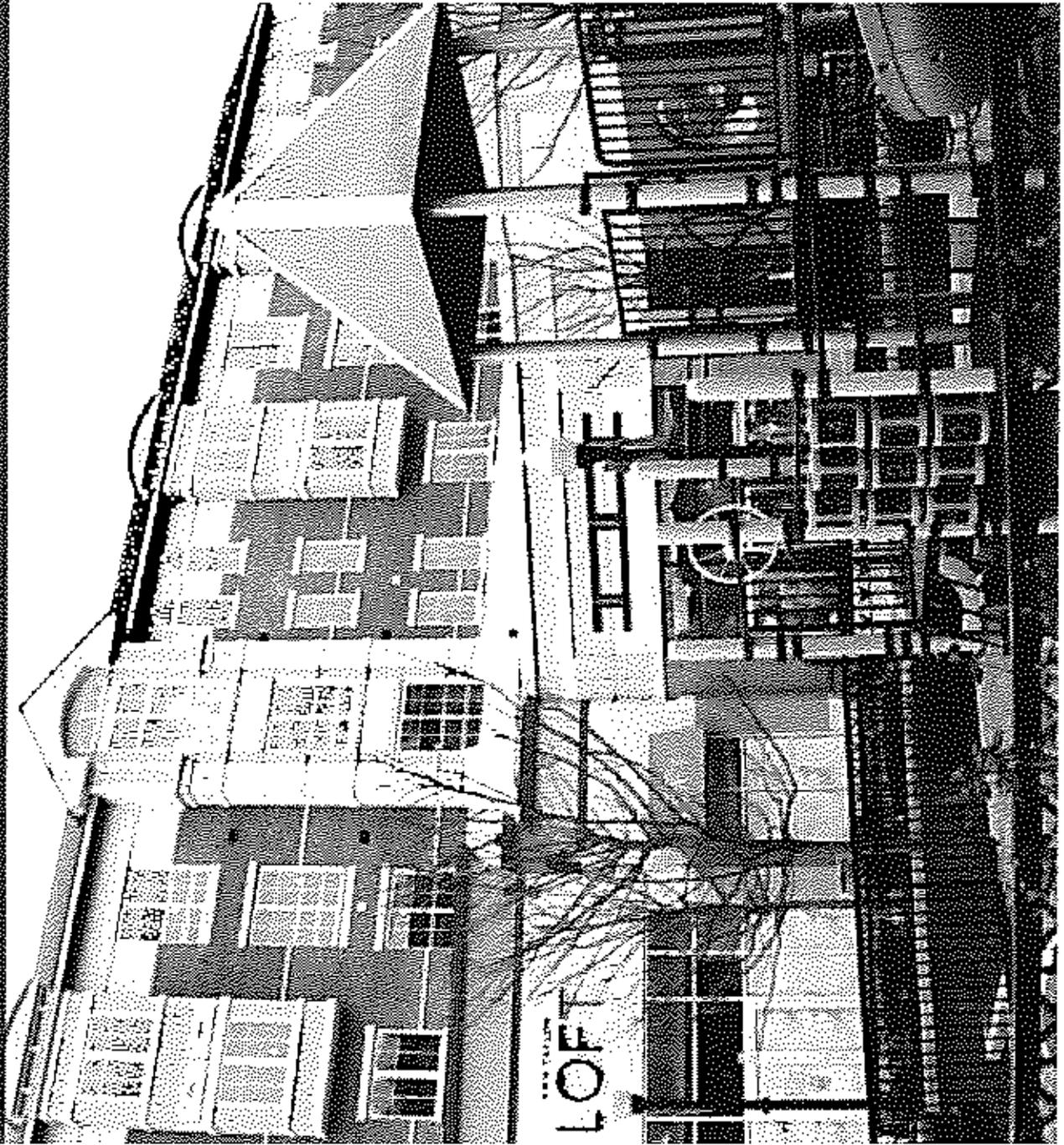


Chapter One

Mix Land Uses

Mixing land uses—commercial, residential, recreational, educational, and others—in neighborhoods or places that are accessible by bike and foot can create vibrant and diverse communities. In large part, a mix of uses attracts people to shop, meet friends, and live in urban neighborhoods like Georgetown in Washington, D.C., or small towns like Wausset, Maine. Mixed land uses are critical to achieving the great places to live, work, and play that smart growth encourages.

However, in many communities, current development patterns mandate a separation of land uses. Conventional suburban development—which is primarily low-density, single-use development—is a significant departure from the way towns were built in the early 20th century. During that time, land uses were more integrated, enabling many people to walk to a



corner store, school, or work. Where once walking to school as a child was the standard practice, today land uses and other changes in development patterns combine to make walking or bicycling the mode of transportation for only 13 percent of all trips made to school.¹ While the separation of land uses was originally intended to protect communities from polluting industries and businesses, it has led to a pattern of land development in which stores, housing, and schools are often placed so far apart that they can be reached only by car. Improved environmental regulation and private sector innovation mean that many businesses are now cleaner than they were eighty years ago when zoning was first introduced to separate land uses, thereby eliminating much of the need for their strict separation from homes and schools.

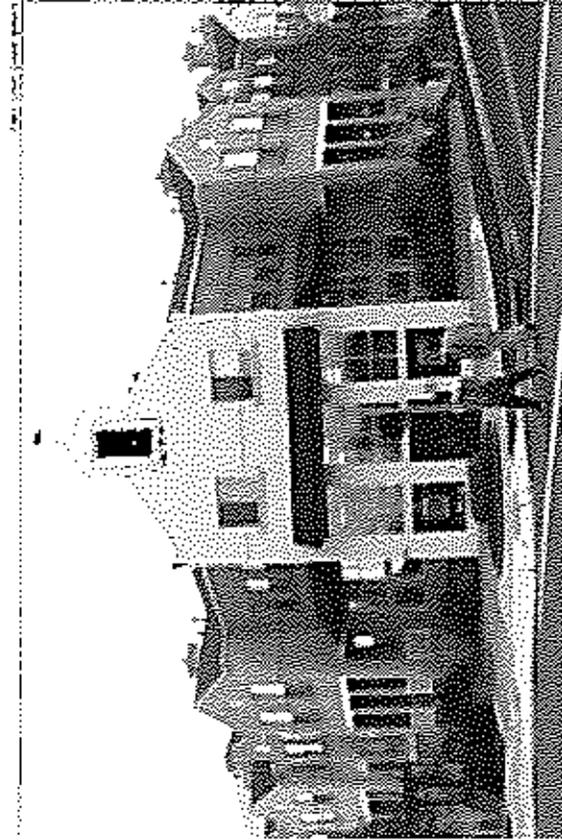
Though the need to separate uses has diminished, it remains a common practice that creates inconvenience for American households who spend a growing share of their day traveling between home, work, shopping, and school. Separate uses lay larger social costs, as well, by fundamentally changing the character of communities and undermining the viability of opportunities for people to walk to shops or work, and to meet and chat with their neighbors on the way. In fact, one-fourth of all trips that people make are one mile or less, but three-fourths of these trips are made by car, in part a result of inhospitable pedestrian streetscapes (see Principle 4) and of a lack of other

transportation options (see Principle 8). Where once locating uses near each other posed an environmental risk, a new environmental challenge has emerged instead from such separation of uses. Air pollutants from cars—now the primary means of access and mobility in this auto-oriented land-use pattern—are responsible for 20,000 to 40,000 cases annually of chronic respiratory illness.² In addition, auto dependency requires more roads and more parking, thus increasing the total amount of impervious surface in communities and causing more polluted stormwater runoff to enter our rivers, streams, and lakes.

Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live. When homes are located within walking distance to grocery stores or quality employment centers, alternatives to driving—such as walking or biking—once again become viable, thereby enabling more Americans to take advantage of this convenient lifestyle. A mix of land uses also provides a more diverse and sustainable population and a wider commercial base to support public transit. Mixed land use can enhance the vitality and perceived security of an area by increasing the number of people on the street. Furthermore, a mix of land uses helps streets, public spaces and retail stores again become places where people meet, thus helping to revitalize community life.

Mixed land uses also convey substantial fiscal and economic benefits. Commercial uses in close proximity to residential areas often have higher property values and therefore help raise local tax receipts. Businesses recognize the benefits associated with areas able to attract people because of different uses. More economic activity exists when there are more people in an area to shop. Land Lease Real Estate—a leading resource for real estate investors, financiers, and builders—has reported for the past five years that the nation's best commercial real estate markets are cities with

Integrating homes and retail make walking for short trips more viable at The Crossings in Mt. View, California.



vibrant, traditional downtowns or with twenty-four-hour suburbs. This trend reflects the value for businesses, which locate in these communities because they are better able to attract skilled workers. In addition, Lend Lease Real Estate repeatedly cites the appeal of investment opportunities in areas that offer a multidimensional environment convenient to work, shopping and recreation.⁴ In short, there are economic benefits to investing in areas that offer a mix of uses.

I.

Provide incentives through state funds to encourage residents to live near where they work. Teachers, police officers, and fire officials, plus many other professionals, are often unable to afford living near their places of employment. Instead, they are forced to endure longer and longer commutes. Many areas across the country are experiencing increased traffic congestion as a result. Localities can address this issue by analyzing the current distribution of housing and jobs, and by targeting areas of imbalances. Areas in need of additional housing can benefit from, for example, the use of density bonuses, increased residential zoning, joint development around transit, and affordable housing tax credits, to encourage housing construction. Similarly, areas that are principally residential can encourage businesses to locate there by creating tax increment finance districts, providing economic development incentives, and improving the supply and quality of infrastructure needed to support business. Special attention should be given to matching the skills of current residents with the requirements of incoming jobs.

Another way to encourage a positive jobs-housing balance is for governments and businesses to work together to provide incentives for people to live near their employment. When employees

take advantage of these incentives, their commuting patterns change radically, and walking and biking become more viable transportation alternatives, thus providing additional support for the mix of retail and civic uses located between home and work.

2.

Adopt smart growth codes to parallel existing conventional development codes.

Changing existing conventional development codes that prohibit mixed-use development so that they facilitate smart growth developments can be a time-consuming and politically difficult process. State enabling legislation that enables local zoning, for example, may not permit the wholesale change to the underlying framework that drives and directs development. Nevertheless, by providing a policy framework that permits and encourages smart growth development, local governments enable developers to construct mixed-use properties without having to endure a long approval process.

Creating a smart growth code that can serve on a parallel basis with existing codes can, in fact, help remedy this challenge. Parallel codes make it legal to develop innovative projects by right, such as those that include a mix of uses or that employ different approaches to parking, while still allowing developers to use conventional codes if they so choose. In addition, to communities that are considering full-scale modification of their zoning and planning practices to support smart growth, parallel codes provide a means of testing the benefits of those modifications on a small scale. For example, Lee County, Florida has used the parallel codes approach in several areas slated for redevelopment.⁵

States can have a tremendous impact on the viability of mixed-use construction by creating parallel smart growth codes that municipalities

PRACTICE TIP

The Maryland Department of Housing and Community Development is implementing a pilot "Live Near Your Work" program to encourage employees of Maryland businesses and institutions to buy homes near their workplaces. This initiative will stabilize the neighborhoods surrounding the state's major employers by stimulating home ownership in targeted communities. The state contributes \$1,000; the employer contributes \$1,000; and the local government contributes \$3,000. Together, these funds can be used for a down payment or toward closing costs associated with a purchase. For more information, refer to www.dp.state.md.us/smartgrowth/hwy.htm.

policies can adopt in parallel to their conventional codes. The state of Wisconsin, for example, developed a model traditional neighborhood design code and required that localities with populations greater than 12,500 adopt the code or one similar to it. Wisconsin permits these codes either to be used as the sole regulatory framework for the community or to exist in parallel with the conventional code, thus giving developers a choice of what kind of project they want to develop.

3.

Use innovative zoning tools to encourage mixed-use communities and buildings.

Despite the obstacles that conventional approaches to planning and zoning represent—such as master plans that continue to require uses to be separated—a number of zoning tools and incentives can be used to

encourage the type of mixed-use developments that support smart growth. Overlay zones—which permit a special application of land use and building design standards in a targeted area—and planned unit developments (PUDs) are two examples of tools that can be used to create smart communities when they are implemented along with complementary design guidelines. Planned unit developments, which allow planners to evaluate the nature and location of uses and buildings on an entire site, provide for flexibility in zoning requirements. While these tools may require a lengthier approval process than more traditional tools, they nevertheless can

be used to encourage smart growth in the short run while the master plan and zoning codes are being revised. Political support for mixed-use smart growth developments can help overcome some of the project-approval burdens associated with these tools.

Many of the most well-known, first-generation, mixed-use traditional neighborhood developments, such as Kentlands in Gaithersburg, Maryland, were built using PUD ordinances. Their success has made it easier over time for their communities to adopt more far-reaching policies to support smart growth. Other cities use overlay zoning to encourage mixed-use infill. For example, San Diego has established an “urban village overlay zone” that encourages mixed-use development. This overlay zone is responsible in part for creating a pedestrian-oriented, mixed-use development in the Hillcrest neighborhood which combines shopping, offices, restaurants, and lanes.¹

4.

Facilitate financing of mixed-use properties.

Financiers view mixed-use development as complex and difficult.² They are concerned that most developers do not have the knowledge base to be able to manage mixed-use development properly, so they often fund only projects that are suggested by large sophisticated developers, and even then they may support only a small portion of the entire project. For example, Denver Dry Goods—a redevelopment of an old Denver department store into market-rate and affordable housing, office space, and retail—required twenty-three different sources of financing.³ When lenders do support these projects, they may require higher rates of return and quicker payback periods.

Surprisingly, mixed-use infill projects have an advantage over mixed-use greenfield projects, as they are often easier to finance

PRACTICE TIP:

Fort Myers Beach, Florida, adopted an optional smart growth code in parallel to the conventional existing code. This parallel smart growth code allows buildings to be constructed with zero setbacks and with canopies to shade the sidewalk, and eliminates some of the open space requirements to permit more compact construction. This parallel code approach was written to allow a quick comparison of the “old” and “optional” codes, and has been widely successful. While some viewed this format as cumbersome and lengthy, it served its purpose of convincing landowners that the optional smart growth code was in their best interests. This optional code can be downloaded at www.fmbeach.org/ordinances/96-20.htm. The American Planning Association also offers model smart growth codes that encourage mixed-use neighborhoods through its Growing Smart effort. For more information, visit www.planning.org/planning/GROWSMART/gsmarkit.html.

Because the surrounding markets and competition make it easier to evaluate potential success. In addition, infill areas often have existing prototype buildings that the new project can be compared against. Large greenfield projects, on the other hand, usually require more difficult, sophisticated phasing and large corporate revenue streams to back up their plans. In areas where single-use buildings are the norm, new mixed-use buildings may not have comparable projects nearby that can help in determining their value. For those reasons, the project may be undervalued, which in turn requires the developer to provide more equity or to pay prohibitively high interest rates.

