

Charlevoix Tomorrow 2021

A summary of plans, goals, and opportunities for the future of our community

Introduction

In an effort to constantly stay focused on the future of our community and compile the essence of the direction of Charlevoix City Government, this document is intended to annually summarize the goals of the City Council, the development goals of our Master Plan and Economic Development Strategy, and the future capital investments for the long-term sustainability of our community.

City Council Goals

The City Council of the City of Charlevoix has adopted the following six items as goals for the future and has directed City Staff to explore a variety of action steps toward accomplishing these goals.

Work with our neighbors to solve area-wide challenges

We will seek collaboration with other entities around the area and look for ways to efficiently provide the quality services the community expects. Combining efforts with surrounding townships, cities, and counties in a focused direction will produce impacts greater than one city alone could accomplish.

Ensure Charlevoix is environmentally sustainable while also economically viable

Charlevoix should be a leader in using renewable energy to meet the demands of our electric customers and to protect our natural resources. Our built infrastructure should incorporate design standards that protect our waterways, preserve our trees, and encourage healthy living. Recycling, energy optimization, and water conservation will be encouraged.

Include the senior citizen community in all public events and activities

We have a growing senior citizen population and it is important for all members of the community to enjoy the quality of life we offer. Public facilities, especially parks, should have activities available for all ages and ability level.

Develop and maintain long-term infrastructure plans

As a progressive, year-round community, Charlevoix's infrastructure must be reliable in all weather conditions and should deliver the services required by our population.

Provide strong stewardship of public resources and promote good governance

Charlevoix government should be organized around gathering public input and effectively giving staff and Council good recommendations for public policy. The assets, both natural and

Enhance and showcase the outstanding quality of life in Charlevoix

Charlevoix is well known as one of the premiere resort communities on the Great Lakes but of equal importance is that it is home to our residents. We cannot lose sight of our community being "home." One of our strongest attributes is the many activities and amenities offered; we should support these and build upon them.

2021 Economic Development Strategy

Supporting development best practices, the City of Charlevoix has adopted an Economic Development Strategy. The 2021 Economic Development Strategy provides insight to Charlevoix’s key economic drivers, development goals, and actions pertaining to current and planned improvements or land developments.

Economic Development Vision

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

Economic Development Goals

The economic development goals highlighted in the 2021 Strategy provide a direction for new projects or programs. These goals are not rigid or exclusive, but projects following them will strengthen the industries currently operating in Charlevoix or enhance opportunities for further economic diversification.

Build Better Housing Opportunities

Increase Capacity through Partnerships

Extend the Shoulder Season

Convert US 31 Traffic to Sales

Expand Opportunities for Remote Workers

Provide Resources to Retain and Attract Entrepreneurs

Pursue Current and Future Opportunities

To view the full Economic Development Strategy, please visit: [\(link under construction\)](#)

Capital Budget & Improvement Plan

Pursuant to the Charlevoix City Charter and the Michigan Planning and Zoning Enabling Act, the City must maintain an annually updated plan for capital improvements in the future. For street and utility work, all utilities and pavement quality will be assessed when performing any kind of repair or upgrade to maximize the efficiency of construction.

2020-2021 Capital Projects (Budgeted and Completed in the FY 2021 Operating Budget)

Electric Capital Improvements

Estimated cost: \$120,000

The Electric Department relocated and buried electrical lines on the north side of US 31 south of Charlevoix as part of planned improvement of the highway by the Michigan Department of Transportation. Additionally, significant projects included installation of new transformers, regulators and reclosers at the City’s two substations.

Sewer Collection System/Lift Stations

Estimated cost: \$241,000

This amount is allocated to make capital improvements to the sewer collection system and/or necessary improvements to the lift station system. This work is driven by the Asset Management Plan developed in 2018. There are no tax implications for these projects since revenue from Sewer rates pays for expenses like this.

Vehicle Replacements**Estimated cost: \$195,000**

Annually, we update our fleet as needed based on replacement schedules. This amount is the total anticipated though each vehicle will only be replaced if needed. There are no tax implications and the vehicle purchases will all be made from cash reserves- primarily held in the Motor Pool Fund.

2021-2022 Capital Projects**Water Distribution System****Estimated cost: \$65,000**

Maintaining the water distribution system is important to ensure clean, reliable drinking water. In this period, we expect to undertake diagnostic inspections related to the operation of the water tower and engineering the upgrade and replacement of the water main under Antrim Street. There are no tax implications for this work; funds will come from operating revenue allocated to capital replacement and some cash reserves.

