

3. COMMUNITY VISION AND GOALS

3.1 PUBLIC INVOLVEMENT.

Charlevoix's master plan was prepared in a way that maximized public participation. Dating back to 2004, the Planning Commission and staff held numerous public meetings, visioning sessions, and administered two community surveys to seek input. The results of these discussions were then reflected in plan goals. Specific outreach activities included, but were not limited to the following:

- 2004: Charlevoix participates in a Regional Multi-Jurisdiction Smart Growth Planning Initiative, addressing issues about transportation, housing, economic development, environmental protection, and the delivery of public services. (See Appendix E)
- 2005-06: City Planner works with the Planning Commission to undertake a community survey, holds a community meeting to gather input, and drafts the 2006 Plan Revision- Goals, Objectives and Policies. (See Appendix D)
- 2008: To help better define goals, objectives, and policies, the Planning Commission holds multiple meetings and training sessions on Master Plan topics.
- 2009: Four high school government classes discuss the Master Plan with the City Planner and respond to a survey. (See Appendix B)



Most recently, in February of 2009, about 800 community surveys were distributed to property owners, residents, business owners, and civic organizations to seek additional input. To ensure renters, year-round and seasonal residents were included, the sample was based on property tax and voter registration records. The 85 question survey covered many topics including housing,

economic development, city services, parks and recreation, future development, airport operations, and historic preservation. Again, the survey results were evaluated and helped better define the community vision, goals, objectives and action items. The survey and results can be found in Appendix A.

CITY OF CHARLEVOIX COMMUNITY SURVEY
In accordance with Michigan law (Michigan Planning Enabling Act, M.C.L. 125.38(a)), the City of Charlevoix Planning Commission must prepare a master plan for the City of Charlevoix. A master plan is a land use and infrastructure plan that sets local goals, objectives, and policies for community growth and/or redevelopment. The Master Plan is essentially a visionary document outlining what the community will look like in the future and how these goals will be accomplished. The Master Plan will cover topics such as future housing needs, economic development, transportation, infrastructure, parks and recreation, etc. Master-planned communities result in higher property values, safer streets and intersections, higher quality of city services, and a more attractive climate for tourism, and new or existing businesses.

As an essential first step in the update of the City of Charlevoix Master Plan, the Planning Department is asking City of Charlevoix residents, businesses, and property owners to complete this survey. The time you spend to answer these questions is critical toward helping shape the new Charlevoix Master Plan, and, in turn, the future of the City of Charlevoix. Please understand the results of this survey will not necessarily result in policy changes, new policy, or deconstructing existing policies. The intent is to gather valuable citizen input to make the City a better place to live, work and/or visit. Your input is important and appreciated. There are no "right" or "wrong" answers to the survey. The survey was designed to take less than 15 minutes. If you do not have exactly information to answer a question, skip it or check the "no opinion" box. If you have questions or concerns not covered in this survey, you are encouraged to include them in the space provided at the end of this survey. You may also voice them to the Charlevoix City Planner, Mike Spencer (see contact information below).

You must be a REGISTERED VOTER or PROPERTY OWNER or BUSINESS OWNER in the City to complete this survey. You must indicate the cover page and the survey. Once staff confirm that you are a registered voter or property owner the survey will be returned to you. We have to ensure that the information gathered is valid and not affected by special interests or individuals outside the Community. This will also ensure that we gather information from a broad sample of individuals throughout the City.

How do I get a copy of the survey and what do I do once completed? Roughly 8000 surveys are being mailed out to a random sample of city property owners and registered voters. If you do not receive one in the mail, but would like to complete the survey, it can be downloaded from the City Website at www.charlevoixmi.gov. They can also be e-mailed, faxed, or mailed upon request. Once completed, the surveys can be mailed to the City Planning Office. Prepaid postage envelopes can be provided upon request. Completed surveys may also be returned by fax or e-mail to the City Planner.

