

2025
City of East Jordan
Economic Development Plan



Foreword

The structure of this plan is such that it provides significant data points which can be referenced and used to track measures of growth of the community. These referenced measures consist of data pertaining to land, social and economic indicators, while also including status of key policy and regulatory structure. Rooted in input gained through engagement of the community, and driven and directed by a group of local professionals and officials, the data points support a set of strategies which will continue the on-going progress which has been the standard set by the community.

Become acquainted with the process through Chapter 1, then review the recommended Economic Development Strategies outlined in Chapter 2. The reader can then take a deeper dive through Chapters 3-7 to find the supporting evidence and data for the set strategies.

One can read further into the Appendices for the unpolished raw data and research.

Acknowledgments

East Jordan Economic Development Plan
Task Force Members

City of East Jordan

East Jordan Fire Department

City and Neighboring Community Residents & Visitors

Plan Prepared with
Assistance Provided by:

Networks Northwest Community Development Department



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1. Plan Purpose & Methodology

The purpose of this plan is based upon the community's needs pertaining to its physical and economic growth, as well as the needs of its residents and visitors. The plan-ning process is driven by local leadership.

- Why Plan
- Methodology
- Task Force Establishment

Why Plan For Economic Development?

Economic development planning is seen as a necessary process that should be undertaken for the purpose of supporting a community's growth, commerce, residents and visitors. Upon the turn of the 21st century, economic development planning took on a new look and identity. Formally the focus had been attraction of new businesses, established business retention, and established business growth. Other inputs such as talent training and expansion were considered necessary, but took a back seat to the sought after draw of bringing in large industry.

Fast forward to today, and the landscape has changed dramatically. Business attraction is still a fundamental strategy, although it has morphed to identifying niche businesses and high tech in addition to manufacturing. These niche businesses may not necessarily be extremely large employers, but rather fit the local market due to factors such as the available natural resources, community assets, or the available talent pool and ability of the community to attract and retain talent. This last piece of attraction is the narrative of "Placemaking" or "Sense of Place", which focuses on the features and assets that draw people to live within or adjacent to a community based on their preferred lifestyle choices.

The City of East Jordan has recognized the need to define its sense of place and has made significant strides in or-der to do so. Since updating the City's Master Plan in 2020, substantial improvements include a new boat launch site, waterfront pedestrian boardwalk with pavilions, nature preserve trail, veteran's memorial park, waterfront (harbor) park renovations, and a fully accessible kayak access on the Jordan River. Each of the enhancements include connections to the waterfront, buildings focused and scaled to the pedestrian, and site features such as walkways, lighting, benches and signage. This place-based approach has been augmented with infrastructure improvements and the development of supportive policies for commerce, such as establishing efficiencies in the City's permitting process.

The City's Downtown Development Authority has led several planning forums which assembled DDA Design Guidelines for future development throughout East Jordan's business corridor. The City's primary boards of City Commission, Planning Commission and Downtown Development Authority assemble "Joint Meetings" to discuss necessary ordinances, economic development strategies and community needs which assure a transparent vetting process.

Plan Development Methodology

Methodology for this process was established in the need for identifying the community's desires through the guidance of local leaders and engagement of the community. This fundamental first step of following leadership and engaging the community established a direction for the plan process.

This initial community direction was then augmented with data and findings across a range of topics which impact and support economic development activities.

Socioeconomic Community Profile:

The profile of the community's residents and visitors provides insights into earnings, housing, employment and spending. Understanding this information helps shape policies related to supporting attainable housing, attracting permanent families as residents, supporting employers, and creating places that make the area desirable to live, visit and work.

Government Agencies & Partners:

Partners are ready to assist the City with processes they undertake and challenges which present themselves. These partners span several levels from local to Federal and offer an array of potential capacity, opportunities for funding, and overall support for processes and projects. The most fundamental and available agencies are outlined with the opportunities they provide.

Planning Efforts, Policies and Land Use:

Much can be gleaned from the planning efforts that have been undertaken by a community. Understanding the status of policies, and the structure of land use, regulation, infrastructure and available land area for development allows a community to proactively set strategies to improve development readiness.

Document Format

The format and layout of this document seeks to provide the reader with the outlined Economic Development Strategies in Chapter 2. Subsequent chapters then summarize the data, findings and narrative of supporting evidence for the established strategies; a suggested framework to implement the strategies; and a glossary of terms.

A separate reference document includes appendices of additional supportive information used to develop the plan.

Task Force Establishment

The plan's Task Force was established and comprised of the following local leaders and partners:

- Gail Bingham - East Jordan DDS
- Tom Cannon - City Administrator
- Mary Faculak - Pres/CEO of EJ Area Chamber
- John Hunter - EJ Inc. & DDA Member
- Justin Kelley - Planning Commissioner
- Jessica Lovay - NLEA Community Development & Grants Specialist
- Dan Miller - EJ Inc.
- Brian Olszewski - EJ Public Schools Board of Education
- Amy Sherman - Deputy Mayor
- Ted Sherman - Burnette Foods Plant Manager
- Nikki Skrocki - The Insurance Shop of EJ
- Peter Sladick - City Commissioner
- Nate Weber - Planning Commissioner & Harbor Master

Task Force Priorities

The Task Force members were asked to identify the most important areas for improvement that would contribute to the success and prosperity of the East Jordan local economy. The areas of focus are identified in Table 1 below. Note that Chapter 6 contains the findings from the community engagement activities, which closely align with the task force priority areas.

Table 1

Topic	Number of Votes from Task Force
<i>Housing Supply (workforce/attainable price points)</i>	11
<i>Property Revitalization, including Business Owner Incentives (i.e., façade improvement program; access to capital and grants)</i>	9
<i>Job Opportunities</i>	7
<i>Lodging Options</i>	6
<i>Public Schools</i>	5
<i>Child Care Services</i>	3
<i>Retail/Professional Office Space</i>	3
<i>Mixed Uses in Downtown Buildings</i>	2
<i>Senior Care Facilities and Services</i>	1
<i>Medical Providers</i>	1
<i>Food and Beverage Options</i>	1
<i>Local Regulations on Business and Property Owners</i>	1
<i>Sense of Place</i>	1
<i>Parks and Recreation Facilities</i>	1
<i>Public Transportation</i>	1
<i>Parking</i>	1
<i>Infrastructure – roads and utilities</i>	1

*No votes were received for 'Non-Motorized Infrastructure' & 'Streetscape Improvements'

2. Economic Development Strategies

The Economic Development Strategies developed through this process are contained within this chapter. The chapters that follow provide information and evidence for the structure of these strategies.

- 2025 Economic Development Strategies

1. Public Information Dissemination

Feedback obtained from the online survey and public input sessions indicates that there is room for improvement in the communication methods utilized to inform public about the City's many amenities and services, as well as projects and plans which are underway, and what can be expected in the future.

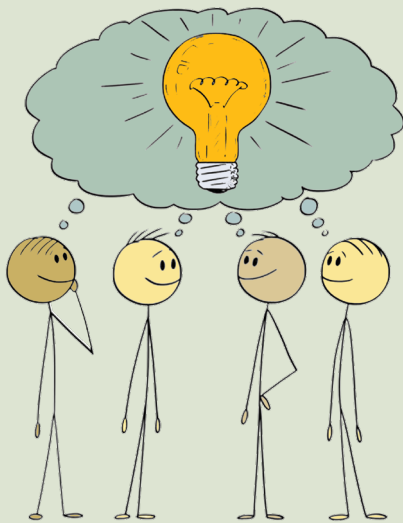
Facebook was indicated as the most common method of how people received information about local news and events, followed by email, the City website, and flyers posted in local businesses. Other communication methods the City could pursue include:

1. Posting stories on the city's Facebook account about meetings and city news; collaborating with the local newspaper to share postings/articles regarding city news.
2. The City's website currently has a page dedicated to "Featured News", but it is limited to only recent news (about a month time frame). It is recommended that historical news postings be available online.
3. Create a "project tracker" graphic that is regularly updated on the City's website to give a quick view of what stage a civic improvement project is at, or at least when it started and when it's anticipated to be finished.
4. In cooperation with the DDA, create an online, interactive "feature map" of the City. It should show amenities (parking, water fountains, restrooms, parks), businesses, trails, water/beach access, etc. Make sure that it is easily viewable when used on a mobile phone. Create and share a QR code that links to this map, and post on social media and in physical locations in the City. Regularly update this map as changes and improvements happen over time.



2. Development Space Coordination and Support (Planning & Infrastructure)

The City should continue to be proactive in the capital improvement planning of their water, sewer and road infrastructure to support anticipated future development projects. There is concern that the City is not being included in discussions of development opportunities and proposals for specific pieces of property. Of particular concern is the former EJ Ironworks site, a large expanse of vacant land in the community's core, encompassing a total of 64.4 acres. The site includes ½ mile of frontage along Lake Charlevoix, and is immediately adjacent to the downtown and historic neighborhoods. The site remains in private ownership by EJ USA, Inc. This area has substantial redevelopment potential and will likely require a significant increase in the provision of water and sewer infrastructure. The City needs to be included in these conversations. For example, the City Manager could have a discussion (outside of a public City meeting) with a property owner or potential developer regarding the infrastructure needs of a proposed development project. There can be significant delays to a project timeline if extensive infrastructure upgrades are needed. The City is committed to providing those upgrades, and doesn't want to be seen as a hindrance or delay to a development project due to not being included early in the process.



1. The City should regularly communicate with property owners and real estate agents to stay informed of potential property development, advise on what uses may or may not be allowed per zoning, and understand the scope and timing of any needed infrastructure investments.

3. Civic Support & Positioning for New Investment

In the community survey, improving the availability of better paying jobs was ranked as having the second highest level of impact on the success and prosperity of East Jordan's local economy. With the loss of the EJ Ironworks factory in the City, another large employer and/or more diverse industries locating to East Jordan would improve and sustain the economic prosperity of the community. Economic incentives for new business investment, as well as increasing the availability of childcare services and workforce housing, would add to the existing draw of the area's high quality natural resources, recreation opportunities, school district, and small town environment that maintains about a 70% year-round (permanent) resident population.

Fully Participate in MEDC's Redevelopment Ready Communities Program

1. Utilize RRC Benefits: Once the City achieves its desired RRC goal of either "Certified" level or "Essentials" level, an MEDC RRC Planner will work with them to identify new benefits available, such as:
 - ◇ Effectively market properties and obtain RFQs from potential developers, outlining a clear vision and requirements for developing each site.
 - ◇ Provide a "pre-development card" handout for available properties that sufficiently explains applicable zoning ordinance requirements for appropriate types of re-development at a site.
 - ◇ MEDC Business Development Services – may assist with future job development/new business development/expansion.
 - * Strategic Site Readiness Program
 - * Michigan Business Development Program
2. Maintenance: The City will be responsible for maintaining certain Best Practices, including annual updates and reporting. The amount of maintenance depends on the City's RRC level and how it integrated the best practices to meet that level. This will require ensuring that staff capacity remains intact to fulfill these requirements.
3. Renewal: At the time of the City's 4-year Certification or Essentials anniversary, the RRC Community Planner will provide a snapshot detailing if any best practices or annual items need to be addressed prior to the 5-year renewal date. To remain at the Certified or Essentials status the City must be aligned with all the best practice expectations by the 5-year anniversary.

Continued Placemaking

4. The 2020 Master Plan focuses on placemaking and the City has made great strides in this area for the betterment of the community. They have vastly improved their waterfront, downtown streetscape, and have additional plans for improvements to their park and recreation system. Future efforts could include:
- ◇ Provide façade improvement grants through the DDA to business owners
 - ◇ Maintain and improve public access to the waterfront
 - ◇ Require appropriate design elements of new developments that fit well with the surrounding community in terms of scale and architectural vernacular.
 - ◇ The City can encourage (but not require, as that would be considered a taking) that future property redeveloper of the former EJ Site collaborate with the City on an easement for a non-motorized pathway along the waterfront that connects to the downtown.
 - ◇ Have at least one “destination” restaurant that can bring more people to town.
 - ◇ Mixed use developments that include dining, retail, residential and office provide efficient use of downtown space, increasing the density of people working, living, visiting and shopping in the downtown.
 - ◇ Maintain enforcement of blight regulations.
 - ◇ Consider streetscape improvements at the “gateways” along M-32 and M-66.
 - ◇ Pursue achievement of the City’s 2024-2029 Parks and Recreation Plan Goals and Action Items that will contribute to an increased “sense of place” and economic vitality in the city. These specifically include:



Goal 1- Connect City Assets

Ensure that parks and recreation facilities are connected to the downtown area and surrounding neighborhoods through safe and well-designed multi-use trails, pathways and sidewalks.

Goal 2- Connect the City to the Region

Work with neighboring jurisdictions and regional trail advocacy groups to provide connections to trail networks throughout the region.

Goal 3- Develop Great Parks

Continue to improve, develop and expand parks and recreation facilities that provide diverse recreation opportunities for all people of all ages and abilities. Provide for the effective, sustainable and financially sound operation and maintenance of parks and recreation facilities.

Goal 4- Leverage Parks for Economic Development

Leverage current and future recreation assets and natural resources for year-round recreational tourism-based economic development opportunities.



4. Permanent Resident Housing

Workforce housing is a necessity for the community to maintain and grow its permanent population. In the community survey, improving the City’s supply of housing available at workforce/attainable price points was ranked as having the highest level of impact on the success and prosperity of East Jordan’s local economy. A mix of housing types are needed, such as small single family houses, mixed use buildings with lofts/apartments/condos, multi-family units, and senior citizen housing to meet the needs of an increasing aging population. Development should tie into existing infrastructure and serve to redevelop brownfield/urban infill sites where possible. Recommended actions:



1. Utilize an overlay district for specific uses, or generalize some of these districts to reduce regulation and encourage development. Currently the zoning ordinance has many separate zoning districts for residential. The setbacks, minimum parcel size, and minimum building size do not necessarily require separate zoning districts.
2. The existing lot size requirements necessitate larger lots than are necessary for duplexes and other missing middle housing types in suburban and urbanized areas. If in the future the City would like to lower the dwelling size or lot size in these existing districts or other districts, the following zoning changes are suggested:
 - ◇ Lot size maximums where water and sewer infrastructure are present in a(n):
 - * Urban Area: 2,500 to 3,500 square feet (e.g., 25 x 100 feet)
 - * Suburban Area: 3,500 to 5,000 square feet (e.g., 35 x 100 feet)
 - * Rural Area: 5,000 to 7,000 square feet (e.g., 50 x 140 feet)
 - ◇ Reducing the maximum housing size in medium density land use areas to a 600 square foot single family home, and a maximum lot size between 2,500 and 5,000 square feet.
 - ◇ For areas where the City would like to allow for duplexes, the lot size could range between 7,000 to 8,000 square feet to attract what is considered medium density.

Example Calculation for a Suburban Duplex:

Duplex Building Footprint: 2,500 sq. ft. (two-story, 1,250 sq. ft. per unit)
Setbacks: Total of 20 ft. front, 20 ft. rear, and 10 ft. sides
Parking: 4 spaces (2 per unit), requiring approx. 800 sq. ft.
Outdoor Space: 2,000 sq. ft. for yards and landscaping
Total Suggested Lot Size: Approximately 7,000 to 8,000 square feet [2,500 sq. ft. (building) + 800 sq. ft. (parking) + 2,000 sq. ft. (outdoor) + area for setbacks (2,600 sq. ft.)]

The City currently has very reasonable dwelling size minimums for duplexes as stated in Section 48-746 of the zoning ordinance:

- (8) Floor area requirements. Minimum standards for total floor area for each type of duplex family dwelling unit shall be as follows:
- a. Efficiency: 450 square feet
 - b. One bedroom: 600 square feet
 - c. Two bedrooms: 750 square feet
 - d. Three bedrooms: 960 square feet
 - e. Each additional bedroom: 100 square feet



5. Child Care Facilities

While the East Jordan Elementary School offers a before and after school Kids Club program, there remains a need for a child care facility for the youngest children in East Jordan. Many parents have to drive out of town for child care, choose to relocate their place of residence to another area that is closer to child care services, or forgo participating in the workforce to be a stay-at-home parent. The 2020 Master Plan does not mention child care as a community need. The City can encourage the siting of a child care facility in town through the following actions:

- 1. Update the local zoning ordinance to include the information presented in Table 2.

Table 2

Type of Child Care As Defined by the State of Michigan	Capacity	Zoning Permit Type
Family Child Care Home (County or Township)	Up to 7 Children	Permitted/accessory use; shall be considered a residential use of property
Group Child Care Home	8 to 14 unrelated minor children	Permitted use, may be a Special Land Use (SLU) in City/Village/Township/County. In Township or County <u>SHALL</u> be approved if it meets MZEA standards in MCL 125.3206 (4); can also be approved if it does not meet standards (125.3206 (9))
Child Care Center (Does not include Sunday school, athletic or social activities, drama, dance, etc.)	One or more children under 13 years of age	Permitted use or SLU in appropriate districts

- 2. Utilize the definitions from the State of Michigan’s Department of Licensing and Regulatory Affairs (LARA), which administers child care licensing in Michigan, when defining family child care home, group child care home, child care center, and their capacity numbers. This will give clarity to the applicants as they move through the application process.
- 3. Remove barriers and amend local zoning ordinances to eliminate excessive requirements (fencing, signage, separation requirements), especially when redundant with State licensing.
- 4. Consider waiving fee requirements and SLU requirements that can help reduce costs incurred by child care providers.
- 5. Allow child care as a permitted use where applicable and as a SLU where more discretion is required.
- 6. Offer tax abatements for property development as a child care center.
- 7. Provide grant support for prospective child care businesses.
- 8. Utilization of workforce and business development resources such as:
 - ◇ Northwest Michigan Works! can assist with apprenticeships that have a curriculum and program for training child care workers.
 - ◇ The Going PRO Talent Fund (Talent Fund) makes awards to employers to assist in training, developing and retaining current and newly hired employees. Training must be short-term, fill a demonstrated talent need experienced by the employer, and must lead to a credential for a skill that is transferable and recognized by the industry.
 - ◇ MEDC Business Development Services may assist with job development or new business development/expansion through their Strategic Site Readiness Program or Michigan Business Development Program.
- 9. Include goals and objectives pertaining to child care in the City’s next Master Plan update.



6. Lodging Options

There are limited options for lodging in town; there is one bed-and-breakfast, one motel, and several independently-owned vacation/short-term rental properties. New lodging options are desired that can accommodate large groups for special events, as well as lower priced options that cater to visitors on a smaller budget. A large chain hotel was not perceived as fitting for the small town atmosphere.

Currently the zoning ordinance permits hotels, motels and other lodging facilities as principle uses in the Waterfront District, Local Commercial District and Central Business District. A future redevelopment of a property in these districts could accommodate more lodging options, potentially in a mixed use form that would encourage other economic activity.

The City’s zoning ordinance indicates that short term rentals that maintain a city STR license are a permitted accessory use in the R-3 Multiple Family Residential district. However, the zoning ordinance does not contain a definition for an STR; STR should be amended into the Definitions Section to align with the standalone codified ordinance that governs STRs.

- 1. The City could keep language as is, but still should define an STR and give more information, referring to the standalone ordinance that governs them.
- 2. The City may also want to add in a clause that states that if any portion of the STR ordinance is removed in the future, then the entire STR ordinance is also to be removed. This would protect the City from a scenario in which a portion of the STR ordinance is deemed illegal, potentially allowing STRs to operate during a period of regulatory uncertainty and become grandfathered in without oversight.



3. Community Socioeconomic Profile

The Community Profile provides an in-depth look at the characteristics of the residents and economy of the City of East Jordan through examining:

- Population
- Housing
- Workforce
- Economic Indicators
- Esri Tapestry Segments

Socioeconomic Profile

This profile includes analysis of pertinent socioeconomic data and tapestries which combine the 'who' and 'where' of local neighborhood geography to provide lifestyle classifications which comprise a community. All socioeconomic data and information in this profile was accessed from the best available sources. This includes the U.S. Census Bureau's Decennial Census and American Community Survey, Esri (Environmental Systems Research Institute), and the U.S. Bureau of Labor Statistics.

Population and Age

With an estimated 2,184 residents in 2024, the City of East Jordan has seen a permanent (year-round resident) population decline of about 15% since the 2000 Census. The decline continues with a slight dip projected by 2029, which is similar to the projected population trend for Charlevoix County. However, the projected share of County residents within the City is expected to remain the same (8.3%) between 2024 and 2029.

Population by Age indicates that the middle aged and older demographic (45+ years) experienced increases in their percentages of the City's total population. In 2024, the City population aged 18 and up increased to 79.2% from 76.6% in 2020. While the median age has consistently increased and is expected to continue to do so from the City level to the State level, the City's median age of 44.7 years is lower than that of Charlevoix County and the region.

The City of East Jordan also experiences population fluctuations throughout the year due to the tourism economy. Networks Northwest published the *Northwest Lower Michigan Seasonal Population Study* in 2022, providing monthly estimates of full-time residents, part-time residents, overnight visitors and seasonal workers for all ten counties in the region (see Graph 1). Charlevoix County, along with Antrim, Benzie, and Emmet Counties, maintains a sizable population of overnight visitors year-round. This is likely driven by the

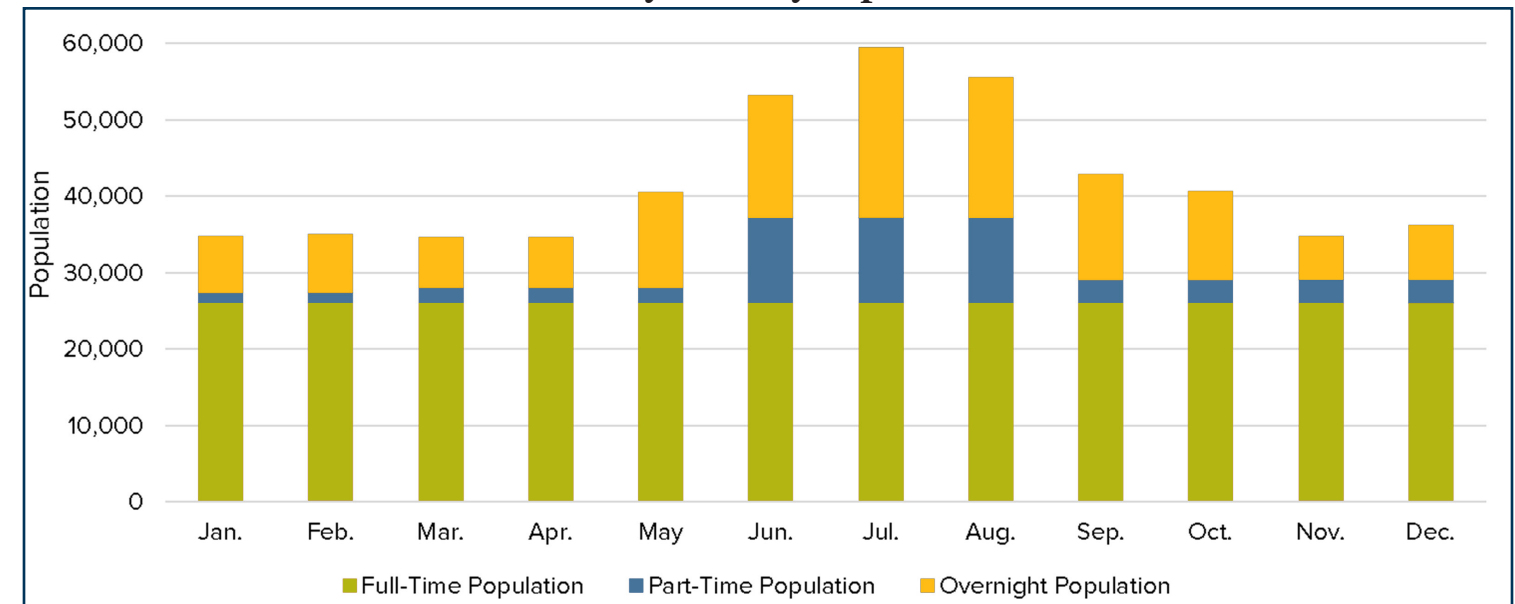
winter recreation opportunities in each county, all of which have at least one recreational ski area. In the winter, the permanent population represents roughly 75% of the total population, and in the summer, the permanent population accounts for roughly 50% of the total population. Charlevoix County is also a hot-spot for short-term rentals, having the 3rd most listings in the region during the month of June, just behind Grand Traverse and Leelanau Counties. Short-term rental listings in Charlevoix County account for 16% of the total listings in the region, and Charlevoix's seasonal population is one of the largest in the region with roughly 2,000 seasonal workers in July, behind Grand Traverse and Emmet Counties.