If local government perceives that financing is a barrier to developing new mixed-use buildings in its community, it can provide support by offering credit assurances, equity investment in the project, or soft second loans to the developers who are pioneering this type of development. Localities can also work with private developers, foundations, and pension funds to identify new sources of financing for mixed-use redevelopment projects. The city of Albuquerque, New Mexico, for example, became an investment partner with private developers in a mixed-use entertainment area in downtown Albuquerque. City-owned land in a targeted area was used for development, allowing the city to become an equity investor in the project. Other investments in the project were further divided into varied time tranches to accommodate the financing needs of different parties: the city holds a long-term position, a local foundation gets mid-term return on its investment, and conventional financiers and developers receive the project's short-term returns.¹⁸

5.

Zone areas by building type, not by use.

Traditional zoning relies on the separation of uses as a means of managing development. In combination with complementary building codes, this approach carefully dictates both the look and use of all buildings in a community. An alternative approach that encourages a better mix of uses is one that limits regulation to building type and that allows building owners to determine the uses. As such, the look and layout of a street is carefully controlled to reflect neighborhood scale, parking standards, and pedestrian accessibility, but building owners and occupants are allowed maximum flexibility to determine how the buildings will be used.

This approach allows for a dynamic change in uses over time as the needs of the community and of the building owner evolve. With regulations in place to monitor the impacts (such as parking, noise levels, and hours of business) of different building uses, for-

PRACTICE TIP:

In Port Wentworth, Georgia, interstate truck traffic has turned the old main street into a major transportation corridor. The impacts of this, combined with expected pressures for growth, have led the city to seek to redevelop its town center on 2,100 acres of adjacent, largely vacant, privately owned land. The master plan for the new center uses a building-type zoning code. Port Wentworth designated ten different street classifications—ranging from lane to boulevard to a frontage street—and determined the most appropriate structures to line the streets. The city has paid attention to the scale of the street by accommodating taller and denser buildings along wider, more commercially oriented streets, and smaller detached homes along lesser-trafficked neighborhood streets. Once the buildings are constructed, it is largely up to the building owner to determine what is an appropriate use. As a result of this plan, the large estate-type homes slated for a frontage along neighborhood boulevards may accommodate single-family residences, multibedroom residences, or limited commercial uses as long as parking and other requirements, which are applied to all such structures, are met. Other street types will feature near-isle-line attached structures, which may serve as row houses, live-work units, and other commercial mixed-use units.

PRACTICE TIP:

Resources exist to aid communities in making greyfields full and profitable use as mixed-use centers. The Urban Land Institute provides guidance on redeveloping commercial strips (see www.uli.org for more information). Also, Greyfields (a Goldfields From Failing Shopping Centers to Great Neighborhoods from the Congress for the New Urbanism and Price Waterhouse Coopers) is an excellent resource for technical direction and tools.

mer residential areas may, for example, accommodate office space for doctors, day care centers, or small convenience stores. Residential areas would not, however, be suitable for a big box retailer because of the building and parking standards in place. As a result, a neighborhood preserves its residential feel while providing more needed services within walking or biking distance.

6.

Use flex zoning to allow developers to easily supply space in response to market demands.

Communities are fluid places, often changing character over time. The most vibrant areas across the country, like Newbury Street in Boston, demonstrate this natural evolution, as former homes are converted to shops and restaurants thus accommodating the service needs of residents that flock to distinctive, vital, pedestrian-friendly areas. While commercial space is located on ground floors, buildings often still retain a residential component on side streets and in upper-floor apartments that create a natural mixed-use, walkable area.

Flex zoning in areas of transition between commercial and residential streets can help communities accommodate this natural expansion and contraction of different uses as market needs change. Flex zoning permits the developer or building owner to change the use of the building (assuming that building codes are met for the new use) without undergoing a lengthy variance or approval process. As a result, buildings

The Mizner Park shopping complex in Boca Raton, Florida, converted to a mixed-use, Main Street design.

are better able to capitalize on fluctuating market demands and can accommodate retail, office, or residential space as needed. In conjunction with zoning by building type and mass, zoning for flexible uses creates a neighborhood feel by managing the look of the buildings, while also providing opportunities for dynamic retail change and small business development within. Flex zoning also allows developers or building owners to adjust to market changes and thus make their units more profitable.

7.

Convert declining shopping malls and strip commercial streets into mixed-use developments.

As shopping malls and strip retail centers become obsolete, communities can explore ways to reuse the space—which often are very large tracts of land—as mixed-use developments. Underperforming regional shopping malls average fifteen acres and are one of the largest sources of land buildings in existing communities.¹¹ These “greyfields” constitute prime opportunities for infill development. Left untouched, these areas not only represent an enormous loss of potential tax revenue, but they may also signal the disinvestment and decline of the surrounding community. Recycling these valuable sites helps a community maximize the value of its resources and capitalize on their advantages: access to a nearby market, working water, sewer, and road infrastructure, and proximity to transit and existing transportation networks.

Cities like Boca Raton, Florida, have successfully renovated abandoned retail areas into vibrant mixed-use developments. Boca Raton’s Mizner Park was a large-scale retail space that was redesigned to conform to a traditional main street configuration.¹² Its success lies in its mixed-use character: shops are located at street level, with apartments and offices above. Many more such opportunities exist. Price Waterhouse Coopers estimates that

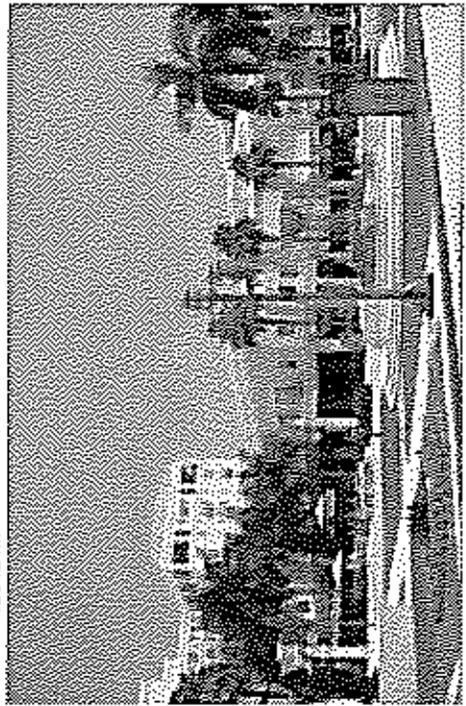


Photo: Bob Cooper

The award-winning Eighth & Pearl Development in Boulder, Colorado, puts homes in close proximity to shops.



there are 140 regional malls in the United States that are abandoned. In the near future, another 200 to 250 malls are expected to be vacated.¹³

8.

Provide examples of mixed-use development at scales that are appropriate to your community.

Mixed-use development looks different in various settings. Because there is no one specific model that communities can draw on to evoke an image of how mixed-use development would work in their area, communities that cannot easily envision it may be skeptical of such development and may initially oppose it, thereby creating delays and challenges for developers. By creating clear concepts through prototype designs, and by providing clear examples of what is considered appropriate or desirable mixed-use for their area, a local government or a community group can shape the projects that developers propose.

The planning department of Boulder, Colorado, for example, provided developers with prototype designs of the type of projects that the community wanted built. The clear information and graphics indicated that the city wanted communities that would ensure that the mix of uses that were provided, and the increased density that resulted, would be aesthetically pleasing.¹⁴ The designs have been successful. The mixed-use development at Eighth and Pearl Streets so successfully integrated residential units, local businesses, and professional offices that it received a 2001 Charter Award from the Congress for the New Urbanism.

PRACTICE TIP:

The Legacy Office Park in Plano, Texas, is typical of conventional office parks because it has large single-use buildings surrounded by parking or large campuses. However, the office park is being retrofitted into a mixed-use, walkable town center community by adding retail and apartments to make it more attractive and convenient to its tenants. The Town Center plan will introduce apartments, shops, and restaurants and parks into a pedestrian-friendly street plan that will integrate the existing office space into a vibrant community. For more information on Legacy Town Center refer to www.posttoproperties.com or www.shopsatlegacy.com.

