

Final Exercise  
Collective Priorities

RESPONSIBLE ZONING  
& PLANNING SPECIFIC TO  
TOWNSHIP.

KEEP LOW RESIDENTIAL  
DENSITY / LIMIT HOUSING  
DEVELOPMENT

ACCESS TO NATURAL  
GAS LINES

LAKES TO LAND REGIONAL INITIATIVE

Community Engagement







# Outreach

Once upon a time, master planning was believed to be the province of professionals and only minimally subject to public opinion. Toward the middle of the 20th century, however, “the public” made some changes to that system.

As a practice, city planning took off under the City Beautiful movement of the early 1900s. The theory was that an orderly, aesthetically pleasing public setting could induce citizens themselves to be more orderly and harmonious. Physical plans with ornate street layouts and elaborate civic centers were produced by these design professionals, often paid for by the business community. After the Depression radically shifted just about everyone’s priorities away from aesthetic concerns to financial ones, the City Efficient movement strove to root out graft and create smooth bureaucratic systems which could carry out the municipal functions of a nation urbanizing at a breakneck pace.

The seismic demographic and technological changes that occurred after World War II caused the now-well-established profession of planning to use every tool at its disposal to accommodate them. Combining physical and systems planning yielded some extremely bold innovations, with mixed results—the national Interstate highway system, for example, in contrast to urban renewal.

But no massive alteration to a densely populated area can avoid making a deep impact on the individual lives being lived in that space, and this is where the top-down model of planning met its match. As homes were razed and neighborhoods bisected to make room for the freeways, public meetings filled with citizens who not only did not care for the plan under consideration, but also did not care for the fact that such dramatic and irreversible consequences for their own lives were being dropped on them. Journalist Jane Jacobs combined her background on the urban beat with her fury over being displaced from her home to write the 1960 critical examination of planning that eventually ushered in a sea change to the profession, “The Death and Life of Great American Cities.”

Though it is generally true that planners’ professional training gives them a wider variety of municipal tools and information than the average citizen, it is now fundamentally understood that the direction of a community’s progress is *always* best guided by its members.

# The leadership team

The first community members to “get engaged” with the Lakes to Land Regional Initiative were the ones who would eventually make up the backbone of the collaboration.

At its very earliest stage, this sprawling collaboration began as a meeting of just four minds. Onekama Township supervisor David Meister and planning commission chair Dan Behring worked with Alliance for Economic Success director Tim Ervin on the Portage Lake Watershed Forever plan, which brought Onekama Township and the Village of Onekama together so successfully that they decided to work together further in the preparation and adoption of a joint master plan. Now thoroughly convinced of the merits of collaboration, the Onekama Community Master Plan advocated using the M-22 corridor as a focus for economic development, and that brought Meister, Behring, and Ervin to the doorstep of Arcadia Township planning commission chair Brad Hopwood. The three communities wrote an M-22 Economic Development Strategy together in 2010.

Realizing the potential of the regional assets identified in the report and knowing that Arcadia Township’s master plan needed updating, Hopwood and Ervin decided to reach out to adjacent communities to assess their willingness to participate in a broader initiative. After “many meetings over my kitchen table,” said Hopwood, the original M5 partnership of Arcadia, Bear Lake, Blaine, Crystal Lake, and Gilmore Townships solidified. The first members of what would become the Lakes to Land Leadership Team were identified either through their roles in the community (many are planning commission members, elected officials, or professionals in a field related to land use, such as real estate) or identified themselves as having an interest in serving the collaboration. Their first tasks were to name the initiative, define the potential Area of Influence, decide which team member would contact each adjacent community, and establish a timetable for other communities to opt-in.

As new communities joined the initiative, the requirements for admission were simple: their elected bodies were asked

to execute an “Agreement to Partner” resolution, and the community was asked to furnish two people to serve on the Leadership Team. Throughout the initiative, Leadership Team members met on a monthly basis to update each other on the collaborative process.

In addition to providing a forum for communication and connection, the meetings also served as an educational avenue as the team members began blazing the trail through uncharted cooperative territory. Topics for discussion included the purpose of master planning, engagement with neighboring communities, stakeholder analysis, and methods of public outreach. Guest presentations were made by agencies such as the Grand Traverse Regional Land Conservancy and the Northwest Michigan Council of Governments.

The Leadership Team’s engagement extended to the best in-depth citizen planning training in the state. By giving these committed community members the most up-to-date tools and knowledge to effectively advocate for high-quality community planning decisions, the Lakes to Land Regional Initiative provides a benefit to participating communities that will long outlast the project duration. Links to the Michigan Association of Planning annual conference and the organization’s Planning and Zoning Essentials basic training program were made available on the Lakes to Land website, and an educational committee was formed to organize training opportunities such as participation in Michigan State University Extension’s Citizen Planner course on Fundamentals of Planning and Zoning. Each community sent multiple representatives to this seven-week course aimed at providing a basic skill set to land use decision makers, particularly elected and appointed officials. Leadership Team members’ participation was funded by the Lakes to Land grants.

