

## 8 Implementation

A master plan is only useful as long as it is implemented and consulted when making land use decisions. This Chapter prioritizes master plan projects, outlines potential funding sources, and includes an “Implementation Matrix.” The matrix includes the policies or action items and defines who will be responsible for the action, what the potential funding sources are, and when the item should be completed.

### Project Priorities

The actions listed below in the implementation matrix are listed with “priority numbers” described by the following:

**Priority 1** projects are those that should be given immediate and concentrated effort. These are the first projects that should be commenced after this Master Plan has been adopted. Any preliminary steps that must be taken to implement the action (such as seeking funding, changes in local ordinance, etc) should be commenced immediately. Those Priority 1 projects that have a longer time horizon should be revisited on an as-needed basis, and should be incorporated into other applicable long-term planning programs, such as capital improvement plans.

**Priority 2** projects are those that are necessary to implement the plan, but either depend on commencement or completion of Priority 1 projects. Once commenced, however, these projects should be pursued until completion.

**Priority 3** projects are those that implement elements of the plan, but are not urgent and can be delayed for a much longer period of time. These projects are more susceptible to budgetary constraints.

Some projects within the matrix do not have a specific timing period because they are based on less predictable factors such as funding sources, etc. The timing for these projects is explained within the matrix.



**Potential Funding Sources and Partner Agencies**

The following is a partial list of funding sources. It is important to understand that these funding programs will change over time, and as such, should be monitored. Further, new potential sources of funding should be sought out as these sources disappear. This list also provides several resources that provide direct assistance to the community.

Table 8.1: Implementation Funding Sources

Identifier	Source / Partner	Description
<b>FEDERAL SOURCES</b>		
A	Community Development Block Grant (CDBG)	Administered by the Michigan Economic Development Corporation on behalf of the Michigan Strategic Fund. CDBG is a federal grant program utilizing funds received from the US Department of Housing and Urban Development (HUD). The CDBG program offers grants to eligible counties, cities, townships, and villages for economic development community development, and housing projects.
B	HOME Investment Partnership Program (HOME)	Provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funds are awarded annually as formula grants to participating jurisdictions (PJs).
C	Building Resilient Infrastructure and Communities (BRIC)	Administered by the Michigan State Police on behalf of the Federal Emergency Management Agency (FEMA). BRIC grant program seeks to categorically shift the federal focus from reactive disaster spending toward research-supported, proactive investment in community resilience so when the hurricane, flood or wildfire comes, communities are better prepared. BRIC provides funds on an annual basis for hazard mitigation planning and the implementation of mitigation projects prior to a disaster.
<b>STATE SOURCES</b>		
D	Redevelopment Ready Communities (RRC) Redevelopment Services Team	A service provided by the Michigan Economic Development Corporation for qualified Redevelopment Ready Communities. MEDC RRC can provide technical assistance as well as financial support.
E	Michigan Community Revitalization Program	The Michigan Community Revitalization Program (MCRP) is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the Michigan Economic Development Corporation (MEDC). The focus of the MCRP is to encourage and promote structural renovations and redevelopment of brownfield and historic preservation sites located in traditional downtowns and high-impact corridors. MCRP provides gap financing in the form of performance based grants, loans, or other economic assistance for eligible investment projects in Michigan.
F	Brownfield Redevelopment Grants	The Michigan Department of Environment, Great Lakes, and Energy provides Brownfield redevelopment grant funding to local units of government and other public bodies to investigate and remediate known sites of environmental contamination, which will be used for identified economic redevelopment projects.
G	Low Income Housing Tax Credit (LIHTC)	The Low Income Housing Tax Credit Program is an investment vehicle created by the federal Tax Reform Act of 1986, which is intended to increase and preserve affordable rental housing by replacing earlier tax incentives with a credit directly applicable against taxable income. Administered in Michigan by the Michigan State Housing Development Authority (MSHDA), this program permits investors in affordable rental housing who are awarded the credit- corporations, banking institutions, and individuals - to claim a credit against their tax liability annually for a period of 10 years.
H	Revitalization and Placemaking (RAP)	Incentive program that will deploy \$100 million in American Rescue Plan funding to address the COVID-19 impacts in Michigan communities.
I	Resilient Lakeshore Heritage Program	is administered by the Michigan State Historic Preservation Office. Funding for the program is provided by the Paul Bruhn Historic Revitalization Grant from the National Park Service to support the preservation of historic buildings in rural communities located along the Great Lakes statewide.