9.

Create opportunities to retrofit single-use commercial and retail developments into walkable, mixed-use communities.

Declining retail malls are not the only opportunity to create mixed-use communities. Fully occupied, desirable office and retail structures can be made more so by integrating complementary uses into the site. The addition of residential, civic, retail, office, education, or hotel uses into single-use facilities is needed to build effective mixed-use developments. A number of developments that are called mixed use may, however, offer only one or two types of uses. This type of development is especially true for commercial projects that include offices and hotels and that do little to facilitate the interaction between the two. Such developments may be equally guilty of integrating vital uses and failing to provide easy access between them. This practice not only fails to capitalize on the vitality that a creative mix of uses can generate, but it also affects the transportation options that site users have available to them. Research has shown, for example, that people who work in walkable mixed-use developments are more likely to take transit or to carpool to work because they can walk to lunch and to the stores and services they need everyday.¹⁵ Using overby zones, civic building location policies, and tax and other incentives, communities can encourage developers to retrofit retail and office centers into true mixed-use communities. The vitality and sense of community that accompanies the "twenty-four-hour" centers that leaders in real estate investment seek can only come from a balanced mix of office space, housing, and retail that are accessible to each other.

PRACTISE TIP:

The state of California offers "Jobs-Housing Balance Grants" to employment center communities that have the permitted greatest increase in the number of housing units in comparison to a previous three-year average. The competitive grant program also offers bonus points for infill and affordable housing projects. The communities can use the grants for a wide variety of community projects. For more information on Jobs-Housing Balance Grants, see www.hcd.ca.gov/oa/ohbg.

IO.

Reward communities that create a balance between jobs and housing.

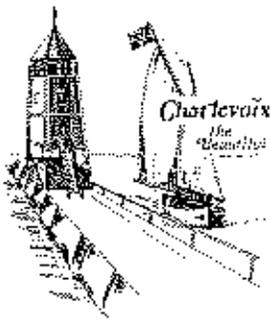
Parts of a region that are home to an overwhelming number of jobs, but which suffer from a shortage of housing units, are ideal opportunities to create mixed-use development projects. In addition to creating more vital, active communities, this approach can help to mitigate the growth in traffic congestion from long commutes by workers who do not live near their jobs. The effects of adapting communities to mixed-use development will be most evident in areas that are currently dominated by office, retail or light industrial properties.

States can encourage communities to create more mixed-use structures by rewarding those that have balanced community job locations and housing needs. States can give smart growth grants to communities as a reward for increasing the amount of housing permitted in job-rich locations or for expanding employment opportunities through new retail, office, or light industrial structures within or in close proximity to residential areas. Communities may use these funds to support infrastructure needs or the development of public amenities in these new areas.

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APPENDIX H



CITY OF CHARLEVOIX
210 STATE ST. CHARLEVOIX, MICH. 49720

**Full document available at the City
Planning Office and on the City
website.**

Go to:

www.cityofcharlevoix.org

**then click on the Planning and Zoning
Office.**

Economic Development
Strategy Executive
Summary
for
CHARLEVOIX



INTRODUCTION

The following is an Executive Summary of the economic development strategy for Charlevoix. The analysis was prepared by The Chesapeake Group, Inc. (TCG) under contract to the City of Charlevoix and with the assistance of I.S.I. Planning.

The strategy identifies existing conditions, contains analyses appropriate to describe economic opportunities, defines the opportunities shown to be sustainable, and, finally, provides the methods to move forward and seize these opportunities. The sole purpose and intent is to provide guidance for enhancing the local economy.

The strategy is based on data and information gathered through the following:

- Interviews with stakeholders.
- A survey of full and part-time residents of the Charlevoix area.
- A survey of area businesses.
- Independent research, proprietary computer modeling.

The Chesapeake Group, Inc. is truly thankful to the staffs of the City of Charlevoix and the Chamber of Commerce for their dedication and support of this initiative. We would also like to thank the hundreds of households and businesses that participated in the surveys.



GLOBAL, NATIONAL AND STATE FACTORS IMPORTANT TO FUTURE ECONOMIC DEVELOPMENT

There are demographic and other changes within the United States and Michigan that impact the opportunities and the future for Charlevoix. These include but are not limited to:

- Birth, fertility and marriage rates have fallen to the lowest level in the history of the country.
- The average age of residents continues to increase.
- The two fastest growing components of the population, both the Baby Boomers households and younger adult households are increasingly seeking and participating in passive and other recreational activity and new forms of entertainment.
- The young adult population relocates and shifts employment at a faster pace than any previous generation.

The demographic changes impact the current and future labor force, housing needs, and other segments of the economy.

Changes in manufacturing and technology trends within the United States, Michigan and the global economy will impact commercial opportunities. They include but are not limited to those that follow.

- Manufacturing is changing significantly through changing technology, technology application and the introduction of new materials. The changing technology diminishes the importance of labor as a cost factor and increases the importance of transportation relative to other cost factors. The technological change in manufacturing will result in the return of the production of many products to the United States. Manufacturing is likely to expand rapidly in the next ten years, which could provide local opportunities.

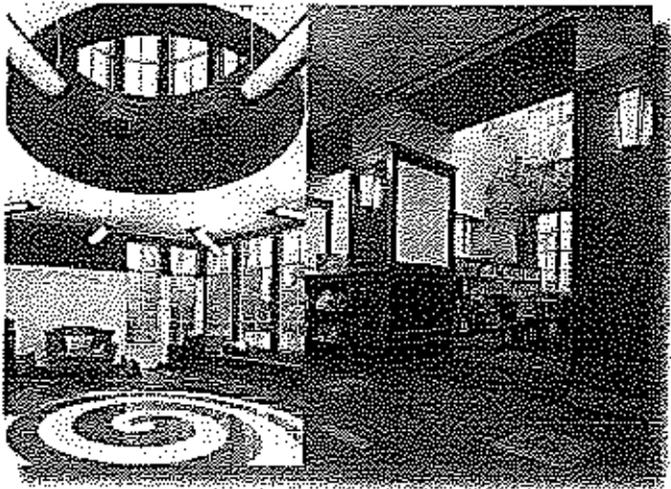
ADDITIONAL LOCAL FACTORS AND TRENDS

The following are essential local factors impacting economic development.

The City of Charlevoix has a year round population of less than 3,000 people. The population increases dramatically in the summer months due to tourism and the high number of vacation/seasonal homes. This influx of people supports commercial activity that could not be maintained solely by locals. The visitors provide employment opportunities for residents as well.



While new residential construction has only slowly recovered from the Great Recession, indications are that the recovery of sales for existing housing units has been relatively strong.



The majority of the operations report that business has either improved or remained unchanged over the last three years.

The seasonal nature of the Charlevoix area, as well as difficulties in finding quality or qualified employees, are the primary challenges to current and future activity in the area. The labor force consisted of roughly 1,300 people 16 years of age or older and is aging.

CLUSTER ANALYSES CONCLUSIONS

The cluster analyses compared the business structure in Charlevoix to other areas similar in households, population characteristics, visitor activity, transportation network and other factors. The findings include gaps in:

- Vehicle sales generally located in suburban locations
- Food service establishments often successful in traditional downtowns.
- A range of medical offices for physical, occupational and speech therapy and audiologist offices.



ASSESSMENT OF RESEARCH & DEVELOPMENT OPPORTUNITIES

Charlevoix has an abundance of natural resources within and surrounding the city which offer opportunities well beyond recreation and tourism including medical research and plant disease and threats. The opportunities include research associated with specific:

- Water plants, animals and organisms.
- Fresh water limnology.
- Invasive aquatic species.
- Native fish species.
- Native aviary.
- Woodlands and woodland animals.