## Naming the Initiative



With its substantive elements fleshed out, the project remained in need of a name and a logo—the “face” it would present throughout the region. This exercise in brand messaging was designed to help cement the project and continue to strengthen ties among the Leadership team while fostering memorability, loyalty, and familiarity among the wider public.

Through multiple brainstorming sessions and the use of the online tool SurveyMonkey, many different names and tag lines were suggested and debated. In offering the “Lakes to Land” moniker, one team member noted that the region is comprised of rolling green topography and scenic views of forests, farms, and fields, edged on one side by the Lake Michigan shore and dotted throughout with the inland lakes which are at the heart of many of its communities. The rest of the Leadership Team coalesced around this suggestion with relative ease, bestowing the project with the official name of “Lakes to Land Regional Initiative” and the immediate nickname of “L2L.”

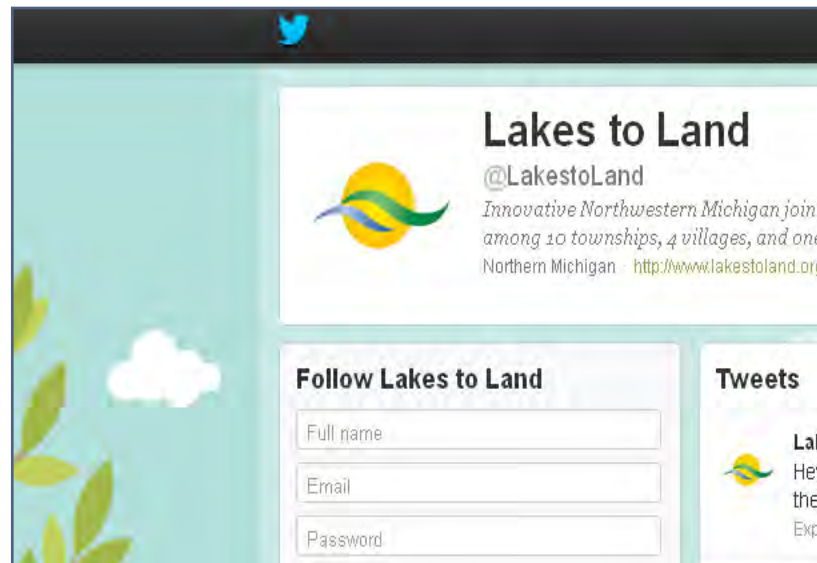
While the initial goal was to brand the initiative and as a consequence the region, Leadership Team members wisely understood that undertaking a proper regional branding would require participation from diverse groups such as local chambers of commerce, business associations, and elected officials. This was outside the scope of the project at hand, but groundwork has been laid with the effort to name the first regional collaborative effort of its kind in the State of Michigan.



# Lakes to Land

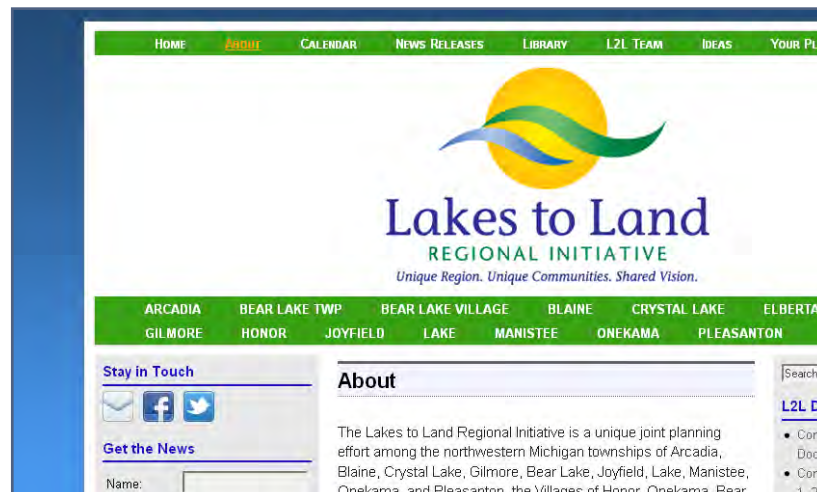
REGIONAL INITIATIVE

***What makes this project unique?***  
***How will it benefit area stakeholders?***  
***Why should they get involved?***



### 3.2 Web screenshots

The Lakes to Land pages on Facebook (top), Twitter (middle), and the world wide web (bottom)





# Communication strategies

The Leadership Team's primary communication goals were to facilitate stakeholder participation and garner broad support for the project. They also recognized the importance of elevating the project's visibility, reinforcing positive relationships with decision-makers, and creating a sustainable platform for ongoing coverage through positive media relationships.

Determining that the use of a consistent and positive message was essential to the success of these goals, the team distilled that message by identifying and answering the questions at its core: What makes this project unique? How will it benefit area stakeholders? Why should they get involved? Having clearly articulated answers to these questions was essential to persuading communities that it is in their best interest to work together, and that doing so reinforces their own identities. The process also helped create synergy and momentum, much-needed ingredients in the quest to elicit as much participation in the master planning process as possible.

