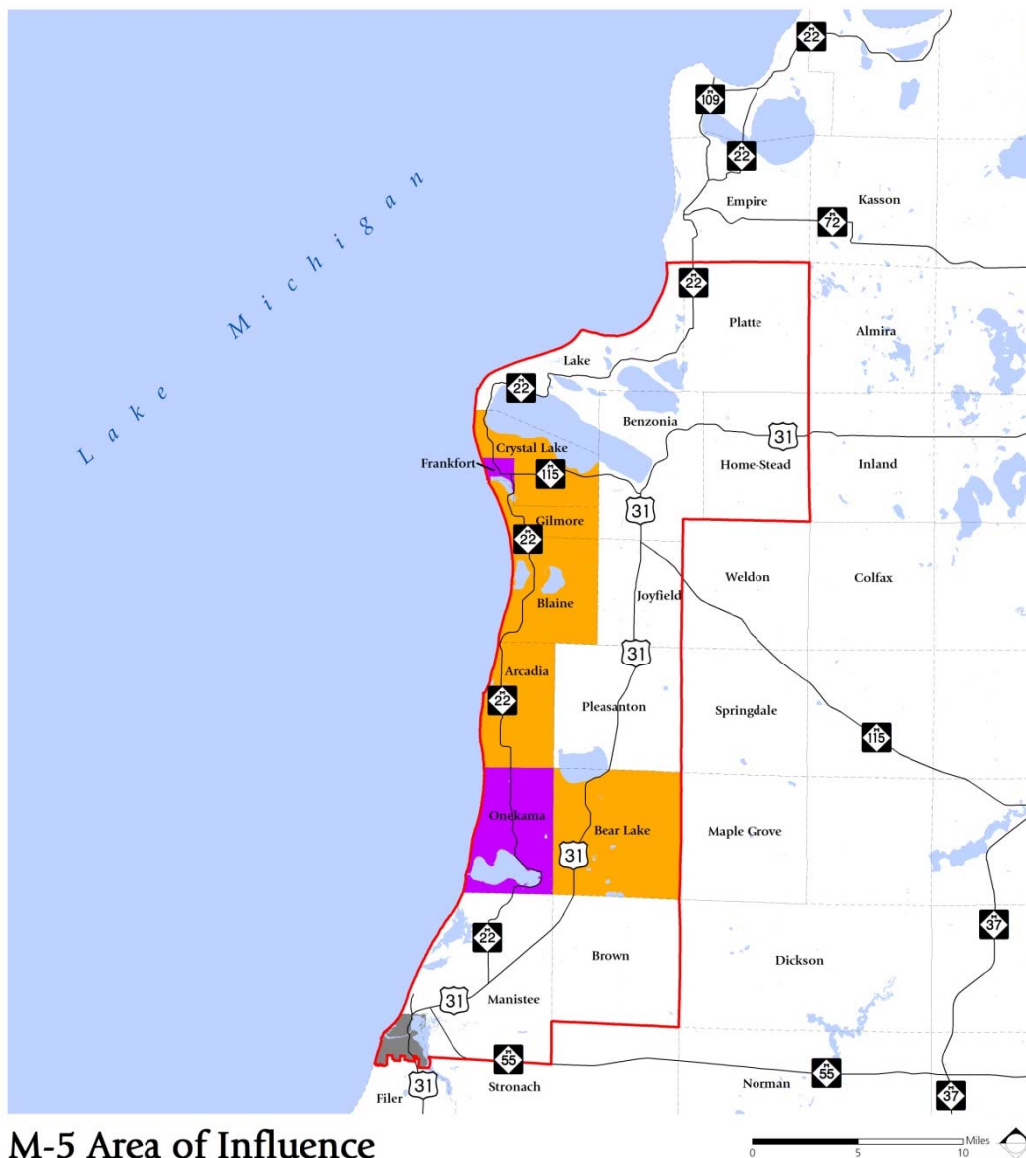


## 5 Collaborative Master Plan Area of Influence and Schedule

### AREA OF INFLUENCE

After a review of the regional area we are proposing an “Area of Influence” which would encompass 14 Townships, seven incorporated Villages, and a number of small settlements (unincorporated villages) as illustrated on the map below. These townships and incorporated villages are along the M-22 and US-31 corridors extending from Platte Township on the north to Manistee Township in the south. These communities share some common attributes such as, frontage on Lake Michigan or access to major inland lakes (Crystal Lake, Bear Lake, access to state or national recreation areas, and access along US-31 or M-22.



