

2025  
City of East Jordan  
Economic Development Plan



# Foreward

**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**



**Networks  
Northwest**

**Talent / Business / Community**



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# 1. Plan Purpose

**Plan process is driven by leadership and the community; the purpose is based upon the evident and desired needs of the make-up of the community.**

- **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 communities 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 too 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 businesses may not necessarily be extremely large employers, but rather fit the local market due to factors such as the available natural resources, a 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 "Place-making" or "Sense of Place", which is defined as the communities features and assets that draw population to live within or adjacent due to lifestyle choices and desires.

The City of East Jordan has recognized for years the need to define it's sense of place and has made significant strides in order to do so. Throughout this plan you will find the narrative of a community with roots that were established in the iron foundry of the East Jordan Iron Works. This enormous iron metal manufacturer employed and supported the residents of the City of East Jordan. The foundry which was located on the waterfront of the South Arm of Lake Charlevoix, was recently moved inland to the East and sited along the US 131 corridor, approximately 22 minutes from the City. This move provided the foundry with direct access to the US Highway and also placed it within proximity of an active rail-road line should a connection be necessary in the future.

The movement of the foundry from the City has substantially changed the character of the community. The employment opportunities available to the City's employable population through the foundry still exist, with a reasonable commute to the new location. The most notable impact directly to the City is the remediation that occurred on the former foundry site; providing a large vacant parcel, the former brownfield can now support a range of commercial and residential uses through substantial infill development. This site is additionally augmented with other available greenfield and infill development sites that are spread throughout the City.

In combination with the move of the foundry and available areas for infill development, the City has focused on place-based assets. These include park and recreational improvements, connections to the waterfront, buildings focused and scaled to the pedestrian, and site features such as walkways, lighting and assets such as benches and signage. This place-based approach has been augmented with infrastructure improvements and approaches to supportive policies for commerce and establishing efficiencies for permitting of projects.



## Plan Development Methodology

Methodology for this process was established in the need for identifying the communities 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.

## Socio-Economic Community Profile:

The profile of the community its residents and visitors provides insights into earnings, housing, employment and spending. The status of the community displays a snapshot for shaping directives that can focus on aspects such as supporting attainable housing, attracting permanent families as residents, shaping policies to support employers, while creating place and assets that make the area desirable to residents and visitors.

## Government Agencies and 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 of processes and projects. The most fundamental and available agencies are outlined with the opportunities they provide.

## Existing & Past Planning Efforts, Policies and Land Use:

Much can be gleaned from the 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 opportunities, allows a community to proactively take steps to set strategies to improve development readiness.

## Strategy Document Approach

The format and layout of this document seeks to provide the reader with the outlined Economic Development Strategies immediately following the introduction of the 'Plan Purpose'. Subsequent chapter than outline the data, findings and narrative of supporting evidence for the established strategies. Additionally an appendix of information is provided of data and information that is important to the context of the plan, but would be cumbersome if placed in the main body of the document.

## Task Force Establishment

The plan Task Force was established and comprised of the following local leadership and experts:

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 initial input of the Task Force membership sought to identify the most important areas for improvement for the success and prosperity of the East Jordan local economy. The areas of focus are identified in Table 1 below. It must be noted 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>Childcare 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 public survey and in-person public input sessions indicates that there is room for improvement in the communication methods utilized to inform public about the many existing city 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 City news and events, followed by email, the city website, and flyers posted in local businesses.

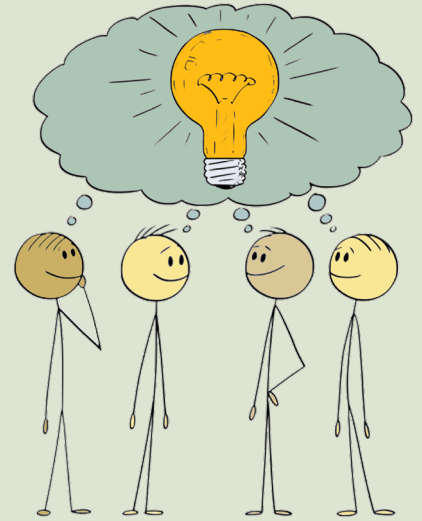
Other information sharing methods the City could pursue include:

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 city improvement project is at, or at least when it started and when it's anticipated to be finished.
4. In cooperation with the city's DDA, create an interactive "feature map" of the city available online. 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 local businesses/parks/chamber of commerce, etc. so that visitors are aware of the map. Regularly update this map as changes/improvements happen over time.



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

The City should continue to be proactive in their capital improvement planning of their water/sewer/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, even if it is just the City Manager without discussion going before the City commission. 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 on potential plans for investing in a property; 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 (RRC) Program

1. Utilize RRC Benefits: Once the City achieves its desired RRC goal of either "Certified" or "Essentials", an MEDC RRC Planner will work with them to identify new benefits available based on the level it achieved (Essentials or Certified) and plan a public presentation if the City wishes to do so.
  - ◇ 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 properties that are for sale that sufficiently explains to potential developers what the local zoning ordinance allows and requires for appropriate types of re-development at that 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 for certain items. 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 city 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 age and ability groups. 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/apts/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(an):
    - \* 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 as stated in Section 48-746:

(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. Childcare Facilities

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

1. Update the local zoning ordinance to include the following from 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 <b>SHALL</b> 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) who 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 to reduce costs associated with childcare 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 childcare center
7. Provide grant support for prospective childcare 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 childcare 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 industry.
  - ◇ MEDC Business Development Services may assist with future job development/new business development/expansion. Strategic Site Readiness Program, Michigan Business Development Program
9. Include goals and objectives pertaining to childcare 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 if any portion of the STR ordinance was deemed illegal, then allowing STR in the during this time of a lack of regulatory oversight, and thus grandfathering them in without regulation.



### 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

The Socioeconomic profile includes analysis of pertinent socio-economic data and tapestries which combine the 'who' and 'where' of local neighborhood geography to provide lifestyle classifications which comprise a community. All socio-economic 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 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

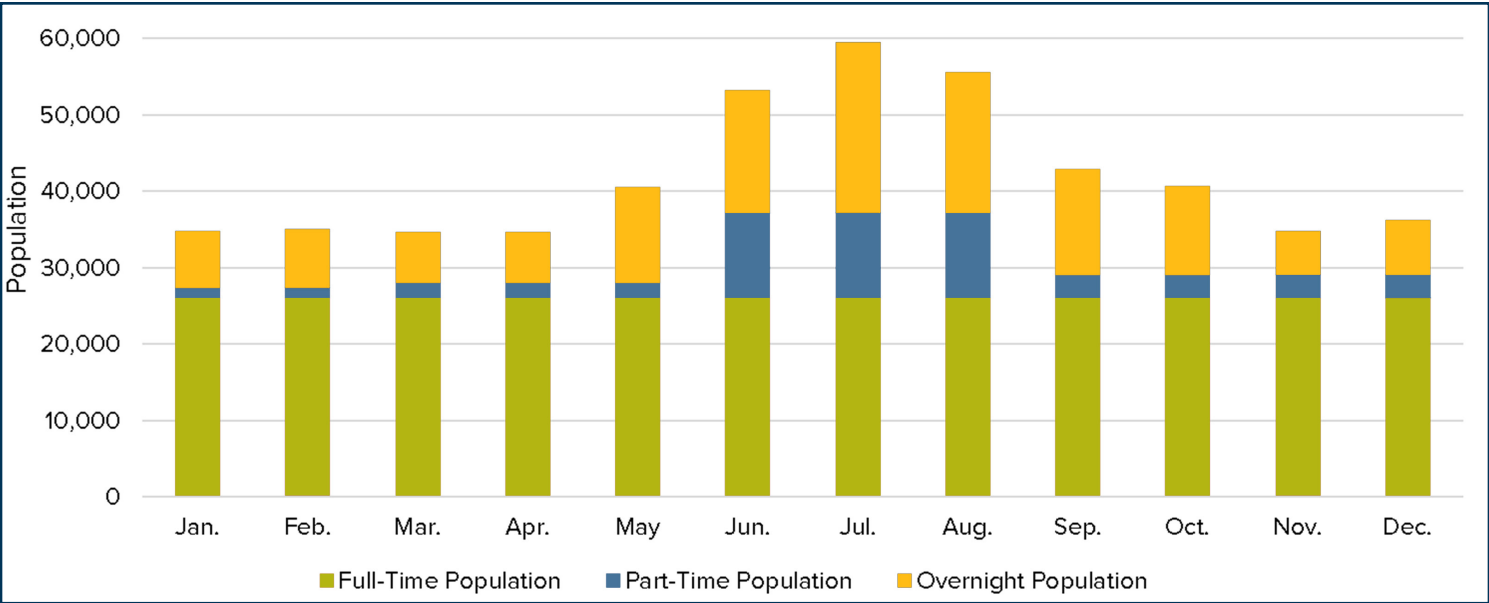
the winter recreation opportunities in each county, all of which have one ski resort. In the winter, the permanent population represents roughly 75% of the total population, and in the summer, the permanent population accounts for roughly 50% of the total population. Charlevoix County is also a hot-spot 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 categorized as for seasonal, recreational or

Charlevoix County Monthly Population Breakdown



Graph 1

occasional use. 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.

a High School diploma or GED; 17.5% having some 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

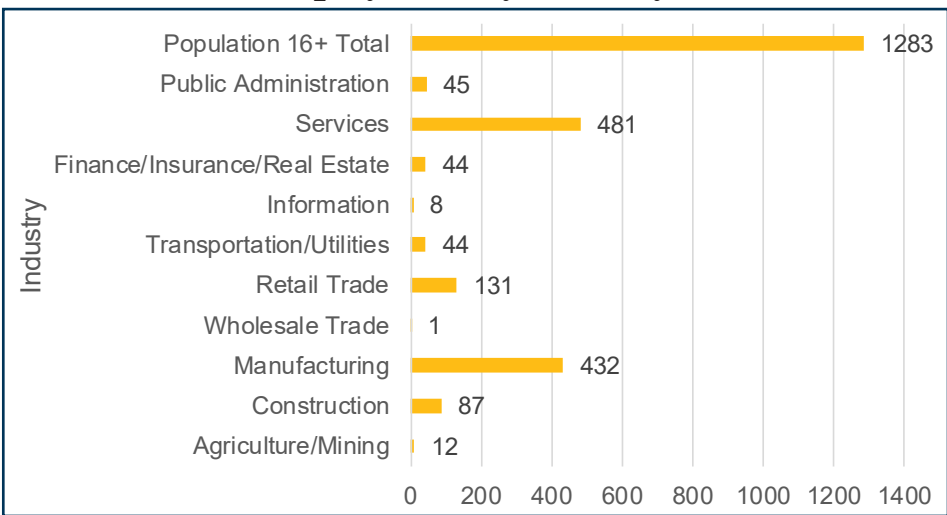
The City of East Jordan has 1,306 residents aged 16 or older, with 1,283 contained within the labor force. The City’s top industry by employment for the population aged 16 and up is Services followed closely by Manufacturing, Retail Trade, and Construction. (See Graph 2) The Occupation classification 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

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 population is living in poverty, which the Census Bureau estimates by utilizing income thresholds that vary by family size and composition. If a family’s total income is less than the identified

East Jordan Employment By Industry



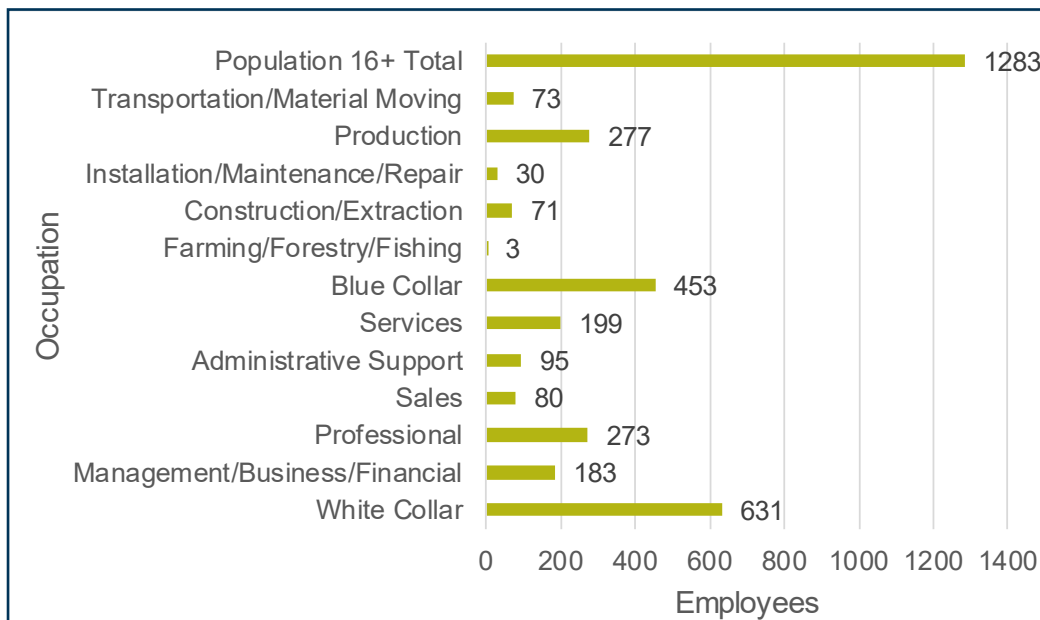
Graph 2

threshold, that family and every individual in it is considered 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, 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 of East Jordan’s ALICE rate is 49%, significantly higher than Charlevoix County’s and the State of Michigan’s ALICE rates (28%).