## Face-to-face outreach

Even though it sometimes seems like a new form of communication is born every minute these days, and even though the Lakes to Land team tried to use just about all of them, the most effective method of communication in our outreach efforts was often good old one-on-one, face-to-face contact. The role of leadership team members as community ambassadors was critical in identifying and communicating with neighboring communities and key stakeholders throughout the region. An early decision to make the Initiative as inclusive as possible offered them the opportunity to reach out to neighboring communities directly, calling and meeting with individuals throughout the region to educate them about the benefits of the Initiative. In addition, the Beckett & Raeder team undertook other types of personal communication initiatives that

included speaking at the Benzie County Water Festival and individual planning commissions, holding informal meetings with residents, and a presentation at the professional planning conference hosted by the Michigan Association of Planning. The goal of the outreach effort was never to recruit but rather to inform and educate with the hopes that communities would see the benefit of joining the Initiative. It was largely through this face-to-face contact that the collaboration grew from five communities to 16 in just a few short months.

During the development of the individual master planning process, community leaders identified key stakeholders, then personally encouraged them to attend planning commission meetings and work sessions in order to hear their opinions and allow them to weigh in during the formation of the master plan. One community member expressed that they felt they had knocked on every door in the community, personally inviting the resident inside to attend the meetings.

Further, in an effort to create a collegial environment and begin to collaborate professionally, invitations to regular Leadership Team meetings were extended to professional planners and zoning administrators in both Benzie and Manistee Counties, representatives from the Michigan Department of Natural Resources, and a Michigan State University Extension Land Use expert. Other entities were invited to give educational presentations at the meetings, such as the Heartland Center for Leadership Development. Meetings also occurred with the Michigan Economic

Development Corporation Community Assistance Team Specialist to discuss economic development tools and applicability for the region. As a nod to the significance of the Initiative and in an effort to learn from this ground-breaking process, Governor Rick Snyder designated key government employees from various departments to study the Initiative and to collaborate with the region. These individuals were in contact with the Alliance for Economic Success, team members, and the consultants.

## Communication tools

To keep the momentum of the project going and continue to engage the public, the Lakes to Land team developed magnets and brochures listing all the ways to keep in touch with the project: a centralized phone number, a United States Postal Service address, a new website, and Facebook and Twitter accounts. Press releases to news outlets covering the geographic area from Manistee to Petoskey were issued by the Alliance for Economic Success at the beginning of the initiative and at strategic points throughout the process to keep the public updated.

The Lakes to Land website ([www.lakestoland.org](http://www.lakestoland.org)) was created to maintain open lines of communication among active members of the project team, residents of the region, and other interested folks. This was particularly critical in light of the wide spectrum of technological sophistication and infrastructure available throughout the region, making a centralized repository for project-related information necessary. The collaborative nature of the project meant that it was imperative to build a site robust enough to serve the dual

objectives of creating a cohesive whole and maintaining each community's unique identity.

It was decided early on that the site would feature a page for each individual community in addition to the blog, the "about" description of the project, a calendar of events, and an archive of news releases related to the project. Each community's page presented a short excerpt of its history from this report, updated information related to the scheduling or results of its vision session, and any available links to previous plans or municipal websites. To the initial regionally-focused content mentioned above, several more pages were added at the Leadership Team's request: a catalog of the entire library of work products and resources, a repository for documents specific to the Leadership Team, and an open comment forum for exchange of ideas.

Metrics show that as of this writing, 1,975 people have racked up 9,687 page views on the website. The highest pageview numbers were driven by subscribers, people who signed up for the mailing lists and received an email linking directly to each new post as it was published. The largest concentration of visits came from the Manistee area (881), followed by Traverse City (598) and Grand Rapids (266). While most were from Michigan, visits also came from across the country: 141 from Hialeah (FL), 84 from Honolulu, 73 from Chicago, and a dozen scattered cities along the California coastline. All entries from the website were also posted to the project's Facebook and Twitter accounts ([www.facebook.com/lakestoland](http://www.facebook.com/lakestoland) and [twitter.com/lakestoland](http://twitter.com/lakestoland)).

## Information meetings

The public kickoff of the project occurred at two informational meetings on May 24 and 25, 2012. Between the two sessions—one in Benzie County and one in Manistee County—approximately 100 attendees were introduced to the Initiative. The purpose of the informational meetings was to educate the citizens about the project, extend an invitation to neighboring communities to join, discuss funding sources, and give a detailed explanation of the expected process and benefits. It was also hoped that the meeting would explain the planning process, prepare the communities for their vision sessions, and generate excitement for the project. Brochures and magnets were distributed, and the dates for the vision sessions were announced.

## Farmers' meetings

As the process of writing the new master plans began in earnest, two townships chose to host a forum dedicated specifically to understanding the needs of their agricultural communities. Blaine and Joyfield Townships each invited the general public, with a particular emphasis on the farming citizenry, to answer the question, "What can the township do to ensure that our working farms remain viable over the next 20 years?"