<b>J</b>	State Historic Tax Credit	Upon final review and approval in mid-2022 by the Michigan Strategic Fund and the State Historic Preservation Office, the program will help support commercial and residential, place-based projects while promoting the preservation of Michigan’s historic resources.
<b>K</b>	Transportation Alternatives Program (TAP)	The Michigan Department of Transportation’s program funds non-traditional road projects (outside the traditional curb and gutter) such as streetscapes, non-motorized paths, and historical restoration of transportation facilities. Among its primary goals is to support Michigan’s entitlement communities for high-priority urban revitalization projects and, therefore, US-31/Bridge Street appear to be candidates.
<b>L</b>	Department of Natural Resources Recreation Funding	DNR funding sources are available for recreation facilities improvements, updates, and maintenance. These sources include the Natural Resources Trust Fund, Land and Water Conservation Fund, Recreation Passport Grant Program, and Waterways Program Grants.
<b>COMMUNITY SOURCES</b>		
<b>M</b>	Charlevoix County Community Foundation	Strives to be a trustworthy resource for philanthropy by building permanent endowment, addressing needs through grant making, and providing leadership resources to serve the Charlevoix community.
<b>N</b>	Charlevoix County Housing Solutions Fund	The Fund supports pre-development activities on housing construction or rehabilitation projects that are affordable to households earning between 60% and 120% of area median income (AMI) and will maintain affordability beyond the first occupant. Projects are selected based on access to amenities, proximity to employment opportunities, mobility options and partnerships with local municipalities and organizations. The fund is held by the Charlevoix County Community Foundation.
<b>O</b>	Development Assistance Grant Program	City credit program intended to help offset startup costs for City utilities. Residential, commercial, and industrial projects that meet the City’s requirements are eligible for credits towards the utility installations costs associated with the development.
<b>P</b>	Charlevoix County Home Rehabilitation Program	Allocated through the Northwest Michigan Community Action Agency, funding is available for homeowners that need assistance with repairs that present a health and safety concern to the occupants.
<b>Q</b>	Charlevoix County Housing Ready Program	Headed by Housing North, the Housing Ready Program provides direct assistance to community officials and business to create housing solutions.
<b>R</b>	Northern Homes Community Development Corporation	The mission of Northern Homes Community Development Corporation is to create and preserve quality affordable housing opportunities for Northern Michigan residents through education, development, and partnering with local communities. The Corporation is a community land trust which can ensure long-term housing affordability.
<b>S</b>	Charlevoix Deed Restriction Program	The Deed Restriction Program was initiated from discussions with the Charlevoix Housing and Business Park Initiative and the many partners working to address the need for year-round housing. This will ensure that our important workforce can grow and remain in the community. The program will help balance the housing market that is faced with a growing percentage of the existing housing stock that are summer homes or vacation rentals. Funding may become available to incentivize deed restrictions of private property.
<b>T</b>	Charlevoix County Land Bank	The role of the Land Bank is to deal with unique property issues or to dispose of properties that may not sell at a public auction.
<b>U</b>	Neighborhood Enterprise Zone (NEZ) Act	A property tax exemption for the development and rehabilitation of residential housing located within eligible distressed communities
<b>V</b>	Customer Renewable Energy Projects	The City of Charlevoix offers its customers the opportunity to generate their own electricity and support renewable energy. Any City electric customer can install a renewable energy system (either solar or wind), connect to the City electric grid, and send surplus electricity back to the grid if generation exceeds use. Any surplus that is sent back to the grid is metered and the City pays the customer back for it.
<b>W</b>	Energy Waste Reduction Programs (Residential and Commercial)	The City offers various rebates and incentives for energy savings for residential, commercial, and industrial clients of the City of Charlevoix Electric System.
<b>X</b>	Land Information Access Association and Tip of the Mitt Watershed Council	Separately or often jointly, provide excellent opportunities improve coastal and climate resiliency through both planning and best management projects.

