

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

**Goal 1**

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

**Objective: 1.1**

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

**Policies**

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

functions conducted under the City's development regulatory ordinances.

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

**Objective: 1.2**

**MINIMIZE THREATS TO THE CITY'S BEAUTY**

**Policies:**

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

**Objective: 1.3**

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

**Policies:**

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

**Objective: 1.4**

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

**Policies:**

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

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

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

## **Objective: 1.5**

### **PRESERVE CITY NEIGHBORHOODS AND STREETSCAPES.**

#### **Policies:**

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

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

**Objective: 1.6**

**AVOID OVER DEVELOPMENT OF CITY OWNED PROPERTIES.**

**Policies:**

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

**Objective: 1.7**

**AVOID OVER DEVELOPMENT OF THE CITY.**

**Policies:**

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

**Objective: 1.8**

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

**Policies:**

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

**Objective: 1.9**

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

**Policies:**

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

## GOAL 2

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

#### **Objective: 2.1**

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

#### **Policies:**

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

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

## **Objective: 2.2**

**PROVIDE THOSE CITY SERVICES WHICH MAKE THE COMMUNITY UNIQUE.**

### **Policies:**

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

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

### **Objective: 2.3**

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

#### **Policies:**

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

### **Objective: 2.4**

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

#### **Policies:**

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

## **Objective: 2.5**

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

#### **Policies:**

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

## **Objective 2.6**

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

#### **Policies:**

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

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

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

### **GOAL 3**

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

##### **Objective: 3.1**

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

##### **Policies:**

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

##### **Objective: 3.2**

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

##### **Policies:**

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

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

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

### Objective 3.3

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

##### **Policies:**

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

**Objective: 3.4**

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

**Policies:**

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

## **GOAL 4**

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

#### **Objective: 4.1**

##### **RECOGNIZE DIVERSITIES IMPORTANCE TO THE FUTURE OF THE COMMUNITY.**

##### **Policies:**

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

#### **Objective: 4.2**

##### **FOSTER DIVERSITY THROUGH THE CITY'S COMPREHENSIVE PLAN**

##### **Policies:**

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

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

### **Objective: 4.3**

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

#### **Policies:**

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

**Objective: 4.4**

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

**Policies:**

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

**Objective: 4.5**

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

**Policies:**

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

## **GOAL 5**

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

#### **Objective: 5.1**

**PRESERVE THE FULL RANGE OF SERVICES PROVIDED BY CHARLEVOIX .**

#### **Policies:**

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

#### **Objective: 5.2**

**RETAIN ALL THE ATTRIBUTES INCLUDED IN THE VISION STATEMENT.**

#### **Policies:**

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

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

**Objective: 5.3**

**ENHANCE COMMUNITY BUSINESSES BY EXPANDING COMMUNITY SERVICES**

**Policies:**

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

**Objective: 5.4**

**PURSUE DEVELOPMENTS WHICH WILL DRAW NEW BUSINESSES.**

**Policies:**

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

**Objective: 5.5**

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

**Policies:**

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

**Objective: 5.6**

**FOSTER TOURIST ACTIVITY WITHOUT DESTROYING THE CHARACTER OF THE COMMUNITY.**

**Policies:**

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

**Objective: 5.7**

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

**Policies:**

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

### **Objective: 5.8**

#### **EXPANSION OF BUSINESS IN THE SHOULDER SEASONS**

##### **Policies:**

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

## GOAL 6

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

### **Objective: 6.1**

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

#### **Policies:**

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

**Objective: 6.2**

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

**Policies:**

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

**Objective: 6.3**

**PROVIDE ENLIGHTENED LEADERSHIP REGARDING INTERGOVERNMENTAL ISSUES.**

**Policies:**

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