Both groups expressed a strong desire for fewer and more flexible regulations. Regardless of whether the context was land division, crop contents, building and equipment construction, or the lease of land for purposes other than agriculture, participants made it clear that the township's decisions had a discernible effect on their bottom line.





Arcadia Bear Lake Blaine Crystal Lake Gilmore Joyfield Pleasanton Onekama Frankfort

**You are Invited!**

## **Information Meetings Scheduled**

**May 23 at 7 p.m.**

Onekama Consolidated Schools

**May 24 at 7 p.m.**

Frankfort-Elberta Elementary School Gym

The Lakes to Land Regional Initiative is a unique joint planning effort to bring voices from throughout the region into a collaborative vision for the future. The communities will work together to prepare a series of individual Master Plans and then use them to design collaborative strategies.

Come to an information meeting to meet the leadership team members, learn about the purpose, goals, opportunities for participation, and schedule for the

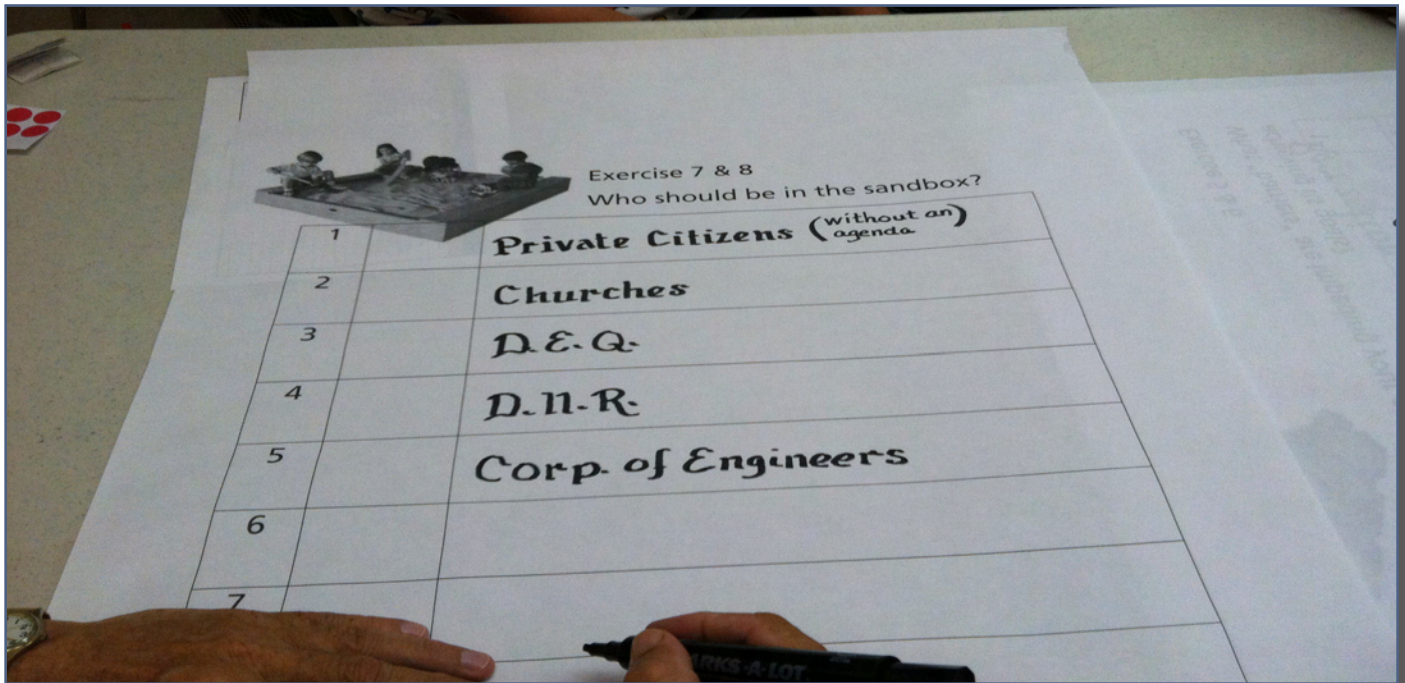
For More Information  
231.933.8400  
[www.lakestoland.org](http://www.lakestoland.org)

### *3.3 Information meeting*

*Beckett & Raeder, Inc. gives a presentation introducing the Lakes to Land Regional Initiative to citizens.*







# Visioning

The heart of the collaborative initiative is the development of individual community master plans. In the preparation of a master plan, the voice of the community is heard and articulated, and getting residents of the region to the Visioning Sessions was one of the primary responsibilities of the Leadership Team.

The Leadership Team selected the days, venues, and times for the vision sessions and placed posters advertising them throughout their communities. In addition to the project's official website and social media accounts, they used word-of-mouth, personal contact lists, and their own social media outlets to publicize the meetings. Postcards were mailed to every tax payer in each participating community inviting residents to share their input at the meeting, a step that the team concluded was important to ensure contact with every person. To minimize scheduling barriers to participation, residents were advised to attend their own community's session if possible but also invited to attend other sessions. If attending another community's vision session, residents were asked to sit at a separate table to work on the exercises but invited to participate in the presentation of the results. In this manner, communities often got a first glance at issues occurring in neighboring communities. All results were kept separate.