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.

### East Jordan Employment By Occupation



Graph 3

## Location Quotients

Location quotients (LQ) are ratios that allow an areas distribution of employment by industry to be compared to a specific reference area. In the case of 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 a LQ is equal to 1, then the industry has the same share of area employment as the nation.
- If a 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 with the top occupations by location quotient, 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 it's impact on the local economy and employment, only it's 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.

### Occupations With Highest Location Quotients (NW Michigan)

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

Table 3

## 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 references actual employee numbers, with the 'Share' representing the percentage.

Under the actual growth columns, it is clear that a total net of 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; 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 total employment standardized 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 were tilted toward slower growing industries overall. However, the County doesn't trail far behind the nation, and overall positive shift is experienced in many important industries.

**Charlevoix County Shift Share Analysis & Employment Growth**

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

**Table 4**

(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, data related to who makes up the segment, and segment density throughout the United States. There are 5 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 with the characteristics of each segment provided on the following pages.

Tapestry Segments by Percentage of Community

Table 5

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 communities 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 and a median age of 42.3 this segment is indicative of middle-aged, smaller families.

## Household Income & Net Worth

### Median Household Income

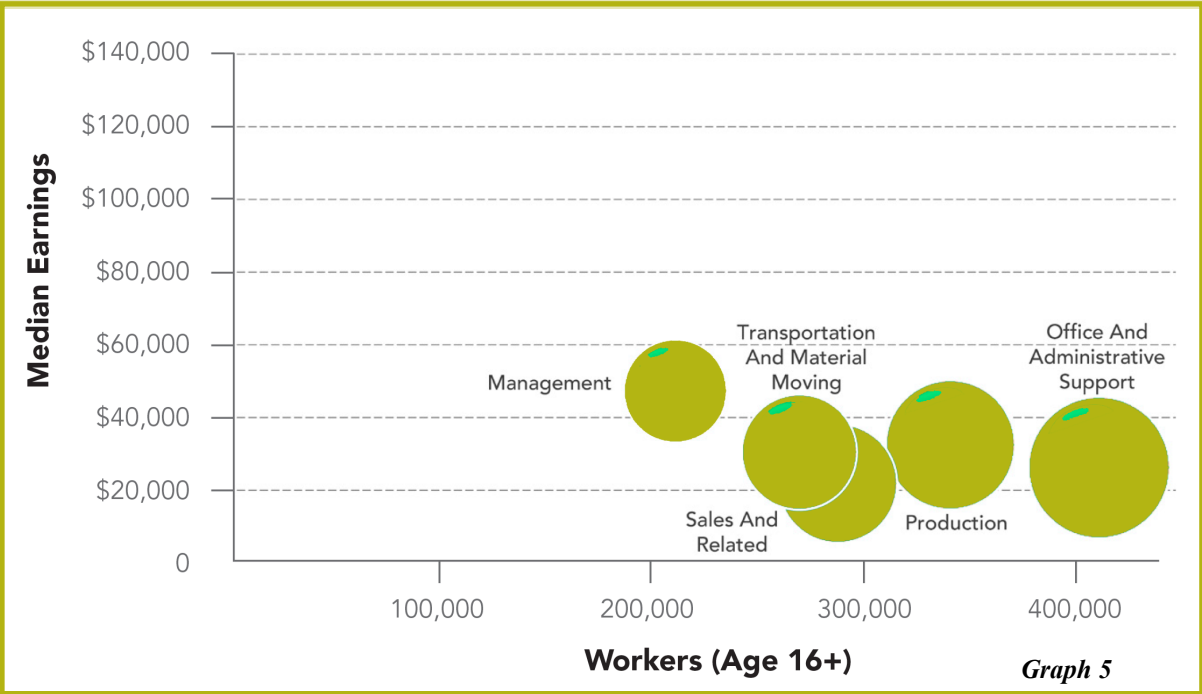


### Median Net Worth



Graph 4

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



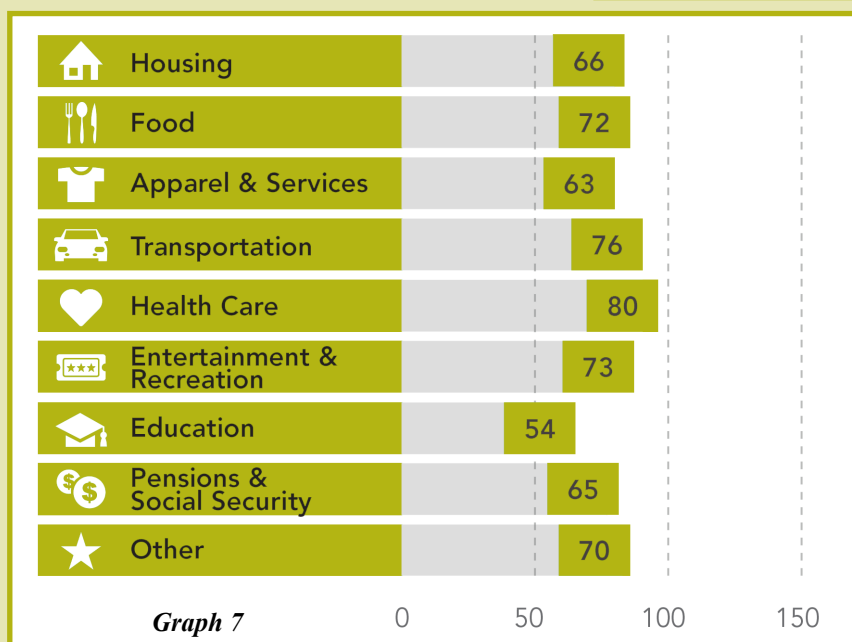
Graph 5



## 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.

### Average Household Budget Index



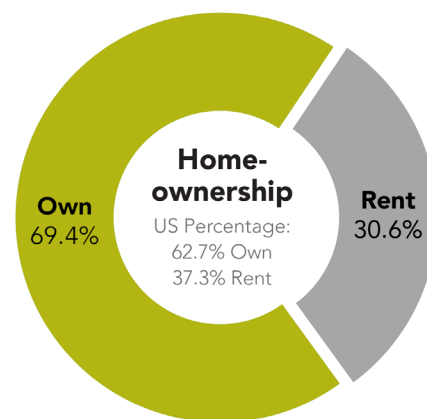
## Housing



**Typical Housing:**  
Single Family

**Median Value:**  
\$95,700

US Median: \$207,300



Graph 6

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.

## Rustbelt Traditions

Comprising 27.4% of the communities 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.

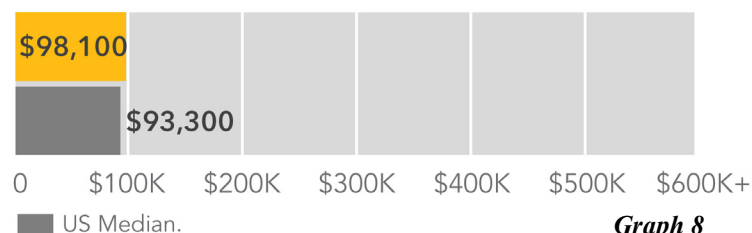
With an average household size of 2.47 and a median age of 39.0 this segment is indicative of middle-age and younger families with a greater proportion of children in home.

## Household Income & Net Worth

### Median Household Income



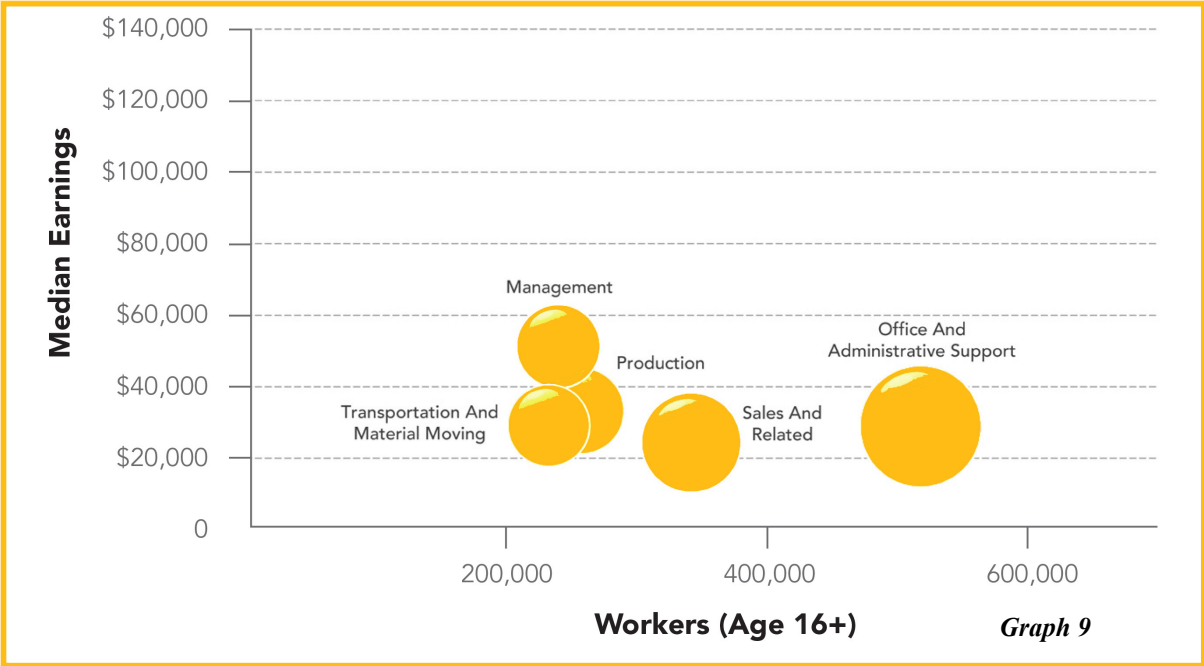
### Median Net Worth



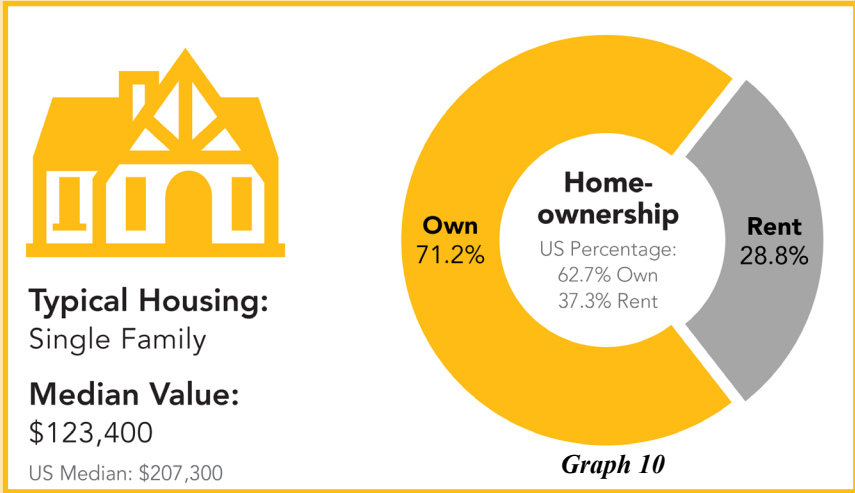
Graph 8

Rustbelt Traditions cont....