## WINDOW OF PARTICIPATION

In order to provide an optimum timeframe for communities within the Area of Influence to “opt” into the planning process we have structured the plan process into elements which address the characteristics and attributes of the region (TAB 1, TAB2 and TAB 4) and each individual community master plan (TAB 3). As a result, we can reasonably accept new communities into the process through July 2012 without impairing progress of the overall plan effort.

Why? We don’t anticipate performing community vision sessions until April, May or June with each community preparing a master plan. This schedule gives residents who depart during the winter months an opportunity to participate in the community forums held in late Spring. It also allows an opportunity for many seasonal residents to participate in the forums, as well.

Communities who have recently completed a Community Master Plan can “opt” in to participate in TAB 4: Collaborative / Cross Community Strategies. These communities can then amend their Master Plan by adding this session as a supplement.

## 5<sup>M</sup> SCHEDULE

Month		
2012	January	<b>TAB 1</b> Introduction and Regional Setting
	February	
	March	<b>TAB 2</b> Regional Context
	April	
	May	<b>TAB 3</b> Community Master Plans
	June	
	July	
	August	
	September	
	October	
	November	
	December	
2013	January	
	February	
	March	
	April	
		<b>TAB 4</b> Collaborative / Cross Community Strategies

## Collaborative Master Plan Scope of Work

This proposed effort to bring together five or more Northwest Michigan communities into a collaborative planning process is very unique and noteworthy. Its uniqueness calls for a unique planning approach that ensures that each community has a well-rounded and comprehensive master plan grounded in the Michigan Planning Enabling Act while at the same time provides an opportunity to reach-out and collaborate on common ideas and issues with neighboring communities. Using this approach as a framework the following Scope of Work is suggested and divided into four components:

- TAB 1: Introduction and Regional Setting
- TAB 2: Regional Context
- TAB 3: Community Master Plan, and
- TAB 4: Collaborative / Cross Community Strategies

### GENERAL DESCRIPTION

#### **TAB 1: Introduction and Regional Setting**

This portion of the Plan will be the same for each participating community and will include a narrative and supporting illustrations on why the plan is being prepared, a general description of the process used to prepare the plan, regional location and identification of participating communities, and a general summary of the history, culture, natural setting and community attributes which distinguish this region from other areas of the State of Michigan.

#### **TAB 2: Regional Context**

In this section each community is discussed quantitatively and qualitatively as it relates to the larger study area. The following elements will be included:

1. Natural and Cultural Resources
2. Open Space and Recreation
3. Transportation Systems (motorized and non-motorized)

#### **TAB 3: Community Master Plan**

This is where each community's master plan will be developed. Based on a community-based and leadership-driven public participation program the community master plan will include the visions, expectations, and input of local residents. It will be inclusive and transparent; educational; and statutorily compliant. The following components will be included:

1. Local Demographics, Trends and Economic Profile
2. Description of Community Participation Results (vision session/survey)
3. Existing and Future Land Use (Maps)
4. Public Facilities and Services Element
5. Sustainability
6. Community Framework and Plan
7. Implementation Strategy and Action Program

#### **TAB 4: Collaborative and Cross Community Strategies**

Once the individual community master plans are completed the leadership teams from all participating communities will convene to determine if there are strategies which are common to each and what strategies are needed to effectuate change. This is where the “region” is brought back, full circle in the process.

1. Convention of Communities

#### **DETAILED WORK PROGRAM**

#### **TAB 1: INTRODUCTION AND REGIONAL SETTING**

#### **TAB 2: REGIONAL CONTEXT**

**1. Natural and Cultural Resource Element:** Inventory significant natural, cultural and historical resource areas of the study area.