Table 8.2: Implementation Matrix

Goal 1	<i>Protect and enhance Charlevoix’s small town character, unique downtown, cultural and historic resources, and scenic beauty.</i>				
Objective	Action	Responsibility	Timing	Priority	Funding
1. Preserve and enhance Charlevoix’s unique small town character	When making decisions consider the features contributing towards Charlevoix’s character; identify how development regulations can best protect and/or enhance them.	City Council, Planning Commission, City Staff	Ongoing	2	Local government
	Revise zoning regulations to encourage smaller scale development on commercial corridors with established maximum building sizes and parking away from the street side of buildings.		Ongoing		
	Continue to enforce the nuisance ordinance.		Ongoing		
	Complete a Climate Resiliency Assessment to identify vulnerabilities and actions/strategies to address vulnerabilities.		1-3 years	1	
2. Enhance scenic beauty	Coordinate ongoing efforts with City staff, MDOT, Charlevoix County and surrounding townships, and seek public input to secure grant funding for Corridor Improvement Districts on US 31 and M-66.	City Council, Planning Commission, City Staff	5-10 years	2	Local government, K
	Enforce existing landscaping design standards for commercial development, parking lots, and public lands including donation consistently.		Ongoing		
	Continue to support the Shade Tree and Park Commission and expand the Tree Planting Program, based on budget considerations. Seek alternative forms of funding, such as donations and grants.		Ongoing		
3. Preserve and enhance the downtown	Involve and educate the general public, building and business owners, and the DDA about the potential demand for greater flexibility in the Central Business District zone’s allowed uses.	City Council, Planning Commission, City Staff, DDA Board	Ongoing	1	Local government
	Support local initiatives that preserve and enhance the downtown, such as trails and historic preservation, and focus economic development strategies and promotions appropriately.				
	Adopt downtown design guidelines for commercial properties		1-3 years		
	Pursue goals outlined by the Charlevoix Main Street DDA Board				

4. Protect historic and cultural resources	<p>Continue to support the efforts of the Historic District Commission and the Charlevoix Historical Society with the designation of historic properties.</p> <p>Continue educating and supporting property owners about historic districts and seek to establish districts where there is strong support.</p> <p>Support improvements and long-term maintenance of the lighthouse.</p>	City Council, Planning Commission, City Staff, DDA Board	Ongoing	2	Local government, E, H, I, J
--	---	--	---------	---	------------------------------

<b>Goal 2</b>	<b><i>Maintain a diverse, regional economy that supports sustainable year-round housing and business development</i></b>				
<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Priority</b>	<b>Funding</b>
1. Encourage regional collaboration on economic development	<p>Provide regional economic development services and support for businesses who wish to locate to Charlevoix.</p> <p>Pursue goals and recommendations outlined in the Economic Development Strategy prepared by the Chesapeake Group and the Marketing Strategy and Economic Development Strategy compiled for the RRC process.</p> <p>Aggressively market and provide incentives to businesses in emerging industries.</p> <p>Support and promote technological advances, such as high speed internet and fiber optic networks in Charlevoix to encourage economic development.</p> <p>Coordinate with Charlevoix Township, community leaders, and property owners to plan for and promote future development; explore 425 agreements where appropriate.</p> <p>Continue to support and promote expanding Coast Guard operations in Charlevoix.</p>	City Council, City Staff, DDA, Planning Commission, Chamber, Visit Charlevoix	Ongoing	2	Local government, D, E, F

Prepare subarea plans as a way to promote Charlevoix individual neighborhoods as unique places to live and work full-time.

Ensure festivals and events are supportive of the goal of year-round activity and costs for staging events are appropriately balanced.

2. Promote Charlevoix and the region as a viable place to live and work year-round

Promote "missing middle" housing options by encouraging developers through housing incentives and flexible Zoning Ordinance requirements.

Work with the real estate community through the RRC program to help market Charlevoix to targeted groups interested in locating to the area.

Support the Housing Business Park Initiative's efforts to attract regional industry and address commercial and industrial business needs.

Prepare "How to" brochures to clarify housing development options, business start up information, and site development process guidelines.

*Investigate options for regulating rental property within the City through short-term rental regulations, a rental inspection program, licensing fees, lodging taxes or other means.*

City Council, City Staff, DDA, Planning Commission, Chamber, Visit Charlevoix

1-3 years

1

Local government, D, E, F

3. Encourage economic sustainability and growth in downtown Charlevoix

Support the Redevelopment Ready Communities program and prepare required materials for recertification.

Support and expand current downtown winter activities and pursue other winter city recreational or promotional events.

Pursue goals outlined in the Downtown Marketing Assessment and Development Strategy prepared by the Chesapeake Group.

Identify funding sources to incentivize economic development and provide tax credits for downtown redevelopment projects.

Prepare updated development plan for Main Street DDA tax increment financing district renewal.