Top 5 Occupations by Number of Workers in Total Market



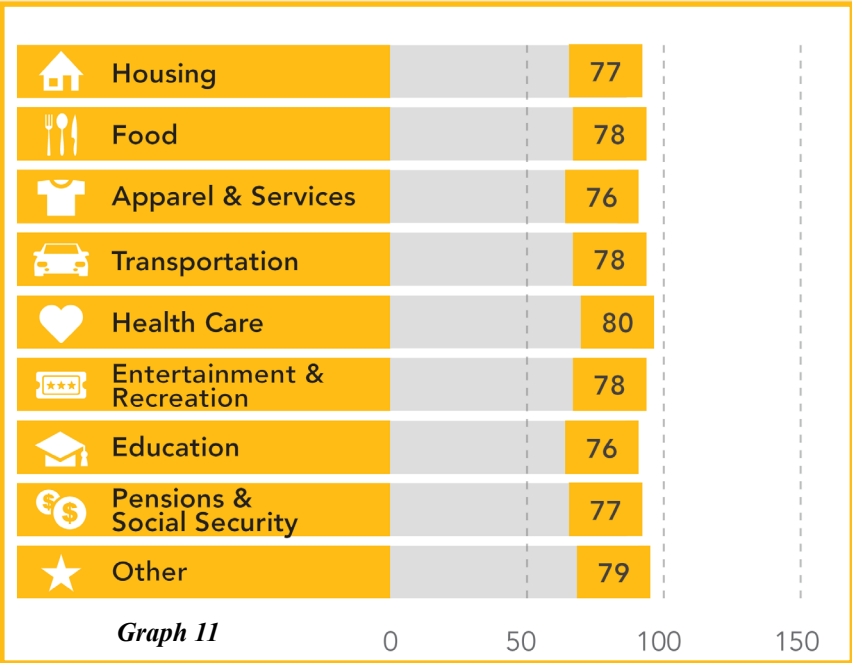
Housing



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.

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 communities 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.

## Household Income & Net Worth

### Median Household Income

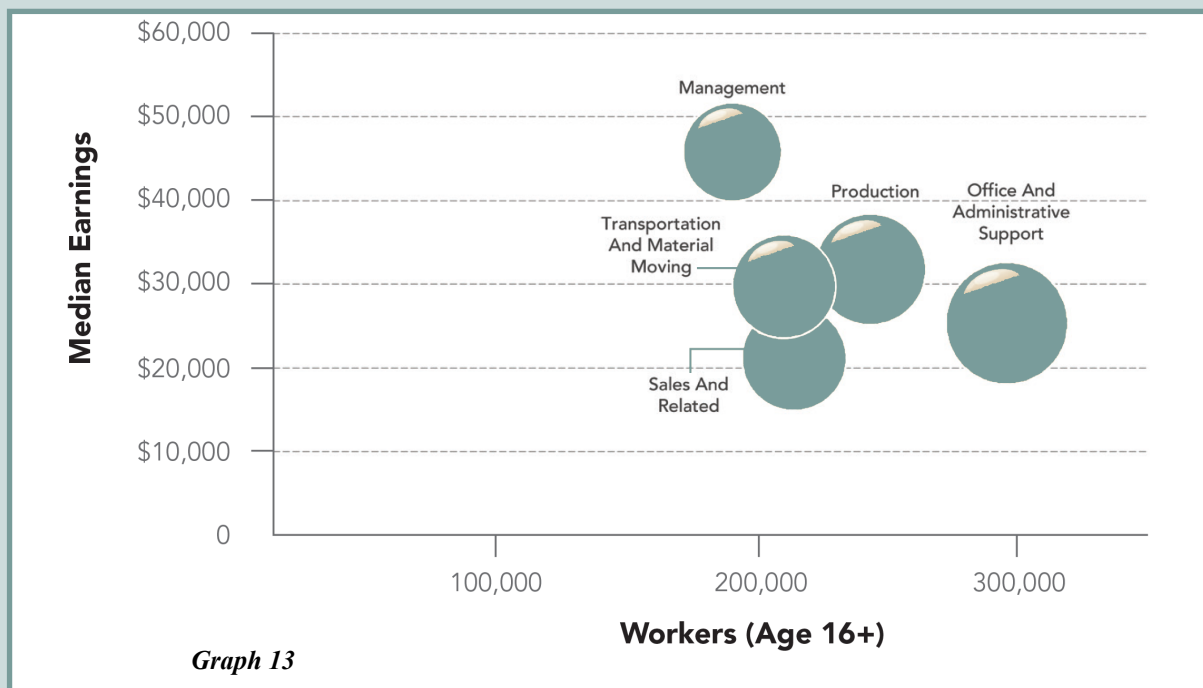


### Median Net Worth



Graph 12

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



Graph 13

## Housing

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.



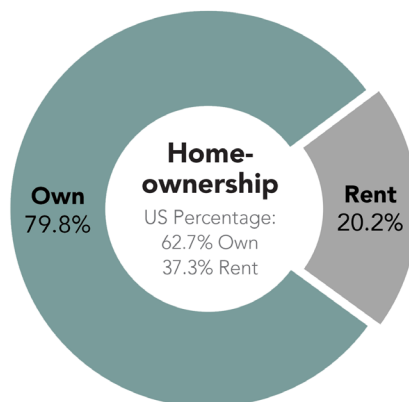
### Typical Housing:

Single Family;  
Mobile Homes

### Median Value:

\$112,800

US Median: \$207,300



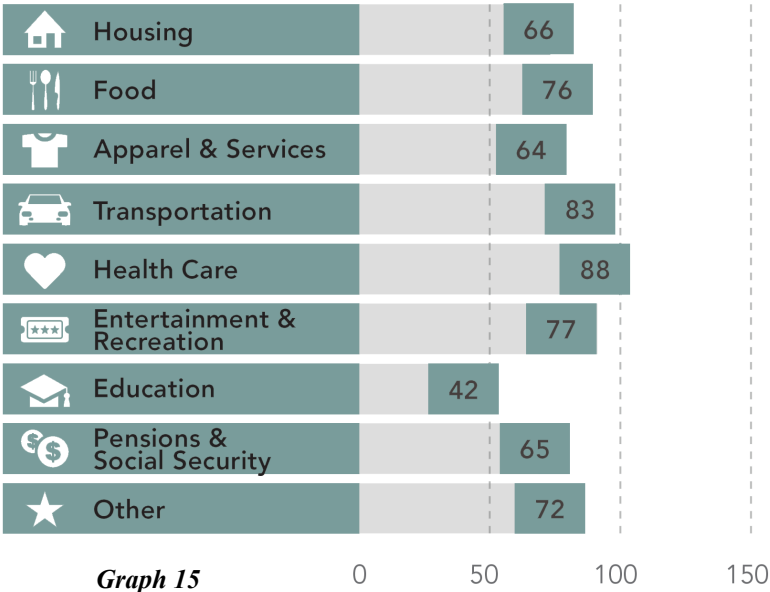
Graph 14



Rooted Rural cont...

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. 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 communities 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 householder, 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.

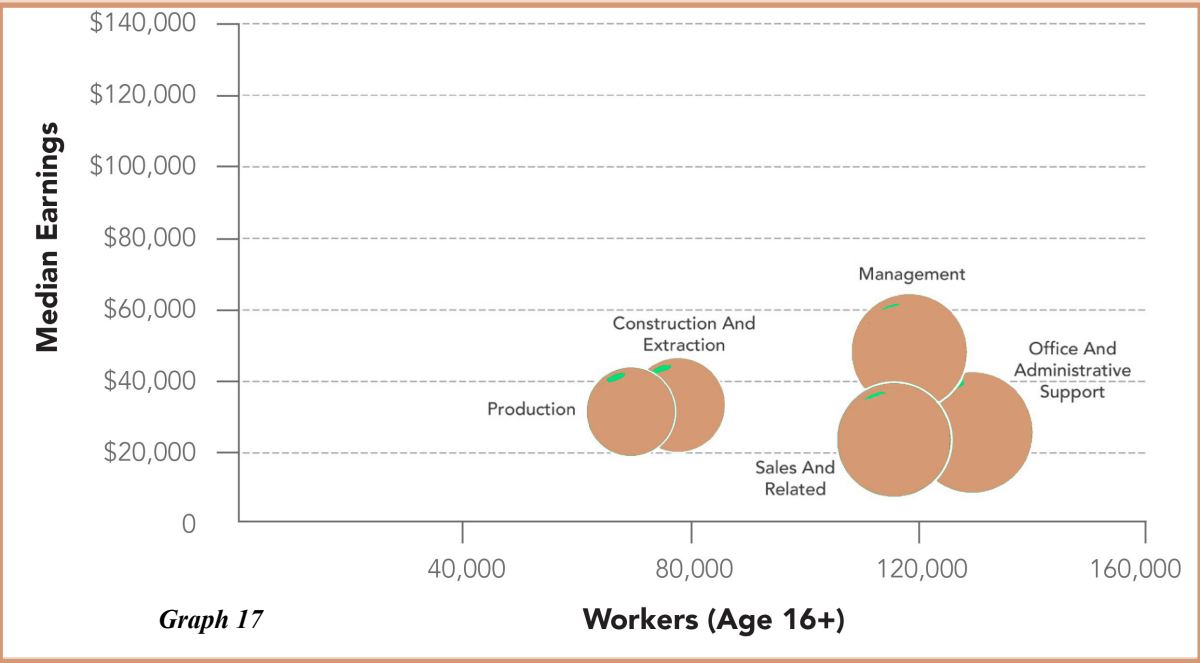
Top 5 Occupations by Number of Workers in Total Market

Household Income & Net Worth

Median Household Income



Median Net Worth



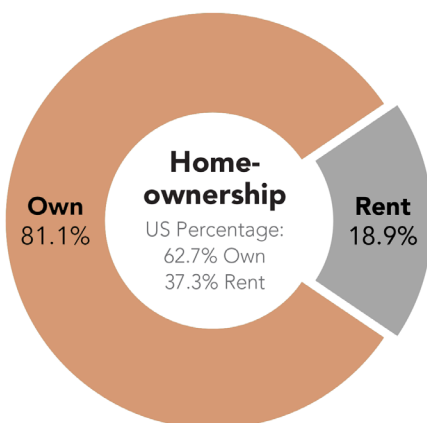
## Rural Resort Dwellers cont...



