



Quincy Community Master Plan

2017





Quincy Community Master Plan

2017





“Good fortune is
what happens when
opportunity meets
with planning.”

- Thomas Edison

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Special Thanks To

Quincy Youth and Government Organization
(in particular, Elizabeth Brockway and Sasha Burnett)

This Plan was adopted by the Village Council
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Quincy Middle School, 2011

Chapter 1

Introduction



Introduction

As used throughout this document, the “Quincy Community” constitutes the geographical areas of the Village of Quincy and Quincy Township. However, for the purpose of this plan and future planning and development efforts, the Quincy Community refers to one, larger cooperative community.

This master plan represents a framework for the development of the Quincy Community through a series of objectives, strategies and action policies. The master plan is intended to take a long-range view of the community and guide development for the next 10 to 20 years while providing flexibility to respond to changing conditions, innovations and new information.

The master plan establishes the vision and expectations for the future development of the Quincy Community. It serves as the basis for local land use regulations and capital improvements. The master plan also establishes expectations and responsibilities for its administration and follow through, including future planning activities. The master plan is comprehensive, providing plans and action strategies for development, improvements to the downtown, sense-of-place, recreation, and land use.

The Quincy Community Master Plan has been adopted under the Michigan Planning Enabling Act of 2008, as amended (P.A. 22 of 2008, M.C.L. 125.3801 et seq.), which states that the planning commission shall, “make and approve a master plan as a guide for development within the planning jurisdiction.”

The Quincy Community Master Plan has been prepared under the direction of and with direct participation by the Quincy Joint Planning Commission. The master plan and planning process were established by the Planning Commission under the following directives.

Build on the Past. The *2000 Village of Quincy Master Plan* and the *2002 Quincy Township Master Plan* are thorough and comprehensive documents, describing existing socio-economic and housing trends and goals for existing land use, public utility infrastructure, recreation and downtown development. However, over the past decade the Quincy Community has been forced to deal with a number of new challenges and opportunities. In addition, the community (like other communities across the state) is working to figure out its role in Michigan’s transition from the Old Economy to the New Economy.

Due to these changing dynamics (and in accordance with the five-year review standards for master plans under the Michigan Planning Enabling Act) local officials feel it is important to update and establish a master plan that reflects the growing changes in the entire Quincy Community.

A plan is an adopted statement of policy, in the form of text, maps, and graphics, used to guide public and private actions that affect the future.

A plan provides decision makers with the information they need to make informed decisions affecting long-range social, economic, and physical growth of a community

To that end, this Master Plan builds upon the *2000 Village of Quincy Master Plan* and the *2002 Quincy Township Master Plan*. To avoid duplicative research, portions of the previous plans were excerpted and incorporated or directly referenced into this master plan - most notably portions devoted to infrastructure and natural features. With assistance from the Joint Planning Commission and Village staff, these references were reviewed for accuracy and updated to reflect 2011 status.

Solicit Public Input. The Joint Planning Commission facilitated a public planning process that encouraged citizen participation and open dialogue. Throughout the planning process, a series of public meetings were held, providing an opportunity for citizens to submit input on a wide variety of topics, community goals and future development strategies. Citizens were also invited to attend and participate in each Joint Planning Commission meeting. Additionally, an interactive website www.quincymasterplan.org was created to provide opportunities for citizens to learn more about the planning process, how to get involved, and review and comment on draft language, goal statements and other future policies. Finally, a formal public hearing was held in the Village and Township prior to the adoption of the plan.

In addition to these public meetings, the Joint Planning Commission met with a number of community interest groups and stakeholders to better understand their vision and future aspirations for the community. These groups included the Quincy Chamber of Commerce, the Quincy Downtown Development Authority, the Branch County Area Chamber of Commerce and the Branch County Economic Growth Alliance.

The Joint Planning Commission also felt it was important to hear from the community's youth - to gain a perspective on their wishes for the community and what would inspire them to stay or return to the community after college or other post high-school experiences. In addition, the Joint Planning Commission wanted to help educate the community's youth about the planning process and encourage participation in future planning efforts throughout the community. With this in mind, the Joint Planning Commission met with students of the local YMCA Youth in Government Group. Part of a statewide coalition, the group is organized to help students understand how local and state governments work and operate.

The Joint Planning Commission worked with students to enhance their understanding of planning processes, gather their general impression of the community and discuss additional ways in which they could contribute to the development of the master plan. After some discussion, the students decided to conduct a student survey and photo inventory of what kids "like" about the community and what "needs improvement." Over the course of one month, the group interviewed about 200 high-school students. Two representatives of the group then presented the results of the survey and photo inventory at the April 12th public meeting. A full list of notes from the first discussion with students and their presentation can be found in *Appendix A*.

Joint Planning Commission Meetings - Commissioners work together to identify community assets and special/unique places



Public Meeting - April 12th 2011 Public Meeting: Participants discuss their vision for the community and identify community assets



Public Meeting - April 12th 2011 Students of the local Youth and Government group present their results of their student survey.



Consider the Region. In recent years, the Village of Quincy and Quincy Township have made concerted efforts to work together on a number of land use and governmental initiatives. These initiatives have addressed infrastructure expansion, fire protection, recycling and website development. In 2009, the Village and Township worked together to establish a Joint Planning Commission. Over the last six years, the Joint Commission has worked to address a number of interesting land use and zoning issues, including adopting ordinances regulating wind turbines.

Through these efforts, the two jurisdictions recognize that land use planning across jurisdictional boundaries is the most effective way to plan for and protect cultural and natural resources and encourage community-wide economic development. Therefore, while this master plan addresses the future development of the Quincy Community, many of the concepts, objectives and strategies outlined in this document have implications for nearby jurisdictions, Branch County and south-central Michigan.

Implement New Ideas - In February, Mr. Kurt Schindler from Michigan State University Extension conducted an informative community workshop on the *New Economy* and Placed-Based Regional Economic Planning.

Implement New Ideas. The Joint Planning Commission acknowledges that significant changes have occurred in the Quincy Community over the last decade. As the Quincy Community continues to evolve, the Joint Planning Commission must continue to be flexible and respond to changing conditions, innovations and new information. In an effort to set the stage for the future and establish the guiding principles and revised strategy for the growth and development of the community, the Joint Planning Commission agreed to utilize the following best practice principles:



Smart Growth - Smart Growth Network (adopted by the Michigan Land Use Leadership Council)

According to *This is Smart Growth*, a publication from the Smart Growth Network, growth is smart when it gives us great communities, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children.

The Smart Growth Tenets (at right) have been widely adopted and promoted by a number of planning, environmental and development organizations, including the Quincy Joint Planning Commission.

Community Planning Principles - Michigan Association of Planning

Several years ago, the Michigan Chapter of the American Planning Association created a large advisory committee of professional and lay planners to identify key principles that communities should follow to improve local quality of life. About 90 communities, regions and consulting firms have adopted these principles to guide local and regional planning - including the Quincy Joint Planning Commission. The initiative is broken down into principles and statements, the categories of principles include: community, environment, infrastructure and plans and implementation - there are 46 principles in all. Listed below is the general *community planning principle statements*:

1. The community planning decision-making process should, first and foremost, be concerned with long-term sustainability.
2. The community planning process should involve a broad-based citizenry. A positive relationship between the development and making of community should be established through citizen-based participatory planning and design process.
3. Public policy and development practices should support development of communities that are:
 - a. Diverse in land use, population and character
 - b. Designed for pedestrians and non-motorized transit as well as for motorized transit.
 - c. Shaped and physically defined by parks, open space and other natural resource areas
 - d. Structured by physically defined, accessible public space and community institutions
 - e. Based on local history, climate, ecology and building practices
4. Common challenges that should be addressed by community planning are:
 - a. Increasing opportunities for reinvestment in established urban centers
 - b. Encouraging appropriate intensity and location of new development served by adequate public facilities
 - c. Minimizing the spread of low density, non-contiguous development
 - d. Encouraging the preservation and/or restoration of our natural and built heritage environments
 - e. Encouraging development in accordance with the adopted community Master Plan
 - f. Recognizing that land use decisions may have impacts beyond community boundaries

Ten Tenets of Smart Growth

1. Mix 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 toward existing communities
8. Provide a variety of transportation choices
9. Make development decision, fair, and cost-effective
10. Encourage community and stakeholder collaboration

5. The quality of life for citizens of Michigan can be enhanced by developments that:

- a. Support and restore existing community centers
- b. Reconfigure existing low density, center less communities into communities of diverse neighborhoods and districts
- c. Preserve and protect natural environments
- d. Maintain and build a positive social and strong economic climate
- e. Improve the physical design and condition for our region, cities, villages, townships, neighborhoods, districts, corridors, parks, streets, blocks and homes.

Park Facilities - A park in downtown Quincy adds to the quality of life of the community.



Strategic Growth - Michigan State University Land Policy Institute & People and Land Program.

This initiative combines the ten tenets of *Smart Growth* with the *six pillars of growth*, the *seven pillars of the New Economy* and the *five principles of strategic growth* as established by the People and Land Advisory Group and the Michigan State University Land Policy Institute.

Six Pillars of Growth

1. *Attractive Cities and Neighborhoods*: From major cities to small towns, we need vibrant neighborhoods where people want to live and raise families
2. *Highly Competitive Schools and Lifelong Learning Opportunities*: Education creates the skilled workers we need to compete in the global marketplace
3. *Knowledge-Based Technologies and Michigan's Future*: Job growth in Michigan will come from new and creative businesses
4. *Thriving Agriculture to Grow Michigan's Economy*: Michigan's second-largest industry can provide food, fuel and innovation while preserving beautiful rural landscapes
5. *Natural Resources for Recreation and Job Creation*: Michigan is blessed with natural resources that enrich our quality of life and enhance our economy
6. *Inclusive and Entrepreneurial Culture*: Innovation, new ideas, new people, new businesses: this is the currency of the new economy.

Seven Pillars of the New Economy

1. Knowing the region's economic function in the global economy
2. Creating a skilled workforce
3. Investing in an infrastructure for innovation
4. Creating great quality of life
5. Fostering an innovative business climate
6. Reinventing - and digitizing government
7. Taking regional governance seriously

Entrepreneurial Culture - *Patty's Apparel and Bridal Shoppe* attracts shoppers from as far away as Chicago.



Principles of Strategic Growth

1. Regionalism
2. Urban-rural interdependency
3. Strategic assets, assessment, industry clustering and a regional strategic growth plan

4. Placemaking
5. Targeting of resources



Chapter 2

Quincy Community



Community Profile

Regional Setting

The Quincy Community is located in the north-eastern portion of Branch County (please see figure 3.1). Part of the southern edge of Michigan, the Quincy Community is noted for its rolling farms and abundant natural areas, including portions of the Marble-Coldwater Chain-of-Lakes. At the center of the Quincy Community is the Village of Quincy. Located along the U.S. 12 *Historic Trail*, the Village of Quincy is a small but charming town with historical storefronts and quaint neighborhoods.

The Quincy Community has a total land area of about 36 square miles (23,205.7 acres). The Quincy Community is bordered by Butler Township to the north, Hillsdale County to the east, Algansee Township to the South and Coldwater Township to the East. The City of Coldwater (the County Seat) is located about six miles to the east of the Quincy Community. The Quincy Community is located within just a few hours drive of several large cities, including: Battle Creek (44 miles); Fort Wayne, Indiana (60 miles) Lansing (70 miles); Chicago (174 miles); and Detroit (137 miles.)

One of the most prominent natural features in the community is First Lake and Marble Lake. With a combined surface area of over 2,600 acres, the two lakes make up the northern portion of the Marble-Coldwater Chain-of-Lakes. Marble Lake supports a diverse fish and wildlife habitat and provides ample opportunities for recreation. Marble Lake is home to a number of seasonal (and year-round) residents from the surrounding region, including portions of Indiana, Ohio and Illinois.

Another prominent feature of the Quincy Community is the Village of Quincy. The Village is the focal point of commerce and civic activity in the community, home to retail, commercial and industrial businesses and the Quincy public schools. The Village has a number of attractive buildings and homes, rich with architectural history and character. Over the past several years, the Village has made substantial improvements to the downtown area, including pedestrian walkways and streetscaping (w/cultural amenities). As a result, Quincy's downtown is walkable and attractive place to be, providing a sense-of-place for the entire community.

Figure 3.1 Quincy Community - Regional Context

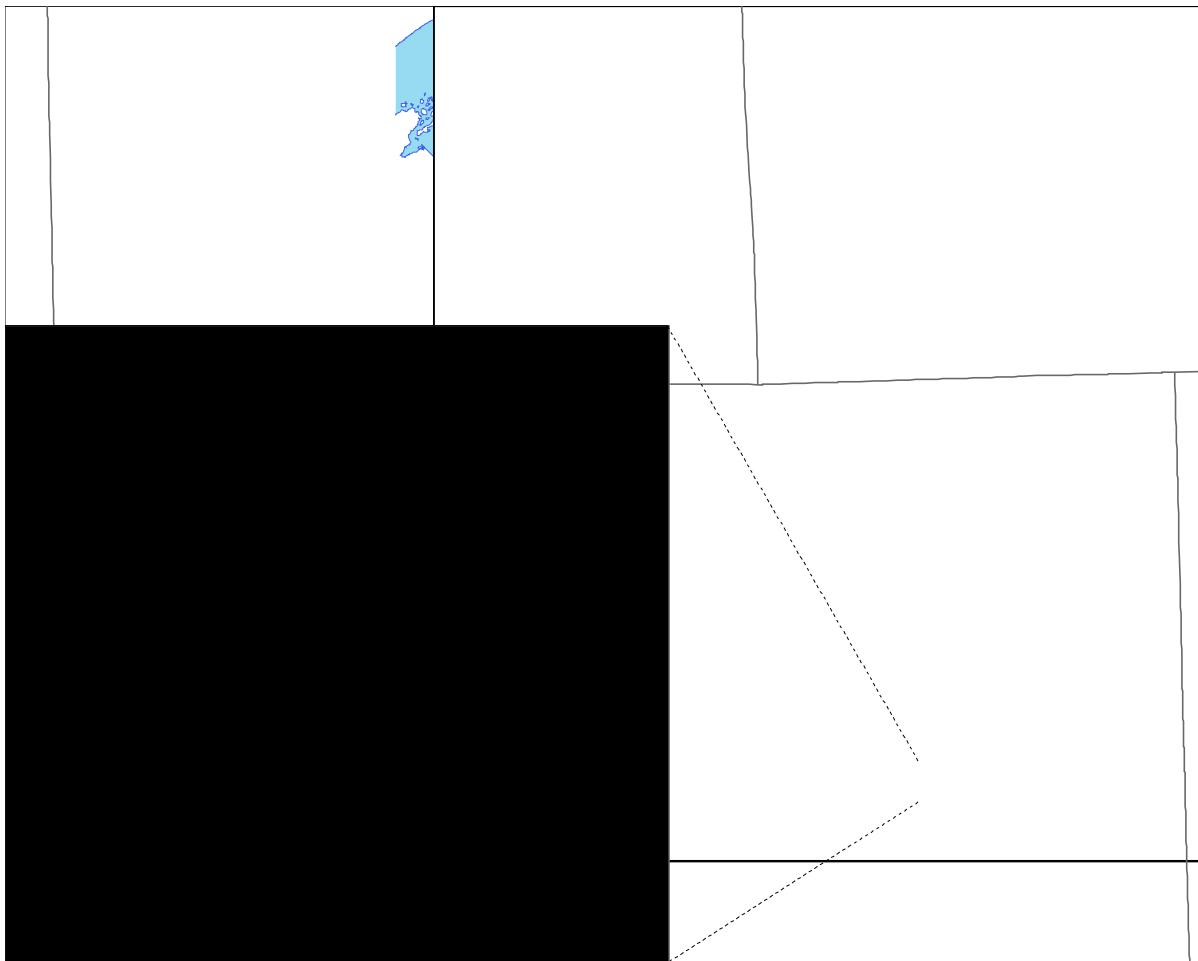
Chain-of-Lakes - First Lake and Marble Lake make up the northern portion of the Marble-Coldwater Chain-of-Lakes, one of the Quincy Community's most prominent features.



Source: Pure Michigan

Downtown Quincy - Downtown Quincy is the focal point of commerce and activity, providing sense-of-place for the Quincy Community.





History of the Quincy Community

The Quincy Community was originally settled by Horace Wilson, who built the community's first log cabin in 1830. However, the history of the Quincy Community is closely tied to the development of Branch County, the City of Coldwater and U.S. 12.

The route that is defined by U.S. 12 was first established by migratory mastodons and caribou over 12,000 years ago as the Wisconsin Ice Sheet began receding north. Several years later, the "Sauk's," an early Native American Tribe used the route to travel between Detroit and Chicago and throughout the Midwest. Over the years, the route became known as "Sauk's Trail. In later years, the route was used again by the Pottawattamie. In 1821, the Pottawattamie sold large portions of the then known "Saint Joseph Valley" to the U.S. Government, which promptly established the *Mich-ke-saw-be Reservation* in portions of Coldwater and Quincy Townships. In 1825, President Andrew Jackson commissioned a party to survey the Sauk Trail. In 1827, the U.S. Congress approved \$20,000 to widen and improve the road. In many areas along the route, wood planks were laid down to allow for stage coach travel. The section of the road running through Branch County

Early Quincy - The Quincy Creamery, 1913



was completed in 1833 and renamed the “Chicago Road.” With the new road in place, new settlers began to claim large tracts of land in Coldwater, Bronson and Quincy. By 1837, the Western Star Line was advertising five lines of stages between Detroit and Chicago. In 1927, the road was paved and renamed U.S. 112. The road was re-commissioned as U.S. 12 in 1961. One of the oldest road corridors east on the Mississippi, Michigan designated the road a *Heritage Trail* in 2004.

Socio-Economic Characteristics

The following section discusses the population, housing and economic characteristics and trends of the Quincy Community. For the purpose of this plan, we have used figures provided by the U.S. Census Bureau, from 1970, 1980, 1990, 2000 and 2010. In some instances, due to a lack of available data, statistics from the 2005 - 2009 American Community Survey were used. Please note, due to their representative relationship, Villages statistics are included in the Townships statistics.

Population Trends

Based on data published by the U.S. Census Bureau, there were 4,285 people living in Quincy Township and 1,652 people living in the Village of Quincy in 2010. For both the Township and Village, this is about a 3% decrease over the populations recorded in 2000 and the first time the populations have decreased over a ten-year period since 1970. Between 2000 and 2010, the population in neighboring Coldwater Township increased an astonishing 65.9%. Table 3.1 presents the population trends from 1970 to 2010 for the Quincy Community and some surrounding jurisdictions.

Table 3.1 Population Trends. 1970 - 2010

Community	1970	1980	1990	Percent Change 1970 - 1990	2000	Percent Change 1990 - 2000	2010	Percent Change 2000 - 2010
Quincy (Village)	1,540	1,569	1,680	9.1%	1,701	1.3%	1,652	-2.9%
Quincy (Township)	3,295	3,929	4,003	21.5%	4,411	10.2%	4,285	-2.9%
Algoma Township	1,352	1,775	1,859	37.5%	2,061	10.9%	1,974	-4.2%
Butler Township	934	1,060	1,191	27.5%	1,362	14.4%	1,467	7.7%
Coldwater Township	5,785	4,246	4,795	-17.1%	3,678	-23.3%	6,102	65.9%
Branch County	37,906	40,188	41,502	9.5%	45,787	10.3%	45,248	-1.2%

Did You Know? - The name “Quincy” was suggested by Dr. Hiram Allen when in 1836, the new community split from the adjoining Coldwater Township. Dr. Allen suggested the name Quincy after his home town in Massachusetts.

The first European traveler to use the trail corridor was French explorer Robert Cavalier Sieur de LaSalle, who was forced to walk the trail to get back to Detroit after his ship, the Griffin, sunk in Lake Michigan.

Population Projections

Recent trends suggest that a modest decrease in the overall population of both the Village and Township can be expected over the next two decades. Although there is no way to predict the total population growth with certainty, we can use projection methods to obtain useful estimates. Table 3.2 presents the population projections for the Village, Township and County for the next 20 years. The population projection was based on the rate of change from 2000 to 2010. The population projections predict a total population decrease of less than 1% between 2010 and 2030 for both the Village and Township..

Table 3.2 Population Projections. 2010 - 2030

Community	Forecasted Population			
	2000	2010	2020	2030
Quincy (Village)	1,701	1,652	1,603	1,554
Quincy (Township)	4,411	4,285	4,159	4,033
Branch County	45,787	45,248	44,709	44,170

Source: US Census

Quincy's Population-
The Quincy Community has a relatively extensive Amish population. However, exact numbers are not known.



Racial Make-Up

In 2000 and again in 2010, citizens identified as “white” made up over 96% of the population within the Village and Township. The number of citizens defined by a race other than “white” is quite small. The largest of these populations is the “Hispanic/Latino” population, still not quite 2.5% of the population.. Table 3.3 presents the racial make-up of the Village and Township for 2000 and 2010.

Table 3.3 Racial Make-Up. 2000 - 2010

Race	Quincy (Village) 2000		Quincy (Village) 2010		Quincy (Twp.) 2000		Quincy (Twp.) 2010	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White	1,654	97.2%	1,600	96.8%	4,328	98.1%	4,176	97.4%
Black or African American	5	0.3%	9	0.5%	8	0.2%	10	0.2%
American Indian and Alaska Native	4	0.2%	4	0.2%	11	0.2%	7	0.1%
Asian	4	0.2%	7	0.4%	10	0.2%	20	0.4%
Hispanic/Latino	40	2.4%	42	2.5%	50	1.1%	83	1.9%
Native Hawaiian and Other Pacific Islander	3	0.2%	0	0.0%	3	0.1%	0	0.0%
Some other race	20	1.2%	10	60.0%	20	0.5%	27	0.6%
Two or more races	11	0.6%	22	1.3%	31	0.7	45	1.0%

Source: US Census Bureau

Age Distribution

The age distribution of the greater Quincy population can be an important factor in identifying social, economic and public service needs. There are several identifiable stages that individuals go through during the span of a lifetime. Using U.S. Census Bureau statistics, we have characterized, eight life-stages, including: (1) Preschool; (2) Elementary; (3) Secondary; (4) College; (5) Young Family; (6) Established Family; (7) Mature Family; and (8) Retired.

As detailed in Table 3.4, the 2010 Census statistics demonstrate the largest population group is the *Established Family* group, ages 35 to 54 years old for both the Village and Township (approximately 30% of the population). This population group was the largest in 2000 as well. 2000 census figures and 2010 estimates show that the smallest population group is the *College* group, ages 20 to 24. However, the *Young Family* group is the third largest cohort in the community. The *College* and *Young Family* population groups are generally considered to make up the new and necessary creative-skilled work force (“creative-class”) identified by the Michigan State University Land Policy Institute.

Households & Composition

Information about the number and types of households can be useful in characterizing the social and economic forces at work in the community. Table 3.5 presents this data for the Quincy Community as compiled from the 2000 and 2010 Census.

From 2000 to 2010, there was a decrease in the total number of households in the Village and Township of Quincy. Although not provided, we can assume (based on 1990 and 2000 Census statistics) that the total number of people living in traditional “married-couple family” households decreased. At the same time, number of “female head of household- no husband present” (including those with kids) increased between 2000 and 2010. If we take into account the number of “male householder, no wife present” households (statistics not shown), the socioeconomic changes suggested by the data for the Quincy Community are consistent with reported national trends toward more single-parent and non-traditional families and more single-person households.

Statistics aggregated for this Plan also show that from 2000 to 2010, the size of the households and families stayed about the same.

Table 3.4 Age Distribution. 2000 - 2010

Stage of Life	Age Group	Quincy (Village)		Quincy (Township)	
		2000	2010	2000	2010
Preschool	Under 5 years	142	152	317	318
	Percent of Total	8.3%	9.2%	7.2%	7.4%
Elementary	5 to 14	311	251	760	639
	Percent of Total	18.3%	15.2%	17.2%	14.9%
Secondary	15 to 19	137	138	359	332

	Percent of Total	8.1%	8.4%	8.1%	7.7%
College	20 to 24	113	118	241	250
	Percent of Total	6.6%	7.1%	5.5%	5.8%
Young Family	25 to 34	208	203	530	471
	Percent of Total	12.2%	12.3%	12.0%	11.0%
Established Family	35 to 54	523	471	1,364	1,222
	Percent of Total	30.7%	28.5%	30.9%	28.5%
Mature Family	55 to 64	102	183	353	563
	Percent of Total	6.0%	11.1%	8.0%	13.1%
Retired	65+	165	136	487	490
	Percent of Total	9.7%	8.2%	11.0%	11.4%
Totals		1,701	1,652	4,411	4,285

Source: US Census Bureau.

Table 3.5 Household Trends and Composition. 2000 - 2010

	Quincy (Village)		Quincy (Township)	
	2000	2010	2000	2010
Total Number of Households	640	634	1,617	1,594
Family Households (families)	436	436	1,159	1,157
Percent of family households	68.1%	68.8%	71.7%	72.6%
Married-Couple Family	288	NA	904	NA
Percent of married couple families	45.0%	NA	55.9%	NA
With children under 18 years	154	NA	426	NA
Percent of married couple families w/children under 18 years	24.1%	NA	26.3%	NA
Female Head of Households, No Husband	111	120	175	203
Percent of female heads of households	17.3%	18.9%	10.8%	12.7%
With children under 18 years	85	94	124	138
Percent of female head of household w/children under 18 years	13.3%	14.8%	7.7%	8.7%

Non-Family Households	204	198	458	437
Percent on non-family households	31.9%	31.2%	28.3%	27.4%
Householder living alone	168	159	372	354
Percent of householder living alone	26.3%	25.1%	23.0%	22.2%
Householder 65 years and older	52	49	132	131
Average Household Size	2.61	2.61	2.71	2.68
Average Family Size	3.1	3.02	3.18	3.09

Source: US Census Bureau.
(NA) - Not Available

Population and Housing Density

Information about population and housing density can be useful in understanding how people live within the community and ways land is used. Due to existing infrastructure and historical community design patterns, higher population densities are typically located in urban areas. In contrast, lower population and housing densities are typically located in rural areas. Population and housing density changes in both the rural and urban areas of a community change land use patterns. Table 3.6 presents the population density (i.e. people per acre) for the Quincy Community for 2000 and 2010. Table 3.6 indicates that population density decreased and housing density increased in the Village. Densities in the Township remained about the same.

Table 3.6 Population & Housing Densities

	Acres (Land Area)	Population	Population	Density Per Acre (Population)		Housing Units	Housing Units	Density Per Acre (Housing Units)	
				2000	2010			2000	2010
Quincy (Village)	756	1,701	1,652	2.25	2.18	687	743	0.91	0.98
Quincy (Township)	22,449	4,411	4,285	0.20	0.19	1,904	2,033	0.08	0.09

Source: US Census Bureau.

Education and Employment

Numerous studies have shown that educational attainment is related to an individual's earning capacity. That is, people with higher levels of education tend to have higher total income levels over a lifetime. Therefore, the average educational achievement of the citizens of a community is an indicator of the economic capacity of that community. Communities with higher levels of educational achievement tend to have a higher earning capacity than those with lower levels of educational achievement.

Table 3.7 presents information on the educational attainment of people in the Quincy Community as tallied by the U.S. Census Bureau. In general, there has been an increase in the proportion and number of people who have at least some college experience in both the Village

and Township. There has also been an increase in the proportion and number of people in the community who have an Associates, Bachelors and/or graduate level degree. However, the overall proportion and number of people a Bachelor's Degree or higher remains relatively low (between 14% and 17%).

Table 3.7 Educational Attainment. 1990, 2000, 2005-2009

Educational Attainment	Quincy (Village)			Quincy (Township)		
	1990	2000	2005 - 2009	1990	2000	2005 - 2009
Less than 9th grade	63	33	18	172	125	129
Percent of total	6.4%	3.3%	2.0%	7.0%	4.6%	5.2%
9th to 12th grade, no diploma	157	122	100	378	255	119
Percent of total	15.9%	12.1%	11.2%	15.5%	9.3%	4.8%
High school graduate	473	468	375	1,098	1,234	696
Percent of total	47.9%	46.4%	42.1%	44.9%	45.0%	38.7%
Some college, no degree	186	261	219	453	642	659
Percent of total	18.8%	25.9%	24.6%	18.5%	23.4%	26.3%
Associates Degree	35	46	54	115	213	188
Percent of total	3.5%	4.6%	6.1%	4.7%	7.8%	7.5%
Bachelor's Degree	40	61	87	149	206	291
Percent of Total	4.1%	6.0%	9.8%	6.1%	7.5%	11.6%
Graduate of Professional Degree	33	18	38	78	70	147
Percent total	3.3%	1.8%	4.3%	3.2%	2.6%	5.9%
Percent high school graduate of higher	77.7%	84.6%	86.8%	77.5%	86.2%	90.1%
Percent with Bachelor's Degree or higher	7.4%	7.8%	14.0%	9.3%	10.1%	17.5%
Total population over 25 years	987	1,009	891	2,443	2,745	2,502

Source: US Census Bureau, including the American Community Survey 5-year estimates (2005-2009)

According to the US Census Bureau, between 2000 and 2005/2009, the number of people employed in the Village decreased by 124 people and the number of people employed in the Township decreased by 195 people. These declines in the number of people employed within the community follows ten years of employment growth between 1990 and 2000. In addition, the number of people unemployed increased dramatically between 2000 and 2005/2009 in both the Village and Township. According to US Census statistics, between 2000 and 2005-2009, the mean travel time slightly decreased in the Village and Township, to an average of about 20 minutes. During that same period the number of commuters who either car-pooled or walked decrease significantly. This data suggests that the bulk of the community's residents continue to travel a significant distance to find work.

Table 3.8 Employment Status. 1990, 2000, 2005-2009

	Quincy (Village)			Quincy (Township)			Branch County		
Employment Status	1990	2000	2005 - 2009	1990	2000	2005 - 2009	1990	2000	2005 - 2009
Population Over 16 Years	1,190	1,231	1,107	2,923	3,274	3,079	31,219	35,421	36,594
Civilian Labor Force	811	906	776	1,994	2,465	2,183	19,324	22,195	20,902
Employed	732	857	635	1,850	2,368	2,002	17,807	21,133	18,697
Unemployed	79	49	141	144	97	181	1,517	1,062	2,205
Percent of Civilian Labor Force, Unemployed	5.4%	9.7%	12.7%	7.2%	3.9%	5.9%	7.9%	4.8%	6.0%

Source: US Census Bureau, including the American Community Survey 5-year estimates (2005-2009)

Table 3.9 Commuting Status. 1990, 2000, 2005-2009

	Quincy (Village)			Quincy (Township)		
	1990	2000	2005 - 2009	1990	2000	2005 - 2009
Workers 16-years and over	708	833	613	1,795	2,326	1,964
Commuting to Work						
Car, truck or van - drove alone	549	623	499	1,379	1,802	1,392
Car, truck or van - car pooled	92	88	70	225	321	221
Public transportation	0	4	0	4	0	14
Walked	40	76	20	49	83	29
Other means	13	10	5	26	31	5
Worked at home	14	32	19	116	85	303
Mean travel time to work (minutes)	16.2	21.6	18.5	18.9	23.3	21.1

Source: US Census Bureau, including the American Community Survey 5-year estimates (2005-2009)

Census figures indicate that *Sales and Office; Production, Transportation and Material Moving; and Management, Professional and Related* were the top three occupations in the Village and Township in 2005-2009. Census Bureau figures show that *Farming, Fishing and Forestry* experienced tremendous growth (in number and percentage) in the Township between 2000 and 2005-2009. In the Village, the number of *Sales and Office* jobs decreased just slightly but the percentage of jobs in this sector increased (19.8 % to 26%). Table 3.10 presents the Occupation and Industry status of the Quincy Community in 1990, 2000 and 2005-2009.

Table 3.10 Occupation and Industry Status. 2000 - (2005-2009)

	Quincy (Village)		Quincy (Township)		Quincy (Village)		Quincy (Township)	
	2000		2000		2005 - 2009		2005 – 2009	
Occupation	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Management, professional, and related	194	22.6%	560	23.6%	140	22.0%	518	25.9%
Service	162	18.9%	350	14.8%	109	17.2%	303	15.1%
Sales and office	170	19.8%	507	21.4%	165	26.0%	418	20.9%
Farming, fishing, and forestry	7	0.8%	43	1.8%	0	0.0%	216	10.8%
Construction, extraction, and maintenance	71	8.3%	199	8.4%	59	9.3%	93	4.6%
Production, transportation and material moving	253	29.5%	709	29.9%	162	25.5%	454	22.7%
Industry								
Agriculture, forestry, fishing/hunting and mining	11	1.3%	89	3.8%	0	0.0%	321	16.0%
Construction	46	5.4%	145	6.1%	27	4.3%	86	4.3%
Manufacturing	256	29.9%	684	28.9%	178	28.0%	450	22.5%
Wholesale trade	15	1.8%	58	2.4%	12	1.9%	19	0.9%
Retail Trade	132	15.4%	305	12.9%	111	17.5%	178	8.9%
Transportation, warehousing and utilities	35	4.1%	117	4.9%	31	4.9%	133	6.6%
Information	10	1.2%	27	1.1%	18	2.8%	26	1.3%
Finance, insurance real estate, and rental/leasing	23	2.7%	102	4.3%	18	2.8%	124	6.2%
Professional, scientific, management, administrative, and waste management services	29	3.4%	57	2.4%	13	2.0%	70	3.5%
Educational, health and social services	142	16.6%	402	17.0%	112	17.6%	341	17.0%
Arts, entertainment, recreation accommodation and food services	85	9.9%	173	7.3%	44	6.9%	128	6.4%
Other services	44	5.1%	121	5.1%	38	6.0%	83	4.1%
Public administration	29	3.4%	88	3.7%	33	5.2%	43	2.1%

Source: US Census Bureau, including the American Community Survey 5-year estimates (2005-2009)

Income by Household

Total Household income is a key barometer of the economic condition of a community. Often, income determines the amount of money available for retail expenditures, housing purchases and local investments. These expenditures and investments directly and indirectly determine the amount of money available for public facilities and services, primarily through the local property tax base.

Table 3.11 presents the median household and family income of the Quincy Community from 1990 to 2005-2009. Overall, the median household income and median family income has increased significantly over the fifteen to twenty-year period. From 1990 to 2000 there was a decrease in the percentage of families and individuals living below the poverty line. However, 2005-2009 estimates show an increase in the percentage of families and individuals living below the poverty line, in some instances approaching or surpassing 1990 levels.

Table 3.11 Median Household and Family Income. 1990, 2000, 2005-2009

	Quincy (Village)			Quincy (Township)			Branch County			
	1990	2000	2005 - 2009	1990	2000	2005 - 2009	1990	2000	2005 - 2009	
Median Household Income	22,542	35,987	38,095	26,331	41,823	45,520	25332	38760	44086	
Median Family Income	26,500	38,839	39,063	29,491	47,569	57,431	29389	44777	52395	
Per Capita Income	9,435	15,951	18,219	11,794	17,667	19,637	11033	17552	19562	
Families below the poverty line	17.7%	8.6%	16.9%	10.7%	6.4%	8.1%	11.5%	6.0%	11.1%	
Individuals below the poverty line	17.4%	10.6%	20.0%	11.5%	10.9%	10.7%	14.1%	9.3%	15.7%	
	Quincy (Village)				Quincy (Township)					
	1990		2000		1990		2000			
	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Families below the poverty line	80	17.7%	39	8.6%	121	10.7%	75	6.4%		
With related children under 18 years	66	22.9%	34	12.1%	98	15.6%	68	10.2%		
With related children under 5 years	46	32.4%	18	18.6%	62	21.4%	36	18.1%		
Individuals below the poverty line	292	17.4%	179	10.6%	460	11.5%	475	10.9%		
65 years and older	26	15.2%	29	14.1%	37	8.2%	44	8.9%		
Source: US Census Bureau, including the American Community Survey 5-year estimates (2005-2009) 2000 data is 1999 and 1990 data is 1998										

Change in Housing

Table 3.12 depicts the change in housing recorded by the Census Bureau for the Quincy Community from 1990 to 2010. In 2000, the Village of Quincy included 687 housing units. By 2010, the total number of housing units increased approximately 8% to 743 units. During that same period, the total number of housing units in Quincy Township increased approximately 6.7% to 2,033 units. After a decade of decline, the number of vacant housing units within the Village and Township increase dramatically. 2010 Census figures also show that the number of *Vacant Housing Units for Seasonal, Recreational or Occasional Use* within the Township is quite substantial. 2005-2009.

Population and Housing - Due to the number of seasonal homes and rental properties along Marble Lake, the Quincy Community experiences a dramatic



Table 3.12 Housing Growth. 1990, 2000 and 2010

	Quincy (Village)			Quincy (Township)		
	1990	2000	2010	1990	2000	2010
Total Housing Units	693	687	743	1,836	1,904	2,033
Occupied Housing Units	637	640	634	1,472	1,617	1,594
Vacant Housing Units	56	47	109	364	287	439
Vacant Housing Units - For Seasonal, Recreational or Occasional Use	1	2	1	262	192	248
Owner-Occupied Housing Units	417	420	416	1,136	1,276	1,246
Renter-Occupied Housing Units	220	220	218	336	341	348

Source: US Census Bureau.

Age of Housing Stock

Almost all of the housing stock in the Village of Quincy was built prior to 1939 and approximately 12% of the housing stock was built between 1970 and 1979. In addition, there have very few homes built in the Village since 1990. In the Township, 16.8% of the housing stock was built between 1970 and 1979. However, the Township experienced a fair amount of home building between 1990 and 2004. Units constructed before 1960 or in some cases before 1970, were built before modern building codes were instituted. While quality craftsmanship was the norm when these older units were constructed, many homes have not been updated and would not likely pass today's code standards. Table 3.13 presents information on the housing stock for the Quincy Community.

Table 3.13 Age of Housing Stock.

	Quincy (Village)		Quincy (Township)	
	Number	Percent of Total	Number	Percent of Total
1939 or earlier	346	49.0%	538	27.3%
1940 – 1949	30	4.2%	79	4.0%
1950 – 1959	82	11.6%	194	9.8%
1960 – 1969	61	8.6%	239	12.1%
1970 – 1979	82	11.6%	332	16.8%
1980 – 1989	53	7.5%	180	9.1%
1990 – 1999	34	4.8%	283	14.3%
2000 – 2004	18	2.5%	129	6.5%
2005 or later	0	0.0%	0	0.0%

Source: American Community Survey 5-year estimates (2005 - 2009)

Types of Housing Structures

Approximately 71% of the Village's housing stock is single-family dwellings and approximately 78% of the Township's housing stock is single-family dwellings. Generally, urban areas have a relatively lower percentage of single-family dwellings and a higher percentage of duplexes and multi-family dwellings than their township counterparts, due in part to the availability of municipal services and lack of open, buildable space. Between 2000 and 2005/2009 the percentage of multi-family housing units (with 5 to 9 units) in the Village increased by approximately 17%. During the same time period the percentage of multi-family units (all other types) decreased. Table 3.14 describes the types of housing in the Quincy Community.

Table 3.14 Types of Housing. 1990, 2000, 2005-2009

Population and Housing -
Almost half the housing stock in the Village of Quincy were built prior to 1939.



Category	Quincy (Village)			Quincy (Township)		
	1990	2000	2005-2009	1990	2000	2005 - 2009
Category	Number	Number	Number	Number	Number	Number
1-unit detached	474	452	502	1,353	1,413	1,543
1-unit attached	9	23	8	18	31	8
2 units	69	56	56	72	56	66
3 to 4 units	37	50	29	37	61	29
5 to 9 units	40	45	53	42	51	53
10 to 19 units	53	49	24	53	49	24

20+units	0	0	0	0	0	0
Mobile Home	(N/A)	11	34	(N/A)	221	251
Boat, RV, van, etc.	(N/A)	4	0	(N/A)	4	0
Total Housing	693	690	706	1,836	1,886	1,974

Source: US Census Bureau, including the American Community Survey 5-year estimates (2005-2009)

Housing Value

Table 3.15 illustrates the median housing values for the Quincy Community. Between 2000 and 2000-2009, the median value of owner-occupied housing increased by 27% in the Village and 35% in the Township. In 2005-2009, approximately 31% of the homes in the Village and just more than half of the homes in the Township were valued between \$50,000 and \$99,000

Table 3.15 Median Owner-Occupied Housing Value. 1990, 2000, 2010

	Quincy (Village)			Quincy (Township)		
	1990	2000	2005-2009	1990	2000	2005 - 2009
Value in Dollars	Number	Number	Number	Number	Number	Number
Less than \$50,000	335	82	106	538	126	28
\$50,000 to \$99,999	36	244	408	247	536	221
\$100,000 to \$149,000	0	34	348	12	211	112
\$150,000 to \$199,999	0	8	201	0	83	27
\$200,000 to \$299,999	0	0	142	0	34	3
\$300,000 to \$499,000	0	0	60	0	24	0
\$500,000 to \$999,999	(N/A)	0	13	(N/A)	6	0
\$1,000,000 or more	(N/A)	2	8	(N/A)	2	8
Median (dollars)	\$32,800	\$68,600	\$87,600	\$40,400	\$85,400	\$115,200

Source: US Census Bureau, including the American Community Survey 5-year estimates (2005-2009)

Existing Land Characteristics

The characteristics of the land in the Quincy Community, and the way people use the land, change over time. Trees grow and mature in areas that were once open fields. Lands that were once cultivated as farmlands become shrub-covered fields. Houses are built in areas that once were forests. In order to make informed decisions regarding future land use, it is critical to have a clear understanding of existing land uses and relationships between land uses.