The method for decision-making was designed to be ideal for large groups, take everyone's opinion into account, and assist in narrowing down the results to the top major issues through the use of tallying. Participants not only had the opportunity to voice their opinions to small groups but also to the larger assembly, explaining and clarifying issues. Issues were often repeated, and in many cases the participants were able to both hear and see through the tallying process the collective nature of their opinions.

Ten vision sessions were held to accommodate all communities developing master plans, including a makeup session designed to give residents from communities with less than ideal participation at the outset another opportunity to weigh in. All followed an identical format: Prior to the meeting, the facilitators placed a marker, a pen, nametags, a sign-in sheet, pre-counted voting dots, and a set of 24x36 exercise sheets on each table. Arriving



citizens were asked to sit 6-8 persons to a table, don a nametag, and sign in. (Email addresses from the sign-in sheets were added to the distribution list used for updates and new website post notices, with an opt-out available at each.) Shortly after the start time of 6:30 p.m., the session began with a presentation about the history, scope, and objective of the Lakes to Land project.

The bulk of the sessions were focused on the visioning exercises. A volunteer at each table took the role of Table Secretary, recording answers to each of the tasks assigned. In most cases, a voting exercise followed in which each participant placed a dot next to the two items s/he felt were the best responses. "Double-dotting," or voting twice for the same item, was not allowed.

At the conclusion of the exercises, each group selected a member to present its findings. Presentations to the group conveyed the top three preferred futures from exercise 9 and 10 and the strategies to achieve them identified in exercise 11. A member of the facilitation team recorded the preferred futures on 24x36 sheets as they were stated, consolidating duplicate items with some discussion about what constituted a "duplicate": is the item "more business along US-31" identical to "increased economic development," for example?

Once all responses had been recorded, the sheets were hung on a wall at eye level, usually in the vicinity of the exit. The attending citizens were thanked for their participation and then instructed to use their remaining three dots for a "collective prioritization" exercise in which they voted for the three images they preferred most out of all presented at the meeting. Again, double- or triple-dotting was prohibited. The meeting officially concluded after all participants voted.

# The stuff

## 3.4 The invitations

**Lakes to Land**  
REGIONAL INITIATIVE  
*Unique Region. Unique Communities. Shared Vision.*

**Community Vision Sessions**

The Lakes to Land Regional Initiative is a unique joint planning effort to involve voices from throughout the region in the creation of Community Master Plans. The communities will then work together to design strategies for collaboration.

**Bring your voice to the Vision Session in your community and help shape the future.**

If you are unable to attend the session, please join us at any of the following sessions:

Township	Date	Time
ARCADIA TWP	June 12	6:30 P.M.
JOYFIELD TWP	June 13	6:30 P.M.
CRYSTAL LAKE TWP	June 14	6:30 P.M.
GILMORE TWP	June 14	6:30 P.M.
PLEASANTON TWP	June 18	6:30 P.M.
BLAINE TWP	June 19	6:30 P.M.

**COMMUNITY VISION MAKEUP SESSION**

The Lakes to Land Regional Initiative is a 15-community joint planning effort that seeks to bring voices from throughout the region together to shape the future we will all share. Communities in Arcadia, Blaine, Crystal Lake, Gilmore, and Pleasanton had come to the previous sessions, and we are holding one more.

**It is critical to creating a plan that genuinely reflects our community. Bring your voice to the Vision Session.**

Participate in this process, and you know what they say... if you don't participate, you can't complain.

(And who wants that?)

**2012 AT 6:30 P.M.**  
**ARCADIA COMMUNITY CENTER**  
10000 Lakes Road, Arcadia

**Lakes to Land**  
REGIONAL INITIATIVE  
*Unique Region. Unique Communities. Shared Vision.*

**COMMUNITY VISIONING SESSION**

Lakes to Land is a 15-community joint planning effort seeking to bring voices from throughout Northwest Michigan together to shape the future we all share.

We wish more of you in Pleasanton and Bear Lake Townships had come to the previous sessions. Luckily, the Village of Bear Lake's addition to our collaboration offers the opportunity to hold one more.

Come talk with us about:

- Bear Lake Water Treatment Plant
- P & R E
- Public Road Improvement
- Blight Eradication
- Wildlife and Fisheries

It's your last chance to participate in this session if you don't participate at the previous sessions.

**6:30 P.M. ON**  
**BEAR LAKE SCHOOL**  
(in the Village of Bear Lake)

Questions? Visit [www.lakestoland.org](http://www.lakestoland.org)

**Lakes to Land**  
REGIONAL INITIATIVE  
*Unique Region. Unique Communities. Shared Vision.*

Manistee Township has joined the Lakes to Land Regional Initiative, a unique collaboration in which 15 Northwest Michigan communities are using the master planning process to identify strategies for working together. Manistee Township will be updating its master plan, and you are invited to a

**COMMUNITY VISIONING SESSION**

to share your preferred vision for our future.