Households and Housing Units

The total number of households (or occupied housing units) in the City has increased while the average household size has decreased to 2.24 persons in 2024, with a further decrease to 2.17 persons projected for 2029. This trend is driven by the increase in an aging population, with more people living alone or with fewer people in their household.

When considering the 946 households in 2020, nearly 70% are owner-occupied with a fairly consistent spread of 1 person, 2 person and 3 plus person household sizes. In addition to the occupied units, there are 192 vacant housing units, with over half of them in seasonal, recreational or occasional use.

Graph 1 Charlevoix County Monthly Population Breakdown



The average home value, as well as the home values of housing units valued at \$200,000 or greater, are projected to increase between 2024 and 2029 for both the City and the County.

college education but no degree, and 28.9% having earned an Associates degree or higher. An estimated 13.2% attended high school but did not graduate, and 1.2% have less than a 9th grade education.

Workforce

The City of East Jordan has 1,306 residents aged 16 years or older, with 1,283 within the labor force. The top industry by employment for the population aged 16 and up is Services followed closely by Manufacturing, Retail Trade, and Construction (see Graph 2). The occupation classification of the employed population aged 16 and up shows nearly half being identified as White Collar, with over 20% identified as Blue Collar, Production, and Professional Services (see Graph 3).

The City residents aged 25 or older have a variety of educational attainment levels, with 39% of having a High School diploma or GED, 17.5% having some

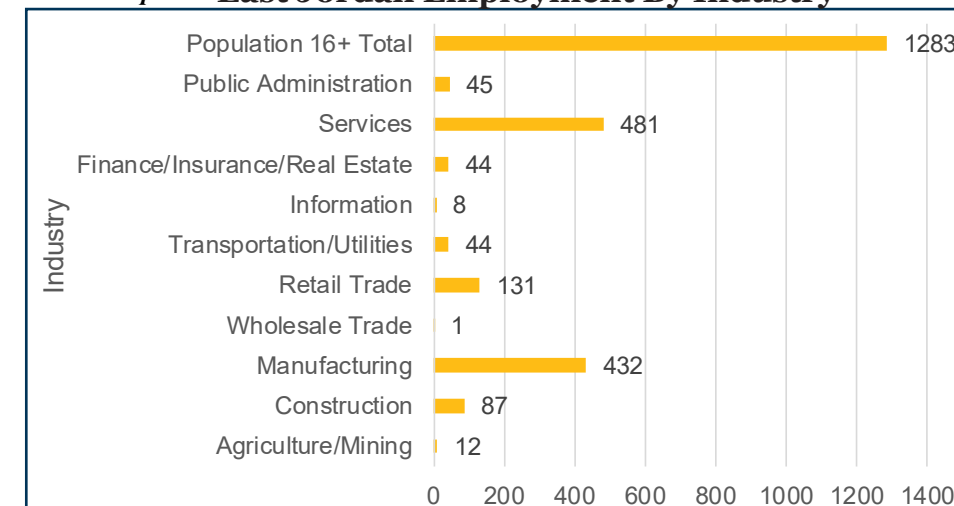
Income

The City's median household income for 2024 was \$66,024, which is projected to increase by 18.9% to \$81,498. Charlevoix County's median household income is projected to increase by 11% from \$76,759 to \$86,416. There is a projected increase to the household income bracket percentages in 2029, particularly for those making over \$75,000.

The 2023 American Community Survey estimated that 8.7% of the City's population is living in poverty, which the Census Bureau estimates by utilizing income thresholds based on family size and composition. If a family's total income is less than the identified threshold, that family and every individual in it is considered to be living in poverty.

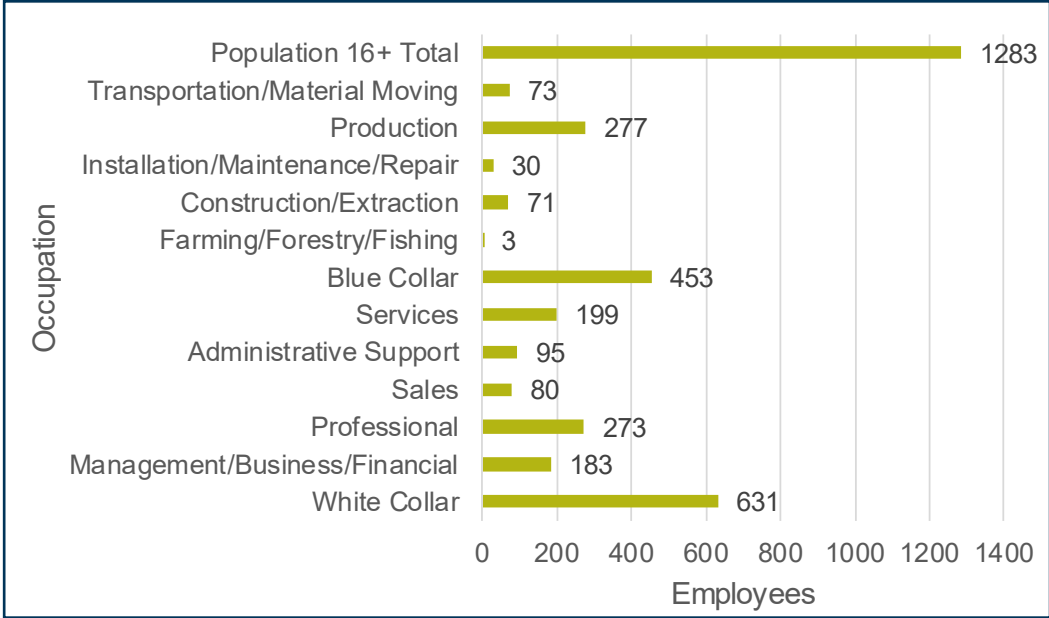
While poverty data is important to measure, a more comprehensive method for measuring a population's financial stability is through United Way's A.L.I.C.E. (Asset Limited, Income Constrained, and Employed) Report, which represents working families and individuals who work but are unable to meet basic needs such as food, childcare, housing, healthcare and transportation. The City's ALICE rate is 49%, significantly higher than Charlevoix County's and the State of Michigan's ALICE rates (28%).

Graph 2 East Jordan Employment By Industry



Most East Jordan residents (80%) work within Charlevoix County, with the remaining 20% working outside of the County but within the State of Michigan. The primary commuting method is driving alone, and nearly 27% carpooled. Less than 6% of workers either walked, worked from home, or utilized other means of transportation. The average commute time to work is 20.3 minutes, with 17% taking longer than a half hour.

Graph 3 East Jordan Employment By Occupation



Location Quotients

Location quotients (LQ) are ratios that allow an area’s distribution of employment by industry to be compared to a specific reference area. In this comparison we look at the top occupations by location quotient in Northwest Michigan compared to the whole of the United States (see Table 3). Specific nuances of the location quotient are described below:

- If the LQ is equal to 1, then the industry has the same share of area employment as the nation.
- If the LQ is greater than 1, this indicates an industry has a greater share of employment than the nation.

When making comparisons of both employment by industry and employment by occupation (Table 3) with the top occupations by location quotient (Table 4), it is evident that many of the industries and occupations align between the three datasets. It is important to note that a location quotient alone doesn’t represent the size of that industry and its impact on the local economy and employment; only its share against the national average. Therefore, the industries presented as the highest in number of occupations should be supported, but one must look at the share of that industry as a total of the employment in the region for which it is displayed.

Table 3 Occupations With Highest Location Quotients (NW Michigan)

Occupation	Location Quotient
Motorboat Mechanics and Service Technicians	8.73
Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	7.78
Gambling Change Persons and Booth Cashiers	7.56
Logging Equipment Operators	5.18
Forging Machine Setters, Operators, and Tenders, Metal and Plastic	5.13
Foresters	4.72
First-Line Supervisors of Gambling Services Workers	4.54
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	4.53
Entertainment and Recreation Managers, Except Gambling	4.51
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	4.31

SHIFT SHARE ANALYSIS

The Shift Share Analysis for Charlevoix County allows for evaluating employment change in the economy over the time period of 2010 - 2022. The analysis pinpoints important differences between the industry compositions of employment growth locally against the growth in the nation (see Table 4). The ‘Level’ of employment for each year refers to actual employee numbers, with the ‘Share’ representing the percentage.

Under the “Actual Growth” columns, it is clear that 2,219 jobs were added to total employment from 2010 to 2022, constituting 15.62% in job growth. The greatest growth was in the industries of Other Services, Accommodations and Food Services, Real Estate and Leasing, Finance and Insurance, Information, Manufacturing, Construction, and Utilities.

The “Standardized Growth” numbers provide a hypothetical look at what the employment changes in the County would look like if they matched the national industry growth. The Standardized total employment growth in the table equates to 21.0%. Although not included in the table, the national growth rate for total employment during this time period was 22.87%, thus the County trailed the national rate. This occurs as the proportion of employment mix that grew in the County tilted toward slower growing industries overall. However, the County doesn’t trail far behind the nation, with an overall positive shift in many important industries.

Table 4 Charlevoix County Shift Share Analysis & Employment Growth

Major Industry	Employment						Standardized		
	2010		2022		Actual Growth		Growth (2)		Employment
	Level	Share (1)	Level	Share (1)	Percent	Net	Percent	Net	(3) 2022
Other/Suppressed Industries*	2,325	16.36	2,068	12.59	-11.05	-257	26.39	613	2,938
Local Government	1,507	10.61	1,511	9.20	0.27	4	-.049	-7	1,500
State Government	191	1.34	215	1.31	12.57	24	-1.11	-2	189
Military	70	1.34	215	1.31	12.57	24	-1.11	-2	189
Federal Civilian	65	0.46	56	0.34	-13.85	-9	-3.79	-2	63
Other Services (except Public Administration)	737	5.19	916	5.58	24.29	179	19.19	141	878
Accommodation and Food Services	1,637	11.52	2,020	12.30	23.40	383	23.17	379	2,016
Arts, Entertainment, and Recreation	423	2.98	458	2.79	8.27	35	17.72	75	498
Administrative and Waste Services	618	4.35	685	4.17	10.84	67	25.59	158	776
Real Estate and Rental and Leasing	794	5.59	1,339	8.15	68.64	545	53.84	428	1,222
Finance and Insurance	499	3.51	603	3.67	20.84	104	41.11	205	704
Information	61	0.43	78	0.47	27.87	17	19.84	12	73
Transportation and Warehousing	178	1.25	204	1.24	14.61	26	109.90	196	374
Retail Trade	1,295	9.11	1,335	8.13	3.09	40	11.03	143	1,438
Wholesale Trade	126	0.89	190	1.16	50.79	64	12.25	15	141
Manufacturing	2,115	14.89	2,862	17.42	35.32	747	11.83	250	2,365
Construction	1,102	7.76	1,338	8.15	21.42	236	35.31	389	1,491
Utilities	147	1.03	206	1.25	40.14	59	4.02	6	153
Farm Employment	318	2.24	281	1.71	-11.64	-37	-2.62	-8	310
Total Employment	14,208	100	16,427	100	15.62	2,219	21.00	2,983	17,191

(1) Share: The percentage share of total employment by industry.
(2) Standardized Growth: at the same rate as its counterpart at the national level had each industry grown.
(3) Standardized Employment 2022: The 2022 level of employment in each industry had it grown at the same rate as its counterparts at the national level since 2010.
*The “Other/Suppressed Industries” category portrayed in the table represents a combined total of those industries for which data were unavailable due to confidentially restrictions. Those industries that are combined include: Forestry, Fishing, and Related Activities; Mining; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Educational Services; Health Care and Social Assistance

Tapestry Segments

Esri’s Tapestry Segmentation is a tool that uses demographic and socioeconomic data to classify geographies into segments. The segments are summarized and provide an overview of the typical household that falls into that segment. The summaries display information such as socioeconomic traits, consumer traits and preferences, and segment density throughout the United States. There are five defined segments that comprise the Community of the City of East Jordan. The segments and their proportion of the community members are provided in Table 5 below, followed by the descriptive characteristics of each segment.

Table 5

Tapestry Segments by Percentage of Community

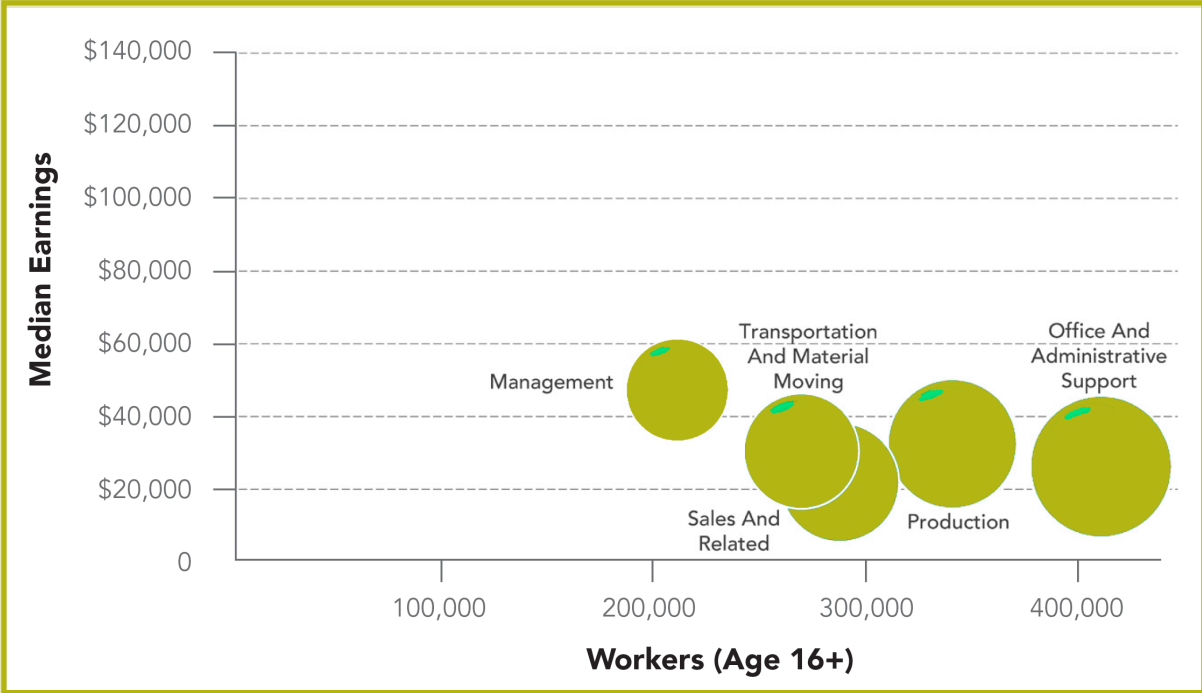
Heartland Communities	Rustbelt Traditions	Rooted Rural	Rural Resort Dwellers	Salt of the Earth
49.1%	27.4%	12.9%	8.4%	2.2%

Heartland Communities

Comprising 49.1% of the community’s population, Heartland Communities is the largest segment which consists of older householders, who own their own homes and have paid off their mortgages. Their children have moved away, but homeowners typically have no plans to leave their homes.

With an average household size of 2.39 persons and a median age of 42.3 years, this segment is indicative of middle-aged, smaller families.

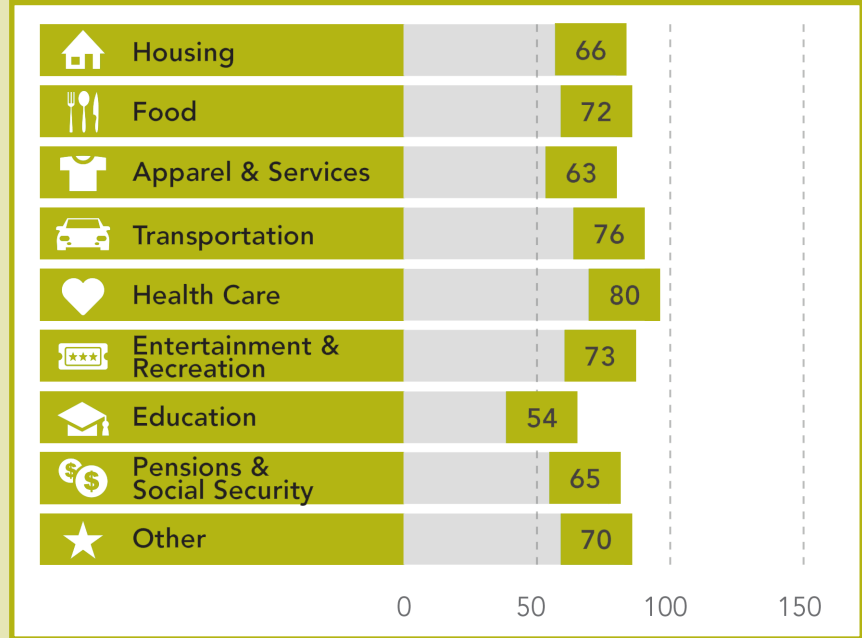
Graph 5
Top 5 Occupations by Number of Workers in Total Market



Heartland Communities cont...

Home ownership exceeds the US average, while the median value is lower. Single-family homes are the most prominent style and density, as is witnessed throughout the community.

Graph 7
Average Household Budget Index

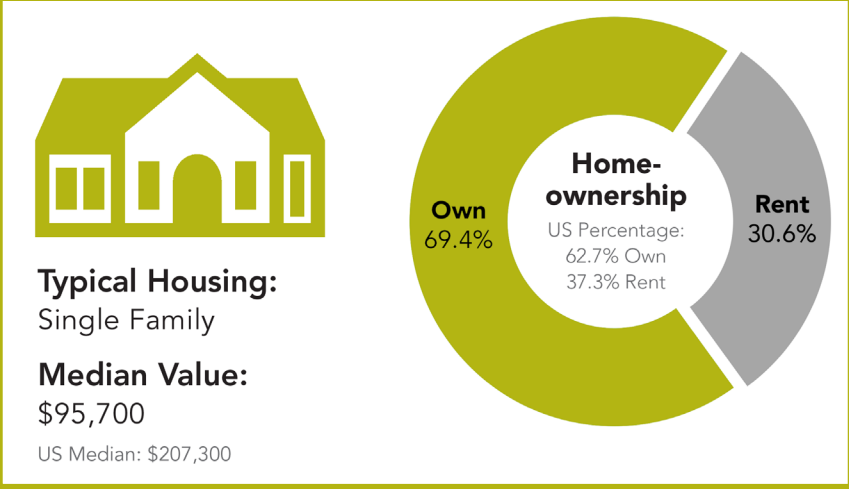


Rustbelt Traditions

Comprising 27.4% of the community’s population, Rustbelt Traditions are the second largest segment. They are a mix of married-couple families and singles living in older developments. The workforce has a high concentration of skilled workers in manufacturing, retail trade and healthcare. This segment is characterized by a large market of stable, hardworking consumers with modest income, and greater than median net worth. Most of this segment has lived and played in the same area for years.

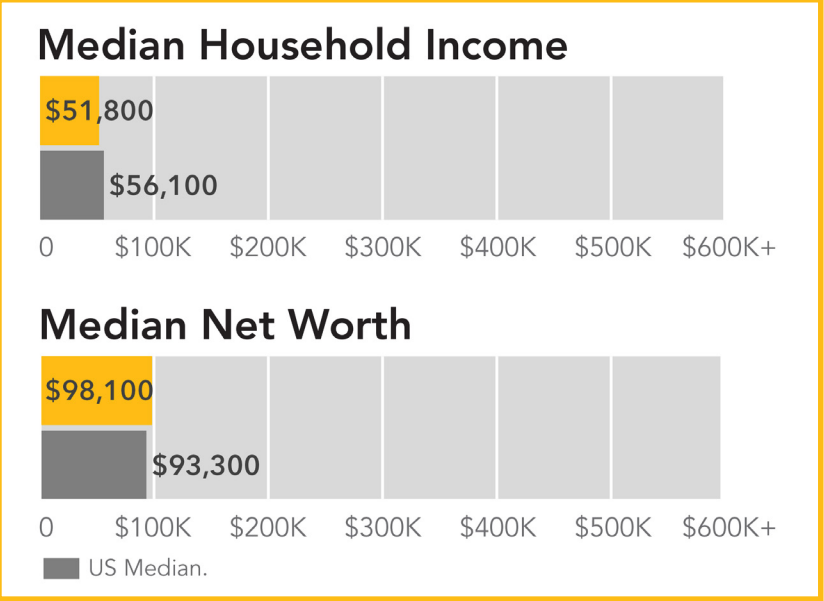
With an average household size of 2.47 and a median age of 39, this is a segment of middle-aged and younger families with a greater proportion of children in home.

Graph 6
Housing



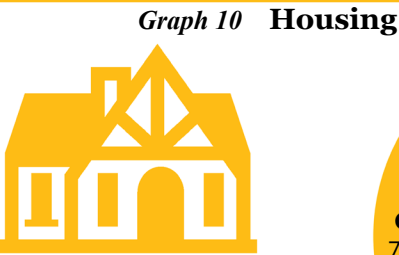
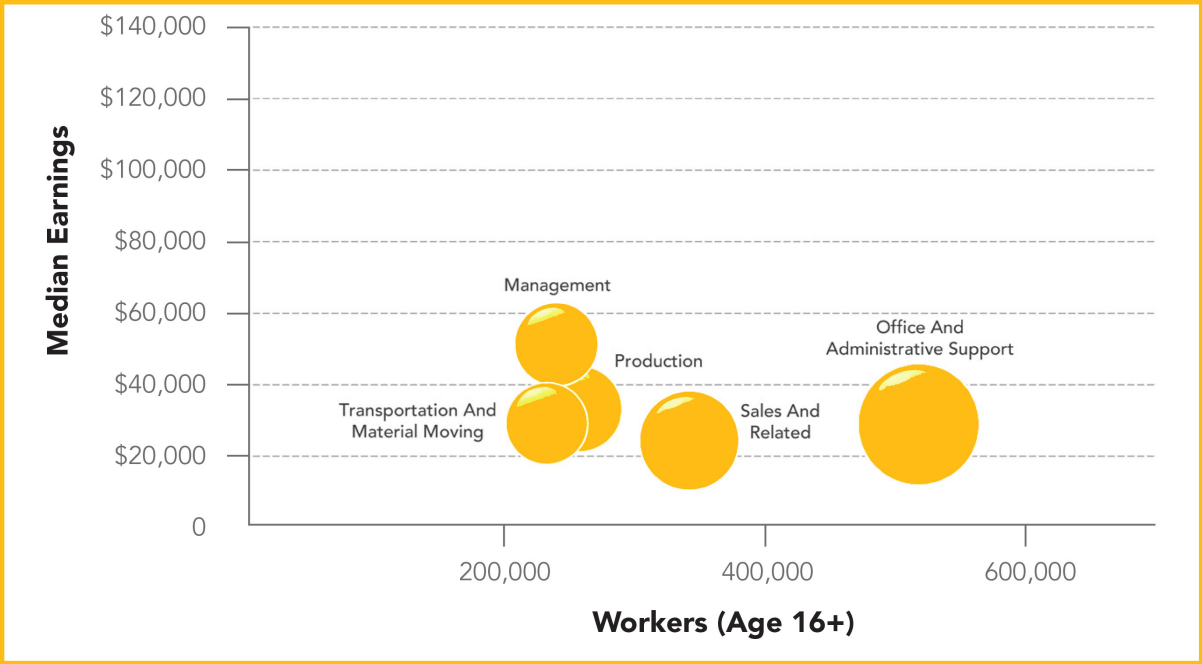
The budget index compares the average amount spent in the market for the categories provided, compared against the average amount spent by all US households. An index of 100 is average, with an index of 120 equating to 20% above the national average. All indexes displayed for this segment are below the national average.