This section will describe recent patterns of land use in the Quincy Community and how those patterns changed between 1978 and 2009. To make this comparison, we have used a geographic information system (GIS) to evaluate and compare two different land use maps derived from aerial photographs and other data. The first map was created for the Michigan Resource System (MIRIS) in 1978 under the direction of the Michigan Department of Natural Resources. The second map was derived by the Land Information access Association (LIAA) using the MIRIS standards and procedures and based upon aerial photographs taken in 2009.

Both maps were created by trained technicians following procedures for interpreting aerial photographs and categorizing the land uses identified. In general, land use areas were mapped if they were 2.5 acres or greater in size. For example, a half-acre residential lot in the middle of a forest would be ignored. As a result, these maps provide *relatively accurate* summaries of land characteristics on a township-wide basis, but not detailed point-by-point analyses.

The land use maps in this section should be interpreted in conjunction with the text and tables to gain a better understanding of the variation and distribution of land uses throughout the community. The data represents the actual use of land as seen from the air and recorded in the land use classification system. This system uses seven major categories, referred to as Level 1 Categories, as right.

The seven major categories can be further subdivided into the Level 2 subcategories listed in parentheses, at right. For example, an area of land used for residential housing would be mapped and categorized as 11 - urban residential use. In some cases, aerial photography and detailed interpretation would allow further categorization to Level 3. However, in performing this analysis, we focused on larger areas of land use, using Level 1 and Level 2 categorizations.

Table 3.16 Existing Land Use: 1978 - 2009

Land Use Level 1	1978 Land Use	Percent	2009 Land Use	Percent
			Acres	
Urban & Built Up	1	5.4%	2,027.6	8.7%
Agricultural	2	73.9%	15,293.9	65.9%
Grass & Shrubs	3	4.1%	1,345.4	5.8%
Forest Land	4	12.6%	3,720.8	16.0%
Water	5	2.7%	631.7	2.7%

Level 1 Categories

- 1.Urban/Built**
(residential, commercial, industrial, transportation, parks)
- 2.Agricultural**
(crop land, orchards, feedlots, permanent pasture)
- 3.Non-Forested**
(shrub land, scrub land)
- 4.Forested**
(deciduous, coniferous, mixed, clear cut)
- 5.Water**
(streams, lakes, reservoirs)
- 6.Wetlands**
(forested, non-forested)
- 7.Barren**
(beach, dune, rock)

Wetland	6	276.0	1.2%	181.2	0.8%	
Total		23,200.6	100.0%	23,200.6	100.0%	
Land Use Level 2						
Residential	11	841.9	3.6%	1,410.6	6.1%	
Commercial/Gov	12	75.3	0.3%	196.0	0.8%	
Industrial	13	138.0	0.6%	119.8	0.5%	
Transportation/Utility	14	31.9	0.1%	31.9	0.1%	
Extractive	17	21.3	0.1%	113.4	0.5%	
Recreation/Cemetery	19	150.1	0.6%	155.9	0.7%	
Cropland	21	16,733.6	72.1%	14,872.3	64.1%	
Orchard/Fruit	22	53.3	0.2%	Not Present		0.0%
Permanent Pasture	24	354.4	1.5%	48.3	0.2%	
Other Agriculture	29	N/A	N/A	373.3	1.6%	
Herbaceous Grass	31	278.4	1.2%	607.8	2.6%	
Shrub	32	680.4	2.9%	737.6	3.2%	
Deciduous Forest	41	2,934.3	12.6%	3,624.1	15.6%	
Coniferous Forest	42	N/A	N/A	96.7	0.4%	
Lake	52	631.7	2.7%	631.7	2.7%	
Forested Wetland	61	179.4	0.8%	128.3	0.6%	
Non-Forest Wetland	62	96.6	0.4%	52.9	0.2%	
Total		23,200.6	100.0%	23,200.6	100.0%	

Table 3.17 Existing Land Use (Net Change): 1978 - 2009

Level 1 Description	Urban	Agricultural	Non-Forest	Forest	Water	Wetland	Totals
Level 1 Code	1	2	3	4	5	6	
1978 Acres	1,259	17,141	959	2,934	632	276	23,201
2009 Acres	2,028	15,294	1,345	3,721	632	181	23,201
Change in Acres from 1978	Gained	Lost	Gained	Gained	No Change	Lost	Change
	769	1,847	386	787	0	95	3,884
Change in Percent from 1978	Gained	Lost	Gained	Gained	No Change	Lost	Change
	61.1%	10.8%	40.3%	26.8%	0.0%	34.4%	16.7%

Maps 1 and 2 depict the distribution of land uses identified for the Quincy Community in 1978 and 2009. There are 23,201 acres of land in the Quincy Community. In 1978, approximately 73% of this area (17,141 acres) was being used for agriculture; about 12% of the area (2,934

acres) was covered with forests, and about 5% of the area (1,258 acres) was classified as “urban-&-built-up”.

The 2009 land use map shows that land use and land cover changed significantly from that in 1978. In 2009, roughly 65.9% of the land area (15,293 acres) was used for agriculture while about 16% of the area (3,720 acres) were occupied as forest land.

Table 3.16 provides the acreages and percentages of land areas classified for each category in Level 1 and Level 2 for 1978 and 2009. Again these calculations are based on mapping with a limited level of accuracy (e.g. no mapped areas of less than 2 ½ acres). Regardless, comparisons of the two maps and related tables present a useful summary of land use patterns in the Quincy Community and indicate trends in land use over the past 31 years.

Table 3.17 shows the actual net change in Level 1 land use over a 31 year period from 1978 to 2009 in the Quincy Community. In terms of total acreage, the largest change (in total acres) was the 1,847 acre decrease in agricultural land uses. The other substantial change (in percentage of the total) was the 769 acre increase in “urban-&-built-up”, a 61% increase. In addition, the number of acres classified as “grass-and-shrubs” acres grew by just over 40%. As indicated in Table 3.17, the vast majority of this change can be attributed to the increase in residential development and a decline of farming activity.

Community Facilities

Transportation

The safety, effectiveness and efficiency of local transportation systems are key factors in development, economic vitality and public safety throughout Michigan. However, public roadways, and other transportation infrastructure are extremely expensive facilities to build and properly maintain. As a result, transportation planners prefer to plan these investments carefully and well in advance of the need. On the other hand, unexpected commercial and residential development can place unplanned and uneven demands on road networks. Therefore, community planners consider the existing condition and capacity of local transportation systems and potential future needs when developing a community’s master plan.

Based on figures released by the U.S. census, there was an estimated 3% increase in the number of housing units in the Quincy Community between 2000 and 2010. These new housing units have added an estimated 27,760 car trips per day to the community street network. (The Institute of Transportation Engineers estimates 10 car trips per day, per housing unit). Such increases in traffic put an increasing load on the community’s road network and can be expected to increase maintenance and repair requirements over time. Additionally, increased vehicle traffic presents greater safety concerns.

Located just a few short miles outside the Quincy Community, Interstate 69 is a major transportation corridor. One of the two so-called “NAFTA Highways” in

Community Asset - Transportation: The Quincy Community is strategically located along historic US 12 and just a couple miles east of



Michigan (with the signing of the North America Free Trade Agreement in the early 1990's, many border points between Canada, the US. and Mexico became increasingly important points of international trade), the Interstate allows companies in Quincy to directly and easily ship goods to Canada and other large cities throughout the Midwest.

The Federal Highway Administration has developed a classification system for all streets, roads and highways called the National Functional Classification (NFC). This system is designed to reflect the function of a roadway, which corresponds with the street's eligibility for certain funding opportunities. Under the NFC, roads are classified into the categories listed and described below. *Map 3* illustrates the designation of roads under the Federal System.

Principle Arterials - Relatively high capacity roads which provide unity throughout a contiguous urban area; medium speed/capacity roads for the rest of the county-wide arterial highway system; should have minor access control and channelized intersections.

Minor Arterials - Similar in function to principle arterials, except they carry trips of shorter distance and to lesser traffic generators.

Collectors - Relatively low speed/low-volume streets, typically two-lanes for circulation within and between neighborhoods. The roads serve generally short trips and are meant to collect trips from local streets and distribute them to the arterial network.

Local - Low speed/low-volume roads which provide direct access to abutting land uses. In general, these roads do not conduct through-traffic.

The principle and most central thoroughfare in the Quincy Community is U.S. 12. U.S. 12 is the primary east/west route through the community, passing through downtown Quincy. The road system in both the Village and Township follow a basic grid pattern which provides opportunities for citizens to safely and efficiently move around the community. The exception is around Mable Lake where roads follow the trajectory of the lake and other natural features.

Transportation
U.S. 12



Traffic Volume

The volume of traffic that uses a roadway within a 24-hour period is a common measurement of the load or overall use of a roadway. This *average daily traffic* (ADT) can be used to estimate the desirable design capacity of a given roadway to provide safe and effective vehicle travel. Unfortunately, there is little data available for most Village and Township roadways. However, the Michigan Department of Transportation has measured the average daily traffic volume on U.S. 12 (measured in 2009) at between 6,700 and 10,000 cars per day. In addition, MDOT has measured the average commercial daily traffic at between 650 and 1,200 commercial vehicles per day.

Transportation
development
average price f



Gas Prices

The price of gas can have a direct impact on the personal activities and economy of a community. For example, high gas prices can have a significant impact on commuters. According to the 2005/9 Census Bureau estimates, approximately 81% of the Quincy workers commute to work. The mean (average) travel time of

the commute is just over 18 minutes. High gas prices can also affect the cost of operating trucking operations. At the development of this document, according to the AAA, the average price for a gallon of gas in Michigan was \$3.78, a \$1.00 increase from 2010. Over the last year, the highest recorded average for a gallon of gas was set in May, at \$4.25. Unfortunately, future gas prices cannot be predicted. However, peak-oil proponents believe that the price of gas will continue to rise into the future. Public officials have the opportunity to help control transportation costs for Quincy by encouraging and/or providing for public and non-motorized transportation options in future planning efforts.

Carpooling

As part of the Michigan Carpool Parking Lot Program (commonly referred to as park and ride), MDOT maintains a carpool lot at the I-69 exit (exit 13). The paved lot has a 56 car capacity.

Carpooling – MDOT maintains a carpool lot at the I-69 exit (for Quincy).



Rail Service

The Indiana Northeastern Railroad crosses through Quincy Township in a northeast/southwest direction. The rail line enters the Township near Fox Road and exits near Boone Road, adjacent to the Hillsdale County line. The railroad line is active and carries freight cars from the City of Coldwater, through Quincy Township, with continuing service to Indiana and Ohio.

Rail Service - The Indiana Northeast operates the railroad tracks that run parallel to U.S.



Public Transportation

The Branch Area Transit Authority (BATA) started in 1984 as a demand-response system serving Branch County. Today, BATA provides a combination of demand-response and semi-fixed route services. BATA's primary operations are located in Coldwater. Administration of the system is overseen by an authority board. The system operates a fleet of 12 buses, all of which are equipped with wheelchair lifts. In 2009 (the last time data was published), BATA covered an estimated 320,884 miles, serving 94,627 people throughout the county.

Sidewalks

Walking is the most basic mode of transportation available to human beings. Along with trails, pathways and other non-motorized routes, sidewalks are the primary support mechanism for walking in most communities. In addition, sidewalks provide a public focal point to sociable interchanges. In recent years, the term "walkability" has been used to help describe the broad range of community design features that support a walking environment. According to the American Planning Association a "walkable" community is *a place in which residents of all*

Walkability - The extent to which the built environment is friendly to the presence of people walking, living, shopping, visiting, enjoying or spending time in an area. (Picture below of downtown Quincy)

Dan Burden, Walkable Communities & Glatting Jackson, Kercher Anglin, Inc.
Walkability - Sault Ste. Marie, 2008



*ages and abilities feel that it is safe, comfortable, convenient, efficient and welcoming to walk, not only for recreation but also for utility and transportation.*¹

Walkability also plays a significant role in placemaking, attracting visitors and allowing people to easily navigate throughout the community, access important cultural, community and business amenities and interact with other people. In general, people are willing to walk between $\frac{1}{4}$ mile (about 5 minutes and $\frac{1}{2}$ mile (about 10 minutes) to destinations. If the distance and walking time is greater, people are more likely to use an automobile.² Map 4 illustrates the sidewalk infrastructure and walkability (in distance and time) for the Quincy Community. In general, there are about 10-miles of sidewalks within the community. Most of the Village is within a reasonable walking distance. Continued emphasis will be placed on creating clear pedestrian access around the community.

Utilities and Infrastructure

Like many rural Townships, Quincy Township does not provide public water and sewer service to all its residents. Only residents of the L.A. Woods subdivision, north of the intersection of Quincy Grange Road and U.S. 12, and the industrial businesses located by Briggs Road and U.S. 12, and east to Briggs Road, have public water and sewer, which is provided by the Village of Quincy. Property owners in all other areas of the Township must provide their own water through wells and sanitary sewer service through private septic systems.

The safe provision of water and disposal of sanitary wastes are important considerations for local officials, particularly in higher density areas such as Marble Lake and First Lake. Unsatisfactory septic systems could cause public health concerns by contaminating ground water, lake water and private wells.

In the Village, the water supply is obtained from two wells located on Glen Avenue. The Glen Avenue East well was constructed in 1960. It is 10" in diameter, 102 feet deep and is equipped with a 40 HP turbine pump. The capacity of this well is estimated at 500 gpm. The Glen Avenue West well was constructed in 1983 and rebuilt in 1991. It is 12" in diameter, 110 feet deep and is also equipped with a 40 Hp turbine pump. The capacity of this well is estimated at 500 gpm.

Groundwater

In 1966, the U.S. Geological Survey, in cooperation with Branch County, completed a water resources study for the County. The following information regarding the availability of groundwater in the Quincy area is based on information available from this report.

Glacial drift is the main source of fresh water in the Quincy area. Large yields can be obtained from sand and gravel in the outwash deposits. Locally, where the drift is thin, fresh water areas vary from 100 to 200 feet. All existing wells in the Village are located in glacial drift. Bedrock is also a major water source of fresh water in the Quincy Area. Water from the glacial drift is hard and often contains excessive iron and contains high chlorides. As chlorides occur mostly in the bedrock formations, every effort should be made to drill wells only in the overlaying glacial deposits.

¹ *Planning and Urban Design Standards*, American Planning Association. 2006

² Dan Burden. Transportation Research Board Distinguished Lectureship, 2001 *Walkable Communities* vide - www.walkable.org

Water System

The Village of Quincy's water distribution system was originally built in the year 1894. The original system included 27,600 lineal feet of 4", 6", 8" and 10" cast iron water mains. There is also a 400,000 gallon elevated riveted storage tank constructed in 1999, with a height to low water line of approximately 120'. The existing system is comprised of water mains varying in size from 1 1/4" to 12" and, as in many older community's, the majority of the 4" and under water mains have become inadequate as the Village has grown. This is especially true at the perimeters and system "dead ends" where pressure losses become extreme. Many of the streets in the Village have dual mains in use. Information for a new updated distribution map is an ongoing project with many new projects underway.

There is currently an emergency source of standby power in the form of a portable generator, which is shared with 7 sewage lift stations

Infrastructure - Energy & Electricity



Wastewater System

The wastewater treatment system for Quincy was constructed with aid provided by the Federal Sewage Works Grant under the Federal Water Pollution Control Act, State aid provided by Act 239 of Public Acts 1966, of the State of Michigan and Village revenue bonds. The project included construction of a pumping station near the existing sewage treatment plant, a force main from the pumping station to the lagoons, two aerated lagoons and one storage lagoon, and a spray irrigation system to include a pumping station. The lagoon system discharges directly to Bagley Creek. Currently, there are nine lift stations in the system. Construction started in March 1971 and the system went into operation in August 1972.

The sanitary system has a capacity of 535,000 gallons per day and a preset load of 240,560 gallons per day. There is no direct discharge of treated final effluent to any water course.

Energy and Electricity

Electric service is provided in Village and Township is provided by Consumers Energy. A major substation serving the area sits just south of the Village on Beckwith Drive. Consumers Energy is in the process of upgrading the lines in the area. Michigan Gas provides natural gas services to the Village and portions of the Township. Most of the Township is served by propane.

Infrastructure - Fire Services



Communications and Broadband

The Quincy Community has ample broadband internet coverage. Coverage is provided by Charter Communications, DMCI wireless and Frontier DSL.

Fire/Emergency

The Village and Township of Quincy (along with Algansee and Butler Townships) are part of the Quincy Fire Association. The Quincy Fire Department is composed of 20 part paid volunteers. Equipment includes a ladder truck, two pumper/tankers, a boat and two grass rigs.

Civic and Cultural Amenities

Post Office

The Quincy Community is served by the United States Postal Service, located at 7 N. Main Street in the Village. The post office is an important social and functional asset to the community and all efforts should be focused to keep the existing (or future) post office in the downtown area.



Civic Amenities - Post Office

Library

A local branch of the Branch County District Library System is located in the Village Quincy (next to the post office). The library is equipped with eight computers (all with internet access), an extensive micro-film collection, video/DVDs, Library resources, such as the catalog for the Branch County Library system, and sources can be accessed through the internet via Branch County's Districts Library website www.bnlibrary.org. The library was funded and constructed in the early 20th century by local residents Charles W Bennett and Melvin S. Segur. The Quincy library building is an historic site by the State of Michigan.



Civic Amenities - Library

Historical Museum

In 2009, members of the Quincy Historical Society began the work of cleaning and repairing the museum building - the old Seventh Day Adventist Church. Today the Museum is home to a wide array of historical photos.



Civic Amenities - Historical Museum

Schools

The Quincy Public School System (home of the Orioles) consists of one high school, one middle school, and one elementary school. Jennings Elementary School includes grades kindergarten through 4th. Quincy Middle School includes grades 5th through 8th. Quincy High School includes 9th through 12th. There are approximately 1,350 students in the Quincy Public School System.



Civic Amenities - Quincy Public Schools

Quincy High School offers AP courses in Government and English. In addition, students have the opportunity to take advanced chemistry. Students are also offered the opportunity to take dual enrollment courses as required by the State of Michigan.

Festivals and Events

There are a handful of popular festivals and events throughout the year in the Quincy Community. These events include, Kids Day in the Park (July), a family-oriented event which includes face-painting, a series of games (e.g. basketball throw, bean bag toss) and a free lunch. This past year, the event featured a magic show from Ronald McDonald. The event is supported by over 25 local entities and the Quincy Chamber of Commerce. During the summer months, the Village hosts free music performances under the pavilion at the village park. Other events include a civil war event, 4th of July parade, poker run, a 5-k, Quincy Daze, a historic car show, a Halloween parade, Quincy lights and a house decorating contest.



The Little River Railroad operates a historic steam engine built in the early 1890's. On selected weekends between March and December, the fully restored train travels from Coldwater to Quincy.

The most well-known event of the year is the annual Quincy Tip-Up Festival. Established in the late 1950's the festival, located on Marble Lake in January, features snowmobile and quad racing, fishing contests, tog-of-war pulls, wood cutting contests, a corn hole tournament and special events for kids.

Natural Features

The *2000 Village of Quincy Master Plan* and the *2002 Quincy Township Master Plan* presented a comprehensive summary of the natural features within the Quincy Community. The climatic, topographic and natural features have not changed significantly since those plans were adopted. As this plan is intended to build upon and supplement the previous Master Plans and to avoid duplicative research on several items discussed in this section, the natural features profile section of the previous plan is incorporated below. All text in this section was reviewed by LIAA staff and the Planning Commission for accuracy. All related text, illustrations and tables have been re-formatted to fit in with the new Master Plan.

An inventory of significant natural features is important for several reasons. It can help determine which areas of the city are most suitable for development and which maybe the most cost effective to develop. Further, a natural features inventory can provide an indication as to which areas of the community would provide the maximum amenities without having adverse effects on existing natural systems and is often useful in the review of proposed development plans.

Since the development of land can significantly impact the natural environment, special attention must also be given to the preservation of natural and environmentally sensitive areas in long-range planning. Environmentally sensitive areas can be defined as land areas whose destruction or disturbance will immediately affect the life of the community by either: 1) creating hazards such as flooding; 2) destroying important resources such as wetlands and wood lots; or 3) wasting important productive lands and renewable resources³. The applicable natural features of the Quincy Community are presented below.

Significant Site Features

Significant site features are those surface characteristics which serve to "shape the community," in some instances discouraging development and in others attracting particular land use activities. The first of these to be examined is climate.

Cultural Activities: Festivals & Events - Annual Tip-Up Festival



Cultural Activities: Festivals & Events - Kids Day in the Park



Cultural Activities: Festivals & Events - Music in the Park



³ For a complete discussion on the importance of protecting environmentally sensitive areas, see *Performance Controls for Sensitive Lands*, Planning Advisory Service reports 307 and 308, June 1975

Climate

The warmest month of the year in the Quincy Community is July, with an average maximum temperature of 81.4 degrees and a average minimum temperature of 59.9 degrees. Conversely, the coldest month is January, with an average maximum and minimum temperature of 28.9 and 14.3 degrees, respectively. The average annual precipitation is 35.66 inches, with an average of 54.5 inches of snow per year. Given these climatic conditions, the growing season lasts between 140 and 160 days.⁴ More specific weather data, including statistics that affect agriculture production can be found, through the Coldwater Weather Station, part of Michigan State University Extension “Ag Weather Network” of Branch County.

Topography

The topography of the Quincy Community is relatively flat, with gentle sloping or “rolling” hills. Areas of the steepest slopes are generally found in the Northeast, Northwest and Southwest areas of the community. Areas around Marble Lake are quite flat. Land elevations range from 1,129 feet above sea level in the outer edges of the community to 833 along Marble Lake. Contour elevations for the Quincy Community are depicted in *Map 5*.

Watercourses

As previously mentioned, the most prominent natural features in the community are First Lake and Marble Lake. With a combined surface area of over 2,600 acres, the two lakes make up the northern portion of the Marble-Coldwater Chain-of-Lakes - a series of six lakes connected by man-made channels. Marble Lake supports a diverse fish and wildlife habitat and provides ample opportunities for recreation. The lake is home to a number of seasonal and year-round residents from the surrounding region, including portions of Indiana, Ohio and Illinois.

The water of Marble Lake is fed by First Lake and a number of county drains and tributaries. The major outlet of Marble Lake is the Sauk River, which flows west, eventually to the St. Joseph River and Lake Michigan. The other primary water feature in the community is the south branch of Hog Creek, in the northwest portion of the community. All watercourses throughout the community are part of the St. Joseph River Watershed.

Forest Land

As previously discussed, there are just over 3,500 acres of forest land within the Quincy Community.

Watercourses - St. Joseph River Watershed. The St. Joseph River Watershed is located in the southwest portion of the Lower Peninsula of Michigan and northwestern portion of Indiana. It spans the Michigan-Indiana border and empties into Lake Michigan at St. Joseph, Michigan. The watershed drains 4,685 square miles from 15 counties in Michigan and Indiana. Pictured Below: Hogs Creek



⁴ National Weather Service and michiganweb.com - Data collected for Coldwater

There are numerous large tracts of forest land throughout the community, particularly along First Lake, Marble Lake and Hogs Creek. Woodlands are not only valuable as wildlife habitat but also for aesthetic enjoyment. Woodlands also moderate certain climate conditions, such as flooding and high winds, by protecting watersheds from siltation and soil erosion caused by storm water runoff or wind. Woodlands can also improve air quality by absorbing certain air pollutants, as well as buffer excessive noise generators. Future development projects should be laid out and designed so as to incorporate existing woodlands to the maximum extent feasible. The location of forest lands in the Quincy Community are shown on *Map 6*.

Forest Land - There are numerous Forest lands within the Quincy Community.



Wetlands

Wetlands are an important, though commonly overlooked, natural resource which provide both aesthetic and function benefits. Through the years, over 70 percent of Michigan's wetlands have been destroyed by development and agricultural activities. Therefore, Michigan enacted the Goemaere-Anderson Wetland Protection Act (Michigan Public Act 203 of 1979) to protect the remaining wetlands.

The wetland act authorizes the Michigan Department of Natural Resources (MDNR) to preserve certain wetland areas. The MDNR may require permits before altering regulated wetlands and may prohibit development in some locations. The MDNR defines "wetlands" as follows:

Land characterized by the presence of water at a frequency and duration sufficient to support, and that under normal circumstances does support, wetland vegetation or aquatic life and is commonly referred to as a bog, swamp, or marsh and which is any of the following:

- Contiguous to the Great lakes or Lake St. Clair, an island lake or pond, or a river or stream.
- Not contiguous to the Great lakes, an island lake or pond, or a river or stream; and more than five acres in size; except this subdivision shall not be of effect, except for the purpose of inventorying, in counties of less than 1000,000 population until the department certifies to the commission of natural resources it has substantially completed its inventory of wetlands in that county.
- Not contiguous to the Great Lakes, an island lake or pond, or a river or stream; and five acres or less in size if the department determines that protection of the area is essential to the preservation of the natural resources of the state from pollution, impairment, or destruction and the development has so notified the owner; except this subdivision may be utilized regardless of wetland size in a county in which the above subdivision is of no effect; except for the purpose of inventorying, at the time.

Among the criteria used by the MDNR when conducting a wetland determination are:

- Presence of standing water (at least one week of the year).

- Presence of hydric soil types that are saturated, flooded, or ponded sufficiently to favor wetland vegetation (usually black or dark brown).
- Predominance of wetland vegetation/plant material, or aquatic life, such as cattails, reeds, willows, dogwood, elderberries, and/or red or silver maple trees.
- Presence of important or endangered plant or wild life habitat or a rare ecosystem.
- The area serves as an important groundwater recharge
- Size and location – minimum size to be state regulated is five acres unless the wetland is contiguous to a lake, pond, river or stream, or is considered to be “essential to the preservation of natural resources of the state.”

The determination that a site contains a regulated wetland can have several consequences:

- The MDNR may issue a permit to fill the wetland
- The MDNR may require mitigation, such as replacing the wetlands (sometimes this involves increasing the overall on-site wetland acreage by two or three times).
- The MDNR may prohibit development in the wetland area, if it is determined that there is a “prudent” alternative.

There are roughly 181 acres of wetlands in the Quincy Community, primarily in the southern portion of the community and along First and Marble Lake's. Wetlands are shown on *Map 7*. Local wetland protection can help preserve these important resources and can be achieved in a variety of ways. Foremost is ensuring that developers have received any necessary MDNR reviews or made permit applications prior to final action on proposed projects.

Soils

The Quincy Community is comprised of three different soils associations: (1) Hatmaker-Locke-Barry Association; (2) Matherton-Sebewa-Branch Association and (3) Locke-Barry-Hillsdale Association. *Map 8* depicts the soil types present within the Quincy Community.

- **Hatmaker-Locke-Barry Association.** These soils are somewhat poorly drained to poorly drained and occupy both level and undulating land. The soils in this association are well suited to crops, such as corn, soybeans, and winter wheat. They are well suited for pasture. Wetness and ponding are a major limitation on these soils. Soils within this association are located in the northwest corner of the Township.
- **Matherton-Sebewa-Branch Association.** These soils are level to gently sloping, moderately well drained to poorly drained, loamy and sandy soils on outwash plains and moraines. The soils are fairly well suited or well suited to crops and pasture. Most are poorly suited or unsuited to septic tank absorption fields because of poor filtering capacity and seepage. Poor filtering capacity and wetness are the main limitations of this soil. Soils within the association are located in the northern half of the community.
- **Locke-Barry-Hillsdale Association.** These soils are mainly well drained loams, on level to moderately sloping land with excellent agricultural characteristics when well drained. Limitations upon recreation and septic drainfield use is slight at most locations. Slope is the main limitation of this soil. These soils are found throughout the community.

Soil Suitability

A firm understanding and knowledge of the soil types and soil suitability within the Quincy Community is useful when considering future land use development. For example, some soil types limit infiltration of fluids, presenting limitations to the placement on on-site wastewater treatment systems (e.g., septic tanks and tile fields). These limitations can be very important to developers since most areas within the community rely on individual wells and on-site wastewater treatment systems. In addition, these limitations can pose serious threats to high-density areas around community, including First and Marble Lakes.

Based on soil information, a “Soil Suitability for Septic Tanks” map (*Map 9*) was developed for the Quincy Community to indicate those areas subject to development and building constraints. Ultimately, the Branch County Health Department tests the suitability of soils for septic systems on properties that propose installing septic systems. A determination is made by the health department on a case-by-case basis whether a septic system is suitable.

Prime Farm Land

One of the Quincy Community’s most valued and abundant resources is farmland. As previously mentioned, over 15,200 acres are devoted to agriculture - approximately 65% of the total land area of the community. According to the soil survey a large portion (13,073 acres) of the land is considered *Prime Farmland*. In addition, 2,557 acres is considered *Farmland of Local Importance* and 6,080 acres is considered *Prime Farmland if Drained*. *Map 10* illustrates the prime farmland in the Quincy Community.

Chapter 3

Vision, Goals, and Objectives



Vision, Goals, and Objectives

The Vision

This section of the Master Plan describes the collective vision for the future of the Quincy Community - what we want the community to look like. The vision statement establishes expectations for future development, conceptualizes the values upon which the goals and objectives are developed and presents a long-range view of the future. The vision statement is based upon the *Tenants of Smart Growth*, the Pillars and Principles of *Strategic Growth*, discussions with the joint planning commission, interviews with local commissions and organizations, feedback from students, input collected at the April 12th 2011 public meeting and subsequent joint planning commission meetings.

Community Vision - The Quincy Community has a healthy mix of active farms, beautiful natural areas and rural residences surrounding a vibrant village with small town charm and modern amenities. The people of the Quincy Community are welcoming, cooperative and work together to support community events, preserve and rehabilitate downtown buildings, cultivate and support new and existing businesses, and manage the community's agricultural and natural resources. From the thriving agricultural areas of the surrounding landscape, to the pristine shores of Marble Lake and the lively streets of downtown, the Quincy Community offers residents and visitors of all ages access to modern schools, a broad spectrum of services and transportation options, access to fresh foods, parks and recreation facilities, a walkable community, a vibrant downtown, engaging community events and an entrepreneurial culture with abundant employment opportunities.

Goals and Objectives

This section of the Master Plan describes the goals and objectives of the community. The goal statements are intended to be realistic and achievable, inspire action and describe the future as the residents of Quincy Community would like to see it. As described in the *Introduction*, the goal statements are based upon the *Tenants of Smart Growth* most applicable to the Quincy Community.

Goals Create a Range of Housing Opportunities and Choices
 Foster a Distinctive and Attractive Community, with a Strong Sense-of-Place
 Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
 Encourage Community and Stakeholder Collaboration
 Encourage an efficient and sage multi-modal transportation network that facilitates economic growth while integrating various modes of transportation to ensure a higher quality of life for community residents.



Community Vision -

Quincy shall continue to be a walkable community.



Goal: Create a range of housing opportunities and choices.

Strengthen and Direct Development Toward the Village
 Provide, maintain, expand, and improve community and public safety facilities.

Goal: Create a Range of Housing Opportunities and Choices

Objective: Increase housing styles that serve residents throughout their life cycle, including single-occupancy apartments, independent living units, assisted living and continuing care facilities, located near the village.

Objective: Increase housing opportunities to accommodate young professionals, young families, and others within the lower and medium income range.

Objective: Utilize brownfield redevelopment funds and other funding tools or incentive programs to provide for affordable housing.

Objective: Minimize permitting and inspection times so residential developers avoid high costs associated with administrative delays.

Objective: Consider new approaches to land division in rural areas to accommodate the housing needs of the Amish community, while preserving the rural character of the community.

Objective: Promote quality residential development and help maintain homes so that neighborhoods are attractive, safe and property values are protected.

Objective: Mix residential uses with commercial and industrial uses, where appropriate.

Objective: Maintain a safe and healthy housing stock.

General Land Use and Development Issue:

Development Issue: Local officials have been working to address the housing needs of the community's Amish population. Many requests have been submitted to divide land zoned agriculture into parcels less than 40 acres.



Goal: Foster a Distinctive and Attractive Community, with Strong Sense-of-Place

Objective: Enhance positive perceptions of Quincy.

Objective: Leverage the unique assets of the community to promote new opportunities for economic prosperity.

Objective: Be able to respond to rapid advances in technology, globalization and the shift to the knowledge economy.

Objective: Establish an entrepreneur friendly environment within the community.

Objective: Establish and retain the elements that make downtown Quincy unique.

Objective: Create a more desirable community to live, relax, and thrive.

Objective: Provide activities and opportunities for the community's youth to be involved in local government.

Objective: Create a more healthy and active community.

Objective: Maintain a high-quality visual character throughout the community.

Objective: Promote new opportunities to utilize alternative energy technologies while considering the impacts on area residents.

Objective: Encourage the preservation and enhancement of historic resources in Quincy through education and protection of historic structures.

Goal: Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas

Objective: Preserve existing agricultural lands and explore new agri-business opportunities.

Objective: Protect the water quality of the community's lakes, rivers, watersheds and ground-water recharge areas (specifically the Chain-of-Lakes)

Objective: Protect and preserve the community's natural and unique areas and minimize the impacts of development on environmental features such as wetlands, woodlands, steep-slopes, habitats, night sky, and scenic views.

Goal: Encourage Community and Stakeholder Collaboration

Objective: Continue to promote, support and encourage new opportunities for inter-jurisdictional cooperation.

Goal: Encourage an efficient and safe multi-modal transportation network that facilitates economic growth while integrating various modes of transportation to ensure a higher quality of life for community residents.

Objective: Promote and provide for safe and efficient transportation options throughout the community.

Objective: Maintain and improve the existing road system for safe and effective flow of *all* users.

Objective: Promote a pedestrian friendly, non-motorized environment throughout the community.

Goal: Strengthen and Direct Development Toward the Village

Objective: Guide new growth close to the village and existing infrastructure.

Objective: Promote redevelopment in vacant commercial and residential areas.

Objective: Take advantage of compact development design

Objective: Create a Village that encourages and supports the Live, Relax, Thrive concept.

Objective: Promote existing businesses and create programs that will attract additional businesses.

Objective: Develop a variety of retail, cultural, and entertainment uses with appropriate pedestrian and vehicular access while preserving the character of the downtown.

Objective: Promote the development of Quincy's existing and future industrial sector, while preparing for other uses that will come due to the changing economy.

Goal: Provide, maintain, expand, and improve community and public safety facilities.

Objective: Repair, replace, and expand infrastructure in order to properly service the community with advanced state-of-the-art infrastructure and materials, including the most advanced communications technology.

Objective: Work collaboratively with other organizations to achieve shared infrastructure and service goals.

Chapter 4

Prosperity Plan



Prosperity Plan

Recently, the *Michigan State University Land Policy Institute and Michigan Municipal League* have directed efforts to research and establish strategies that help community and regional leaders leverage their community assets to establish a high-quality of life, attract or retain knowledge workers, establish a dynamic economy and create prosperous communities. Most of these strategies are appropriate for well-established urban settings. However, many of these strategies may be applied to support prosperity in small or rural communities, like Quincy.

This portion of the Master Plan is not a prescription for growth and economic prosperity for the Quincy Community. Rather, the Prosperity Plan is intended to provide a vision of the future and a generalized plan for growth and economic prosperity. This Plan also offers tools and suggestions for cooperative efforts to be undertaken by the Quincy Community toward success and prosperity in the new economy.

Community Assets

To compete in the global new economy, communities must build upon and leverage their distinct community assets, sometimes referred to as “strategic assets.” According to the *Land Policy Institute*, strategic assets are unique resources that can make a region distinct in attracting the right mix of resilient and sustainable growth and global opportunities. As part of the development of the Master Plan, the joint planning commission and the residents of the Quincy Community were asked to develop a comprehensive list of community assets under the following categories:

- Natural Assets
- Historic Assets
- Recreational Assets
- Special and Unique Areas
- Notable Businesses and Companies

Planning commissioners and citizens were also asked to identify the ten most interesting things to do or places to see (assets) in the Quincy Community. As listed below, several community assets were named in multiple categories. *Maps 11(a) and 11(b)* depict the location of each asset.



What are Community Assets?

Community (or “strategic”) assets are unique resources that can make a region distinct in attracting the right mix of resilient and sustainable growth. Above: Citizens help identify community assets at the first public meeting.

Natural Assets

Farm Land
Park
Chain of Lakes
School Wetland
Village Well Heads

Historic Assets

Quincy Historical Museum
Lakes
Downtown
Cemetery

Recreational Assets

County Park - Boat Slips/Softball
LibraryVillage Park
Tip-Up Island
First Lake Area
Playground Area

Special and Unique Areas Notable Businesses & Companies

Industrial Park
Main Street Park
Quincy Schools

Patti's
Star of the West
Speedrack Products
Sunset Cove
Stables
Quincy Aggregate
Sun Gro
Paragon
LSP, Inc.

Top Ten

Chain of Lakes
Schools
Library
Star of the West
Tip-Up Potential
Quincy Daze
Summer Youth Program
Children School Events
Camping
Boating/Fishing
Corn Roast
Religious Events
Playground Area - Parks
Hunting
Museum
Sports
Patti's

Community (Strategic) Assets

Businesses - Star of the West



The joint planning commission should continue to work with community stakeholders to further identify and re-evaluate the community's assets. The joint planning commission, local leaders and community members should take careful measures to protect these assets as much as possible. Once the assets have been identified and protected, local leaders have an opportunity to leverage the community assets and create a vibrant and unique community where people want to live, work and play.

The New Economy

The 2009, Land Policy Institute (LPI) report, *Chasing the Past or Investing in Our Future* characterizes current economic conditions as "dark economic times." Communities across the nation are facing a difficult transition from what is known as the "old economy" to the "new economy." This is especially true for communities in Michigan one of the states hit hardest by the recession.

Community (Strategic) Assets
Historic - Cemetery



Community (Strategic) Assets
Natural - Chain of Lakes



As explained in the report, the old economy is based on industrial activity that emerged in the mid-1800's. At one time, this economic model produced a great amount of wealth for communities. For example, in the automobile industry's heyday, Detroit was one of the country's wealthiest cities and this wealth was reflected in the city's growth and extensive development of infrastructure, such as roads, museums and hospitals.

In contrast, the "new economy refers to a global, entrepreneurial and knowledge-based economy where business success comes increasingly from the ability to incorporate knowledge, technology, creativity and innovation into their products and services." This departs from the old economic principles familiar in the manufacturing sector, such as "economies of scale." Decreases in the U.S. manufacturing economy have accompanied a shift toward an economy built upon creativity and knowledge. The job market is increasingly geared towards people with increased technical skills, higher education, and extensive social connections, rather than skilled laborers.

The shift from the old economy to the new economy has implications for many aspects of Michigan communities. In relation to planning, the new economy requires communities to examine their "placemaking" attributes. Placemaking attributes such as cultural amenities and access to nature-based recreation are believed to attract, retain and inspire new economy workers, otherwise known as "knowledge workers."

Knowledge workers, the talented and entrepreneurs are said to be attracted to quality of life features, which include green infrastructure assets, leisure amenities, cultural amenities and other amenities (Benedict and McMahon, 2002). Venture capital and private equity are expected to follow knowledge workers to these quality places. Therefore, the natural, environmental and

What is the Old Economy?

In the Old Economy, the currency for growth and development was attracting manufacturing companies with significant plant capacity. Places defined themselves and their economies on the basis of their manufacturing infrastructure and their ability to accumulate old capital (plant, equipment, land, lending capacity, etc.). Therefore, people followed jobs. Because of the huge capital outlay and long-term planning involved in establishing a manufacturing facility, communities could keep, for a long time, whatever economic activity they had. In the Old Economy, keeping the cost of doing business low was a critical economic strategy since low tax, low wage communities were potentially more competitive. The oversight of people, companies and communities was largely based on the notion of management and control. Labor markets were regional, competition among communities was regional, and since the talent pool adjusted to the needs of the region, the talent market was largely regional.

- Dr. Soji Adelaja, Director
MSU Land Policy Institute
Planning & Zoning News
January 2008

What is the New Economy?

In the New Economy, the Old Economy paradigm has been turned on its head. Talent has replaced manufacturing plants as the currency of economic growth and prosperity. The New Economy thrives in places where there are lots of talented people and new ideas are rapidly generated. In short, place matters! It is no longer about attracting companies, but about attracting talented people and therefore quality of life plays an important role. Today, areas seeking economic prosperity are focused on creating a climate known for producing new ideas, enabling productive partnerships and attracting talented people rather than manufacturing goods and services. To prosper in the New economy, regions must be adaptable – they must engage partnerships among various sectors (business, government and nonprofit). Communities committed to helping build the new economy are finding that prosperity comes if the right mix of economic development and placemaking strategies are in place.

- Dr. Soji Adelaja, Director
MSU Land Policy Institute
Planning & Zoning News
January 2008

social assets of a place may well be important levers for economic developers to pull to position their communities for prosperity in the New Economy.

In the new economy, communities will also need to *leverage* their assets to attract talent.

In addition to attracting knowledge workers, a report developed by the Northwest Michigan Council of Governments (*2009 Economic Forecast*) suggests Michigan communities adopt the following suggestions to adapt to changes in the economy.