Citizen input is **critical** to creating a plan that genuinely reflects our community.


**Please join us.**

**AUGUST 22, 2012 AT 6:30 P.M.**  
**MANISTEE TOWNSHIP HALL**  
410 Holden Street

[www.lakestoland.org](http://www.lakestoland.org)

# visions are made of

## 3.5 The exercises

Exercise 1 & 2		
That "one" word which best describes your COMMUNITY.		
1		


Participants were told that a short phrase was acceptable. This was a voting exercise.

Exercise 3 & 4	
List those items that your COMMUNITY has accomplished well.	List those items that your COMMUNITY could have accomplished better.


Participants first answered the "accomplished well" question and voted on the answers, then answered the "could have accomplished better" question and voted on the answers.

Exercise 5 & 6		
What "barriers" are impeding improvements in your community?		

Facilitators explained that "barriers" could refer to organizations, situations, attitudes, physical attributes, power structures, etc. This was a voting exercise.

	Exercise 7 & 8
	Who should be in the sandbox?
1	

Facilitators explained that responses to this question should name organizations of any size which could contribute expertise or resources to further the project's goals. This was not a voting exercise, but a tally was kept of the number of times each organization was mentioned within a session.

Exercise 9 & 10		
Looking Forward – Envision your Community in 2021?		

Participants were asked to offer a description of their community after ten years of work on their preferred investments. This was a voting exercise, and the secretary was asked to record the top three vote-getters on the next page.

Exercise 11	
Actions to Accomplish our 2021 vision?	
<small>(List the Actions needed to implement the top three (3) images from Exercise 8 &amp; 9)</small>	
Priority 1	

Participants contributed strategies to achieve each of the three most-preferred visions from the previous exercise.

Final Exercise	
Collective Priorities	

Participants distributed their remaining three dots among the top preferred visions from each group. This was THE voting exercise.

# Visioning Results

## Bear Lake Township

The first vision session scheduled for Bear Lake Township, to be held on June 21, 2012 at Bear Lake School, 7748 Cody Street, was cancelled due to the low turnout of three residents. Fortunately, the addition of the Village of Bear Lake provided an opportunity for a makeup session aimed at the "Bear Lake Community" made up of Bear Lake Township, Pleasanton Township, and the Village of Bear Lake, held on August 16 at Bear Lake School. Twenty-two of the 36 attendees represented Bear Lake Township, or 1.3% of the township's 1751 residents.

Citizens used the words "lake" (and "multiple lakes"), "beautiful," and "lake health" to describe Bear Lake Township. They named fire/EMS services, community activities, and lake improvement as their greatest accomplishments. The top three items that could have been more successful were all physical: buildings on Lake Street, lake access with facilities, and roads. Residents cited funding, participation, and lack of communication/miscommunication as the greatest barriers to progress. They felt that the sandbox should be made up of business owners, community organizations, and property owners. A vibrant, revitalized downtown and parks and lakes access topped the list of collective priorities; these items received two to four times more votes than the next two on the list, trails for biking and walking and the improvement of property values.



3.6 Bear Lake School



3.7 Bear Lake Township, Bear Lake Village, and Pleasanton Township makeup visioning

## Village of Bear Lake

The Village of Bear Lake joined the Lakes to Land collaborative after the initial round of visioning sessions, so its only session took place on August 16. The meeting was held at Bear Lake School in conjunction with the make-up session for Bear Lake and Pleasanton Townships. The six Village of Bear Lake residents in attendance comprised 2.1% of overall population.

Words used to describe the Village of Bear Lake by its residents were "stagnant," "development challenged," and "retired - mature." Residents were most proud of their school, water system, and community events such as Bear Lake Days and Sparkle. They felt that more attention could be paid to a blight ordinance, affordable sewer, and park facilities such as a restroom. Barriers to progress were money, knowledge, and participation. When asked which organizations could be potential allies to progress, the citizens named community groups, specifically the Bear Lake Promoters and the Lions, and state government. Collectively, they prioritized employment, an innovative sewer system, and being centered on recreation. The other items to receive votes were having a vital downtown, and being characterized as "multi-generational" and "beautiful."



## Pleasanton Township

Sixteen residents of Pleasanton Township gathered at Bear Lake School for their community's initial vision session on June 18, 2012, and eight more arrived at the same location for a makeup session on August 16. In all, 2.9% of the township's 818 residents participated in the session.

Citizens described Pleasanton as "rural," "agricultural," and "quiet." The water quality in Bear Lake was their signature accomplishment, including watershed planning and organization and the control of Eurasian water milfoil. Pleasanton residents mentioned division in the community with some frequency. When asked what the could have been done better, "lack of cooperation among municipalities and board" was first, followed by master planning, better communication, and an accepted sewer plan; the list of barriers was topped by "inter-community discord," "polarization and divisiveness on issues," and "divisive leadership." They felt support should come from service clubs and community groups, Bear Lake Township and Village, and Michigan's environmental departments (DNR and DEQ). In a particularly direct summation of the previous exercises, residents listed their top priorities as leadership that brings the community together, a zoning ordinance that reflects the master plan, and good communication and cooperation among all groups.