Graph 8
Household Income & Net Worth



Rustbelt Traditions cont...

Graph 9 Top 5 Occupations by Number of Workers in Total Market



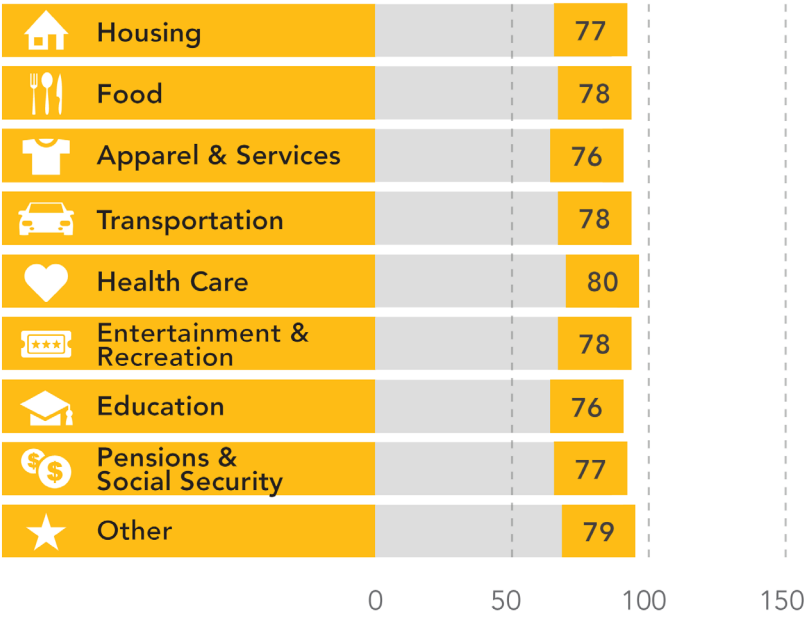
Typical Housing:
Single Family

Median Value:
\$123,400

US Median: \$207,300

Home ownership exceeds the US average, while median home value is lower. Single-family homes are the most prominent style and density, as is witnessed throughout the community.

Graph 11 Average Household Budget Index



The budget index compares the average amount spent in the market for the categories provided, compared against the average amount spent by all US households. An index of 100 is average, with an index of 120 equating to 20% above the national average. All indexes displayed for this segment are below the national average. They are greater than the Heartland Communities indexes in all categories except healthcare, where the number is exactly the same.

Rooted Rural

Comprising a modest 12.9% of the community's population, Rooted Rural are found in heavily forested areas of the nation. The segment enjoys spending time outdoors, and are often pursuing interests such as hunting and fishing or spending time in their garden. This sector of the community is heavily influenced by religious faith and family history. They are primarily married couples, with few children at home.

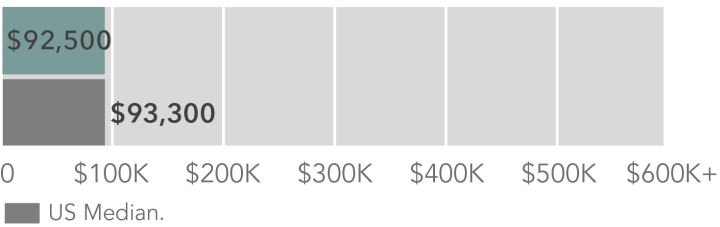
With an average household size of 2.48 and a median age of 45.2 this segment is indicative of middle-age families with a proportion of children similar to Rustbelt Traditions.

Graph 12 Household Income & Net Worth

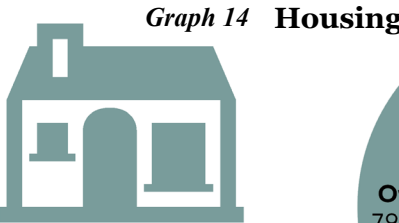
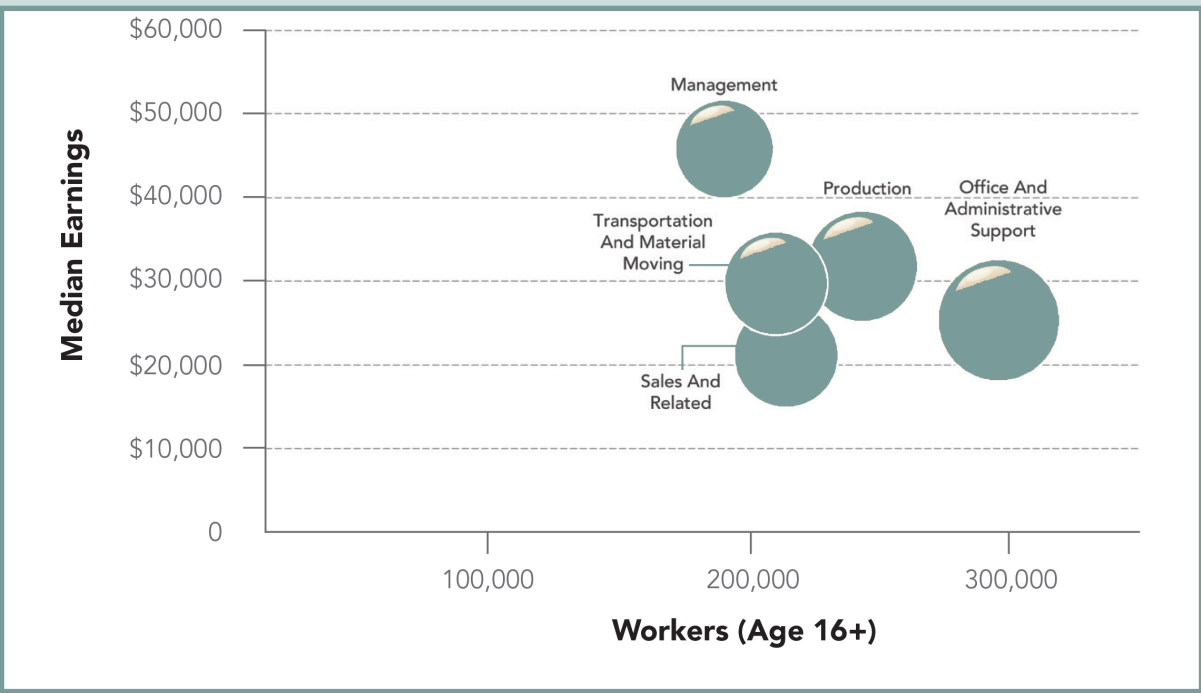
Median Household Income



Median Net Worth



Graph 13 Top 5 Occupations by Number of Workers in Total Market



Typical Housing:
Single Family;
Mobile Homes

Median Value:
\$112,800

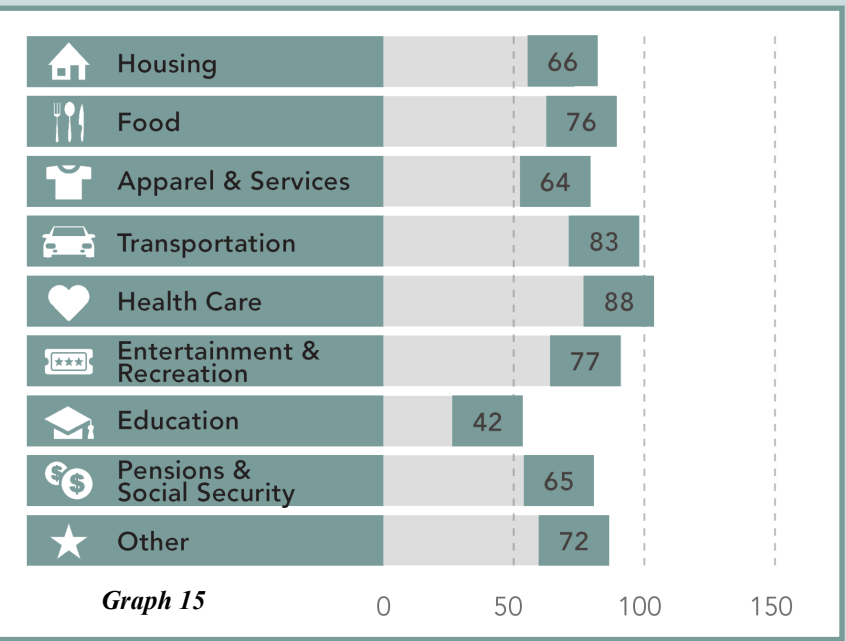
US Median: \$207,300

Home ownership significantly exceeds the US average, while the median home value is lower. Single-family homes are the most prominent style and density, as is witnessed throughout the community.

Rooted Rural cont...

Average Household Budget Index (Graph 15)

The budget index compares the average amount spent in the market for the categories provided, compared against the average amount spent by all US households. An index of 100 is average, with an index of 120 equating to 20% above the national average. The indexes for Rooted Rural are below the national average, and closely align with the Heartland Communities indexes.



Rural Resort Dwellers

Comprising 8.4% of the community’s population, Rural Resort Dwellers are a segment that typically has second homes centered in resort communities. Retirement is occurring or close at hand for many of these older householders, with some postponing retirement in order to maintain their lifestyle. Hobbies often include freshwater fishing and hunting.

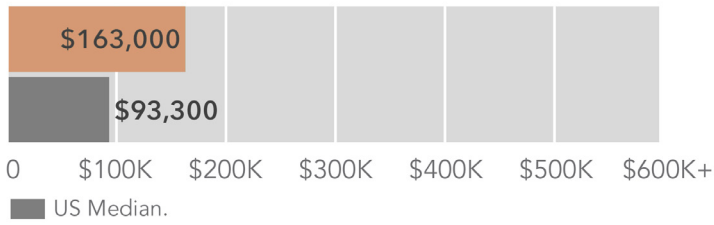
With an average household size of 2.22 and a median age of 54.1 this segment is indicative of older households, few with children.

Graph 16 Household Income & Net Worth

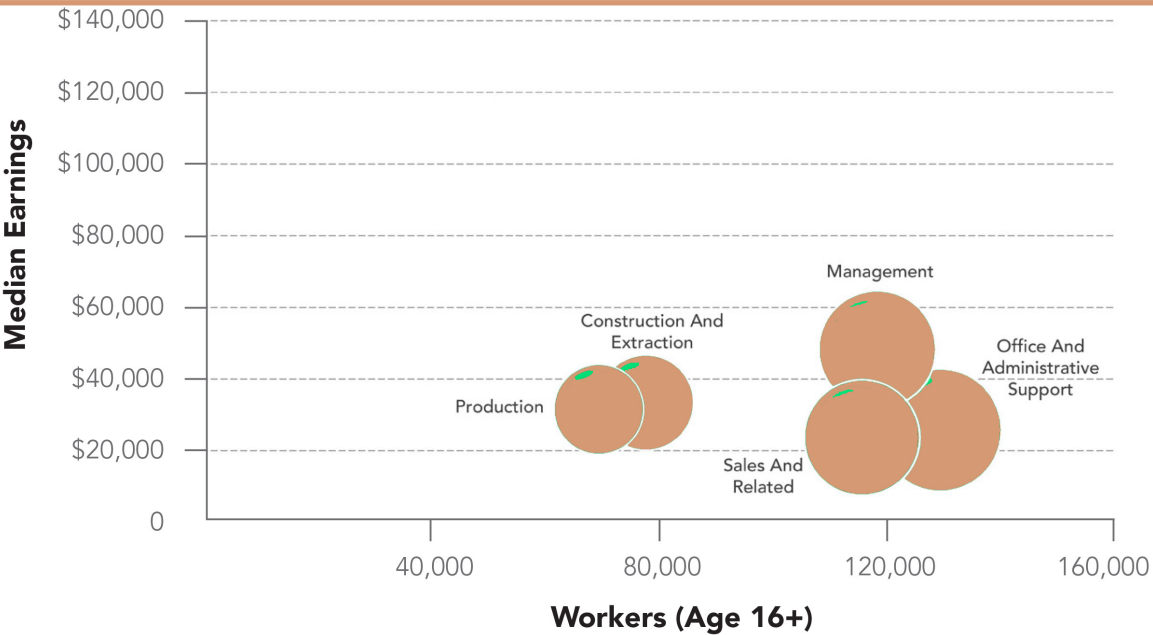
Median Household Income



Median Net Worth



Graph 17 Top 5 Occupations by Number of Workers in Total Market



Rural Resort Dwellers cont...

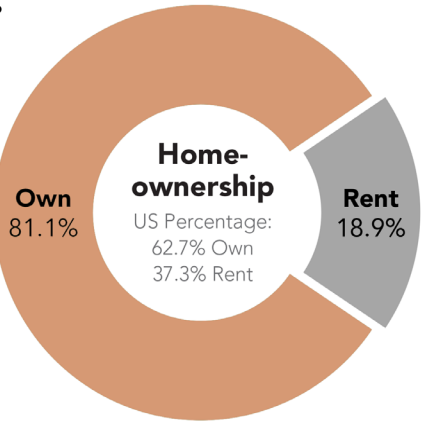
Graph 18 Housing



Typical Housing:
Single Family/Seasonal

Median Value:
\$209,200

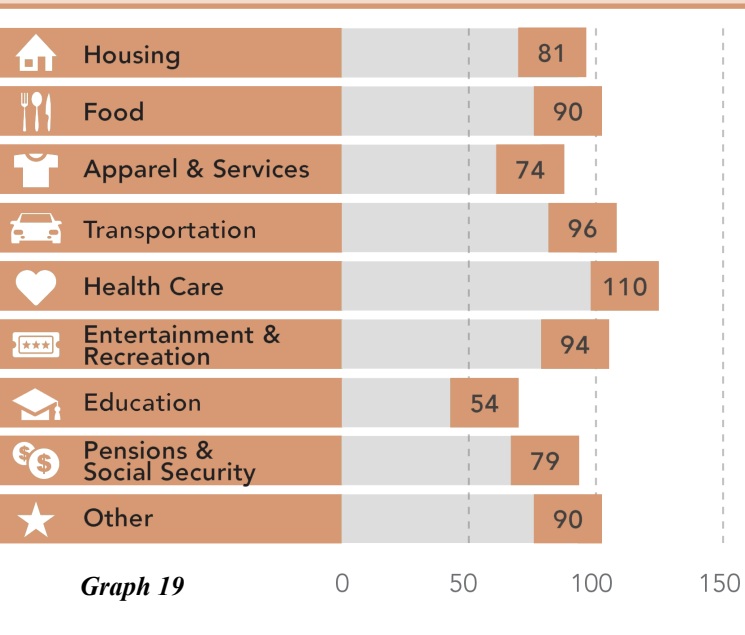
US Median: \$207,300



Home ownership significantly exceeds the US average, while median home value is lower. This segment is found in single-family homes with the characteristic of often being a second or seasonal home.

Average Household Budget Index (Graph 19)

The budget index compares the average amount spent in the market for the categories provided, compared against the average amount spent by all US households. An index of 100 is average, with an index of 120 equating to 20% above the national average. The indexes for Rural Resort Dwellers are closer to the national average in many categories, with spending in healthcare exceeding the national average.



Salt of the Earth

Comprising only 2.2% of the community’s population, Salt of the Earth residents are entrenched in their traditional rural lifestyle. They cherish family time, prepping home meals and preparing for their outdoor lifestyles that include hobbies such as camping, fishing and hunting. This segment typically has at least a high school diploma or some college education. Due to their rural setting they often own two vehicles for longer commutes across county lines.

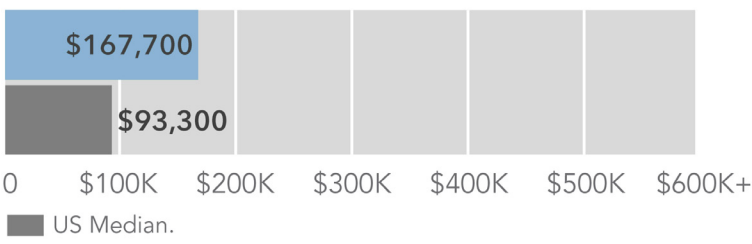
With an average household size of 2.59 and a median age of 44.1, this segment is indicative of middle-aged householders with children in rural settings.

Graph 20 Household Income & Net Worth

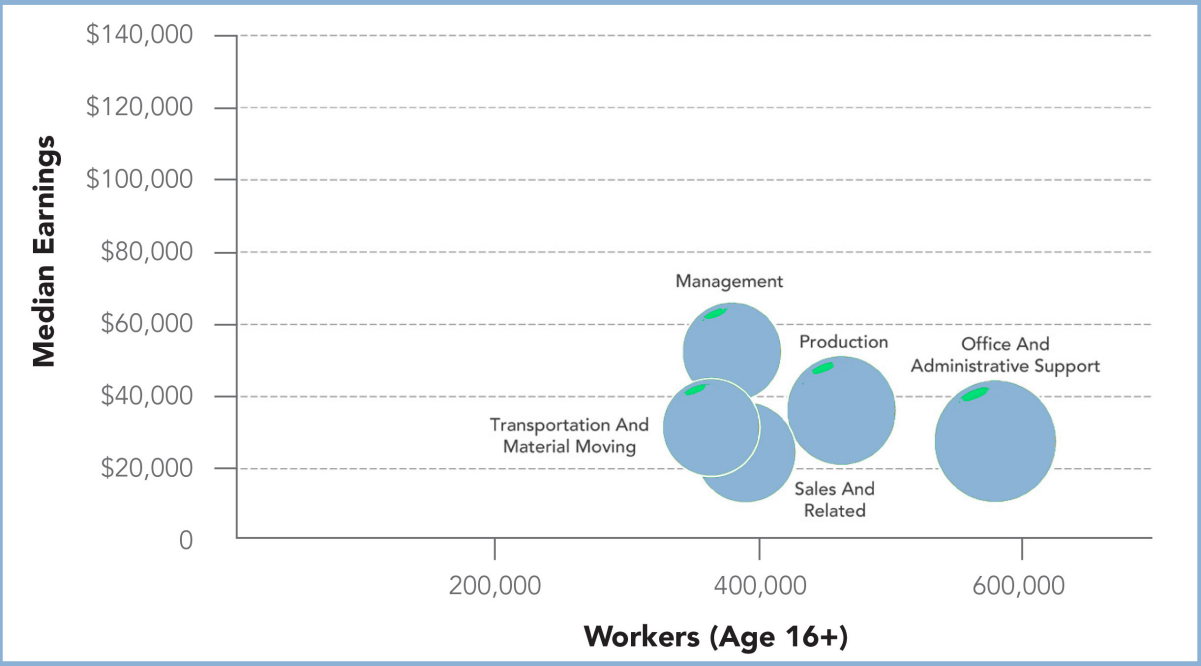
Median Household Income



Median Net Worth



Graph 21 Top 5 Occupations by Number of Workers in Total Market



Home ownership significantly exceeds the US average, while the median home value is lower. This segment is found in single-family homes in more rural settings.

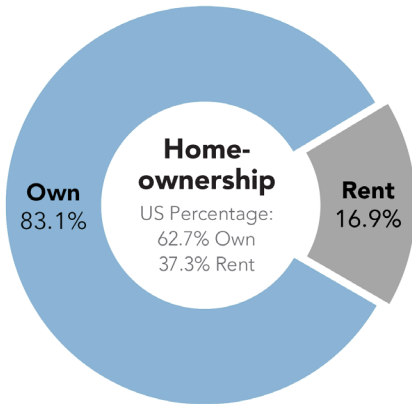
Graph 22 Housing



Typical Housing:
Single Family

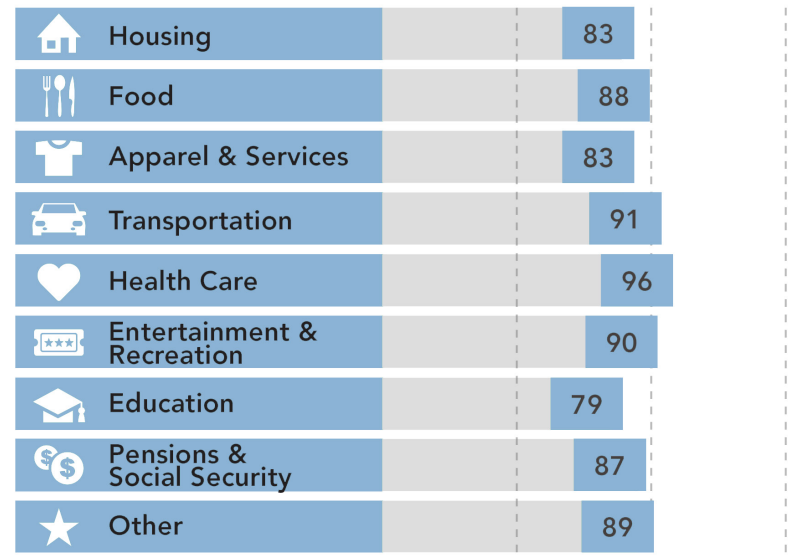
Median Value:
\$154,300

US Median: \$207,300



Average Household Budget Index (Graph 23)

The budget index compares the average amount spent in the market for the categories provided, compared against the average amount spent by all US households. An index of 100 is average, with an index of 120 equating to 20% above the national average. The indexes for Salt of the Earth are closer to the national average in many categories when compared to other segments of the community.



Graph 23

0 50 100 150



Image Credit: Northern Express

4. Government & Agency Partners

Established partners provide supportive structures for meeting the challenges posed to communities. This section outlines programs and processes in support of economic development activities through partners at the following levels.

- Local
- Regional
- State
- Federal

Local Agencies & Partners

Local agencies and partners are primarily responsible for the management, oversight, and implementation measures to improve economic conditions.