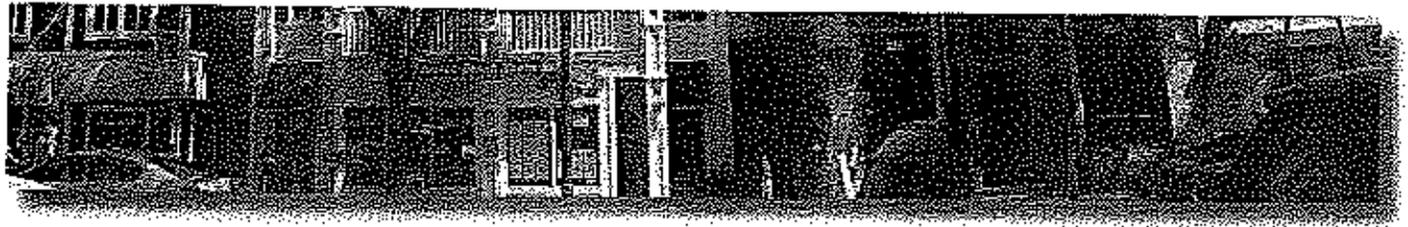
DEMAND FORECASTS

Demand forecasting focused on housing, retail goods and related services, and industrial activity for Charlevoix concluded:

- ✱ Full-time residents of the City of Charlevoix do not generate sufficient sales to support the current Downtown or other commercial activity without attracting sales from others beyond the jurisdiction's boundaries.
- ✱ An opportunity exists to recapture the exported dollars from City and County full-time residents that are spent in other communities, as well as the opportunity to attract residents from neighboring communities to spend money in Charlevoix.
- ✱ The ability to support a total of 200,000 square feet of new or renovated office space. The focus of much of the space would be on health care, Research and Development, and emerging technology applications. The creation of an additional 500,000 square feet of flex space. This is likely to be associated with small branch and start-up operations, with no individual user requiring greater than 20,000 to 25,000 square feet of space.
- The enhancement of deteriorated existing hotel rooms in Downtown is feasible.

STRATEGIC PROGRAM COMPONENTS TO SEIZE OPPORTUNITIES & GROW THE ECONOMY

Charlevoix is at a crossroads. Without an injection of younger households the population will continue to age and could reach a point within a generation where housing property values decline, vacancies become common place in neighborhoods, and the associated tax revenues for local government and other services cease to exist. On the other hand, there is an opportunity to grow the local economy to the benefit of the full-time and seasonal residents through constructive, coordinated activity that includes that which follows.



STRATEGIC GOALS

To maintain vibrancy and grow the local economy to the benefit of the residents and property owners, Charlevoix should seek to:

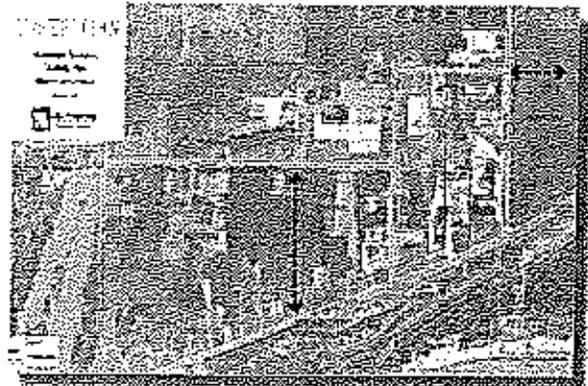
- Retain and attract new households headed by individuals under the age of 35.
- Support aging in place. Work to retain the current seniors and other residents who will seek alternative living arrangements in the future, other than traditional single-family homes.
- Expand employment opportunities and the range of types of employment in the local economy.
- Enhance conditions that attract and encourage entrepreneurial activity.
- Expand full year economic activity.
- Expand the year around activities in the Downtown by attracting residents from surrounding communities.
- Seize opportunities that are identified.



ANCE INDUSTRIAL PARK

Ance Industrial Park represents one of the few formal or semi-formal industrial parks in Charlevoix County. The park is located on the northern edge of the City of Charlevoix north of US-31/Petoskey Avenue between Martin and Ance Roads, extending westward north of Taylor Road. The park is 47.4 acres, excluding street rights-of-way.

A grant was awarded to the City of Charlevoix under the United States Department of Agriculture's Rural Business Enterprise program to extend broadband fiber optic cables to serve all properties within the Ance Industrial Park with high-speed broadband internet access. With this impending improvement, a more efficient, managed layout of the industrial park is essential to maximize the return on investment.



While the industrial park has been a considerable success, there are several issues constraining its continued expansion and growth, including that the industrial park split between two jurisdictions with each community imposes its own industrial zoning district requirements. Also, the industrial park currently has no real identity or sense of place. Furthermore, the opportunities for the expansion of the industrial park are somewhat limited.

INDICATED OR SUGGESTED ENHANCEMENTS INCLUDE:

Act 425 Agreement.

Michigan statutes allow for the Intergovernmental Conditional Transfer of Property between adjacent jurisdictions. Establishing a "425 Agreement" would allow the City and Township to jointly enter into a cooperative arrangement in which land could be exchanged by contract but is not annexed. With both units sharing the City's sewer service, a "425 Agreement" may be a logical choice to help facilitate joint spending for infrastructure improvements.

Joint Overlay District.

Adoption of an overlay zoning district should be considered to unify the entire Arce Industrial Park irrespective of municipal boundaries. An overlay district could establish a common set of regulations, more or less restrictive than the underlying zoning, throughout the entire park to address uses, setbacks, parking, landscaping and signs.

TIF/Local Development Finance Authority.

Tax Increment Financing Authorities are a proven way to leverage funds for major infrastructure improvements that will directly benefit the properties within the TIFA boundaries. In Michigan, a TIF is authorized for use through a LDFA (Local Development Finance Authority) which is designated for industrial, agricultural processing, and high technology services facilities. LDFA's are available to cities, villages, and "urban" townships. While creating an LDFA for the City alone would not offer any benefit, the legal authority of an LDFA encompassing land that is subject to a 425 Agreement and under the administrative authority of the City should be explored. If such a structure was feasible, it would establish another unifying element to the industrial park and permit the capture of revenues generated within future expansion and redevelopment areas, all of which lie within the Township.

Rezoning and Expansion of Industrial Park Boundaries.

The current commercial zoning is excessive. Retaining the commercial frontage along Petoskey Avenue/US31 would afford sufficient land for retail and/or service businesses with good access and visibility. However, the interior of the properties between the highway and Taylor Road would be well suited to further industrial development, and rezoning in accordance with this concept is recommended.

Renaming to "Business" Park.

Many of the current operations in the park are not industrial in nature. If properly marketed, changing the name as part of the enhanced infrastructure of the business park will send a new message to potential users. With the expanded infrastructure, remarketing of the park should be considered.

Small Flex Spaces to Accommodate Growth Opportunities.

Future opportunities exist to attract additional manufacturing and industry. However, future spaces are likely to utilize small spaces with the potential for shared or incubator services. New space should primarily take the form of "flex space," expandable to meet needs of individual operators without having to relocate to different structures.