Water Plant Driveway Rehab**Estimated Cost: \$40,000**

This will restore the driveway around the plant and ensure it is maintained long term. There are no tax implications for this project since improvements are funded with water rates.

Electric Capital Improvements**Estimated cost: \$ 225,000**

As part of maintaining our electric distribution system, we plan to install various improvements and replacements in the system including 12kv3 upgrades and other routine supplies used to maintain the system. There are no tax implications for these projects though it is important to maintain adequate rates to support long-term improvements. One of the more visible changes is a planned replacement of the downtown streetlights and fixtures at an estimated cost of \$180,000. Engineering will also be completed on the upgrade and replacement of conduit on Antrim Street. There are no tax implications; funds will come from operating revenue allocated to capital replacement and some cash reserves.

Sewer Collection System/Lift Stations**Estimated cost: \$268,000**

This amount is allocated to make capital improvements to the sewer collection system and/or necessary improvements to the lift station system. This work is driven by the Asset Management Plan developed in 2018. Specifically, there will be engineering for a future upgrade and replacement of the collection system on Antrim Street and efforts to resolve stormwater infiltration in the Charlevoix Country Club area. There are no tax implications for these projects since revenue from Sewer rates pays for expenses like this.

General Infrastructure Improvements**Estimated cost: \$248,000**

General infrastructure improvements will include final asphalt for Pine River Lane, Burn street alley improvement, additional paved parking lanes along Park Avenue, and cross walk improvements for the intersection of Eaton and Ferry. Additionally there will be engineering for Antrim Street improvements. These improvements do not have tax implications as they are included in current levies or from funds obtained from the state gas and weight tax.

Vehicle Replacements**Estimated cost: \$416,000**

Annually, we update our fleet as needed based on replacement schedules. This amount is the total anticipated though each vehicle will only be replaced if needed. There are no tax implications and the vehicle purchases will all be made from cash reserves- primarily held in the Motor Pool Fund. In 2021, we anticipate exploring the use of a lease agreement to acquire some of our non-specialized fleet vehicles as a method of lowering our overall fleet expenses. The purchase of a new tractor for the airport is also expected though the local share of this purchase is estimated at \$6,500 and will be included in the airport budget.

Northside Trail Extension

Estimated cost: \$1.2 million

Trails and other outdoor activities are an essential quality of life in Charlevoix. This project would see the connection of the Northern Michigan Wheelway at Waller Road connected to Division Street via an asphalt pathway. Easements for the project have mostly been obtained and all have been donated thus far. This plan would see the City spending roughly \$200,000 of infrastructure fund balance to match a \$1 million dollars from sources including MDOT, trail organizations, other governmental agencies, and private funders. The Infrastructure Fund is tax supported but this amount is less than the current fund balance and would not cause an increase in rates. Long-term maintenance of this asset would be performed by the City with a nominal cost.

2022-2023 Capital Projects

Electric Capital Improvements

Estimated cost: \$ 225,000

As part of maintaining our electric distribution system, we plan to install various improvements and replacements in the system including 12kv3 upgrades, building an alternate 3-phase feed to the hospital, LED streetlights, and other routine supplies used to maintain the system. There are no tax implications for these projects though it is important to maintain adequate rates to support long-term improvements. Funds will come from operating revenue allocated to capital replacement and some cash reserves.

Sewer Collection System/Lift Stations

Estimated cost: \$241,000

This amount is allocated to make capital improvements to the sewer collection system and/or necessary improvements to the lift station system. This work is driven by the Asset Management Plan developed in 2018. There are no tax implications for these projects since revenue from Sewer rates pays for expenses like this.

Water Plant Static Mixer Replacement

Estimated cost: \$75,000

Replacing the mixer ensures ongoing reliable operation of the water plant and adherence to state water quality rules. There are no tax implications for this project since improvements are funded with water rates.

Water Plant Chlorination System Replacement

Estimated cost: \$25,000

The chlorination system is expected due for replacement which is necessary to ensure reliable operation and adherence to state water quality rules. There are no tax implications for this project since improvements are funded with water rates.

Water Tower Maintenance

Estimated cost: \$30,000

Exterior washing and interior mixer installation will be conducted in furtherance of asset management planning. This has no tax implication and is funded through water rates.