1. Michigan will need to move beyond its past and current mindset of doubt into an attitude of motivated optimism for a new and brighter economic future.
2. Michigan must foster *New Economy* principles in all its workforce and economic development activities. The *New Economy* demands talented individuals, sustainability, entrepreneurial activity, risk-taking, innovation, and a strong sense of place to compete on a national and global scale. Businesses must also engage in what is being termed “the triple bottom line” which looks at economic, environment, and social sustainability components of the best run and most profitable businesses in the 21st century.
3. Government and industry must work together to create structural change that will support a sustainable economic infrastructure that provides greater economic diversification and is less susceptible to threats.
4. Leadership will be needed at individual, organizational, community, regional, and state levels. In the book, *Leadership Challenges* (Kouzes and Posner) the effects of good leadership are very well articulated - “It’s about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It’s about leadership that creates the climate in which people turn challenging opportunities into remarkable success.”

The New Economy - Implications for the Quincy Community

Throughout the planning process and the development of this document, one question the steering committee attempted to address was: How does the new economy impact the Quincy Community?

Rural areas in Michigan such as the Quincy Community have been affected by the difficult transition from the old economy in many of the same ways as urban areas. Therefore, according to the Land Policy Institute, every community within a region has a significant role in attracting talent, leveraging assets and improving the overall quality of life of the community. As stated by Dr. Soji Adelaja, Director of the Michigan State University (MSU) Land Policy Institute, “a successful region maintains interdependency between urban and rural communities, building on the strengths assets of each to grow in the New Economy. The strengths and assets in all communities are different, high-performing region successfully leverages those unique assets instead of just trying to replicate the strengths of one community in another.”¹

What is Prosperity?

“A state of stable, reliable and secure economic growth, with rising employment, income and overall quality of life, that ensures transcendental success.”

- Dr. Soji Adelaja, Director

¹ Comparison of the Old Economy To The New Economy & The Relevance of the New economy To Urban and Rural Michigan. Dr, Soji Adelaja Planning and Zoning News January 2008 Vol. 26 No. 3

The success of the Quincy Community will depend largely on the success of the greater South-Central Region and the core cities of Coldwater, Kalamazoo and Battle Creek. These core cities should continue to focus on building places to attract new knowledge workers. The Quincy Community should place more emphasis on enhancing their small town assets, improving its quality of life and building upon its natural resources assets. According to Dr. Adelaja,

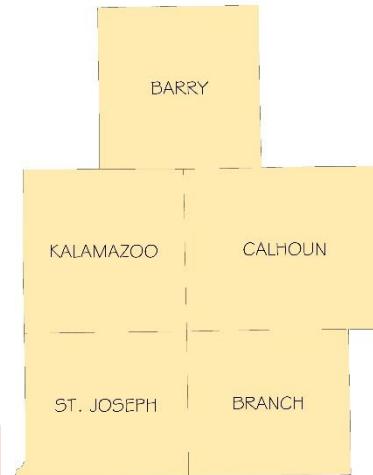
Maintaining the scenic quality and water quality of Michigan's abundant natural areas are key to the long term viability of tourism - the third largest industry in Michigan. While tourism is the number one industry in many parts of rural Michigan, if scenic vistas are tarnished, destroyed or simply reduced in number, then the area becomes less desirable to visit. Land use policies that discourage sprawl and promote compact small towns with a high quality of life will help ensure the sustainability of naturally scenic areas and associated recreation opportunities.

In addition, rural communities can also capture the benefits of nearby urban communities by tapping into their appetite for tourism and entertainment by offering one-day recreational trips, eco-tourism, farm-based recreation, and opportunities to simply enjoy the country experience. But rural communities need to be imaginative and creative, by using "rural innovation" as a driver of sustainable economic development plans. Rural communities cannot continue to see agriculture as an afterthought.

South-Central Michigan Planning Council - Regional Strategic Growth Plan

In most instances, regional economic development planning in Michigan is facilitated through the State's fourteen regional planning and development agencies. These fourteen regional planning and development agencies are designated by the U.S. Department of Commerce, Economic Development Administration and recognized by the state. One of the primary responsibilities of each regional planning and development agency is to prepare and implement a regional Comprehensive Economic Development Strategy (CEDS). The CEDS serves as the blueprint for economic development throughout the region and helps secure federal funding for local implementation projects. This past year, each regional planning and development agency agreed to develop and integrate a series of strategic growth strategies into their regional CEDS Plan. The strategic growth strategies are being developed under a separate strategic growth planning effort.

Regional Planning and Development Agencies - Region 3, The Quincy Community and Branch County is served by the South-Central Michigan Planning Council.



Planners South-Central Michigan Planning Council, (the regional planning and development agency serving Quincy and Branch County) in partnership with the Michigan State University Land Policy Institute, have been working with local and regional economic development agencies to develop the strategic growth strategies. The strategies are based upon economic strategies addressed in previous CEDS documents, results from recent "New Economy" training workshops facilitated by the MSU Land Policy Institute and interviews with economic

development agencies from throughout the region. Initial progress from the first phase of this planning process has revealed ten *draft* strategic growth strategies for the region:

Strategic Growth Strategies

1. Provide an improved and expanded suite of business assistance services through a variety of county and local entities, including but not limited to:
 - Responding to inquiries from people about business opportunities in the region;
 - Connecting existing businesses to a range of business services by many nonprofit providers and helping resolve red tape problems;
 - Coordinating all business assistance entities in the region (e.g. chambers of commerce, DDA's, county economic development entities, etc.).
 - Operating business retention programs to address needs of existing employers.
 - Conducting prospect recruitment program for new employers.
2. Identify the regional elements of, and pursue the further development of a recreation/tourism cluster (integrated geographic marketing - day trips, etc. and integrate with arts and culture).
3. Develop economic gardening and entrepreneurial support programs.
 - Engage in region-wide dialogue among business and government leaders to promote start-up opportunities for displaced workers.
 - Engage in region-wide dialogue among business and government leaders to solicit ideas for, and to support incubation facilities, support for start-up companies and support for business innovation.
4. Coordinate and collaborate planning and public services.
 - Prepare, adopt and annually update a regional strategic growth plan with the involvement of local economic development groups and other local stakeholders and coordinate implementation of the Plan through local economic development groups; state, regional and local governments; and local non-profit organizations.
5. Engage in capacity building activities to improve leadership and service quality across the region.
 - Insure complete region-wide data gathering and sharing.
6. Define a positive identity for the region based on existing assets and refine it as necessary over time.
7. Engage regional business and government leaders in developing strategies to retain people already living in the region.
8. Engage regional business and governmental leaders in developing strategies to attract people to the region.
9. Target catalytic investment in key urban, suburban and rural places.

Economic Clusters - Economic clusters are geographic concentrations of inter-connected companies and institutions in a particular field. Clusters encompass an array of linked industries, suppliers, competitors and supporting organizations. Notable examples are Silicon Valley (computer/software cluster) and Detroit (automotive cluster)

10. Local units of government, business leaders and arts and cultural organizations initiate joint and cross-advertising of activities between arts and cultural organizations.

Location Quotient - Concentration of an industry cluster in an area relative to either the state or the nation.

Economic Clusters

Economic analysis and development efforts have historically focused on sectors rather than clusters. This approach typically did not account for the inter-related nature of economic growth and development in a geographical context. Cluster analysis identifies regional specialization and competitiveness in national and global context. The cluster approach provides an analytical framework for industries and organizations to upgrade and develop more mature economic clusters.

Location Quotient (change) - Change in an industry's concentration in an area. Positive change indicates that a cluster is becoming more concentrated in that area relative to either the state or the nation.

According the Land Policy Institute, there are four types of economic clusters. Each cluster is defined by the status and recent change of the *Location Quotient* (see right) of an industry. In general, those industries classified under *Mature, Healthy Clusters* and *Potential Up-and-Coming Clusters* are industries that are thriving and could benefit from additional support. Industries classified under *Mature Clusters that are Losing Ground* are industries that have been traditionally successful and could benefit from additional support to keep the industry strong.

Economic Clusters

1. Mature, Healthy Clusters

Current location quotient is above the national average and the change in location quotient is positive - Indicates an industry cluster that is relatively mature, and one that is growing.

2. Mature Clusters that are Losing Ground

Current location quotient is above average, but change in location quotient is negative - Indicates a large industry cluster that is losing ground relatively.

3. Troubled Cluster

Current location quotient is below average and change in location quotient is negative - Indicates a troubled industry cluster.

4. Potential Up-and-Coming Clusters

Current location quotient is negative, but change in location is positive - indicates a cluster that may be an up and coming economic opportunity.

Chart 4.1 shows the Cluster Location Quotient for Branch County. According the Land Policy Institute, the *Mature, Healthy Clusters* in Branch County include:

- **Supply Chain and Logistics.** This cluster includes the logistical services, transportation, shipping and warehousing. This cluster has become highly sophisticated in Michigan in support of the auto industry and this expertise could now transfer into other segments of the economy as well as serve in developing countries.
- **Food Innovation.** This cluster includes industries such as food value-added industries such as packaging, processing and supplements. While not a traditional anchor point for Michigan's

economy, the lack of value-added processing and food product development couples with the second most diverse agricultural sector in the nation and a strong agricultural university indicate a cluster that could be ramped up. Other opportunities in natural foods, whole foods and the overall “foodie” movement are also emerging.

The *Potential Up-and-Coming Clusters* in Branch County include:

- **Energy.** This cluster includes industries such as utilities, electricity transmission, renewable energy, traditional energy, energy storage and component manufacturing. The energy cluster as defined herein is quite broad - energy security, carbon, national energy policy and Michigan’s traditional strengths are combining to create an unprecedented opportunity in the energy cluster.
- **Advanced and Flexible Manufacturing.** This cluster includes manufacturing providers varying from polymers and injection molding to advanced material and electronic manufacturing. The manufacture of small run high value products is becoming more prevalent in today’s economy and transitioning Michigan’s manufacturers into this mode could provide new global opportunities.
- **Mining.** This cluster includes the industries directly or indirectly engaged in mining. Michigan has traditionally supported a solid mining sector that is bolstered by our natural assets.

Gazelle Companies, Resilient Businesses and New Businesses

Another way to understand the economic outlook of the community and county is to look at “Gazelle” companies, “Resilient” businesses, and New Businesses.

Gazelle Companies. Gazelle Companies are those companies with 20% of greater growth from 2003 to 2008. While some gazelle companies are in traditional industries, many are in emerging sectors of the economy.

Number of Gazelle Companies in Region Three: 2,907

Top Five Gazelle Establishments (2003 - 2008)

1. Retail Trade: 380
2. Other Services (except public admin.): 376

Top Five Gazelle’s for Employment (2008)

1. Health Care & Social Assistance: 15,833
2. Manufacturing: 14,228

Prevalent Cluster Types on Other Counties within Region Three

Advanced Transportation. This cluster includes those industries such as automotive, rail, and ship manufacturing as well as those engaged in high-speed rail, energy storage and transfer. Innovation in mass transit, alternative fuel and electric vehicles, advanced transportation energy storage are areas of high opportunity in the coming decades.

Construction & De-Construction.

This cluster encompasses establishments in areas such as construction trades, demolition, structural engineering and design. Given the large number of Brownfields in the state, the opportunities for redevelopment, the need for rightsizing our infrastructure, coupled with the need for new placemaking, this cluster could hold promise.

Advanced Waste Management. This cluster encompasses those industries that manage, dispose of, recycle and cleanup waste. This includes the industries that manufacture new raw materials from waste, waste energy, landfill operations and traditional waste management.

Education & Knowledge Creation.

This cluster includes industries directly or indirectly engaged in education, education support such as text books and technology and logistics.

Healthcare. This cluster includes hospitals, clinics, diagnostic laboratories and instrument manufacturing.

3. Construction: 305
4. Health Care & Social Assistance: 302
5. Manufacturing: 272

3. Retail Trade: 6,023
4. Construction: 3,639
5. Educational Services: 3,491

Resilient Businesses. Resilient Businesses are those businesses which have retained at least 90% of their pre-recession employment since 2001.

Number of Resilient Businesses in Region Three: 15,066 (2001-2005) and 21,469 (2005-2008)

Top Five Resilient Estab. (2001-2005)

1. Other Services (except public admin): 2,051
2. Retail Trade: 1,991
3. Health Care & Social Assistance: 1,498
4. Construction: 1,456
5. Professional, Scientific & Tech Service: 1,269

Top Five Resilient Estab. (2005-2008)

1. Retail trade: 2,858
2. Other Serv. (except public admin): 2,790
3. Construction: 2,260
4. Health Care & Social Assistance: 2,009
5. Prof., Scientific & Tech Service: 1,918

New Businesses. New Businesses are businesses that were in existence no prior to 2008.

Number of New Business Start-Up's in Region Three: 4,415

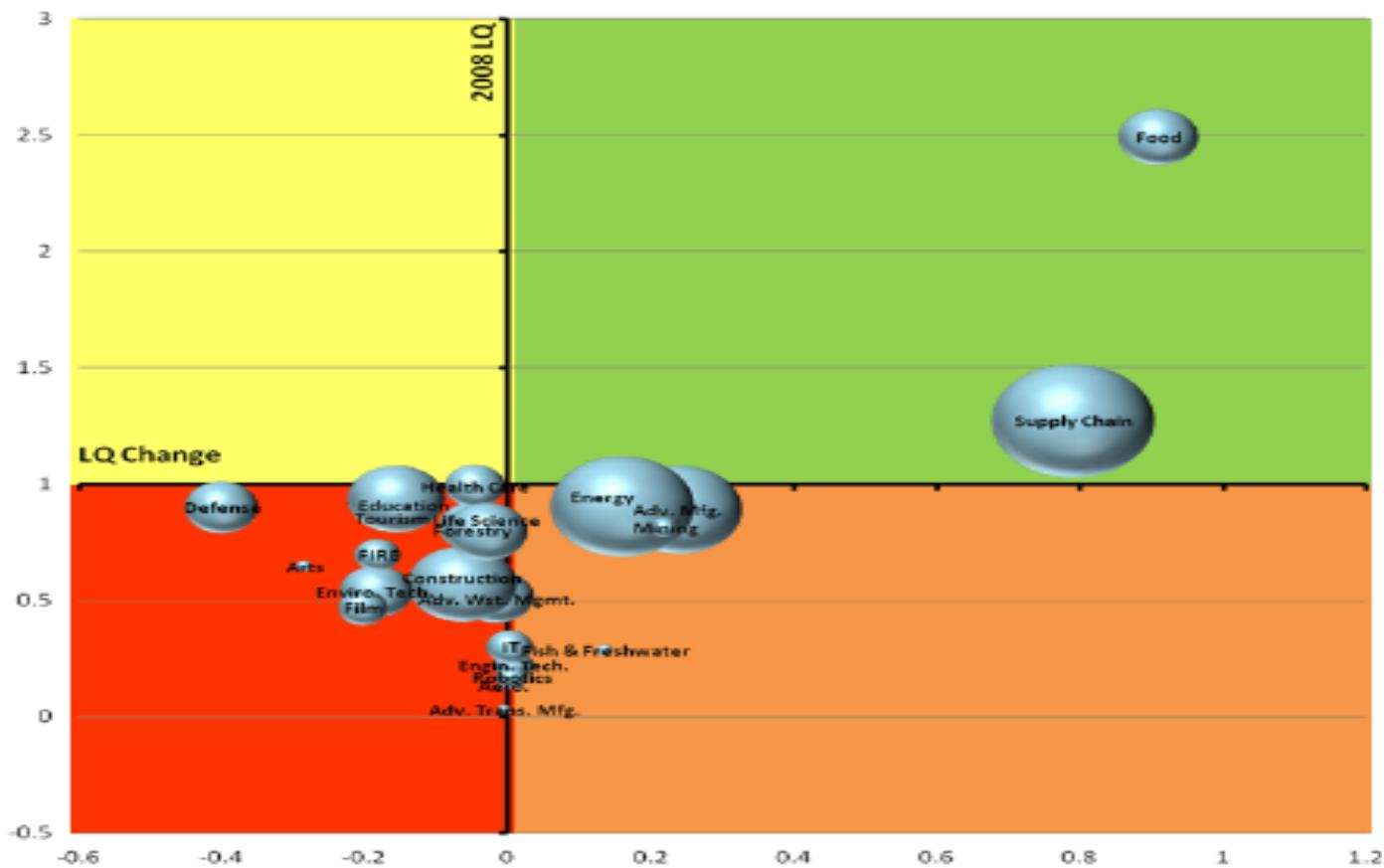
Top Five New Establishments (2006-2008)

1. Admin & Support and Waste Management and Remediation Services: 656
2. Professional, Scientific & Tech Service: 485
3. Retail Trade: 484
4. Accommodation & Food Services: 1,177
5. Construction: 461

Top 5 New Bus. for Employment (2008)

1. Health Care & Social Assistance: 1,360
2. Retail Trade: 1,340
3. Administrative & Support and Waste Mgmt and Remediation Services: 1,202
4. Other Services (except public admin): 482
5. Manufacturing: 1,164

Chart 4.1 Branch County Cluster Location Quotient Chart
 Chart produced by the Michigan State University Land Policy Institute



How to Read the Chart -

Green Square: Mature, Healthy Clusters

Red Square: Troubled Clusters

Vertical Axis: Location quotient (higher the better)
 (to the right is better)

Area of each bubble (relative sales)

Yellow Square: Mature Clusters that are Losing Ground

Orange Square: Potential Up-and-Coming Clusters

Horizontal Axis: Change in Location Quotient (to

Redevelopment Plan

In March 2017, the Village Council approved participation in the Michigan Economic Development's (MEDC) Redevelopment Ready Communities (RRC) program. The RRC program is a state-wide certification program that supports communities to become development ready and competitive in today's economy. It encourages communities to adopt innovative redevelopment strategies and efficient processes which build confidence among businesses and developers. Through the RRC program, local municipalities receive assistance in establishing a solid foundation for development to occur in their communities – making them more attractive for investments that create places where people want to live,

One component of the program is to identify sites that are ready for redevelopment and work with the MEDC to market these sites (typically 5-10 sites per community). The Joint Planning Commission, in conjunction with Village staff, have reviewed different sites in the Village and Township and have identified the following for participation in the RRC program:

Site Name	Address	Priority
Northeast Block of Downtown	NE corner of US-12 and Main Street	1
Wolverine Cement Plant	Beckwith Drive	2
Elder Building	7-9 East Chicago Street	3
Hildebrand Facility	114 West Chicago Street	4
York's Café	12 North Main Street	5
Quincy Diner	174 East Chicago Street	6
Former K&B Building	131 West Chicago Street	7

Fully detailed information sheets on each site are included in Appendix G.

The Village Council and staff should continue to keep this section updated as sites become redeveloped.

Chapter 5

Transportation Plan





Transportation Plan

The primary goal of the transportation plan is to provide a circulation plan that provides for the needs of residents and businesses located in the Village and ensures that free flow of traffic through the community. The circulation plan considers both vehicular and no-motorized transportation, and provides recommendations for the future.

At its most basic level, a transportation system provides a means of moving people and goods within a geographic area. It may be made up on multiple modes of transportation, such as roads, railroads, linear paths, airports, and harbors. Mass transit may be available, but is severely limited in rural communities like Quincy.

The transportation system consists almost entirely of roads that are almost exclusively dedicated to vehicular travel. The majority of roads and streets in the Village are under its jurisdiction, with the exception of US-12 which is “owned” by MDOT. Village jurisdiction provides for a streamlined planning process as they are able to make all decisions in regards to roadway design, project selection (coordination with utility projects), and non-motorized transit options. MDOT ownership of US-12 adds another level or two to the planning and coordination process.

Roads in the Township, outside of the Village, are owned by the Branch County Road Commission. The Township provides support for any road improvements completed on the “Local” road system. The BCRC provides for the maintenance and eventual reconstruction/rehabilitation on the “primary” road system.

Circulation Pattern

US-12 is the primary east-west route through the Village, connecting to I-69 in Coldwater just a few miles west of the Village. It connects to Jonesville in the east, eventually meeting US-23 and I-94 near Ypsilanti. Hawley, Cole, Jefferson, and Liberty are other primary east-west routes in the Village. Main Street is the primary north-south route in the Village, with Cole, Berry, and Fulton as other primary routes.

National Functional Classification

Functional classification is the system by which streets are grouped in to classes according to the character of service they provide. All of the streets within the Village limits fall within one of the standard functional classifications defined by the Federal Highway Administration (FHWA) and used by MDOT. The classifications are used as a planning tool by roadway agencies throughout the State to organize and prioritize street hierarchy. The functional classification is based on factors including street spacing, number of lanes of travel, speed limit, and volumes on a roadway.

As the Village doesn’t contain any of the arterial roads (besides US-12), the review of the NFC classification will focus on the collectors and local roads. The collector street system provides both local land access and traffic circulation with residential, commercial, and industrial areas. The roads may penetrate residential neighborhoods, distributing trips from the arterials through the local area to the ultimate destination. Collector streets also collect traffic from local streets in

residential areas and channel it to the arterial system. Any other street that is not listed as collector or area has the NFC of a Local street. These streets primarily provide access to land in residential neighborhoods and access to the higher classified roads.

After the last federal census, the Village was added to the Coldwater Urban Task Force, which provided an opportunity for the Village to review and update the NFC for any of the streets meeting the standards set forth by the FHWA. Prior to the review, only Main Street and US-12 were classified higher than a local road.

The Village, along with its consultants from C2AE, reviewed traffic counts and road designs in early 2016. A submission was submitted to MDOT that requested the reclassification of several streets within the Village. After a review by both MDOT and FHWA, the following streets are now classified as a road higher in NFC system than a local road:

Road	Segment	Approved NFC
US-12	VL-VL	Other Principal Arterial
Main Street	VL-VL	Major Collector
Arnold Street	Cole – US-12	Major Collector
Cole Street	Main – Arnold	Major Collector
West Liberty	Berry – S Main	Minor Collector
Berry Street	US-12 – W Liberty	Minor Collector
East Liberty Street	Main-Fulton	Major Collector
Fulton Street	East Liberty-US-12	Major Collector

These roads are now eligible for certain federal grant programs administered by MDOT.

Regional Transportation

As mentioned in the previous section, I-69 is five miles to the west of the Village limits. This interstate is a primary transportation route for commercial vehicles as it provides access to Indiana and I-80/90 to the South, which connects to Chicago to the west and Cleveland and the Atlantic coast to the east. I-69 also runs north, connecting to I-94 and I-96, which is the gateway to the rest of Michigan.

Railroad

The Village and Township are bisected by the Indiana Northeastern railroad line. It is a short-line rail line provides access for Coldwater and Quincy companies to the east, heading to Jonesville and eventually connects to Norfolk Southern in Montpelier, OH. The track, from Coldwater to Briggs Road in Quincy Township, is owned by the Branch County Rail Users, a consortium of local companies and City of Coldwater. The Michigan Department of Transportation owns the track from Briggs Road to Jonesville.

Public Transit

Quincy is served by the Branch Area Transit Authority which provides origin to destination service to Branch County 7 days a week, with varying hours. There are discounted fares for seniors and youth passengers.

Non-Motorized Transportation

The Village is striving to be a “Walkable Community.” That is to provide widely available and safe access to pedestrians of all ages. These opportunities should provide recreational opportunities for a healthier lifestyle; provide affordable transportation between shopping, schools, workplaces, and residences; and enhance the friendly, small town ambience that is desired by residents. As these options increase, attention should be drawn to them by the development of a new print information, website article, and social media posts.

Linear Paths

The recently adopted 5-Year Parks and Recreation Plan calls for the creation of a 5-mile long linear path that would connect Quincy with the City of Coldwater’s Trail System. A second phase would extend the trail +/- 13 miles to the east to the City of Jonesville. Initial plans are to locate the trail within the Indiana Northeastern Right of Way. Quincy Rotary is leading the effort to complete the initial trail section. Funding is being sought from state grant funds, federal sources, private foundations, local organizations, local businesses, and through fundraising events.

The recreation plan also envisions an intracommunity system that would connect the school campus, county park, village park, and sites of interest in the community. The goals of this project are to ensure that people have a safe way to navigate the community and to encourage residents to become more physically active and healthy.

Sidewalk Improvement Program

The Village has traditionally reviewed sidewalk conditions on an annual basis and repaired sidewalks at the expense of the property owner. There are gaps in the system that needs to be addressed to ensure a safe, walkable community. Village staff should review and update the current ordinance and develop a plan to fill these gaps in the sidewalk and forward to the Village Council for review and approval. Coupled with the linear paths discussed in the proceeding section, Quincy will become the walkable community that was envisioned through this process.

Transportation Asset Management Plan

In early 2016, the Village hired C2AE to develop its Transportation Asset Management Plan. A draft copy has been presented for review and comment to Village staff. Completion and implementation of plan should be a high priority for the Village.

Access Management

Access Management is a set of techniques that can help reduce traffic congestion, preserve the flow of traffic, improve traffic safety, prevent crashes, preserve existing street capacity, and preserve investment in streets by managing the location, design and type of access to property. The Village needs to consider adoption of these guidelines in order to better manage the future development of the community.

Chapter 6

Parks and Recreation Plan





Parks & Recreation Plan

INTRODUCTION

A strong, attractive community must provide a variety of recreational opportunities to appeal to residents of all ages. Parks, linear paths, and other assets are necessary to attract and retain residents and businesses. The number, type, and quality of the recreational opportunities provided directly impact the quality of life within a community.

Providing recreational opportunities requires effort from all sectors of a community: public sector, semi-public organizations, private businesses, residents, and other private individuals and institutions. The Quincy Joint Recreation Plan represents the community's desires to provide quality recreational opportunities that will continue to make Quincy a strong community.

The Village of Quincy and Quincy Township are collaborating on several areas, including the creation of a Joint Planning Commission and the creation of this Joint Recreation Plan. It has become very obvious that governmental entities, especially those in rural areas, must collaborate to insure success

This document sets forth the Community's official recreation goals and objectives along with an Action Plan for the implementation of these goals. The plan will focus on the opportunities provided by the Village of Quincy, those opportunities that could be provided with Quincy Township, and opportunities provided by Quincy Community Schools and other local governments. The foundation for the development of the Quincy Joint Recreation Plan is based upon the following:

- Identify and map existing recreational facilities
- Enable Quincy to become eligible for financial assistance based upon the Recreation Plan
- Consistency with the Joint Master Plan
- Build common ground with the Village, Township, and other community stakeholders on common goals
- Improve barrier-free accessibility and start the implementation of universal access to all parks and recreational opportunities

COMMUNITY DESCRIPTION

Quincy Township is located in the eastern part of Branch County, along the southern border of Michigan. The Village of Quincy is 1.2 square miles and lies about 13 miles north of the Indiana border. Quincy Township is 36 square miles and completely surrounds the Village. Coldwater, the major commercial center of Branch County lies 4 miles directly west of the village. Other nearby metropolitan centers include: Battle Creek, Jackson, Kalamazoo, and Ft Wayne. The primary land uses in the Village are residential, commercial, and industrial. The primary land uses in the Township are agriculture, residential, and commercial. Both entities are part of the Quincy School District.

Quincy is a small urban area surrounded by a very rural Township. Both entities are bisected by US-12, which carries vehicular traffic across the southern portion of Michigan, from Detroit to New Buffalo. It is a major commercial route for both local and thru traffic. Other major transportation routes include: I-69 (four miles to the west), Indiana Northeastern Railroad (bisects the Township), and between two major interstates (I-80/90 and I-94) that sit approximately 20 miles north and south of Quincy.

The Township is home to the northern end of a 9-mile chain of lakes, with the second largest lake of the chain (Marble Lake) almost entirely situated in the township.

According to the 2010 Census, Quincy Township had a population of 4,285, with a population of 1,652 in the Village. The 2000 Census showed a population of 4,411 in Township and 1,701 in the Village, declines of 2.85% and 2.88% respectively.

ADMINISTRATIVE STRUCTURE

The Village of Quincy is a General Law Village form of government. Residents elect the village president and council members on an at-large basis. The Village Manager is appointed by the Council and serves as the Chief Administrative Officer of the Village.

The Village's Streets Department is responsible for the maintenance of all village-operated facilities.

Quincy Township is a General Law Township form of government and at this time does not provide any dedicated recreational opportunities.

Neither the Village nor the Township has a separate board dedicated solely for parks and recreation planning. This function is the responsibility of the Joint Planning Commission and staff. The Village Council and Township Board are responsible for allocating funds for specific activities and maintenance. These entities work to ensure recreational opportunities offered to its respective residents are tied to goals and objectives in this plan and each Master Plan.

Over the past decade, the Village has allocated funds solely for general maintenance and minor improvements to the Village Park. In the current fiscal year, the Village has started tracking expenses for parks and recreation expenses. Prior to this point, expenses were combined with other items thus not allowing the true costs of maintaining park facilities to be known.

Parks funding is derived from General Operating millage revenues, grants, and donations. Due to budget constraints, any major improvement will require long-term planning and budgeting, outside funding, and long term financial arrangements. A copy of the current Capital Improvement Plan and Projected Budget Information is included in Appendix F.

The Village and Township intend to work with private foundations, Branch County Community Foundation, neighboring municipalities, Quincy Community Schools, Michigan Department of Natural Resources, and other public institutions to raise funds necessary to meet the goals and objectives outlined in this plan.

Volunteers will be playing a bigger role for the Village as we move forward in our planning and development processes. The Joint Planning Commission, Quincy Rotary, and other groups will take an active part in planning the linear path and recreation facility projects, as well as raising the money to develop the facilities. Students from Quincy High School also volunteer each spring for cleaning and basic maintenance projects. The Village will continue to work to match volunteers in areas where their skills and abilities would best help the community.

The Village is in the process of reviewing its facilities for ADA compliance and will use that evaluation in insuring that proposed improvements bring the facility in to compliance.

INVENTORY OF RECREATION OPPORTUNITIES

In order to plan for improvements or additions to our parks and recreation system, Village staff performed an inventory of the current offerings in the Quincy area. Staff reviewed land records, local web sites, and performed on-site inspections to develop the inventory.

Village Facilities

Village Park: The only park currently located within the Village covers 6.2 acres and is located at the northeast corner of North Main Street and Indiana Northeastern Railroad, just north of downtown Quincy. The Park provides a large play structure, two pavilions, two sand volleyball courts, a skate park, sledding hill, open spaces, tree shaded areas, and two parking areas.

The Park is extensively used by family reunions, families using the play structure, and various events that are run by the Village or other community groups. The major events held in the park include: Kid's Day in the Park (June), Thursday Night Entertainment Series (June-August), Quincy Daze festival (August). In 2015, the Park will hold a two day Shakespeare in the Park series performed by Branch County Community Theatre.

Skate Park and Large Pavilion at the Village Park.



Other Governmental Facilities

Quincy Community Schools (QCS): The QCS campus is located in the southwest quadrant of the Village. Jennings Elementary has two playgrounds that are open to the general public during non-school hours. The High School has a baseball field, softball field, three little league fields, soccer field, football field, and track.



Quincy Marble Lake Campground-Branch County Park:

Branch County Road Commission operates a park on 60 acres at the end of Lake Boulevard that sits adjacent to First Lake and Marble Lake. The park contains a cement boat launch, public beach, docking space for 18 boats, a pavilion with a kitchen, two softball fields, bathhouse/restrooms, and a modern camping facility with water and electric hook-ups. The camp sites are typically rented on an annual basis.

Marble Lake Public Access: Michigan Department of Natural Resources operates a public access to Marble Lake at the end of Wildwood Road. The site has a boat launch and 51 parking spots.

Tip-Up Island: Tip-Up is a small island that is the site of the annual Tip-Up festival every January or February. A pavilion that is available for rent year round and rest room facilities are the only development on the island. It's a popular site for fishing as well. The Island is owned by a non-profit entity that is governed by a board of directors.

Private Facilities

Quincy Golf Course: It's a 9-hole, par 34 course that is very popular with leagues.

Corn Island: Corn Island is open to the public and contains restroom facilities, a pavilion, boardwalk, and petting zoo (during the summer).

Sunset Cove, Lakeside Marine Resort, and Cottonwood Resort: These resorts are all private campgrounds on the Southern Chain of Lakes that provide several hundred campsites and other recreational opportunities to the public.

Potential Recreation Sites

Former Cement Plant: The Village received a donation of 4 acres at the former Wolverine Cement Plant, located just east of Tip-Up Island and surrounded by the County Park. The county owns another 8+ acres around the village property which could be made available to a project. This location has been identified as a priority redevelopment site.

Former Cement Plant could see many uses and provide access to the Chain of Lakes.



Transfer Station: The Village owns 40 acres on Ridge Road, just west of Corn Island, which is a capped landfill and transfer station. This site has a potential to be redeveloped into various outdoor recreation activities (disc golf, nature trails, etc.).

PLANNING PROCESS

In an effort to improve recreational opportunities for its residents, the Village of Quincy and Quincy Township collaborated on the development of this Parks and Recreational Plan. This plan will help guide the development of parks and recreational facilities over the next five years. The plan will also provide eligibility for grants from the Department of Natural Resources to assist Quincy in reaching their goals.

Two opportunities were provided for public input and participation during the development of this plan, the results of which will be discussed in the next section. The first opportunity was the release of a survey to the community to determine priorities on November 18, 2014. The survey remained open to public comment through December 18, 2014. The other opportunity was provided through a public hearing at the Joint Planning Commission and respective government regular meetings.

Based upon staff input, Council input during Strategic and Master Plan development, and survey responses, staff developed goals for parks and recreation in the Quincy Community. An action plan was developed using the same process.

Village staff completed a draft recreation plan which was made available for review at the Village Hall and on the Village website. The 30 Day Notice of Review was published by the Daily Reporter on December 22, 2014. The final opportunity for community input occurred at the advertised public hearing held prior to adoption of the plan, which was held on January 22, 2015. After this public hearing, the Joint Planning Commission passed a resolution recommending adoption of the Recreation Plan. Finally the plan was transmitted to the Village Council and Township Board for its review.

The Village of Quincy approved a resolution to adopt the recreation plan at a meeting on February 17, 2015 and the Township Board approved a resolution to adopt the recreation plan at a meeting on February 3, 2015. Copies of the plan were transmitted to Branch County, Southcentral Michigan Planning Council, and the Michigan Department of Natural Resources on February 26, 2015. Copies of the notifications, public hearing minutes, resolutions, and transmittal letters are included in Appendix D.

PUBLIC INPUT PROCESS

To comply with the Michigan Department of Natural Resources' *Guidelines for the Development of Community Park, Recreation Open Space, and Greenway Plans*, Quincy offered two different types of public input opportunities, community survey and a public hearing, which included the 30-day period for review and comment on the draft plan. A compilation from all input received is contained in Appendix A, with a summary of the survey responses described on the following pages.

An online survey was developed and publicized through the community Facebook page, the Village website, e-mail notifications, and through announcements at local service clubs and Chamber of Commerce. Paper copies of the survey were left at the Village Hall, Quincy Library, and dropped off at service clubs. Several attempts were made to get surveys to people of all ages and socio-economic backgrounds. Contact was made with Quincy High School to encourage participation from youth.

A 30-day comment period was held in December 2014 and January 2015; a public hearing was advertised twice in the Daily Reporter; and the public hearing was held on January 22, 2015 to collect comments on the final draft of the plan.

GOALS AND OBJECTIVES

The following goals and objectives have been developed from the process that was described earlier in the document. The overall goal is to provide recreational opportunities for residents of the Quincy community.

Goal 1- Provide non-motorized pathways for recreation and transportation.

- Develop a path from Coldwater to Quincy along the railroad right-of-way, possible extension to Jonesville
- Develop a path around the Village Park
- Create a network of trails in the community by connecting the school, county park, Village Park, and Tip-Up

Goal 2- Develop and enhance recreational opportunities, including those that take advantage of Quincy's location on the South Chain of Lakes.

- Redevelop the former Cement plant to provide new recreational opportunities
- Construction of a fishing pier
- Promote activities and facilities that promote Fall/Winter activities
- Enhance public access to the Chain of Lakes

Goal 3- Develop new and upgrade current facilities that ensure access to all visitors, regardless of disability.

- Develop a neighborhood park in the southwest quadrant of the Village.
- Construction of new facility that provides ball fields, soccer fields, and other activities
- Implement Universal Design Standards in all new facilities explore implementation at existing facilities

Goal 4- Promote active lifestyles through recreation opportunities that encourage residents of all ages to stay active.

- Explore new events that will provide opportunities for residents to become more active
- Provide equipment and facilities that support community special events
- Addition of linear trail system throughout Quincy and to neighboring communities.
- Construction of a Disc Golf facility
- Explore school and other partnerships to provide sports and athletic programs to teens and youths.
- Explore opportunities for sports and other recreational activities for adults

Goal 5- Collaborate with other area governments to provide recreational opportunities to Village and Township residents.

- Partner with local governments and non-profits to build a linear path linking Coldwater, Quincy, and Jonesville
- Partner with Quincy Township, Quincy Rotary, and other community based organizations to build a new facility that would include, but not limited to, softball and baseball fields, multi-purpose fields (soccer), pavilions, playground facilities
- Explore partnership with Coldwater over the use of the new Brown Aquatic and Recreation facilities by Quincy residents.

Goal 6- Increase awareness of the benefits of regularly participating in physical activity and of the benefits of healthy nutrition and lifestyle choices.

- Incorporate benefits of active living into programs and service communications.
- Utilize Village website to communicate benefits of active living
- Coordinate efforts with broader health education initiatives

- Partner with local community organizations to produce and promote at least one community-wide health event and incorporate in to existing community events

ACTION PROGRAM

The Action Program was designed to align the Goals and Objectives of this Plan into a system of ranking and ordering projects to determine a possible time line for development. The purpose of the Program is to guide investments over the next five years and to insure that the goals of the plan are realized in that period. The Action Program includes specific steps to be taken over the next five years. Specific dates are noted in instances where they are known at this time.

The project list included in this plan is our attempt to develop a comprehensive list of projects, but it is not exhaustive. The project list reflects the input of the Joint Planning Commission, Village staff, and local residents as identified on the online survey. Actual construction of projects will depend heavily on the availability of funding.

Funding for parks and recreation improvements come from a wide range of local, state, and federal programs. Some of this funding comes through as grant opportunities and low interest loan programs. Applicants need to be aware of funding agencies and programs requirements to help insure a successful application as most grant programs tend to be very competitive.

Village Park

February 2015-April 2015

- Release bid for construction of improvements that have been identified for the Village Park.
- Discuss project with local financial institutions and receive proposals for financing of the projects.
- Include financing of projects in 2015-2016 Budget and 5 Year Operating Budget.

April 2015-June 2015

- Construction of proposed improvements, including, but not limited to: Stage/Band shell, walking/linear path, bathrooms, playground improvements, parking lot construction, and lighting and sound improvements.
- Review Universal Design standards and incorporate in to project where possible.

2016-2020

- Continue Universal Design improvements.

Linear Path

February 2015

- Cost development and route planning for Coldwater-Quincy linear path.

March 2015

- Grant application to the Michigan Department of Natural Resources for construction of the Coldwater-Quincy linear path.

Summer 2015

- Construction of path project if grant is received.
- Explore other grant opportunities and continue discussions with local partners on funding.
- Develop a linear path routing plan around the community.

2016-2020

- Construction of sections of linear path within the Village (to Schools, Tip-Up, etc). Apply for MDNR grant if not successful in 2015.

2020

- Partner with Jonesville, Allen, and other groups to design and extension of the linear path to Jonesville. Build if a funding source can be determined.

Cement Plant Reconstruction

2015

- Continue discussions with the Army Corps of Engineers about potential partnership in the redevelopment of the site.
- Approach the county over donation of land surrounding current Village Parcel.
- Pursue other grants for clean-up and redevelopment of the site.

2016-2020

- Remove all above ground concrete structures, concrete to within a foot of the service, and provide a level grade at the entire site.
- Work with area organizations to develop a plan for the redevelopment.

Rotary Recreation Project (Ball Fields, etc)

2015

- Continue discussions with area landowners in an attempt to locate a suitable piece of land for the project. As soon as property is located, start design work.
- Continue to research grant opportunities.
- Develop and execute agreement to cover long-term maintenance costs.

2016-2020

- After land is acquired and design is completed, build project with other local partners.

General Activities

2015

- Incorporate benefits of active living and promotion of health in to current PR and marketing efforts.
- Incorporate promotional efforts in to existing events.
- Update Village web site to meet goals established in this plan.
- Discuss consolidation of current youth activities in to a central organization. Start implementation of plan as agreed upon by multiple entities.

2016

- Review parks for any accessibility issues and Universal Design standards implementation.
- New youth programs open to public. Hire necessary staff.

2017

- Create and host a new event that promotes healthy, active living.
- Review possible locations for a fishing pier and research funding opportunities.

2018-2020

- Build fishing pier.

Transfer Station Property

2015-2016

- Review current use of the property and past uses in determining any impacts on the future use of the property. Develop a plan for a park, if possible, on the property.

2017-2020

- Develop park per the Development Plan.

Chapter 7

Action Plan



Action Plan

The Vision

This section of the Master Plan outlines the Action Policies for the Quincy Community. The Action Policies are organized under the **Goal and Objectives Statements** and based upon the upon the *Tenants of Smart Growth*, the Pillars and Principles of *Strategic Growth*, discussions with the joint planning commission, interviews with local commissions and organizations, feedback from students, input collected at the April 12th 2011 public meeting and subsequent joint planning commission meetings. The following Action Policies provide a set of strategies, who is responsible and a proposed timeline for implementation (see legend at right).

Goal: Create a Range of Housing Opportunities and Choices

Objective: Increase housing styles that serve residents throughout their life cycle, including single-occupancy apartments, independent living units, assisted living and continuing care facilities, located near the village.