ADDITIONAL TOOLS TO CAPTURE OPPORTUNITIES & ACHIEVE OBJECTIVES

To achieve the goals and to take advantage of opportunities, there are additional tools or mechanisms that should be considered by Charlevoix including the following:

High Speed Internet for the Downtown and the Community. Charlevoix needs enhanced communications networks to create economic opportunity for new and existing businesses. There are new cost effective solutions being employed in other locations involving blanketing an entire community in a seamless WI FI coverage providing high speed access that would otherwise be cost prohibitive. The backbone of the system is a community internet infrastructure, which in this case will soon exist in the Aore Industrial Park. Engineers tap into the cable or fiber optic system, which employs essentially supercharged wireless routers into fiber optic jacks. The routers broadcast on a frequency reserved for transportation systems and have an extra large range up to 1,600 feet. The stationary (or mobile) routers provide secure signals and can be used to create a mesh network that covers an entire city. Since all are part of the same network, only one login is required, and there are no gaps if routers are strategically located.

Heated Sidewalks to Enhance and Attract Year Around Activity Downtown. Heating of the sidewalks in the Downtown will enhance the potential to attract patrons from other communities in Charlevoix County and neighboring counties during winter months and will contribute to the enhanced viability of restaurants and other businesses. There are several technologies that have been used to heat sidewalks in Michigan and other areas.

Formation of a Solar Coop for Downtown. Significant advancement in solar energy has made it an appropriate option for communities in Michigan and elsewhere; the solar industry is booming as a result. Further enhancement in battery storage will also soon be available increasing the potential feasibility of solar energy and as well as a return to the users. A coop could be created for Charlevoix residents to combine their purchasing power to lease, install or purchase solar cells and related equipment; this would dramatically lower operating and energy costs while obtaining the best prices.

Crowdfunding. Start-up businesses are an important part of a healthy local economy; they diversify the offerings of the community and provide employment. Historically there were local banks that would finance start-up activity. That financing option for start-up activity is today very limited, even though the need remains. Therefore, the only way to preserve this opportunity for additional start-ups is through creative financing activity through the community. This may involve initial injection of capital (loans) as well as the creation of leases that have a unique structures based on targeted revenue goals for potentially fully vetted operators. The establishment of a local crowdfund option for financing of real estate ventures, business capital, start-ups, expansion and other aspects of the commercial business structure is one option that should be given serious consideration. Crowdfunding can be used to open the door and provide an incentive for entrepreneurship. The rules allow investors to invest in companies using a crowdfunding exchange if they will locate in Charlevoix. New, small and promising companies could be enticed to come to Charlevoix by providing capital (along with incubator space). Not only is capital generated, but expansion costs can be lowered from the savings associated with the decreased need to hire investment bankers and accountants. Working with and through an existing "funding platform," Charlevoix could promote the availability of capital generated by local residents and businesses to grow new and fresh ideas and entrepreneurial entities. This would provide a competitive advantage for Charlevoix and help to keep a balance of established operations with new ideas and operations.

Contributions to or through a crowdfund are investment funds; their purpose is to provide a return on investment. In general, the investments are "hit or miss" on an individual business or stock purchase just as the expansion or start-up of all operations. But when success is achieved, it is generally at a level exceeding any losses within the fund. For Charlevoix it is unlikely that one "hit" will compensate sufficiently for a loss in the short-term. The investment should be made for the long-term where there is an increased probability of a successful return on investment (ROI). A more balanced long-term approach will result in returns and a lower probability of non-successful businesses and investments for those involved in the crowdfund.

One substantial benefit to a locally directed crowdfund effort is the sense of ownership in the financed activity and businesses and in Charlevoix itself. That sense of ownership will result in greater spending, use and visitation of the businesses and would lessen the probable failure rates. This sense of ownership should not be underestimated; through the use of crowdfunding, the failure rates for expansion and start-ups should be well below those in more traditional financed settings.

Recruitment Focus. Without proactive recruitment, it is highly likely that a number of opportunities will be lost. It cannot be assumed that because opportunities exist, people will naturally seek those opportunities; rather, they can only seek opportunities of which they are aware. It is important to note that traditional means of marketing, such as "multiple listing," does not reach target audiences well or stimulate interest from those outside of the area that often make investments. The Charlevoix area is not necessarily seeking someone who is "looking" to invest; rather, the area is in search of the right parties that may not even know of the opportunities exist at this time or in the foreseeable future.

Incubator Space and Long-term Versus Short-term Return. Incubator space is essential to spur entrepreneurship. This will only occur through property owners and related investors/developers foregoing short-term returns for greater longer-term rewards; one option is to link rent to revenue flow of the entrepreneurial activity. There are communities where entrepreneurs are offered dramatically reduced to virtually no rent for the first year; the business agrees to "open the books" so that when certain revenue levels are reached, rent is paid based on normal percentages. In the short-term, income from the property is sometimes lower, but it is greater in the long-term. The impact of the activity substantially modifies the rent formula, so that over a longer term, rents and property related revenues rise above the levels that would have been achieved if only the short-term return was considered.

Pursuit of Expanded R & D Activity. Another recruitment effort is associated with the establishment of niches for Research and Development (R & D) activity. There are three possible methods for pursuing R & D. The first method is to directly recruit individual companies through a coordinated, continual process. The second method is to form a partnership or consortium. The third also involves forming a partnership or consortium, but additionally calls for the inclusion of outside expertise with a track record in the industry. A combination of the latter two methods is preferred.

An Entrepreneurship Program. An entrepreneurship program with a possible apprenticeship component serves several purposes for increasing business opportunities. It can be effectuated through community colleges, Baker College, local artist connections, local, regional and national chapters of AARP, accountants and financial advisors in the area, and technical-oriented higher education schools in the larger region. Relationships with such institutions could be established on a one-to-one basis or collectively through one catalytic institution. Through the organizations or institutions, "students" or participants can be identified with potential entrepreneurship profiles and interests. Baker College is already attempting to focus on entrepreneurship training in other . Business scholarships to attend business management courses, acquire specific industry skills, or acquire entrepreneurship skills could be arranged through cooperative partnerships. Financing for existing operations may be through current owners "taking paper" as well as other consortium sources. It is noted that current owners of operations could also identify current employees with potential.

The Additional of Local Higher Education Options. The current and future residents of Charlevoix need to expand their skills in areas that will provide future growth opportunities. Additional education and training needs to be provided locally. The school system has an establishing, albeit limited, relationship with Baker College. This relationship could be expanded, with Baker College developing a local presence to better serve the residents of Charlevoix.

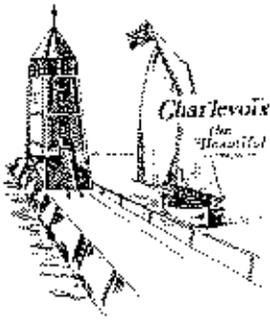
PRIORITIZATION TO ACHIEVE GOALS

There are three tools that, when combined, will have the greatest impact on the overall economic development of the area; these tools should be given the highest priority in terms of human and fiscal resources. They are crowdfunding, creation of incubator space, and enhancing entrepreneurship.

The private sector's involvement in all of the above activity is paramount to its success. The Chamber of Commerce, City of Charlevoix, Charlevoix Township, Charlevoix County, the State of Michigan and the Chamber of Commerce all have roles in the process as defined in the business park and strategy. Coordination should be a cooperative effort of the Chamber and the City of Charlevoix.