Vehicle Replacements

Estimated cost: \$435,000

Annually, we update our fleet as needed based on replacement schedules. This amount is the total anticipated though each vehicle will only be replaced if needed. There are no tax implications and the vehicle purchases will all be made from cash reserves- primarily held in the Motor Pool Fund. Vehicles/Equipment to be replaced are four trucks, one large plow truck, Trackless.

Advanced Metering Infrastructure

Estimated cost: \$1,350,000

Advanced metering infrastructure utilizes new technology to automatically record utility use and transmit the data to the billing system. This allows more efficiency in the system, reduces operating costs, and allows the faster identification of problems. While the full cost of this switch is being shown here, it will be spread over two to three years since new water and electric meters would need to be installed system wide. There are no tax implications for automatic metering since costs would be covered by water, sewer, and electric funds.

Airport Gate Security Upgrade Design/Construction

Estimated cost: \$450,000

(\$20,500 local match)

The airport currently has 6 security gates all with individual control panels. The gates are controlled with a proximity card that is placed in close proximity to a card reader. The upgrade to our security gates is multi-tiered. Rather than each security gate having an individual control panel, all gates will be tied into a central control unit located in the airport terminal. In addition, each gate will have video surveillance. Lastly, as part of this project we will fence in one of our existing gates. This will bring our number of security gates from 6 down to 5. There are no tax implications for this project because the airport is intended to be self-sufficient; operations are primarily funded with fuel and parking fees and airport lease revenue. Capital improvements like this are funded 95% by federal and state funding.

2023-2024 Capital Projects

Electric Capital Improvements

Estimated cost: \$225,000

As part of maintaining our electric distribution system, we plan to install various improvements and replacements in the system including 12kv3 upgrades, completing a new circuit to feed downtown at Park and Bridge, and other routine supplies used to maintain the system. There are no tax implications for these projects though it is important to maintain adequate rates to support long-term improvements. Funds will come from operating revenue allocated to capital replacement and some cash reserves.

Sewer Collection System/Lift Stations

Estimated cost: \$241,000

This amount is allocated to make capital improvements to the sewer collection system and/or necessary improvements to the lift station system. This work is driven by the Asset Management Plan developed in 2018. There are no tax implications for these projects since revenue from Sewer rates pays for expenses like this.

Water Tower Maintenance

Estimated cost: \$27,000

Cathodic Protection will be installed to ensure long-term water quality and system reliability. There is no tax implication since funds are derived from water rates.

Vehicle Replacements

Estimated cost: \$360,000

Annually, we update our fleet as needed based on replacement schedules. This amount is the total anticipated though each vehicle will only be replaced if needed. There are no tax implications and the vehicle purchases will all be made from cash reserves- primarily held in the Motor Pool Fund. Items to be replaced include one bucket truck. Other purchases depend on the Enterprise Fleet agreement.

Water Plant Monitoring Control Upgrades

In recent years, the water and sewer infrastructure have been transitioning to fiber-based control systems versus the dated telephone, copper-focused systems of the past. This upgrade will bring all control systems into the modern era and ensure reliability. There are no tax implications for this project since improvements are funded with water rates.

Infrastructure Improvements

Estimated cost: \$2,300,000.

Complete upgrade Antrim Street, from State Street to Park Ave. The cost to complete this project will be spread throughout the following funds; Water, Wastewater, Infrastructure, County Road Mileage, and Electric.

[2024-2025 Capital Projects](#)

Electric Capital Improvements

Estimated cost: \$ 225,000

As part of maintaining our electric distribution system, we plan to install various improvements and replacements in the system including system upgrades, LED streetlights, and other routine supplies used to maintain the system. There are no tax implications for these projects though it is important to maintain adequate rates to support long-term improvements. Funds will come from operating revenue allocated to capital replacement and some cash reserves.

Sewer Collection System/Lift Stations

Estimated cost: \$241,000

This amount is allocated to make capital improvements to the sewer collection system and/or necessary improvements to the lift station system. This work is driven by the Asset Management Plan developed in 2018. There are no tax implications for these projects since revenue from Sewer rates pays for expenses like this.

Vehicle Replacements

Estimated cost: \$320,000

Annually, we update our fleet as needed based on replacement schedules. This amount is the total anticipated though each vehicle will only be replaced if needed. There are no tax implications and the vehicle purchases will all be made from cash reserves- primarily held in the Motor Pool Fund. Items to be purchased are Large bore rig, Police vehicle, miscellaneous DPW trucks.