City Manager, City Staff

Annual

2

Local government

DDA

1-3 years

1

Goal 3	<i>Work cooperatively with surrounding municipalities, governmental agencies, non-profits, and private sector organizations on a variety of issues.</i>				
Objective	Action	Responsibility	Timing	Priority	Funding
1. Cooperate with Charlevoix County and surrounding townships on Planning and Zoning	Work with area townships, including Charlevoix, Marion, Norwood, Eveline, and Hayes on a regional plan.				
	Hold annual meetings between the Charlevoix and Charlevoix Township, Marion Township, Norwood Township and Hayes Township Planning Commissions to discuss land use related topics and resolve any zoning issues.	City Council, Planning Commission, City Staff	Annual	1	Local government, C
	For border areas and properties, coordinate land uses, zoning regulations and street extensions that expand the City's grid.				
	Cooperate with Charlevoix Township on an airport overlay district located around the Charlevoix Municipal Airport.				
Cooperate with Charlevoix County on the update and adoption of a countywide Natural Hazard Mitigation Plan					
2. Coordinate efforts to provide safe and efficient transportation systems	Work with MDOT to study summertime traffic counts, review potential options to alleviate related traffic congestion and evaluate development proposals that may affect US 31 traffic, in particular for areas where there is no secondary access.	City Manager, City Staff	Ongoing	2	Local government
	Prepare regional trail map showing existing and proposed trail connections and city routes such as city bike route				
3. Work cooperatively to encourage and facilitate alternative forms of transportation	Evaluate the local transportation system and look to integrate "complete streets" policies for future infrastructure planning and design.				
	Increase public awareness and provide better signs that mark routes to promote walking and biking.				
	Maintain snow cleared sidewalks in commercial and residential areas.	City Council, Planning Commission, City Staff	Ongoing	1	Local government, K
	Incorporate bike lanes into the design and future construction of streets and roads.				
	Work with surrounding communities and Charlevoix County in the development of a regional trail system to connect with Boyne City, East Jordan, and Elk Rapids.				
Use current sidewalk inventory to prioritize new sidewalk connections and plowing.					
<i>Explore the viability of a multi-use transportation hub.</i>					

4. Coordinate efforts on natural resource protection	<p>Utilize Charlevoix County Brownfield Redevelopment Program to redevelop and revitalize undesirable properties</p> <p>Work with organizations like Tip of the Mitt Watershed Council, WATCH, the Little Traverse Land Conservancy, and the Lake Charlevoix Association to inform the public on water quality protection measures and conservation easements.</p> <p>Utilize Charlevoix County land bank to acquire and package parcels for redevelopment</p> <p>Coordinate Mt. McSauba usage with Charlevoix Township.</p>	City Council, Planning Commission, City Staff	Ongoing	2	Local government, E, F
5. Continue to promote our unique historical ties to Beaver Island	<p>Continue to invest in the airport to enhance commercial activity.</p> <p>Look to future implementation of the BIBCO Dock Optimization Study for better downtown flow and parking considerations.</p>	City Council, City Staff	1-3 years	2	Local government
6. Work with Charlevoix schools on future facility usage	<p>Work with the School regarding the future use of their properties within the City and Townships</p> <p>Include report of school enrollment, property investments, major program changes, and other such information in Planning Commission annual report</p>	City Staff, Charlevoix Public Schools	Ongoing	2	Local government
<b>Goal 4</b>	<b><i>Provide high quality public services, infrastructure, utilities, and amenities to Charlevoix that are sustainable and cost effective.</i></b>				
<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Priority</b>	<b>Funding</b>
1. Provide high quality public services and infrastructure at a lower cost to the taxpayers.	<p>Study public service consolidation with surrounding communities so that costs can be lowered, while maintaining or improving quality.</p> <p>Increase municipal water, sewer, and electric users to spread out operational costs.</p> <p>Coordinate with surrounding townships and explore 425 agreements where appropriate to expand infrastructure into areas without public water and sewer that does not encourage sprawl, but provides opportunity for new housing.</p>	City Council, Planning Commission, City Staff	1-3 years	2	Local government



Goal 5	<i>Reflect high environmental standards in land use policies, public education and in the design of municipal facilities, utilities, and stormwater management systems.</i>				
Objective	Action	Responsibility	Timing	Priority	Funding
	Review landscape standards to require minimal site disturbance activities and native vegetation into the site landscape design.				
	Incentivize minimal impervious surface coverage and the use of porous surfaces in site development.				
	Implement Green Infrastructure projects as identified in the City of Charlevoix Green Stormwater Infrastructure (GSI) Visioning Report				
	Provide signs at the Marina and City boat launch concerning boat maintenance and measures to control the spread of invasive species.	City Council, Planning Commission, City Staff	Ongoing	1	Local government, L, M
	Coordinate with the DNR to provide proper signage regarding not dumping fish bait.				
	Coordinate with Tip of the Mitt Watershed Council to incorporate green infrastructure elements to City improvements.				
	Educate the public about ways to mitigate impacts on the stormwater system from lawn clippings, leaves and other organic waste.				
	Study options and consider implementing alternative methods of storing and collecting yard waste.				
	Partner with the County to implement a state-of-the-art Recycling Program.				
	Purchase fuel efficient vehicles when replacing the City fleet.				
	Install additional electric vehicle charging stations.				
2. Integrate environmental best practices into city utilities and operations	Set a goal to incrementally increase the amount of renewable energy provided to the City and residential and commercial users.	City Council, Planning Commission, City Staff, Charlevoix County	Ongoing	1	Local government, L, M
	Coordinate with local and state partners like MPPA and MMEA to source renewable energy.				
	Educate residential and commercial users about available City energy programs				
	Encourage residential and commercial users to opt in to the Voluntary Green Pricing Renewable Energy Program and other renewable and energy-efficient programs that become available.				
	Research the feasibility and potential grant opportunities available to power City buildings and facilities through alternative energy sources.				
	Continue to upgrade City facilities with energy features such as more energy efficient lights, motion sensing lights, and more efficient HVAC systems.				