APPENDIX I



CITY OF CHARLEVOIX
210 STATE ST. CHARLEVOIX, MICH. 49720

**Full document available at the City
Planning Office and on the City
website.**

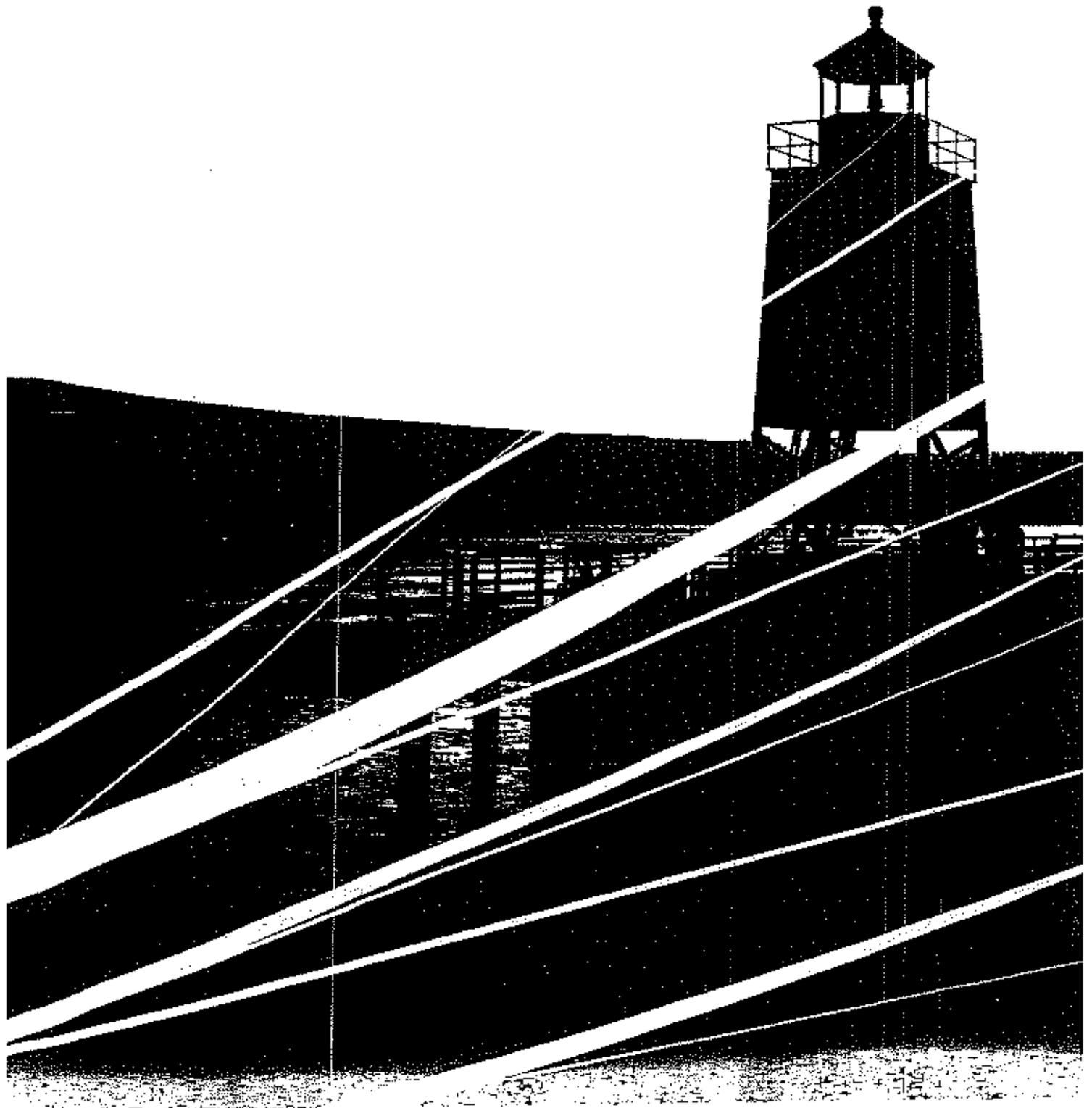
Go to:

www.cityofcharlevoix.org

**then click on the Planning and Zoning
Office.**

CHARLEVOIX

Downtown Marketing Assessment and Development Strategy



Introduction

The following is an Executive Summary of the market assessment prepared for Downtown Charlevoix. The assessment was prepared by The Chesapeake Group, Inc. (TCG) under contract to the City of Charlevoix and with the assistance of LSL Manning.

The market assessment identifies existing conditions, contains analyses appropriate to describe marketable opportunities, defines opportunities that would be sustainable, and, finally, provides the methods to move forward and seize these opportunities. The sole purpose and intent is to provide guidance for enhancing the Downtown and local economy.

The strategy is based on data and information gathered through the following:

- Interviews with stakeholders.
- A survey of patrons conducted during peak visitor season.
- A survey of full and part-time residents of the Charlevoix area.
- A survey of area businesses including those Downtown.
- Independent research and proprietary computer modeling.



The Chesapeake Group, Inc. is truly thankful to the staffs of the City of Charlevoix and the Chamber of Commerce for their dedication and support of this initiative. We would also like to thank the hundreds of households and businesses that participated in the surveys.

Global, National and State Factors Important to Future Economic Development

There are demographic and other changes within the United States and Michigan that impact the opportunities and the future for Charlevoix. These include but are not limited to:

- Birth, fertility and marriage rates have fallen to the lowest level in the history of the country.
- The average age of residents continues to increase.
- The two fastest growing components of the population, both the Baby Boomers households and younger adult households are increasingly seeking and participating in passive and other recreational activity and new forms of entertainment.
- The young adult population relocates and shifts employment at a faster pace than any previous generation.
- Growing household income differentials will further market segmentation.

The demographic changes impact retail spending, housing needs, and other segments of the economy.

Changes in manufacturing and technology within the United States, Michigan and the global economy will impact commercial opportunities. They include but are not limited to:

- Manufacturing is changing significantly through changing technology.
- Internet sales will continue to grow as new high speed internet options become available and prevalent.
- Additive manufacturing will diminish the need for inventory storage on-site at retail operations.
- On demand production will grow changing the retail fabric.

Additional Local Factors and Trends

The following are essential local factors impacting Downtown Charlevoix.

- The City of Charlevoix has a year round population of less than 3,000 people. The population increases dramatically in the summer months due to tourism and the high number of vacation/seasonal homes. This influx of people supports commercial activity that could not be maintained solely by locals.
- The majority of the operations report that business has either improved or remained unchanged over the last three years. Most Downtown operations employ seasonal workers; individual operations generally employ less than ten people.
- For many current Downtown operations, there is no one to take over and operate the business should the current owner no longer desire or be capable of continuing the operation.
- The seasonal nature of the Charlevoix area is the primary challenge to current and future activity in the area. The aging of the population in Charlevoix, Charlevoix County and other contiguous areas is also an important challenge to sustainability of the Downtown.

On-street Patron Survey Conclusions

During peak visitor season in 2014, a sample of more than 200 Downtown patrons was conducted. The key findings of the sampling are:

- Downtown patrons are generally over 50 years of age.
- The majority of patrons live in Michigan and generally along the US 131-31 corridor and from communities that surround Charlevoix; there are a substantial number of patrons who live outside of Michigan as well as in other states.
- The average income of patrons is relatively high, with the mean average household income about \$116,000.
- Many patrons come to Downtown during season either on many occasions or year after year although a reasonable proportion of new patrons are still being attracted.

Resident Survey Conclusions

Surveys of both full and part-time households living in the Charlevoix area and surrounding communities was also conducted. More than 950 households representing more than 700 people responded to the survey. The survey results indicate:

- There is likely to be a continued population loss in the area in the near future as younger residents seek perceived greater employment opportunities elsewhere.
- Many Charlevoix residents make the majority of their purchases outside of Downtown and Charlevoix.
- While residents from surrounding communities currently come Downtown during the peak season, the numbers coming other times of the year are substantially below those coming during the season, negatively impacting commercial sustainability in Downtown.