Strategy: Identify locations for constructing higher-priced market rate homes, condominiums and/or townhomes to make the community attractive to entrepreneurs and upper management employees as well as seniors and other retirees. **JPC, LO LT**

Strategy: Explore opportunities to develop senior housing. **LO, BC, NGO, ST, LT**

Objective: Increase housing opportunities to accommodate young professionals, young families, and others within lower and medium income range.

Strategy: Start an affordable housing trust fund. **JPC, NGO, LBC ST**

Objective: Utilize funding tools and/ or other incentive programs to provide for affordable housing.

Strategy: Pursue affordable housing funding opportunities from state and federal agencies. **LO ST**

Objective: Minimize permitting and inspection times so residential developers avoid high costs associated with administrative delays.

Quincy Community Master Plan

Proposed Timeline Legend

- (I) Immediate
- (ST) Short Term (1- 5 years)
- (LT) Long Term (Over 5 years)
- (OG) On-Going

Responsibility Legend

- (JPC) Joint Planning Commission
- (LO) Local Officials
- (NGO) Non-Government Organization
- (SD) School District
- (LBC) Local Business Community

Strategy: Identify locations for constructing higher-priced market-rate homes to make the community more attractive to young professionals.



Objective: Consider new approaches to land division in rural areas to accommodate the housing needs of the Amish community, while preserving the rural character of the community.

Objective: Promote quality residential development and help maintain homes so that neighborhoods are attractive, safe and property values are protected.

Strategy: Adopt a strong property maintenance program and ensure consistent enforcement. **JP, LO I**

Strategy: Establish a “neighborhood keeper” program that would educate the public about property maintenance issues and provide assistance whenever possible. **LO, NGO ST**

Strategy: Create an incentive program that helps clean up and improve property (such as a subsidized paint program and regular clean-up days). **LO, NGO ST**

Strategy: Encourage reinvestment in and restoration of older homes. Respect historic resources and historic development patterns, preserving and enhancing them where feasible. **LO, OG**

Objective: Mix residential uses with commercial and industrial uses, where appropriate.

Strategy: Continue to allow for upper story apartments in the Village. **JP, LO, LBC OG**

Strategy: Update the zoning ordinance to allow for mixed use development by right. **JP, LO, ST**

Objective: Maintain a safe and healthy housing stock.

Strategy: Develop and implement a rental housing inspection/license program. **LO, ST**

Strategy: Enforce the Village Zoning Ordinance and International Property Maintenance Code to ensure that the existing housing stock is maintained. **LO, OG**

Strategy: Develop an inventory of the Village’s rental housing and conduct an analysis of condition and gaps in the market. **LO, NGO, OG**

Goal: Foster a Distinctive and Attractive Community, with Strong Sense-of-Place

Housing Issue: Local officials have been working to address the housing needs of the community’s Amish population. Many requests have been submitted to divide land zoned “agriculture” into parcels less than the 40 minimum. The JPC will continue to explore options for residential development that does not degrade the rural character of the surrounding area.



Objective: Enhance positive perceptions of Quincy.

Strategy: Improve communications between the public and Village. **LO, OG**

Strategy: Develop a comprehensive social media strategy. **LO, ST**

Strategy: Identify major events and issues that will create awareness for Quincy. **LO, BC, OG**

Objective: Leverage the unique assets of the community to promote new opportunities for economic prosperity.

Strategy: Identify and map key and unique community assets, including the number of seasonal residents within the greater Quincy Community. **A OG**

Strategy: Work with the DDA, the Regional Chamber of Commerce and Branch County Economic Growth Alliance to study the commercial needs and desires of seasonal residents. **LO, LBC I**



Strategy: Promote the community's location on U.S. 12 and proximity to Interstate 69. **LO, NGO, LBC OG**

Strategy: Support and complement the Regional Strategic Growth Plan and the Region's Comprehensive Economic Development Strategy (CEDS). **LO, LBC, NGO I**

Strategy: Create an on-line and hard-cover "welcome package" that highlights community information, events, organizations, activities and other community attractions for perspective residents and entrepreneurs. **A ST**

Strategy: Work with the Amish Community to promote their goods and services as part of a marketing campaign for the greater Quincy area. **LO, LBC, NGO LT**

Objective: Be able to respond to rapid advances in technology, globalization and the shift to the knowledge economy.

Strategy: Promote the adaptive reuse of existing buildings to accommodate new technologies that support knowledge economy businesses.

Strategy: Promote the adaptive reuse of existing buildings to accommodate new technologies that support knowledge economy businesses. **JPC, LO, LBC LT**



Strategy: Encourage and provide for advanced technology infrastructure (e.g. broadband) throughout the community. **LO LT**

Objective: Establish an entrepreneur friendly environment within the community.

Strategy: Develop an entrepreneurial development and support program to help new businesses form and expand. **LO, LBC ST**

Strategy: Establish systems and opportunities for entrepreneurs to network and collaborate. **LO, LBC ST**

Strategy: Establish a business/education roundtable as a regular forum for business owners to discuss education and training needs, challenges and resources. **LO, LBC ST**

Strategy: Establish an entrepreneurial program for areas high-school students that provide education, assistance and support for entrepreneurial ideas. **LO, LBC ST**

Strategy: Establish an entrepreneurial program for recent retirees that provide education, assistance and support for entrepreneurial ideas. **LO, LBC ST**

Objective: Establish and retain the elements that make downtown Quincy unique.

Strategy: Encourage downtown reinvestment by emphasizing its historic character and providing incentives to rehabilitate historic buildings. **LO, LBC OG**

Strategy: Provide for a sufficient number of quality public amenities, such as bike racks, restrooms, and picnic tables, in key locations. **LO OG**

Strategy: Continue to promote and market community events and festivals within the community and to the larger region. **LO, NGO, LBC OG**

Strategy: Provide for a sufficient number of quality public amenities.

Strategy: Promote downtown businesses through local organizations, such as the DDA, Coldwater Country CVB, and Coldwater Area Chamber of Commerce. **LO, NGO, LBC OG**

Strategy: Develop a dynamic and comprehensive community asset-based website that provides information about the community, local government activities, municipal regulations and public forums. **A OG**



Strategy: Consider the adoption of design guidelines to ensure new development is consistent with the Village's character. **LO OG**

Strategy: Extend streetscape improvements to the east and west entries into the Village. **LO LT**

Strategy: Promote adaptive reuse of existing buildings to accommodate new development. **LO ST**

Strategy: Identify historically significant buildings for future preservation efforts. **LO I**

Strategy: Provide incentives to local business owners to maintain and restore historical building facades. **LO, NGO, LBC ST**

Strategy: Establish design guidelines that are unique to Quincy, which guides developers and the public in the planning and design of buildings. **LO, JPC ST**

Strategy: When constructing new civic buildings, consider placement, architectural styles that complement the historical character of the community. **LO, JPC OG**

Strategy: Identify and use public spaces to establish attractive gateway entrances that inform visitors they are entering a unique and special place. **LO, JPC LT**

Strategy: Continue to implement recommendations outlined in the Downtown Plan developed the Gibbs Planning Group, Inc. **JPC, LO, NGO, LBC OG**

Objective: Create a more desirable community to live, relax, and thrive.

Strategy: Work with local organizations, citizens and business owners to enhance and expand the current sidewalk system - integrating downtown Quincy with nearby neighborhoods, schools, business parks and community amenities. **LO OG**

Strategy: Work to develop a well-connected system of parks that provide for a wide range of active and passive recreation opportunities. **LO LT**

Strategy: Provide for higher quality public access to Marble Lake. **LO LT**

Strategy: Continue to promote and market community events and festivals within the community and to the larger region.



Gateways: Although there is gateway signage at most entryways into the community, there are opportunities to enhance and create more attractive gateway entrances into both the community and village that inform visitors they are entering a unique and special place. This can be achieved through a combination of signage, landscaping, streetscaping, lighting and building design and placement.

Strategy: Update the 5-year recreation plan, as necessary, and continue to implement the plan. **LO, JPC, ST**



Strategy: Seek grant funding and other financial assistance to acquire and develop recreational facilities, particularly the redevelopment of the former Cement Plant. **LO, JPC, OG**

Strategy: Improve barrier free access to parks and recreation amenities. Review Universal Design Standards and consider adoption of these standards. **LO, JPC, ST**

Strategy: Develop and expand recreational programs that serve all ages within the community. **LO, NGO, OG**

Strategy: Develop a comprehensive park identification program to provide consistent, uniform, park signage with additional instructional/directional, watershed, educational, and wayfinding signage. **LO, I**

Objective: Provide activities and opportunities for the community's youth to be involved in local government.

Strategy: Support the local Youth and Government organization by providing for training in local government issues and encouraging further involvement in local issues. **LO, SD, ST**



Strategy: Provide an opportunity for the local Youth and Government organization to regularly advise the Joint Planning Commission, the Village Council and Township Board on needs and concerns of area youth. **LO, SD, JPC, LT**

Objective: Create a more healthy and active community.

Strategy: Work with local organizations, citizens and business owners to enhance and expand the current sidewalk system - integrating downtown Quincy with nearby neighborhoods, schools, business parks and community amenities. **LO, LBC, LT**



Strategy: Work to develop a well-connected system of parks that provide for a wide range of active and passive recreation opportunities. **LO, ST**

Strategy: Provide for improved public access to Marble Lake. **LO, ST**

Strategy: Update the 5-year recreation plan, as necessary, and continue to implement the plan. **LO, JPC, ST**

Objective: Maintain a high-quality visual character throughout the community.

Strategy: Develop a public art plan for the entire community, with the downtown and Village Park a high priority. **LO, ST**

Strategy: Assist property owners with identifying funding opportunities to upgrade the existing housing stock. **LO, OG**

Strategy: Consider the adoption of a rental housing ordinance. **LO, ST**

Objective: Promote new opportunities to utilize alternative energy technologies while considering the impacts on area residents.

Strategy: Place “dark-sky” lighting or place shields over existing light fixtures that direct light downward. **JPC, LO, ST**

Strategy: Examine opportunities to limit the use of non-renewable energy sources, encourage the efficient use of energy and promote energy production from clean, renewable sources. **LO, NGO, LT**

Objective: Encourage the preservation and enhancement of historic resources in Quincy through education and protection of historic structures.

Strategy: Educate the community on historic preservation by partnering with the Quincy and Branch County Historical Societies. **LO, NGO, LT**

Strategy: Protect existing historic structures and promote development which enhances such features. **LO, JPC, NGO, LT**

Strategy: Investigate the creation of a local and national historic district. **LO, NGO, ST**

Objective: Review and update the zoning ordinance and other development controls to be compatible with the Master Plan.

Strategy: Create regulations and improve code enforcement to eliminate blighting influences. **LO, ST**

Strategy: Consider the adoption of a form based code zoning ordinance or include aspects of form based code in an update of the zoning ordinance. **LO, JPC, ST**

Strategy: Create a walkable community by enhancing and



Objective: Preserve existing agricultural lands and explore new agri-business opportunities.



Goal: **Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas**

Objective: Preserve existing agricultural lands and explore new agri-business opportunities.

Strategy: Encourage cluster development. **JPC, CO ST**

Strategy: Explore the implementation of a Purchase of Development Rights (PDR) Program. **JPC ST**

Strategy: Encourage owners of prime and unique agricultural land to enroll their property in farmland preservation programs. **JPC, LO ST**

Strategy: Promote and provide spaces for local food processing, encouraging the development of value-added food industries. **LO, NGO, LBC ST**

Strategy: Explore the feasibility of establishing a “branding” campaign that identifies and promotes the Quincy Community as a food destination for local and tourists. **LO, NGO, LBC ST**

Objective: Protect the water quality of the community’s lakes, rivers, watersheds and groundwater recharge areas.

Strategy: Improve coordination between local units of government, governmental agencies and community organizations that contribute to the management and oversight of water resources. **LO OG**

Strategy: Establish a comprehensive strategy for monitoring water quality and a plan for implementing water quality improvements. **LO LT**



Strategy: Establish regulations that prohibit phosphorus-based fertilizers and other potential contaminants. **LO, JPC LT**

Strategy: Educate waterfront homeowners about environmentally friendly practices. **LO OG**

Strategy: Provide zoning and financial incentives for waterfront owners to create vegetative buffers, rain gardens, and other low-impact solutions. **LO, JPC ST**

Strategy: Continue to explore the feasibility of implementing a sewer system around Marble Lake. **LO ST**

Strategy: Establish regulations that require the inspection of septic systems upon the sale of property. **JPC, LO ST**

Objective: Protect and preserve the community's natural and unique areas and minimize the impacts of development on environmental features such as wetlands, woodlands, steep-slopes, habitats, night sky, and scenic views.

Strategy: Improve coordination between local units of government, governmental agencies and community organizations that contribute to the management and oversight of environmentally sensitive areas. **LO, JPC LT**

Strategy: Provide public access to special and unique areas within the community. **LO OG**

Strategy: Educate property owners of the threats to the community's natural resources. **LO, NGO I**

Strategy: Work with regional land conservation agencies and other relevant agencies to identify and help protect key natural features in the community. **LO LT**

Strategy: Require tree replacement when existing resources are impacted by development. **LO, ST**

Strategy: Develop and implement a plan to ensure that the Village Street Tree Canopy is healthy. **LO, ST**

Goal: Encourage Community and Stakeholder Collaboration

Objective: Continue to promote, support and encourage new opportunities for inter-jurisdictional cooperation.

Strategy: Conduct an annual review of the master plan to be sure the vision, goals and strategies are current and meaningful (required at least every five years by law). **JPC, LO ST**

Strategy: Invite citizens and key stakeholders to engage in community planning discussions and decision-making efforts. **JPC, LO OG**

Objective: Continue to explore the feasibility of a septic system around Marble Lake.

Local officials and concerned citizens have studied the feasibility of developing a sewer system around Marble Lake. Many residents are concerned about water quality and detrimental impacts to drinking water. Information about this important topic, including a summary of an engineering feasibility study conducted by Wightman & Associates, can be found at: www.marblelakechainsewerstudy.com.

Objective: Provide enhanced marked pedestrian crossings at key locations, including U.S. 12.

Strategy: Periodically convene a meeting of all elected and appointed officials, including the Quincy Public Schools, the Village of Quincy and Quincy Township. **JPC, LO OG**



Strategy: Continue to work together to study the impacts of recent and upcoming ruling and regulations regarding Medical Marijuana. **JPC, LO LT**

Goal: **Encourage an efficient and safe multi-modal transportation network that facilitates economic growth while integrating various modes of transportation to ensure a higher quality of life for community residents.**

Objective: Promote and provide for safe and efficient transportation options throughout the community.

Strategy: Maintain a 6-year transportation capital improvement plan (CIP). **LO, JPC, OG**

Strategy: Maintain and upgrade the quality of roadways in the Village. **LO, OG**

Strategy: Require transportation infrastructure decisions to support and encourage the land use recommendations in the Master Plan. **JPC, LO, OG**

Strategy: Create a plan for the replacement of aging, broken sidewalks and the completion of the sidewalk system along streets where only partial or no sidewalks exist. **LO, I**

Objective: Maintain and improve the existing road system for safe and effective flow of all users.

Strategy: Consider automobile, pedestrians and bicyclists in local transportation planning (“Complete Streets”). **JPC, LO OG**

Strategy: Work closely with the Amish community to better understand their transportation needs and concerns and avoid conflicts.

Strategy: Provide enhanced marked pedestrian crossings at key locations, including US 12. **LO ST**

Strategy: Become a “walkable community - work with local organizations, citizens and business owners to develop a comprehensive sidewalk system that integrates downtown Quincy with nearby neighborhoods, schools, business parks and community amenities. **JPC, LO, NGO, LBC ST**

Strategy: Increase public bicycle parking facilities. **LO, LBC I**



Strategy: Work with the County Road Commission to develop a roadway capital improvement plan that includes “fix it first” policy. **LO LT**

Strategy: Establish an attractive vehicle and pedestrian level “way-finding” system that is consistent with the historical character of the community and will help guide visitors to the community’s unique features and places. **LO, JPC, LBC LT**

Strategy: Study and explore alternative transportation routes to the community’s industrial park. **LO, JPC LT**

Strategy: Work closely with the Amish community to better understand their transportation needs and concerns and avoid conflicts. **LO, JPC ST**

Objective: Promote a pedestrian friendly, non-motorized environment throughout the community.

Strategy: Provide a safe and efficient non-motorized pathway and sidewalk system that provides connectivity, access, and mobility to various land uses, including parks and recreation, civic institutions, commercial, and residential developments. **LO, ST, LT**

Strategy: Implement the adopted Complete Streets Policy. **LO, I**

Goal: Strengthen and Direct Development Toward the Village

Objective: Guide new growth to locate close to the village and existing infrastructure.

Strategy: Permit development only in accordance with the availability of necessary public utilities; road construction and maintenance, police and fire services, government administrative services and educational services. **JPC, LO I**

Strategy: Expand the types of uses, especially uses associated with the knowledge economy, in industrial, commercial and residential areas near the village and in accordance with the availability of necessary public utilities. **JPC, LO ST**

Strategy: Make the village and the surrounding neighborhoods and business areas more accessible to pedestrians. **A LT**

Objective: Promote redevelopment in vacant commercial and residential areas.

Strategy: Encourage mixed uses, including upper-floor dwelling units in downtown Quincy. **JPC, LO, LBC OG**

Strategy: Encourage mixed uses, including upper-floor dwelling units in downtown Quincy.

Strategy: Seek out and contact absentee building owners whose properties in the community appear to be vacant, abandoned and/or in need of significant repair and discuss redevelopment options. **LO, LBC ST**

Strategy: Work with the DDA, the Regional Chamber of Commerce and Branch County Economic Growth Alliance to study the commercial needs and desires of residents and visitors. **LO ST**



Objective: Take advantage of compact development design

Objective: Create a Village that encourages and supports the Live, Relax, Thrive concept.

Strategy: Encourage new commercial and office development near the village and existing neighborhoods to support a balance of work and life. **JPC, LO OG**

Strategy: Develop an entrepreneurial and small business development organization. **LO, LBC ST**

Strategy: Identify buildings in which second floor space could be redeveloped for residential space, to attract entrepreneurs and upper management employees as well as seniors and other retirees. **LO, JOC, LBC ST**

Strategy: Survey seasonal residents to find out what businesses and amenities they would like to see in the community. **LO I**

Strategy: Market the community's downtown and Marble Lake as a unique destination along U.S.12, in Branch County and within the Chain of Lakes. **LO, LBC ST**

Strategy: Encourage retail and restaurant owners to expand their hours past 5:00 at least once a month. **LO, LBC I**

Strategy: Increase opportunities for community interaction such as outside shopping, art displays, and festivals that celebrate community culture and assets. **LO, LBC OG**

Strategy: Involve citizens in the decision making processes. **LO, JPC OG**

Objective: Promote existing businesses and create programs that will attract additional businesses.

Objective: Develop a variety of retail, cultural, and entertainment uses with appropriate pedestrian and vehicular access while preserving the character of downtown.

Objective: Promote the development of Quincy's existing and future industrial sector, while preparing for other uses that will come due to the changing economy.

- Strategy: Locate new industrial uses in areas that have the infrastructure required to support such uses. **LO, OG**
- Strategy: Plan for the eventual redevelopment or re-use or existing and/or vacant industrial areas by creating regulations that will permit a diverse industrial base. **LO, OG**
- Strategy: Promote creative-workshop and oriented uses, consider allowing them in other zoning districts. **LO, ST**
- Strategy: Coordinate with Branch County Economic Growth Alliance, Southwest Michigan First, and Michigan Economic Development Corporation on promoting the community for new business attraction opportunities. **LO, OG**

Goal: Provide, maintain, expand, and improve community and public safety facilities.

Objective: Repair, replace, and expand infrastructure in order to properly service the community with advanced state-of-the-art infrastructure and materials, including the most advanced communications technology.

- Strategy: Evaluate police and fire facilities on a regular basis to determine if modifications or additions are need to serve the existing population and new development. **LO, OG**
- Strategy: Explore a public or public/private fiber optic network to service Village infrastructure and the community (Gig-Quincy). **LO, NGO, BC, ST**
- Strategy: Develop and implement a strategy to ensure that water and sewer infrastructure is maintained to an optimal level. **LO, OG**

Objective: Work collaboratively with other organizations to achieve shared infrastructure and service goals.

- Strategy: Build a joint Village/Township Hall to be located in the northeast block of downtown. **LO, ST**
- Strategy: Continue to partner with surrounding communities and the County to provide public services. **LO, OG**
- Strategy: Village and Township partnership to develop an expansion of the Industrial Park. **LO, ST, LT**

Chapter 8

Future Lane Use Plan



Future Land Use Plan

The Future Land Use Plan and Map depicts the preferred, generalized composition of future land uses for the Quincy Community. The Future Land Use Plan is the general framework upon which land use and policy decisions for the Community will be guided for the next 25 years. The Future Land Use Plan was developed after careful consideration of the previous future land use classifications and definitions used by the Village and Township. The two sets of future land use classifications were used as a basis for the future land use classifications in this plan, resulting in nine proposed land use classifications. In addition, the future land classifications were developed after consideration of the guiding principles outlined in the introduction and several dynamic factors, including: existing land use, community services and future growth. *Maps 13(a) and 13(b)* illustrate the Future Land Use of the community.

Agriculture

Local leaders and citizens of the community believe it is very important to preserve the rural character and active/productive farm operations within the community. Therefore, Agriculture use will continue to be the dominate land use in the Quincy Community. Agricultural land uses will be primarily located in most areas of Quincy Township. Areas devoted to Agricultural uses will continue to support farming activities, such as the production of crops, livestock and other goods, orchards, nurseries, farmsteads, value-added agriculture industries and other activities closely associated with farming. Areas devoted to Agricultural uses will be denoted by dirt roads (as opposed to paved), low land use density and the lack of traditional urban infrastructure. In general, the desired density in these areas will be one dwelling unit per every 40 acres.

Low Density Residential

Low Density Residential uses are intended to provide areas for single-family homes (and accessory structures) on larger lots. Residential development in these areas should be oriented to preserve the rural character of the surrounding landscape and provide minimal interference with existing agricultural uses. Low Density Residential uses also will act as a transition between higher density residential development and the rural environment. In general, areas classified as Low Density Residential development would not be served by public water or sewer. However, some areas near the village may be serviced by these utilities. In general, the desired density in these areas will be one dwelling unit per acre.

Lakeside Residential

Agricultural Land Use -
The Quincy Community will continue to be dominated by agricultural land uses.



Low Density Residential Land Use -

Low Density Residential land uses are designed to provide a transition between higher density residential development and the rural environment.



Lakeside Residential uses are intended to provide for single-family homes on smaller lots in areas around Marble Lake. With a desired density of one dwelling unit per $\frac{1}{2}$ acre or 2 dwellings units per acre, this category is intended to lower the density of future development around Marble Lake and limit environmental impacts of high density development not served by water and sewer services. A density bonus in these areas may be applied to developments that provide public sewer service and where public sewer and water are available.

Lakeside Residential Land Use -

Lakeside Residential land uses are designed to lower the density around Marble Lake.



Manufactured Home Park

Manufactured Home Park uses are intended to provide housing alternatives to community residents.

Manufactured Home Parks should be located along major thoroughfares, near other existing manufactured home parks and be located in such a way as to minimize the impact on environmentally sensitive areas and single-family residential development.

Public/Semi Public

Public and Semi Public areas will continue to accommodate public and municipal services such as governmental facilities, the public schools, churches and parks.

Neighborhood Residential

Land Use - Neighborhood Residential land uses are designed to provide for single-family residential development in a traditional neighborhood setting.



Neighborhood Residential

Neighborhood Residential uses are intended to provide for single-family residential development consistent with the traditional grid neighborhood of the Village. Neighborhood Residential areas should evoke the look and feel of traditional neighborhoods (e.g. sidewalks, front porches, historic homes). Neighborhood Residential areas will be served by sewer and water. In general, the desired density in these areas will be 4 to 6 dwelling units per acre.

Mixed Use Downtown

Mixed Use Downtown areas are intended to provide for a mix of retail, office, service and residential uses. The Mixed Use Downtown classification encompasses the immediate downtown Quincy area. Buildings in these areas should adhere to quality site design standards.

Mixed Use Downtown

Land Use - Mixed Use

Downtown land uses are intended to provide for a mix of retail, office, service and residential uses - primarily encompassing downtown Quincy.



Industrial

These areas are located near the downtown area and along portion of U.S 12. Industrial areas are designed to accommodate for limited light industrial operations such as warehousing, assembly, processing and packaging of products from previously prepared materials.

Industrial Land Use - Industrial land uses are designed to accommodate for limited light industrial operations.



Mixed Use Community

Mixed Use Community areas are intended to provide for a mix of commercial, office, service, light industrial and high-density residential uses. Commercial uses in these areas are intended to serve the community and travelers along major thoroughfares and that could not be easily provided for in the Mixed Use Downtown areas. In addition, these areas are intended to provide for a higher density of residential uses (e.g., townhouses, duplexes, apartments). In general, the desired density in these areas will be 6 to 15 dwelling units per acre.

Mixed Use Community Land Use - Mixed Use

Community land uses are designed to provide for a mix of commercial, office, service, light industrial and high-density residential uses in areas outside downtown Quincy.



Chapter 9

Zoning Plan





Zoning Plan

According to section 2(d) of the Michigan Planning Enabling Act, PA 33 of 2008, the master plan shall include a “Zoning Plan” - depicting the various zoning districts and their use, as well as standards for height, bulk, location and use of building and premises. The zoning plan serves as the basis for the zoning ordinance.

Relationship to the Master Plan

The Master Plan describes the vision, objectives, strategies and action policies for the development of the Quincy Community. The Zoning Plan is based upon the Master Plan - it is intended to identify areas where the existing zoning is inconsistent with the objectives and strategies of the Master Plan and guide the development of the zoning ordinance. The zoning ordinance is the primary implementation tool for the future development of the Quincy Community. The following pages describe the general purposes and characteristics of zoning in the Village and Township of Quincy including opportunities for re-zoning. Map 13, illustrates the proposed re-zoning changes.

What is the Zoning Plan?

- The Zoning Plan depicts the various zoning district and is intended to guide in the development of the zoning ordinance.



Village of Quincy Commercial Districts

The following districts are considered “commercial districts.”

Section 7.01 C- Commercial District

Section 8.01 CBD- Central Business District

The basic purpose of these districts is to provide opportunities for regulated commercial activities serving both the local and outside markets. The C- Commercial District is intended to create cohesive commercial areas that provide convenient vehicular access between businesses in attractive settings. In addition, the district is intended to provide site for more diversified types which would often be incompatible with the pedestrian movement in the Central Business District.

The Central Business District is intended to provide for a traditional mixture of small office buildings, specialty retail stores, entertainment, public spaces and related activities that are mutually supporting and serve the needs of the greater community. Regulations in this district are designed to encourage a lively social environment and economically viable downtown with a wide variety of uses in a pedestrian oriented unified setting.

Industrial District

The following district is considered an “industrial district.”

Section 9.01 I- Industrial

The Industrial District is intended to accommodate wholesale, warehouse and industrial activities whose operational and physical characteristics do not detrimentally affect any of the surrounding districts. The district is established to permit the manufacturing, compounding, processing, packaging, assembly and/or treatment and storage of finished ore semi-finished products from previously prepared materials. The district is also intended to permit limited retail enterprises if they are directly related to the distribution of products manufactured or warehoused, which are not suitable for whole sale distribution.

Residential Districts

The following districts are considered “residential districts.”

Section 4.01 R-1 Single-Family Residential

Section 5.01 R-2 Multiple-Family Residential

Section 6.01 R-3 Manufactured Home District

The basic purpose of these districts is to provide for a wide range of housing options.

The Single-Family Residential District is intended to promote stability in existing neighborhoods by ensuring comparable residential densities, encouraging a safe environment for family life, and preserving amenities. The purpose of this district is to maintain and enhance the character of established areas while providing for the controlled remodeling and redevelopment as needed and to allow flexibility in the design and site planning of new development.

The Multiple-Family Residential District is intended to be a high density residential district which allows multiple-family dwellings, along with other residentially related facilities which serve the residents in the district. This district will generally serve as a transition zone between nonresidential districts and lower density single family residential districts.

The Manufactured Home District is intended to permit additional variety in housing opportunities and choices.

The Joint Planning Commission should review the current lot width, size, and setback requirements as soon as possible. The Zoning Ordinance update from 2000 does not provide for smaller lots (e.g. 66' wide), which are typical throughout the Village. This update if fully implemented would change the character of the community.

Special Districts

The following district is considered a “special district.”

Section 10.01PUD Planned Unit Development

The PUD Zoning District standards are provided as a design option to encourage innovation in land use in terms of variety, design, layout, and type of structures constructed; to preserve and protect significant natural features and open space; to ensure that new developments are consistent with the small-town character of the community; to promote efficient provision of public services and utilities; to minimize adverse traffic impacts; to encourage development of convenient recreational facilities; and to encourage the use and improvement of existing sites.

Table 4.1 Village of Quincy Zoning District Regulations

	Minimum Lot Area	Minimum Lot Width	Maximum Lot Coverage	Front Setback	Side Setback	Rear Setback	Maximum Building Height
C Commercial	5,000 sf.	100 ft.	25%	25 ft.	5 ft.(least one) 20 ft. (total)	10 ft	35 ft.
CBD Central Business	--	--	Determined by the use and requirements for yards, parking and loading	--	--	20 ft.	40 ft.
I Industrial	--	--	50%	50 ft.	25 ft.	25 ft.	55 ft.
R-1 Single-Family Residential	10,000 sf.	100 ft.	25%	25 ft.	5 ft.(least one) 20 ft. (total)	10 ft.	35 ft.
R-2 Multiple-Family Residential	10,000 sf.	150 ft.	25%*	25 ft.*	5 ft.(least one)* 20 ft. (total)	--	35 ft.
R-3 Manufactured Housing	15 acres	--	--	--	--	--	--
PUD	--	--	--	50 ft. From Rd 30 from prop line	--	--	--

-- Specifics outlined in Zoning Ordinance * Denotes single-family dwellings

Township of Quincy

Commercial Districts

The following districts are considered “commercial districts.”

Section 2.107 C-1 - Neighborhood Commercial District

Section 2.108 C-2 - General Commercial

The C-1 Neighborhood Commercial District is intended to provide very limited convenience shopping and entertainment opportunities for Lakeside residents. Neighborhood Commercial areas are intended to provide neighborhood-scale convenience commercial uses, such as restaurants, convenience stores and bait and tackle shops for lakeside residents and users of recreational facilities around the lake.

The C-2 General Commercial District is intended to promote the orderly development of the Township's commercial corridor. This district is intended to provide opportunities for automobile-related businesses and other businesses and services that would be incompatible with the pedestrian-oriented character, scale and mix of permitted uses in the Village, or that usually generate large volumes of vehicular traffic or require substantial access for off-street parking and loading.

Industrial District

The following district is considered an “industrial district.”

Section 2.109 I- Industrial

The Industrial District is intended to provide locations for planned industrial development. It is intended that permitted activities or operations produce no external impacts that are detrimental in any way to other uses in the district or to properties in adjoining districts. Permitted uses should be compatible with nearby residential or agricultural uses. Accordingly, permitted manufacturing, distribution, warehousing and industrial uses permitted in this district should be fully contained within well-designed buildings on amply landscaped sites, with adequate off-street parking and loading areas.

Residential Districts

The following districts are considered “residential districts.”

Section 2.104R-1 - Lakeside Residential

Section 2.105R-2 - Medium Density Residential

Section 2.106MHP - Manufactured Home Park

The basic purpose of these districts is to provide for a wide range of housing options. The Lakeside Residential District is intended to provide a range of choices of living environments, providing suitable land uses in lakeside areas, protecting lake water quality, prohibiting use of the land that would generate traffic on local streets in excess of normal traffic generated by the residents and encouraging the provision of public services, such as water and sewer

The Medium Density Residential District is intended to provide for single and multiple-family at higher density than is permitted in the Lakeside Residential District. Housing in the district should be designed in consideration of the following objectives:

1. Uses in this district should be provided with necessary services and utilities, including public sanitary sewers and wastewater treatment, usable outdoor space and a well-designed internal road network

2. Uses in this district should be designed to be compatible with surrounding or nearby housing and agriculture areas.
3. Uses in this district should have direct access to a collector or arterial road.

The Manufactured Home District is established to provide for the location and regulation of manufactured housing parks. This district shall be provided with necessary community services and other associated uses and facilities that serve the residents in the district in a setting that provides a high quality of life for residents.

Agriculture District

The following district is considered an “agriculture district.”

Section 2.103A - Agriculture Residential

The Agriculture District is intended to conserve and enhance the low density, rural character and agriculture uses of substantial portions of Quincy Township. The standards in this district are intended to assure that permitted uses peacefully coexist in a low-density setting, while preserving rural features. Preservation of open space, protection of flood prone areas, protection of wetlands, woodlands and groundwater recharge areas, and preservation of other natural features is encouraged. In addition, preservation of traditional agricultural practices, practiced by the Amish, Mennonite, or other established groups is desired and encouraged.

	Minimum Width	Minimum Lot Size	Maximum Building Coverage	Front Setback	Side Setback	Rear Setback	Maximum Building Height
C-1 Neighborhood Commercial	--	--	35 ac	30 ft.	20 ft.	30 ft	35 ft.
C-2 General Commercial	--	--	25 ac	30 ft.	20 ft.	30 ft.	35 ft.
I Industrial	--	--	40 ac	50 ft.	50 ft.	50 ft.	40 ft.
R-1 Lakeside Residential	50 ft.	6,000 ft.	30 ac	25 ft.	5 ft.	35 ft.	30 ft.
R-2 Medium Density Residential	70 ft.	8,000 ft.	25 ac	30 ft.	5 ft.	35ft.	30 ft.
MHP Manufactured Housing	--	--	--	--	--	--	--
A Agriculture	330 ft.	40 ac.	2.5 ac	50 ft.	50 ft.	50 ft	35 ft.

Opportunities for Rezoning

Future consideration of rezoning is primarily focused within those areas of the Township near the Village and along U.S. 12. In an effort to increase and support the commercial and industrial uses along U.S. 12 (between the Village limits and Briggs Road), the Joint Planning Commission should consider:

- Rezoning existing ‘Agricultural’ areas into ‘General Commercial’ and ‘Industrial’.
- On the west side of U.S. 12, the Joint Planning Commission should consider rezoning existing ‘Agricultural’ uses into ‘General Commercial.’
- In an effort to support additional housing, the Joint Planning Commission may want to consider rezoning ‘Agricultural’ areas near Lott Road along Ray Quincy Road (south of the Village) as ‘Medium Density Residential.’
- Finally, the Joint Planning Commission may want to consider rezoning ‘Agricultural’ areas around the west side of First Lake and Marble Lake as ‘Lakeside Residential’ and areas near the existing industrial Park (in the Village) ‘Industrial.’
- Finally, the Joint Planning Commission should consider adding mixed uses to those areas that have been defined as ‘mixed use’ in the Future Land Use map. *Maps 14(a) and 14(b)* illustrate the potential rezoning opportunities.

Appendix A

Student Participation





Partnerships for Change - Sustainable Communities Program
Quincy Joint Master Plan Project

Notes from March 30, 2011 Student Meeting

What do like about the community?

1. Small town atmosphere
2. The place has a welcoming feeling, personable
3. Good schools
4. Many opportunities to be involved
5. Chain of Lakes
6. Tip-Up Festival
7. Parades
8. Rural areas and the activities associated with a rural atmosphere (e.g. hunting, farming)
9. Small shops
10. Strong church community, the churches support each other
11. Low crime
12. The community is supportive

What do you dislike about the community?

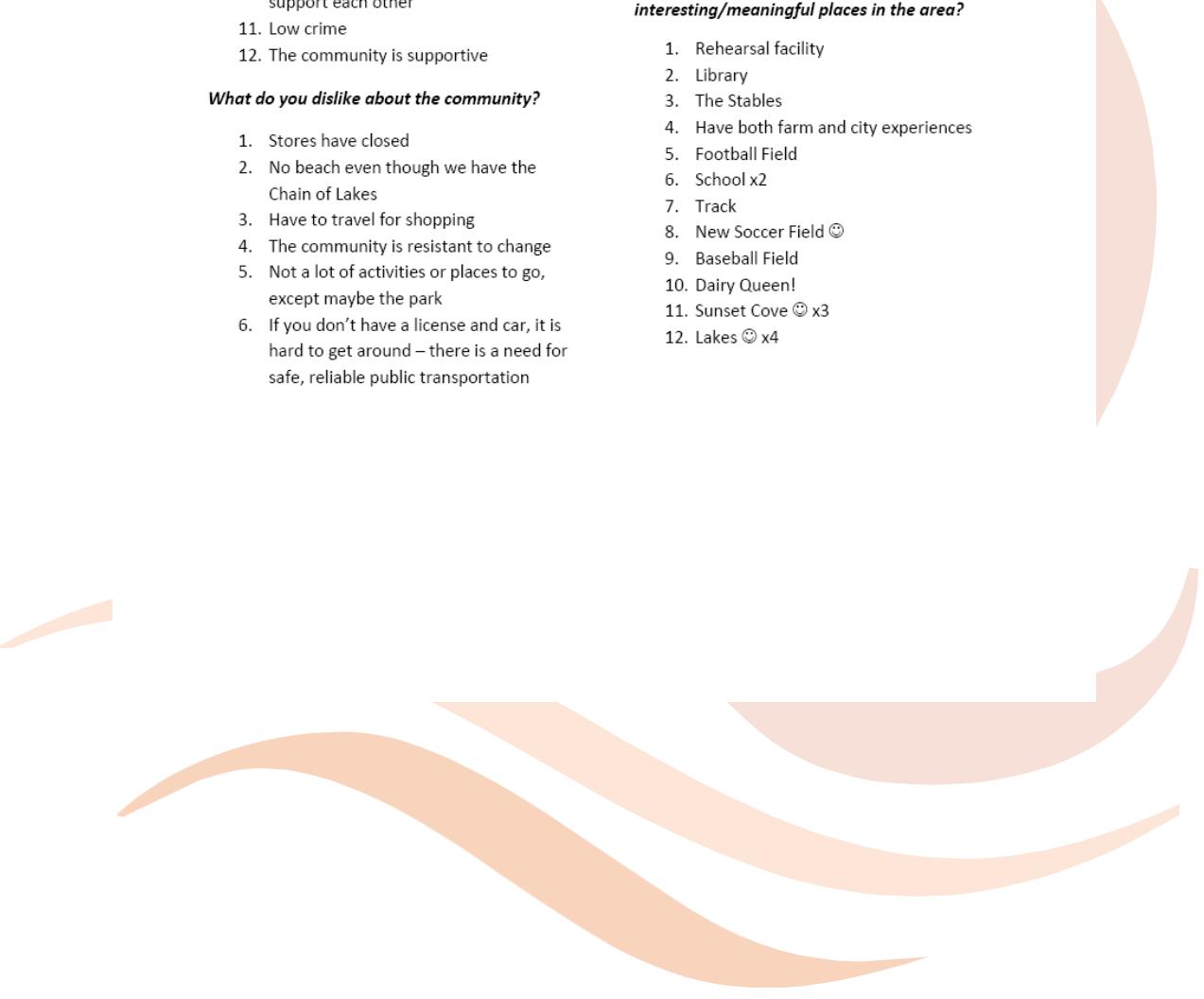
1. Stores have closed
2. No beach even though we have the Chain of Lakes
3. Have to travel for shopping
4. The community is resistant to change
5. Not a lot of activities or places to go, except maybe the park
6. If you don't have a license and car, it is hard to get around – there is a need for safe, reliable public transportation

What would make you want to stay or come back to the community as an adult?

1. Jobs
2. More things to do
3. Improvements to schools (e.g. athletic facility, auditorium)
4. More open minds
5. More restaurants, movies, beaches, shops
6. Something like Pokagon Park in Indiana
7. A family network still in the area
8. Available housing
9. Cultural amenities

Mapping Exercise: What are the interesting/meaningful places in the area?

1. Rehearsal facility
2. Library
3. The Stables
4. Have both farm and city experiences
5. Football Field
6. School x2
7. Track
8. New Soccer Field ☺
9. Baseball Field
10. Dairy Queen!
11. Sunset Cove ☺ x3
12. Lakes ☺ x4



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Quincy

Michigan

49082

517.639.9065

www.Quincy-MI.org

Student Power-Point

STUDENT IMPROVEMENT PLAN

200 high school students surveyed

Questions asked:

- 1.What do you like about Quincy township?
- 2.What do you feel needs improved in the township?
- 3.What do you like about Quincy schools?
- 4.What do you feel needs improved in the schools?
- 5.What would make you want to come back to Quincy in the future?

WHAT STUDENTS LIKE ABOUT QUINCY

- Small community and school
- The school
- Friendly and supportive community
- Opportunities to be involved
- Church community
- Chain of lakes
- Activities

SMALL COMMUNITY AND SCHOOL



SCHOOL

- Good Teachers
- Sports
 - Intramurals
 - Spirit
- Open Campus
- Willing to Help
- Safe
- Technology
- Career Center



FRIENDLY AND SUPPORTIVE COMMUNITY



- Soccer field
- Attendance at sporting events
- Students doing the right things right
- Bond issues
- Snack Shack
- Advertising

OPPORTUNITIES TO BE INVOLVED

- Spring Fling
- Adopt-a-Highway
- 4-H
- Tip-Up
- Parades
- Dance Studio
- Equestrian Team
- Quincy Baseball Softball Association

UPDATE BUILDINGS



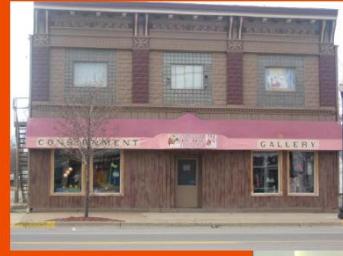
UPDATE HOUSES



BIKE TRAIL



SHOPPING



All of Quincy's apparel stores are second hand.