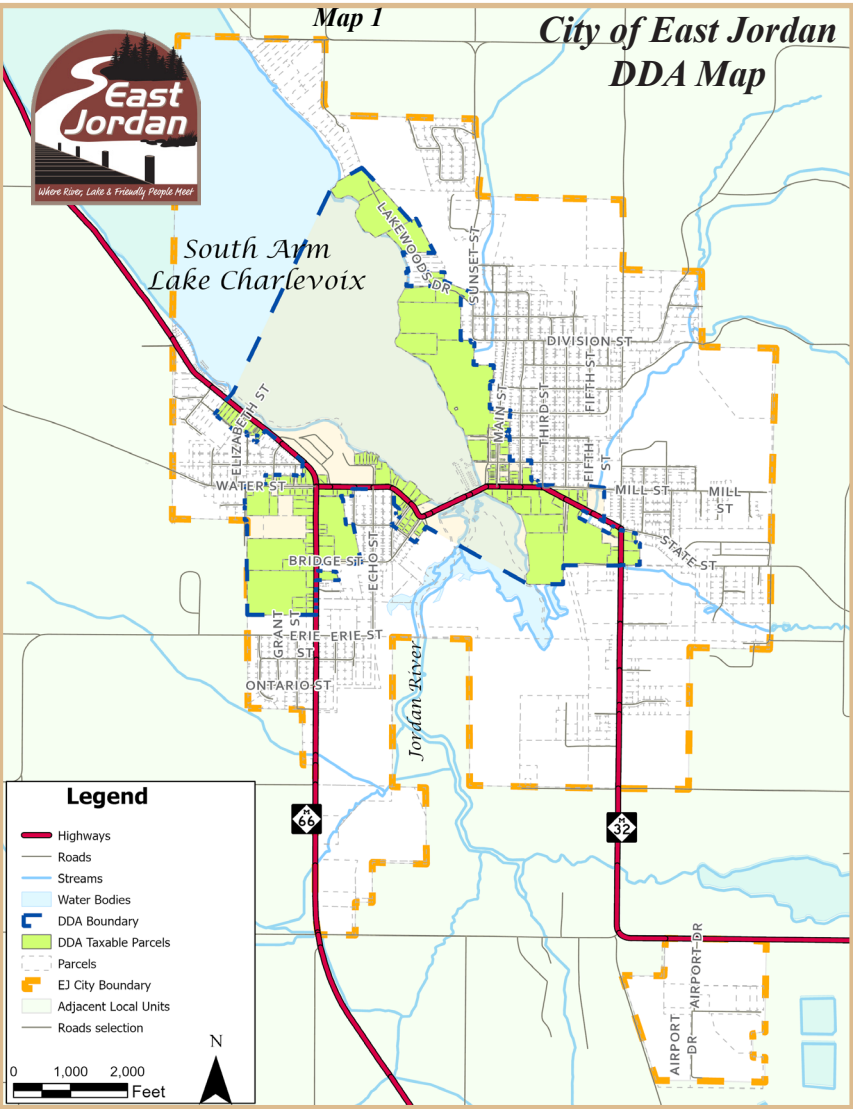
City of East Jordan

The City of East Jordan is the primary contact and facilitator of development approval processes; management and oversight of infrastructure expansion; and support and development of amenities for residents and visitors. Leadership through the City Manager, under direction of the City Commission, provides guidance to staff capacity for each of the City’s functions.

Open communication and coordination between local and State partners has proven effective in developing place-based assets such as park and recreation sites and features, streetscape improvements and upgrades to infrastructure. The City’s willingness to meet guidelines for programs such as the Redevelopment Ready Communities Certification through the MEDC has helped to streamline permitting and development processes, making information more readily available, establishing transparency and opening the door for additional funding opportunities. Additional detail into the status of the City’s RRC program is presented in Chapter 5.

East Jordan DDA

The City of East Jordan established a Downtown Development Authority (DDA) by ordinance in 1993. Since that time, revisions have been made to the DDA District boundaries (Map 1).



A Development and Tax Increment Financing (TIF) Plan was adopted by the City Council in 1995, and has a sunset date of “twenty (20) years or until all improvements are completed and all bonds issued under the plan are retired, if at an earlier date.” During this period of time, taxes greater than the established base State Equalized Value (SEV) for the area of the Development District are captured. The taxes captured from increases in value greater than the base SEV are utilized for improvements to public infrastructure and assets within the community.

The DDA district is very large and with financial constraints of the City budget, the DDA TIF has greatly assisted with capital projects and park improvements within the City. This has been the primary focus of TIF development for project investment. The DDA does not

currently administer any programs such as facade or business grants, but would like to in the future as they continue to mature and investment in infrastructure and assets is not as necessary.

The DDA TIF has specifically supported the following improvements:

- Waterfront Asset Development such as boardwalks, marina access and parks
- Considerable investment in Main Street water and sewer improvements
- Streetscape and downtown corridor aesthetic development
- Downtown public Wi-Fi system within the City

Chamber of Commerce

The Chamber of Commerce, which serves the City of East Jordan, is a collaborative entity that also serves and represents the “Breezeway” communities of Ellsworth and Atwood in Antrim County. At its core, the Chamber is a community service organization which develops, holds, promotes and supports projects and activities of the community, while also performing the “standard” chamber roles as a business and economic support entity. The Chamber is served by a diverse board of directors with a wide range of representation of industry, education, non-profit and government sectors. This wide representation is a cornerstone to establishing and maintaining trust within the community.

The EJ Chamber has long promoted and encouraged community partnerships, which is well-displayed through representation of multiple communities, and through the efforts of engagement and mutual support of partners such as: Northern Lakes Economic Alliance (NLEA), Jordan River Arts Council, Paddle Antrim, Lions Club, Little Traverse Conservancy, Housing North, East Jordan School System and the City of East Jordan.

In the early 2000’s the Chamber was instrumental in establishment of the “Breezeway Task Force”. This task force served as a planning and implementation body for the “Breezeway”, a 26-mile rural route along C-48 which spans the communities within the service area of the Chamber, between US-31 in hamlet of Atwood (Norwood Township) to M-75 in Boyne Valley Township. Projects and marketing in promotion of activities and events set along the Breezeway was initiated through a campaign supported by a grant from the State of Michigan. This collaborative

Some of the key activities and promotions that the Chamber provides include:

- Participation in the Leadership Charlevoix County program in conjunction with the Charlevoix, Beaver Island and Boyne City Chambers of Commerce
- Monitor commercial buildings and spaces for sale and or lease
- Maintain awareness of issues affecting business owners and community overall
- Banner placement and marketing materials at southern entryways to the community
- Music in the Park events
- Partnership and promotion of area nature preserves
- Color tour routes
- Birder routes and promotion
- Raven Hill Discovery Center promotion
- Support for all city festivals
- Support of partner entities and their programs and events

task force continues to work to promote the City and adjacent communities along the Breezeway.

Promotion of the community as a place to live, visit and operate a business is a fundamental principle of the Chamber. Draws to the City include its natural features and a welcoming, small-town sense of place, such as a walkable and aesthetically-pleasing downtown, outdoor spaces that connect to the waterfront and nature trails, and special events that include music and art displays.

The Chamber supports local business endeavors and start-ups in conjunction with NLEA, such as business plan development and identifying assistance opportunities through entities such as SCORE (Service Corps of Retired Executives) and the SBDC (Small Business Development Center). Additionally, the network of support provided through the Michigan Chamber Alliance provides a colleague-based approach to best management practices and the resource of chambers within the State of Michigan.



Image Credit:
Pro Image Design

Regional Agencies and Partners

Regional agencies and partners can be looked upon to bridge certain capacity gaps, act as liaisons to State and Federal Agencies, and can often provide structure, experience, data and information to assist with meeting a community’s or business’s needs.

Northern Lakes Economic Alliance



Northern Lakes Economic Alliance (NLEA) is a 501(c)(3) regional economic development organization serving businesses and communities in Antrim, Charlevoix, Cheboygan, and Emmet counties. The organization’s mission is to drive economic resiliency by ensuring the resources, infrastructure, and policies exist to fuel business growth and community prosperity. NLEA furthers their mission through a strategic focus on four core goals:

- NLEA Four Core Goals
1. Lead a comprehensive economic development strategy that builds greater economic resiliency for the region.

2. Grow diverse and year-round economic opportunity through targeted business retention, growth, and attraction efforts.

3. Advance infrastructure and development efforts that support the current and future diverse needs of our region’s workforce and employers.

4. Elevate regional opportunities and implement new initiatives to attract and retain talent.

NLEA provides direct service supports to businesses and local units of government in and around East Jordan. NLEA’s services to businesses break down barriers that impede success and growth, as well as help them seize important opportunities. NLEA is a go-to resource for businesses to secure funding to purchase new equipment, navigate incentives to reduce the cost of expanding a facility, connect with other business leaders, or navigate infrastructure and development.

NLEA supports communities by retaining, growing, and attracting employers who provide year-round family-sustaining jobs. NLEA helps communities create vibrant places that retain and attract the workforce needed for

a strong and resilient economy. Direct services include grant writing and administration, education and training on economic development incentives, and the establishment of economic development policies and incentives.

NLEA was able to recently assist the City of East Jordan by administering two Community Development Block Grants (CDBG) from the Michigan Economic Development Corporation (MEDC). These grant funds were used to update water/sewer/storm water infrastructure in downtown East Jordan; construct a new water storage tank; and a help fund a crowning jewel of the community, the Joining Jordan project. The Joining Jordan project connected the east and west sides of the City across the Jordan River with a walkable pathway, two new pavilions, and an updated waterfront park.

NLEA has a team of experienced economic and community development professionals who are ready to assist the City, local businesses, and the surrounding region to build a stronger and more resilient economy.

Networks Northwest

Networks Northwest is the NW Michigan Council of Governments, a formally established Regional Planning Agency and recognized Economic Development District Organization by the United States Economic Development Administration. The agency has three primary pillars that support Community, Business and Talent through a myriad of programs that work in a coordinated fashion to meet the needs of local governments, people and business throughout Northwest Michigan.

The agency seeks to problem-solve, whether that is accomplished through their own capacity and programs, or through providing connections to appropriate partners which can assist and guide toward a solution.

- Regional Support Initiatives and Programs of Networks Northwest Include:
- Connection to funding sources, grant writing and administration

• Planning process facilitation, guidance and development

• Liaison support to State and Federal Agencies

• Liaison support to State and Federal Legislative Representatives

• Business support services for access to State & Federal funding

• Business support through programs such as Industry 4.0, and talent seeking and retention

• Talent support and development services through training, continuing education and apprenticeships

• Support, guidance, linkages and training for government contracting

- Recently Completed or Current Regional Processes & Reports Include:
- NW MI Regional Childcare Study

• NW MI Seasonal Population Study

• NW MI Comprehensive Economic Development Strategy

• NW MI Outdoor Recreation Industry Report

• NW MI Site Readiness Infrastructure and Site Isolation Spatial Study and Report

• NW MI Remote Worker Study



Image Credit:
Tom Cannon

State Agencies & Partners

State agencies and partners have numerous programs and funding opportunities which support a host of economic development activities and processes. A thorough list of agencies and resources is compiled and summarized to assist with implementation activities.

Michigan Economic Development Corporation (MEDC)



**MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION**

MEDC is a State affiliated agency which supports economic development initiatives such as site readiness programs, planning initiatives and business support programs. The MEDC oversees the Redevelopment Ready Communities (RRC) program, and communities which are “engaged” or “certified” through the RRC program receive additional incentives for programs and funding support.

The MEDC has programs and funding which support development of community plans, connections to developers and marketing of development sites, support for site plans or renderings, funding support for Phase I and Phase II environmental site assessments, support for structuring of RFPs and RFQs and public infrastructure funding. Several of MEDC’s programs are described on the following pages.

Michigan Community Revitalization Program

The program is structured to attract talent through redevelopment in areas of historical disinvestment. This gap financing program offers grants, loans or other economic assistance for eligible investment projects. Eligible project sites must be contaminated or blighted, functionally obsolete, or a historic resource. The program can support demolition and site improvements; rehabilitation and new construction; purchase of furniture, fixtures and equipment; mechanical and electrical services; and architectural and engineering services. All awards are performance-based. In a community with a population of less than 15,000 persons, such as the City of East Jordan, support for a single project shall not exceed 50% of the eligible project investment up to \$10,000,000. Additionally, the program may support up to three projects that shall not exceed 50% of the eligible investment for the specific purpose of historic preservation.

ACT 381 Brownfield Program

The Act 381 Brownfield Program has led to increased investment across communities within the State. The Act was recently amended to include references to the State Land Bank Authority and use of Tax Increment Financing (TIF) of the Brownfield Act to support activities of Land Banks, such as Charlevoix County’s.

TIF is the incentive a Brownfield Redevelopment Authority (BRA) can offer to a developer to reimburse brownfield-related costs incurred while redeveloping contaminated, functionally obsolete, blighted, historic or other eligible properties. While contamination may exist on many brownfield sites, not all brownfield sites are necessarily contaminated. At a State level of Act 381 coordination and support, the MEDC assists with the non-environmental aspects of a redevelopment, while EGLE administers the environmental aspects and MSHDA administers any applicable housing aspects.

HOW TIF WORKS

Tax Increment Revenue (TIR) generated by the increase of the redeveloped property’s taxable value is captured during the length of a brownfield plan. The TIR is the difference between the original, or base revenue before redevelopment, and the current year’s tax revenue. By increasing the taxable value of the subject property, the brownfield program not only generates increased tax revenue on the subject property, but it often has a significant positive impact on the taxable values of surrounding properties while encouraging other investment.

The Michigan Strategic Fund (MSF), with administrative assistance from the MEDC, authorizes the capture of incremental increases in School Operating Tax and State Education Tax by the BRA. MEDC provides a recommendation to the MSF Board regarding projects that request school operating and State Education tax capture for the purposes of reimbursement for non-environmental activities. Upon capture of the tax increment revenue, the Authority reimburses the developer for eligible activity costs incurred as detailed in the Reimbursement Agreement between the Authority and developer.

The original, base amount of revenue collected prior to the redevelopment project continues to go to schools during the length of the brownfield plan. In addition, improvements to the site increase surrounding property values and encourage other investment that results in more funding for schools. Counties report to the state how much tax increment was captured by TIF authorities, including brownfield redevelopment authorities, downtown development authorities (DDA),

and local development financing authorities. The local school district is reimbursed annually by the state School Aid Fund.

The ‘incentive’ amount to the developer is only realized if the investment achieves the anticipated increased property value. The developer must pay for improvements to the site and property taxes must be paid each year. The incentive is actually a reimbursement of new taxes generated by the new investment, and the amount of the reimbursement is sized on the amount of eligible activities that are paid for as part of the project. The incentive amount is an “up-to” maximum, which can only be achieved if property values rise quickly enough based on the new development’s assessed taxable value to generate enough increment to reimburse the developer over a maximum of 30 years. Because of this, the developer assumes risk that they may not achieve maximum reimbursement due to circumstances beyond their control (lower property tax assessment, recession, etc.) The details of reimbursement (amounts per year, number of years, any additional conditions, etc.) are governed by a Reimbursement Agreement between the Brownfield Redevelopment Authority and the developer.

When the brownfield TIF period ends and the brownfield plan reimbursement is complete, increased property taxes that would not exist without the development taking place begin going directly to the respective taxing jurisdiction(s).

Build MI Communities Program

Build MI Communities program is an initiative focused on projects that support the revitalization of traditional downtowns or traditional commercial corridors by promoting greater density and vibrancy.

The program is designed to promote private investment in communities by providing access to real estate development gap financing and technical assistance for small scale, incremental redevelopment projects. The program aims to re-activate underutilized or vacant space into vibrant areas by promoting capital investment into redevelopment projects being taken on by developers and property owners with limited real estate development experience. The program familiarizes new developers with the development process so they are positioned to potentially undertake more complex projects in the future.

Competitive projects will be located in or near walking distance of a downtown or traditional commercial corridor, and preference will be given to projects located in geographically disadvantaged areas (such as the City of East Jordan).

Grants awarded will range between \$50,000 and \$250,000, but not greater 50% of project costs for any project. Applicants may be eligible for additional grant funding for project costs not to exceed \$100,000 (\$350,000 total), and up to an additional \$35,000 for project-specific technical assistance if the applicant has completed real estate development training. For communities with populations of 15,000 or less, such as the City of East Jordan, 30% of the annual funding will be set aside for a period of up to six months of that fiscal year. Disbursement of grant funds will follow development milestones.

Match on Main

This is a reimbursement grant program that supports new or expanding place-based businesses by offering up to \$25,000 in funding through an application submitted, administered, and managed by the local unit of government, downtown development authority, or other downtown management or community development organization where the business is located.

The grant applicant—representing a community that is an Essentials or Certified Redevelopment Ready Community® or a Select or Master Level Michigan Main Street Community—focuses on supporting place-based businesses as they launch and grow on Main Street. Each applicant may submit up to two separate applications on behalf of two eligible businesses.

Match on Main Grants may be used for the following eligible expenses:

- Technical Assistance services, such as marketing, SEO optimization, training, and other professional development activities.
- Interior Building Renovations: Modifications or upgrades to the interior of the business premises,
- Activation of Outdoor Spaces: Permanent or semi-permanent projects to enhance or utilize outdoor areas associated with the business.
- Working Capital Needs: Expenses related to marketing, inventory, and other operational needs

MEDC Business Development Services

These services include two primary programs which assist with business support. The first program is the [Strategic Site Readiness Program](#) (the “SSRP”), which provides access to grants, loans, and other economic assistance towards the establishment and operation of a manufacturing or other commercial enterprise that constitutes the end use of an improved site.

SSRP eligible activities include:

- Land acquisition and assembly
- Site preparation and improvement
- Infrastructure improvements that directly benefit the site, including without limitation: transportation, infrastructure, water and wastewater infrastructure, and utilities necessary to service the site
- Any demolition, construction, alteration, rehabilitation, or improvement of buildings on the site
- Environmental remediation
- Architectural, engineering, surveying, and other pre-development work required to commence construction on site improvements, or
- To develop a spending plan and proposal for capital investment in site readiness, or
- An Eligible Applicant may enter sub-grant agreements with other entities as necessary and expedient to implement the Eligible Activities.

The second program is the [Michigan Business Development Program](#) (MBDP), which supports eligible businesses that create qualified new jobs and/or make qualified new investment in Michigan. “Qualified new job” means a new, full-time job performed by an individual who is either: a resident of this state whose Michigan income taxes are withheld by an employer; or an employee leasing company or professional employer organization on behalf of the employer; or an individual who is not a resident of Michigan and is employed by a business at a project location that is located in this state, provided that the business certifies in writing at the time of the MSF disbursement that not less than 75 percent of the employees of that business are residents of Michigan. The qualified new job must be in excess of the number of jobs maintained by the qualified business prior to the expansion or location as determined by the MSF.

MSF support in the form of a grant will be performance based, with preference given to eligible businesses seeking to locate or expand in Michigan rather than in another state. Grants will include flexible terms and conditions, and will include repayment provisions under circumstances approved by the MSF.

MSF support in the form of a loan will also be performance based, with preference given to qualified businesses needing assistance to expand in Michigan. Loans may include flexible terms and conditions, including below market interest rates, extended grace and repayment provisions, forgivable terms and flexible security requirements. Loans will also include provisions requiring repayment of loan funds under circumstances approved by the MSF.

A commitment of staff, financial or economic support by the local municipality is required for all projects. The MSF will not provide support under this program for retail or retention projects.



Michigan State Housing Development Authority (MSHDA)

MSHDA provides support for low- to medium-income renters and the associated home development community. Programs include [Michigan Home Loans](#), which is an income and credit score derived program providing funding for home buyers when eligibility criteria are met. The [Housing Choice Voucher Program](#) provides rent subsidies for very low income people who are able to find their own housing in private homes or apartments. MSHDA also offers a host of educational resources to expand knowledge on home ownership, renting, loans and mortgages, including maintaining contact lists of lenders, mortgage, and real estate professionals to assist with housing needs.

MSHDA also sells tax-exempt notes and bonds, and loans the proceeds to private developers. These developers use the money to build, own and operate low- and moderate-income rental housing. MSHDA does not own the housing, but makes loans and regulates operation of the developments which typically range in size from 24-150 units. Separately, the U. S. Department of Housing and Urban Development (HUD) provides rent subsidy to many of the MSHDA-financed developments.

MSDHA’s [Neighborhood Development Division](#) (NDD) provides affordable housing solutions and opportunities to Michigan residents, neighborhoods and partners. Neighborhoods are a defined, community-based residential area where people live and share amenities and resources.

Key Programs to Follow

- The [MI Neighborhood Program](#) is a blend of state and federal funding in response to regional action plans and is in strategic alignment with the Statewide Housing Plan. Program funding is used for housing activity components.
- The [Housing Readiness Incentive Grant Program](#) provides funding to eligible applicants to implement actions that encourage increasing housing supply and affordability. The City of East Jordan is considered an eligible applicant as they have an Engaged, Essentials, and/ or Certified designation from the Michigan Economic Development Corporation’s “Redevelopment Ready Communities program”.

Eligible Activities

- * Costs associated with the adoption of land use policies, master plan updates, zoning text amendments, and similar actions to encourage increasing housing supply and affordability.
- * Housing surveys, studies, or assessments are not eligible activities unless they are part of and result in adoption of land use policies, master plan updates, or zoning text amendments.

Eligible Capacity & Admin. Costs

- * The work may be performed by existing and/or contracted employees and/or third-party consultants. Up to 10 percent of the total grant requested may be used for administrative expenses.

Grant Award and Match

- * As of 2024, the maximum grant amount per award was \$50,000. Match and/or leverage funds are not required. Up to two disbursements are available per grant. The first may be an advance upon MSHDA’s receipt of an executed contract, to support the proposed activities; the second will be a reimbursement upon completion of the proposed activities.

Michigan Department of Natural Resources (MDNR)

The inclusion of the MDNR as an economic development support agency stems from the guidance provided and administered by the DNR for the approval of State authorized 5-Year Park and Recreation Plans. The approval of a local recreation plan by the State opens the door in regard to eligibility for grant funding for recreation sites, assets and land purchases. Fostering a community’s sense of place is directly related to economic activity, and this has been readily grasped by the City as they have performed numerous improvements and expansion of their recreational assets. The ability to access funding through the Natural Resource Trust Fund, the Land and Water Conservation Fund, and the Recreation Passport Fund, among others, provides matching investment for recreational assets that support improvements to places within the City.



Image Credit: East Jordan Chamber

Michigan Office of Rural Prosperity (ORP)

The ORP works across sectors to foster strategic and coordinated investments in people and places, with an intentional focus on building the capacity and resources necessary meet complex rural needs. Founded in 2022 as the Office of Rural Development by Executive Directive in 2022-01, the office was renamed the Office of Rural Prosperity by Executive Order in 2023 (EO 2023-06).

The ORP's [Rural Readiness Grant Program](#) provides rural communities (via tax-exempt organizations) with up to \$50,000 to support collaborative planning and capacity initiatives. These competitive, reimbursement grants support and invest in under-served areas and populations by providing reimbursement grant funding for capacity building activities, development readiness initiatives, partnership and plan formation, and cross sector collaboration. Samples of potential projects for this funding include:

- Plans or feasibility studies for a community/business incubator
- Leadership development or governance programs

- A shared grant writing or project management model supported by/available to multiple organizations
- Planning for infrastructure or housing needs within a particular neighborhood or community.

The program is currently funded by a one-time appropriation, releasing the first round of funding in 2024 and the second in 2025. Future cycles will be dependent upon the availability of funds and partnerships.



Image Credit:
Gosling Czubak

Federal Agencies & Partners

Similar to State sources, federal agencies and partners offer a host of programs and processes which can support local activities. A wise tactic is to work across government agencies, coordinating where possible multiple programs which can lead to increased incentives or funding to achieve project success.