**Typical Housing:**  
Single Family/Seasonal

**Median Value:**  
\$209,200

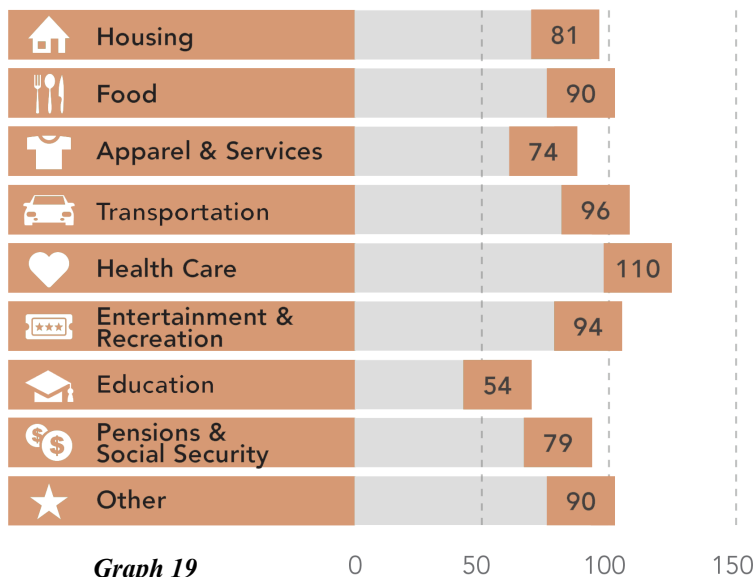
US Median: \$207,300



Graph 18

## Housing

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.



Graph 19

## 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. 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 communities 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.

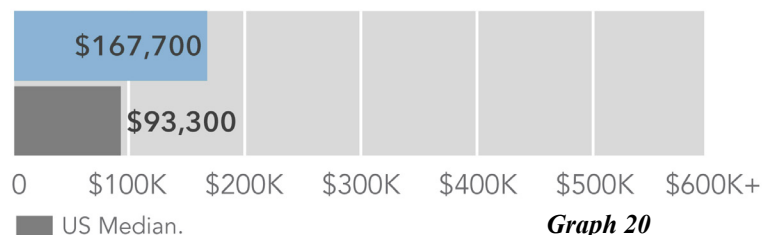
With an average household size of 2.59 and a median age of 44.1 this segment is indicative of middle-aged householders with children in rural settings.

## Household Income & Net Worth

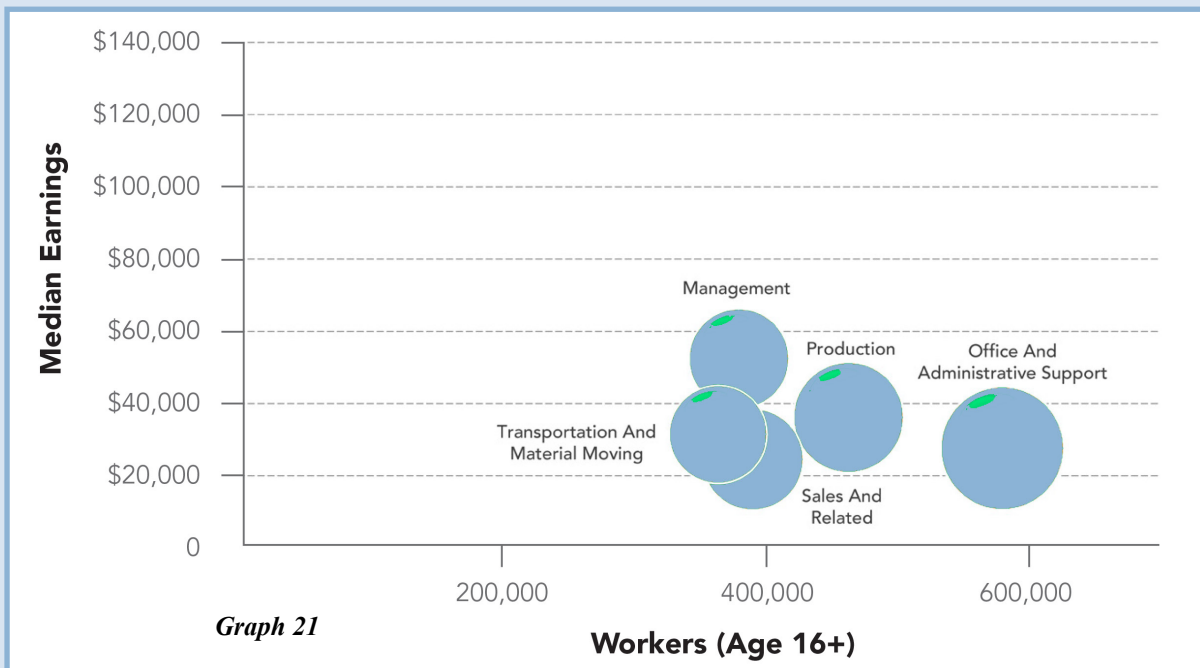
### Median Household Income



### Median Net Worth

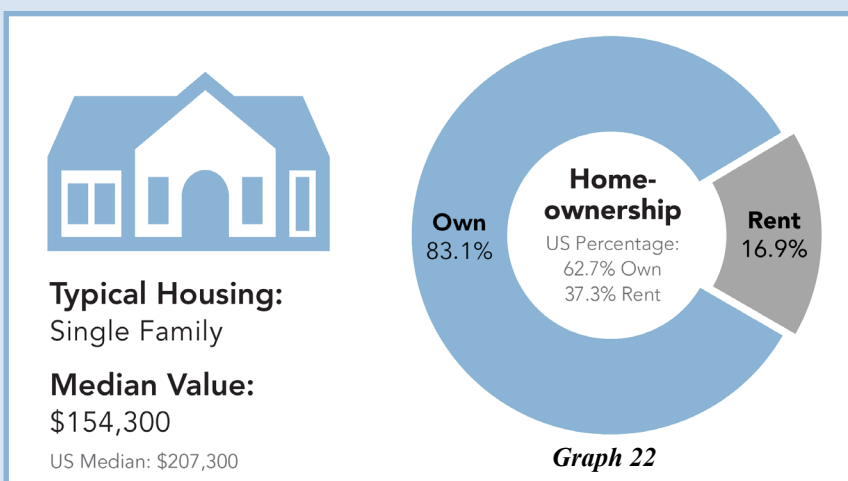


Graph 20



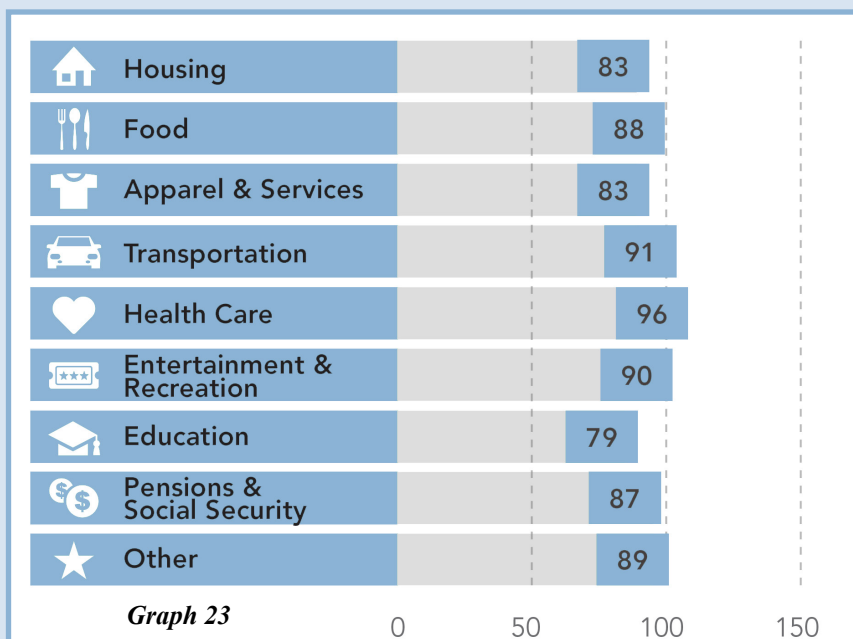
## Housing

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.



## 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. The indexes for Salt of the Earth are closer to the national average in many categories when compared to other segments of the community.







*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 the first line for management, oversight, and implementing measures to improve economic conditions.

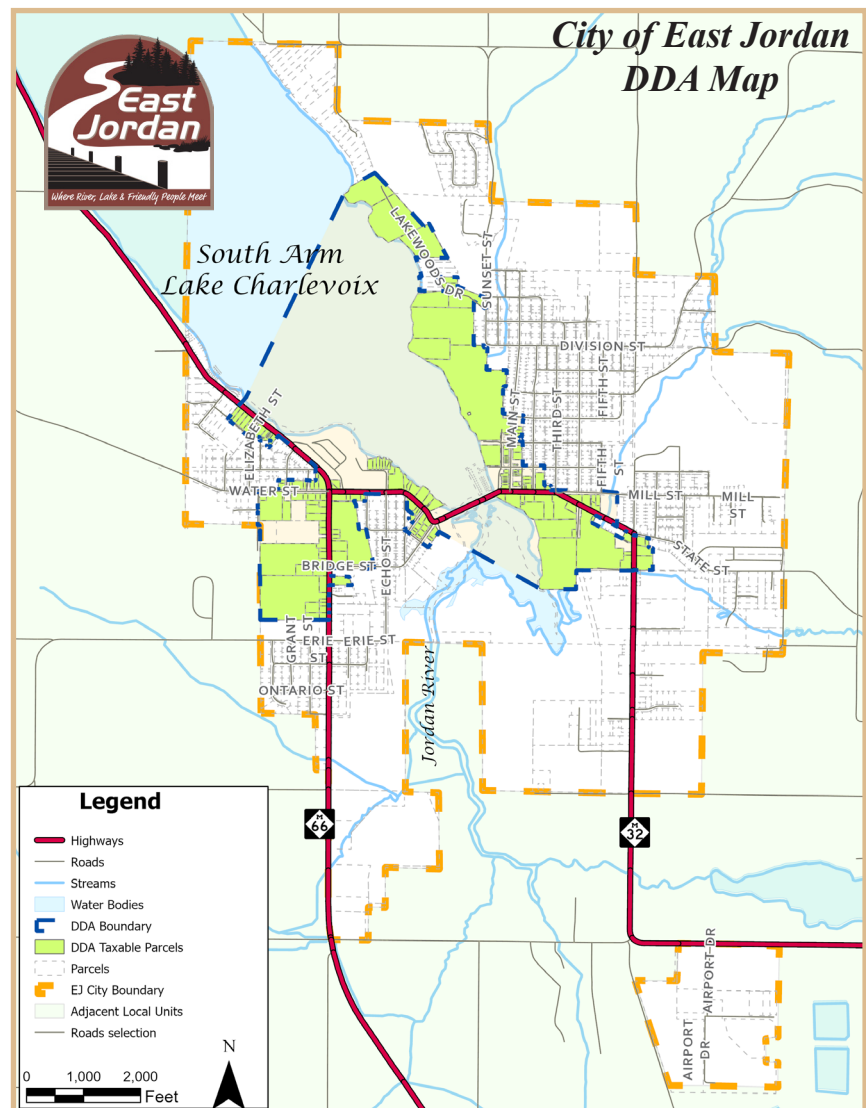
#### City of East Jordan

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 Cities 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, street-scape improvements and upgrades to infrastructure. The City's willingness to meet State 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 will be 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. (See



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 the DDA continues 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
- Street-scape 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 which also serves and represents the “Breezeway” communities of Ellsworth and Atwood. 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. 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.

Early in the 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 through a grant awarded by the State of Michigan. This collaborative task-force continues to work to promote the City and adjacent communities along the breezeway.

**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

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, which includes 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.



## 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 communities or business' needs.

### Northern Lakes Economic Alliance

Northern Lakes Economic Alliance (NLEA) is a 501(c)(3) regional economic development organization serving businesses and communities across 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.

As the region's economic development organization, 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



*Image Credit:  
Pro Image Design*



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 crowning jewel of the community, the Joining Jordan project. The Joining Jordan project connected the east and west sides of the city 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 of East Jordan, East Jordan 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 our 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 On-Going 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



**Networks  
Northwest**  
Talent / Business / Community

*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)**

MEDC is a State affiliate 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 the available programs are described on the following pages.”