SKATE PARK



Students would enjoy a more interactive skate park.

POOL



Quincy students would love to see a pool in the Quincy community such as the one at Heritage Park in Coldwater

BEACH



The nice sandy beach we would like to see on our lakes



The stone covered beach we have in Quincy

BUSINESSES



CLEANER COMMUNITY



Our school has been working towards becoming more environmentally friendly and our community does not seem to be working towards this same goal. We could have more recycling opportunities throughout the village, clean up the rivers and lakes, and host community clean up days.

SCHOOLS



- Softball Field
- One Gym
- Cafeteria
- Bathrooms
- Air Conditioning and Heating
- Language Classes
- Bullying

AUDITORIUM



Our drama society holds rehearsal in a barn.

This open area could be used to build an auditorium.



- In general, the students of Quincy enjoy what they have in the community but would also enjoy having improvements and new activities in the village.

Thank you

RHS Youth in Government
Elizabeth Brockway
Sasha Burnett

Appendix B

Recreational Authorities Act



RECREATIONAL AUTHORITIES ACT
Act 321 of 2000

AN ACT to provide for the establishment of recreational authorities; to provide powers and duties of an authority; to authorize the assessment of a fee, the levy of a property tax, and the issuance of bonds and notes by an authority; and to provide for the powers and duties of certain government officials.

History: 2000, Act 321, Eff. Dec. 1, 2000.

The People of the State of Michigan enact:

123.1131 Short title.

Sec. 1. This act shall be known and may be cited as the "recreational authorities act".

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1133 Definitions.

Sec. 3. As used in this act:

(a) "Articles" means the articles of incorporation of an authority.

(b) "Authority" means a recreational authority established under section 5.

(c) "Board" means the board of directors of the authority.

(d) "District" means a portion of a municipality having boundaries coterminous with those of a precinct used for general elections.

(e) "Electors of the authority" means the qualified and registered electors of the participating municipalities who reside within the territory of the authority.

(f) "Largest county" means, of those counties in which a participating municipality is located, the county having the greatest population.

(g) "Municipality" means a city, county, village, township, or school district.

(h) "Park" means an area of land or water, or both, dedicated to 1 or more of the following uses:

(i) Recreational purposes, including, but not limited to, landscaped tracts; picnic grounds; playgrounds; athletic fields; camps; campgrounds; zoological and botanical gardens; living historical farms; boating, hunting, fishing, and birding areas; swimming areas; and foot, bicycle, and bridle paths.

(ii) Open or scenic space.

(iii) Environmental, conservation, nature, or wildlife areas.

(j) "Participating municipality" means a municipality or district that is named in articles of incorporation or proposed articles of incorporation as joining in the original establishment of an authority, or a municipality or district that joins an existing authority and is added to the articles of incorporation, and that has not withdrawn from the authority.

(k) "Public historic farm" means a parcel of public land and its buildings that are accessible to the public, and provides, but is not limited to, agricultural and historical programs, farming activities and animal husbandry, community recreation activities and events, programs held in common areas, meeting rooms, and community gardens, and access to surrounding parkland.

(l) "Swimming pool" includes equipment, structures, areas, and enclosures intended for the use of individuals using or operating a swimming pool, such as equipment, dressing, locker, shower, and toilet rooms.

(l) "Territory of the authority" means the combined territory of the participating municipalities that is served by an authority.

History: 2000, Act 321, Eff. Dec. 1, 2000;—Am. 2003, Act 135, Imd. Eff. Aug. 1, 2003;—Am. 2016, Act 174, Eff. Sept. 12, 2016.

123.1135 Recreational authority; establishment; articles of incorporation; adoption; applicability of subsection (3); publication; filing copy with secretary of state; effect.

Sec. 5. (1) Two or more municipalities or districts may establish a recreational authority. A recreational authority is an authority under section 6 of article IX of the state constitution of 1963.

(2) To initiate the establishment of an authority, articles of incorporation shall be prepared. The articles of incorporation shall include all of the following:

(a) The name of the authority.

(b) The names of the participating municipalities.

(c) A description of the territory of the authority.

(d) The size of the board of the authority, which shall be comprised of an odd number of members; the qualifications, method of selection, and terms of office of board members; and the filling of vacancies in the

office of board member. If board members are elected in at-large elections by the qualified and registered electors of the participating municipalities, voting collectively, the election of board members shall be conducted pursuant to the same procedures that govern an election for a tax under sections 13 to 17.

(e) The purposes for which the authority is established, which shall be the acquisition, construction, operation, maintenance, or improvement of 1 or more of the following:

- (i) A public swimming pool.
- (ii) A public recreation center.
- (iii) A public auditorium.
- (iv) A public conference center.
- (v) A public park.
- (vi) A public museum.
- (vii) A public historic farm.

(f) The procedure and requirements for a municipality or district to become a participating municipality in, and for a participating municipality to withdraw from, an existing authority or to join in the original formation of an authority. For a municipality or district to become a participating municipality in an existing authority or to join in the original formation of an authority, a majority of the electors of the municipality or district proposed to be included in the territory of the authority and voting on the question shall approve a tax that the authority has been authorized to levy by a vote of the electors of the authority under section 11. A municipality or district shall not withdraw from an authority during the period for which the authority has been authorized to levy a tax by the electors of the authority.

(g) Any other matters considered advisable.

(3) The articles shall be adopted and may be amended by an affirmative vote of a majority of the members serving on the legislative body of each participating municipality. If a participating municipality is a district, the articles shall be adopted and may be amended by an affirmative vote of a majority of the members serving on the legislative body of the entire municipality. Unless the articles provide otherwise, the requirements of this subsection do not apply to an amendment to the articles to allow a municipality or district to become a participating municipality in, or to allow a participating municipality to withdraw from, an existing authority.

(4) Before the articles or amendments to the articles are adopted, the articles or amendments to the articles shall be published not less than once in a newspaper generally circulated within the participating municipalities. The adoption of articles or amendments to the articles by a municipality or district shall be evidenced by an endorsement on the articles or amendments by the clerk of the municipality.

(5) Upon adoption of the articles or amendments to the articles by each of the participating municipalities, a printed copy of the articles or the amended articles shall be filed with the secretary of state by the clerk of the last participating municipality to adopt the articles or amendments.

(6) The authority's articles of incorporation, or amendments to the articles, take effect upon filing with the secretary of state.

History: 2000, Act 321, Eff. Dec. 1, 2000;—Am. 2003, Act 135, Imd. Eff. Aug. 1, 2003.

123.1137 Board of directors; vacancy; quorum; voting; reimbursement for expenses; conduct of public meeting; availability of writing; election of officers; adoption of bylaws.

Sec. 7. (1) A vacancy occurs on the board on the happening of any of the events set forth in section 3 of 1846 RS 15, MCL 201.3. Appointed members of the board, if any, may be removed by the appointing authority for good cause after a public hearing. Vacancies shall be filled in the same manner as the original appointment for the unexpired term.

(2) A majority of the members of the board constitutes a quorum for the purpose of conducting business and exercising the powers of an authority. Official action may be taken by an authority upon the vote of a majority of the board members present, unless the authority adopts bylaws requiring a larger number.

(3) A member of the board shall not receive compensation for services as a member of the board but is entitled to reimbursement for reasonable expenses, including expenses for travel previously authorized by the board, incurred in the discharge of his or her duties.

(4) The business that an authority may perform shall be conducted at a public meeting of the authority held in compliance with the open meetings act, 1976 PA 267, MCL 15.261 to 15.275. Public notice of the time, date, and place of the meeting shall be given in the manner required by the open meetings act, 1976 PA 267, MCL 15.261 to 15.275.

(5) A writing prepared, owned, or used by an authority in the performance of an official function shall be made available in compliance with the freedom of information act, 1976 PA 442, MCL 15.231 to 15.246.

(6) At its first meeting, a board shall elect a chairperson, a secretary, a treasurer, and any other officers it considers necessary. A board shall meet at least quarterly.

(7) A board may adopt bylaws to govern its procedures.

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1139 Powers of authority.

Sec. 9. An authority may do 1 or more of the following:

(a) Acquire and hold, by purchase, lease with or without option to purchase, grant, gift, devise, land contract, installment purchase contract, bequest, or other legal means, real and personal property inside or outside the territory of the authority. The property may include franchises, easements, or rights of way on, under, or above any property. The authority may pay for the property from, or pledge for the payment of the property, revenue of the authority.

(b) Apply for and accept grants or contributions from individuals, the federal government or any of its agencies, this state, a municipality, or other public or private agencies to be used for any of the purposes of the authority.

(c) Hire full-time or part-time employees and retain professional services.

(d) Provide for the maintenance of all of the real and personal property of the authority.

(e) Assess and collect fees for services provided by and expenses incurred by the authority.

(f) Receive revenue as appropriated by the legislature of this state or a participating municipality.

(g) Enter into contracts incidental to or necessary for the accomplishment of the purposes of the authority.

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1141 Public swimming pool, public recreation center, public auditorium, or conference center, or public park; tax levy; ballot proposal; vote; authorization; number of elections; proceeds; use.

Sec. 11. (1) An authority may levy a tax of not more than 1 mill for a period of not more than 20 years on all of the taxable property within the territory of the authority for the purposes of acquiring, constructing, operating, maintaining, and improving a public swimming pool, public recreation center, public auditorium or conference center, or public park. The authority may levy the tax only upon the approval of a majority of the electors in each of the participating municipalities of the authority voting on the tax on November 6, 2001 or, thereafter, at a statewide general or primary election. The proposal for a tax shall be submitted to a vote of the electors of the authority by resolution of the board.

(2) A ballot proposal for a tax shall state the amount and duration of the millage and the purposes for which the millage may be used. A proposal for a tax shall not be placed on the ballot unless the proposal is adopted by a resolution of the board and certified by the board not later than 60 days before the election to the county clerk of each county in which all or part of the territory of the authority is located for inclusion on the ballot. The proposal shall be certified for inclusion on the ballot at the next eligible election, as specified by the board's resolution.

(3) If a majority of the electors in each of the participating municipalities of the authority voting on the question of a tax approve the proposal as provided under subsection (1), the tax levy is authorized. Not more than 2 elections may be held in a calendar year on a proposal for a tax authorized under this act.

(4) The proceeds of a tax levied under this section shall only be used by the authority for those purposes described in this section and shall not be used by the authority for either of the following:

(a) Except as otherwise provided in subsection (5), any general fund purposes by any participating municipality.

(b) Any school operating purposes, as that term is defined in section 20 of the state school aid act of 1979, 1979 PA 94, MCL 388.1620, by any participating municipality that is a school district.

(5) The proceeds of a tax levied under this section may be used for general fund purposes by a participating municipality if the proceeds used are directly related to managing the operation of the business of the authority pursuant to a contract between the authority and that participating municipality.

History: 2000, Act 321, Eff. Dec. 1, 2000;—Am. 2003, Act 135, Imd. Eff. Aug. 1, 2003;—Am. 2016, Act 173, Eff. Sept. 12, 2016.

123.1142 Preferences or benefits to be offered to residents.

Sec. 12. If a majority of electors in each of the participating municipalities of the authority voting on the question of a tax as provided in section 11 approve the tax, the authority shall consider offering preferences or benefits for the residents of the participating municipalities that include, but are not limited to, any of the following:

(a) Discounted admission fees.

(b) Discounted membership fees.

(c) Discounts for school children.

(d) Access to educational programs.

History: Add. 2016, Act 173, Eff. Sept. 12, 2016.

123.1143 Tax election; ballots provided by county election commission; conduct; list of qualified electors.

Sec. 13. (1) The county election commission of each county in which all or part of a participating municipality is located shall provide ballots for an election for a tax under section 11 for each participating municipality or part of a participating municipality located within the county.

(2) An election for a tax shall be conducted by the city and township clerks and election officials of the municipalities located within the territory of the authority.

(3) If an election on a proposal for a tax is to be held in conjunction with a general election or state primary election and if a participating village is located within a nonparticipating township, the township clerk and election officials shall conduct the election. Not later than 45 days preceding the election, the village clerk shall provide to the township clerk a list containing the name, address, and birth date of each qualified and registered elector of the village residing in the territory of the authority. Not later than 15 days before the election, the village clerk shall provide to the township clerk information updating the list as of the close of registration. A person appearing on the list as updated is eligible to vote in the election by special ballot.

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1145 Notices of close of registration and election; publication; certification of election results.

Sec. 15. (1) If an election for a tax under section 11 is to be held in conjunction with a general election or a state primary election, the notices of close of registration and election shall be published as provided for by the state election laws. Otherwise, the county clerk of the largest county shall publish the notices of close of registration and election. The notice of close of registration shall include the ballot language of the proposal.

(2) The results of an election for a tax shall be canvassed by the board of county canvassers of each county in which a participating municipality is located. The board of county canvassers of a county in which a participating municipality is located and that is not the largest county shall certify the results of the election to the board of county canvassers of the largest county. The board of county canvassers of the largest county shall make the final canvass of an election for a tax based on the returns of the election inspectors of the participating municipalities in that county and the certified results of the board of county canvassers of every other county in which a participating municipality is located. The board of county canvassers of the largest county shall certify the results of the election to the board of the authority.

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1147 Tax election; costs; reimbursement; basis.

Sec. 17. (1) A county clerk shall charge the authority and the authority shall reimburse the county for the actual costs the county incurs in an election for a tax under section 11 that occurs on November 6, 2001.

(2) If a participating municipality conducts an election for a tax, the clerk of that participating municipality shall charge the authority and the authority shall reimburse the participating municipality for the actual costs the participating municipality incurs in conducting the election if the election is not held in conjunction with a regularly scheduled election in that municipality.

(3) In addition to costs reimbursed under subsection (1) or (2), a county or municipality shall charge the authority and the authority shall reimburse the county or municipality for actual costs that the county or municipality incurs and that are exclusively attributable to an election for a tax authorized under this act.

(4) The actual costs that a county or municipality incurs shall be based on the number of hours of work done in conducting the election, the rates of compensation of the workers, and the cost of materials supplied in the election.

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1149 Collection and distribution of tax.

Sec. 19. The tax shall be collected with county taxes and distributed by the local tax collecting unit under the provisions of the general property tax act, 1893 PA 206, MCL 211.1 to 211.157.

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1151 Borrowing money or issuing bonds or notes.

Sec. 21. (1) An authority may borrow money and issue bonds or notes to finance the acquisition, construction, and improvement of a public swimming pool, a public recreation center, a public auditorium, a

public conference center, or a public park, including the acquisition of sites and the acquisition and installation of furnishings and equipment for these purposes.

(2) An authority shall not borrow money or issue bonds or notes for a sum that, together with the total outstanding bonded indebtedness of the authority, exceeds 2 mills of the taxable value of the taxable property within the district as determined under section 27a of the general property tax act, 1893 PA 206, MCL 211.27a.

(3) Bonds or notes issued by an authority are a debt of the authority and not of the participating municipalities.

(4) A tax levied to pay a bond or note obligation by a recreational authority under this act shall not exceed 5 years without the approval of a majority of the electors in each of the participating municipalities of the authority.

(5) All bonds or notes issued by a recreational authority under this act are subject to the revised municipal finance act, 2001 PA 34, MCL 141.2101 to 141.2821.

History: 2000, Act 321, Eff. Dec. 1, 2000;—Am. 2002, Act 233, Imd. Eff. Apr. 29, 2002;—Am. 2003, Act 135, Imd. Eff. Aug. 1, 2003.

123.1153 Issuance of general obligation unlimited tax bonds; submission of proposal for vote; ballot language; conduct of election; authorization and levy of tax.

Sec. 23. (1) An authority may issue general obligation unlimited tax bonds upon approval of a majority of the electors in each of the participating municipalities of the authority voting on the question of issuing the bonds. The proposal to issue general obligation unlimited tax bonds shall be submitted to a vote of the electors of the authority by resolution of the board.

(2) The language of the ballot proposal shall be in substantially the following form:

“Shall [name of authority], formed by [names of participating municipalities], borrow the sum of not to exceed _____ dollars (\$ _____) and issue its general obligation unlimited tax bonds for all or a portion of that amount for the purpose of _____?

This is expected to result in an increase of _____ in the tax levied on property valued at _____ for a period of _____ years.

Yes No [].

(3) The election shall be conducted in the manner provided in sections 11 to 17 for an election for a tax. Not more than 2 elections on the question of issuing general obligation unlimited tax bonds may be held in a calendar year.

(4) If an authority issues general obligation unlimited tax bonds under this section, the board, by resolution, shall authorize and levy the taxes necessary to pay the principal of and interest on the bonds.

History: 2000, Act 321, Eff. Dec. 1, 2000;—Am. 2003, Act 135, Imd. Eff. Aug. 1, 2003.

123.1155 Refunding outstanding debt obligations.

Sec. 25. (1) An authority may borrow money and issue its negotiable bonds and notes for the purpose of refunding outstanding debt obligations of the district by resolution of the board, without submitting the question to the electors of the authority.

(2) Refunding bonds or the refunding part of a bond issue shall be considered to be within the 2-mill limitation of section 21(2).

(3) An authority may borrow money and issue bonds or notes for refunding all or part of existing bonded or note indebtedness only if the net present value of the principal and interest to be paid on the refunding bonds or notes, excluding the cost of issuance, will be less than the net present value of the principal and interest to be paid on the bonds or notes being refunded, as calculated using a method approved by the department of treasury.

History: 2000, Act 321, Eff. Dec. 1, 2000.

123.1157 Annual audit; preparation of budgets and appropriations acts; powers, duties, and immunities; filing financial plan to correct deficit condition; investment or deposit of funds.

Sec. 27. (1) A board shall obtain an annual audit of the authority, and report on the audit and auditing procedures, in the manner provided by sections 6 to 13 of the uniform budgeting and accounting act, 1968 PA 2, MCL 141.426 to 141.433. The audit shall also be in accordance with generally accepted government auditing standards as promulgated by the United States general accounting office and shall satisfy federal regulations relating to federal grant compliance audit requirements.

(2) An authority shall prepare budgets and appropriations acts in the manner provided by sections 14 to 19

of the uniform budgeting and accounting act, 1968 PA 2, MCL 141.434 to 141.439.

(3) The state treasurer, the attorney general, a prosecuting attorney, bank, certified public accountant, certified public accounting firm, or other person shall have the same powers, duties, and immunities with respect to the authority as provided for local units in sections 6 to 20 of the uniform budgeting and accounting act, 1968 PA 2, MCL 141.426 to 141.440.

(4) If an authority ends a fiscal year in a deficit condition, the authority shall file a financial plan to correct the deficit condition in the same manner as provided in section 21(2) of the Glenn Steil state revenue sharing act of 1971, 1971 PA 140, MCL 141.921.

(5) The board may authorize funds of the authority to be invested or deposited in any investment or depository authorized under section 1 of 1943 PA 20, MCL 129.91.

History: 2000, Act 321, Eff. Dec. 1, 2000.

Appendix C

Planning Enabling Act



MICHIGAN PLANNING ENABLING ACT
Act 33 of 2008

AN ACT to codify the laws regarding and to provide for county, township, city, and village planning; to provide for the creation, organization, powers, and duties of local planning commissions; to provide for the powers and duties of certain state and local governmental officers and agencies; to provide for the regulation and subdivision of land; and to repeal acts and parts of acts.

History: 2008, Act 33, Eff. Sept. 1, 2008.

The People of the State of Michigan enact:

ARTICLE I.
GENERAL PROVISIONS

125.3801 Short title.

Sec. 1. This act shall be known and may be cited as the "Michigan planning enabling act".

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3803 Definitions.

Sec. 3. As used in this act:

(a) "Chief administrative official" means the manager or other highest nonelected administrative official of a city or village.

(b) "Chief elected official" means the mayor of a city, the president of a village, the supervisor of a township, or, subject to section 5, the chairperson of the county board of commissioners of a county.

(c) "County board of commissioners", subject to section 5, means the elected county board of commissioners, except that, as used in sections 39 and 41, county board of commissioners means 1 of the following:

(i) A committee of the county board of commissioners, if the county board of commissioners delegates its powers and duties under this act to the committee.

(ii) The regional planning commission for the region in which the county is located, if the county board of commissioners delegates its powers and duties under this act to the regional planning commission.

(d) "Ex officio member", in reference to a planning commission, means a member, with full voting rights unless otherwise provided by charter, who serves on the planning commission by virtue of holding another office, for the term of that other office.

(e) "Legislative body" means the county board of commissioners of a county, the board of trustees of a township, or the council or other elected governing body of a city or village.

(f) "Local unit of government" or "local unit" means a county or municipality.

(g) "Master plan" means either of the following:

(i) As provided in section 81(1), any plan adopted or amended before September 1, 2008 under a planning act repealed under section 85.

(ii) Any plan adopted or amended under this act. This includes, but is not limited to, a plan prepared by a planning commission authorized by this act and used to satisfy the requirement of section 203(1) of the Michigan zoning enabling act, 2006 PA 110, MCL 125.3203, regardless of whether it is entitled a master plan, basic plan, county plan, development plan, guide plan, land use plan, municipal plan, township plan, plan, or any other term.

(h) "Municipality" or "municipal" means or refers to a city, village, or township.

(i) "Planning commission" means either of the following, as applicable:

(i) A planning commission created pursuant to section 11(1).

(ii) A planning commission retained pursuant to section 81(2) or (3), subject to the limitations on the application of this act provided in section 81(2) and (3).

(j) "Planning jurisdiction" for a county, city, or village refers to the areas encompassed by the legal boundaries of that county, city, or village, subject to section 31(1). Planning jurisdiction for a township refers to the areas encompassed by the legal boundaries of that township outside of the areas of incorporated villages and cities, subject to section 31(1).

(k) "Population" means the population according to the most recent federal decennial census or according to a special census conducted under section 7 of the Glenn Steil state revenue sharing act of 1971, 1971 PA 140, MCL 141.907, whichever is the more recent.

(l) "Public transportation agency" means a governmental entity that operates or is authorized to operate

intercity or local commuter passenger rail service in this state or a public transit authority created under 1 of the following acts:

- (i) The metropolitan transportation authorities act of 1967, 1967 PA 204, MCL 124.401 to 124.426.
- (ii) The public transportation authority act, 1986 PA 196, MCL 124.451 to 124.479.
- (iii) 1963 PA 55, MCL 124.351 to 124.359.
- (iv) The home rule city act, 1909 PA 279, MCL 117.1 to 117.38.
- (v) The revenue bond act of 1933, 1933 PA 94, MCL 141.101 to 141.140.
- (vi) The charter township act, 1947 PA 359, MCL 42.1 to 42.34.
- (vii) The urban cooperation act of 1967, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.
- (m) "Public transportation facility" means that term as defined in section 2 of the metropolitan transportation authorities act of 1967, 1967 PA 204, MCL 124.402.
- (n) "Street" means a street, avenue, boulevard, highway, road, lane, alley, viaduct, or other public way intended for use by motor vehicles, bicycles, pedestrians, and other legal users.

History: 2008, Act 33, Eff. Sept. 1, 2008;—Am. 2010, Act 134, Imd. Eff. Aug. 2, 2010;—Am. 2010, Act 306, Imd. Eff. Dec. 17, 2010.

125.3805 Assignment of power or duty to county officer or body.

Sec. 5. The assignment of a power or duty under this act to a county officer or body is subject to 1966 PA 293, MCL 45.501 to 45.521, or 1973 PA 139, MCL 45.551 to 45.573, in a county organized under 1 of those acts.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3807 Master plan; adoption, amendment, and implementation by local government; purpose.

Sec. 7. (1) A local unit of government may adopt, amend, and implement a master plan as provided in this act.

(2) The general purpose of a master plan is to guide and accomplish, in the planning jurisdiction and its environs, development that satisfies all of the following criteria:

- (a) Is coordinated, adjusted, harmonious, efficient, and economical.
- (b) Considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development.
- (c) Will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare.
- (d) Includes, among other things, promotion of or adequate provision for 1 or more of the following:
 - (i) A system of transportation to lessen congestion on streets and provide for safe and efficient movement of people and goods by motor vehicles, bicycles, pedestrians, and other legal users.
 - (ii) Safety from fire and other dangers.
 - (iii) Light and air.
 - (iv) Healthful and convenient distribution of population.
 - (v) Good civic design and arrangement and wise and efficient expenditure of public funds.
 - (vi) Public utilities such as sewage disposal and water supply and other public improvements.
 - (vii) Recreation.
 - (viii) The use of resources in accordance with their character and adaptability.

History: 2008, Act 33, Eff. Sept. 1, 2008;—Am. 2010, Act 134, Imd. Eff. Aug. 2, 2010.

ARTICLE II.

PLANNING COMMISSION CREATION AND ADMINISTRATION

125.3811 Planning commission; creation; adoption of ordinance by local unit of government; notice required; exception; adoption of charter provision by city or home rule village; effect of repeal of planning act; continued exercise or transfer of powers and duties of zoning board or zoning commission.

Sec. 11. (1) A local unit of government may adopt an ordinance creating a planning commission with powers and duties provided in this act. The planning commission of a local unit of government shall be officially called "the planning commission", even if a charter, ordinance, or resolution uses a different name such as "plan board" or "planning board".

(2) Within 14 days after a local unit of government adopts an ordinance under subsection (1) creating a planning commission, the clerk of the local unit shall transmit notice of the adoption to the planning

commission of the county where the local unit is located. However, if there is not a county planning commission or if the local unit adopting the ordinance is a county, notice shall be transmitted to the regional planning commission engaged in planning for the region within which the local unit is located. Notice under this subsection is not required when a planning commission created before the effective date of this act continues in existence under this act, but is required when an ordinance governing or creating a planning commission is amended or superseded under section 81(2)(b) or (3)(b).

(3) If, after the effective date of this act, a city or home rule village adopts a charter provision providing for a planning commission, the charter provision shall be implemented by an ordinance that conforms to this act. Section 81(2) provides for the continuation of a planning commission created by a charter provision adopted before the effective date of this act.

(4) Section 81(3) provides for the continuation of a planning commission created under a planning act repealed under section 85.

(5) Section 83 provides for the continued exercise by a planning commission, or the transfer to a planning commission, of the powers and duties of a zoning board or zoning commission.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3813 Planning commission; effect of township ordinance; number of days; petition requesting submission of ordinance to electors; filing; petition subject to Michigan election law; violation.

Sec. 13. (1) Subject to subsection (2), a township ordinance creating a planning commission under this act shall take effect 63 days after the ordinance is published by the township board in a newspaper having general circulation in the township.

(2) Subject to subsection (3), before a township ordinance creating a planning commission takes effect, a petition may be filed with the township clerk requesting the submission of the ordinance to the electors residing in the unincorporated portion of the township for their approval or rejection. The petition shall be signed by a number of qualified and registered electors residing in the unincorporated portion of the township equal to not less than 8% of the total vote cast for all candidates for governor, at the last preceding general election at which a governor was elected. If such a petition is filed, the ordinance shall not take effect until approved by a majority of the electors residing in the unincorporated portion of the township voting thereon at the next regular or special election that allows reasonable time for proper notices and printing of ballots or at any special election called for that purpose, as determined by the township board. The township board shall specify the language of the ballot question.

(3) Subsection (2) does not apply if the planning commission created by the ordinance is the successor to an existing zoning commission or zoning board as provided for under section 301 of the Michigan zoning enabling act, 2006 PA 110, MCL 125.3301.

(4) If a township board does not on its own initiative adopt an ordinance under this act creating a planning commission, a petition may be filed with the township clerk requesting the township board to adopt such an ordinance. The petition shall be signed by a number of qualified and registered electors as provided in subsection (2). If such a petition is filed, the township board, at its first meeting following the filing shall submit the question to the electors of the township in the same manner as provided under subsection (2).

(5) A petition under this section, including the circulation and signing of the petition, is subject to section 488 of the Michigan election law, 1954 PA 116, MCL 168.488. A person who violates a provision of the Michigan election law, 1954 PA 116, MCL 168.1 to 168.992, applicable to a petition described in this section is subject to the penalties prescribed for that violation in the Michigan election law, 1954 PA 116, MCL 168.1 to 168.992.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3815 Planning commission; membership; appointment; terms; vacancy; representation; qualifications; ex-officio members; board serving as planning commission; removal of member; conditions; conflict of interest; additional requirements.

Sec. 15. (1) In a municipality, the chief elected official shall appoint members of the planning commission, subject to approval by a majority vote of the members of the legislative body elected and serving. In a county, the county board of commissioners shall determine the method of appointment of members of the planning commission by resolution of a majority of the full membership of the county board.

(2) A city, village, or township planning commission shall consist of 5, 7, or 9 members. A county planning commission shall consist of 5, 7, 9, or 11 members. Members of a planning commission other than ex officio members under subsection (5) shall be appointed for 3-year terms. However, of the members of the planning commission, other than ex officio members, first appointed, a number shall be appointed to 1-year or

2-year terms such that, as nearly as possible, the terms of 1/3 of all the planning commission members will expire each year. If a vacancy occurs on a planning commission, the vacancy shall be filled for the unexpired term in the same manner as provided for an original appointment. A member shall hold office until his or her successor is appointed.

(3) The membership of a planning commission shall be representative of important segments of the community, such as the economic, governmental, educational, and social development of the local unit of government, in accordance with the major interests as they exist in the local unit of government, such as agriculture, natural resources, recreation, education, public health, government, transportation, industry, and commerce. The membership shall also be representative of the entire territory of the local unit of government to the extent practicable.

(4) Members of a planning commission shall be qualified electors of the local unit of government, except that the following number of planning commission members may be individuals who are not qualified electors of the local unit of government but are qualified electors of another local unit of government:

(a) 3, in a city that on September 1, 2008 had a population of more than 2,700 but less than 2,800.

(b) 2, in a city or village that has, or on September 1, 2008 had, a population of less than 5,000, except as provided in subdivision (a).

(c) 1, in local units of government other than those described in subdivision (a) or (b).

(5) In a township that on September 1, 2008 had a planning commission created under former 1931 PA 285, 1 member of the legislative body or the chief elected official, or both, may be appointed to the planning commission, as ex officio members. In any other township, 1 member of the legislative body shall be appointed to the planning commission, as an ex officio member. In a city, village, or county, the chief administrative official or a person designated by the chief administrative official, if any, the chief elected official, 1 or more members of the legislative body, or any combination thereof, may be appointed to the planning commission, as ex officio members, unless prohibited by charter. However, in a city, village, or county, not more than 1/3 of the members of the planning commission may be ex officio members. Except as provided in this subsection, an elected officer or employee of the local unit of government is not eligible to be a member of the planning commission. The term of an ex officio member of a planning commission shall be as follows:

(a) The term of a chief elected official shall correspond to his or her term as chief elected official.

(b) The term of a chief administrative official shall expire with the term of the chief elected official that appointed him or her as chief administrative official.

(c) The term of a member of the legislative body shall expire with his or her term on the legislative body.

(6) For a county planning commission, the county shall make every reasonable effort to ensure that the membership of the county planning commission includes a member of a public school board or an administrative employee of a school district included, in whole or in part, within the county's boundaries. The requirements of this subsection apply whenever an appointment is to be made to the planning commission, unless an incumbent is being reappointed or an ex officio member is being appointed under subsection (5).

(7) Subject to subsection (8), a city or village that has a population of less than 5,000, and that has not created a planning commission by charter, may by an ordinance adopted under section 11(1) provide that 1 of the following boards serve as its planning commission:

(a) The board of directors of the economic development corporation of the city or village created under the economic development corporations act, 1974 PA 338, MCL 125.1601 to 125.1636.

(b) The board of a downtown development authority created under 1975 PA 197, MCL 125.1651 to 125.1681, if the boundaries of the downtown district are the same as the boundaries of the city or village.

(c) A board created under the tax increment finance authority act, 1980 PA 450, MCL 125.1801 to 125.1830, if the boundaries of the authority district are the same as the boundaries of the city or village.

(8) Subsections (1) to (5) do not apply to a planning commission established under subsection (7). All other provisions of this act apply to a planning commission established under subsection (7).

(9) The legislative body may remove a member of the planning commission for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing. Before casting a vote on a matter on which a member may reasonably be considered to have a conflict of interest, the member shall disclose the potential conflict of interest to the planning commission. The member is disqualified from voting on the matter if so provided by the bylaws or by a majority vote of the remaining members of the planning commission. Failure of a member to disclose a potential conflict of interest as required by this subsection constitutes malfeasance in office. Unless the legislative body, by ordinance, defines conflict of interest for the purposes of this subsection, the planning commission shall do so in its bylaws.

(10) An ordinance creating a planning commission may impose additional requirements relevant to the subject matter of, but not inconsistent with, this section.

History: 2008, Act 33, Eff. Sept. 1, 2008;—Am. 2010, Act 105, Imd. Eff. June 29, 2010.

125.3817 Chairperson, secretary, and other offices; election; terms; appointment of advisory committees.

Sec. 17. (1) A planning commission shall elect a chairperson and secretary from its members and create and fill other offices as it considers advisable. An ex officio member of the planning commission is not eligible to serve as chairperson. The term of each officer shall be 1 year, with opportunity for reelection as specified in bylaws adopted under section 19.

(2) A planning commission may appoint advisory committees whose members are not members of the planning commission.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3819 Bylaws; adoption; public record requirements; annual report by planning commission.

Sec. 19. (1) A planning commission shall adopt bylaws for the transaction of business, and shall keep a public record of its resolutions, transactions, findings, and determinations.

(2) A planning commission shall make an annual written report to the legislative body concerning its operations and the status of planning activities, including recommendations regarding actions by the legislative body related to planning and development.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3821 Meetings; frequency; time; place; special meeting; notice; compliance with open meetings act; availability of writings to public.

Sec. 21. (1) A planning commission shall hold not less than 4 regular meetings each year, and by resolution shall determine the time and place of the meetings. Unless the bylaws provide otherwise, a special meeting of the planning commission may be called by the chairperson or by 2 other members, upon written request to the secretary. Unless the bylaws provide otherwise, the secretary shall send written notice of a special meeting to planning commission members not less than 48 hours before the meeting.

(2) The business that a planning commission may perform shall be conducted at a public meeting of the planning commission held in compliance with the open meetings act, 1976 PA 267, MCL 15.261 to 15.275. Public notice of the time, date, and place of a regular or special meeting shall be given in the manner required by that act.

(3) A writing prepared, owned, used, in the possession of, or retained by a planning commission in the performance of an official function shall be made available to the public in compliance with the freedom of information act, 1976 PA 442, MCL 15.231 to 15.246.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3823 Compensation; expenses; preparation of budget; acceptance of gifts.

Sec. 23. (1) Members of a planning commission may be compensated for their services as provided by the legislative body. A planning commission may adopt bylaws relative to compensation and expenses of its members and employees for travel when engaged in the performance of activities authorized by the legislative body, including, but not limited to, attendance at conferences, workshops, educational and training programs, and meetings.

(2) After preparing the annual report required under section 19, a planning commission may prepare a detailed budget and submit the budget to the legislative body for approval or disapproval. The legislative body annually may appropriate funds for carrying out the purposes and functions permitted under this act, and may match local government funds with federal, state, county, or other local government or private grants, contributions, or endowments.

(3) A planning commission may accept gifts for the exercise of its functions. However, in a township, other than a township that on the effective date of this act had a planning commission created under former 1931 PA 285, only the township board may accept such gifts, on behalf of the planning commission. A gift of money so accepted in either case shall be deposited with the treasurer of the local unit of government in a special nonreverting planning commission fund for expenditure by the planning commission for the purpose designated by the donor. The treasurer shall draw a warrant against the special nonreverting fund only upon receipt of a voucher signed by the chairperson and secretary of the planning commission and an order drawn by the clerk of the local unit of government. The expenditures of a planning commission, exclusive of gifts and grants, shall be within the amounts appropriated by the legislative body.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3825 Employment of planning director and other personnel; contract for services; use of information and advice provided by public officials, departments, and agencies.

Sec. 25. (1) A local unit of government may employ a planning director and other personnel as it considers necessary, contract for the services of planning and other technicians, and incur other expenses, within a budget authorized by the legislative body. This authority shall be exercised by the legislative body, unless a charter provision or ordinance delegates this authority to the planning commission or another body or official. The appointment of employees is subject to the same provisions of law as govern other corresponding civil employees of the local unit of government.

(2) For the purposes of this act, a planning commission may make use of maps, data, and other information and expert advice provided by appropriate federal, state, regional, county, and municipal officials, departments, and agencies. All public officials, departments, and agencies shall make available public information for the use of planning commissions and furnish such other technical assistance and advice as they may have for planning purposes.

History: 2008, Act 33, Eff. Sept. 1, 2008.

ARTICLE III.

PREPARATION AND ADOPTION OF MASTER PLAN

125.3831 Master plan; preparation by planning commission; meetings with other governmental planning commissions or agency staff; powers.

Sec. 31. (1) A planning commission shall make and approve a master plan as a guide for development within the planning jurisdiction subject to section 81 and the following:

(a) For a county, the master plan may include planning in cooperation with the constituted authorities for incorporated areas in whole or to the extent to which, in the planning commission's judgment, they are related to the planning of the unincorporated area or of the county as a whole.

(b) For a township that on September 1, 2008 had a planning commission created under former 1931 PA 285, or for a city or village, the planning jurisdiction may include any areas outside of the municipal boundaries that, in the planning commission's judgment, are related to the planning of the municipality.

(2) In the preparation of a master plan, a planning commission shall do all of the following, as applicable:

(a) Make careful and comprehensive surveys and studies of present conditions and future growth within the planning jurisdiction with due regard to its relation to neighboring jurisdictions.

(b) Consult with representatives of adjacent local units of government in respect to their planning so that conflicts in master plans and zoning may be avoided.

(c) Cooperate with all departments of the state and federal governments, public transportation agencies, and other public agencies concerned with programs for economic, social, and physical development within the planning jurisdiction and seek the maximum coordination of the local unit of government's programs with these agencies.

(3) In the preparation of the master plan, the planning commission may meet with other governmental planning commissions or agency staff to deliberate.

(4) In general, a planning commission has such lawful powers as may be necessary to enable it to promote local planning and otherwise carry out the purposes of this act.

History: 2008, Act 33, Eff. Sept. 1, 2008;—Am. 2010, Act 306, Imd. Eff. Dec. 17, 2010.

125.3833 Master plan; land use and infrastructure issues; inclusion of maps, plats, charts, and other related matter; recommendations for physical development; additional subjects; implementation of master street plan or certain elements; specifications; section subject to MCL 125.3881(1); public transportation facilities.

Sec. 33. (1) A master plan shall address land use and infrastructure issues and may project 20 years or more into the future. A master plan shall include maps, plats, charts, and descriptive, explanatory, and other related matter and shall show the planning commission's recommendations for the physical development of the planning jurisdiction.

(2) A master plan shall also include those of the following subjects that reasonably can be considered as pertinent to the future development of the planning jurisdiction:

(a) A land use plan that consists in part of a classification and allocation of land for agriculture, residences, commerce, industry, recreation, ways and grounds, subject to subsection (5), public transportation facilities, public buildings, schools, soil conservation, forests, woodlots, open space, wildlife refuges, and other uses and purposes. If a county has not adopted a zoning ordinance under former 1943 PA 183 or the Michigan

zoning enabling act, 2006 PA 110, MCL 125.3101 to 125.3702, a land use plan and program for the county may be a general plan with a generalized future land use map.

(b) The general location, character, and extent of all of the following:

(i) All components of a transportation system and their interconnectivity including streets and bridges, public transit including public transportation facilities and routes, bicycle facilities, pedestrian ways, freight facilities and routes, port facilities, railroad facilities, and airports, to provide for the safe and efficient movement of people and goods in a manner that is appropriate to the context of the community and, as applicable, considers all legal users of the public right-of-way.

(ii) Waterways and waterfront developments.

(iii) Sanitary sewers and water supply systems.

(iv) Facilities for flood prevention, drainage, pollution prevention, and maintenance of water levels.

(v) Public utilities and structures.

(c) Recommendations as to the general character, extent, and layout of redevelopment or rehabilitation of blighted areas; and the removal, relocation, widening, narrowing, vacating, abandonment, change of use, or extension of streets, grounds, open spaces, buildings, utilities, or other facilities.

(d) For a local unit of government that has adopted a zoning ordinance, a zoning plan for various zoning districts controlling the height, area, bulk, location, and use of buildings and premises. The zoning plan shall include an explanation of how the land use categories on the future land use map relate to the districts on the zoning map.

(e) Recommendations for implementing any of the master plan's proposals.

(3) If a master plan is or includes a master street plan or 1 or more elements described in subsection (2)(b)(i), the means for implementing the master street plan or elements in cooperation with the county road commission and the state transportation department shall be specified in the master street plan in a manner consistent with the respective powers and duties of and any written agreements between these entities and the municipality.

(4) This section is subject to section 81(1).

(5) The reference to public transportation facilities in subsection (2)(a) only applies to a master plan that is adopted or substantively amended more than 90 days after the effective date of the amendatory act that added this subsection.

History: 2008, Act 33, Eff. Sept. 1, 2008;—Am. 2010, Act 134, Imd. Eff. Aug. 2, 2010;—Am. 2010, Act 306, Imd. Eff. Dec. 17, 2010.