Goal 6	<i>Create housing that meets the needs of all residents, ensuring all are safely and adequately housed.</i>				
Objective	Action	Responsibility	Timing	Priority	Funding
1. Encourage higher density in appropriate locations	Amend the zoning ordinance to accommodate higher densities in appropriate neighborhoods and the downtown.	Planning Commission, City Staff	1-3 years	1	Local government
	Expand allowable residential uses in all zoning districts.				
	Provide incentives for higher density developments in the downtown area.				
2. Promote infill development	Review the Zoning Ordinance to allow for further subdividing and subsequent development of vacant land provided that it is consistent with the surrounding neighborhood.	Planning Commission, City Staff	1-3 years	1	Local government, R, S
	Provide a variety of housing options for a range of incomes, ages, family sizes, and needs.				
	Encourage context-sensitive “missing middle” housing infill development.				
3. Preserve and create new dedicated affordable housing units.	Increase the number of owner-occupied and long-term rental residential units.	City Council, Planning Commission, City Staff	Ongoing	1	Local government, N, R, S
	Monitor the number of short term rental properties and ensure balance of new short-term rentals to new owner-occupied or long-term rentals.				
	Adopt PILOT (Payment in Lieu of Taxes) ordinance when appropriate to incentivize development of housing within the budgets of more residents.				
Promote available housing incentive programs such as voluntary deed restrictions					

**Conclusion**

Although this plan is a comprehensive guide for land use planning over the next 20 years, there is no way to predict what changes may occur that are not contemplated in this document. Therefore, decisions related to development should be considered carefully in light of the recommendations of the Master Plan.

The Michigan Zoning Enabling Act (Act 110 of the Michigan Public Acts of 2006) requires Charlevoix’s Zoning Ordinance to be “based on a plan to promote the public health, safety and welfare, to encourage the use of lands in accordance with their character and adaptability, to limit the improper use of land, to conserve natural resources and energy, to meet the needs of the state’s residents for food, fiber and other natural resources, places of residence and other uses of land.”

Since the zoning map is a part of the Zoning Ordinance, changes to zoning boundaries should be in conformance with the Master Plan. Change is constant and usually unpredictable, however, and there may be circumstances that warrant changes to the zoning boundaries that are not consistent with the Master Plan. If and when this occurs, the Master Plan should be updated to conform to the changed circumstances. Because of the time and process required for amending the Plan, such changes should be considered carefully.

The table below provides a list of evaluation factors that should be used to determine if a proposed development warrants a change to the land use designation on the Future Land Use Plan map. If future development decisions take these factors into account, and if the Plan is reviewed on a regular basis and updated when necessary, then Charlevoix can be assured that development will reflect the desires of its citizens, reflected through the adopted Master Plan.

Future Land Use Evaluation Factors	
<input checked="" type="checkbox"/>	Does the proposed new classification meet the qualifications noted in the appropriate section of the Master Plan?
<input checked="" type="checkbox"/>	Are the zoning districts and their uses that may apply to the new classification compatible with and appropriate in the vicinity of the property under consideration?
<input checked="" type="checkbox"/>	Have any conditions changed in the area since the Master Plan was adopted that justify this change?
<input checked="" type="checkbox"/>	Will there be any community impacts that should be considered, such as increased traffic, or others that might create a need for additional services or improvements?
<input checked="" type="checkbox"/>	Are there any environmental considerations that may be contrary to the intent of the existing or proposed classification of that land use?
<input checked="" type="checkbox"/>	Was the property improperly classified when the plan was adopted or amended? Are the qualities of the property (or area) different than those that are described in the plan?
<input checked="" type="checkbox"/>	Will there be any adverse effects on adjacent properties as a result of the proposed land use change?
<input checked="" type="checkbox"/>	What impacts will result on the public health, safety, and welfare?

## Appendix