3.8 Pleasanton Township visioning



3.9 Joyfield Township visioning

## Joyfield Township

Joyfield Township hosted its visioning session at Blaine Christian Church, 7018 Putney Road, on June 13, 2012. There were 50 Joyfield residents in attendance, as well as two residents of Arcadia Township and two residents of Blaine Township. All participants completed the exercises with members of their own community, and the results were tallied by community. The rate of participation among Joyfield's 799 residents was 6.3%.

The most common one-word descriptions of Joyfield Township were "beautiful," "rural," and "divided." Residents felt that their community's strengths were neighborliness, land stewardship or balanced land use, and preserving scenic beauty. They said the community could have a better job of zoning and planning, planning for the future, and communication. Top barriers to improvement were miscommunication (specifically, communication prior to major issues and the complain that "government doesn't listen"), division within the community, and both personal and governmental financial struggles. Organizations which should be "in the sandbox" were the Farm Bureau, Michigan Department of Environmental Quality, and the Joyfield Township Board of Supervisors. The citizens' list of collective priorities was topped by retaining scenic character, growth in specialized agriculture, implementing zoning and planning, maintaining a rural character/environment, increasing job opportunities and supporting local business, and utilities.

## Arcadia Township



3.10 Arcadia visioning

3.11 Pleasant Valley Community Center



Arcadia Township's visioning session took place at the Pleasant Valley Community Center, 3586 Glovers Lake Road. Ninety-three citizens attended the session held on June 12, 2012. In addition to those citizens, ten Arcadia residents attended a makeup session on July 11, 2012 at the Pleasant Valley Community Center and two Arcadia residents attended the visioning session in Joyfield Township. In total, 103 of Arcadia's 639 citizens participated; its 16.1% was the best among municipalities which held visioning sessions.

The top three words residents used to describe Arcadia were "peaceful," "natural" (including "nature" and "natural beauty"), and "beautiful." They felt that their community had done a good job establishing the Pleasant Valley Community Center and the fire department. They also felt that their community was successful in the "wind issue" or the "Duke energy diversion," saying they had "defeated turbines" and "avoided bad economic development." They felt that the community could improve channel dredging, calling it a "yearly hassle" and saying a "better policy" was needed. Enforcement of zoning ordinances and speed control were two other areas which residents felt could be improved. The list of barriers to improvement was led by finances, resistance to change, and communication problems. The top three organizations that should be "in the sandbox" were Camp Arcadia, the Grand Traverse Regional Land Conservancy, and the Lions Club. The citizens' top six collective priorities were channel dredging, improving outdoor activities and developing eco-tourism, M-22 improvements and streetscape, connectivity of biking and hiking trails, a fully operational harbor, and sustainable businesses on Main Street.

## Blaine Township



3.12 Blaine visioning



On June 19, 2012, Blaine Township Hall at 4760 Herring Grove Road filled up with 72 citizens ready to share their vision for the township's future. Two more citizens attended the July 11 makeup session, totaling 13.4% of the municipality's 551 residents.

Blaine residents described their community as "peaceful" (adding "serene" and "tranquil"), "beautiful" (specifically "natural and seasonal beauty"), and "rural" (including "rural / agriculture"). They cited conservancy and preservation of their land and shore as their greatest accomplishment, followed by "eradicating turbine development" or "stopping the wind energy program," then zoning. Internet access, road repair, and planning and zoning topped the list of things that the community could have done better. The top two barriers to their goals were financial, both general and public, and each received three times as many votes as the item in third place, which was lack of viable, good-paying employment opportunities. The organizations which should be in the sandbox were township officials, the Michigan Department of Natural Resources, and the Benzie County Road Commission. Citizens listed maintaining the health and quality of lakes, streams, and forests, maintaining a rural community, high speed internet service, healthy and sustainable operating farms, and maintaining the scenic beauty of the township as their top collective priorities.



## Crystal Lake Township

Forty-two Crystal Lake Township citizens gathered at Frankfort-Elberta High School on June 14, 2012 for their community's vision session, and two more attended the July 11 makeup session at the Pleasant Valley Community Center. Taken together, 4.5% of Crystal Lake Township's 975 residents participated.

Residents described Crystal Lake Township as "beautiful," "vulnerable," and "pristine." They listed rails to trails, water quality, and the Benzie Bus as their top achievements; zoning, citizen participation, and the RV park topped the list of things they felt the township could have done better. Barriers to the community's goals were leadership (and specifically, "leadership reflecting all taxpayers"), lack of an agreed-upon, long-term vision, and lack of opportunities to share in a common goal. They felt that it was important for the Crystal Lake Watershed Association, farmers, and the Paul Oliver Memorial Hospital to be in the sandbox. The top priorities to emerge from the exercises were maintaining rural character (including preservation and open green space), quality development resulting from a function master plan and zoning ordinance, better leadership including cooperation and communication, and the regulation of blight and pollution (light, air, noise, and water).