United States Economic Development Agency (EDA)

The EDA is an agency of the Federal Government which supports economic development initiatives. The EDA has programs which provide funding to eligible areas, typically determined through monitoring the distressed nature of a community or location. An area is considered distressed if it displays a greater unemployment percentage and/or lower median income than the national average over a 24 month period. The EDA offers various grant programs, with two primary tracks of planning and technical assistance or construction. Planning and technical assistance grants support economic development planning and ascertain an area's prosperity and resiliency as it relates to economic activity. Construction grants support investment in infrastructure to support and expand economic activity. Construction grants are most often associated with water and sewer infrastructure expansion and revitalization.



United States Department of Agriculture Rural Development

USDA Rural Development operates over 70 programs which provide a host of opportunities that include infrastructure expansion, energy production and grid expansion, business innovation, and educational support, to name a few. The programs are developed to drive rural prosperity, through a staff that is well-versed in handling a comprehensive approach to supporting communities through efficient administration.

Eligibility varies across programs, and investigation through outreach and communication to USDA Rural Development representatives is recommended in order to gain a full understanding of what is feasible.

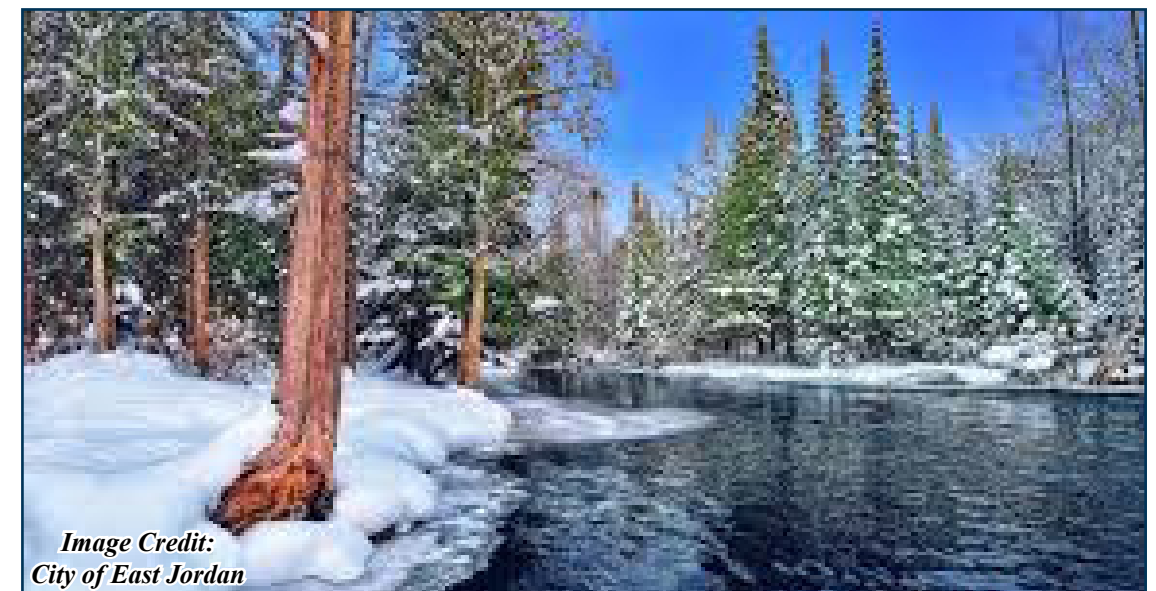


Image Credit:
City of East Jordan

5. Existing Planning Efforts & Opportunities

This chapter provides a review of existing plans, policies and regulatory measures, coupled with an examination of current infrastructure, assets, available development areas, and supportive economic development activities.

- **Economic Development Strategies**
- **Planning & Zoning**
- **Infrastructure & Assets**
- **Policies for Commerce**
- **Employer Inventory**
- **Land Use & Redevelopment Ready Sites**

Review of the East Jordan 2011 Economic Development Plan

In 2011 the City of East Jordan undertook an economic development planning process, resulting in a well-constructed economic development strategy which identified the assets of the East Jordan area, deficiencies in relation to community necessities and desires, and provided for implementation through identification of a vision and accompanying strategies.

The City has made the following strides towards meeting the challenges of the deficiencies identified in that plan: improvements to the marina; new and improved public recreation spaces and trails; expanded broadband availability and downtown Wi-Fi; and improved marketing and visitation. An evident cooperative approach of local governments, the school system, support agencies and non-profits has led to focused and successful implementation of the 2011 plan's strategies. What follows is an update upon review of each strategy from the previous plan.

Economic Objective #1: Work to fill vacant commercial buildings and improve those that are in disrepair. Create pride in the appearance of the community in the downtown commercial area.

This task is ongoing, no specific plans have been organized. This should link to the current recommendations for a DDA Façade Program; blight enforcement; and catalogue of buildings and respective bulk space, use and zoning allowance data. As of October 2024, the City is using civil infractions to combat blight issues and enforcements. This allows any blight issues to be handled internally, quickly and fairly.

Economic Objective #2: Improve the entry and exit image to the community.

The City created a wayfinding plan for route and sign placement. This was then implemented with installation of new entrance signs to the City, and more localized wayfinding signage. The City holds a community spring clean-up day, where residents are invited to drop off rubbish and junk in support of community cleanliness.

Economic Objective #3: Increase retail and commercial diversity; increase retail and commercial access and availability to residents and guests in the downtown segment. Provide leadership and marketing training to existing business owners, to new and young potential entrepreneurs, and to individuals in leadership positions.

Review, critique and revision of the City Zoning Ordinance is currently underway. The City is incorporating zoning revisions in compliance with MEDC's RRC requirements. Additionally, the City collaborated with the Chamber of Commerce to develop a DDA marketing plan supported through the RRC program. These incremental steps will support the current and future business owners in the City's commercial corridors.

Economic Objective #4: Implement a Marketing Plan

The DDA Marketing Plan is in place and strategies within that plan are currently being implemented.

Economic Objective #5: Update the City Master Plan for the M-32 and M-66 corridors.

The City undertook Master Plan update processes in 2016 and 2020, which included corridor planning for these highways.

Economic Objective #6: Maintain a fully functional, viable and profitable marina operation.

The marina is operating at capacity. The city is currently updating Memorial Park by the marina.

Economic Objective #7: Create, expand, or retain open space within the downtown boundary area for community events so groups of people can gather and socialize.

Memorial Park has increased in usable space for festivals and events, following relocation of the locomotive to Sportsmen's Club Park. Establishment of the Social District has eased limitations on confined location alcohol consumption, removing need for confined "beer tents". Improvements to GAR Park, a 0.2-acre mini-park located at the northeast corner of Main and Williams Streets in downtown East Jordan, were completed in 2024. Park amenities include a small gazebo, benches, flagpole, and a lawn area. This park also features a memorial marker that pays tribute to Civil War veterans.

Economic Objective #8: Update the City's master plans regarding lakefront and riverfront.

The City's Master Plan was updated in 2020. Planning has led to substantial improvements to the waterfront. The linkage of Sportsmen's Club Park, Memorial Park and the Nature Trail improve connections and accessibility along the river and lake. Additionally, an updated Parks and Recreation Plan was completed in 2024.

Economic Objective #9: Create a system of connected bike paths and hiking trails throughout the community for recreational enjoyment as well as economic development.

The Don and Eileen Nature Trail was completed in 2024, which connects downtown East Jordan, the Joining Jordan walkway, the Jordan Art Walk, Sportsmen's Park, Friends of the Jordan River headquarters, and the Rogers Family/Dressel/Jordan River Preserve Complex. Planning and implementation of future trail improvements within the City are ongoing.

Economic Objective #10: Create an environmentally friendly community.

The community hosts a clean-up day and has improved public access to natural areas. Additionally, Charlevoix County's Recycling Department provides drop-off recycling bins and an area dedicated to composting (food, yard waste, etc., but not brush). It is located behind the EMS building, across from Save-A-Lot at 107 Bartlett Street. Household batteries can be dropped off at the eXp Realty office in East Jordan. Residents can also participate in the Household Hazardous Waste Collection days offered twice a year by Charlevoix County Recycling.

Economic Objective #11: Develop a broadband wireless technology in the community to compete with traditional internet.

Public Wi-Fi is available through downtown, marina and Tourist Park. High-speed internet is available to all residents of the community.

Economic Objective #12: Create opportunity to house and care for the Senior population within the community.

The senior center was relocated to the old elementary school, as supported by the Commission on Aging, which is pleased with the location. A future building is still a necessity.

Economic Objective #13: Create opportunity for young people to be involved in community development, community input and community leadership with potential investment back in the community.

The City's 2020 Master Plan development process included a series of visioning sessions with 3rd and 4th grade students, and a separate session with a mix of high school students. An "ongoing" goal of the City's 2024 Parks and Recreation Master Plan is to "work with the East Jordan Public Schools to educate students (including field trips) on the area's natural resources and recreational opportunities."

Planning Analysis

The East Jordan Master Plan adopted in 2020 outlines policy for land uses, place-based development and structure of regulatory measures. Map 2 displays the future land use districts. The following information is gleaned from the plan contents with additional measures provided that were absent from the plan, but are crucial in the context of economic development.

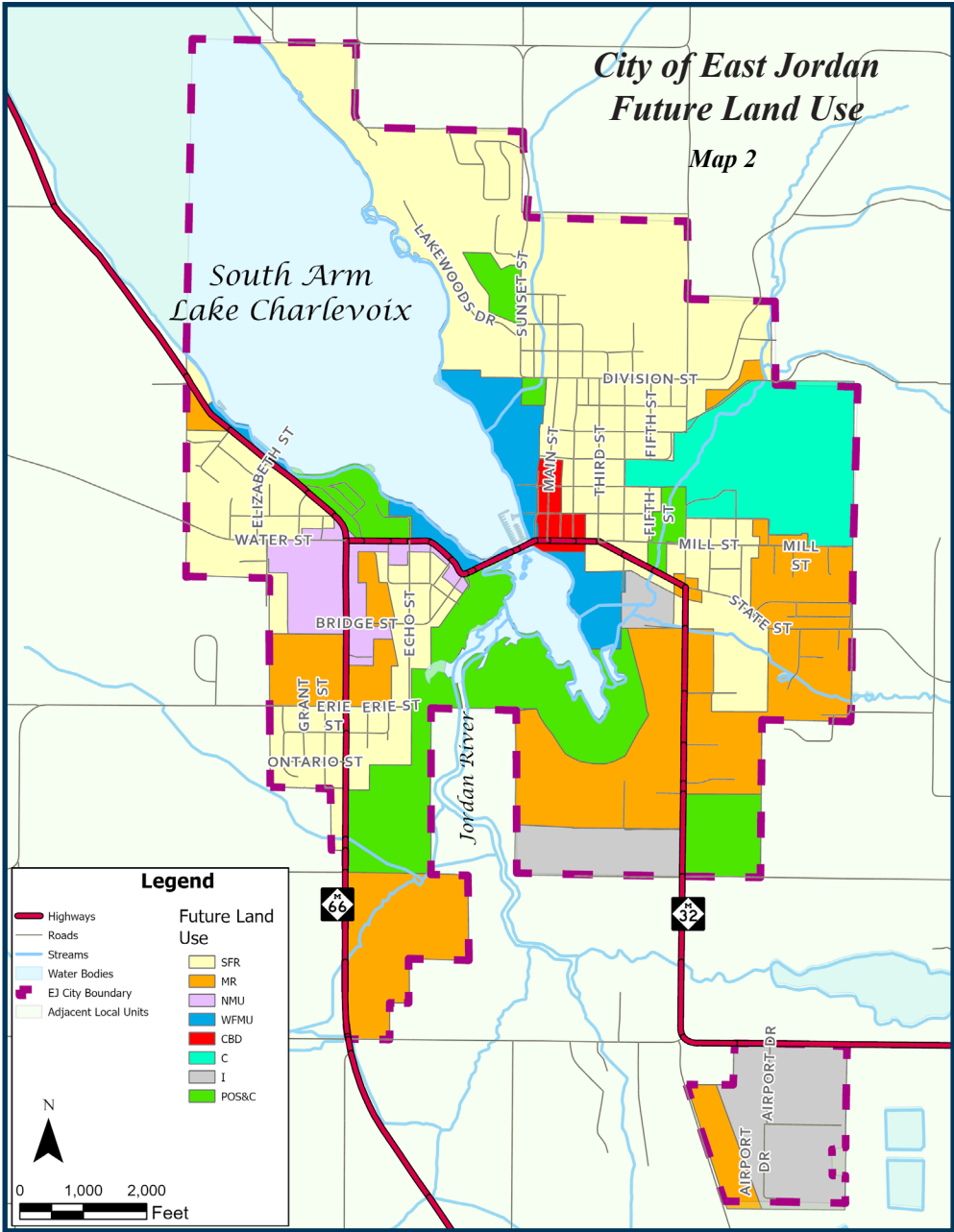
- **Place Based Design:** which mixes sound architectural design, pedestrian friendly amenities such as lighting, benches, sidewalks, open space with landscapes and view-sheds, use of art and historic installations in public areas.
- **Complete Streets:** consider combining pedestrian and non-motorized features into roadway design.
- **Environmental Protection:** which include waterfront setbacks of 50'-100', impervious surface reduction, greenbelt requirements, and creation of a wellhead protection overlay.
- **Green Infrastructure:** for storm water standards.
- **Child Care:** consideration of policy in support of child care facilities.
- **Increase Residential Density:** help meet the challenges of the housing shortage by allowing duplexes "by right" and provisions for additional multi-family.
- **Existing Design:** New infill development should fit with the existing design and height of structures.
- **Reuse of Historic Buildings:** include architectural details such as awnings, glass windows, recessed entryways and glass doors.
- **Corridor Design Standards:** commercial corridors that support structure design, landscaping, buffering along parking areas and building walls.
- **Parking Standards:** which are flexible and point towards maximums rather than minimums.

- **Downtown Design:** consider concentration of densities of commercial uses, with consideration of 4 floors allowance in height, and eliminate or reduce commercial structure setbacks.
- **Specific Roadway Design Considerations for the M-66 Corridor:**

- ◊ Fencing & walls constructed of brick and metal.
- ◊ Sidewalks along both sides of the roadway
- ◊ Pedestrian-level lighting
- ◊ Street trees & planter boxes
- ◊ Limit curb cuts
- ◊ Buildings brought up to ROW

- **Specific Roadway Design Considerations for the M-32 Corridor:**

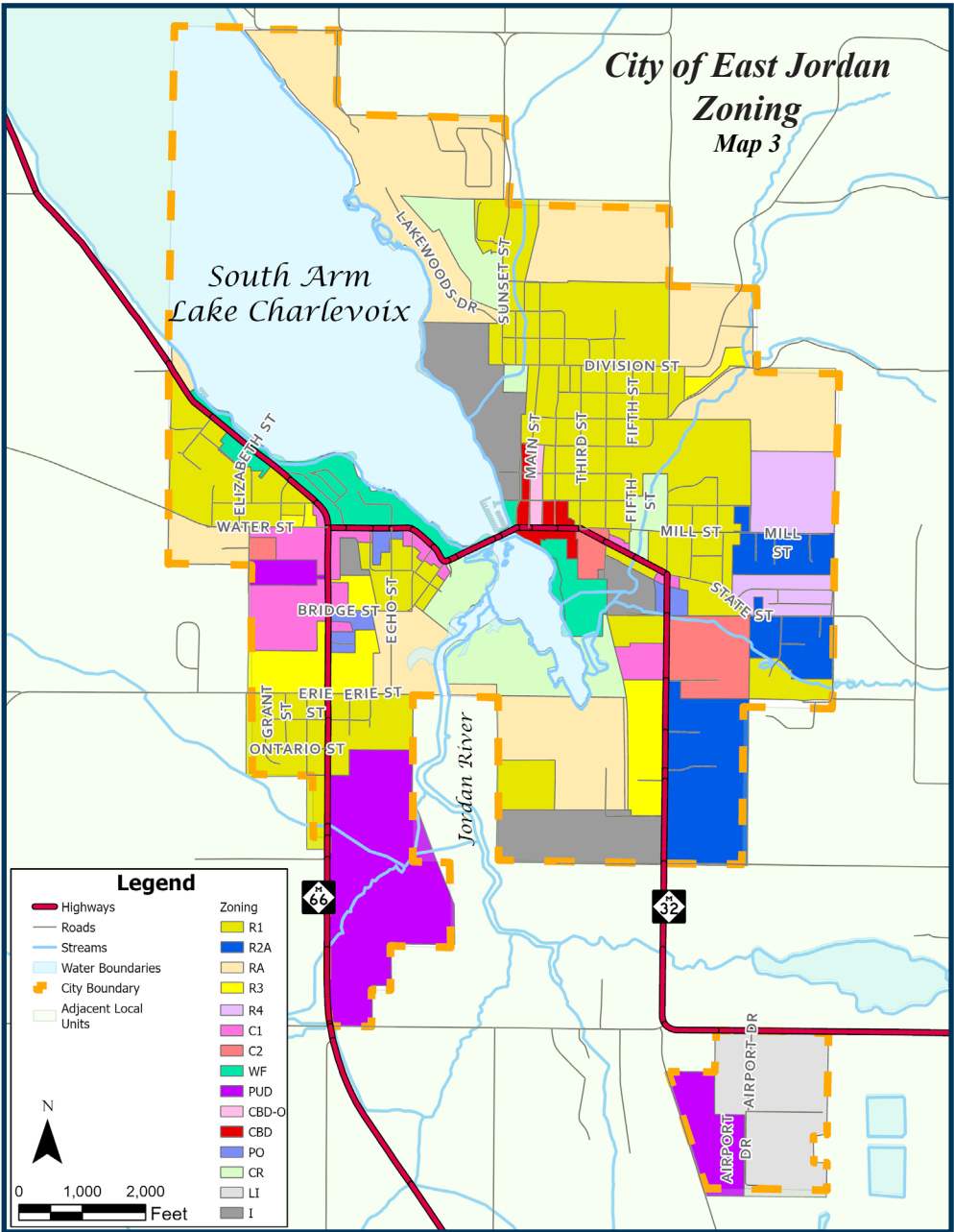
- ◊ Redevelop hotel site to a two story mixed use
- ◊ Widen sidewalks on south side of Mill St.
- ◊ Buildings brought up close to the sidewalk
- ◊ Pedestrian level lighting
- ◊ Street trees & planter boxes



Zoning Analysis

Review of the East Jordan Zoning Ordinance found that the requirements and processes outlined within the ordinance are well-developed and allow for straightforward administration. However, there are several recommendations for amendments to meet State legislation or court cases, and a few recommendations carried over from the Master Plan. Map 3 displays the current zoning districts of the City. The definitions for each zoning district can be found in Appendix B.

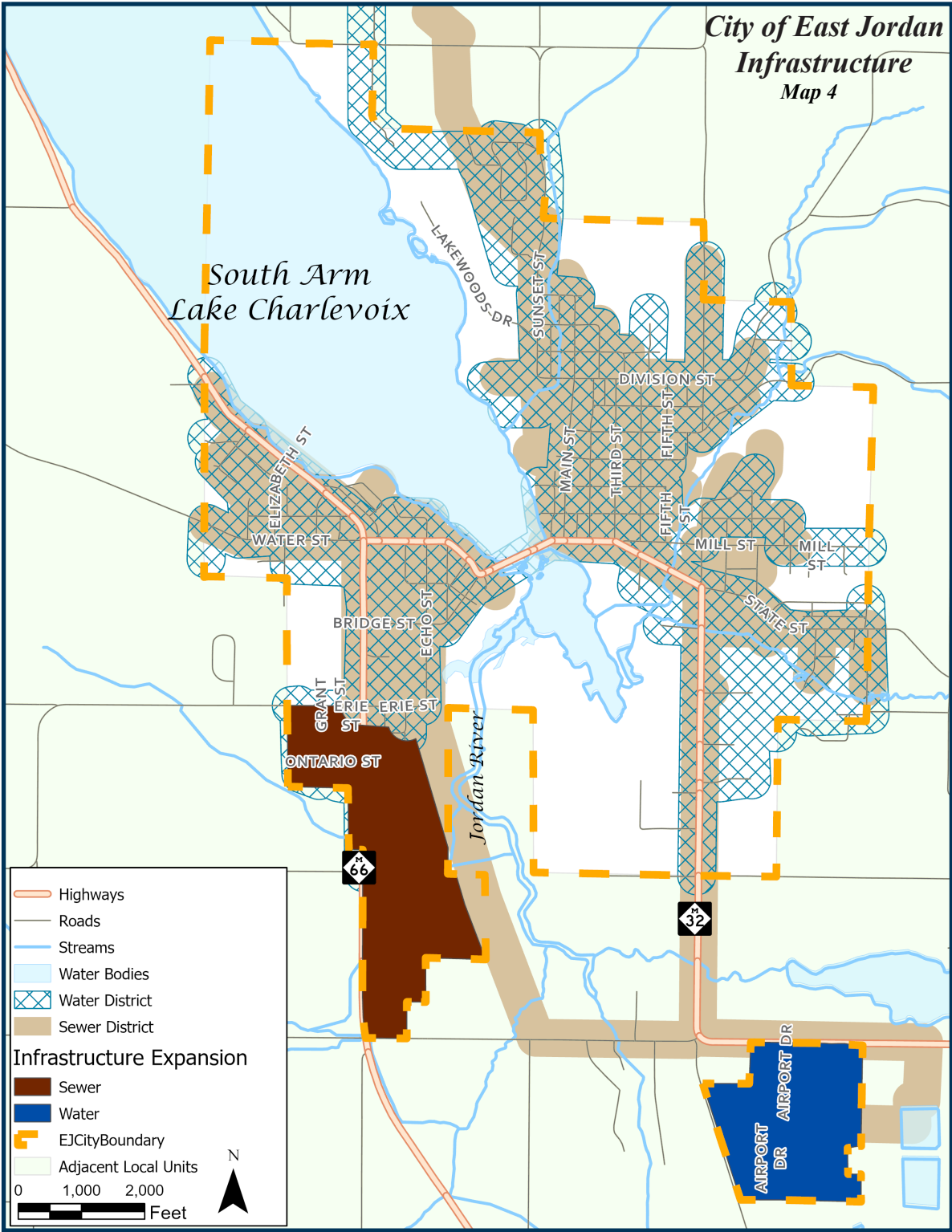
- **Child Care:** The child care provision in the zoning ordinance is legislatively not in compliance with amendments to the Child Care Organizations Act (1973 PA 116); specifically the amendments that took place on 2/22/2022. Specific language for updating can be found in Appendix B.
- **Zoning Districts:** East Jordan has many zoning districts for its size. Many of these districts have similar bulk regulations. It would be wise to reduce the number of districts and focus on 'building form', simplifying for developers and citizens alike. This can also reduce staff permitting time as less regulation would require less review time.
- **Short-Term Rentals:** Short-term rentals are not defined within the ordinance, but are listed as a use. While the use being identified and governed by a stand-alone police power ordinance is correct, the definition should be listed among other definitions in the Zoning Ordinance.
- **Signs:** The signs section of the zoning ordinance is not in compliance with recent case law and should be amended as soon as possible. Reed v. Town of Gilbert (2015) was a landmark Supreme Court case regarding signage. The Supreme Court made it illegal to regulate signs based on content and can only be regulated by size, location, and duration.