125.3835 Subplan; adoption.

Sec. 35. A planning commission may, by a majority vote of the members, adopt a subplan for a geographic area less than the entire planning jurisdiction, if, because of the unique physical characteristics of that area, more intensive planning is necessary for the purposes set forth in section 7.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3837 Metropolitan county planning commission; designation; powers.

Sec. 37. (1) A county board of commissioners may designate the county planning commission as the metropolitan county planning commission. A county planning commission so designated shall perform metropolitan and regional planning whenever necessary or desirable. The metropolitan county planning commission may engage in comprehensive planning, including, but not limited to, the following:

(a) Preparation, as a guide for long-range development, of general physical plans with respect to the pattern and intensity of land use and the provision of public facilities, together with long-range fiscal plans for such development.

(b) Programming of capital improvements based on relative urgency, together with definitive financing plans for the improvements to be constructed in the earlier years of the program.

(c) Coordination of all related plans of local governmental agencies within the metropolitan area or region.

(d) Intergovernmental coordination of all related planning activities among the state and local governmental agencies within the metropolitan area or region.

(2) In addition to the powers conferred by other provisions of this act, a metropolitan county planning commission may apply for, receive, and accept grants from any local, regional, state, or federal governmental agency and agree to and comply with the terms and conditions of such grants. A metropolitan county planning commission may do any and all things necessary or desirable to secure the financial aid or cooperation of a regional, state, or federal governmental agency in carrying out its functions, when approved by a 2/3 vote of the county board of commissioners.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3839 Master plan; adoption; procedures; notice; submittals; use of electronic mail.

Sec. 39. (1) A master plan shall be adopted under the procedures set forth in this section and sections 41 and 43. A master plan may be adopted as a whole or by successive parts corresponding with major geographical areas of the planning jurisdiction or with functional subject matter areas of the master plan.

(2) Before preparing a master plan, a planning commission shall send to all of the following, by first-class mail or personal delivery, a notice explaining that the planning commission intends to prepare a master plan and requesting the recipient's cooperation and comment:

(a) For any local unit of government undertaking a master plan, the planning commission, or if there is no planning commission, the legislative body, of each municipality located within or contiguous to the local unit of government.

(b) For a county undertaking a master plan, the regional planning commission for the region in which the county is located, if any.

(c) For a county undertaking a master plan, the county planning commission, or if there is no county planning commission, the county board of commissioners, for each county located contiguous to the county.

(d) For a municipality undertaking a master plan, the regional planning commission for the region in which the municipality is located, if there is no county planning commission for the county in which that municipality is located. If there is a county planning commission, the municipal planning commission may consult with the regional planning commission but is not required to do so.

(e) For a municipality undertaking a master plan, the county planning commission, or if there is no county planning commission, the county board of commissioners, for the county in which that municipality is located.

(f) For any local unit of government undertaking a master plan, each public utility company, railroad company, and public transportation agency owning or operating a public utility, railroad, or public transportation system within the local unit of government, and any government entity that registers its name and mailing address for this purpose with the planning commission.

(g) If the master plan will include a master street plan, the county road commission and the state transportation department.

(3) A submittal under section 41 or 43 by or to an entity described in subsection (2) may be made by personal or first-class mail delivery of a hard copy or by electronic mail. However, the planning commission preparing the plan shall not make such submittals by electronic mail unless, in the notice described in subsection (2), the planning commission states that it intends to make such submittals by electronic mail and the entity receiving that notice does not respond by objecting to the use of electronic mail. Electronic mail may contain a link to a website on which the submittal is posted if the website is accessible to the public free of charge.

History: 2008, Act 33, Eff. Sept. 1, 2008;—Am. 2010, Act 306, Imd. Eff. Dec. 17, 2010.

125.3841 Preparation of proposed master plan; submission to legislative body for review and comment; approval required; notice; submission of comments; statements as advisory.

Sec. 41. (1) After preparing a proposed master plan, a planning commission shall submit the proposed master plan to the legislative body for review and comment. The process of adopting a master plan shall not proceed further unless the legislative body approves the distribution of the proposed master plan.

(2) If the legislative body approves the distribution of the proposed master plan, it shall notify the secretary of the planning commission, and the secretary of the planning commission shall submit, in the manner provided in section 39(3), a copy of the proposed master plan, for review and comment, to all of the following:

(a) For any local unit of government proposing a master plan, the planning commission, or if there is no planning commission, the legislative body, of each municipality located within or contiguous to the local unit of government.

(b) For a county proposing a master plan, the regional planning commission for the region in which the county is located, if any.

(c) For a county proposing a master plan, the county planning commission, or if there is no county planning commission, the county board of commissioners, for each county located contiguous to the county.

(d) For a municipality proposing a master plan, the regional planning commission for the region in which the municipality is located, if there is no county planning commission for the county in which that local unit of government is located. If there is a county planning commission, the secretary of the municipal planning commission may submit a copy of the proposed master plan to the regional planning commission but is not required to do so.

(e) For a municipality proposing a master plan, the county planning commission, or if there is no county planning commission, the county board of commissioners, for the county in which that municipality is located. The secretary of the municipal planning commission shall concurrently submit to the county planning commission, in the manner provided in section 39(3), a statement that the requirements of subdivision (a) have been met or, if there is no county planning commission, shall submit to the county board of commissioners, in the manner provided in section 39(3), a statement that the requirements of subdivisions (a) and (d) have been met. The statement shall be signed by the secretary and shall include the name and address of each planning commission or legislative body to which a copy of the proposed master plan was submitted under subdivision (a) or (d), as applicable, and the date of submittal.

(f) For any local unit of government proposing a master plan, each public utility company, railroad company, and public transportation agency owning or operating a public utility, railroad, or public transportation system within the local unit of government, and any government entity that registers its name and address for this purpose with the secretary of the planning commission. An entity described in this subdivision that receives a copy of a proposed master plan, or of a final master plan as provided in section 43(5), shall reimburse the local unit of government for any copying and postage costs thereby incurred.

(g) If the proposed master plan is or includes a proposed master street plan, the county road commission and the state transportation department.

(3) An entity described in subsection (2) may submit comments on the proposed master plan to the planning commission in the manner provided in section 39(3) within 63 days after the proposed master plan was submitted to that entity under subsection (2). If the county planning commission or the county board of commissioners that receives a copy of a proposed master plan under subsection (2)(e) submits comments, the comments shall include, but need not be limited to, both of the following, as applicable:

(a) A statement whether the county planning commission or county board of commissioners considers the proposed master plan to be inconsistent with the master plan of any municipality or region described in subsection (2)(a) or (d).

(b) If the county has a county master plan, a statement whether the county planning commission considers the proposed master plan to be inconsistent with the county master plan.

(4) The statements provided for in subsection (3)(a) and (b) are advisory only.

History: 2008, Act 33, Eff. Sept. 1, 2008;—Am. 2010, Act 306, Imd. Eff. Dec. 17, 2010.

125.3843 Proposed master plan; public hearing; notice; approval by resolution of planning commission; statement; submission of copy of master plan to legislative body; approval or rejection by legislative body; procedures; submission of adopted master plan to certain entities.

Sec. 43. (1) Before approving a proposed master plan, a planning commission shall hold not less than 1 public hearing on the proposed master plan. The hearing shall be held after the expiration of the deadline for comment under section 41(3). The planning commission shall give notice of the time and place of the public hearing not less than 15 days before the hearing by publication in a newspaper of general circulation within the local unit of government. The planning commission shall also submit notice of the public hearing in the manner provided in section 39(3) to each entity described in section 39(2). This notice may accompany the proposed master plan submitted under section 41.

(2) The approval of the proposed master plan shall be by resolution of the planning commission carried by the affirmative votes of not less than 2/3 of the members of a city or village planning commission or not less than a majority of the members of a township or county planning commission. The resolution shall refer expressly to the maps and descriptive and other matter intended by the planning commission to form the master plan. A statement recording the planning commission's approval of the master plan, signed by the chairperson or secretary of the planning commission, shall be included on the inside of the front or back cover of the master plan and, if the future land use map is a separate document from the text of the master plan, on the future land use map. Following approval of the proposed master plan by the planning commission, the secretary of the planning commission shall submit a copy of the master plan to the legislative body.

(3) Approval of the proposed master plan by the planning commission under subsection (2) is the final step for adoption of the master plan, unless the legislative body by resolution has asserted the right to approve or reject the master plan. In that case, after approval of the proposed master plan by the planning commission, the legislative body shall approve or reject the proposed master plan. A statement recording the legislative body's approval of the master plan, signed by the clerk of the legislative body, shall be included on the inside of the front or back cover of the master plan and, if the future land use map is a separate document from the text of the master plan, on the future land use map.

(4) If the legislative body rejects the proposed master plan, the legislative body shall submit to the planning commission a statement of its objections to the proposed master plan. The planning commission shall consider the legislative body's objections and revise the proposed master plan so as to address those objections. The procedures provided in subsections (1) to (3) and this subsection shall be repeated until the legislative body approves the proposed master plan.

(5) Upon final adoption of the master plan, the secretary of the planning commission shall submit, in the manner provided in section 39(3), copies of the adopted master plan to the same entities to which copies of the proposed master plan were required to be submitted under section 41(2).

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3845 Extension, addition, revision, or other amendment to master plan; adoption; procedures; review and findings.

Sec. 45. (1) An extension, addition, revision, or other amendment to a master plan shall be adopted by following the procedure under sections 39, 41, and 43, subject to all of the following:

(a) Any of the following amendments to a master plan may be made without following the procedure under sections 39, 41, and 43:

- (i) A grammatical, typographical, or similar editorial change.
- (ii) A title change.
- (iii) A change to conform to an adopted plat.

(b) Subject to subdivision (a), the review period provided for in section 41(3) shall be 42 days instead of 63 days.

(c) When a planning commission sends notice to an entity under section 39(2) that it intends to prepare a subplan, the notice may indicate that the local unit of government intends not to provide that entity with further notices of or copies of proposed or final subplans otherwise required to be submitted to that entity under section 39, 41, or 43. Unless the entity responds that it chooses to receive notice of subplans, the local unit of government is not required to provide further notice of subplans to that entity.

(2) At least every 5 years after adoption of a master plan, a planning commission shall review the master plan and determine whether to commence the procedure to amend the master plan or adopt a new master plan. The review and its findings shall be recorded in the minutes of the relevant meeting or meetings of the planning commission.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3847 Part of county master plan covering incorporated area; adoption by appropriate city or village required; exception.

Sec. 47. (1) Subject to subsection (2), a part of a county master plan covering an incorporated area within the county shall not be recognized as the official master plan or part of the official master plan for that area unless adopted by the appropriate city or village in the manner prescribed by this act.

(2) Subsection (1) does not apply if the incorporated area is subject to county zoning pursuant to the Michigan zoning enabling act, 2006 PA 110, MCL 125.3101 to 125.3702, and a contract under the urban cooperation act, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512, or 1967 (Ex Sess) PA 8, MCL 124.531 to 124.536.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3849 City or village planning department; authority to submit proposed master plan, or proposed extension, addition, revision, or other amendment.

Sec. 49. (1) This act does not alter the authority of a planning department of a city or village created by charter to submit a proposed master plan, or a proposed extension, addition, revision, or other amendment to a master plan, to the planning commission, whether directly or indirectly as provided by charter.

(2) Subsection (1) notwithstanding, a planning commission described in subsection (1) shall comply with the requirements of this act.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3851 Public interest and understanding; promotion.

Sec. 51. (1) To promote public interest in and understanding of the master plan, a planning commission may publish and distribute copies of the master plan or of any report, and employ other means of publicity and education.

(2) A planning commission shall consult with and advise public officials and agencies, public utility companies, civic, educational, professional, and other organizations, and citizens concerning the promotion or

implementation of the master plan.

History: 2008, Act 33, Eff. Sept. 1, 2008.

ARTICLE IV.

SPECIAL PROVISIONS, INCLUDING CAPITAL IMPROVEMENTS AND SUBDIVISION REVIEW

125.3861 Construction of certain projects in area covered by municipal master plan; approval; initiation of work on project; requirements; report and advice.

Sec. 61. (1) A street; square, park, playground, public way, ground, or other open space; or public building or other structure shall not be constructed or authorized for construction in an area covered by a municipal master plan unless the location, character, and extent of the street, public way, open space, structure, or utility have been submitted to the planning commission by the legislative body or other body having jurisdiction over the authorization or financing of the project and has been approved by the planning commission. The planning commission shall submit its reasons for approval or disapproval to the body having jurisdiction. If the planning commission disapproves, the body having jurisdiction may overrule the planning commission by a vote of not less than 2/3 of its entire membership for a township that on the enactment date of this act had a planning commission created under former 1931 PA 285, or for a city or village, or by a vote of not less than a majority of its membership for any other township. If the planning commission fails to act within 35 days after submission of the proposal to the planning commission, the project shall be considered to be approved by the planning commission.

(2) Following adoption of the county plan or any part of a county plan and the certification by the county planning commission to the county board of commissioners of a copy of the plan, work shall not be initiated on any project involving the expenditure of money by a county board, department, or agency for the acquisition of land, the erection of structures, or the extension, construction, or improvement of any physical facility by any county board, department, or agency unless a full description of the project, including, but not limited to, its proposed location and extent, has been submitted to the county planning commission and the report and advice of the planning commission on the proposal have been received by the county board of commissioners and by the county board, department, or agency submitting the proposal. However, work on the project may proceed if the planning commission fails to provide in writing its report and advice upon the proposal within 35 days after the proposal is filed with the planning commission. The planning commission shall provide copies of the report and advice to the county board, department, or agency sponsoring the proposal.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3863 Approval of construction project before effective date of act; rescission of authorization; failure of planning commission to act within certain period of time.

Sec. 63. If the opening, widening, or extension of a street, or the acquisition or enlargement of any square, park, playground, or other open space has been approved by a township planning commission that was created before the effective date of this act under former 1931 PA 285 or by a city or village planning commission and authorized by the legislative body as provided under section 61, the legislative body shall not rescind its authorization unless the matter has been resubmitted to the planning commission and the rescission has been approved by the planning commission. The planning commission shall hold a public hearing on the matter. The planning commission shall submit its reasons for approval or disapproval of the rescission to the legislative body. If the planning commission disapproves the rescission, the legislative body may overrule the planning commission by a vote of not less than 2/3 of its entire membership. If the planning commission fails to act within 63 days after submission of the proposed rescission to the planning commission, the proposed rescission shall be considered to be approved by the planning commission.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3865 Capital improvements program of public structures and improvements; preparation; basis.

Sec. 65. (1) To further the desirable future development of the local unit of government under the master plan, a planning commission, after adoption of a master plan, shall annually prepare a capital improvements program of public structures and improvements, unless the planning commission is exempted from this requirement by charter or otherwise. If the planning commission is exempted, the legislative body either shall prepare and adopt a capital improvements program, separate from or as a part of the annual budget, or shall delegate the preparation of the capital improvements program to the chief elected official or a nonelected administrative official, subject to final approval by the legislative body. The capital improvements program

shall show those public structures and improvements, in the general order of their priority, that in the commission's judgment will be needed or desirable and can be undertaken within the ensuing 6-year period. The capital improvements program shall be based upon the requirements of the local unit of government for all types of public structures and improvements. Consequently, each agency or department of the local unit of government with authority for public structures or improvements shall upon request furnish the planning commission with lists, plans, and estimates of time and cost of those public structures and improvements.

(2) Any township may prepare and adopt a capital improvement program. However, subsection (1) is only mandatory for a township if the township, alone or jointly with 1 or more other local units of government, owns or operates a water supply or sewage disposal system.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3867 Programs for public structures and improvements; recommendations.

Sec. 67. A planning commission may recommend to the appropriate public officials programs for public structures and improvements and for the financing thereof, regardless of whether the planning commission is exempted from the requirement to prepare a capital improvements program under section 65.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3869 Copy of zoning ordinance and amendments; request by county planning commission for submission by municipal planning commission.

Sec. 69. If a municipal planning commission has zoning duties pursuant to section 83 and the municipality has adopted a zoning ordinance, the county planning commission, if any, may, by first-class mail or personal delivery, request the municipal planning commission to submit to the county planning commission a copy of the zoning ordinance and any amendments. The municipal planning commission shall submit the requested documents to the county planning commission within 63 days after the request is received and shall submit any future amendments to the zoning ordinance within 63 days after the amendments are adopted. The municipal planning commission may submit a zoning ordinance or amendment under this subsection electronically.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3871 Recommendations for ordinances or rules governing subdivision of land; public hearing; notice; action on proposed plat; approval, approval with conditions, or disapproval by planning commission; approval of plat as amendment to master plan.

Sec. 71. (1) A planning commission may recommend to the legislative body provisions of an ordinance or rules governing the subdivision of land authorized under section 105 of the land division act, 1967 PA 288, MCL 560.105. If a township is subject to county zoning consistent with section 209 of the Michigan zoning enabling act, 2006 PA 110, MCL 125.3209, or a city or village is subject to county zoning pursuant to the Michigan zoning enabling act, 2006 PA 110, MCL 125.3101 to 125.3702, and a contract under the urban cooperation act of 1967, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512, or 1967 (Ex Sess) PA 8, MCL 124.531 to 124.536, the county planning commission may recommend to the legislative body of the municipality provisions of an ordinance or rules governing the subdivision of land authorized under section 105 of the land division act, 1967 PA 288, MCL 560.105. A planning commission may proceed under this subsection on its own initiative or upon request of the appropriate legislative body.

(2) Recommendations for a subdivision ordinance or rule may address plat design, including the proper arrangement of streets in relation to other existing or planned streets and to the master plan; adequate and convenient open spaces for traffic, utilities, access of firefighting apparatus, recreation, light, and air; and the avoidance of congestion of population, including minimum width and area of lots. The recommendations may also address the extent to which streets shall be graded and improved and to which water and sewer and other utility mains, piping, or other facilities shall be installed as a condition precedent to the approval of a plat.

(3) Before recommending an ordinance or rule described in subsection (1), the planning commission shall hold a public hearing on the proposed ordinance or rule. The planning commission shall give notice of the time and place of the public hearing not less than 15 days before the hearing by publication in a newspaper of general circulation within the local unit of government.

(4) If a municipality has adopted a master plan or master street plan, the planning commission of that municipality shall review and make recommendations on plats before action thereon by the legislative body under section 112 of the land division act, 1967 PA 288, MCL 560.112. If a township is subject to county zoning consistent with section 209 of the Michigan zoning enabling act, 2006 PA 110, MCL 125.3209, or a city or village is subject to county zoning pursuant to the Michigan zoning enabling act, 2006 PA 110, MCL 125.3101 to 125.3702, and a contract under the urban cooperation act of 1967, 1967 (Ex Sess) PA 7, MCL

124.501 to 124.512, or 1967 (Ex Sess) PA 8, MCL 124.531 to 124.536, and the municipality has adopted a master plan or master street plan, the county planning commission shall also review and make recommendations on plats before action thereon by the legislative body of the municipality under section 112 of the land division act, 1967 PA 288, MCL 560.112.

(5) A planning commission shall not take action on a proposed plat without affording an opportunity for a public hearing thereon. A plat submitted to the planning commission shall contain the name and address of the proprietor or other person to whom notice of a hearing shall be sent. Not less than 15 days before the date of the hearing, notice of the date, time, and place of the hearing shall be sent to that person at that address by mail and shall be published in a newspaper of general circulation in the municipality. Similar notice shall be mailed to the owners of land immediately adjoining the proposed platted land.

(6) A planning commission shall recommend approval, approval with conditions, or disapproval of a plat within 63 days after the plat is submitted to the planning commission. If applicable standards under the land division act, 1967 PA 288, MCL 560.101 to 560.293, and an ordinance or published rules governing the subdivision of land authorized under section 105 of that act, MCL 560.105, are met, the planning commission shall recommend approval of the plat. If the planning commission fails to act within the required period, the plat shall be considered to have been recommended for approval, and a certificate to that effect shall be issued by the planning commission upon request of the proprietor. However, the proprietor may waive this requirement and consent to an extension of the 63-day period. The grounds for any recommendation of disapproval of a plat shall be stated upon the records of the planning commission.

(7) A plat approved by a municipality and recorded under section 172 of the land division act, 1967 PA 288, MCL 560.172, shall be considered to be an amendment to the master plan and a part thereof. Approval of a plat by a municipality does not constitute or effect an acceptance by the public of any street or other open space shown upon the plat.

History: 2008, Act 33, Eff. Sept. 1, 2008.

ARTICLE V. TRANSITIONAL PROVISIONS AND REPEALER

125.3881 Plan adopted or amended under planning act repealed under MCL 125.3885; effect; city or home rule village charter provision creating planning commission or ordinance implementing provision before effective date of act; ordinance creating planning commission under former law; ordinance or rules governing subdivision of land.

Sec. 81. (1) Unless rescinded by the local unit of government, any plan adopted or amended under a planning act repealed under section 85 need not be readopted under this act but continues in effect as a master plan under this act, regardless of whether it is entitled a master plan, basic plan, county plan, development plan, guide plan, land use plan, municipal plan, township plan, plan, or any other term. This includes, but is not limited to, a plan prepared by a planning commission and adopted before the effective date of this act to satisfy the requirements of section 1 of the former city and village zoning act, 1921 PA 207, section 3 of the former township zoning act, 1943 PA 184, section 3 of the former county zoning act, 1943 PA 183, or section 203(1) of the Michigan zoning enabling act, 2006 PA 110, MCL 125.3203. The master plan is subject to the requirements of this act, including, but not limited to, the requirement for periodic review under section 45(2) and the amendment procedures set forth in this act. However, the master plan is not subject to the requirements of section 33 until it is first amended under this act.

(2) Unless repealed, a city or home rule village charter provision creating a planning commission before the effective date of this act and any ordinance adopted before the effective date of this act implementing that charter provision continues in effect under this act, and the planning commission need not be newly created by an ordinance adopted under this act. However, both of the following apply:

(a) The legislative body may by ordinance increase the powers and duties of the planning commission to correspond with the powers and duties of a planning commission created under this act. Provisions of this act regarding planning commission powers and duties do not otherwise apply to a planning commission created by charter before the effective date of this act and provisions of this act regarding planning commission membership, appointment, and organization do not apply to such a planning commission. All other provisions of this act, including, but not limited to, provisions regarding planning commission selection of officers, meetings, rules, records, appointment of employees, contracts for services, and expenditures, do apply to such a planning commission.

(b) The legislative body shall amend any ordinance adopted before the effective date of this act to implement the charter provision, or repeal the ordinance and adopt a new ordinance, to fully conform to the requirements of this act made applicable by subdivision (a), by the earlier of the following dates:

(i) The date when an amendatory or new ordinance is first adopted under this act for any purpose.

(ii) July 1, 2011.

(3) Unless repealed, an ordinance creating a planning commission under former 1931 PA 285 or former 1945 PA 282 or a resolution creating a planning commission under former 1959 PA 168 continues in effect under this act, and the planning commission need not be newly created by an ordinance adopted under this act. However, all of the following apply:

(a) Beginning on the effective date of this act, the duties of the planning commission are subject to the requirements of this act.

(b) The legislative body shall amend the ordinance, or repeal the ordinance or resolution and adopt a new ordinance, to fully conform to the requirements of this act by the earlier of the following dates:

(i) The date when an amendatory or new ordinance is first adopted under this act for any purpose.

(ii) July 1, 2011.

(c) An ordinance adopted under subdivision (b) is not subject to referendum.

(4) Unless repealed or rescinded by the legislative body, an ordinance or published rules governing the subdivision of land authorized under section 105 of the land division act, 1967 PA 288, MCL 560.105, need not be readopted under this act or amended to comply with this act but continue in effect under this act. However, if amended, the ordinance or published rules shall be amended under the procedures of this act.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3883 Transfer of powers, duties, and records.

Sec. 83. (1) If, on the effective date of this act, a planning commission had the powers and duties of a zoning board or zoning commission under the former city and village zoning act, 1921 PA 207, the former county zoning act, 1943 PA 183, or the former township zoning act, 1943 PA 184, and under the Michigan zoning enabling act, 2006 PA 110, MCL 125.3101 to 125.3702, the planning commission may continue to exercise those powers and duties without amendment of the ordinance, resolution, or charter provision that created the planning commission.

(2) If, on the effective date of this act, a local unit of government had a planning commission without zoning authority created under former 1931 PA 285, former 1945 PA 282, or former 1959 PA 168, the legislative body may by amendment to the ordinance creating the planning commission, or, if the planning commission was created by resolution, may by resolution, transfer to the planning commission all the powers and duties provided to a zoning board or zoning commission created under the Michigan zoning enabling act, 2006 PA 110, MCL 125.3101 to 125.3702. If an existing zoning board or zoning commission in the local unit of government is nearing the completion of its draft zoning ordinance, the legislative body shall postpone the transfer of the zoning board's or zoning commission's powers, duties, and records until the completion of the draft zoning ordinance, but is not required to postpone the transfer more than 1 year.

(3) If, on or after the effective date of this act, a planning commission is created in a local unit of government that has had a zoning board or zoning commission since before the effective date of this act, the legislative body shall transfer all the powers, duties, and records of the zoning board or zoning commission to the planning commission before July 1, 2011. If the existing zoning board or zoning commission is nearing the completion of its draft zoning ordinance, the legislative body may, by resolution, postpone the transfer of the zoning board's or zoning commission's powers, duties, and records until the completion of the draft zoning ordinance, but not later than until 1 year after creation of the planning commission or July 1, 2011, whichever comes first.

History: 2008, Act 33, Eff. Sept. 1, 2008.

125.3885 Repeal of certain acts.

Sec. 85. (1) The following acts are repealed:

(a) 1931 PA 285, MCL 125.31 to 125.45.

(b) 1945 PA 282, MCL 125.101 to 125.115.

(c) 1959 PA 168, MCL 125.321 to 125.333.

(2) Any plan adopted or amended under an act repealed under subsection (1) is subject to section 81(1).

History: 2008, Act 33, Eff. Sept. 1, 2008.

Appendix D

Smart Growth Tenets



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Can Small Towns Be Cool? Study Translation Paper

Introduction

“Cool Cities” has increasingly become a buzzword among both community and economic development practitioners. The pursuit of the *creative class*¹, as outlined in Richard Florida’s *The Rise of the Creative Class*, and the opportunity to reverse the brain drain that has plagued communities has become a hot topic throughout the United States.

While Florida’s research centered around urban centers, the struggles and successes of larger cities is oftentimes amplified within rural areas. It is the small community that brings its residents, often defined by school district boundaries, together through commerce, education, and a sense of personal identity. Although these communities play a critical role in shaping the overall landscape of rural America, some towns teeter on the brink of extinction while others enjoy envious prosperity.

It is this dichotomy that prompted further examination of the topic and the research question: “Can Small Towns Be Cool?”

Method of Study

The findings from the project involved four levels of analysis.

First, an extensive literature review on community sustainability was conducted with particular emphasis on social capital. Robert Putnam, author of *“Bowling Alone”* and Harvard researcher suggests that our communities are unraveling because of a lack of “social capital” by which Putnam means “civic engagement, healthy community institutions, norms of mutual reciprocity, and trust.” Through their work in the late 1980s, Vicki Luther and Milan Wall, of the Heartland Center established a framework of rural community

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¹*The Rise of the Creative Class, and how it's transforming work, leisure, community and everyday life.* Richard Florida, 2002.

sustainability.² Schaefer and Loveridge provided further evidence of successful initiatives utilizing a case studies approach.³ The Community Capitals Model⁴ provided an additional understanding of communities and their dynamics.

Secondly, individual “best practice” communities were identified through an extensive referral process. Information about each community was collected as background information and community leaders were identified and contacted. Nearly 250 individual site visits to communities in eleven states (Michigan, Wisconsin, Ohio, Indiana, Illinois, Pennsylvania, Maryland, Minnesota, Kansas, Vermont and New Hampshire). In each community, positional leaders were interviewed. An interview protocol was established in both the questioning sequence and note-taking procedures. This was done to establish some parameters of standardizing the collected information.

All information collected in the interviews was combined with the interviewer team members’ impressions, other informational materials from the community itself, and data from outside sources to establish community best practices.

Utilizing an asset mapping exercise, individual community “best practices” were mapped to compare against other communities and determine common themes. Previous analysis, as identified through the literature review, was incorporated into the analysis.

An economic vitality index⁵ for each “best practice” community was calculated to provide a

²*Clues to Rural Community Survival*, Vicki Luther and Milan Wall, Heartland Center for Leadership Development, 1987.

³*Small Town and Rural Economic Development: A Case Studies Approach* Peter V. Schaeffer and Scott Loveridge, 2000.

⁴*Community Capitals Model*, Cornelia Butler Flora, North Central Regional Rural Development Center and Jan Flora, Iowa State University, 2004.

⁵*Economic Vitality Index* developed by Katy Swickard and John McKissick, Center of Agribusiness and Economic Development, University of Georgia.

consistent measurement of impact. The index included the following variables: per capita income, unemployment rate, population, percent below poverty, employment and average weekly wage. This third level of analysis provided a process to benchmark best practice communities that were included in site visits.

Lastly, findings from an extensive survey process by the State of Michigan of “college-age” individuals provided a final level of analysis. More than 13,000 completed on-line surveys, coupled with four individual focus group sessions at three different university settings, provided key data relative to desirable community characteristics among younger adults. In addition to the statistical analysis of the data, a factor analysis was also conducted. The factor analysis allowed for a better understanding of the relationship among the many variables in the study to derive further meaning. This multi-dimensional correlation analysis simultaneously measures multiple variables, as opposed to one or two dimensional analysis techniques such as simple frequencies or cross-tabs. The analysis says that if you rate one variable highly, respondents tended to rate certain other variables highly as well. These relationships among ratings creating groupings or attributes that is described in the findings.

Findings

The four levels of analysis were collectively incorporated into “10 Keys For Success” as follows:

1. Strong engagement between citizens, community organizations and government.

Power within the community is deliberately shared in successful communities. Community government actively reaches out to citizens, and residents are engaged in setting the community’s agenda and future vision.

A. The 3rd Place Factor

Intrinsic to community engagement is a “3rd place” that serves the function of a social condenser. It is the place where a community or neighborhood meets to

develop friendships, discuss issues and interact with others. It is an important way in which a community develops and retains its cohesion and builds a sense of identity.

B. The Safety and Security Factor

Factors such as good public schools, a place for family, safe streets, and a sense of community are all important elements in determining a desirable place to live. While it is important to become a safe and secure place, it is best that it be jointly undertaken with other development strategies, particularly the cool city core values (outlined in #5). A place might not necessarily be "cool" because it is safe and secure, yet, it cannot become "cool" if it is not perceived as safe from the start. This is an arena where rural communities have a decided edge on their urban counterparts.

2. Successful approach to land-use opportunities.

Successful communities know they must take a more realistic approach in considering their community from a regional context relative to future opportunities. Deliberate efforts are made to coordinate land use planning with neighboring jurisdictions and to create "communities of place" --- places where residents live, where they work, where they shop. They are where the institutions of a resident's daily lives – schools, churches, and community centers – are located.

3. Willingness to adapt zoning regulations for new opportunities.

Thriving communities understand competitive factors and community leaders picture their community in relation to others. Beyond joint planning efforts with neighboring jurisdictions, there is a willingness to adapt/change zoning regulations to capitalize on changing trends and new opportunities --- even when such changes are burdensome.

4. Actively pursues cultural economic development opportunities.

A dedicated effort to preserving heritage is

evident. Residents often showcase their history through festivals and events that allow the community to celebrate its customs and traditions. But beyond a noted effort to preserve their heritage, successful communities have organized to pursue an active *cultural economic development* approach (which is not overly contrived). They recognize their cultural amenities, and the arts community and other institutional leaders are collaborating to successfully reposition and market their community.

5. Deliberate effort to connect with youth and/or younger generation within the community.

Successful communities realize that the first step in reversing the "brain drain" is to reach out and engage their youth on a variety of levels. From polling the youth of their wants/desires to extending their cultural economic development activities to youth audiences and connecting with their local educational systems, community leaders recognize the importance of providing a positive "youth experience."

A. Cool Cities Core Values.

The extensive online and focus group research of college students within Michigan revealed a consistent set of desirable attributes that provide a useful definition of what constitutes a "Cool City." Those core values include: different lifestyles, diversity, arts/culture, gathering places, four seasons, music scene, walkable streets, historic architectural character, many different jobs, service businesses. Successful communities, through a cultural economic development strategy, are addressing the attributes on this list that are more directly under their control (such as enhancing arts, historic renovation, providing for public gathering places, or supporting a vibrant music scene) thereby having a positive impact on attributes that are more difficult to address directly (such as diversity or different lifestyles).

6. Attention to natural amenities.

Thriving communities recognize the natural amenities that exist within their community and they are focused on capitalizing on these natural features for the enjoyment of all citizens.

A. The Outdoor Factor

The Outdoor Factor, as discussed in “Rise of the Creative Class” is a grouping of individual, non-team, outdoor sports and the simple yet personal experience of being outdoors. It is a key characteristic in the selection of a place to live. The Outdoor Factor includes adventure sports opportunities, natural scenic vistas, trails & parks, beaches & waterfront, and an overall commitment among the community for environmental preservation.

7. Local entrepreneurial investment.

Changes in community momentum are oftentimes initiated by a local entrepreneur or philanthropist who has made a significant investment or re-investment in their community. Their investment serves as a catalyst for other private and public investments, and community leaders are quick to capitalize on the new opportunities.

8. Willingness to seek help from the outside.

There is little reluctance to seek help from outside resources, even when it is a lengthy and difficult process. These communities understand the system of identifying resources ranging from grants for infrastructure improvements to accessing expertise in improving their communities. Their success in competing for these resources is a source of great pride.

9. Conviction in the long run that you have to do it yourself.

Although outside help is sought when appropriate, successful small towns believe that their destiny is in their own hands. They are not waiting for some outsider to save them, nor do they believe they can sit and wait for things to get better. Making their

community a good place to live is a proactive assignment, and these communities (and their leaders) know that.

10. Lessons are learned from setbacks, successes are celebrated.

Thriving communities recognize that setbacks go hand-in-hand with success. These communities take time to learn from their failures without placing blame; they celebrate their successes with modesty while keeping an eye on the next challenge.

Conclusion

Community building, in every sense, has become a hot topic. And while “cool cities” may not be for everyone, the themes highlighted above represent common approaches among successful communities – approaches that are more about long term sustainability than simply being a “cool” place to live.

It is important to remember that the study provides descriptive, qualitative information. The opinions from community residents and the researchers themselves serve as an influencer on the data. Although a quantitative benchmark analysis was included in the study, the project was never intended to serve as a quantitative or statistical study, but rather as a collection of community strategies that have had success – despite odds. The intended audiences for this work are community leaders and service providers assisting small communities.

Opportunities for further study

While each of the 10 themes contributed to community success, the cultural economic development phenomena are relatively new among smaller rural communities. With rural areas increasingly facing growth pressures, opportunities exist for further study of the intersection of arts and smart growth in a cross-disciplinary manner to accomplish multiple, yet complimentary community-building goals.

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INTRODUCTION TO THIS ISSUE

By Mark A. Wyckoff, FAICP, Editor

This is the third of three issues of **PZN** devoted to helping local planners and planning commissioners to focus on integration of New Economy thinking into local planning and zoning. In November, Jen Gamber presented the facts about how poor the Michigan economy and state budget are and how badly Michigan ranks on a wide range of variables. Nevertheless, her story was very upbeat as she also reminded us of all the assets Michigan has which are valuable in our efforts to reposition Michigan as a player in the New Economy.

In December, I presented a lengthy article on all the things that local planners and planning commissioners should be DOING NOW to better prepare their communities to compete in the New Economy. I challenged communities to get back to us about efforts they already have underway, and despite the holidays, quite a number responded as you can read in the case examples beginning on page 23.

This month are three feature length articles that put the "flesh to the bone" on incorporating New Economy thinking into local planning and zoning. Dr. Soji Adelaja, director of the MSU Land Policy Institute, has authored two pieces for you. The first is an introduction to the New Economy (beginning below) which contrasts it with the Old Economy and educates us on how we need to both embrace the

new paradigm and Smart Growth as models for building better communities in Michigan. The second article lays out a new set of principles under the rubric of "Strategic Growth" to position our regions to utilize their unique assets to best compete in the New Economy. This approach melds contemporary economic development thinking with traditional local land use master planning and strategic planning to produce a targeted approach for future prosperity. Strategic growth focuses on the metro area, or region as the best place to integrate a new public/private partnership for sustainable economic growth.

In the third article I focus on the more practical aspects of this new challenge. It identifies in general terms the elements that should be included in local master plans and zoning ordinances to help position communities for the New Economy. It provides three sets of options for communities and regions to follow in their efforts to prepare strategies for future prosperity.

Following that feature, are local case examples reported by Jen Gamber and editorial opinions intended to stimulate your thinking further, and hopefully to provoke action. Michigan can ill afford to enter the New Economy slowly, and local planners and planning commissioners have the skills and access to information to both plan for and initiate implementation of placemaking strategies that are attractive to New Economy entrepreneurs and knowledge workers. □

COMPARISON OF THE OLD ECONOMY TO THE NEW ECONOMY & THE RELEVANCE OF THE NEW ECONOMY TO URBAN & RURAL MICHIGAN

By Dr. Soji Adelaja, John L. Hannah Distinguished Professor of Land Policy
Director, Land Policy Institute, Michigan State University

Old Economy Paradigm

While it might be obvious that what was successful in the last century is no longer adequately supporting Michigan's economy, what it will take to be successful in the New Economy might be less clear. To understand where to go from here and to share in the prosperity experienced by many other states, it is first important to understand what the New Economy is all

about and how it differs from the Old Economy.

In the Old Economy, the currency for growth and development was attracting manufacturing companies with significant plant capacity. Places defined themselves and their economies on the basis of their manufacturing infrastructure and their ability to accumulate old capital (plant, equipment, land, lending capacity, etc.). Therefore, people followed jobs. Because of the huge capital outlay and long-term planning involved in establishing a manufacturing facility, communities could keep, for a long time, whatever economic activity they had. In the Old Economy, keeping the cost of doing business low was a critical economic strategy since low tax, low wage communities were potentially more competitive. The oversight of people, companies and communities was largely based on the notion of management and control. Labor markets were regional, competition among communities was regional, and since the talent pool adjusted to the needs of the region, the talent market was largely regional.

ent has replaced manufacturing plants as the currency of economic growth and prosperity. Talent is also fungible, that is, exchangeable, like currency. The talented are driven by factors such as quality of life, access to amenities, walkable healthy communities, recreation opportunities, compact communities that promote active living, availability of trails and bike paths, urban parks, the proximity of entertainment places to their work, to their residences, other talented people, diversity, and an environment that promotes innovation, tolerance and diversity, access to universities and non-auto-dependant transit opportunities. The talented tend to create jobs rather than just look for jobs. Their lifestyles allow less pressure on the environment and promote social justice. Better embedded in their culture than the culture of their elders, is the concept of sustainability. Therefore, in the New Economy, economic development does not necessarily come at the expense of depleted resources and social inequity, but is promoted by the culture of sustainability.

The foundation of the New Economy is the recognition that economic competition and success are now determined on a global, not local, scale. Local in this context

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What is the New Economy?

In the New Economy, the Old Economy paradigm has been turned on its head. Tal-



means the metropolitan or regional economy, not the economy within a single (or even two or three) jurisdictions. Every U.S. state and metropolitan area now competes on a global stage. While not all elements of the economy are global, the ones that will make the most difference in the future are. For example, most of the jobs lost from manufacturing in Michigan over the past thirty years, have been lost to the service sector. Much of the service sector is oriented to meeting local/regional needs like personal services (haircutting, shoe repair), employee services (payroll, accounting, vending machines), and resident care (day care, physicians and hospitals, etc.). Sometimes, service businesses expand their services beyond the region and add major economic value such as specialized health care services (e.g. Mayo Clinic or Cleveland Clinic). While services to each other within a region are critical to the economy of the region and support much of the transfer of money within the region, they do not generally attract money from outside the region, which is usually critical to raising incomes and prosperity within the region.

The international economic playing field has been leveled by technology that allows for rapid communication across previously unfathomable distances. International transactions that once took weeks, if not months to execute, can now be completed in seconds. Seemingly, infinite sources of information are now being concentrated in one network that is accessible to all. Widespread technology and information innovations have shifted the relevance of economic production from a local market to a global market. Countries with low labor costs and few regulations can manufacture products and distribute them to international markets at a fraction of the cost when compared to countries like the United States. The availability of investment dollars and capital, which used to be place-based, is now global. This globalization of the economy, due to advances in communication and technology, has created, by analogy, an increasingly "flat world," a term coined by *New York Times* columnist Thomas L. Friedman in 2005. It has dramatically changed not only where work can be done, but also what type of work can be done.

The manufacturing and labor jobs that were a staple in the Old Economy America are no longer as relevant with current automation technology and international outsourcing. Manufacturing and engineering work that was previously done in Michigan, now is being done in China and India. This is a small example of how "flat" the world economy has become. While not all industries are yet global, and many service industries will long remain regional, it is widely believed that no state can prosper in the present world by only producing for and serving only the economy of its own region or nation. In America, the shift to the New Economy will necessitate innovation, with an increasing demand for knowledge workers. Talented individuals, new intellectual advancements and entrepreneurship are the most prized components for success in the New Economy. See Table 1 on page 4.