**MICHIGAN ECONOMIC**  
DEVELOPMENT CORPORATION

### **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, support for 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 \$10M. Additionally, the program may consider support for up to three single 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 and familiarizing them with the development process in order to position them to potentially undertake more complex projects in the future.

Competitive projects will be located in or within 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.

#### **Grants may be used for the following eligible expenses:**

- Technical Assistance: This can include 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: This can be 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. 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.

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 Authority (MSHDA)

MSHDA provides support for low-to medium income renters as well as 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 connecting people to professionals who can 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.

MSHDA'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.

#### **A Couple of 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 include:**

- \* 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**

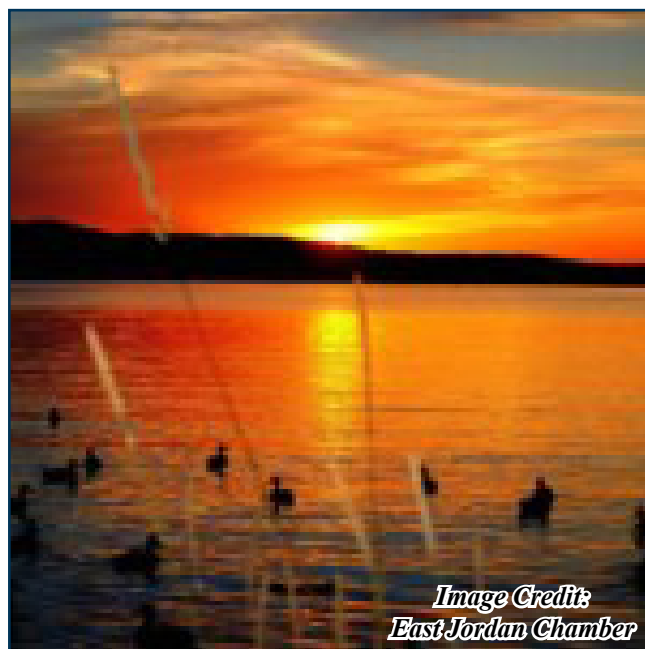
- \* The work may be performed by existing and/or contracted employees and/or third-party consultants. Up to 10 percent of the total grant requested may be used for administrative expenses.

#### **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 in the future.

MICHIGAN  
OFFICE OF  
**RURAL  
PROSPERITY**



*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 in excess of 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

**A review of existing plans, policies and regulatory measures coupled with examination of infrastructure, assets, availability of development area and strides to support economic development activities follow.**

- **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 downtowns commercial area.**

This task is ongoing, no specific plans have been organized. This should link to recommendation for DDA Façade Program, blight enforcement, and catalogue of buildings and respective bulk space and 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 way-finding 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 to 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 are will support the downtown and commercial corridors, current and future business owners.

**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 the 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 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 lake front 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 connecting 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, Sportsman’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 has embraced a clean-up day and improved interaction with natural areas and resources. 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 next to the recycling bins 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 the 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.

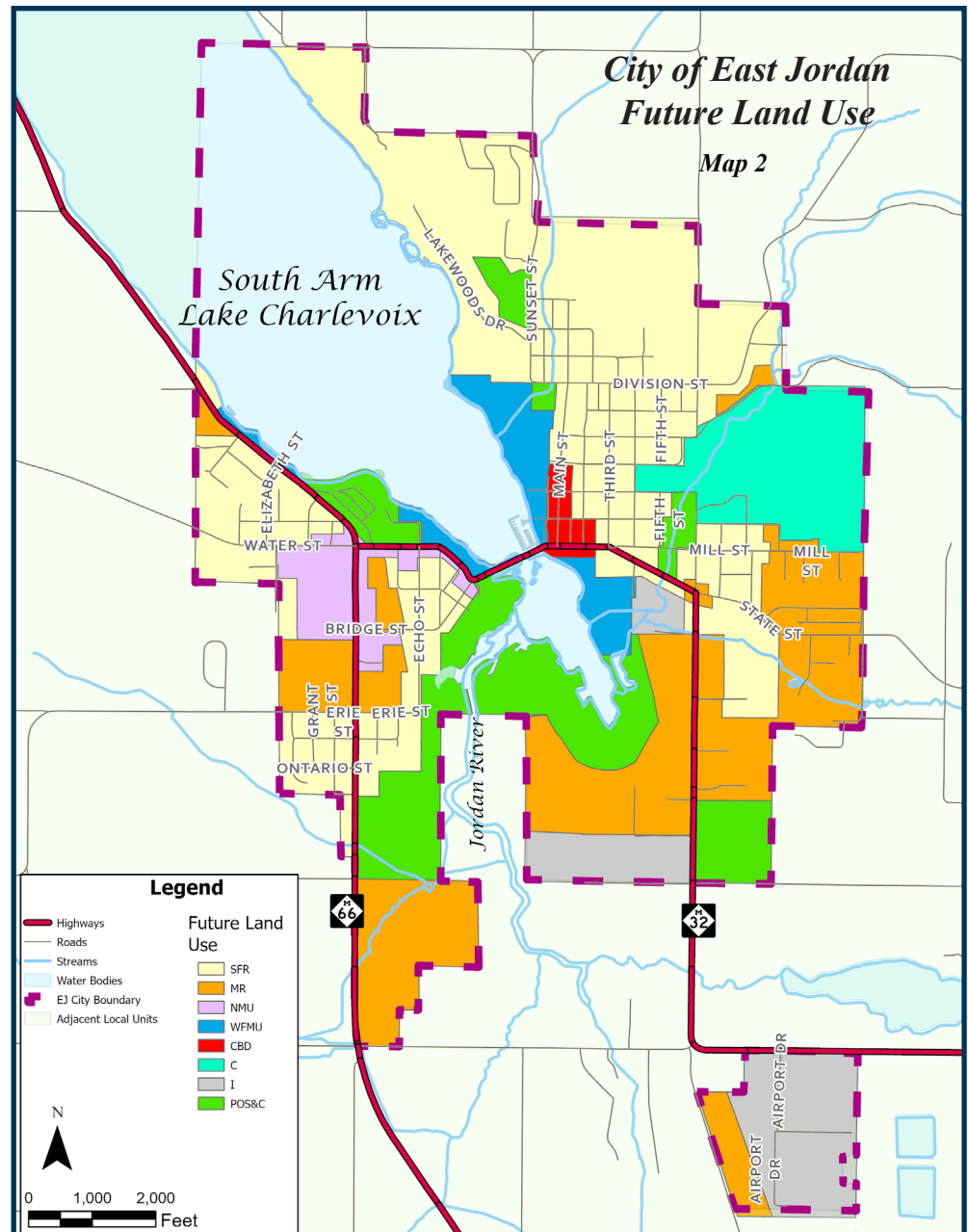
An “ongoing” goal of the City’s 2024 Parks and Recreation Master Plan is to “work with the East Jordan Public Schools to educate students (including field trips) on the area’s natural resources and recreational opportunities.”



# 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.

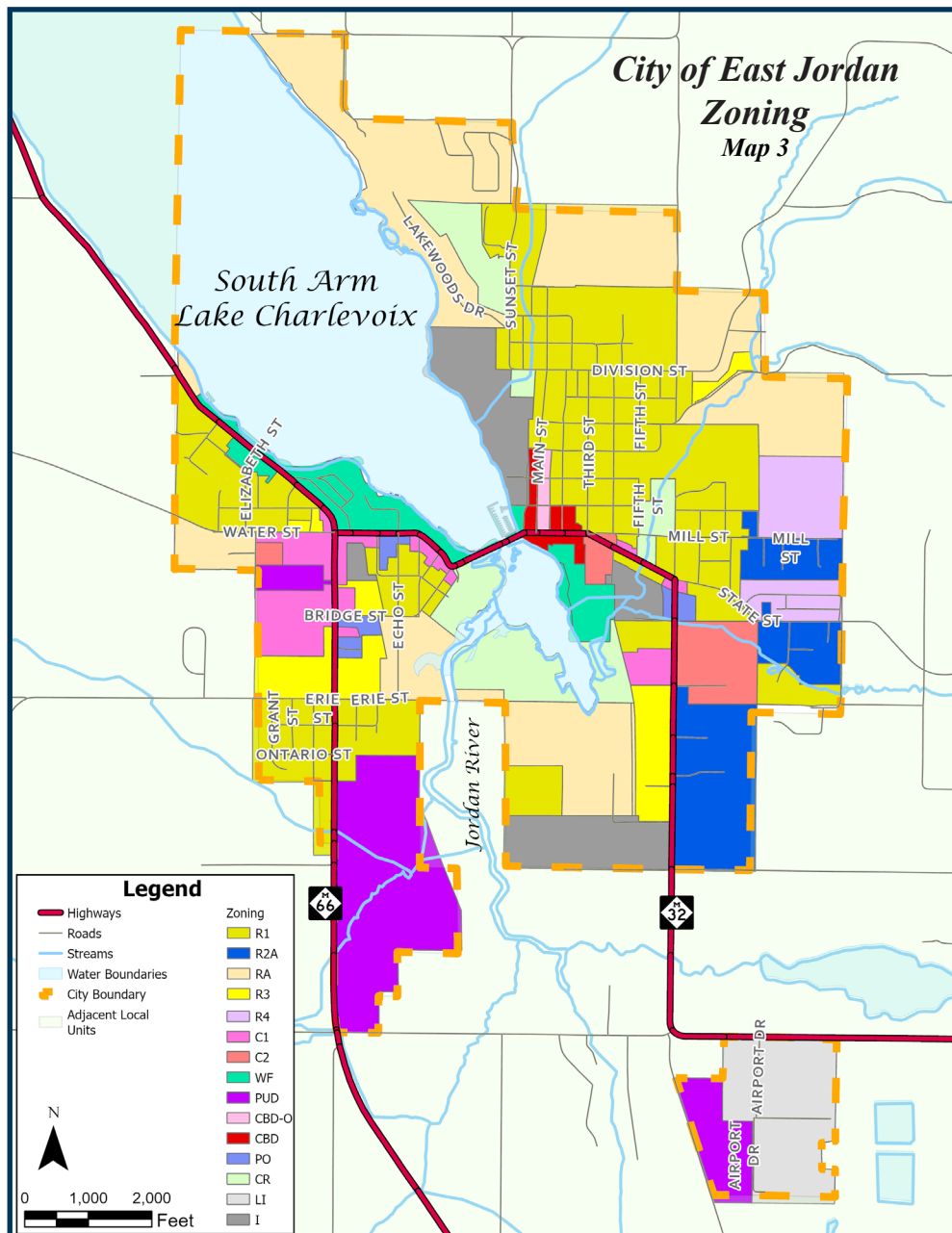
- **Place Based Design:** which mixes sound architectural design, pedestrian friendly amenities such as lighting, benches, sidewalks, open space with landscapes and view-sheds, use of art and historic installations in public areas.
- **Complete Streets:** consideration for combining pedestrian and non-motorized 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 stormwater standards.
- **Childcare:** consideration of policy in support of childcare facilities.
- **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
- **Increase Residential Density:** to meet challenges of housing shortage, this can be met by allowing duplexes by right and provisions for additional multi-family.
- **Existing Design:** New infill development should fit existing design and height of structures.
- **Reuse of Historic Buildings:** include architectural details such as awnings, glass windows, recessed entry-ways 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.



# Zoning Analysis

Review of the East Jordan Zoning ordinance found that structure and processes outlined within the ordinance are well developed and allow for straightforward administration. Having said this, 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.