##### **Tasks:**

- A. Inventory and identify current natural and cultural resources. Utilize GIS resources to map these attributes for use in the planning process. These will include watersheds, river systems, heritage routes, historic and cultural sites, areas with inventories of endangered or threatened plants and species, migratory bird and other avian wildlife patterns and nesting locations, wetlands, topographic relief, view sheds, high value habitat areas, soil types and night sky.
- B. Review and analyze existing policies and provisions for the preservation of natural and cultural resources.
- C. Develop strategies to address and promote resource protection, preservation and, where appropriate, restoration, which can be used to develop participating community Master Plan Goals and Policies.
- D. Prepare draft written element and propose new initiatives and actions, if needed.

**Products:** Entire text of element, including inventory, maps, analysis, strategies, and recommendations and initiatives. (Maps and plans, as appropriate.)

**2. Open Space and Recreation Element:** Inventory of open space and outdoor recreation areas, including conservation resources and active recreation facilities. This element of the Plan will incorporate the MDNR Guidelines for the Development of Community Park, Recreation, Open Space, and Greenway Plans for recreation facilities inventory.

##### **Tasks:**

- A. Inventory current open space and recreational land under Village, Township, County or State of Michigan ownership within the study area.
- B. Review local, county and state recreation plans to determine the type and locations of proposed projects and programs.
- C. Use the inventory to create a recreation systems element for the study area. This will help identify opportunities and gaps in open space and recreation.
- D. Determine recreation needs and identify potential projects and programs.
- E. Prepare draft written element and propose new initiatives and actions, if needed.

**Products:** Entire text of element, including inventory, maps, analysis, strategies, and recommendations and initiatives. (Maps and plans, as appropriate.)

**3. Transportation:** Inventory and analysis of the existing roadway circulation, rail and transit systems, and non-motorized corridors. Identify proposed improvements to each system.

**Tasks:**

- A. Assess the existing road network using Act 51 and the FHWA Functional Classification of streets and highway system.
- B. Identify, primary traffic corridors including their volumes, traffic characteristics, and asses their functionality to determine their capacity, in conjunction with the MDOT TSC and applicable County Road Commissions.
- C. Incorporate into the Transportation Element non-motorized and pedestrian components, which provide increased connectivity and accessibility within the Township and surrounding area.
- D. Preparation of a future transportation plan providing convenient access to surrounding areas.

**Products:** Entire text of element, including inventory, maps, analysis, strategies, and recommendations.

**TAB 3: COMMUNITY MASTER PLAN**

**1. Demographic Element:** This element reviews the historic, existing (2010 U.S. Census), and forecasted demographic trends for each community and the general region. The importance of understanding the characteristics of the resident population, as well as, the number and socio-economic profile of future residents will assist in the preparation of the community Master plan.

**Tasks:**

- A. Conduct a review of historic demographic trends based on available U.S. Census Bureau information.
- B. Obtain from MDOT, MEDC and ESRI Business Analyst, a proprietary demographics company, information on forecasted population and households, and forecasted age distribution.

**Products:** Demographic assessments and forecasts, and illustrative maps reflecting trends.

**2. Community Participation / Goals and Policies:** Identify the goals and policies of the Plan to guide the future growth and development of the community. Goals and policies shall be integrally related to the implementation process.

**Tasks:**

- A. Conduct a community-wide visioning session. In partnership with the local leader of the Leadership Team, reach out to the community and invite them to the community-wide visioning sessions by using the internet, posting in local libraries, township halls, school bulletins, local churches as well as local grocery/convenience stores. Community-wide visioning sessions will be scheduled at the discretion of the Local Leadership Team. We would suggest holding these in late April / early May to include residents who leave during the winter months.
- B. Prepare with the Leadership Team a Community Survey which will be available on the internet and in paper form at various locations in the participating community.
- C. Prepare for each participating community an interactive web site used for the publication of information and solicitation of input. Information pasted on the web site will include meeting agenda, minutes, interim

reports, and survey results on an interactive web site created solely for this project. A component of the web site will include blog provisions to allow residents to contact project consultants during the course of the planning study. A Facebook page will also be established which all participating communities will have access. This will be used to post comments, photographs and disseminate meeting notices.