SURVEY DUE DATE April 24, 2009	Mike Spencer, City Planner 210 State Street, Charlevoix, MI 49720 mspencer@cityofcharlevoix.org Phone: 231-547-2806, Fax: 231-547-2817
--	--

Name: _____
City of Charlevoix Address: _____

3.2 "SMART GROWTH" AND THE CITY OF CHARLEVOIX.

Charlevoix is committed to the principles of Smart Growth, which is an initiative that began to evolve in the early 1990s. Its overall goal is to provide a framework for communities to grow in ways that support economic development and jobs, create strong neighborhoods with a wide range of housing, commercial, and transportation options, and achieve healthy communities that provide residents with a clean environment. The following principles are the foundation for achieving Smart Growth. More information can be found in Appendix G.

1. Provide a mix of land uses.
2. Take advantage of compact building design.
3. Create a range of housing opportunities and choices.
4. Create walkable neighborhoods.
5. Foster distinctive, attractive communities with a strong sense of place.
6. Preserve open space, farmland, natural beauty, and critical environmental areas.
7. Strengthen and direct development to existing communities.

3. COMMUNITY VISION AND GOALS

- 8. Provide a variety of transportation choices.
- 9. Make development decisions predictable, fair, and cost effective.
- 10. Encourage community and stakeholder collaboration in development decisions.

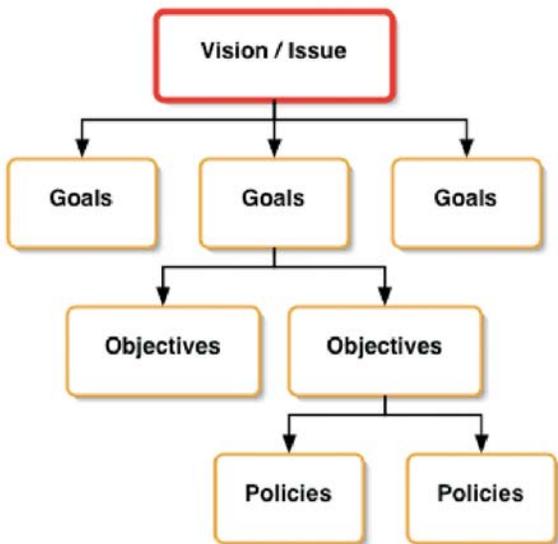
Both the Michigan Association of Planning and the Charlevoix County Future Land Use Plan identify the need and importance of Smart Growth and encourage municipalities to integrate these principles into master plans, land use regulations, and policies. Consequently, based on public input and guided by the County Future Land Use Plan, a number of Smart Growth principles have been integrated into this Master Plan.

3.3 HOW THIS CHAPTER IS ORGANIZED.

The chapter begins with a short vision statement that describes community values and a future direction for Charlevoix. Following that are six broad goals, which help define how the community will achieve its vision.

Each goal is further supported by more focused and specific objectives. Finally, for each objective, bulleted policies, or action items are identified that are to be completed over time to implement plan recommendations. Chapter 5 also contains an implementation matrix that outlines who is responsible for a particular action item, when it should be done, and which funding sources are available for its completion.

The following diagram shows how goals, objectives, and action items are organized:



3.4 THE VISION STATEMENT.

While the Master Plan is an expression of Charlevoix’s commitment to its future, the following vision statement is its underpinning:

“Charlevoix will strive to be the focal point for the region and build on its distinctive character, downtown, and diverse neighborhoods; while respecting its unique setting and environment and creating a foundation for future economic prosperity and personal success.”

3.5 COMMUNITY GOALS, OBJECTIVES, AND ACTION ITEMS.



GOAL: Protect and enhance Charlevoix’s small town character, unique downtown, cultural and historic resources, and scenic beauty.

