

# Chapter 6: Goals and Objectives



## INTRODUCTION

*Before a community can actively plan for its future growth and development, it must first set certain goals and objectives that define the boundaries of its needs and aspirations. These goals and objectives must reflect the type of community desired and the kind of lifestyle its citizens wish to follow, given realistic economic and social constraints.*

## GOALS AND OBJECTIVES DEFINED

In order to appropriately administer goals and objectives, it is important to understand the roles of each and their relationship to one another. To this end, the following definitions shall apply:

### Goals:

Goals provide the general direction and serve as the description of the desired future. Goals are ambitious and general. They address issues and specific needs or problems, but they are grand in scope and speak to fundamental change and directly serve the mission of the community.

### Objectives:

An objective is a plan of action that sets a more specific task within a goal and helps to gauge success. Objectives must be realistic and attainable. The human, financial, and institutional resources necessary to achieve them must be in hand, accessible, or at the very least, identifiable. The acronym SMART is a good way to remember the basics of setting effective objectives:

- S** = Specific
- M** = Measurable (performance can be monitored)
- A** = Achievable or obtainable (assigned to a responsible party or "champion")
- R** = Relevant
- T** = Time-bound (set to a schedule with benchmarks to convey ongoing progress)

## BASIS FOR THE GOALS AND OBJECTIVES

The process of developing goals and objectives for the City of Yale Master Plan involved several steps. The first and most important step of this process was gathering public input from the community. This was accomplished at a community-wide workshop, the purpose of which was to gain consensus

on community values and expectations. These community values and expectations would ultimately guide the formulation of the goals and objectives and other components of this Master Plan.

### Community Workshop

The City of Yale Master Plan Community Workshop was held on January 25<sup>th</sup>, 2007 at the Yale VFW Hall. The event was publicized, through flyers, newspaper articles and public notices, as an opportunity to help influence the future of Yale. In total, 15 citizens attended the workshop. The agenda for the workshop included a presentation of the background studies of the Master Plan, two individual exercises and one group exercise designed to allow each participant the opportunity to brainstorm and voice opinions about current and future City issues and concerns.

The first exercise prompted participants to answer the question, "What are the qualities of Yale that attracted you to live here, or have encouraged you to remain?" Participants had the opportunity to provide any number of responses. A variety of answers were given, but the following answers were repeated by multiple participants:

**City of Yale**  
**Master Plan and Recreation Plan**

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**Planning Commission Community Workshop**

Yale VFW Hall  
4 West Mechanic Street  
Thursday January 25th, 2007  
7:00 p.m.  
(lasting approximately 90 minutes)

**PLEASE COME AND SHARE YOUR VISION FOR  
THE CITY OF YALE**

During this meeting, a summary of the background studies drafted for the Master Plan and Recreation Plan will be presented. Participants will be broken down into small teams and an interactive process will help teams identify their core values and the values of the City as a whole. At the conclusion of the workshop, participants will help prioritize issues, concerns, hopes, goals and objectives for the City. The input from this forum will be utilized to create the next chapters of the City's Master Plan and Recreation Plan.



- Friendly community (answer given by 10 participants)
- Small town atmosphere (9)
- Good school system (9)
- Safe community (8)
- Relatively low cost of living (5)
- Family atmosphere (4)
- Access to larger urban centers or activities (4)
- Laid back pace of life (3)
- Availability of jobs (3)
- Access to services/daily needs (2)
- Clean community (2)

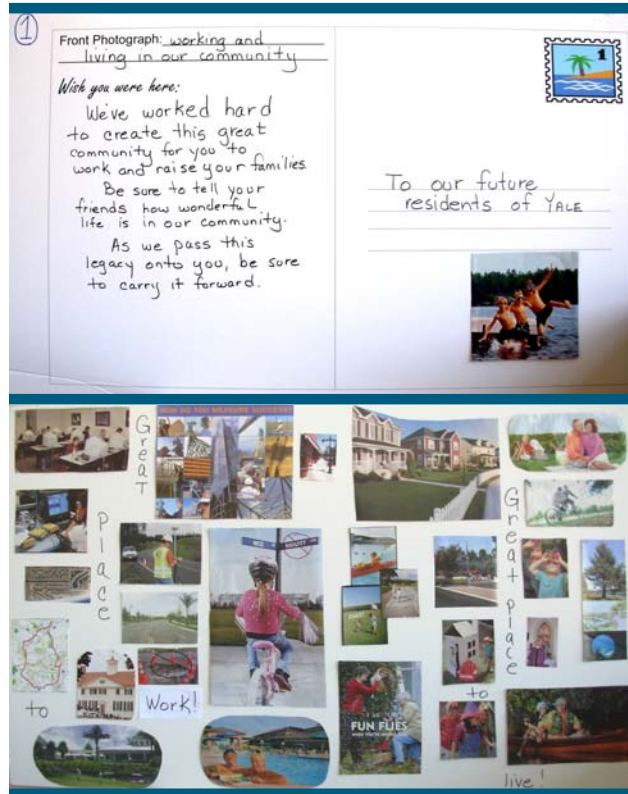
The second exercise prompted participants to answer the question, “What are the things that you would like to change in Yale, or what new ideas should be considered?” Again, participants were allowed to provide any number of answers. The following responses were noted by multiple participants:

- Better streets (answer given by 6 participants)
- Additional family or youth recreation (5)
- More jobs (5)
- Opportunity to convert industrial uses to commercial uses (4)
- Better sidewalks (4)
- Need for a recreation center (4)
- More adult recreation activities (2)
- Residential rehabilitation (2)

A significant portion of the workshop was devoted to an exercise entitled “Postcard of Tomorrow.” For this exercise, workshop participants were divided into three teams and asked to create a postcard that expressed their desires for the City 10 to 20 years from now. The groups were to think both visually by utilizing magazine pictures to represent their wishes, as well as verbally by writing on the back of a postcard what their pictures represented. The finished postcard graphics from each team are included in this Chapter. The major themes derived from each postcard are summarized below.

**Team 1.** In 10 to 20 years, Team 1 envisions Yale to be both a “Great Place to Work” and a “Great Place to Live.” The great place to work concept is characterized by modern technology (internet service), a high tech workforce, and efficient community facilities (good roads, new city hall, public

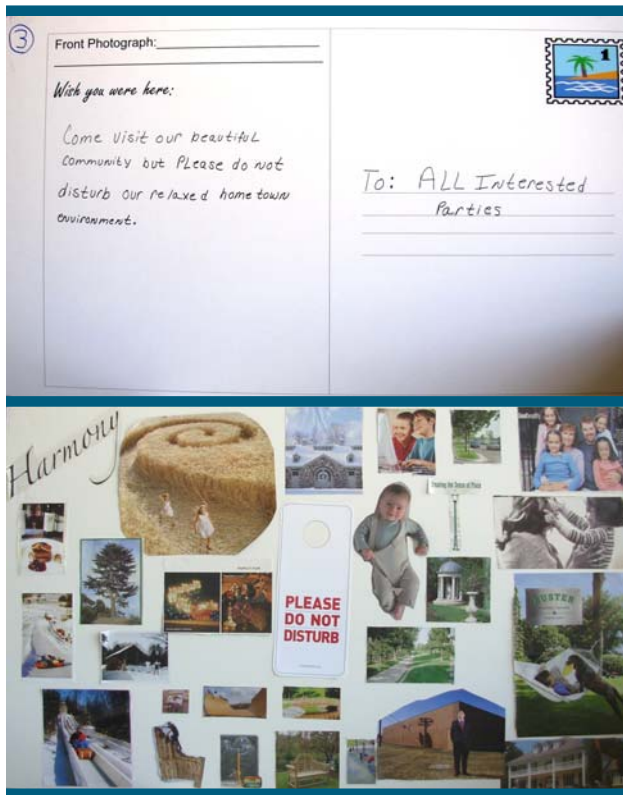
### Team 1 Postcard



### Team 2 Postcard



## Team 3 Postcard



works improvements). The great place to live concept is portrayed by clean and safe single-family neighborhoods, a family atmosphere and recreation opportunities (biking, swimming pool, golf, outdoor activities).

**Team 2.** The envisioned qualities of Yale in 10 to 20 years are well summarized by the note included on the front of this postcard, which states, “Stopped in this great town for their festival and don’t want to leave. They have a great downtown with lovely shops and restaurants, and lots of stuff to do: a great recreation center, wonderful community groups and a great sense of family throughout the place; all surrounded by the most wonderful rural setting.”

**Team 3.** This postcard focuses on preserving or “not disturbing” the positive qualities of Yale and building upon those qualities into the future. The treasured qualities of Yale will include a family atmosphere, sense of place, fine dining, festivals, and year-round recreation activities (sledding, biking, skateboarding).

In the end, the community workshop was successful in bringing the community together and building community consensus. The workshop also provided the project team with direct insight about

important community values and a variety of points of view.