3.13 Crystal Lake Township visioning

## Gilmore Township

Gilmore Township's restored, historic Old Life-Saving Station at 1120 Furnace Ave. was the site of its community visioning session on June 14, 2012. Thirty-one of Gilmore's 821 residents attended for a participation rate of 3.7%.

The most frequent descriptions of Gilmore were "scenic," "beautiful," and "sense of community." Attendees listed land preservation of land for biking and hiking, parks, and schools as its best achievements. It could have done a better job with broadband internet service, a boat launch, and communication between the village and township. Financial restraints led the list of barriers to progress, followed by communication and lack of year-round employment. Residents felt that local government of all levels should be in the sandbox, including elected and appointed officials of the township, village, county, and state. They singled out Gilmore's planning commission and the Michigan Department of Natural Resources to round out the top three. The top collective priorities were zoning and planning enforcement, Betsie Bay improvements (clean, dredge, remove invasive species, increase docks and access), rural and natural community character preservation (specifically, maintaining the balance of uses between agricultural and single family residential), and public access to the lake with improvements in game management.



3.14 Old Life-Saving Station

3.15 Gilmore visioning







3.16 Manistee visioning (top and bottom)



3.17 Honor visioning



## Manistee Township

The last Lakes to Land visioning session was held in Manistee Township on August 22 at Manistee Township Hall. Forty-nine of the community's 4,084 residents attended for a turnout of 1.2%.

Those in attendance used the words "beautiful," "deteriorating" (specifically in reference to Bar Lake) and "water" or "water lovers" to describe their home. They were most proud of services, including fire, EMS, recycling, and road maintenance. Concerns centered around Bar Lake: the outlet, observation deck, park, tables, parking, marking, water level, and public access all made the list, as well as a simple plea to "Save Bar Lake." Residents cited disagreement in leadership, funding, and government regulations as the top barriers to achieving their goals. They put themselves first in the sandbox, followed by the Michigan Department of Environmental Quality and the United States Army Corps of Engineers. Collectively, the citizens of Manistee Township prioritized the establishment of a watershed authority and cleanup of Bar Lake first, followed by commercial development along US-31 and a reduction in regulations.

## Village of Honor

Like the Village of Bear Lake, the Village of Honor joined the Lakes to Land Regional Initiative after the first round of visioning had concluded. Because the community had completed a visioning session the previous year in connection with the Honor Area Restoration Project (from which the collective priorities to the right were taken), the Planning Commission opted to use a survey instrument to gather information related to the Lakes to Land master planning process. Forty-nine surveys were returned.

Residents said they most liked that Honor is friendly and small, and its location. By a large margin (56%), they most disliked its blight, including run-down homes and junk piles; vacant stores (13%) and traffic speed (11%) lagged far behind. Citizens would most like to see new development in the form of retail commercial, specifically a deli, coffee shop, and resale or antique shop, followed by single-family homes and then office commercial. Offered a choice of recreation, their support was evenly split between facilities for active recreation and those which are multi-use. Sidewalks were the most-desired new service. Residents did not want to see commercial design requirements for their buildings, but slightly more residents approved of annexing property for future development than disapproved. Citizens also wanted to see growth of green energy and sustainable business policies, and support for a new blight ordinance was overwhelming (84%).

# Collective priorities

The ultimate goal of spending a whole intense summer conducting visioning sessions was to bring the individual voices of citizens together to hear what they said in unison.

Five hundred residents spoke clearly. This is what was on their minds:

Arcadia	Channel dredging	Improve outdoor activities; develop eco-tourism	M-22 improvements - streetscape
Bear Lake Township	Vibrant, revitalized downtown	Parks and lakes access	Bike and walk trails
Bear Lake Village	Employment	Innovative sewer system - destination	Recreation-centered
Blaine	Maintain health and quality of lakes, streams, forests; watershed planning	Maintain rural community ("stay the same")	High speed internet service, cable or tower, fast and affordable
Crystal Lake	Maintain rural character - preservation - open green space	Quality development: functioning master plan/ zoning	Build better leadership, cooperation, communication
Gilmore	Zoning and planning enforcement	Betsie Bay improvements: clean and dredge; remove invasives; increase docks and access	Rural, natural community character preservation; maintain balance of single family residential and agricultural
Honor	New downtown streetscape	New recreation facilities	Destination businesses for tourism
Joyfield	Retain scenic character - developed natural areas	Growth in agriculture - specialized	Implement zoning/planning
Manistee	Establish watershed authority / clean up Bar Lake / healthy Bar Lake ecosystem	Business on US-31 / commercial development	Reduce regulations
Pleasanton	Leadership that brings community together	Zoning ordinance that reflects the master plan	Master plan

3.18 Collective priorities table







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