1.1 PRESERVE AND ENHANCE CHARLEVOIX’S UNIQUE SMALL TOWN CHARACTER.

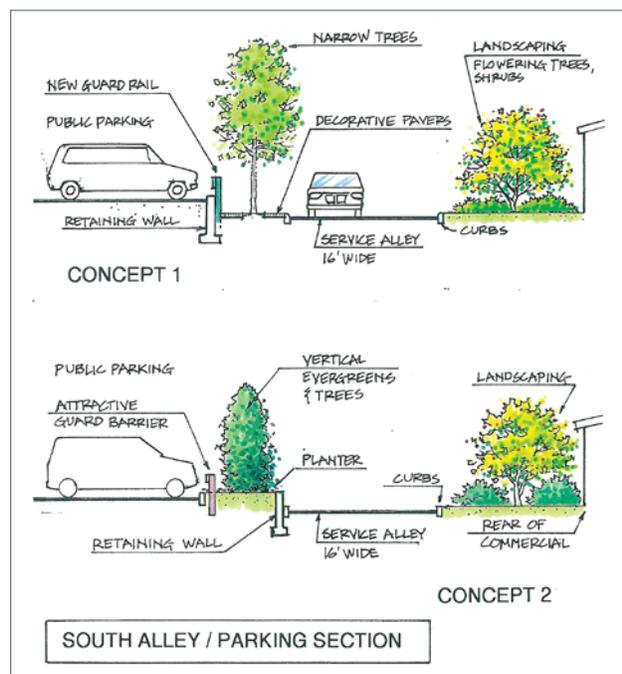
- Inventory and analyze the features contributing to Charlevoix’s character; identify how development regulations can best protect and/or enhance them.
- Educate and involve the public in exploring form-based zoning codes that support streetscape and commercial and neighborhood design based on community context and character.
- Revise zoning regulations to limit strip commercial and encourage smaller scale development on commercial corridors with established maximum building sizes.
- Work with area townships, including Charlevoix, Marion, and Hayes on a regional plan to define

appropriate locations for large scale commercial, or big box stores.

- Amend the zoning ordinance to regulate certain land uses, including sexually-oriented businesses and those related to medical marijuana.
- Amend the nuisance ordinance to better address clean-up of blighted or poorly maintained properties.
- Research the feasibility of establishing a rental inspection program, and/or property maintenance ordinance.

1.2 ENHANCE SCENIC BEAUTY.

- Coordinate efforts with City staff, MDOT, Charlevoix County and surrounding townships, and seek public input to secure grant funding for Corridor Improvement Districts on US 31 and M66.
- Establish consistent landscaping design standards for commercial development, parking lots, and public lands.
- Support Keep Charlevoix Beautiful (KCB) and its petunia planting program, based on future budget considerations.
- Continue to support the Shade Tree Commission and expand the Tree Planting Program, based on budget considerations. Seek alternative forms of funding, such as donations and grants.



1.3 PRESERVE AND ENHANCE THE DOWNTOWN.

- Involve and educate the general public, building and business owners, and the DDA about form-based zoning codes as a means of providing a consistent building character and an appropriate mix of downtown uses.
- Amend the zoning ordinance to allow flexible parking requirements and higher densities.

1.4 PROTECT HISTORIC AND CULTURAL RESOURCES.

- Continue to support the efforts of the Historic District Commission and the Charlevoix Historical Society.
- Continue educating property owners about historic districts and seek to establish districts where there is strong support.
- Support efforts by the Historical Society to design and locate a privately funded kiosk that provides historical information about Charlevoix and promotes the Harsh House Museum.
- Support improvements and long-term maintenance of the lighthouse.



Every winter, it was expected that the lighthouse would receive a massive coating of ice, like it has here in the mid 1930s.

3. COMMUNITY VISION AND GOALS

GOAL: Maintain a diverse, regional economy that supports sustainable year-round business development and enhances Charlevoix as a tourism and second home destination.