## Previous Visioning Efforts

An issues identification workshop was held on April 26, 2000 to invite citizens, business owners and public officials to help identify the most salient planning and growth issues facing the community. The primary workshop exercise prompted participants to identify community strengths, weaknesses, opportunities and threats. Once the full list of issues was created, participants were able to rank the issues according to the most pressing priority. A wide variety of strengths were identified including: historic homes, downtown streetscape, school system, Yale City Park and small town appeal. Weaknesses identified during the workshop included: lack of parking, blight, poor sidewalks, poor streets, and lack of growth. Opportunities identified during the workshop included: city expansion, city/township annexation, industrial park development, and installing a footbridge over Mill Creek. Various threats were identified during the workshop including: lack of youth activities and loss of small town character.

Although numerous changes have occurred in Yale since the time of this workshop, many of the themes and issues generated are still relevant today. Therefore, the results of this workshop were considered when formulating the goals and objectives in this Master Plan.

## Planning Commission Review

Following the community workshop, the project team developed a draft set of goals and objectives and presented them to the City of Yale Planning Commission. At that time, Commission members were asked to review the draft goals and objectives and modify, eliminate, or add their own statements.

## GOALS AND OBJECTIVES

The following text represents the set of goals (the ultimate purposes or intent of the plan) and objectives (means of attaining community goals) for the City of Yale. The community process outlined above offered planning decision makers and the public an opportunity to intellectualize attitudes and values about community development and, at the same time, establish the parameters around which the

Future Land Use Plan will be designed. The goals and objectives are as follows:

## Residential Areas Goal and Objectives

### Goal:

*Maintain the current housing stock and its positive characteristics, and plan for new residential types that will offer a variety of residential densities and styles to meet the needs of current and future City populations.*

### Objectives:

- 1 Encourage the preservation of existing neighborhoods and the prevention of blight through code enforcement and various neighborhood beautification, housing rehabilitation, redevelopment, and capital improvement programs.
- 2 Ensure that, while meeting objectives for affordable housing and varied housing options, detached single-family homes remain the predominant housing type, and are not detrimentally encroached upon by higher density housing.
- 3 Encourage development of a housing stock appropriate for all ages (young singles, families, empty-nesters, elderly) and income levels.
- 4 Take advantage of emerging market opportunities created by changing demographic patterns by providing for a limited mix of dwelling unit types other than single-family detached including attached condominiums, stacked ranches, townhomes, and multiple-family dwellings.
- 5 Encourage development of residential types which provide services and amenities for an aging or disabled population including independent, assisted, and convalescent living options.
- 6 Promote the inclusion of urban residential uses in the downtown district, such as live/work units, loft housing, and upper story residential above ground floor commercial.

- 7 Ensure that new (or infill) residential development reflects the scale and character of adjacent existing residential development and neighborhoods.
- 8 Facilitate community improvement programs or projects, including preservation of existing tree stock, street tree plantings, community gardens, and sidewalk improvements.
- 9 Provide for areas of transition or buffering between residential and nonresidential developments.
- 10 Discourage the encroachment of nonresidential uses into established residential neighborhoods.
- 11 Encourage higher density housing on lands that have, or are planned to have, the capacity to support such development by means of public roads and utilities.

## Commercial Areas Goal and Objectives

### Goal:

*To maintain the existing commercial base and encourage new commercial development that satisfies local market needs and provides a positive contribution to the local tax base without compromising the City's traditional and compact character.*

### Objectives:

- 1 Create a marketable identity for downtown through effective management and advocacy, including the development of promotional materials and hosting of events (i.e., festivals) that provide a boost for local businesses.
- 2 Maintain high site design standards and encourage the use of landscaping, attractive signage, arcades and plazas, outdoor cafes, decorative paving, pedestrian ways, and pedestrian scale lighting to enhance the appeal of commercial areas and promote long term stability.
- 3 Encourage the development of businesses that will strengthen Downtown Yale's standing as a local and regional hub for culture

and entertainment (i.e., restaurants, theatres, museums).

- 4 Encourage facade improvements and renovations to noteworthy commercial buildings and the replacement of obsolete commercial buildings.
- 5 Encourage the conversion of underutilized industrial sites or structures within or adjacent to downtown to commercial use.
- 6 Facilitate the redevelopment of underutilized sites or structures through the identification, acquisition and marketing of such sites to the development community.
- 7 Continue to improve and maintain relationships between business owners and City government, while fostering a sense of partnership.
- 8 Use the range of public development implementation tools such as tax increment financing, eminent domain, tax abatement policies, and accelerated approval of development projects to entice commercial development.
- 9 Provide reasonable opportunities for the establishment of commercial uses that meet the demonstrated market needs of City residents.
- 10 Facilitate strict code enforcement of all commercial properties to ensure public health, safety, and welfare, as well as the aesthetics of the commercial area.
- 11 Encourage continued integration of a variety of residential and commercial types within downtown for a true mixed use environment thereby contributing to its image as a unique visitor destination.
- 12 Encourage the improvements of paving, lighting, and marking of existing parking areas within the City's downtown area, and assess the need to provide supplemental parking strategies.