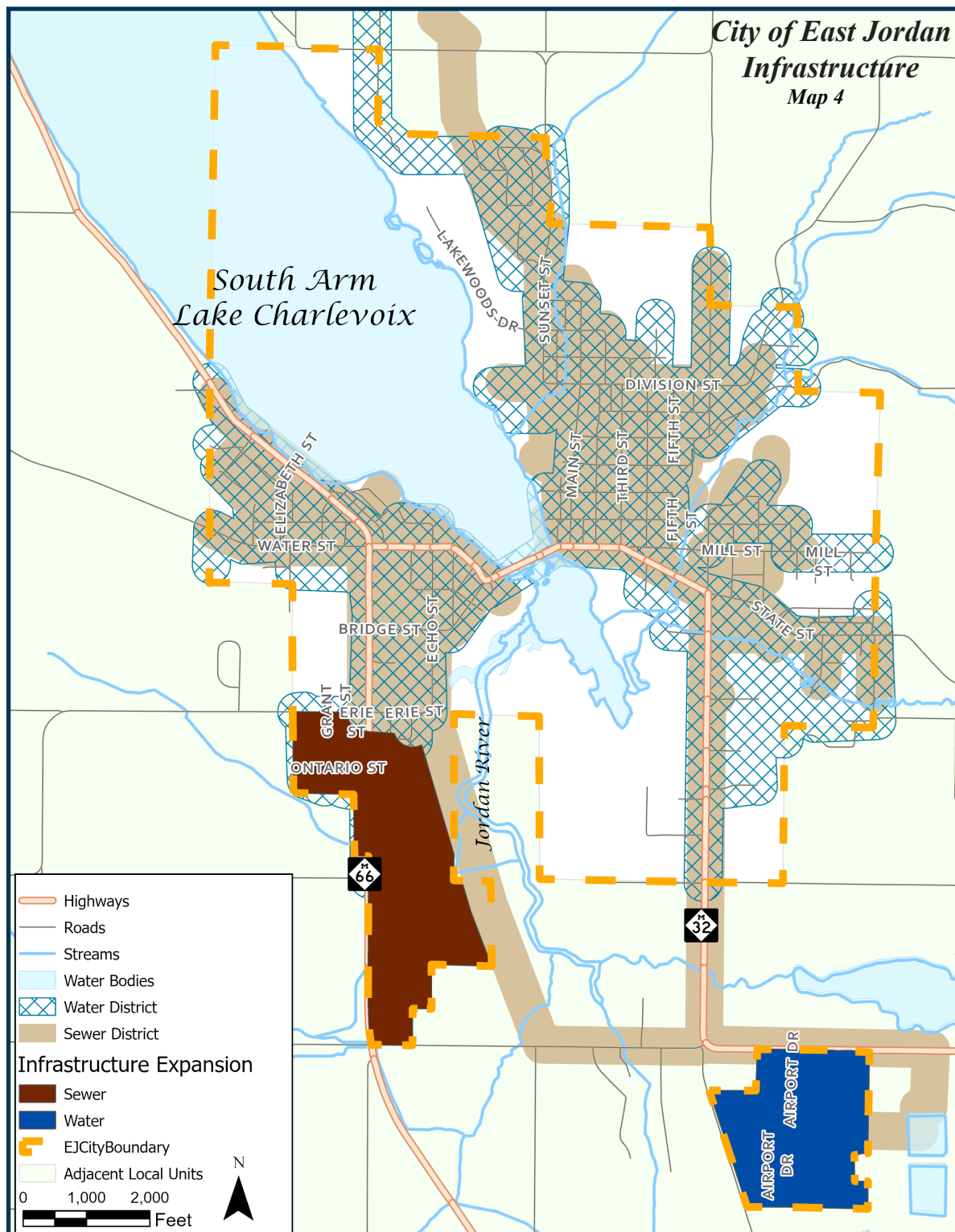
- **Childcare:** The childcare provision in the zoning ordinance is legislatively not in compliance with amendments to the Child Care Organizations Act (1973 PA 116), specifically the amendments that took place on 2/22/2022. Specific language for updating can be found in Appendix B.
- **Zoning Districts:** 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 requiring 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 is defined to include 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 features 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 public facilities improvements in park and the like are included in narratives and direction within the City Master Plan and the City 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, (reference to map of water infrastructure) 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 the desire for 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 one location on the west side of town which has approximately 100 structures which are 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 desires and 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 by foot or through non-motorized 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 and promotes a sense of place that will continue to support and draw upon public use, fostering interaction between public and commercial and institutional spaces.

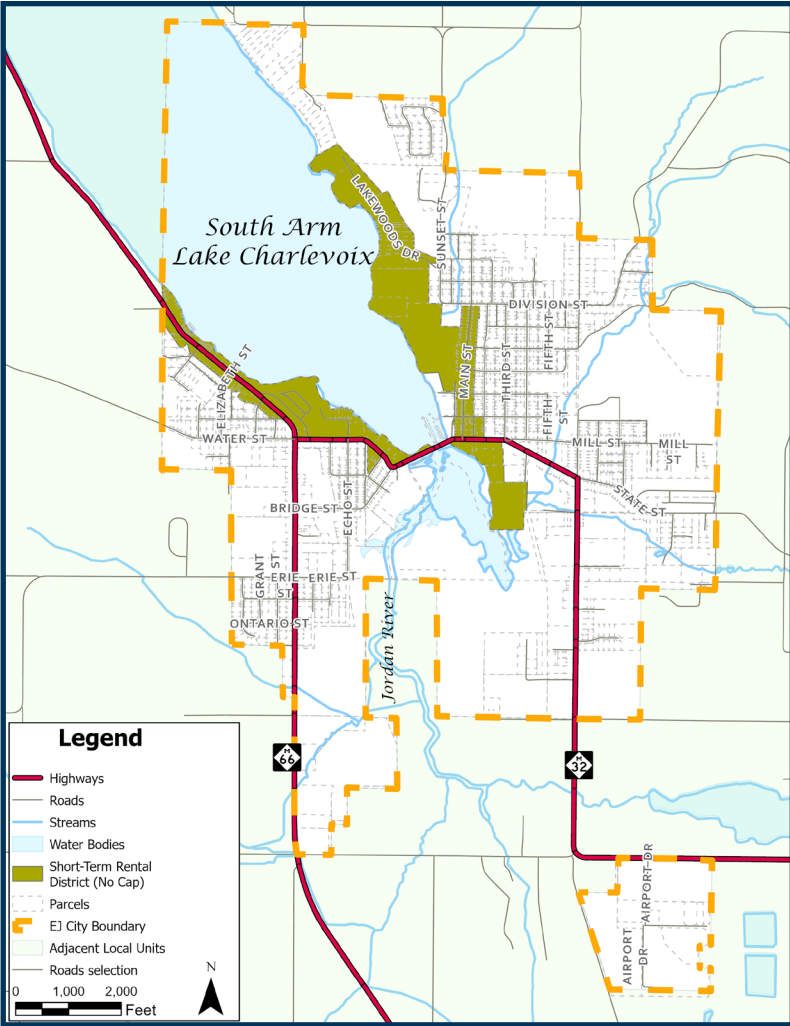


# Established Policies in Support of Commerce & Business

## Short Term Rental District

The East Jordan City Commission in support and 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, and protects adjacent residential neighborhoods from the potential negative impacts on those established areas.

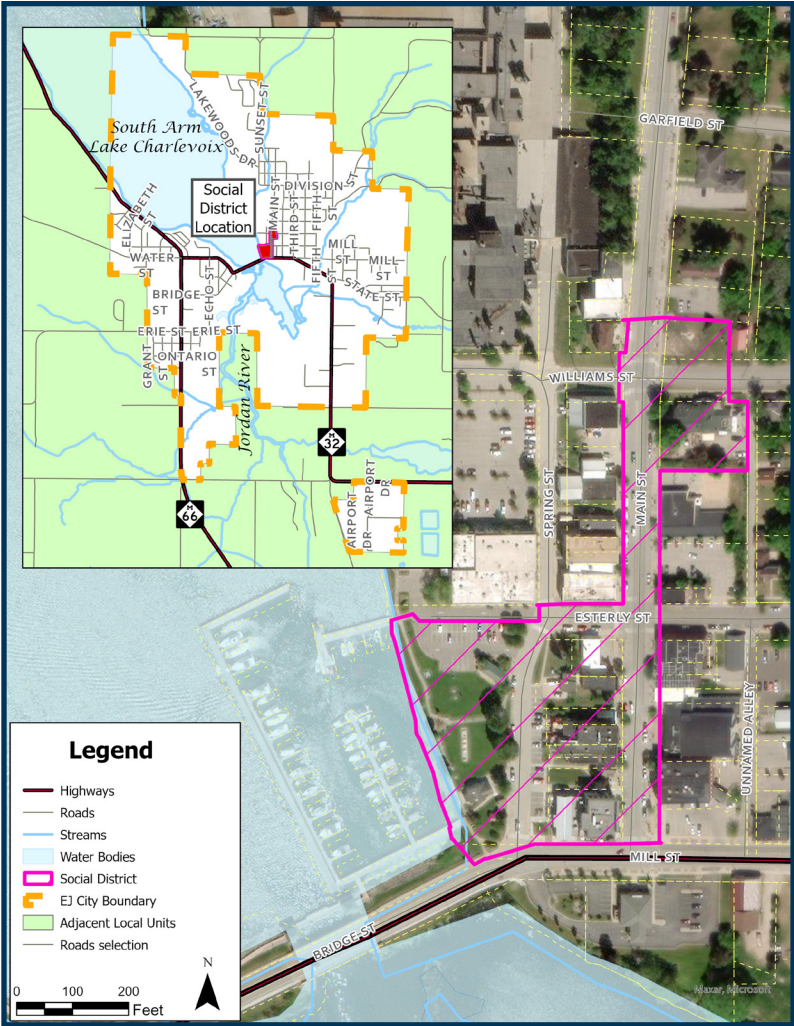
*City of East Jordan  
Short-Term Rental (No Cap Zone)  
Map 5*



## 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 Maps which define the social district as displayed below. 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. (See Map 6) Establishment of the boundary contains restaurant and bars and adjacent City Park and areas of open space along the waterfront. The district supports local businesses connections to areas of the City which support festivals and gatherings of the public, linking and expanding the ability for increased commerce within the district.