- **PUD/SUP Permits:** The Michigan Planning Enabling Act allows for Planned Unit Developments (PUDs) to be able to be processed as Special Use Permits or by rezoning. It is recommended that permitted PUDs via Special Land Use permitting. This is the preferred method to rezoning because if the property ever abandons or replaces the PUD, the underlying Zoning District would still be viable. This allows more flexibility in land uses options, as well as not having to require a rezoning if the use is abandoned.
- **R1 District:** Reduce minimum parcel size and width.
- **Building Height:** Change building height from feet to stories.
- **WF & C2 Districts:** Reduce front setbacks to bring structures closer to roadway.
- **Map Amendments:**
 - ◊ Rezone the former EJ Foundry site from Industrial (I) to Waterfront (WF).
 - ◊ Rezone the Professional Office (PO) district on State St. to Mixed Residential to allow for more density and a range of uses.

Infrastructure Profile

Infrastructure, for the purposes of growth and investment opportunities within the City of East Jordan, includes all service infrastructure such as water, sewer, electricity and broadband availability; but also includes public assets which add to the useful character of space such as sidewalks and pathways, public restroom facilities, and amenities such as benches and bike racks. The City plans for infrastructure through a Capital Improvement Plan. This includes a fund devoted to maintenance of water and sewer infrastructure, which has defined limitations on its expansion. Infrastructure planning and support for place-based assets such as sidewalks and park improvements are also included within the narratives and direction of the City Master Plan and the City Parks and Recreation Plan.



Public Water System

East Jordan maintains a public water system. A civic water system helps to ensure that clean, proper flow -rated water is available for developments within the City, and promotes a density of business and industrial uses which rely on large quantities of water. The majority of the City is served by this public water system (see Map 4) which includes six (6) municipal wells and two (2) 300,000-gallon holding tanks. Recent improvements to the water infrastructure included the refurbishing of well #2 in 2014, which has high quality water, sound pumps and infrastructure necessary to serve the former East Jordan Iron Works site. Additionally, in 2018 a new water tank was placed on the east side of town which has afforded additional capacity for use within the City.

Water is available to the majority of the City, with one area in need of pumps, water line and connection extensions. Map 4 displays the location of proposed future expansion, and a 300 foot buffer around all existing water mains. This extension to the industrial park, located in the annexed area south of town, is the top priority for the City in regard to water system improvements. There is an existing well that serves the industrial park, but the water is poor in quality, with a high iron content. Exploration into systems for iron removal proved to be insufficient and the need for extension of the City system to this area is desired. These improvements would support industrial siting of facilities within the industrial park and would further support needed additional housing in the vicinity of the industrial park, as identified within this planning document.

Public Sanitary Sewer System

Sanitary sewer is available to the majority of the City, with the exception of one location on the west side of town which has approximately 100 structures served by City water, but are currently not connected to the City sanitary sewer system. Map 4 displays the proposed area of expansion, and a 300 foot buffer around all existing sewer mains. The expansion for connection of these structures to the sanitary sewer is a priority and the City plans to make these extensions in the future as funding allows. The sanitary sewer system is soundly maintained and there is no anticipated need for expansion of primary infrastructure such as pumps, tanks and holding ponds or other aspects of the wastewater treatment plant.

Electrical Service

Electrical service is available to the entire community and is served by Consumers Energy and Great Lakes Energy Cooperative. The infrastructure and connections to structures and places are provided and main-

tained through these companies within their respective areas. More information on service, connections and expansion can be obtained through direct outreach to these companies.

Broadband

Internet is available to every area of the City through multiple providers, which have varying degrees of coverage dependent upon the location. This coverage includes areas of fiber and cable, with satellite providing complete coverage. Fiber expansion throughout the City is warranted, with fiber providing the most complete and unencumbered high-speed internet service. High-speed internet is a necessity for business, industry, government, schools and residences.

The City has funded and located a public Wi-Fi system throughout the downtown. This system allows residents and visitors to connect to publicly-funded internet, providing support for work, leisure and social interaction throughout the downtown. This can be considered a public asset of the downtown and supports economic development activities of the City.

Assets of Place

The inclusion of public assets and features as a part of community infrastructure goes beyond the base for inclusion within park and comprehensive plans.

Public assets such as sidewalks and pathways promote social interaction, healthy lifestyles, and recreation; but in relation to economic development they provide direct connection of park, outdoor spaces and residential areas to commercial and employment areas. This allows for residents and visitors to be less reliant upon a vehicle for access to areas of the community. The more individuals that spend time traversing the community through non-automotive transportation options, the more social interactions will occur within businesses and public spaces of the community. Creating a safe and connected non-motorized infrastructure network in the City is of utmost importance in order to generate increased spending by outside visitors to the community, as they are more likely to visit more retail and service-oriented businesses as they are walking or biking through the community rather than driving.

Similarly, the placement of assets such as restrooms, drinking fountains, benches, bike racks, art installations and informative signage engages and provides amenities to the public. This promotes a sense of place that will continue to support and draw upon public use, fostering interaction between public, commercial and institutional spaces.

Established Policies in Support of Commerce & Business

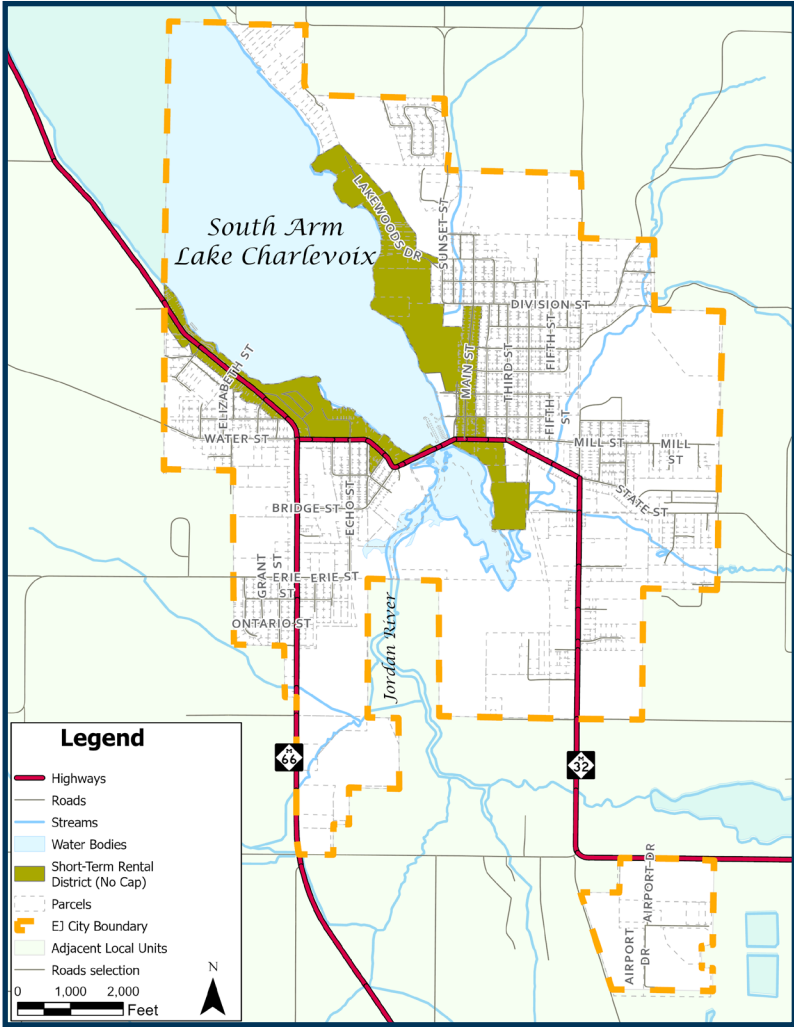
Short Term Rental District

The East Jordan City Commission, in support of balancing the need of both commercial operated short-term rentals and permanent resident housing, enacted ordinance #262 "Short Term Rentals" (STR) on July 1st, 2021. The ordinance creates a short term rental district, which places no cap on the number of STR's within that district boundary as is displayed on Map 5 below. The ordinance establishes an application process and guidelines for the operation of STR's. Wisely, the City allows for STR's within established commercial and Waterfront District, protecting adjacent residential neighborhoods from the potential negative impacts on those established areas.

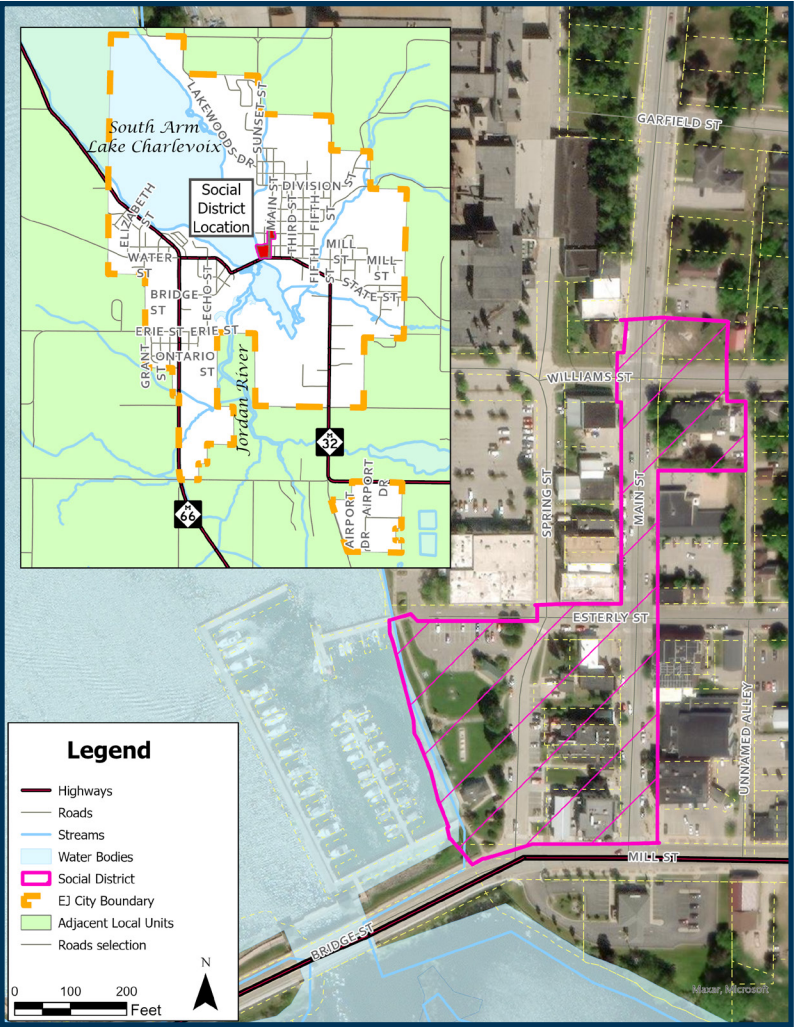
Social District

The City of East Jordan City Commission, in accordance with Public Act 124 of 2020 (MCL Section 463.1551), authorized the establishment of a Social District through the developed Social District Plan and supplemental Social District Map (see Map 6). The Social District establishes a boundary and defines businesses within that boundary as having the ability to serve alcohol that may be taken off the business premises, but must be contained within the defined Social District Boundary. The Social District contains restaurants, bars and adjacent City Park and areas of open space along the waterfront. The district fosters the connection of local businesses to areas of the City that support public festivals and gathering areas, promoting increased commerce.

City of East Jordan
Short-Term Rental (No Cap Zone)
Map 5

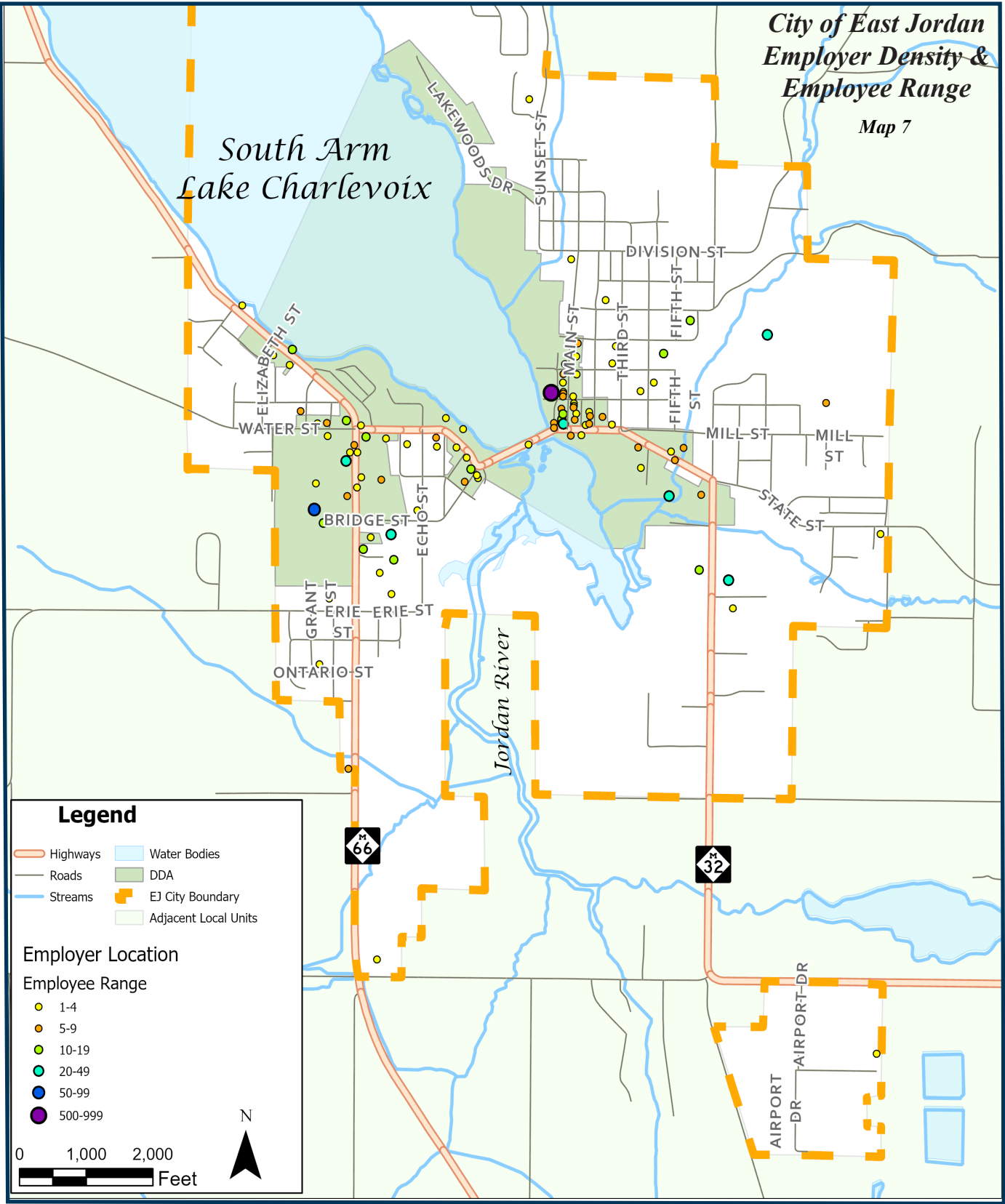


City of East Jordan
Social District Boundary
Map 6



Employer Density

Map 7 displays the location of employers with the City of East Jordan. A complete table of employers can be found in Appendix C. The dots which represent employers on the map are sized according to the employee range. Larger dots have a larger pool of employees. Employers are largely concentrated in areas of commercial activity. Outliers are found in areas of residential neighborhoods constituting home occupations, and in locations of civic and institutional buildings such as government offices and schools.



Parcel Classification Analysis

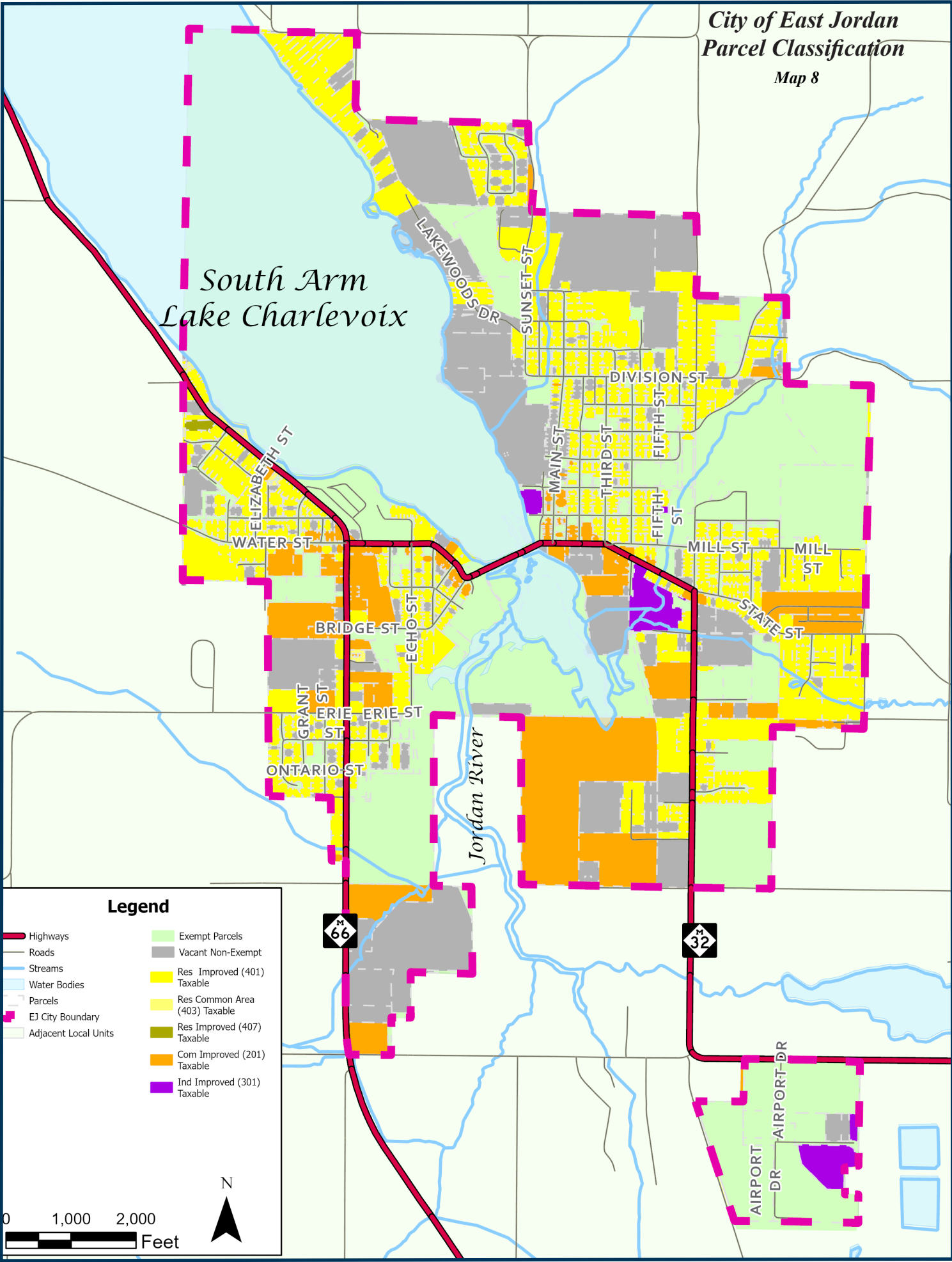
Parcel assessment records classify parcels based upon what type of land use is present on site. The records also contain information such as the State Equalized Value (SEV) of the parcel and structure (if present); number of parcels; exempt status; ownership; and a host of additional information. Monitoring the changes in property classifications and value over time can provide some indication of the changing land use structure and built environment of the City. The results from analysis of all properties within the City of East Jordan from 2023 parcel records is shown in Table 6 below. Map 8 on the adjoining page displays the status of parcels according to their assigned parcel classification.

Table 6

Property Classification Data (2023 Parcel Data)			
Classification	Number	SEV	Actual Value (2x SEV)
All Parcels	1,617	\$95,341,500	\$190,683,000.00
ROW, Water, etc (o)	223	0.00	0.00
Taxable Parcels	1284	N/A	N/A
Exempt Parcels	110	0.00	0.00
Ag. Improved (101)	1	\$53,100.00	\$106,200.00
Com. Improved (201)	108	\$11,210,400.00	\$22,420,800.00
Com. Vacant (202)	28	\$718,400.00	\$1,436,800.00
Com. Condo (207)	1	\$33,100.00	\$66,200.00
Ind. Improved (301)	8	\$3,812,800.00	\$7,625,600.00
Ind. Vacant (302)	6	\$817,900.00	\$1,635,800.00
Res. Improved (401)	881	\$70,081,800.00	\$140,163,600.00
Res. Vacant (402)	194	\$4,043,600.00	\$8,087,200.00
Res. Common Area (403)	7	\$0.00	\$0.00
Res. Condo (407)	50	\$4,570,400.00	\$9,140,800.00
Res. Vacant (402) Ex-empt	33	*Governmental, School System, Non-profit parcels	
Res. Improved (401) Exempt	8	*Governmental Housing Commission, Secular parcels	
Com. Vacant (202) Exempt	5	*Governmental parcels	
Com. Improved (201) Exempt	64	*Governmental, Non-profit, Secular, and utility parcels	



Image Credit: MyNorth.com

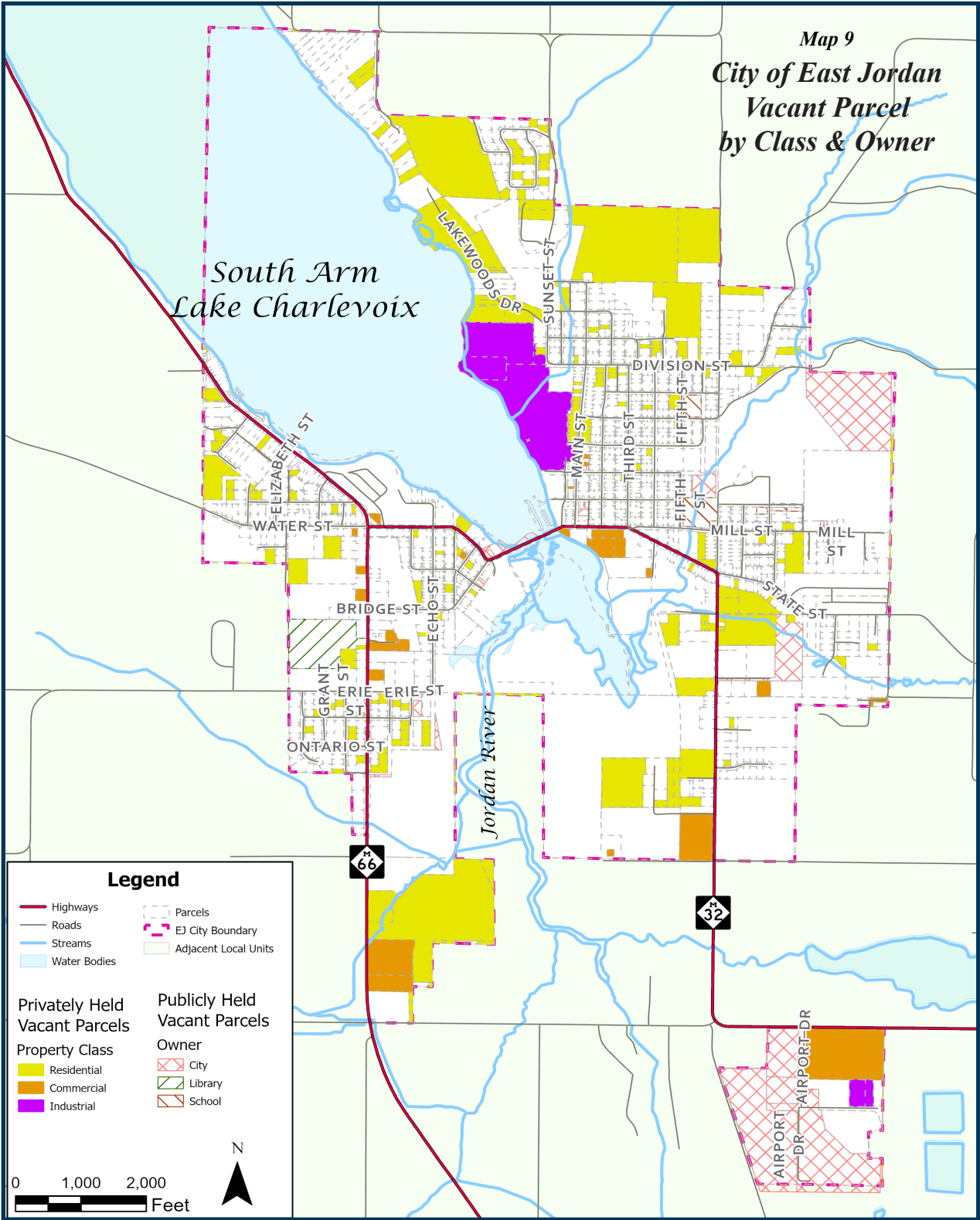


Parcel Vacancy Analysis

A review of parcel assessment records provides the status of vacant parcels which are under public or private ownership. Map 9 and Table 7 display the results of the vacant parcel query. Additional information concerning the parcel acreage per zoning district is contained in Appendix D.