- D. Summarize and interpret the results of the community visioning session to determine community goals, values and opinions vis-à-vis the future growth and development of the community.
- E. Interview up to ten (10) individuals identified by the Local Leadership Team.
- F. Review findings based on Tasks I (A) through I (D) and prepare a brief Summary of Findings document based on said findings which will then be distributed to each communities leadership team representative. The leadership team representative will then forward a copy of the findings to their respective planning commission members to elicit comments. The leadership team representative will report to the consultant and Leadership Team those comments.

**Products:** Summary of Survey Results and Findings, and Master Plan Goals and Policies.

**3. Land Use Plan Element:** This element illustrates existing land use patterns, present trends, and future desired development densities and land use patterns. The element also relates anticipated population and development densities to the capacity of land available and planned public facilities and services, and reflects the inter-relationship of public and private land use. Based on the Master Plan Goals and Policies, the Land Use Plan reflects community desires for the distribution, location, intensity and use of land, taking into account environmental constraints such as wetlands, woodlands, natural landscapes, water resource areas as well as all other appropriate corridors. The Land Use Plan shall contain appropriate Master Plan sub-element features in an integrated format. The land use plan will also identify current land use types found within the community as well as consider emerging land use types.

**Tasks:**

- A. Inventory of pertinent data and land use information, utilizing all pertinent information, reports and studies on file with the participating community, geographic information databases, and other sources.
- B. Review and analyze existing land use types, their patterns and their functionality with respect to each other. Review and analyze emerging land use types, their development patterns and their functionality with respect to other characteristics found within the township.
- C. Prepare land use plan with appropriate overlays, which shall be further refined by integration of the elements, which follow.
- D. Draft written element for review by the Master Plan Working Team.

**Products:** Entire text of element, including inventory, existing land use map, future land use plan, and relevant analysis and recommendations.

**4. Public Facilities and Services Element:** Analyze existing and forecasted needs for public facilities and services (e.g., water distribution and supply, roads, sanitary sewers, public safety and ambulance, libraries, etc.). Based on the Master Plan Goals and Policies, we will develop conceptual locations for new facilities, and recommend new or expanded services, if needed. It is possible that the outcome of this analysis will produce actions to be taken collaboratively.

**Tasks:**

- A. Review current plans and programs of each community's facilities and services.

- B. Review and analyze current and future services and needs. Integrate land use plan recommendations and build-out analysis as it relates to future facilities, services, and other municipal requirements.
- C. Develop specific strategies to enhance or expand services and facilities, if needed, which are consistent with the Master Plan Goals and Policies.

Products: Entire text of element, including inventory, maps, analysis, strategies, and recommendations.

**5. Sustainability:** Sustainability is the concept of configuring human activity so that society, its members and its economies are able to meet their needs and express their greatest potential in the present, while preserving biodiversity and natural ecosystems, this is achieved by planning and acting for the ability to maintain these ideals in a very long term. Simply put, meeting the needs of the present without compromising the future. Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

**Tasks:**

- A. Prepare an assessment of current land use, development and zoning policies and how they relate to the Smart Growth and LEED-ND guidelines, and the Six Pillars for Prosperity (<http://www.peopleandland.org/pillars.html>).
- B. Review the appropriateness of emerging green energy technologies, farm to table/school initiatives, farmland preservation techniques/plan, impact of wood burning stoves- emissions, artisan well identification, ensuring clean fresh water supply, septic system leakages into inland lakes, natural gas exploration and extraction, other natural resource extraction.
- C. Discuss the finding with the Local Leadership Team and determine areas where sustainable concepts can be applied locally.
- D. Identify new strategies, which are consistent with Plan Goals and Policies.