2.1 ENCOURAGE REGIONAL COLLABORATION ON ECONOMIC DEVELOPMENT.

- Collaborate with the Chamber of Commerce, local governments, and the business community to form a Charlevoix Area Economic Development Corporation that is charged with regional economic development.
- Support efforts to prepare and implement a Regional Comprehensive Development Strategy (CEDS), designed to retain, grow, and attract new business.
- Aggressively market and provide incentives to businesses in emerging industries.
- Support and promote technological advances, such as high speed internet and fiber optic networks in Charlevoix to encourage economic development.
- Evaluate, and if necessary, amend the Industrial Tax Abatement Program so that Charlevoix remains competitive.
- Coordinate with Charlevoix Township, community leaders, and property owners to plan for and promote future development of the Ance Industrial Park.
- Work with surrounding townships to identify other suitable areas for economic development; explore 425 agreements where appropriate.
- Explore a program to waive or reduce utility extension, or hookup fees for businesses seeking to expand.
- Continue to support and promote expanding Coast Guard operations in Charlevoix.

2.2 PROMOTE CHARLEVOIX AND THE REGION AS A TOURIST AND SECOND HOME DESTINATION.

- Continue to support and work with the Chamber of Commerce, Convention and Visitors Bureau, and other community groups to promote and expand events, festivals, and recreation opportunities.
- Work with the real estate community to help market Charlevoix to targeted groups interested in relocating or purchasing a second home.



2.3 ENCOURAGE ECONOMIC SUSTAINABILITY AND GROWTH IN DOWNTOWN CHARLEVOIX.

- Work with the Downtown Development Authority, Chamber of Commerce, Merchants Organization, and the Convention and Visitors Bureau to develop and implement a downtown marketing plan that serves to retain existing establishments, while attracting new businesses and residents to fill vacant or underutilized buildings.
- Support and expand current downtown winter activities and pursue other winter recreational or promotional events in East Park.
-  Investigate the Michigan Main Street Program as a way of encouraging economic development and providing tax credits for downtown redevelopment projects.

GOAL: Work cooperatively with surrounding municipalities, governmental agencies, non-profits, and private sector organizations on a variety of issues.

3.1 COOPERATE WITH CHARLEVOIX TOWNSHIP ON PLANNING AND ZONING.

- Hold an annual meeting between the Charlevoix and Charlevoix Township Planning Commissions to discuss land use related topics and resolve any zoning issues.

- For border areas and properties, coordinate land uses, zoning regulations and street extensions that expand the City's grid.

3.2 COORDINATE EFFORTS TO PROVIDE SAFE AND EFFICIENT TRANSPORTATION SYSTEMS.

- Host an annual meeting between the City, MDOT, Charlevoix County, and surrounding townships to discuss transportation-related issues, enhancements, and funding opportunities.
- Work with Michigan Department of Transportation to study summertime traffic counts, review potential options to alleviate related traffic congestion and evaluate development proposals that may affect US 31 traffic, in particular for areas where there is no secondary access, such as West Dixon.
- Hire a qualified transportation consultant, if financing is available, to evaluate transportation issues and recommended enhancements.
- Explore the feasibility and funding mechanisms to construct an underground pedestrian crossing under U.S. 31 on the north side.

3.3 WORK COOPERATIVELY TO ENCOURAGE AND FACILITATE ALTERNATIVE FORMS OF TRANSPORTATION.

- Evaluate the local transportation system and look to integrate "Complete Streets" policies for future infrastructure planning and design.
- Increase public awareness and provide better signs that mark routes to promote walking and biking.
- Establish a City wide and regional bike route.
- Incorporate bike lanes into the design and future construction of streets and roads.
- Continue to support the Lake to Lake Trail initiative during its planning, design, and construction phases.
- Work with surrounding communities and Charlevoix County to develop a regional trail system.
- Inventory existing sidewalks and identify and prioritize new sidewalk connections.