Water Plant Pump Upgrades

Estimated cost: \$200,000

Pump systems are an essential part of reliability and maintenance at the water plant. This work is allocated to assess, rebuild and replace pumps as needed. Detailed actions will be based on current maintenance standards and expected future reliability. There are no tax implications for this project since improvements are funded with water rates.

Airport Layout Plan Update

Estimated cost: \$600,000
(\$30,000 local match)

Airports that receive AIP funding are required to keep an updated ALP. The ALP illustrates existing facilities as well as planned future development. Future development includes, but is not limited to land acquisitions, hangar development, NAV Aid installation, changes to runways, taxiways, aprons and terminal expansion. Furthermore, the ALP update can be used to remove previously planned development due to changing priorities for the airport or the city. More specific to the Charlevoix Airport, our current ALP does not have our new South Taxilane, the location of our new above ground fuel farm, or the landing zone for skydiving operations. There are no tax implications for this project because the airport is intended to be self-sufficient; operations are primarily funded with fuel and parking fees and airport lease revenue. Capital improvements like this are funded 95% by federal and state funding.

Ladder Truck Replacement

Estimated cost: \$1,500,000

The City of Charlevoix receives its fire protection from the Charlevoix Township Fire Department but is still expected to maintain a ladder truck for larger structure fires and rescue operations likely to occur in the City. Fire services are funded with tax dollars and this will require either a lease/purchase option, a short-term tax, or significantly accelerated savings to fund.

[2026-2027 Capital Projects](#)

Electrical Gear Upgrades

Estimated cost: \$600,000

Electrical upgrades at the Water Treatment Plant are anticipated as part of an on-going modernization of the facility. There are no tax implications for this project since improvements are funded with water rates. Improving electrical equipment will likely reduce annual operating costs by installing more energy efficient technology.

Water Tower Maintenance

Estimated cost: \$95,000

High pressure clean and coat of exterior along with spot clean and coat interior dry and wet portion of the tank. This is part of on-going asset management and is funded with water rates; there are no implications for taxes.

Airport Land Acquisition- Railroad ROW

Estimated cost: \$100,000
(\$5,000 local match)

Located along the South, Southwest side of the airport is an old railroad right of way. The acquisition of the ROW will allow the airport to greatly increase the amount of land inside the airport boundary fence. This is accomplished by connecting the existing airport fence with the fence surrounding the old waste management property, which is owned by the airport. The increase of land inside the airport boundary will be beneficial for future hangar/commercial development. There are no tax implications for this

project because the airport is intended to be self-sufficient; operations are primarily funded with fuel and parking fees and airport lease revenue. Capital improvements like this are funded 95% by federal and state funding.

T-hangar Design/Construction

**Estimated cost: \$440,000
(\$22,000 local match)**

A combination of full tenancy and lack of hangar space has led to a demand for future T-Hangar space. Like other airports, we have a hangar waiting list that fluctuates between 5 and 9 parties. As the City of Charlevoix and surrounding areas grow in population, it is anticipated the demand for hangar space will also grow. There are no tax implications for this project because the airport is intended to be self-sufficient; operations are primarily funded with fuel and parking fees and airport lease revenue. Capital improvements like this are funded 95% by federal and state funding. Enhanced lease revenue from more hangar space will improve the long-term financial performance of the airport by providing a more stable revenue stream. Depending on the funding stream received by the airport at the time of this project, it may need to be fully funded locally without state block grant assistance.

2028-2029 Capital Projects

Construct Second Raw Water Intake

Estimated cost: \$1,000,000

The installation of a second raw water intake line under Lake Michigan may be necessary if plant output grows or if more detailed review shows the necessity of having a redundant water source at the Water Treatment Plant. There are no tax implications for this project since improvements are funded with water rates. Annual maintenance costs are minimal and could be combined with the costs for the existing water intake line.

West General Aviation Apron Expansion Design/Construction & AWOS Relocation

Estimated cost: \$2,470,000 (\$123,500 local share)

Year after year, the Charlevoix Airport is seeing a steady increase in transient operations. If the current trend in operations continues, our current apron does not have the parking capacity to accommodate this growth. The addition of 250' of apron space to the west will be a big step in accommodating the increase in transient traffic. As part of this project, the Automated Weather Observation System (AWOS) will need to be moved to a different location on the field. There are no tax implications for this project because the airport is intended to be self-sufficient; operations are primarily funded with fuel and parking fees and airport lease revenue. Capital improvements like this are funded 95% by federal and state funding.