**6. Community Framework and Plan:** Resolution of potential conflicts among elements and with regional, state and adjacent community plans. Generation of final Land Use Plan maps which illustrate any adjustments to the generalized land use and development pattern, future land use densities, transportation improvements, natural resources, public facilities (new and expanded), and any other relevant features that are possible to illustrate.

**Tasks:**

- A. Conflict identification and resulting resolution among Plan elements and state, regional and local plans for consistency.
- B. Preparation of final Land Use Plan maps, including any adjustments made through conflict resolution and integration of elements of the Master Plan.
- C. Preparation of final written elements, as may be adjusted by conflict resolution and integration process. Final comments integrated in documents.
- D. The Local Leadership Team, with the assistance of the Consultant, will hold a public hearing before the Planning Commission or Board of Trustees on the Draft and consider relevant testimony. The consultant will transmit to the governing body of the participating community a summary of all comments raised during the public hearing, and will integrate that input into the final element.
- E. Posting of Draft Plan and attachments in PDF format on the web site for public review and comment.

- F. Assist with the dissemination of the Draft Plan to adjacent municipalities, authorities and boards within the Township, County, MDOT, and other agencies involved in planning activities within the community pursuant to Michigan Planning Enabling Act.
- G. Procure comments from those agencies and governmental entities that received the Draft Plan and address noted comments in a memorandum to the Board of Trustees.

**Products:** Final amended text, maps, and data for element and Plan completion. Prepare and distribute fifteen (15) copies of the Draft Plan.

**7. Implementation Program Element:** Define and provide a schedule of municipal actions necessary to implement the strategies and recommendations of each element of the Plan. A schedule of improvements shall be provided along with recommendations and responsible party who will coordinate the implementation.

**Tasks:**

- A. Define and propose schedule of actions to implement plans. Identify board/department most appropriate to spearhead each recommended action.
- B. Zoning districts will be analyzed to make recommendations relative to the overall number of zoning districts and relocation of zoning district boundary lines based upon current land use and future growth projections.
- C. Outline for the periodic review process for the Plan and its updating.
- D. The Consultant will attend a Public Hearing and make a presentation on the Plan to the Township Board of Trustees.

**TAB 4: COLLABORATIVE AND CROSS COMMUNITY STRATEGIES**

**1. Convention of Communities:** Once the individual master plans are prepared and accepted by each participating community there will be a convention of Local Leadership Teams who will share their master plans and describe their community priorities. Based on these presentations, leadership team members will collectively decide if there are common strategies which should be pursued by two or more of the participating communities. *Communities who have recently (within the last 3-4 years) adopted a master plan can participate in this portion of the plan process.*

**Tasks:**

- A. Participating communities convene on a Saturday to present respective community master plan strategies and priorities
- B. Collectively decide if there are cross-community strategies which need to be pursued and identify the community who will assume responsibility for its coordination.
- C. Identify potential “funders” and “enablers” who can assist with the implementation of the cross-community strategy.
- D. Summarize the results and findings of the Convention.
- E. Incorporate the final PART into the Plan and publish document.

**Deliverables to Each Participating Community:** Entire text of all elements, integrated into one document, including schedule of improvements and costs, maps, photographs, and graphics. Twenty (20) copies of the final plan, two (2) copies of the Future Land Use Map, one (1) camera ready copy, and 2 CD-ROM's with all documents, graphics, and photos will be provided to each community at the conclusion of this effort.

**Participating Community Responsibilities:** The participating community will have the following responsibilities:

- A. Assist us with obtaining GIS information from the Northwest Michigan Council of Governments.
- B. Assist us with obtaining GIS information from the County Equalization office, if available.
- C. Schedule and advertise for the Community Vision Session and required public hearings.
- D. Provide and arrange meeting space needed for various meetings.
- E. Provide previous Master Plans, Plan updates, Special Area Studies, Recreation Plans, Zoning Ordinances and any other relevant documents.
- F. Transmit, at the consultants request, applicable documents, correspondents, results to leadership team members respective Planning Commissions and provide the consultant and the Leadership Team with the resulting feedback.
- G. Leadership team member will provide monthly updates to their respective Planning Commission members at their regularly scheduled Planning Commission meeting.