Table 7
Vacant Parcels by Number & Area (acres)

Parcel Vacancy	Private (owner)		Public (owner)	
Property Class	Number	Area	Number	Area
Residential (402)	832	783.79	15	14.65
Commercial (202)	94	88.49	3	49.91
Industrial (302)	12	81.53	N/A	N/A



RRC Status

The Redevelopment Ready Communities® (RRC) program was established by the MEDC as an incentive program in support of easing the development process within local units of government. The program seeks to streamline development processes through meeting common best management practices including, but not limited to:

- Maintaining a governmental website with meeting calendar
- Placing development policy and regulations on the website
- Creation of fillable forms and allowance for electronic submission and placement on website
- Availability of electronic payment submission
- Creation of development approval process flow-charts
- Placement of specific measures which support economic development activities in policy and regulatory documents
- Maintaining current contact information for staff, elected and appointed officials



RRC certification signals that a community has clear development policies and procedures, a community-supported vision, a predictable review process and compelling sites for developers to locate their latest projects. Communities who achieve “Certified” level gain access to a series of additional benefits, including the MEDC’s Redevelopment Services Team to support development opportunities for priority sites through site packaging and marketing efforts. These packaged sites are primed for new investment because they are located within a community that has effective policies, efficient processes and the broad community support needed to get shovels in the ground.

The City of East Jordan is currently considered an “Engaged” community within the RRC process. This categorization is defined as a community which is actively seeking RRC certification, but has not yet met each of the requirements to achieve certification. The City is actively seeking certification with the following items currently in process or planned for completion:

1. Completion of an Economic Development Plan which includes applicable strategies and tools for the City
2. Modification to the existing zoning ordinance to include flexible parking requirements including shared parking
3. Updating of forms for land use and zoning permitting
4. Updating and placement of bylaws for City Boards and Commissions on website
5. Completion of a Public Participation Plan
6. Creation of an updated Capital Improvement Plan



Image Credit:
Brandon Bartoszek

Development Opportunities and Site Selection

The identification of potential development sites creates opportunities for targeted marketing. The process of site selection must be conducted with care, as governmental marketing of development sites blurs the lines between government and private interests. The City of East Jordan has taken the necessary steps to identify prospective development sites under public and private ownership, cataloging sites and respective information for active marketing. The sites selected by the City include three locations under public ownership by the City, and one location comprising two adjacent parcels under private ownership. Each of these locations are encouraged to be widely marketed, and are outlined in Table 8 below and included as property cards in Appendix E. The locations of the sites are displayed in Map 10.

In seeking RRC certification, the City of East Jordan has identified the sites listed in Table 8 for inclusion in the MEDC commercial properties search. There are several other sites within the City of East Jordan which are very strong candidates for development or

redevelopment, but in accordance with the wishes of the property owners, the sites are not included within the list of selected sites for marketing. If at a future time additional property owners wish to work with the City for marketing of candidate development sites, this information within this planning document, and any information shared with MEDC, should be revised.

Michigan law permits municipalities to create Brownfield Redevelopment Authorities (BRA), an institutional structure to promote local planning and to implement redevelopment of contaminated, blighted, functionally obsolete, or historic properties utilizing Tax Increment Financing (TIF) incentives. Each BRA develops a plan that identifies eligible properties within its jurisdiction.

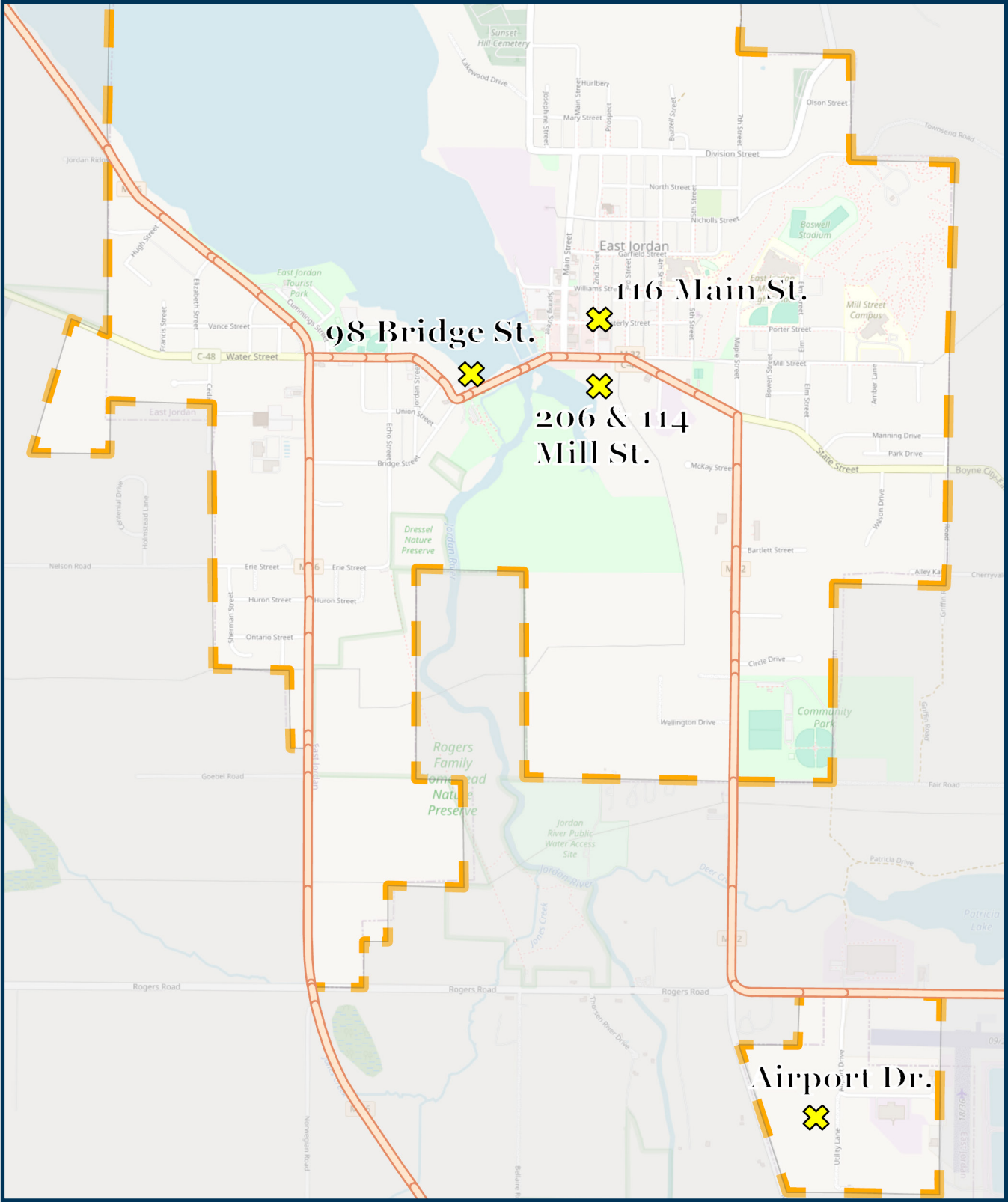
The City of East Jordan and Charlevoix County have each established their own Brownfield Redevelopment Authority to allow for redevelopment decision-making at local and county levels. State funding support requires Michigan Strategic Fund (MSF) approval for non-environmental activities and EGLE approval for environmental activities.

Table 8 Selected Marketed Development Sites

Parcel #	Address	Est. Acreage	Owner	Existing Use	Desired Use
053-625-001-50	201 Main St. & 102 Water St.	2.2	City of East Jordan	Vacant; former city boat launch site	Mixed Use (retail, dining, housing)
053-625-001-00					
053-351-008-50	116 Main St.	0.4	City of East Jordan	Former Civic Center	Mixed Use (upper story dwellings, retail, restaurant, office)
053-301-917-50	Airport Dr.	39.5	City of East Jordan	Vacant	Housing Development
053-023-093-50	206 Mill St. & 114 Mill St.	2.2; 0.5	Belly Flop LLC	Vacant	Commercial and/or Residential Use
053-023-090-30					



City of East Jordan Selected Development Sites Map 10



6. Community Preferences and Strategic Direction

Driven in part through public input and the information received, this chapter captures that narrative provided by the residents and visitors to the City who answered the call to provide information.

- Public Input
- Community Engagement
- Survey

Public Input

Public input was solicited during two annual special events held in downtown East Jordan, and also through an online community survey. This feedback on strengths, weaknesses, opportunities and threats in the community helped the Task Force to develop well-informed, effective economic development strategies. Additionally, continued public participation is critical to implementing the Plan, requiring residents and business owners to take ownership and responsibility for the places they want to see grow and improve in the City, such as business and employment opportunities, housing, child care services, lodging options, and recreational features. Any new development requires effective public engagement and community support to be successful.

Engagement Sessions

Networks Northwest Community Development staff attended the annual East Jordan Freedom Festival Block Party on June 21, 2024, and the annual South Arm Classics Show on July 13, 2024. An outdoor booth space was created at each event where people could stop by to provide input on future preferred types of development and improvements they would like to see in East Jordan. Media available included development image preference surveys (voting with sticky dots), a large printed street map of the city for providing ideas pertaining to specific areas, and an invitation to participate in the online survey (via a laptop computer on site, or on their cell phone by scanning a QR code). Both sessions lasted about three hours and were successful in obtaining input from year-round and part-time residents, as well as out-of-town visitors. Both public input sessions were publicized via postings on the City of East Jordan’s website and Facebook page.

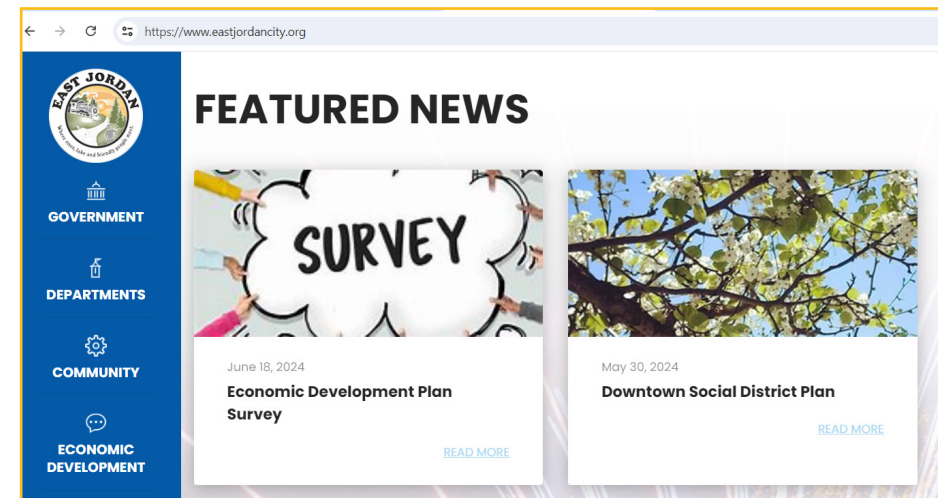


Figure 1

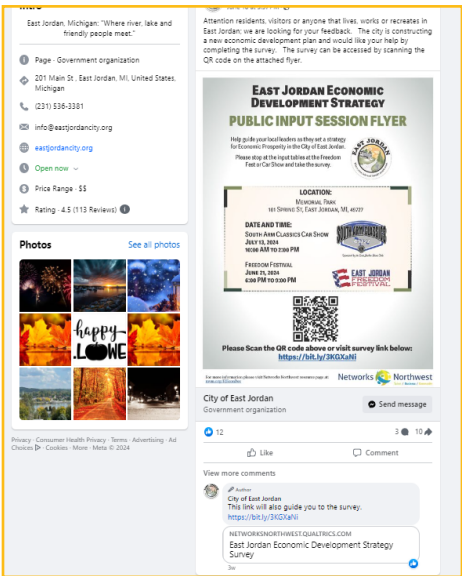


Figure 2

Engagement Session Findings

Attendees who visited the booths at either of the festivals provided the following preferences for the future of the City.

- Monument commercial signs with landscaping and/or masonry base
- Traditional downtown with re-use of historical buildings; mixed uses; landscaped/tree-lined streets and sidewalks; awnings; street parking
- Re-purposed historical buildings for uses such as lodging, restaurants, retail, or residential
- A downtown child care center
- Affordable single-family homes: “small starter” single-family homes; ADU’s/tiny homes; mobile/modular homes
- “Cottage” home developments that have shared community space behind the homes
- Older houses renovated into duplexes or quadplexes
- Apartment buildings and town-homes that fit into the scale and design fabric of existing neighborhoods
- Typical large single family homes on large lots



Community Survey

An online public survey was made available from June 19 to September 3, 2024. The survey was publicized via postings on the City of East Jordan’s website and Facebook page (see Figures 1 & 2), as well as at the two public input sessions. A total of 117 verified responses were received; however, participants did not have to answer all the questions in the survey. The questions asked were to ascertain the public’s status of residency, employment and business ownership in relation to the City; positive and negative perceptions of the City; what types of improvement would have the highest level of impact on the success and prosperity of the City; areas of concern and specific ideas for improvements; and how they receive information about City news and events.

Survey Summary

- 50% of respondents lived within the City as homeowners. Other respondents lived outside the City, were seasonal residents, or were visitors.
- Housing supply should be increased through density and multi-family structures.
- Restaurants, lodging and child care services are desired businesses.
- Natural resources and park/open space should be preserved & enhanced.
- Consider business incentives to improve façade appearance, and common sense enforcement of blight.
- Attract employers and increase job opportunities.
- Mixed use, placemaking, and streetscape improvements are desired.
- Public school is an asset; maintain its excellent reputation.
- Existing senior care facilities are thought to meet needs, but more may be needed the as population ages.
- Healthcare services should be expanded and enhanced in preparation of aging population.

Community Survey Detailed Findings

Almost half of the respondents lived within the City as full-time residential homeowners and 13% lived within the City as either a part-time renter, full-time renter, or part-time homeowner. 38% lived outside the City. For those respondents who were a full-time homeowner or renter in the City, 82% (49 persons) had lived there more than five years.

Of those respondents who were part-time residents of the City (11 persons), 9 of them had lived there for more than five years and 2 had lived there less than five years.

For those respondents who had lived in the City less than five years, when asked what brought them there to live, reasons included: proximity to natural features and recreation (skiing, water, parks, lakes); proximity to family; moving back to their hometown; retirement; desire to live in the area; and property affordability.

When respondents who had lived in the community more than five years were asked what keeps them residing there, the top reasons listed, in order of frequency, include: family; community/friendly people; employment; natural beauty/outdoor recreation opportunities; quality school system; and small town appeal. Most reasons were of positive nature; only two respondents indicated their reasons as “nothing” or “nowhere else to go”.

Most of the respondents did not own property in the City for business use or investment/rental income. Of the 23 persons that indicated they did, 18 of them owned residential property for investment/rental income; 6 owned commercial or industrial property for their own business use; and 4 persons owned commercial or industrial property for investment/rental income.

Only 38% of the respondents (44 persons) indicated they worked within the City of East Jordan, with most of them (28 persons) of them living within a five mile commute from work; 9 persons living within a 5-10 mile commute to work, and 4 persons working virtually or from home.

Of the 26 respondents that indicated they lived within the City but worked outside of it, half of them commuted more than 15 miles from home to work, and a third commuted between 10 and 15 miles.

When asked to provide one word or phrase to describe the City of East Jordan, most of the answers were strengths, with fewer answers categorized as opportunities, weaknesses or threats.

Survey participants were then asked to rank the level of impact of various categories of improvements to the City. This contributed to the development of the following “top ten” list of ranked improvements that were perceived to have the highest level of impact.

“Top 10” Ranked Improvements

1. Housing Supply (workforce/attainable price points)
2. Job Opportunities
3. Natural Resources and Environment
4. Food and Beverage Options
5. Mixed Uses in Downtown Buildings
6. Business Owner Incentives for Property Revitalization/Redevelopment (i.e., façade improvement program, capital support, grant opportunities)
7. Lodging Options
8. Child Care Services
9. Public Schools
10. Streetscape improvements (i.e., benches, lighting, wayfinding, trees, flowers, crosswalks)

Survey respondents were also invited to expand upon any of the areas of concern to them in their own words, including potential solutions for improvements.

The following “takeaways” were gleaned from the comments provided in each category of community improvement; the complete survey responses can be viewed in the Appendix.

Housing Supply (workforce/attainable price points) (32 comments)
Increase the supply of housing types for all: multi-family units such as condos or apartments, affordable homes, more single-family homes, “starter” homes, “tiny” homes, retirement communities. Maintain mixed uses in buildings with lofts/apartments so they remain affordable and attract and retain year-round workers. Provide incentives for private investment and child care services. Expand water/sewer lines to accommodate more residential development.

Food and Beverage Options (30 comments)
Provide a greater variety of food/beverage establishments at various price points, including a “dining destination” for the area, to keep people in town and draw others to town.

Business Owner Incentives for Property Revitalization/Redevelopment (25 comments)
Downtown businesses need a “face lift”. The appearance of blight is a concern. Direct local business owners to grants/loans for façade improvements.

Lodging Options (23 comments)
More lodging options have been needed in East Jordan for some time; there are no lodging options large enough to accommodate guests of special events. Smaller hotels (not large commercial chain hotels) are desired to provide more supply options and fit in well with the character of the City. Also consider more affordable motels/camping facilities.

Natural Resources and Environment (22 comments)
Continue the progress the City has already made with providing quality recreation features and clean natural areas. Additional trail development and downtown landscaping are desired. Promote and protect the natural features of the City as its primary asset.

Job Opportunities (21 comments)
Increasing the availability of jobs that pay a livable wage is much desired and is missing from the area, especially after the loss of EJ Iron Works. Consider a variety of types of businesses/employment opportunities, not just manufacturing jobs. Providing incentives for new businesses to locate here and increasing the availability of child care options could help attract and retain new jobs and residents.

Child Care Services (20 comments)
Child care is essential to maintain a strong workforce, providing opportunities for parents to work and contribute to the local economy, and to continue to live in the community. The demand for these services exceeds what existing local child care centers can provide. It would be beneficial to provide incentives for prospective child care businesses to locate in the community, such as making the licensing process easier, as well as working with local churches and schools to provide child care services.

Parks and Recreation Facilities (19 comments)
The City has many quality parks and recreation facilities, which need to continue to be maintained, improved and promoted. Quality parks are critical to draw visitors and retain residents. Ideas mentioned included maintaining open space along the waterfront and making it available for community use; park development at the former EJ site with fishing piers; marina improvements; splash pad, mini golf, skate park; non-motorized path and lower speed limit on M-66.

Local Regulations on Business and Property Owners (18 comments)
The regular enforcement of blight violations was identified as a need, but to be done in a “common sense” way that does not deter investment or overburden small businesses or property owners. It was suggested that assistance be provided to property owners to aid in their compliance with regulations.

Mixed Uses in Downtown Buildings (17 comments)
The buildings in downtown East Jordan were perceived as needing investment for reuse and revitalization (or complete reconstruction) to provide mixed uses such as retail, food/beverage, housing and lodging options. Concern was expressed that office use on the first floor of the buildings results in less foot traffic along the street, giving the impression that there is not much activity downtown or nothing is open. It was suggested that more retail, dining options, and residential use (if appropriate) should be on the ground floor of most buildings to increase foot traffic and draw more people to the area. The need to maintain affordability of housing units created downtown, and improve the curb appeal of many of the existing businesses (new windows, awnings, signage), was also expressed.

Streetscape Improvements (i.e. benches, lighting, wayfinding, trees, flowers, crosswalks) (17 Comments)
While the City has made many streetscape improvements over the years (brick crosswalks, streetlights, holiday lights, flowers, signage, benches, etc.), they also need to be well-maintained, as respondents mentioned issues such as broken pavers or overgrown or dying landscaping vegetation. Suggested improvements include: more benches in the shade; matching-style benches; a modernized look and feel; more street trees; installing large planters with trees on the bridge with a large “Welcome to East Jordan” sign; and installing a large wayfinding sign in Memorial Park that shows “Points of Interest”.

Roads, Utilities, & City Services (16 comments)
Continue to maintain roads and other city infrastructure, keeping pace with population growth. Consider widening roads during a re-construction project so they can accommodate non-motorized pathways. Update electrical services so that street lights are regularly operating; place utilities underground to attract larger development of lakefront property. More bike trails and sidewalks, including well-kept sidewalks, are desired. Providing more access to motorized trails was also mentioned, as well as making the City “ATV friendly” to bring in more patronage to businesses.

Sense of Place (e.g., public gathering spaces, art, local history) (16 comments)
The City is doing well in this area, as respondents expressed they do feel a sense of community that makes a small town so appealing with its promotion of local art and history in public spaces. Opportunities for improvements mentioned include: a modernized look and feel; more initiatives like the art walk; utilizing the lakefront and river; moving the library downtown so it has a water view; a splash pad; a small museum about EJ; local murals around buildings; more renovations to downtown buildings to emphasize historical look (help property owners apply for grants to pay for improvements).

Medical Care Facilities (16 comments)
Respondents indicated that the increasing aging population in the City and surrounding area may require more healthcare services than currently available; some people would like to see more services provided at the EJ Family Health Center. Easy access to local medical care services could be seen as a draw for more retirees to the local area.

Public Schools (15 comments)
The East Jordan public school system is generally perceived as an asset to the City as a high quality education system in a desirable small town environment, which is attractive to existing and future homeowners and business owners. Suggestions include maintaining its reputation of excellence; obtaining more funding for the public school district; considering consolidation of schools in the area; and continuing to pursue collaboration between the community and school system via effective communication and coordination.