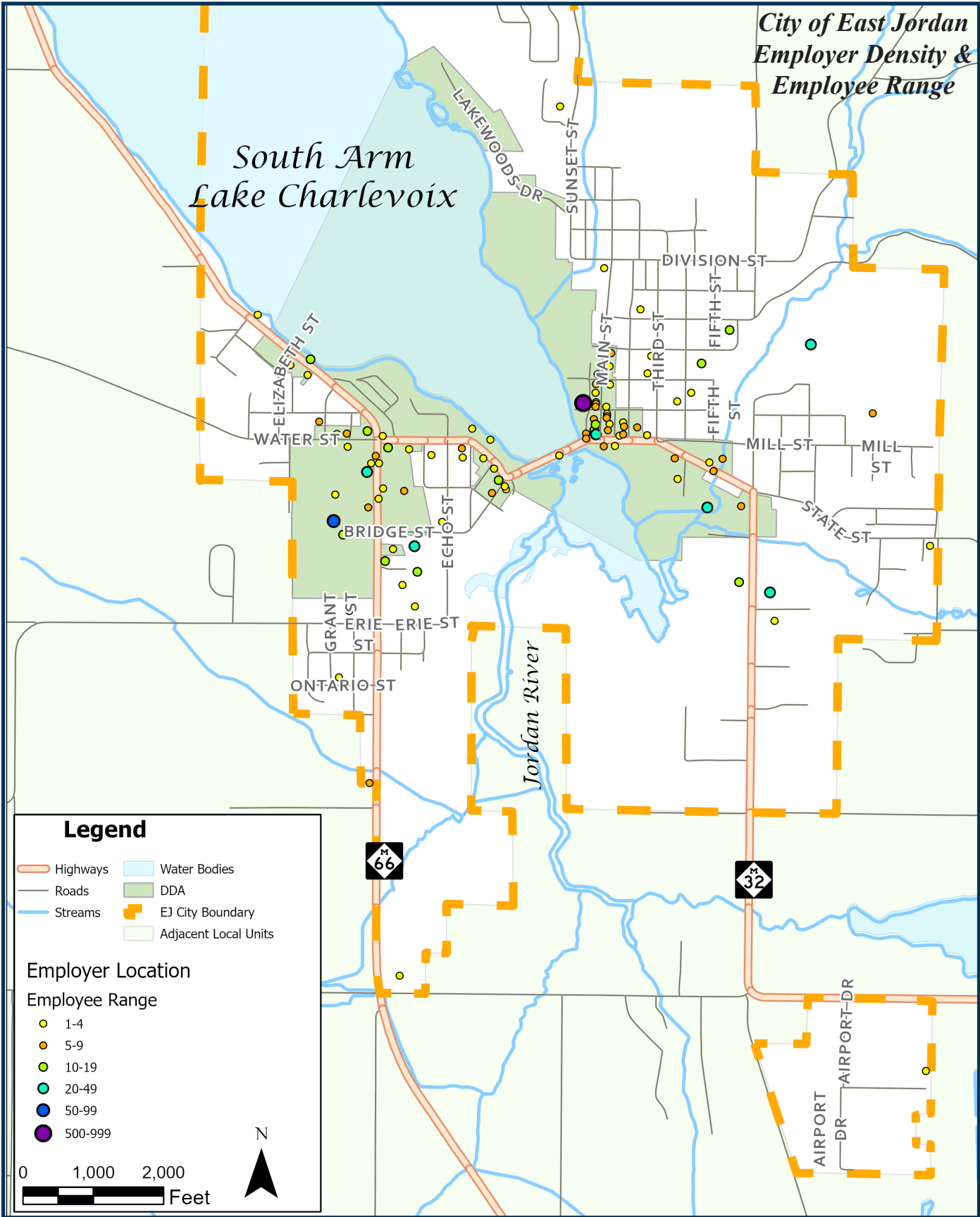
*City of East Jordan  
Social District Boundary  
Map 6*



# 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 with outliers found in areas of residential neighborhoods constituting home occupations and in locations of civic and institutional buildings such as government offices and schools.

Map 7





## 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 & 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 the 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 (0)	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) Exempt	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	





City of East Jordan  
Parcel Classification  
Map 8


South Arm  
Lake Charlevoix


Jordan River


**Legend**


 Highways


 Roads


 Streams


 Water Bodies


 Parcels


 EJ City Boundary


 Adjacent Local Units


 Exempt Parcels


 Vacant Non-Exempt

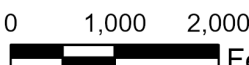
 Res Improved (401) Taxable

 Res Common Area (403) Taxable


 Res Improved (407) Taxable

 Com Improved (201) Taxable

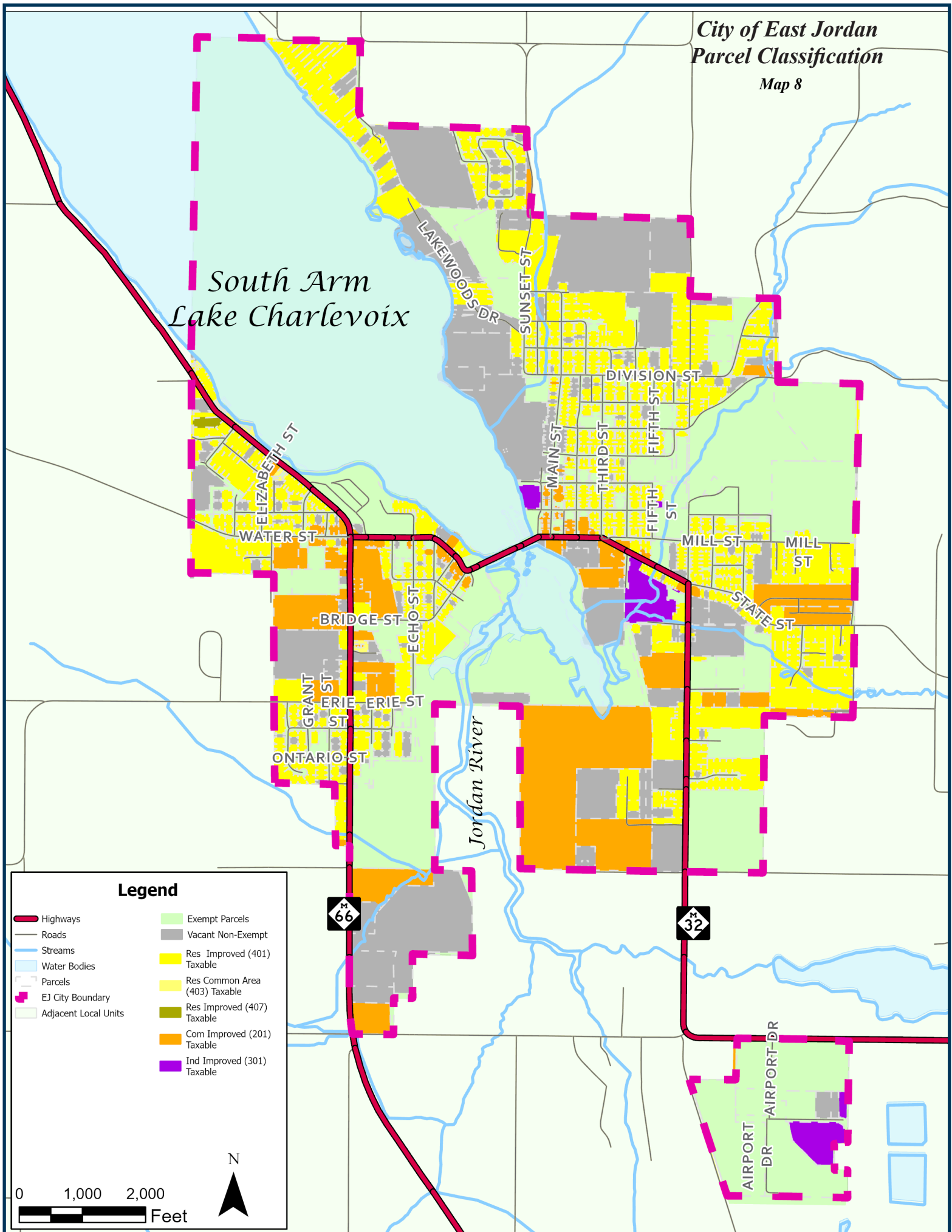
 Ind Improved (301) Taxable



0 1,000 2,000 Feet



N





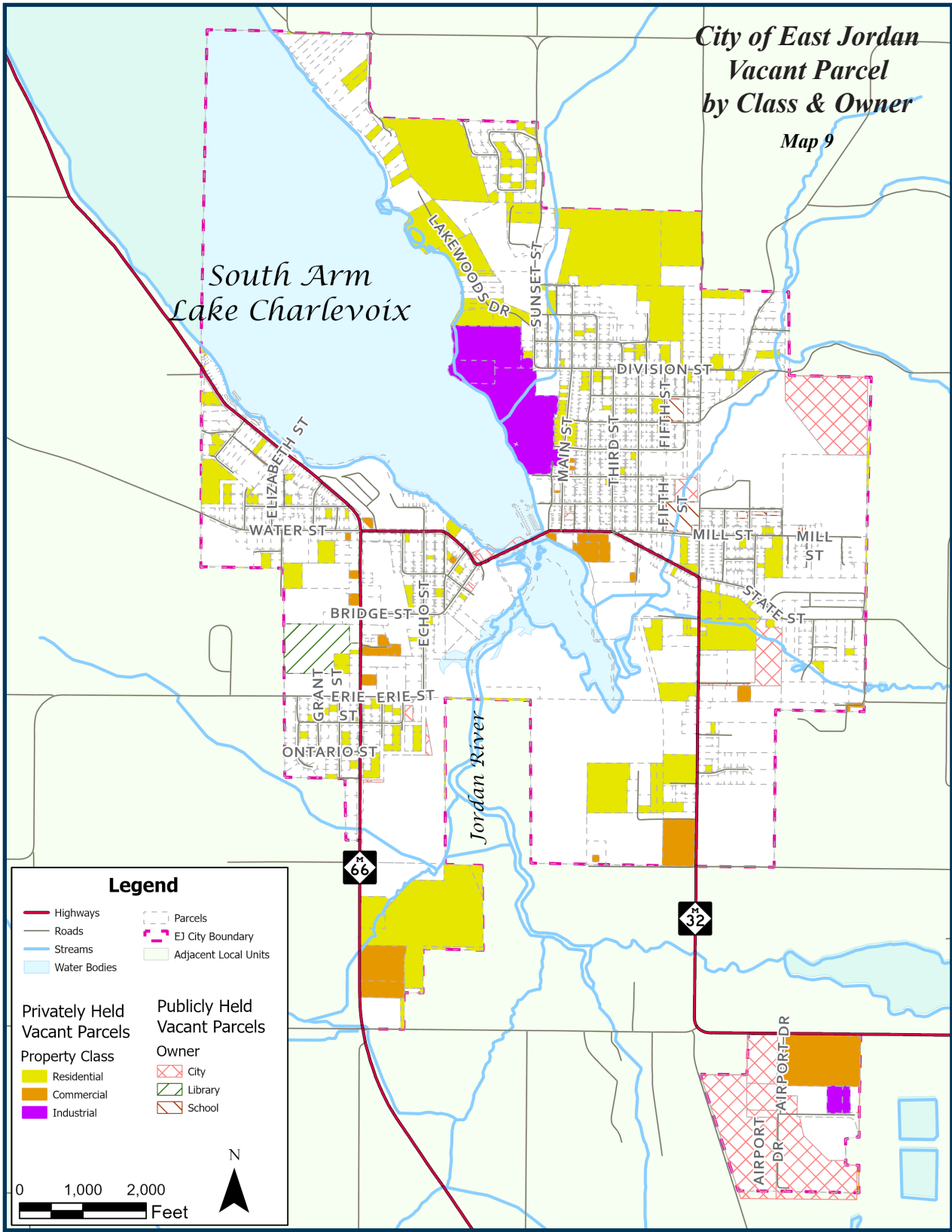
# Parcel Vacancy Analysis

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 with additional information concerning the parcel acreage per zoning district contained in Appendix D.

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

Table 7



## 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 which include, but are 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 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, 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 above listed sites 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 information shared with MEDC should be revisited and 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 on a local and state level. State funding support requires Michigan Strategic Fund (MSF) approval for non-environmental activities and EGLE approval for environmental activities.