Talented individuals, new intellectual advancements, and entrepreneurship are the most prized components for success in the New Economy.

Old Economy success was found in places where it was cheap to do business. Companies were attracted by low costs and fixed competitive advantages (such as certain resources or skills), and the notion of quality of life and an attractive physical location generally meant higher costs, and therefore were not things most companies cared to consider.

Communities committed to helping build the New Economy are finding that prosperity comes if the right mix of economic development and placemaking strategies are in place.

Place Matters

The New Economy, however, thrives in places where there are lots of talented people and new ideas are rapidly generated. In short, place matters! It is no longer about attracting companies, but about attracting talented people, and therefore quality of life plays an important role. Today, areas seeking economic prosperity are focused on creating a climate known for producing new ideas, enabling productive partnerships and attracting talented people rather than manufactured goods and services, which almost any country can now do. To prosper in the New Economy, regions must be

Overview of the Mission of the Land Policy Institute

At the core of the Land Policy Institute's (LPI) mission is to resource policy makers at the federal, state, and local level with science-based tools and solutions that help build a better quality of life, strengthen the economy, and protect the environment in ways that are fair to all.

The Institute is fundamentally committed to Michigan. Recognizing that land use policies are pivotal to the state's success, LPI engages scientists from MSU, other universities in Michigan, and universities outside Michigan to develop strategies and policy tools to position Michigan to successfully compete in the New Economy based on the principles of Strategic Growth.

In everything LPI does, it considers issues in the context of sustainability, including the economic, social, and environmental dimensions. LPI encourages collaboration among land use researchers, policy makers, and community organizations, and attempts to marshal the breadth of MSU's capacity for research and education on contemporary challenges facing Michigan.

To learn more about the Land Policy Institute, download a copy of the first annual report of the Institute entitled *Helping to Shape Michigan's Future: The First Report* at http://www.landpolicy.msu.edu/modules.php?name=News&op=viewlive&sp_id=42. It is a comprehensive overview of LPI's first three years and provides complete information about its mission, goals, and how it became an institute. □



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adaptable, and rather than benefit from government-led economic development as in the Old Economy, they must engage partnerships among various sectors (business, government and nonprofit). Communities committed to helping build the New Economy are finding that prosperity comes if the right mix of economic development and placemaking strategies are in place.

That said, some regions are having an easier time transitioning than others. This is

Table 1
COMPARISON OF THE OLD ECONOMY AND THE NEW ECONOMY

Old Economy	New Economy
Cheap place to do business was the key.	Being rich in talent and ideas is the key.
Attracting companies was the key.	Attracting talented, educated people is the key.
Industrial sector (manufacturing) focus.	Sector diversity is desired, and clustering of related sectors is targeted.
Fossil fuel dependent manufacturing.	Communications dependent.
A high-quality physical environment was a luxury which stood in the way of attracting cost-conscious businesses.	Physical and cultural amenities are key in attracting knowledge workers.
Success = fixed competitive advantage in some resource or skill. The labor force was skills dependent.	Success = organizations and individuals with the ability to learn and adapt.
People followed jobs.	Talented, well-educated people choose location first, then look for a job.
Economic development was government-led. Large government meant good services.	Bold partnerships with business, government and nonprofit sector lead change.

evident in the current success of many of the Sunbelt Cities and in states such as Oregon, Florida and California. Regions in these states do not have the physical manufacturing infrastructure to deal with in the transition. Many Rust Belt states, however, face additional hurdles when dealing with the old manufacturing infrastructure and energy mindset as well as the pressing need to prioritize higher education as the focus for transitioning to the New Economy. This means more than simply not only ensuring everyone gets a college education, but also tapping existing and emerging knowledge in Michigan's universities to stimulate new science-based entrepreneurial activity.

The differences between the Old and New Economy are glaring as summarized in Table 1, and suggest a whole new mindset for growth and prosperity. Talent-driven small entrepreneurial companies are replacing large, stable companies as engines of economic prosperity. New previously unimaginable economic value has been created by companies such as Google, MySpace, You Tube, Facebook, and Skype in recent years, employing more people while legendary companies like Boeing, GM, GE and Ford have struggled to maintain a stable worker base. Personalized quality products are replacing mass produced quantity products as the products of choice in the market place and for a community to support. A changing dynamic environment is more attractive to knowledge workers than the rigid and predictive environment that Old Economy manufacturing plants demanded. Finally, information, innovation and empowerment are replacing control and discipline as the *modus operandi* for success and prosperity.

Why is the New Economy Important for Michigan?

Obviously, Michigan is one of the Old Economy manufacturing states that has not yet fully transitioned into the New Economy. However, it is also a state with great potential to thrive in the New Economy. According to the Kauffman Foundation's **2007 State New Economy Index**, Michigan ranks nineteenth overall in indicators for success in the New Economy. Areas of notable strength include industry investment in research and development (ranks fourth) and e-government (ranks first nationwide). In the November 2007 issue of **PZN**, Jen Gamber summarized a number of other potential positives for Michigan (see especially the University of Michigan CLOSUP policy report by Thomas Ivacko).

The Great Lakes region as a whole is one that has potential to be a strong player in the New Economy. According to John Austin of The Brookings Institution, the region "has a unique, shared economic and

social history," that can contribute culture and the appeal of older cities. The region also "has assets central to U.S. competitiveness as a generator of talent and innovation," as a "leader in global connections," and providing a "platform for sustainable growth." The Great Lakes region is home to many of the nation's most prominent institutions of higher learning, with the world's largest concentration of research universities, as well as a variety of physical, economic and cultural assets, which can together serve as catalysts for New Economy prosperity. Austin's report was summarized in the December 2006 issue of **PZN**, and I recommend you read it.

Defining Characteristics of Place that Thrive in the New Economy

The formula for success in the New Economy begins first and foremost with investing in people and attracting talent. Talented, hard working people who bring new ideas and innovations to bear in the marketplace are the number one asset for growing a New Economy.

Where Michigan is particularly falling short is in having places that are attractive and tolerant to young talented people. These are the people who bring fresh ideas and foster innovation, and they are also the people most likely to decide where they will employ their skills based on the amenities of the surrounding location. Talent is the new currency of economic prosperity, and talented people are driven by areas with high quality of life and tolerant diverse environments.

A 2006 survey performed by Yankelevich, Inc. (<http://www.yankelevich.com/>), the leader in generational marketing, for CEO's for Cities (<http://www.ceosforcities.org/home/index.php>), found that approximately two-thirds of college graduates, ages 25-34, look for a place to live first, before finding a job. Consider also that Zimmerman/Volk Associates, one of the leading national residential market analysis consulting firms, has found that

Six Pillars of Prosperity

1. Attractive Communities and Neighborhoods
2. Thriving Agriculture
3. Strong Life-Long Learning
4. Emerging Knowledge- Based Technologies
5. Natural Resources for Recreation and Job Creation
6. Inclusive and Entrepreneurial Culture.

The MSU Land Policy Institute in cooperation with Lansing-based Public Sector Consultants will be using the *Six Pillars of Prosperity* above to guide its efforts under

the capstone \$6 million W.K.Kellogg Foundation grant to support the People and Land (PAL) initiative. The new funding is expected to help strengthen the Land Policy Institute and support research on everything from policies and strategies to protecting the Great Lakes, to attracting young skilled workers to Michigan, to strengthening its farms. In addition, the PAL initiative will continue to invest in collaborative regional and state efforts in strategic land use for economic development. For more information visit http://www.landpolicy.msu.edu/modules.php?name=News&op=viewlive&sp_id=58 □

the 25-34 year old college graduates tend to be single, prefer renting to buying and prefer communities that add to their quality of life through diverse cultural, social and entertainment offerings. They also prefer locations where walking is easy and encouraged, and a wide range of transportation opportunities (especially transit) are readily available.

Unfortunately for Michigan, the type of communities the new crop of knowledge workers are looking for are not abundant. These talented people want diverse, high-density, mixed-use communities that are vibrant and offer a variety of activities and people.

Unfortunately for Michigan, the type of communities the new crop of knowledge workers are looking for are not abundant. These talented people want diverse, high-density, mixed-use communities that are vibrant and offer a variety of activities and people. Usually these are found in the downtowns of central cities. Think: Chicago, New York, Austin, Portland, Denver, and Ann Arbor. Most of Michigan's cities currently do not offer the walkability, diversity and thriving cultural attractions to entice young talented people to locate here.

Michigan Future, Inc., has begun a major initiative to help make Michigan communities more attractive to young talented people. (www.michiganfuture.org). According to Lou Glazer, Ex. Director of Michigan Future, Inc., data from the report "A New Agenda for a New Michigan" found that those regions across the country that draw highly skilled, high paying jobs were those regions where a



Cafes are part of the urban scene that attracts knowledge workers.

strong economy existed and were attractive to knowledge workers.

Strategic Growth and Asset-Based Economic Development to Attract Talent

In the New Economy, communities grow by leveraging their assets, which are largely land and talent-based assets. Other assets that have been used to attract or create effective strategies for recruiting the talented and creative class include:

- technology,
- innovation,
- universities,
- spatial agglomeration of industries, sector clustering,
- location of parks and trails,
- entertainment clustering,
- central city use of land,
- clustering of historical and cultural places and activities,
- waterfront redevelopment,
- image management,
- the nature of access to amenities,
- mixed-use development, and
- attractive design.

Helping communities, regions and states make the transformation from the old way of thinking to the new way of thinking is a critical challenge that society must grapple with over the next decade if the success of Michigan and the U.S. is to be assured. The burden on universities to play a key role in research, teaching, and outreach will be significant as society seeks new knowledge, tools and strategies.

Economic clusters are key for areas to be successful in the New Economy. Clustering has long proven to be an effective technique for retail as it is easy for customers to shop for different brands of the same product (as with clustered auto dealers), or a wide range of related products (as with furniture, appliances, and home building products). Clustering similar economic activities near each other serves to first, make it easy for the talented professionals to move between jobs and second, for employers to hire from a qualified pool of people. Southeast Michigan was one of the first places in the world to exemplify the importance of clusters with its concentration initially on auto manufacturing and now on auto research and development activities. Economic clustering is an important strategy that promotes synergy, interdependence, healthy competition and knowledge transfer. A good introduction to cluster based economic development and links to other related materials can be found at <http://www.eda.gov/Research/ClusterBased.xml>.

Since the young talent necessitated in the New Economy holds quality of place in such high importance, "strategic

Ten Smart Growth Tenets

For communities to succeed in the New Economy the role of placemaking is absolutely critical. This involves creating the environment for talented people and innovative partnerships to grow and succeed. In this respect, adopting land use strategies that are built on the foundations of Smart Growth will position the community to provide a diversity of options, be adaptable to change and become more sustainable. The Ten Tenets of Smart Growth are critical to any community wishing to provide a high quality of life in a manner that balances economic growth with environmental preservation and social equity. These tenets are guiding the creation of great places across the nation.

1. Create a range of housing opportunities and choices
2. Create walkable neighborhoods/communities
3. Encourage community and stakeholder collaboration
4. Foster distinctive, attractive communities with a strong sense of place
5. Make development decisions predictable, fair, and cost-effective
6. Mix land uses
7. Preserve open space, farmland, natural beauty and critical environmental areas
8. Provide a variety of transportation choices
9. Strengthen and direct development towards existing communities
10. Take advantage of compact development design.

The best sources for a quick but thorough introduction to Smart Growth follow:

- www.smartgrowth.org
- **This is Smart Growth** (32 pp, 2006); <http://www.smartgrowth.org/library/articles.asp?art=2367>
- **Getting to Smart Growth: 100 Policies for Implementation** (97 pp, 2002); <http://www.smartgrowth.org/pdf/gettosg.pdf>
- **Getting to Smart Growth II: 100 More Policies for Implementation** (114 pp, 2003); <http://www.smartgrowth.org/library/articles.asp?art=870>

placemaking" is key to attracting them to a city or region. In the New Economy, we have to use what we have to get what we want. Land use strategies, placemaking, amenities and other quality of life factors have replaced plant, equipment, capital and basic skills as attractors of '*good growth*.' '*Good growth*' is knowledge-based. It is not contestable. '*Bad growth*' is contestable. '*Good growth*' sticks with the community because the fundamentals of what the community is, is what brings people to the community in the first place. The community has to use all it has to maximize the productivity of knowledge-based growth. So, '*good growth*' is inherently smart and strategic. Michigan has an opportunity here—because we are still at that point where few others have discovered the power of placemaking.

In the New Economy, we have to use what we have to get what we want.

So, since '*good growth*' is what Michigan should be seeking, the next question is what do talented people consider '*good growth*'? This leads to the Ten Tenets of Smart Growth, which promote mixed-use developments, walkability, dense development as well as a variety of choices in transportation and housing options (see sidebar). Smart Growth is the rallying cry for communities trying to build places that attract and retain talent, and in the process, are building places that are highly livable for all residents.

For frontier thinkers in land use, who have promoted the concept of Smart Growth, and Strategic Growth, the opportunity has arrived for their knowledge base to be put to use in rebuilding communities under stress.

Beyond Cities to Regions and the Great Lakes States

What has been described thus far largely applies to Michigan's metropolitan areas. However, the transition to the New Economy does not stop at city or urban township boundaries. Regional context is an important part of the transition into the New Economy. Michigan's location in the Great Lakes Region provides the state with some challenges as well as many unique opportunities. John Austin drew four main findings regarding the Great Lakes Region's primacy for revitalization in the New Economy. First, "*the Great Lakes Region has a unique, shared economic and social history.*" Second, "*The region has assets central to U.S. competitiveness as a generator of talent and innovation, (as a) leader in global connections (and as a) platform for sustainable growth.*" Third, "*Despite its assets, this 'North Coast' region faces major challenges in transitioning from industrial to knowledge economy leadership.*" Finally,



Global communication is as important in rural as in urban areas in order to compete in the New Economy.

"The moment is ripe for leaders in the Great Lakes Region to forge a new compact with (the) federal government."

According to Austin, the region can draw from its unique resources, social and economic culture and concentration of older cities to pave the way from Rust Belt to Tech Belt. Already, the region has an infrastructure of hub cities, leading industry clusters and is globally connected with a ready partnership with Canada. Also, the region has tremendous talent and knowledge generation. According to Austin's report, the Great Lakes Region "*is one of the world's centers for new technologies and ideas, generating 32 percent of the nation's patents,*" and is home to many world-class research universities. These universities need to play a more central role in stimulating entrepreneurial activity and moving new technology into the workplace.

While the region and its cities have some existing assets and infrastructure that will help the transition into the New Economy, there are challenges to overcome such as the existing economic health of those cities, a legacy of segregation and significantly high poverty rates. Retooling the region in the New Economy will take coordinated efforts to fuel economic engines, remake the social contract, cultivate human capital and strengthen the region's older industrial metropolitan areas. Leveraging existing assets and building on strengths is where we must start, but our efforts must not leave rural areas behind.

Cannot Leave Rural Areas Behind

Rural areas will also be affected by the transition to the New Economy, but in a way that warrants responses different from the actions that would be taken in a metropolitan area. Growth in the New Economy including the attraction of talent occurs on a regional scale, and every community has a role. A successful region maintains interdependency between its urban and rural com-

munities, building on the strengths and assets of each to grow in the New Economy. The strengths and assets in all communities are different, and a high-performing region successfully leverages those unique assets instead of just trying to replicate the strengths of one community in another.

In rural communities too far to be within the influence of a metropolitan area, then there will be less focus on building places to attract new knowledge workers, and more emphasis on improving quality of life of the small towns in the area to retain the 24-35 year olds who already live there and to attract back a portion of those who grew up in the area, but went away for higher education. While a small town cannot provide the same degree of variety in shopping, entertainment and culture that a large city can, it can still focus on placemaking that is attractive to this age cohort, and as mentioned earlier, such Smart Growth also results in a higher quality of life for everyone. The key here is tolerant and progressive rural communities where rural innovation is embraced and encouraged.

But to retain and attract the best and the brightest (in addition to the ones the community has already raised), each rural community has to build on its assets—which are largely natural resources in rural Michigan. In some communities these are visual assets like natural scenery and lakes with high amenity value, and/or rivers and forests with many recreational opportunities (boating, fishing, hunting, skiing, snowmobiling, etc.). In others it is the farms, forest or mineral resources that are the existing source of wealth, and the asset most available to build upon.

While that may mean a continuation of traditional farming, forest management, mining and tourism, it is also likely to mean many new entrepreneurial opportunities that link to the New Economy—if the rural area has places with a quality of life that is attractive for raising families. In northern Michigan, this also means building places that are attractive for retirees. While retirees are on a fixed income, if they move into



an area, they often have incomes higher than the resident population and are a great source of new wealth, and usually of knowledge as well. However, they may demand more and better health care, and other amenities like bicycle and walking paths or healthy connections to nearby recreation areas. These are the same amenities desired by knowledge workers, so these quality of life improvements benefit the whole age spectrum of the community.

Rural communities can also capture the benefits of nearby urban communities by tapping into their appetite for tourism and entertainment by offering one-day recreational trips, eco-tourism, farm-based recreation, and opportunities to simply enjoy the country experience. But rural communities need to be imaginative and creative, by using "rural innovation" as a driver of sustainable economic development plans. Rural communities cannot continue to see agriculture as an after thought. As an industry, it too can grow.

Large-scale farming and even many small-scale specialty farms have become high tech havens and require well-educated operators and expensive high tech equipment. Numerous opportunities will exist to attract knowledge workers if the community has a good school system, basic livable community amenities and are close to numerous outdoor recreation opportunities. Agriculture's success will depend more on regional performance/success as consumer choices target sustainable agricultural products, and local food systems replace mass shipment-based agriculture. Global competition and globalization are forcing more localized food systems.

The advent of biofuels that are derived from corn, or other field crops and/or a variety of wood products presents a wide variety of unique rural opportunities for New Economy initiatives. This becomes even more significant when other alternative energy opportunities like wave power, wind power or solar energy are considered. Most rural areas in Michigan have abundant places where alternative energy could not only fuel other local New Economy initiatives, but be a product to export elsewhere with the money coming back into the local economy. Community-based energy systems hold a lot of promise this way. For example, a new Land Policy Institute report shows significant land lease income opportunities to farmland owners if Michigan adopts Renewable Portfolio Standards (see http://www.landpolicy.msu.edu/modules.php?name=Pages&sp_id=295).

Interest in agriculture in rural Michigan will grow, but only in places where farming is seen as part of an overall green infrastructure strategy and only in regions where agriculture's role is deemed integral to regional performance. Farmer's must evolve more integrative regional strategies that provide more amenity value and serve the pub-

lic interest beyond food production. This will enhance the chances for long term sustainability and make the area more attractive as a place to live. For this to happen, regional economic development strategies must value agriculture for its contributions to the long term sustainability of the regional economy as well as for the environmental and social amenity values of well-managed farmland to the larger community.



Mineral resources remain abundant in Michigan and mining is another industry being transformed by new high tech extraction techniques. While far fewer workers are needed, the basic educational level is much higher as are basic wages. Again, to be attractive to knowledge workers, there have to be places to live that are built on Smart Growth tenets.

Maintaining the scenic quality and water quality of Michigan's abundant natural areas are key to the long term viability of tourism—the third largest industry in Michigan (behind manufacturing and agriculture). While tourism is the number one industry in many parts of rural Michigan, if scenic vistas are tarnished, destroyed or simply reduced in number, then an area becomes less desirable to visit, vis-à-vis another area that has retained these amenities. Land use policies that discourage sprawl and promote compact small towns with a high quality of life (those built on Smart Growth tenets) will help ensure the sustainability of naturally scenic areas and associated recreation opportunities.

Michigan's urban, suburban and rural communities all have significant opportunities to successfully compete in the New Economy. But remember, place matters! The communities that succeed in the New Economy will use their assets to build places with a high quality of life that attracts new knowledge workers and which are desirable places to live for everyone of all ages.

Recommended Reading

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Transit is important for viable regional economies.

INCORPORATING NEW ECONOMY THINKING INTO LOCAL PLANNING & ZONING

By Mark A. Wyckoff, FAICP, Editor

This article focuses on the more practical aspect of the new economic challenge. What should be included in local master plans and zoning ordinances that help position communities to effectively compete in the New Economy? The two preceding articles presented a primer on *the what, and the why* of the New Economy. This article focuses on *the how* of using the down time of our poor economy to prepare for a better and more prosperous future in your community and your region.

This article is organized at two levels and the key points are summarized in Table 1. The first level uses the "Sears Method" of product classification: "Good, Better and Best." It lays out elements and techniques that can be used to make improvements to local plans and zoning at the basic level (good), the intermediate level (better), and at the advanced level (best). Now we might all agree that ideally every community should always be planning and zoning at the "best" or "advanced" level, but resources may not permit that at this time. But sometimes limited resources are only a matter of perception. For example, the second level may actually help reduce the cost to the municipality by spreading part of the cost to others or by sharing resources. This is because the second level lists everything that should be done at the metropolitan or regional level and that obviously extends beyond the boundaries of a single jurisdiction.

Ideally, all of the regional activities in all three columns of Table 1 would be complete before an individual community did anything on the local half of the table. However, if communities were to wait for that to occur, then they may be waiting forever. While every local unit of government should enthusiastically embrace a regional effort along the lines described in this article, if their master plan is presently up for a 5 year review, or now is the opportune time to incorporate New Economy thinking into it, then the community should not wait for a regional initiative to start. They should begin their own effort, join the regional one as it begins and then modify their own plan elements as pertinent throughout, or at the end of the regional process.

In many cases local planning staff will be able to perform the work that follows, but in the absence of such staff, communities should hire planning consultants to help with the task. Qualified consultants are listed on the Michigan Association of Planning website at <http://www.planningmi.org/planners.asp>. These folks have special expertise that may well save a community considerable time and money and add value well in excess of the cost of their ser-

vices. The savings will likely be leveraged the most if done on a multi-jurisdictional or even better, on a regional basis and all are paying for only a portion of the costs.

What You Can Do in Your Community/Region

Following is a more detailed description of the elements in Table 1, including both the rationale and specific steps that should be followed. It begins with the steps for planning and implementation at the local level and then repeats the process for the regional level.

Local Level – Good Effort

1. Local planners and planning commissioners get well informed about the New Economy any contemporary regional economic development initiatives underway. If none, help start one.

In addition to studying the November and December 2006 special issues of *PZN*, the two preceding feature articles by Dr. Adelaja, and the many reference materials cited, it will be important to find out locally and regionally what is already underway

terms of New Economy and Strategic Growth planning initiatives. Michigan's economy is so weak that throughout the state there are local and regional initiatives just being formed to chart a new course to prosperity. Your community should be involved. If there are no initiatives underway, then you can be the leader or at least the initial organizer to get one started.

Be sure to check with all the government and business groups that work in your community. These include those listed in the sidebar below. It should be quickly obvious that there are many different groups that are involved in various aspects of local and regional economic development. It should also be obvious that the local planning office, and/or local planning commission may not have been involved in these efforts in the past. That needs to change in the future. Communities that do not follow the Smart Growth Tenets will not be places that can compete in the New Economy. That is because place matters! The local planning commission has many responsibilities related to planning and zoning to build a community with the kind of quality that it is attractive to people of all ages, and is sustain-

Stakeholders to Involve

Following is a list of local government and business groups that should be involved in assisting with an asset assessment and preparing a local and regional Strategic Growth Plan:

- Local or Regional Chamber of Commerce
- Local or Regional Convention & Visitors Bureau
- Local or Regional Realtors Association
- Local or Regional Developers Association
- Local or Regional Homebuilders Association
- Local Farm Bureau
- Local Large Businesses and Industries
- Local Planning Departments
- Local Economic Development Departments
- Local Economic Development Corporation
- Downtown Development Authority
- Downtown Business Association
- Local Tax Increment Financing Authority
- Local Development Finance Authority
- Local Enterprise District Authority
- Local Empowerment Zone Authority
- International Tradeport Development Authority
- Local Brownfield Redevelopment Authority
- Historic District Commission
- County or Regional Economic Development Commission
- Local Housing Commission
- Local Urban Redevelopment Corporation
- Blighted Area Rehabilitation Authority
- Neighborhood Improvement Authorities
- Principal Shopping Areas Redevelopment Authorities
- Joint Corridor Improvement Authorities
- Local, County or Regional Park and Recreation Commission
- Local School Districts
- Joint Sewer or Water Authorities
- Metropolitan Council
- Regional Planning & Development Councils and Councils of Governments
- Local Airport Authority
- Local Transit Authority
- Local Land Conservancies
- Local Environmental Groups
- Local Arts and Cultural Organizations.
- Other local or regional entities related to economic development. □

Table 1
SUMMARY OF LOCAL AND REGIONAL MEASURES TO UNDERTAKE
TO PREPARE FOR THE NEW ECONOMY

(Note: everything in the “Better” column assumes that everything in the “Good” column has already been done, similarly everything in the “Best” column assumes that everything in the “Good” and “Better” columns has been done.)

Good Effort		Better Effort	Best Effort
		Local	
1. Local planners and planning commissioners get well informed about the New Economy and any contemporary regional economic development initiatives under way. If none, help start one.	7. Conduct local asset assessment in the context of the county (if not the region—which is better).	13. Actively work with regional group to complete a Regional Strategic Growth Plan.	
2. Gather and analyze economic indicators and New Economy data (including location of all New Economy businesses already in the community).	8. Understand the respective strength of assets with local significance versus those with regional significance.	14. Revise the Local Strategic Growth Plan to be consistent with the Regional Strategic Growth Plan (and make revisions to the local master plan and zoning ordinance if necessary).	
3. Conduct an SG RAT assessment to determine where the community is on the Smart Growth continuum.	9. Prepare a list of local economic development strategies.	15. Help educate local officials, businesses and citizens about the merit and importance of both the Local Strategic Growth Plan and the Regional Strategic Growth Plan.	
4. Seek public consensus on new Smart Growth placemaking improvements that will not only improve local quality of life for existing residents, but improve the prospects of attracting new, young, talented, and well-educated people to the community.	10. Seek public consensus on new economic development strategies and prepare and adopt a Local Strategic Growth Plan.	16. Help implement both the Local and Regional Strategic Growth Plans.	
5. Incorporate new placemaking elements into the local master plan.	11. Incorporate relevant elements of new economic development strategies into the vision, goals and objectives of the master plan, and any future land use changes that would also be affected.	17. Periodically monitor progress and make refinements to the Strategic Growth Plan as necessary.	
6. Revise the zoning ordinance accordingly.	12. Revise the zoning ordinance accordingly.		
		Regional	
A. Develop public/private partnerships to support development of a Regional Strategic Growth Plan.	D. Conduct regional asset assessment.	G. Prepare and adopt Regional Strategic Growth Plan with clear implementation strategies and assignments of responsibility for implementation.	
B. Gather and analyze economic indicators and New Economy data (including location of all New Economy businesses already in the region).	E. Perform gap analysis and identify best practices from elsewhere.	H. Work with local units of government to identify the unique role and responsibility of each local government for Plan implementation and to integrate relevant elements of the Regional Strategic Growth Plan into local plans.	
C. Establish common vision and goals.	F. Identify and achieve consensus on new strategies to pursue.	I. Periodically monitor progress and make refinements to the Plan as necessary.	

Note to Table 1: Ideally, all of the regional activities in all three columns would be complete before an individual community did anything. However, if communities were to wait for that to occur, then they may be waiting forever. While every local unit of government should enthusiastically embrace a regional effort along the lines described above, if their master plan is up for a 5 year review, or now is the opportune time to incorporate New Economy thinking into it, then the community should not wait for a regional initiative to start. They should begin their own effort, join the regional one as it begins and then modify their own plan elements as pertinent throughout, or at the end of the regional process.

able economically, environmentally, and socially. The kinds of economic development initiatives necessary to be competitive in the global economy will require local master plan and zoning ordinance changes and the local planning commission needs to be well informed about the need for and benefits of those changes and to work with the public, various stakeholders, elected and professional administrative staff to see that those changes are made in a timely fashion.

2. Gather and analyze economic indicators and New Economy data (including location of all New Economy businesses already in the community).

If the community, county or region already has an economic development office, it has probably already gathered and mapped relevant New Economy data. This includes key demographic data about the coveted young well-educated and talented 24-35 year olds, as well as any growth that may be occurring through immigration or in-migration. Also pay attention to those in the retirement years (who bring with them education, experience and stable retirement incomes). It should include data on the location of specific New Economy businesses. What the analyst will be looking for is clusters of businesses around which it is easier to attract additional businesses in the same sector because of a ready supply of trained labor. Figure 1 illustrates the type of map that is useful in analyzing this infor-

mation. The sidebar (to the right) sites a recent cluster study done for the West Michigan Strategic Alliance that is a great example of what these studies look like. The Oakland County Planning & Economic Development Department has a wealth of demographic and economic data online as well as excellent brochures on their Emerging Sectors initiative. Other basic economic development resource materials from the MSU Center for Community and Economic Development are also listed.

Data should be gathered and analyzed on a regional basis, even if a local (as opposed to regional) Strategic Growth Plan is being prepared. This is because there may be a business cluster of New Economy businesses in nearby communities, but not yet in your community, and your community may be equally well suited to attract new businesses of that type. This information should be widely shared among stakeholders identified in the first step, in part to educate them, but also to solicit other data interpretations that may not be obvious, but are no less significant. This also helps build ownership in the process as any community development professional will tell you.

3. Conduct an SGRAT assessment to determine where the community is on the Smart Growth continuum.

Since quality living, working, shopping, educating and recreating environments are so important to attracting New Economy workers—PLACE MATTERS! The best

MICHIGAN RESOURCES

Alternative and Renewable Energy Cluster Analysis: A Growth Opportunity for West Michigan, West Michigan Strategic Alliance, Dec. 2007. <http://www.wm-alliance.org/wmsa/assets/Alt%20Energy%20Cluster%20Analysis%20FINAL.pdf>

Emerging Sectors Brochures, Oakland County Planning and Economic Development Division. http://www.oakgov.com/peds/info_pub/business_development_infoandpubs.html

From the MSU Center for Community & Economic Development at <http://www.ced.msu.edu/handbooks2.html>:

- *Economic Development in a Global Knowledge Economy: A Guide for Local Practice*, 2007.
- *Metropolitan Michigan Knowledge Economy Indicators*, June 2005
- *The Dollars and Sense of Cultural Economic Development: Summary Report of Michigan's Cultural Capacity*, June 2005.
- *Michigan Knowledge Economy Index: A County-Level Assessment of Michigan's Knowledge Economy*, July 2004.
- *The Creative Community Handbook: A Leap to Possibilities Thinking*, June 2004.
- *Sustainable Community Handbook*, updated Jan. 2002.
- *Community Income & Expenditure Model*, 2nd Ed., Feb. 2000.

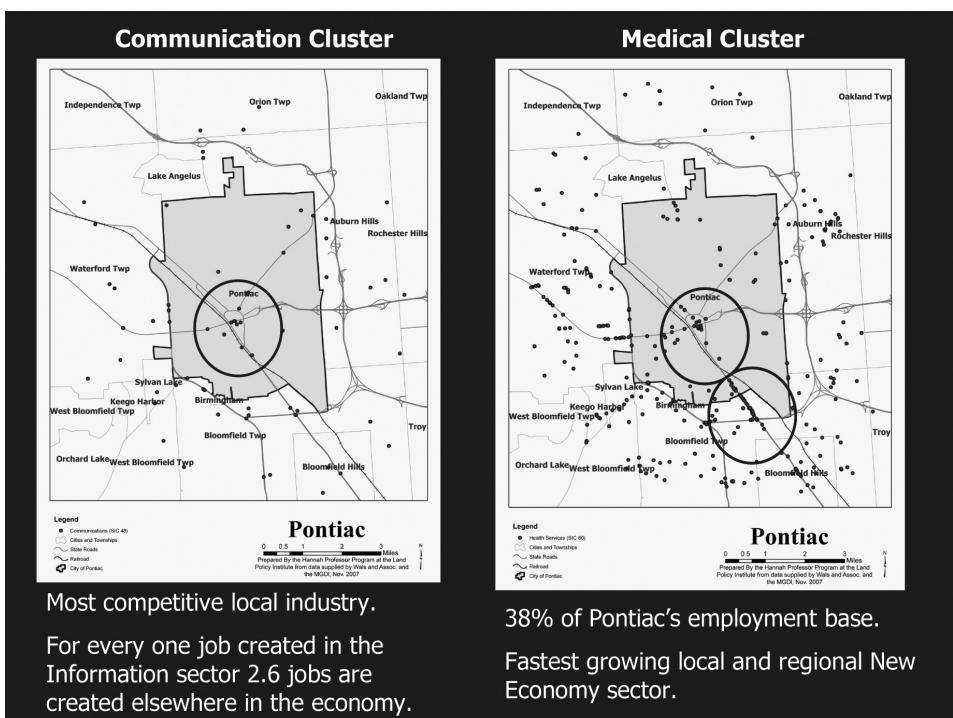
From the MSU Urban Collaborators Program at <http://www.spdc.msu.edu/urpp/outreach/ucprograms.htm>:

- *TIDE (Talent, Innovation, Diversity, Environment): Key Empirical Literature*, Aug. 2005. □

way to ensure quality communities from a livability standpoint is to ensure they are built according to the Ten Smart Growth Tenets (see sidebar on page 5). Few Michigan communities are built around these tenets, but all could be. To find out where your community ranks on the Smart Growth continuum, your community should take advantage of SGRAT. The Smart Growth Readiness Assessment Tool is an on-line tool that gives you an opportunity to access a wealth of resources that point the way to building a higher quality community. All you have to do is answer about two-dozen questions on each of the ten tenets. These resources are on-line in the form of direct links to other websites, or PDFs of key self-help materials. For more information, see the feature story in the February 2007 issue of *PZN* or go to <http://www.pzcenter.msu.edu/training.php> and

FIGURE 1

Cluster Maps Showing Communication and Medical Business Locations in the City of Pontiac and Abutting Jurisdictions in Oakland County



click on the Michigan Smart Growth Readiness Assessment Tool.

4. Seek public consensus on new placemaking improvements that will not only improve local quality of life for existing residents, but improve the prospects of attracting new, young, talented, and well-educated people to the community.

Once the community completes an SGRAT assessment, it will know the kinds of physical and cultural improvements necessary to attract New Economy workers. But before incorporating them in the local master plan, it is important to widely vet them throughout the community. This involves education and input. The community needs to be educated on how Smart Growth helps to build quality communities and the community needs to know which measures are most highly valued by existing residents. Few if any communities have the kinds of resources necessary to undertake many physical improvements at once. Priorities must be set and public support has long been the political benchmark for which priorities get funded and which do not. If the community and stakeholders do not understand *the what and the why* for the changes, then they are not likely to support them.

5. Incorporate new Smart Growth placemaking elements into the local master plan.

Once consensus has been achieved on Smart Growth improvements and a staging of the priority initiatives to make those improvements, then specific changes to the local master plan should be made. These changes are likely to affect the vision, goals, and objectives section, as well as the physical improvements section(s). There may also be future land use map changes involved, such as adding mixed-use areas, new green infrastructure areas, new cultural areas, etc. It is likely that changes to the local capital improvement plan (CIP) would also be necessary. Since the CIP is often prepared by the planning commission (and even if it is not, it must be reviewed by the planning commission to ensure it is consistent with the master plan), it is important for any Smart Growth related capital improvements to be incorporated into the master plan.

6. Revise the zoning ordinance accordingly.

Depending on the changes made to the master plan, it is likely that changes to the zoning ordinance will also be necessary. These may address mixed-uses, green infrastructure requirements, new PUD requirements, etc. Sometimes communities make the master plan changes, but do not

follow through with zoning changes. Since zoning regulates land use, if master plan elements are not incorporated in the zoning ordinance, there will be no change on the ground—and this is where it counts most.

Local Level – Better Effort

7. Conduct local asset assessment in the context of the county (if not the region).

As described in Dr. Adelaja's article on page 2 and illustrated in the case study of Pontiac on page 21, the assessment of local (and county or region if feasible at this stage) assets is critical to correctly identifying where to build new and better links to the New Economy. These assets will be quite different from one community to the next. In some it will be new high tech industries like biotech, medical or communication firms. In others it will be resource based industries like agriculture, that could attract biofuel energy facilities or alternative energy facilities like wind or solar. In still others it will be a range of quality housing options from lofts to townhouses, to starter homes, to retirement facilities. In still others it will be quality educational facilities and/or cultural opportunities. All these are needed in a competitive New Economy region and figuring out where your community fits in is critical to not only understanding your role/contribution but also how to build on that in the future.

8. Understand the respective strength of assets with local significance versus those with regional significance.

Some assets will be of more significance than others to helping improve the attractiveness of the region for New Economy talent. It is important to take an honest, serious look at the assets of your community and classify them into those of local and those of regional significance.

9. Prepare a list of local economic development strategies.

This step involves first identifying and then evaluating a wide range of potential economic development strategies. Creativity in conceiving strategies based on a thorough examination of relevant data should be employed. Sometimes the assets a community has to build upon are not obvious, or are limited but of high potential to greatly expand with the right kind of leadership and effort. In addition, careful strategy analysis may also reveal opportunities to help resolve other longstanding local problems if everyone is open to creative synergy. For any reader familiar with the City of Pontiac, you will see how most of the strategies in the new Asset-Based Economic Development Strategy will not only advance Smart Growth, and Strategic Growth principles, but also address real problems that

are priorities for Pontiac citizens (see case summary and excerpts on page 21).

10. Seek public consensus on new economic development strategies and prepare and adopt a Local Strategic Growth Plan.

Once the members of the public/private partnership created for this initiative have had a chance to review all the proposed strategies and winnowed the list down to a manageable number with the greatest chance of success, they need to be shared further. The public and the broader business community both need to be informed about the recommended strategies and their rationale. As consensus is formed, the Local Strategic Growth Plan needs to be formed. If a Regional Strategic Growth Plan has already been formed, then the local plan needs to be carefully constructed to complement the regional plan. The surest way to regional economic failure is for Local Strategic Growth Plans to be prepared that are not only inconsistent with the Regional Plan, but actually compete with it. The global economy is unforgiving, communities either live and work together in harmony, or they all suffer and die together.

11. Incorporate relevant elements of new economic development strategies into the vision, goals and objectives of the master plan, and any future land use changes that would also be affected.

Once the local or regional Strategic Growth Plan (or both) have been prepared, it is time to review the local master plan for necessary changes to ensure consistency. These are most likely to affect the vision, goals and objectives sections of the plan, as well as the future land use section of the master plan. Plan amendments should be promptly processed so as to remain consistent with the Local Strategic Growth Plan and if a Regional Strategic Growth Plan is in place, to show support and solidarity with it.

12. Revise the zoning ordinance accordingly.

As with step 6, there may be changes to the zoning ordinance that are necessary for it to remain consistent with the master plan. These changes should be processed in a timely manner.

Local Level – Best Effort

13. Actively work with regional group to complete a Regional Strategic Growth Plan.

If your efforts to reach out to affected stakeholders and other units of local government in your county and/or region have been successful, by the time you reach this step there will already be a regional effort underway which you are actively a part of,

or it will be ready to begin because other regions in the state will have so acted and your region will fear being left behind. Continue to do what you can to support the new regional effort and use your experience in developing a Local Strategic Growth Plan to help guide the creation of the regional plan.

14. Revise the Local Strategic Growth Plan to be consistent with the Regional Strategic Growth Plan (and make revisions to the local master plan and zoning ordinance if necessary).

Inevitably, if a Regional Strategic Growth Plan is prepared after a Local Strategic Growth Plan, then changes will be necessary to the Local Plan to remain complementary. These may be substantive or largely cosmetic, but in either case, they should again be made promptly to show the commitment of the local community to the regional initiative.

15. Help educate local officials, businesses and citizens about the merits and importance of both the Local Strategic Growth Plan and the Regional Strategic Growth Plan.

Continued efforts to educate and build support for the Regional Strategic Growth Plan will be necessary. The biggest challenge will come from those who believe that only a Local Strategic Growth Plan is all that is necessary. These segregationists recognize that the regional economic pie is relatively fixed in size and believe that capturing a greater proportion of the pie for your community is the way forward. They rarely understand that the only way for every community to sustainably do better (not just this year or next), is to grow the regional economic pie larger, and that that can only occur with all the communities in the region acting as one on issues of regional economic significance. Of course the other benefit of a coherent regional economic development strategy is that even the poorest communities will also benefit as the wealthier ones do. The analogy that all boats float as the water rises comes to mind.

16. Help implement both the Local and Regional Strategic Growth Plans.

As much work as it took to prepare both Local and Regional Strategic Growth Plans, it is now time for the real work to start—that is on Plan implementation. A plan that sits on a shelf is of little use, plans are prepared to guide change. That requires action to implement them. By now a large stakeholder group should be in place at both the local and the regional level to implement the Strategic Growth Plans. Share the responsibility of Plan implementation, as well as the credit for successes, and the

partnership will remain alive and serve everyone well.

17. Periodically monitor progress and make refinements to the Strategic Growth Plan as necessary.

No plan ever adequately considers everything that is relevant. In the changing global economy, it is certain that this will be true. Thus, it is important as a part of the plan making process to put in place a set of indicators to measure progress, and then at regular intervals (perhaps yearly, or every other year) to examine those indicators, and analyze what they mean. It is likely that refinements to the Strategic Growth Plan will be necessary. They should be communicated clearly to all stakeholders, and then once consensus is achieved, promptly made. The Strategic Growth Plan itself should be thoroughly reviewed and updated at least once each five years, and more often if circumstances dictate. If a Regional Strategic Growth Plan has been carefully prepared and properly incorporates local concerns, it may be that the local plan need not be updated in the future. Instead, the community could remain an active supporter of and implementer of the Regional Plan.