Senior Care Facilities and Services (14 comments)
The Grandvue Medical Care Facility (Charlevoix County’s Medical Care Facility) is located just north of the East Jordan city limits, in South Arm Township. This is perceived by most survey respondents as meeting the majority of the needs of the City’s senior citizens and should continue to receive local governmental support for its operations. The need to provide more opportunities for more retirement communities, senior independent living developments and senior day care services was also mentioned.

Parking (13 comments)
Responses regarding parking needs were divided among respondents; some expressed the need for having parking available in close proximity for special events and valued central parking close to downtown.

Suggestions for increasing parking supply included utilizing empty lots on Main Street for parking lots or putting angle parking on at least one side of Main St. Other respondents did not think more parking was needed, and may be more of a future problem than a current one.

Public Transportation (13 comments)
The responses to transit were also mixed between those who want to enhance the transit option that already exists (Grandvue’s transportation for their residents and Charlevoix County Transit’s Dial-a-Ride service) and those who believe walking or using the county service is sufficient as is. Some suggested enhancing transit options to be more reliable for workers who are transportation-challenged; enhancing walkability of areas to reduce the need for auto transportation; promoting Uber/Lyft services; and providing a local short distance shuttle service that would be desirable to youth and seniors.

Retail/Professional Office Space (12 comments)
While some respondents indicated that affordable retail and office space is important to attract and retain workers and residents, having these spaces unoccupied on the first floor of downtown buildings gives the impression that the City is not welcoming. Retail or other businesses are needed to move into these vacant spaces to provide active engagement and experiences for the community and welcome people into town. Entry points to the City on M-66 and M-32 were also criticized as looking unwelcoming and needing major improvements to look appealing and attract people into downtown.

Survey participants were also invited to indicate on a map of the City where they would like to see improvements in the City, and to describe them: the areas around the waterfront; downtown area; former EJ Iron Works site; and at the intersections of Bridge, Water and Mill Streets (several respondents wanted to see a revitalization of the streetscape and structures at this gateway into the City.) Detailed recommendations for the suggested site improvements are listed in the Appendix.

The final survey question asked survey takers how they received information about city news and events. The most common method was via Facebook, followed by email, the city website, flyer’s posted in local businesses, school district communications, the newspaper, postal mail, and word of mouth.



7. Implementation

Implementation is the fundamental step towards meeting the established strategies of the plan.

- **Role-players**
- **Strategy Breakdown**
- **Monitoring Performance**
- **Closing**

Role-Players and Responsibilities

Implementation is only as successful as those who carry the strategies forward. Capacity must be available to direct initiatives to complete necessary steps in order to achieve success. In smaller communities the necessary capacity is often comprised of local leaders across government, non-profit and business sectors, with additional volunteers who serve within the community to fill gaps.

A good first step towards implementation is to define roles and recruit and secure role-players. This task is likely largely set in place through other past or currently on-going initiatives. In many communities across our region, it is the same cast of players who carry forward and meet initiatives for the betterment of their communities. Open communication concerning the need, the role that individuals will be fulfilling, and the realistic necessary commitment that is desired to meet the responsibilities of the role must be conveyed....the last part concerning realistic expectations of commitment is of utmost importance. A major hindrance to successfully implementing strategies in any community is when a role-player drops out of a process during the middle of a commitment. This can cause delays, deviations from the strategy, or a complete stop towards that piece of implementation.

Strategy Breakdown

Effective implementation techniques look to solve manageable 'bite size' tasks. With complex strategies outlined in this document such as 'Development Space Coordination' or 'Permanent Residential Housing', there is no one step that will work to implement the narrative of the strategy. Rather it is important to look at a strategy as a series of steps that must be defined, with individual tasks that must be met, often in sequence in order to meet the goal. It is also important to look at what steps or tasks have already been established and met or are currently in the process of problem solving. We will look at 'Permanent Residential Housing' as a strategy and breakdown a series of steps as an example. (It is important to note that this is an example only and does not constitute the actual steps to be taken to meet this strategy.)

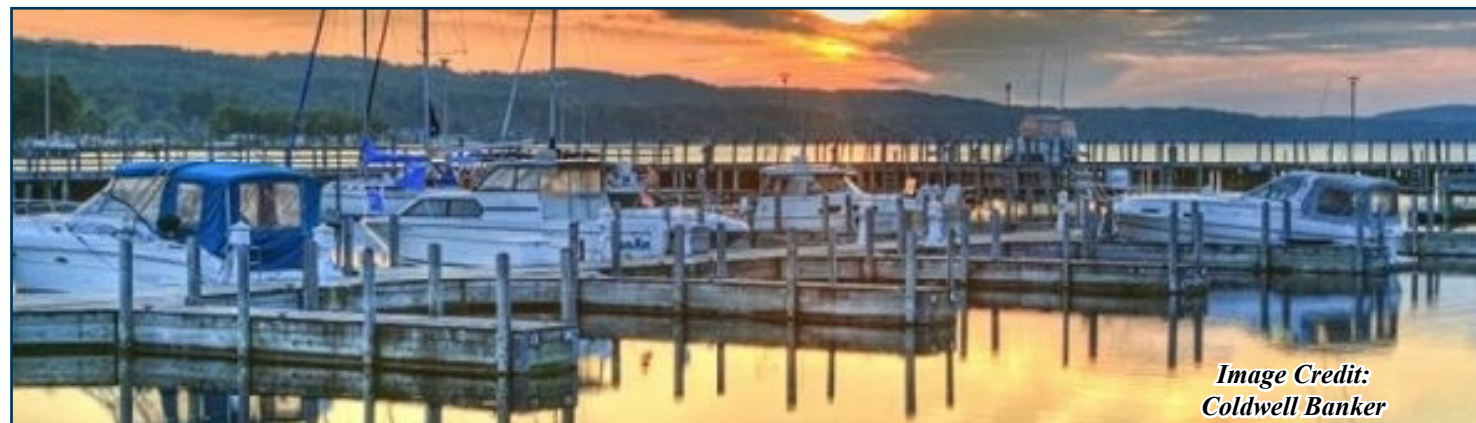


Image Credit:
Coldwell Banker

Strategy: Support/Enhance Permanent Residential Housing

- Role-players: City Staff (Admin., Planning, Public Works), City Commission, Planning Commission,
- Define Roles:
 - ◇ City Staff oversee recommendations for policy and regulation; infrastructure upgrades for development
 - ◇ City Commission approve regulations and represent the public
 - ◇ Planning Commission performs research, works with staff and makes recommendations to City Commission
- Define the Issues and Likely Solutions (if known):
 - ◇ In most cases the issues are defined through work groups, plans and or other methods by which the City has undertaken research and studies. The issues presented for this strategy include the need for policy and regulatory revision/amendment, internal coordination of publicly available sites for development, coordination with private entities of private sites available for development, and the need for infrastructure upgrades to support development.
- Define the Steps and Tasks:
 - ◇ We will look strictly at the issue of policy and regulation. Land use policy can be simplified, which in turn can simplify regulatory measures.
 - » Step 1: Determine the necessary Master Plan Policy Directives (e.g. PUD to Special Use, Duplex By Right, Multi-family allowed in most residential zones by Special Use). Make necessary revisions in the City Master Plan.
 - » Step 2: Perform public outreach, outline the importance of the amendments and what they will accomplish, create a concise narrative, and ensure all public officials are aware of the changes and their purpose. This is extremely important to combat false narratives and to sustain transparency to the public.
 - » Step 3: Determine section amendments for the City Zoning Ordinance and complete amendments as outlined by the Michigan Zoning Enabling Act.
 - » Step 4: Perform formal adoption and approval processes.

Monitoring Performance

Monitoring the progress of strategy implementation ensures that a community remains on task with what is to be accomplished. The City has been very successful at implementing prior strategies, as described in the beginning of Chapter 5, which provides the review of the past Economic Development Strategies. A sound method for implementation is to define each issue and to set a series of tasks as outlined above. This information can be placed within a spreadsheet, and a timeline can be set for meeting individual tasks by specific role-players. As tasks are completed, the spreadsheet is updated to display progress on each task. See the example below:

<i>Task</i>	<i>Description</i>	<i>Timeline</i>	<i>Role Player</i>	<i>Complete</i>
1	Determine the necessary Master Plan Policy Directives (e.g. PUD to Special Use, Duplex By Right, Multi-family allowed in most residential zones by Special Use). Make necessary revisions in the City Master Plan.	May	City Staff, Planning Commission	No
2	Perform public outreach, outline the importance of the amendments and what they will accomplish, create a concise narrative, and ensure all public officials are aware of the changes and their purpose. This is extremely important to combat false narratives and to sustain transparency to the public.	June	City Staff, Elected/ Appointed Officials	No
3	Determine section amendments for the City Zoning Ordinance and perform amendments as outlined by the Michigan Zoning Enabling Act.	June-July	City Staff, PC	No
4	Perform formal adoption and approval processes.	July-Aug	City Commission	No

Closing

The City of East Jordan has supported a robust and extensive planning process which took into account significant public input and performed extensive research of the City's policies, regulations and support structure. This planning document should remain dynamic and be revisited periodically to take note of accomplishments or needs to remove/adjust certain strategies based upon the changing conditions of the City. The successful implementation of strategies sets an optimistic route toward implementation for this plan.

8. Glossary of Terms

Acronym / Term		Definition	Website
Accessory Use		A use or activity normally and naturally incidental to, subordinate to, and related exclusively to the principal use of the land or buildings, including all structures detached from the principal structure above and below ground; such as garages, sheds, barns, television satellite dishes, and designed surface structures and areas such as drives, walks, court game areas, play apparatus areas, and other types of paved surfaces.	https://library.municode.com/mi/east_jordan/codes/code_of_ordinances?nodeId=P-TIIC00R_CH46ZO_ARTIINGE_S46-8DE
ADU	Accessory Dwelling Unit	An accessory dwelling unit (ADU) is a smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family home. ADUs go by many different names throughout the U.S., including accessory apartments, secondary suites, and granny flats. ADUs can be converted portions of existing homes (i.e., internal ADUs), additions to new or existing homes (i.e., attached ADUs), or new stand-alone accessory structures or converted portions of existing stand-alone accessory structures (i.e., detached ADUs).	https://www.planning.org/knowledgebase/accessorydwellings/
ALICE	Asset Limited, Income Constrained, Employed	Households that earn more than the Federal Poverty Level, but not enough to afford the basics where they live.	https://www.unitedforalice.org/home
AV	Assessed Value	The Michigan Constitution requires that property be uniformly assessed and not exceed 50% of the usual selling price, often referred to as True Cash Value. Each tax year, the local assessor determines the Assessed Value (AV) of each parcel of real property based on the condition of the property as of December 31 (Tax Day) of the previous year.	https://www.charlevoixmi.gov/FAQ.aspx?QID=64
Brownfield		Brownfields are properties that contain or may contain a hazardous substance, pollutant or contaminant, complicating efforts to expand, redevelop or reuse them.	https://www.epa.gov/brownfields/about
BRA	Brownfield Redevelopment Authority	Under the Brownfield Redevelopment Act PA 381 of 1996, as amended, a municipality may create a brownfield Redevelopment Authority (BRA) to develop and implement brownfield projects. A BRA is a resource that may use Tax Increment Financing (TIF) as a tool for property redevelopment.	https://www.michiganbusiness.org/4a8180/globalassets/documents/reports/fact-sheets/brown-fieldredevelopmentauthoritypa381.pdf
CDBG	Community Development Block Grant	CDBG is a federal grant program utilizing funds received from the U.S. Department of Housing and Urban Development (HUD). Each year, Michigan receives approximately \$30 million in federal CDBG funds, out of which various projects are funded through the state. Funds are used to provide grants to eligible counties, cities, villages, and townships, usually with populations under 50,000, for economic development, community development, and housing projects.	https://www.michiganbusiness.org/4a8182/globalassets/documents/reports/fact-sheets/cdbg.pdf

DDA	Downtown Development Authority	The Downtown Development Authority (DDA), Public Act 57 of 2018, is designed to be a catalyst in the development of a community's downtown district. The DDA provides for a variety of funding options including a tax increment financing mechanism, which can be used to fund public improvements in the downtown district and the ability to levy a limited millage to address administrative expenses.	https://www.michiganbusiness.org/49478e/globalassets/documents/reports/fact-sheets/downtowndevelopmentauthority.pdf
EGLE	Michigan Department of Environment, Great Lakes, and Energy	Working side-by-side with partners at local, regional, state and federal levels, the Michigan Department of Environment, Great Lakes, and Energy safeguards the state's environment while supporting the economic growth and development crucial for Michigan's future. As part of providing expert technical and pollution prevention assistance to businesses and individuals, EGLE annually performs approximately 30,000 site visits and inspections. EGLE employs more than 1,300 scientists, engineers, geologists, toxicologists, inspectors, technicians, managers, biologists and support staff across the state.	https://www.michigan.gov/egle
Esri		In 1969, Jack and Laura Dangermond cofounded Esri, known then as Environmental Systems Research Institute, Inc. (ESRI), in Redlands, California. Today Esri is an American multinational geographic information system (GIS) software company.	https://www.esri.com
FLU	Future Land Use (Map)	Provides a visual guide for the preferred development pattern. A FLU map is what the Zoning Ordinance uses as a basis for future recommended changes.	
Land Bank		A land bank is a public authority created to efficiently acquire, hold, manage, and develop tax-foreclosed property and other vacant, blighted, obsolete, and abandoned properties.	
LARA	Michigan Department of Licensing and Regulatory Affairs	LARA's mission is to protect people and promote business in Michigan through transparent and accessible regulatory solutions.	https://www.michigan.gov/lara
LQ	Location Quotient	The LQ index compares the local job market to the expected number of jobs based on the national average. This index allows users to identify which industries and job types contribute the most to the local economy. For instance, an industry with an LQ of 2 indicates that it has 100% more jobs than the national average, making it critical to the local economy and potentially linked to other industries, such as the services sector. On the contrary, an LQ below 1 highlights opportunities for economic growth by creating new jobs. A balanced job market with a diverse mix of occupations and high LQ is crucial for the long-term stability and prosperity of a community.	

MBDP	Michigan Business Development Program	Available to eligible businesses that create qualified new jobs and/or make qualified new investment in Michigan. “Qualified new job” means a new, full-time job performed by an individual who is either: a resident of this state whose Michigan income taxes are withheld by an employer; or an employee leasing company or professional employer organization on behalf of the employer or an individual who is not a resident of Michigan and is employed by a business at a project location that is located in this state, provided that the business certifies in writing at the time of the MSF disbursement that not less than 75 percent of the employees of that business are residents of Michigan. In both cases, the qualified new job must be in excess of the number of jobs maintained by the qualified business prior to the expansion or location as determined by the MSF.	https://www.michiganbusiness.org/services/mbdp/
MDNR	Michigan Department of Natural Resources	The MDNR is committed to the conservation, protection, management, use and enjoyment of the state’s natural and cultural resources for current and future generations. The MDNR strives to be a nationally recognized leader in protecting natural and cultural resources, ensuring sustainable recreation use and enjoyment, enabling strong natural resource-based economies, improving and building strong relationships and partnerships, and fostering effective business practices and good governance.	https://www.michigan.gov/dnr
Missing Middle Housing		Missing Middle Housing is a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood.	https://missingmiddlehousing.com/
MSF	Michigan Strategic Fund	The Michigan Strategic Fund (MSF) was created by P.A. 270 of 1984 and has broad authority to promote economic development and create jobs.	https://www.michiganbusiness.org/about-medc/michigan-strategic-fund/
MSH-DA	Michigan State Housing Development Authority	The Michigan State Housing Development Authority (MSHDA), established in 1966, provides financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing, engage in community economic development activities, develop vibrant cities, towns and villages, and address homeless issues.	https://www.michigan.gov/mshda
MPEA	Michigan Planning Enabling Act	Public Act 33 of 2008. The MPEA outlines the process for creating a planning commission, creating comprehensive plans, and adopting a capital improvements plan. The MPEA sets forth the procedure for adoption of the master plan which must be followed. At least every five years, the planning commission shall review the master plan to determine whether to commence a procedure to amend the master plan or adopt a new master plan.	https://mml.org/wp-content/uploads/2024/07/CH-14-Planning-and-Zoning.pdf
MZEA	Michigan Zoning Enabling Act	Public Act 110 of 2006. The MZEA sets forth in detail the procedures for adoption and amendment of the zoning ordinance which must be followed. There is no inherent power for a city or village to zone, and the authority is conferred through the statute.	https://mml.org/wp-content/uploads/2024/07/CH-14-Planning-and-Zoning.pdf

NLEA	Northern Lakes Economic Alliance	Northern Lakes Economic Alliance (NLEA) is a 501(c)(3) regional economic development organization with a four-county service area: Antrim, Charlevoix, Cheboygan, and Emmet counties. Their mission is to drive economic resiliency by ensuring the resources, infrastructure, and policies exist to fuel business growth and community prosperity.	https://thenlea.com/
ORP	Michigan Office of Rural Prosperity	The Office of Rural Prosperity works across sectors to foster strategic and coordinated investments in people and places, with an intentional focus on building the capacity and resources necessary meet complex rural needs. Founded in 2022 as the Office of Rural Development by Executive Directive in 2022-01, the office was renamed the Office of Rural Prosperity by Executive Order in 2023 (EO 2023-06).	https://www.michigan.gov/leo/bureaus-agencies/office-of-rural-development
Overlay District		An overlay district, sometimes known as an overlay zone, is a geographic zoning district layered on top of another existing zoning district, or districts, that implements additional regulations. Overlay districts are frequently used in zoning codes to protect sensitive environmental features, preserve historic buildings, prevent development on unstable or vulnerable land features, or promote specific types of development such as transit-oriented development. Like other zoning regulations, overlay districts can control building codes and urban design, permitted land use, density, and other factors.	https://www.planetizen.com/definition/overlay-districts
Placemaking		Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.	https://www.pps.org/
PUD	Planned Unit Development	A planned residential, commercial, industrial, public or semi-public land use development consisting of two or more principal uses located on a parcel of land of prescribed minimum area, prepared in accordance with the PUD requirements of the city’s zoning code and approved by the city after site plan review.	https://library.municode.com/mi/east_jordan/codes/code_of_ordinances?nodeId=P-TIICOOR_CH46ZO_ARTIINGE_S46-8DE
RFP/RFQ	Request for Proposal / Request for Qualifications		
RRC	Redevelopment Ready Community	Redevelopment Ready Communities® (RRC) is a voluntary technical assistance initiative offered through the Michigan Economic Development Corporation (MEDC) to empower communities in shaping their future by building a strong foundation of planning, zoning, and economic development best practices. The toolkit, developed by experts in the public and private sectors, encourages communities to streamline their development practices, with the goal of becoming “redevelopment ready.” Through active engagement of stakeholders and proactively planning, communities can become more attractive for development projects that create places where people want to live, work, and invest.	https://www.miplace.org/programs/redevelopment-ready-communities/

SEO	Search Engine Optimization	Search engine optimization is a set of technical and content practices aimed at aligning a website page with a search engine’s ranking algorithm so it can be easily found, crawled, indexed, and surfaced in the SERP for relevant queries.	https://www.wordstream.com/seo#:~:text=A%20formal%20definition%20of%20SEO,the%20SERP%20for%20relevant%20queries
SEV	State Equalized Value	The State Equalized Value (SEV) is the Assessed Value as adjusted following county and state equalization. The County Board of Commissioners and State Tax Commission must review local assessment jurisdictions and adjust (equalize) them so that they do not exceed 50%.	https://www.charlevoixmi.gov/FAQ.aspx?QID=64
Shift-Share Analysis		Determines what portions of regional economic growth or decline can be attributed to national, economic industry, and regional factors. The analysis helps identify industries where a regional economy has competitive advantages over the larger economy. A shift-share analysis takes the change over time of an economic variable, such as employment, within industries of a regional economy, and divides that change into various components.	
SLU	Special Land Use	Special Land Uses are specific or unique uses which may be necessary or desirable to allow in definable locations in certain districts; but, which on account of their actual or potential impact on neighboring uses or public facilities, need to be carefully regulated with respect to their location for the protection of the permitted uses in a district. Such uses, on account of their peculiar locational need or the nature of the service offered, may have to be established in a district in which they cannot be reasonably allowed as an unrestricted permitted use.	https://library.municode.com/mi/east_jordan/codes/code_of_ordinances?nodeId=P-TIICOOR_CH46ZO_ARTVSPUS
Social District		In accordance with Public Act 124 of 2020 (MCL Section 436.1551) which authorizes the issuance of Social District Permits for the sale of alcohol by the MLCC, the governing body of a local governmental unit may designate a Social District within its jurisdiction and establish Commons Areas. Qualified licensees whose license premises are contiguous to the Commons Area within the Social District, and that have been approved for and issued a Social District Permit, may sell alcoholic liquor on their licensed premises to customers who may then consume the alcoholic liquor within a Commons Area of the Social District.	https://www.eastjordancity.org/Document%20Center/Economic%20Development/DDA/Downtown%20East%20Jordan%20Social%20District%20Plan.docx
SSRP	Strategic Site Readiness Program	Provides financial incentives to eligible applicants to conduct eligible activities on, or related to, strategic sites and mega-strategic sites in Michigan, for the purpose of creating a statewide inventory of investment-ready sites to attract and promote investment in Michigan. Administered by MEDC on behalf of the Michigan Strategic Fund (MSF), the SSRP provides access to grants, loans, and other economic assistance.	https://www.michiganbusiness.org/services/ssrp/
STR	Short Term Rental	The rental of a dwelling unit for compensation for a term of one to 29 interrupted or uninterrupted nights in a calendar year.	https://library.municode.com/mi/east_jordan/codes/code_of_ordinances?nodeId=PTIICOOR_CH9SHRMRE

SUP	Special Use Permit	Special use permit means a permit issued by the city to a person intending to undertake the operation of a use and/or an activity upon land or within a structure which is specifically mentioned in the city’s zoning ordinance.	https://library.municode.com/mi/east_jordan/codes/code_of_ordinances?nodeId=P-TIICOOR_CH46ZO_ARTIINGE_S46-8DE
TIF/TIR	Tax Increment Financing/Tax Increment Revenue	Tax Increment Financing (TIF) is a tool used by local municipalities to encourage economic development by capturing and reinvesting increased property tax revenue within specific areas. The Tax Increment Revenue (TIR) is the difference between the original, or base revenue before redevelopment, and the current year’s tax revenue. The TIR is often used to fund projects like infrastructure improvements, redevelopment, and job creation within the designated TIF district.	
TV	Taxable Value	Taxable Value (TV) is the lesser of State Equalized Value (SEV) or Capped Value (CV) unless the property experienced a Transfer of Ownership in the prior year.	https://www.charlevoixmi.gov/FAQ.aspx?QID=64
US EDA	United States Economic Development Administration	As the only federal government agency focused exclusively on economic development, EDA plays a critical role in facilitating regional economic development efforts in communities across the nation. Guided by the basic principle that economic development should be locally-driven, EDA works directly with communities and regions to help them build the capacity for economic development based on local business conditions and needs.	https://www.eda.gov/about
USDA RD	United States Department of Agriculture Rural Development	RD helps rural areas to develop and grow by offering Federal assistance that improves quality of life. RD targets communities in need and then empowers them with financial and technical resources.	https://www.rd.usda.gov/about-rd