Demand Forecasts

Demand forecasting focused on retail goods and related services, housing and other potential activity for Downtown Charlevoix concluded:

- Full-time residents of the City of Charlevoix do not generate sufficient sales to support the current Downtown activity without attracting sales from others beyond the jurisdiction's boundaries.
- An opportunity exists to recapture the exported dollars from City and County full-time residents that are spent in other communities. There is also the opportunity to attract residents from neighboring communities to spend money in Downtown.
- Opportunity is particularly strong for food service activity often blended with entertainment. The success of retail will be based on attracting Charlevoix County and surrounding counties' households off season.
- Additional opportunity exist for expansion of office activity in downtown linked to younger entrepreneurs if there is incubator space.
- The enhancement of deteriorated existing hotel rooms in Downtown is also possible.
- Between 45 and 90 additional housing units could be supported in Downtown over the next ten years.

Strategic Program Components to Seize Opportunities & Grow the Economy

Charlevoix is at a crossroads. Without an injection of younger households the population will continue to age and could reach a point within a generation where housing property values decline, vacancies become common place in neighborhoods, and the associated tax revenues for local government and other services decline dramatically. On the other hand, there is an opportunity to grow the local economy to the benefit of the full-time and seasonal residents.



Strategic Goals

To maintain vibrancy and grow the local economy and Downtown to the benefit of the residents and property owners, Charlevoix should seek to:

1. Retain and attract new households headed by individuals under the age of 35.
2. Support aging in place. Work to retain the current seniors and other residents who will seek alternative living arrangements in the future, not traditional single-family homes.
3. Expand employment opportunities and the range of types of employment in the local economy.
4. Enhance conditions that attract and encourage entrepreneurial activity.
5. Expand full year economic activity Downtown.
6. Expand the year around activities in the Downtown by attracting patrons from surrounding communities.
7. Seize opportunities that are identified.

Additional Tools To Capture Opportunities & Achieve Objectives

To achieve the goals and to take advantage of opportunities, there are additional tools or mechanisms that should be considered by Charlevoix including the following:

1. High Speed Internet for the Downtown. Charlevoix needs enhanced communications networks to create economic opportunity for new and existing businesses. There are now cost effective solutions being employed in other locations involving blanketing an entire community in a seamless WI-FI coverage providing high-speed access that would otherwise be cost prohibitive. The backbone of the system is a community internet infrastructure, which in this case will soon exist in the Ance Industrial Park. Engineers tap into the cable or fiber optic system, which employs essentially supercharged wireless routers into fiber optic jacks. The routers broadcast on a frequency reserved for transportation systems and have an extra large range up to 1,600 feet. The stationary (or mobile) routers provide secure signals and can be used to create a mesh network that covers an entire city. Since all are part of the same network, only one login is required, and there are no gaps if routers are strategically located.

2. Heated Sidewalks to Enhance and Attract Year Around Activity. Heating of the sidewalks in the Downtown will enhance the potential to attract patrons from other communities in Charlevoix County and neighboring counties during winter months and will contribute to the enhanced viability of restaurants and other businesses. There are several technologies that have been used to heat sidewalks in Michigan and other areas.

3. Formation of a Solar Coop for Downtown. Significant advancement in solar energy has made it an appropriate option for communities in Michigan and elsewhere; the solar industry is booming as a result. Further enhancement in battery storage will also soon be available increasing the potential feasibility of solar energy, as well as a return to the users. A coop could be created for Charlevoix residents to combine their purchasing power to lease, install or purchase solar cells and related equipment; this would dramatically lower operating and energy costs while obtaining the best prices. Solar systems may also be appropriate for heating infrastructure.

4. Crowdfunding. Start-up businesses are an important part of a healthy local economy and traditional Main Streets. Historically there were local banks that would finance start-up activity. That financing option for start-up activity is today very limited, even though the need remains. Therefore, the only way to preserve this opportunity for additional start-ups is through creative financing activity through the community. This may involve initial injection of capital (loans) as well as the creation of leases that have a unique structure based on targeted revenue goals for potentially fully vetted operators. The establishment of a local crowdfund option for financing of real estate ventures, business capital, start-ups, expansion and other aspects of the commercial business structure is one option that should be given serious consideration. Crowdfunding can be used to open the door and provide an incentive for entrepreneurship. The rules allow investors to invest in companies using a crowdfunding exchange if they will locate in Charlevoix. New, small and promising companies could be enticed to come to Charlevoix by providing capital (along with incubator space). Charlevoix could promote the availability of capital generated by local residents and businesses to grow new and fresh ideas and entrepreneurial entities.

Contributions to or through a crowdfund are investment funds; their purpose is to provide a return on investment. In general, the investments are "hit or miss" on an individual business or stock purchase just as the expansion or start-up of all operations. But when success is achieved, it is generally at a level exceeding any losses within the fund. For Charlevoix it is unlikely that one "hit" will compensate sufficiently for a loss in the short-term. The investment should be made for the long-term where there is an increased probability of a successful return on investment (ROI). A more balanced long-term approach will result in returns and a lower probability of non-successful businesses and investments for those involved in the crowdfund.

One substantial benefit to a locally directed crowdfunding effort is the sense of ownership in the financed activity and businesses and in Charlevoix itself. That sense of ownership will result in greater spending, use and visitation of the businesses and would lessen the probable failure rates. This sense of ownership should not be underestimated.

5. **Recruitment Focus.** Without proactive recruitment, it is highly likely that a number of opportunities will be lost. It cannot be assumed that because opportunities exist, people will naturally seek those opportunities; rather, they can only seek opportunities of which they are aware. It is important to note that traditional means of marketing, such as "multiple listing," does not reach target audiences well or stimulate interest from those outside of the area that often make investments. The Charlevoix area is not necessarily seeking someone who is "looking" to invest; rather, the area is in search of the right parties that may not even know of the opportunities exist at this time or in the foreseeable future.

6. **Incubator Space and Long-term Versus Short-term Return.** Incubator space is essential to spur entrepreneurship. This will only occur through property owners and related investors/developers foregoing short-term returns for greater longer-term rewards; one option is to link rent to revenue flow of the entrepreneurial activity. There are communities where entrepreneurs are offered dramatically reduced to virtually no rent for the first year; the business agrees to "open the books" so that when certain revenue levels are reached, rent is paid based on normal percentages. In the short-term, income from the property is sometimes lower, but it is greater in the long-term. The impact of the activity substantially modifies the rent formula, so that over a longer term, rents and property related revenues rise above the levels that would have been achieved if only the short-term return was considered.

7. **An Entrepreneurship Program.** An entrepreneurship program with a possible apprenticeship component serves several purposes for increasing business opportunities Downtown. Through higher education institutions, "students" or participants can be identified with potential entrepreneurship profiles and interests. Financing for existing operations may be through current owners "taking paper" as well as other sources. It is noted that current owners of operations could also identify current employees with potential.

8. **Maintaining Active First Floor Space along Main Street.** Current zoning along Bridge Street requires street level retail activity with a few exceptions and grandfathered activity. Its purpose is to create a conducive environment for foot traffic. The current zoning should be reviewed and modifications made to include certain other activity that may substantially expand the off-season patron base. In particular, certain outpatient and other medical practice spaces can be designed to have visual appeal as well as generate substantial patronage that would not otherwise be Downtown. Consideration in the changes to zoning and related development regulations should continue the exclusion of accountants, real estate, attorney and many personal and professional services that do not serve large volumes of people on any normal day off-season and could be situated on upper floors.

Prioritization to Achieve Goals

There are four tools that, when combined, will have the greatest impact on economic development and Downtown; these tools should be given the highest priority in terms of human and fiscal resources. They are enhanced communications and climate control of infrastructure Downtown, crowdfunding, creation of incubator space and housing infrastructure and options in Downtown, and enhancing entrepreneurship.

The private sector's involvement in all of the above activity is paramount to its success. While to a certain extent the Chamber of Commerce, City of Charlevoix, and the State of Michigan all have roles in the process, coordination should be a cooperative effort of the Chamber and the City of Charlevoix.