**Selected Marketed Development Sites**

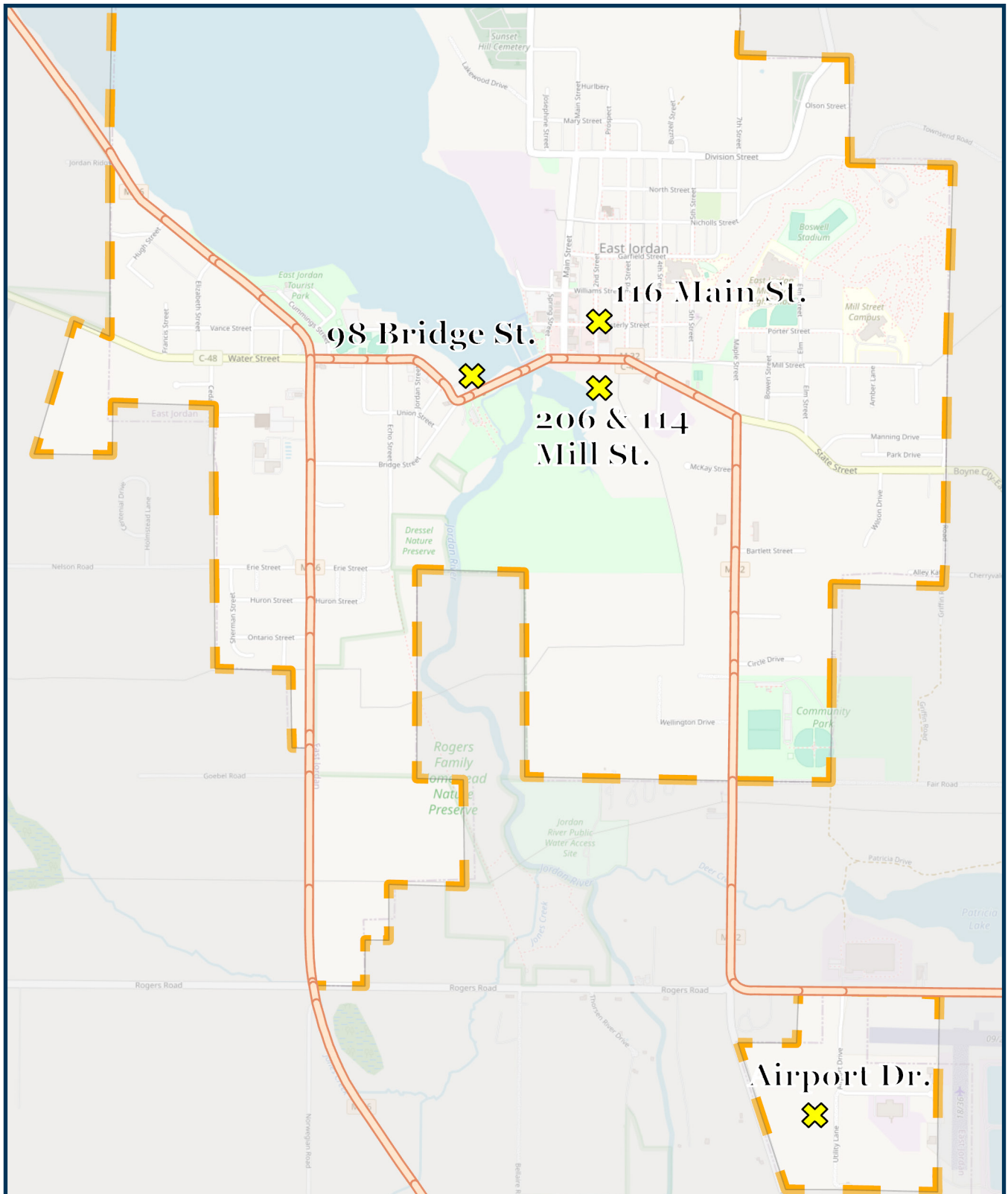
*Table 8*

Parcel #	Address	Est. Acreage	Owner	Existing Use	Desired Use
053-625-001-50 053-625-001-00	201 Main St. & 102 Water St.	2.2	City of East Jordan	Vacant; former city boat launch site	Mixed Use (retail, dining, housing)
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
053-023-093-50 053-023-090-30	206 Mill St. & 114 Mill St.	2.2; 0.5	Belly Flop LLC	Vacant	Commercial and/or Residential Use



# 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. Much of the Plan relies on residents and business owners taking ownership and responsibility of the places they want to see grow and improve in the City, such as business and employment opportunities, housing, childcare and lodging options, and recreational features. New developments require 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 visitors. Both public input sessions were publicized via postings on the City of East Jordan's website and Facebook page. (See Figure 1 & 2)

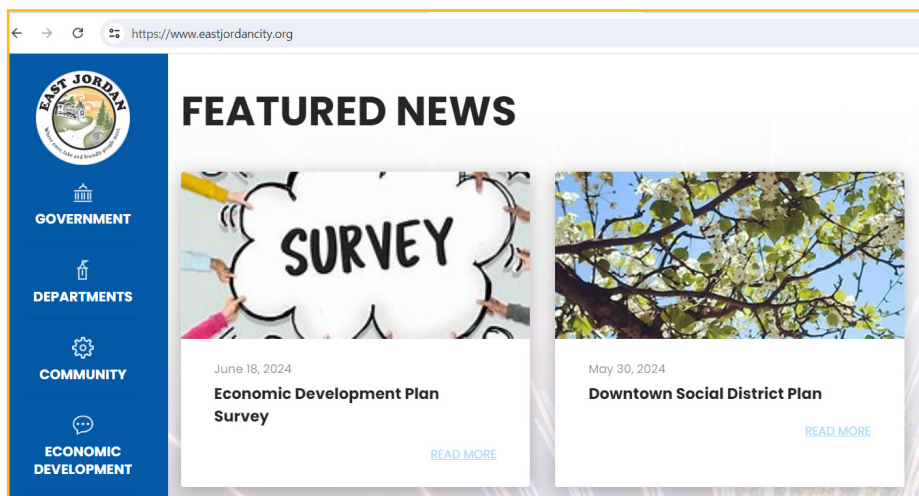


Figure 1

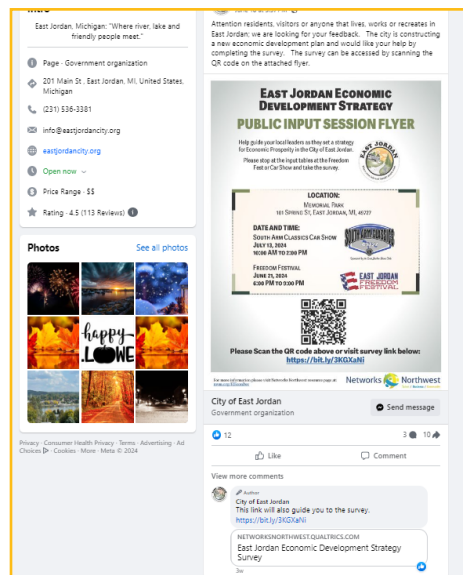


Figure 2

# Engagement Session Findings

Attendees who visited the booths at either of the festivals provided the following guidance as it pertains to direction for 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 live outside the City, are seasonal or were visitors.
- Housing Supply should be increased through density and multi-family structures.
- Restaurants, lodging and childcare 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 excellent reputation.
- Existing Senior care facilities thought to meet needs, but additional may be necessary as population ages.
- Healthcare services should be expanded and enhanced in preparation of aging population.

## Community Survey Detailed Findings

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

For those respondents who are part-time residents of the City (11 persons), 9 of them have lived there for more than 5 years and 2 have lived there less than five years.

For those respondents who have lived in the City less than five years, when asked what brought them there to live, reasons include: 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 indicate their reasons as "nothing" or "nowhere else to go".

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

Only 38% of the respondents (44 persons) indicate they work 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.

For those the 26 respondents that indicate they live within the City, but work outside of it, their commute from home to work, half of them commute more than 15 miles, and a third commute 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 or weaknesses/threats. Survey participants were then asked to rank the level of impact of various categories of improvements to the City. A "top ten" of ranked improvements that were perceived to have the highest level impact were developed from the responses.

## *“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. Childcare Services
9. Public Schools
10. Streetscape improvements (i.e., benches, lighting, wayfinding, trees, flowers, crosswalks)

Survey respondents were 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. Suggestions include multi-family units such as condos or apartments; affordable homes; more single-family homes; “starter” homes, “tiny” homes, retirement communities; maintaining mixed uses in buildings with lofts/apartments so they remain affordable and attract and retain year-round workers; providing incentives for private investment and childcare services; expanding water/sewer lines to areas of the city 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 “facelift”. The appearance of blight is a concern. Directing local property owners/small businesses to grants/loans for façade improvements could help.

### **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 for overnight visitors.

### **Natural Resources and Environment (22 comments)**

Continue the progress the City has already made with providing quality recreation features and clean natural areas. Additional trails development and downtown landscaping are desired. Promote and protect the natural features of the City as a 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 Ironworks. 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 childcare options would assist with attracting and retaining new jobs and residents.

### **Childcare Services (20 comments)**

Childcare 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 childcare services exceeds what existing local childcare centers can provide. Ideas for improving access to childcare include providing incentives for prospective childcare businesses to locate in the community, such as making the licensing process easier and working with local churches and schools to provide childcare services.

### **Parks and Recreation Facilities (including non-motorized infrastructure) (19 Comments)**

The City has many quality parks and recreation facilities, which need to continue to be maintained, improved and promoted. Quality parks and rec areas are critical to retain and draw visitors and residents



to the City. Ideas for additional recreation options/improvements 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 be reconstructed completely) to provide mixed uses such as retail, food/beverage, housing and lodging options. Concern was expressed on that office use on the first floor of the buildings results in less foot traffic along the street, conveying 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 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 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 paver’s 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 (i.e. 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 lake front 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. Opportunities for more retirement communities/ independent living developments and senior day care services were also mentioned regarding

the needs of the growing aging population.

### **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 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 of each site in the City provided 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.



*Image Credit:  
East Jordan Historical Society*

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# 7. Implementation

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

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

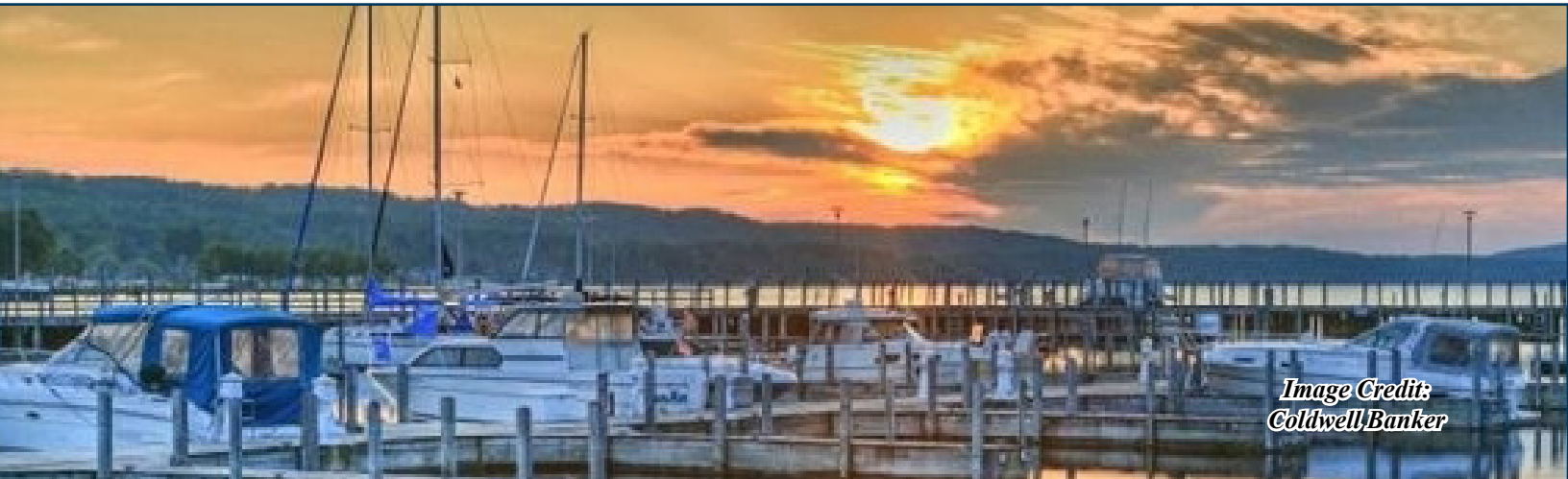
## Role-Players and Responsibilities

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 worse 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 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 of 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. (i.e. 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 perform amendments as outlined by the Zoning Enabling Act
    - » Step 4: Perform formal adoption and approval processes

## Monitoring Performance

Monitoring success of implementing strategies ensures that a community remains on task with what is to be accomplished. The City has been very successful at meeting implementation of existing strategies as is conveyed at 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 each part has been met. 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. (i.e. 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 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.