## Industrial Areas Goal and Objectives

### Goal:

*Encourage industries that provide a positive contribution to the local tax base, as well as provide local jobs without degradation to adjacent land uses and the environment.*

### Objectives:

- 1 Encourage the expansion and diversification of the local job base to improve the quality and quantity of local employment opportunities.
- 2 Encourage the extension of light industrial uses in areas suitable for such development including the Yale Industrial Park.
- 3 Support changes to existing land development codes that would result in the conversion of functionally obsolete industrial areas to more market-supportive land uses.
- 4 Recognize existing industrial areas by promoting their economic well being without increasing their impact on adjacent land uses.
- 5 Use the range of public development implementation tools such as tax increment financing, eminent domain, tax abatement policies, and accelerated approval of development projects to entice industrial development.
- 6 Take advantage of programs which seek to improve the skills and educational levels of lower income, unemployed individuals to enable them to obtain permanent employment.
- 7 Ensure that businesses have adequate access to capital, have good information about available real estate, and understand how to work with regional and state job placement organizations.
- 8 Coordinate with local, regional and state economic development and educational authorities to ensure continued provision of needed job training programs.

- 9 Require that industrial loading areas, service docks, and outdoor storage be screened from the view of abutting public streets and adjacent non-industrial properties.

## Transportation Network Goal and Objectives

### Goal:

*Maintain a transportation network that effectively serves both the motorized and non-motorized needs of the community.*

### Objectives:

- 1 Provide a street system that allows access to appropriate traffic levels for all developed areas of the City.
- 2 Promote safe and efficient traffic movements within general commercial areas by limiting curb cuts and promoting shared entrances and access drives.
- 3 Supplemented by outside funding sources (St. Clair County, CDBG funds, etc.), implement a street improvement program as a means to maintain viable neighborhoods and promote efficient circulation.
- 4 Conduct sidewalk improvements to increase safety and accessibility for pedestrians and provide linkages between community facilities, commercial and residential areas.
- 5 Require all new developments to incorporate a pedestrian sidewalk system that ultimately connects with abutting developments to keep the community walkable and connected.
- 6 Coordinate transportation enhancements with neighboring communities and regional entities.
- 7 Where necessary, implement traffic calming devices within residential areas to eliminate or subdue drive-through traffic and increase safety.
- 8 Enhance existing, and support the development of new non-motorized facilities such as sidewalks, bike lanes, and multi-purpose trails throughout the City.

## Public Facilities and Services Goal and Objectives

### Goal:

*Maintain an efficient and logical provision of community facilities and public services.*

### Objectives:

- 1 Provide a plentiful supply of potable water to all developed areas of the City that can be economically expanded to accommodate future development.
- 2 Provide a sanitary sewer system that serves all developed areas of the City and can be economically expanded to accommodate future development.
- 3 Provide a storm drainage system, in combination with development regulations to reduce impervious surface areas and runoff, to minimize the effects of flooding on all areas of the City.
- 4 Require public sewer and water for all major developments as well as on-site storm water retention where practical.
- 5 In the event of a discontinuance of a community facility owned by a private entity (i.e., churches, fraternal halls), consider public acquisition and re-use to ensure the continued provision of services to City residents.
- 6 Maintain harmonious relations with power, gas, telephone, cable, internet, cellular and other utility companies providing services to the City in an effort to increase the overall level of service.
- 7 Require the installation of underground utilities in connection with all new developments and major renovations.
- 8 Plan for the continued maintenance and improvement of the City's infrastructure systems through capital improvement programming and the use of outside funding sources in addition to general funds.

## Open Space and Recreation Goal and Objectives

### Goal:

*Identify and maintain areas in the City that provide residents with the opportunity to conveniently experience the benefits of recreation and the natural environment.*

### Objectives:

- 1 Promote the enhancement of existing, and development of new recreational facilities that provide residents with a variety of physical activities.
- 2 Continue the process of working collaboratively with Yale Public Schools, Brockway Township, St. Clair County, other public entities and private recreation facility providers to create additional cultural, recreational, and program opportunities for people in the community.
- 3 Prepare a 5-year parks and recreation plan according to Michigan Department of Natural Resources requirements, and seek State grant funding for park and recreation improvements.
- 4 Encourage the use of innovative techniques for land development, such as cluster housing and open space preservation, as a means to create additional land dedicated to recreation and permanent open space.
- 5 Enhance existing, and support the development of new non-motorized facilities such as sidewalks, bike lanes, and multi-purpose trails throughout the City.
- 6 Define, identify, and protect sensitive and other environmentally significant areas as part of the comprehensive planning and zoning process.