3.4 COORDINATE EFFORTS ON NATURAL RESOURCE PROTECTION.

- Work cooperatively with all jurisdictions to adopt a unified Stormwater Control Ordinance for Charlevoix County.
- Work with the Charlevoix County Planning Commission to evaluate current and future industrial and/or mining operations that may impact natural resources and coordinate their appropriate locations and zoning regulations to minimize their impacts.
- Work with organizations like Tip of The Mitt Watershed Council, the Little Traverse Land Conservancy, and the Lake Charlevoix Association to inform the public on water quality protection measures and conservation easements.
- Encourage a county-wide land bank or a transfer of development rights program.



3. COMMUNITY VISION AND GOALS

GOAL: Provide high quality public services, infrastructure, utilities, and amenities to Charlevoix that are sustainable and cost effective.

4.1 PROVIDE HIGH QUALITY PUBLIC SERVICES AND INFRASTRUCTURE AT A LOWER COST TO THE TAXPAYERS.

- Study public service consolidation with surrounding communities so that costs can be lowered, while maintaining or improving quality.
- Increase municipal water, sewer, and electric users to spread out operational costs.
- Cooperate with surrounding townships to expand infrastructure into areas without public water and sewer in a manner that does not encourage sprawl.
- Integrate Geographical Information Systems and revise capital improvement plans to more effectively predict and plan for future infrastructure upgrades.
- Prepare a facilities Master Plan that reflects future improvements, new buildings, and relocating the Street Department to 401 West Carpenter behind the Electric Department.

GOAL: Reflect high environmental standards in land use policies, public education and in the design of municipal facilities, utilities, and stormwater management systems.

5.1 IMPROVE WATER QUALITY PROTECTION.

- Seek grant funding to complete a comprehensive study of the municipal stormwater management system.
- Continue to implement best management practices to address stormwater quantity and quality.
- Provide signs at the Marina and City boat launch concerning boat maintenance and measures to control the spread of invasive species.
- Educate the public about ways to mitigate impacts on the stormwater system from lawn clippings, leaves and other organic waste.
- Closely monitor the municipal water supply system to minimize or prevent leaks and/or ruptures.
- Study options and consider implementing alternative methods of storing and collecting yard waste



An example of the recently completed rain gardens incorporated into the Park Avenue storm drainage system.

5.2 INTEGRATE ENVIRONMENTAL BEST PRACTICES INTO CITY UTILITIES AND OPERATIONS.

- Promote the County Recycling Program and investigate curbside recycling.
- Consider hybrid, electric, or more fuel efficient vehicles when replacing the City fleet.
- Continue to purchase electricity from renewable energy sources.
- Coordinate with the county and area townships to support renewable energy sources, such as offshore wind power.
- Expand and improve the Energy Optimization Program by providing incentives and better educating residential and commercial users.
- Research the feasibility and potential grant opportunities available to power City buildings and facilities through alternative energy sources.
- Evaluate and test higher efficiency LED street lights.



In 2010 the City initiated a pilot program to replace street lights using high pressure sodium lights with more efficient LED lights. Working with LexaLite (A.L.P.), a local company that specializes in lighting components, the City hopes to achieve significant energy and cost savings. We are currently testing this technology with 14 LED fixtures on Antrim Street before continuing with capital investment in LED lights throughout the City.

- Coordinate with the Charlevoix County Recycling Committee to seek grant funding for a glass pulverizer.
- Continue to upgrade City facilities with energy features such as LED lights, motion sensing lights, and more efficient HVAC systems.

GOAL: Encourage higher density, infill development and/or redevelopment consistent with surrounding land uses and neighborhood character.

6.1 ENCOURAGE HIGHER DENSITY IN APPROPRIATE LOCATIONS.

- Amend the zoning ordinance, and consider a form-based code to accommodate higher densities in appropriate neighborhoods and the downtown.
- Provide incentives for higher density developments.

6.2 PROMOTE INFILL DEVELOPMENT.

- Amend the Zoning Ordinance to allow for further subdividing and subsequent development of vacant land provided that it is consistent with the surrounding neighborhood.