Regional Level – Good Effort

A. Develop public/private partnerships to support development of a Regional Strategic Growth Plan.

The same guidance as for #1 above (including the sidebar) applies here.

B. Gather and analyze economic indicators and New Economy data (including location of all New Economy businesses already in the region).

The same guidance as for #2 above applies here.

C. Establish common vision and goals.

In one sense this is easier at the regional than local level, and in another it is harder. It is easier when participants understand and accept the benefits of regional action, because then the focus is sharper and the vision and goals should be clearer to “see.” It is harder because the number of communities and non-public stakeholders could be much larger. This always raises the transaction costs (especially in terms of time) and that is a difficult burden on all the participants. The issue of transaction costs is the single biggest reason that more intergovernmental and regional initiatives do not already take place. The solution of course is to consolidate the number of participants into representative groups. However, there will be a loss of richness and possibly of

ownership, which may reduce potential support in the end.

Regional Level – Better Effort

D. Conduct regional asset assessment.

This is the same as #7 above, except the region is the target geography and not simply a local unit of government or a single county. This makes the amount of data to gather and process larger, but still is not an overwhelming task given that most of the relevant data is already available in a digital form. The regional assets should also be examined in the context of regional strengths, weaknesses, opportunities and threats (SWOT). See the sidebar on the next page for an example from the Lansing Metro Area of the kinds of elements that should come up as part of a SWOT analysis. This list is not exhaustive and should be supplemented with special regional concerns or opportunities.

E. Perform gap analysis and identify best practices from elsewhere.

Examine the depth of regional assets, emerging threats and opportunities to determine the gaps that can be exploited to better compete in the New Economy. Research and study carefully how other regions that are leading competitors have been successful in this area and what best practices they employ. Determine if these opportunities are worth pursuing and identify alternative strategies to make them successful.

F. Identify and achieve consensus on new strategies to pursue.

Vet the pros and cons of each alternative strategy among all the stakeholders and work to build consensus on those strategies with the most potential for long term success, and those that are important short term initiatives to pursue to set the stage for other future opportunities.

Regional Level – Best Effort

G. Prepare and adopt Regional Strategic Growth Plan with clear implementation strategies and assignments of responsibility for implementation.

Transform the consensus strategies into a simple clear set of new initiatives and establish who is responsible for what, by when and at what cost. A strategy will be effective only if the implementation scheme is clear, and agreed to by all the stakeholders at the outset. Prepare a straightforward, and professionally rendered Regional Strategic Growth Plan document along with a much shorter summary that is suitable for wide distribution.

Examples of Selected Regional Strengths & Weaknesses from the Tri-County (Lansing) Metro Area

In a 2006 MSU land use policy class taught by Dr. Soji Adelaja and Dr. John Warbach, undergraduate students completed each of the following steps as part of the major project in the class.

- Demonstrate understanding of the principles of Strategic Growth and the New Economy
- Document status and conditions of Lansing region.
- Analyze regional land use change and institutional decision making structure.
- Document regional assets (SWOT).
- Establish vision and goals.
- Perform gap analysis.
- Examine best practices from around the nation.
- Conduct regional economic growth analysis.
- Identify and analyze strategic options.
- Assemble analysis and recommendations into Strategic Growth report.
- Present recommendations to regional leaders.

Following is a partial list of some of the strengths, weaknesses, opportunities and threats facing the Tri-County Metro Area as identified by the students.

- Strengths:
 - Balanced industrial, service and farm production economy.
 - Potential competitiveness in a global economy.
 - Proximity to markets, consumers, transportation, etc.

- Great higher education institutions (MSU, LCC and Cooley).
- Home of the state capital – future hub of economic activity.
- Undeveloped waterfront.
- Weaknesses:
 - Dormant private sector leadership.
 - Limited philanthropy.
 - Property tax challenge due to publicly owned real estate.
 - Environment not conducive to economic growth.
 - Declining city.
 - Home rule.
 - Entitlement aspects of worker mentality.
- Opportunities:
 - Regional leaders looking to solve problems.
 - New Mayor.
 - Heightened global thinking of some leaders.
 - Environment not conducive to economic growth.
- Threats:
 - Region is in the path of development.
 - If paved over, we lose this asset to sprawl.
 - Current unemployment.

Since the student project was initiated, the Lansing Economic Area Partnership (LEAP), a private/public partnership, was formed *“to achieve a compelling and integrated regional economic development strategy to transform the tri-county region comprised of Ingham, Clinton, and Eaton counties.”* According to the LEAP website, *“Through market-based and results-oriented business leadership and assistance, LEAP will be instrumental in transforming the Greater Lansing region into a national center for innovation and productivity—one that is highly competitive in our global economy.”* For more information visit: <http://www.lansingleap.com/> □

H. Work with local units of government to identify the unique role and responsibility of each local government for Plan implementation and to integrate relevant elements of the Regional Strategic Growth Plan into local plans.

Unless every unit of local government in the region was actively involved in the creation of the Regional Strategic Growth Plan, it will be important for stakeholders to meet individually with each unit of government in the region and help them understand not only the basic elements of the Plan, but how they specifically fit in and how

they best can help. This may involve specific recommendations to them on changes to local plans and zoning regulations in order for each community to play their role in helping achieve an economically, environmentally, and socially sustainable region.

I. Periodically monitor progress and make refinements to the Plan as necessary.

This is largely the same as #17 above. It is critical for long term success though, that once adopted the Regional Plan remain a “living document” that is reexamined, re-

fined and updated as needed. That said, no serious change should be made for the first 18-24 months in order for the initial strategies to be successfully launched.

Timeline for Action

In order for Michigan to get out of its economic rut and best prepare itself to compete in the New Economy, all of the activities in Table 1 should be completed in all communities and all regions of Michigan within two years. That means by December 31, 2010. While that is an aggressive timeline compared to the scale of the effort needed, it is entirely achievable with the right leadership and initiative at the local and regional levels. Strategic Growth Plans are not expensive plans to prepare from a fiscal perspective, but all regional plans have high transaction costs if they are truly representative of all the communities and stakeholders. Nevertheless, local and regional consensus needs to be achieved in order for there to be adequate support for implementation. The same challenges exist at the local level, but the scale of the challenge is much smaller, and the chance of success should be much greater. However, at the local level, the odds of long term success are much smaller if the rest of the communities in the region are not pursuing complementary initiatives. Today’s global economy is comprised of so many regional economies that no individual city, village, township or county will long be able to compete independently against the global markets and other global economic forces.

The winners will be those regions that build and act on a broad consensus around a common vision embodied in a Strategic Growth Plan. In twenty years, the losers will be painfully obvious.

Short of a state initiative mandating the preparation of Regional Strategic Plans (and under the Headlee Amendment, paying for them), it is likely that not all communities and all regions in Michigan will have worked their way through all steps on Table 1 within two years. Nevertheless, the sooner that a community or region does complete these steps, the sooner it can begin implementing measures to build better communities and attract new businesses. The winners will be those regions that build and act on a broad consensus around a common vision embodied in a Strategic Growth Plan. In twenty years, the losers will be painfully obvious. No community can afford to be labeled a “loser,” whether it is true or not. Today is a great day to start...the clock is ticking. □

STRATEGIC GROWTH

The New Economy Prosperity Paradigm

By Dr. Soji Adelaja, John L. Hannah Distinguished Professor of Land Policy
Director, Land Policy Institute, Michigan State University

In my opening presentation at the 2005 Land Policy Institute's Land Use Summit, I presented an analysis of the critical linkages between land use decision making and prosperity. What motivated me at the time was my concern about four things: (1) the growing effects of globalization on states such as Michigan that are entrenched in the "Old Economy," (2) the potential that our mindset will not allow a fast enough shift in paradigm to "New Economy" thinking, (3) my recognition of the critical roles that planning and land use strategies could play in positioning our communities and state for prosperity, and (4) my perception of the huge gap between our current land use strategies and what it takes to be successful in the New Economy.

I have been told by many since then that while my concerns were well founded, the message came at a time that was too early, given the way we like to process tough messages or new ideas in Michigan. But the effects of Michigan's depressed economy are now more apparent and perverse. We are now at that point where the state's economic development strategies and regional strategies to achieve prosperity, as well as the planning and zoning activities of individual communities must be well intertwined in order for us to have a reasonable chance of success as a state. Gone are the days when lay and professional land use planners could make decisions without having to worry about championing new economic growth strategies and linking them to smart land use decisions.

Many of our former planning and economic development paradigms evolved in the context of a growing U.S. economy where economic downturns were short-lived and regional and local economies did not have to work hard to maintain their shares of ever-growing national prosperity. With the exception of a few cities, economic developers planned for growth and land use experts mostly planned and worked to manage and regulate growth, and the system seemed to work for both of them. In the new global economy, land use strategies must do more than "regulate bad growth," but instead "attract good growth."

Today, growth is more globally contestable. This means that whole regions and states, not just cities, will face economic hardship and the potential for declining population and demand for housing as the location choices of businesses and households become more strategic. Companies and jobs are a lot more fungible, and companies are seeking places that work, that

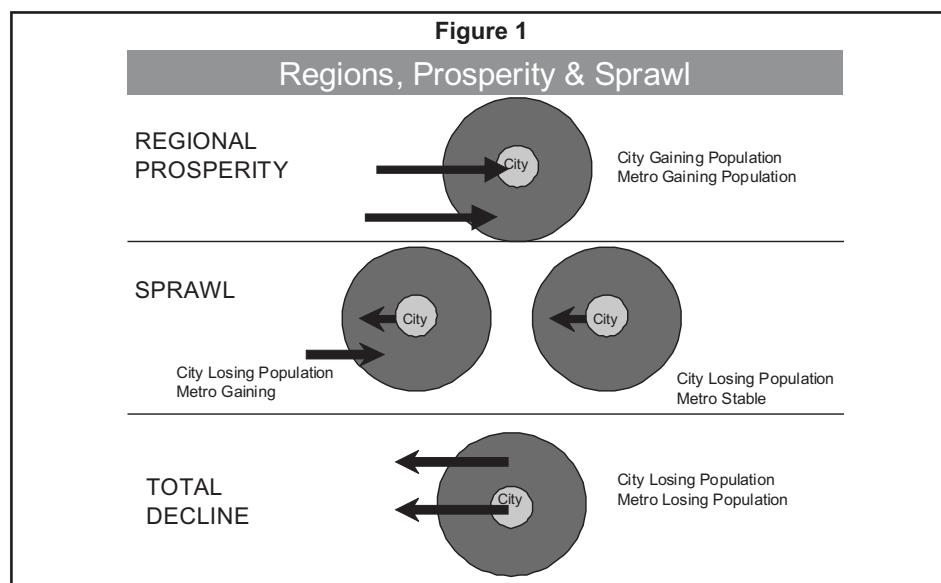
offer amenities and present good quality of life, because that is where the talent will gravitate. Workers are also more apt to move today, but for a different set of reasons. Declining opportunities for manufacturing jobs will increasingly force blue collar households to relocate; not too far, and often within Michigan. On the other hand, the talented, entrepreneurial and new college graduates, who have more confidence and are more flexible, will move to places with "allure, buzz and quality of life," creating a flywheel effect in favor of attractive, diverse and successful places.

The upper panel in Figure 1 depicts the pre-1960 era planning context when cities and metropolitan areas in general experienced growth. The middle panel depicts the post- 1960's era when the planning paradigm was in the context of sprawl. Cities emptied out while the suburbs expanded, with the combination of urban sprawl and net gains in regional population. Today, however, we are facing a new reality. It is very likely that not only some of our cities, but entire metropolitan areas will face decline. This is depicted in the lower panel of Figure 1. As can be deduced from Figure 1, it is likely to be tougher to reverse the declining trend in a region than fighting intraregional sprawl. Moving back to the top panel from the bottom panel requires a new way of thinking, which will be a major challenge for Michigan and for its planning and economic development communities.

Shifting from a paradigm of "stopping bad growth" to "attracting good growth" can be a challenge for planning commissioners, land use planners, and local elected offi-

cials especially in an environment where there is often little integration of economic development knowledge and land use planning. I draw the analogy between a beauty queen and a beauty contestant. The former just has to work to prevent bad things from happening while the latter must really work hard to look pretty enough to be competitive. Changing our strategy from "stopping bad growth" to "attracting good growth" will not be an easy accomplishment for a group that has not always been allowed in or interested in the drivers' seat of economic development planning. For one, the challenges of today call for "New Economy planners", who have to wear the hat of an economic developer, a green thinker, and innovative land use planner, rolled in one, and the requisite credibility to boot.

The recently reported 2006 population estimates for states by the U.S. Census Bureau may well support my point about Michigan's plight. Michigan was one of only two states that lost population (indeed the most declining, with a loss of over 30,000 persons in one year). This is more than a warning signal of what is coming, but to many communities it is already a confirmation of what is happening in many communities in Michigan. A look at historic counts and the most recently available county and local Census estimates suggests that many locations in the Upper Peninsula (UP), the Northeastern part of the Lower Peninsula (NE) and the Thumb have been experiencing population declines for several decades. But now rates of increase in suburban counties are slowing along with continued declines in many urban counties.



We are entering a phase where our people are now leaving the State itself, not just some regions, at a rate that is high enough to be noticeable and at a time when the national population is still growing. Obviously, our old economic development strategies are not working for us at both the state and local levels and we need to rethink our strategies. In this new phase, concern about interregional sprawl and interstate sprawl will probably replace our historical concern about intraregional sprawl. We are less equipped to handle the former. The fact that we could find our state in the same position that our larger tier cities have been in for decades – abandoned, unattractive,, we can use our imagination – suggests two things. First, we need to be more innovative and open minded about the solutions. Second, while we allowed our large cities to fail, we should hope that we are smarter in not allowing Michigan to fail.

Whatever the case, planning commissioners, professional land use planners and elected officials have a key role to play in the future positioning of Michigan, but this is a tall order. To understand our dilemma, it helps to recall that it took 100 years or more for Old Economy thinking to become entrenched not only in our economy, but in the minds of those of us with responsibility for informing decision makers or directly involved in planning for the future. It is hard to dump the very foundations of our world view, our thinking or professional grounding.

Progressive change in our growth and planning paradigm is a necessary condition for the effective positioning of Michigan. The sufficient condition is that the policies we invoke are effective enough to make our communities and state that much more attractive to creative New Economy talent and the clean economic activity that we have come to know as "good growth." This means that our growth choices must enhance quality of life, create a better sense of place, and foster a creative and entrepreneurial environment. This may be tough for planning commissioners, elected officials and the professional land use planners. While Michigan needs Plan B, its architects need to be able to present it in a context that makes sense to the majority who are entrenched in Plan A. This is a major challenge for the leaders of sustainability thinking in Michigan.

My 2006 Summit presentation again focused on land and prosperity, or sustainable economic development. I argued that a return to prosperity should be the single focus of Michigan leaders and communities today. I argued that our land policy and planning paradigm has to be more strategic, more aggressively leveraging inherent assets, but also more effectively protecting those assets that are fundamental to success in the New Economy. This must have sounded as impossible utopian double-speak to many, but it is possible in the context of the New Economy for growth not to be heavily resource devouring. This is the

only way to achieve the type of sustainable growth that will define the future of our communities in the new global or world space. This is not our father's economy. The "New Economy Planner" is not the planner of the past. The New Economy Planner has to wear the hat of an economic developer, green thinker, relocation expert, innovative planner, all rolled in one.

Michigan's hard times are not by accident. A series of policy decisions within Michigan and the nation, as well as the transformation to a world economy are clearly responsible. But we have to learn from the past and not be jaded by it. We can not effectively change our plight without a clear vision of what we want to achieve and a strategic plan for how to get there. From my perspective, that vision is nothing less than prosperity – being one of the most prosperous states in the nation. The pathway to that vision of prosperity is by following a simple paradigm I like to call "Strategic Growth." The focus of my 2007 Summit presentation was Strategic Growth. This paradigm is deeply rooted in the concept of regionalism. The profession most equipped to promote strategic growth and help educate the public about it is the professional planning community.

In the rest of this article, I will try to combine elements of my presentations from the 2005, 2006 and 2007 Summits. I will start by reexamining the concept of "prosperity," define "Strategic Growth," lay out the framework for implementing Strategic Growth and share some examples of tools that regions and places across the nation have used as part of their Strategic Growth plans. Strategic Growth requires the cooperation of all levels of government in order for each region and the state to prosper.

What is Prosperity?

Let me start with the Thesaurus Dictionary's definition of "prosperity", which is "a state of health, happiness and prospering, with steady good fortune or financial security. Thesaurus identified the following synonyms of prosperity: wealth, welfare, well-being, ease and comfort, enjoyment, affluence, and "the good life". These are things that few people or communities will challenge as desirable.

Its antonyms include words such as failure, hardship, loss, and poorness.

These antonyms are the things that every rational community wants to avoid. I therefore have chosen prosperity as the appropriate term to describe where Michigan should strive to be. I hope that no one will challenge that as a goal.

My definition of "prosperity" is:

- A state of stable, reliable and secure economic growth, with rising employment, income and overall quality of life, that ensures transcendental success.

When we think of prosperity, we tend to think about affluence, not stagnancy, and definitely not hardship. When we imagine prosperity, we tend to think of thriving metro regions with visible cores; and synergistically progressive suburbs which value their cores, patronize the central services, businesses and amenities at the cores, and offer a diversity of living, employment and entertainment choices. To compete in the New Economy, we need to get Michigan metro areas and regions there.

What types of places do we think about when we visualize prosperity? I went to the Smart Growth and New Economy literature and popular ratings through 2005, and this is what I found (see Figure 2). These places

Figure 2

Selected Prosperous Metros

Global Metros

- Paris, FR
- Athens, GR
- Amsterdam, HO
- Sapporo, JA
- Montreal, CA
- Brussels, SW
- Auckland, NZ
- Sydney, AS
- Vienna, AT
- Copenhagen, DE
- Milan, IT
- Barcelona, SP
- London, UK
- Prague, CZ

US Larger Metros

- Atlanta, GA
- Portland, OR
- Seattle, WA
- Boulder, CO
- Raleigh, NC
- Austin, TX
- Washington DC
- Minneapolis, WI
- Indianapolis, IN
- San Francisco, CA
- Camden Metro, NJ
- New York, NY
- Boston, MA
- Miami, FL

US Smaller Metros

- Green Bay, WI
- Monmouth/Ocean NJ
- Syracuse, NY
- Madison, WI
- Lancaster PA
- Boise, ID
- Montpelier, VT
- Casper, WY
- Rockland, NY
- Burlington VT
- Manchester NH
- Columbus OH
- Eugene OR



Figure 3
MICHIGAN LARGE METROS

Metro Area Rank *	2007	2005	2004
Ann Arbor	184	156	105
Holland-Grand Haven	187	177	NA
Kalamazoo	188	169	170
Grand Rapids-Wyoming	192	193	143
Flint	194	200	198
Warren-Farmington Hills-Troy	195	195	186
Detroit-Livonia-Dearborn	197	192	186
Lansing-East Lansing	200	197	164

Source: *Best Performing Cities, Milken Institute, 2004, 2005, 2007*

* Out of 200 U.S. Metro Areas.

stand out because they have some unique assets.

Now let's look at the Milken Institute List of Best Performing Metros (see Figure 3) to see where Michigan metro areas rank out of 200 metro areas in the nation. This list is based on indexes of short and longer term salaries, growth and high tech industry composition. I will ignore many in the top ten (sun chaser locations) because these metros benefit from the sun effect.

As I conducted my web-based exploration into what the rest of the 200 metro areas were like, I noticed that they tended to have many of the following characteristics in common:

- They are regions whose identities are defined by the metro area and not just one town – regional strategy matters.
- They are full of young entrepreneurs – growth is dynamic.
- They lure – they are attractive places.
- They tend to have green Infrastructure (parks), walkable places, trails, parks and links to culture, arts and dining.
- They present an atmosphere of diversity, tolerance and openness.
- They have public and community events – that focus on family, children and community.
- They attract talent, innovation, and creativity.
- They have an intellectual critical mass.
- Size is irrelevant.

But we also find that all Michigan metro areas were in the bottom quartile of the Milken Institute List. Our top metro, Ann Arbor, was 105 in 2004, dropped to 156 in 2005 and is 184 in 2007. Our western pride, Grand Rapids, fell from 143 in 2004 to 192 today. Detroit, our largest city, fell from 186 in 2004 to 197 in 2007. Lansing-East Lansing, our state capital region, went from 164 in 2004 to 200 and last place in 2007. Half of

the bottom ten of the 200 metros were Michigan metros in 2007 and 8 of the bottom 20 were from Michigan and Ohio. Inherent in Figure 3 is the freefall in the ranking of Michigan's metros in recent years. Obviously, something has gone wrong. We missed some key signals along the way while much of the rest of the world changed.

Michigan was a prosperous state. Its citizens enjoyed great quality of life in the 1960's, 1970's and much of the 1990's. Businesses and development thrived, while farms were prosperous for much of that period. Lawmakers had a vision of prosperity and knew what to do about it. Local officials did not find it difficult to get their jobs done. We accomplished these with a great degree of respect for stewardship of the land and service to each other.

To compete in the 21st century, communities need to be working cooperatively within their regions to think and plan smart.

But while we enjoyed our prosperity the world moved from a manufacturing to a knowledge-based economy. The world moved to a model where successful regions partner to define and implement a strategic vision for their region. Now, we suddenly find ourselves in the same boat as states and foreign countries which have the excuse of being resource limited. Yet, we are an asset-rich state. Michigan needs to be smarter in its growth decisions in order to compete in the New Economy. Communities need to be working within their regions to think and plan smart.

There are six major categories of strategic assets. These are critical to success. Michigan is well endowed in the first basic element:

- Natural resources (land, water and others).

Michigan is endowed in but can improve on these assets:

- Built resources (roads, cities and infrastructure).
- Human resources (quality labor force).

We must put in place the other requirements:

- Enabling environment and new capital.
- Entrepreneurial spirit and talent.
- Diversity, culture and commitment.

Michigan's natural resources may well be unique and many states just do not have the natural resource comparative advantage of Michigan. However, to have widespread prosperity, we need to exceed meeting the basic requirements of natural resources.

Prosperity also requires a clear vision, a winning strategy, and partnerships. We are the state whose economy is struggling the most. We, more than any other state, need prosperity. In this global economy, every other state and indeed every community in the world is now in competition with Michigan. This means we have to go beyond being smart – we have to be extremely strategic. The field is crowded. Breaking out of our economic rut will require a clear vision and a winning strategy/plan that is unique, competitive and builds on strategic assets. It will require partners, a team committed to the vision, to the Strategic Plan and to its implementation. The state plan needs to be made up of interrelated and coordinated regional or metropolitan Strategic Growth Plans that uniquely focus on the strengths of each region.

We can turn things around.

Experts in Smart Growth suggest that following the Smart Growth Tenets is the way to prosperity. (See sidebar on Smart Growth Tenets on page 5). They are right, as relates to individual communities, because place matters in the New Economy. (See article on page 2).

These tenets make sense for individual communities, but lack strong guidance for regional growth. In short, the Smart Growth Tenets are necessary, but not sufficient. The MSU Smart Growth Readiness Assessment Tool was prepared to help communities assess where they are on the Smart Growth continuum. But even after using SGRAT in your community, where is your community relative to working with your neighboring jurisdictions on a Strategic Growth Plan for your region?

What is Strategic Growth?

What is missing from Smart Growth is a focus on the economic region within which the economy thrives or dies. While I do not mean to be alarmist, economic death is a real option for some communities in Michigan. Many Michigan communities are liter-

arily on life support now and are in sharp contrast to their posture when they were founded a century or more ago. Every county in Michigan has "ghost towns" which died because they weren't economically viable. Now whole regions are at risk in the new global economy. Smart Growth offers a path to prosperity, but only for those willing to work in partnership with their neighbors and other stakeholders. In the New Economy, prosperity will not just fall in place by happenstance.

I developed the concept of Strategic Growth as a set of principles that can guide more regional Smart Growth strategies. Strategic Growth builds on Smart Growth strategies, but is rooted in the fundamentals of the New Economy. It is deeply rooted in the principles of regionalism and regional strategies, it seeks to build on unique regional assets and opportunities, and capitalizes on regional comparative advantage in building regional and global uniqueness and competitiveness. It therefore entails partnerships (private-public and inter-jurisdictional), promotes intraregional cooperation and tries to avoid the unnecessary duplication of functions that tend to occur across communities. It recognizes the premier role of talent (creativity and innovation) as the currency of the future, as well as the notion that New Economy firms are not as resource exhaustive or pollutive as Old Economy industries. Therefore it seeks to attract talented people as drivers of the New Economy. It leverages the role of Green Infrastructure in implementing placemaking strategies. It recognizes that diversity and tolerance promote the culture of innovation and knowledge creation. Strategic Growth is New Economy Sustainable Growth.

Literature on the New Economy presents Seven Pillars of the New Economy (see the works of the Progressive Policy Institute, Michael Porter, Robert Atkinson the National Governor's Association, and Doug Henton). Strategic Growth is a framework for integrating these strategies with Smart Growth Tenets to define highly functional regions. See sidebar.

But in order for Strategic Growth to work in a regional context, it must also be guided by fundamental principles. I suggest the following four principles are most relevant. They involve regionalism, rural-urban interdependency, strategic asset assessment which drives a Strategic Growth plan, and focusing of resources.

Principle 1 - Regionalism:

The smallest unit of sustainable Smart Growth is a region, not a county, township or village, and not even a city. A region is also the same as a metropolitan area where it is urbanized. It is the area that functions as a metropolitan or regional economy. All of the local units of government within a region have to work together in order to cre-

ate a regional strategic approach. At the core of a region is a hub which maximizes spillover from the core to surrounding communities.

Regional hubs are more effective targets for resources and innovation. In Michigan, all regional hubs are central cities or clusters of adjacent central cities (like Lansing/East Lansing) and sometimes the suburbs that adjoin them.

Principle 2 - Urban-Rural

Interdependency:

A prosperous region has a thriving core with the necessary gravitas to benefit its surrounding communities. Without enough substance or weightiness, then the region cannot effectively compete and without being competitive, it cannot deliver on the synergy that should come from all the local units of government working together with each contributing its strengths to the whole region. A city can not prosper without a functional region that includes thriving suburbs that value the city, patronize city services/businesses, and offer diversity in living and working experiences.

But this is a symbiotic relationship. The suburbs also cannot thrive for long if the center, the core, does not also thrive. The rural communities also have an important part to play. First they provide natural resource-based industries that for the most part should be based on renewable resources (like farming and forestry) if managed properly. Second, the rural areas define the core with the vast surrounding green space they provide. A metro area without a greenbelt is not much more than overlapping urban areas with little variety of geography to define itself by. It is hard to have a unique identity in that situation.

Principle 3 - Strategic Assets

Assessment & Strategic Growth Plan:

Growth is a zero-sum game, especially in a tight economy. All communities seek prosperity and try to reshuffle the same deck of cards. Only those with strategies that match their regional assets can prosper. Michigan needs a new deck of cards to play with.

Each region needs to do a strategic asset assessment and identify its strengths, weaknesses, opportunities and threats. There is no magic to performing a SWOT analysis; it is a time honored technique. But here the focus should be squarely on assets throughout the analysis. Once the region understands its strategic assets, then it can leverage them. Successful regions will be those that build on their unique assets and create an entrepreneurial environment within which new ideas can flourish. The strategic assets assessment needs to be used to create a regional Strategic Growth Plan that sets forth a common vision for the future and the steps that need to be taken to get there, as well as assigns re-

sponsibilities to the many partners to the plan to get the work done. In the New Economy, to Fail to Plan is to Plan to Fail.

In the New Economy, to Fail to Plan is to Plan to Fail.

Principle 4 - Targeting of Resources:

Planning for inappropriate growth in the wrong place will result in wasted resources. Since public and private resources are limited (especially in a tight economy), all new development needs to be strategically placed.

The "spaghetti approach" does not work. Not every location is equally deserving of scarce resources. That means communities and regions must target resources and cooperate in locating new growth that benefits the region. One of the greatest success stories in Michigan in the last decade was the regional cooperation in mid-Michigan that resulted in two new GM automobile factories. No other region in the nation has seen the development of two new automobile plants in a decade. The City of Lansing, as well as all the suburbs set aside differences to protect high paying auto jobs which would have been lost when three older auto plants in the city closed, if everyone had not worked together to support the closings, and building of the new factories.

Strategic Asset Assessment

Principles 3 and 4 above require some more explanation. Intergovernmental cooperation and partnership are key requirements for Strategic Growth. Success requires a vision, regional partners, and build-

Seven Pillars of the New Economy

Rather than simply trying to cut costs or react to each new economic gyration, metropolitan areas should instead invest in the foundation areas for growth in the New Economy. A progressive, innovation-oriented metropolitan area or regional policy framework for the New Economy should rest on seven pillars:

1. Knowing the region's economic function in the global economy.
2. Creating a skilled workforce.
3. Investing in an infrastructure for innovation.
4. Creating great quality of life.
5. Fostering an innovative business climate.
6. Reinventing – and digitizing government.
7. Taking regional governance seriously. □

ing on unique regional strategic assets (such as culture, identity, talent, natural resources, quality of life). But what are strategic assets? As you probably guessed, strategic assets are those unique resources and assets that can make a region distinct in attracting the right mix of resilient and sustainable growth and global opportunities.

Michigan's population-based assets are overwhelmingly concentrated in the lower half of the Lower Peninsula where most Michiganders live (see Figure 4). This is also where manufacturing is the strongest (see Figure 5), and not surprisingly where the largest number of manufacturing jobs have been lost. This is also where our agricultural resource base is concentrated. These are substantial assets around which regional plans for future prosperity can be prepared. In the northern half of the Lower Peninsula and the Upper Peninsula, we have vast areas of forest, minerals, inland lakes, rivers and Great Lakes coastline and not nearly as many people, except in a few urbanizing counties. These assets are quite different from those in the southern part of the state, and must be appreciated differently for the opportunity that they present. Nevertheless, they still present enormous untapped potential that should be the focus for new regional prosperity plans.

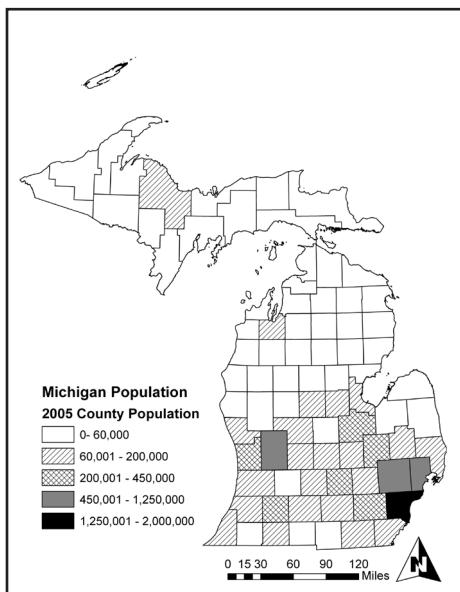
More specific examples of regional strategic assets include:

- **Cities:** Cities serve as the hub of a thriving region. Cities and a few urbanized townships offer amenity-rich locations that if well supported and managed, can enhance the gravitas of a region. There are few successful regions without a

successful city (or several successful cities). Cities are magnets for talent, the creative class, immigrants and New Economy businesses. These groups are highly productive in creating jobs and are critical elements of the New Economy.

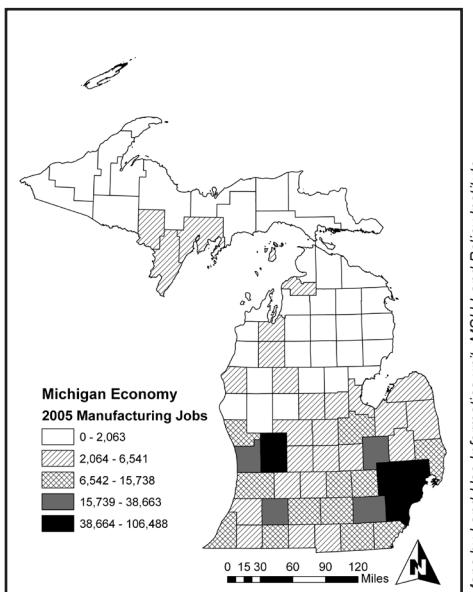
- **Natural resources and green infrastructure:** Farmland, forests and other green industries do not only add regional economic diversity, but can also serve as the basis for future economic growth opportunities in such areas as phyto-pharmaceuticals, nutraceuticals, wind energy, bio-based fuels, etc. Farmland offers opportunities for agro-tourism. Parks, trails, and other high amenity land uses can form the basis for vibrant lifestyles (that could be branded).
- **Strategic location of a region and the spatial location of activity within the region:** Today, location can still define the success of a region. Location can add value by defining access of a region to major markets and infrastructure. The growing interest in sustainable food systems suggests that a day might come where food sources are more local.
- **Transportation:** Water, rail, air, transit and other new transportation options can offer new opportunities. In the New Economy, fewer people appreciate auto-dependent transportation and the allure of many successful regions has been enhanced by reliable transit opportunities. Highway access is also an asset. It provides proximity to markets and access to workers.

Figure 4
Michigan Population



Source: U.S. Census Population Estimates, 2005

Figure 5
Michigan Manufacturing Jobs



Source: U.S. Bureau of Economic Analysis. 2005. Regional Economic Information System. 2001 - 2005. Personal Income and Earnings NAICS (CA05N).

- **Universities:** Universities produce valuable talent that, if strategically wooed, managed and retained, can spur a culture of innovation and entrepreneurship. Many cities that have maintained their buzz downtown, did so largely because of student activities. University technology transfer activities and business incubators can make strong long term contributions to innovation development in a region. Universities also add cultural life to a region through their athletic, museum and cultural activities.
- **Lake/river/waterfronts:** these represent amenity-rich environments with potential to contribute to recreation, leisure, entertainment, night-life and new construction opportunities. Independent harbor or water district authorities have been known to add significant value in some cities.
- **Talent/expertise of business community:** Local chambers of commerce and business leaders represent an important asset for a community. To the extent to which they chose to work together, they can have a huge impact on the prospects of a region. New successes in Grand Rapids and other cities have been attributed to business-led economic development initiatives (like the West Michigan Strategic Alliance). The combination of foundations, civic organizations and the business community is a powerful force for positive change.
- **Existing industrial/business clusters and corridors:** Several business clusters have the potential to serve as the foundational basis of the emergence of a New Economy. Bio-technology firms, information technology firms and other high tech companies have helped to define the success of some regions. Regional leaders need to understand the assets, not only in their community, but also in the region. They need to identify clusters of activity and then build upon them.
- **Regional pool of civic and leisure assets:** Regional civic and entertainment activities can be better connected to create value-added regional experience that will attract the right growth opportunities. Cities are particularly more useful to the region when they offer viable retail, cultural, service and entertainment activities that draw in people from other jurisdictions. In many communities it is the city and surrounding townships that together provide these functions.
- **Mixture of quality neighborhoods and commercial business districts:** It is important to recognize the inherent property and business types within a region and how they cluster together. A good city, for example, is one where the central business district (downtown) exists in synergy with its neighborhoods. Neighborhood commercial centers play

an important role in this balance. Balanced investments in neighborhoods, downtown, the city and surrounding townships can create a distinct continuum of communities whose sum adds up to more than the individual parts.

- **Image:** Promoting the identities of neighborhoods, downtown, the city and surrounding townships as part of one campaign can raise the gravitas of the region. Most regions do not promote their communities and neighborhoods and most do not promote themselves at all.

It is easiest to grow based on the resources your region is abundant in or economic activities your region is good at. In most cases, these are assets you had all along—but you may be “discovering” them for the first time (e.g. wind energy resources).

Examples of Strategic Growth Successes

Communities must leverage their assets and create new ones to be relevant in the future. The reputation of an area is regional – so collaboration is critical. I would like to end this piece by sharing with the readers some examples of out of the box strategies have worked in the past 20 years.

Image and Strategy: Madison, Wisconsin

Beginning in the early 1990's, Madison back-planned its media placements. It examined **Money Magazine's** America's Best Places to Live list and began to work to meet its criteria. It ranked first in 1996, and has continued to be on the list. The same model was applied to **Forbes** for business rankings and then to travel publications for convention business. Of those who eventually relocated to Madison, the vast majority cited Madison's ranking in those magazines as an important factor in their relocation decision.

Talent: Minneapolis, Minnesota

In late 1989, some young MBA's asked their employers for \$2500 and a few days to travel to five top business schools to recruit based on the Minneapolis area's quality of life. Their employers agreed and the result was that several hundred top business students relocated to the region and stayed. This, in part, led to the next evolution of Minneapolis' area economic, banking and financial services. Minneapolis had the intellectual capital to take advantage of banking consolidation in the Midwest.

Arts and Culture: Austin, Texas

In 1983, Microelectronics and Computer Technology Corp. (MCC) made Austin its home. The Chamber of Commerce raised \$20 million to build MCC a building (a turning point in attracting talent for Austin). The Chamber created Austin 20/10, a regional

plan to attract more technology workers, improve QOL, capitalize on the city's entertainment industry and build engineering and computer science infrastructure at the University. Austin invested heavily in cultural lifestyles and the music scene. The city turned an old airport into film studios and combined film recruitment with insurance, risk management and banking services to attract the film industry. There are now 120 live music venues in Austin. They supplemented this with expansion of restaurants and nightlife; improved access to lakes, jogging paths, etc. It is now becoming a destination place for movies.

A Business/Civic Partnership for Economic Development: Prosperity New Jersey.

Partnerships are key to Strategic Growth success. The best partnerships involve business and civic leaders who use their vision and contacts to generate resources for economic development. Prosperity NJ, a nonprofit organization which brings together the leading stakeholders in business, government and education to foster key state economic goals is one successful example. Prosperity NJ now manages five key initiatives:

- New Jersey Life Science Super Cluster.
- Governor's Project on Entrepreneurship.
- Project STEP UP, a partnership between schools and business.
- New Jersey Nanotechnology Consortium.
- New Jersey Development Council.

Image: Virginia Beach, Virginia

Virginia Beach created a series of 30 and 60 second spots that ran on A&E, CNN and other cable channels. It was done on a per inquiry basis – Virginia Beach only paid for qualified inquiries, not time and space. The campaign featured local business leaders delivering testimonials about why they located or expanded their businesses in the area. Ads ran in NY and DC. 1600 inquires resulted from the campaign. Virginia Beach was able to do the ads for almost nothing: they wrote the copy in-house; production and placement was done by a local ad agency on a commission basis. They also created a citizen newsletter with a distribution of over 60,000 paid for entirely by advertising.

Public-Private Partnership: New Brunswick, New Jersey

Like many U.S. cities in the early 1970s, New Brunswick's economic and residential bases were in decline. To ensure the economic revival of the city and to combat its failing infrastructure, several unique individuals banded together to create the New Brunswick Development Corporation (DEVCO).

- Johnson & Johnson executive John J. Heldrich.
- State senator and then mayor John Lynch.
- Former Rutgers president Edward Bloustein.
- Former Johnson & Johnson chairman Richard Sellars.

DEVCO is a tax-exempt urban real estate development company. It was created in the mid-70's to initiate redevelopment projects and to serve as the vehicle for public and private investment in the City of New Brunswick. Christopher J. Paladino, President, New Brunswick Development Corporation (DEVCO) guides his efforts by one phrase, “*A City's Never Finished.*” Since its inception, DEVCO has overseen more than \$1.6 billion in investment to aid in New Brunswick's economic revitalization. By 2006, DEVCO had under development approximately 2.5 million square feet of redevelopment projects, representing more than \$450 million of new investment. DEVCO serves as a nonprofit real estate development company to jumpstart the city's economic resurgence. By partnering with educational institutions, local government and the private sector, DEVCO essentially remade New Brunswick. As a city of only 49,000, one might not expect much, but its population triples during the day, and much of that spills over into the evening, creating the dynamic nightlife crucial to attracting and retaining young professionals. With a theater district, several four star restaurants, destination shopping, and urbane mixed-use development along its waterfront, New Brunswick has made a real transformation.

Green Infrastructure: New York City

The then, new mayor Bloomberg laid out a bold new vision for NYC. His pledge was that every New Yorker would live within 10 minutes walking distance from a public park. The mayor's plan provided for many more bike lanes, as well as opening up public access to 90% of nearby rivers, harbors and bays. He created a sustainability advisory board made up of scientists, scholars, academics, city planners and environmentalists. He initiated major rezoning of land for mixed-use development. He called for conversion of a former landfill (biggest in the world), into the biggest new park to open in the city in a century. He offered an energy plan to reduce city dependence. NYC is considering an auto-use tax to reduce use of autos. Experts were claiming significant positive effects from this plan after only a few months.

Summary

Michigan is going through one of the toughest challenges in its history. It is now in the company of “hardship states”. Current state and regional economic develop-

ment strategies are not sufficient and need to focus more on targeted growth. Prosperity requires strategic thinking on a regional basis. Public and private partnerships will be crucial to long term success. Starting with regional asset assessment is critical, as is preparation of a regional Strategic Growth Plan.

The solution is not in our 1850 units of local government acting independently. This is neither Smart nor Strategic Growth. However, if individual local units of government cannot work together cooperatively for the good of the region today, it is better for a local unit of government to plan for Strategic Growth alone, than not at all!

But individual communities cannot achieve lasting prosperity alone—because in the end, all communities in Michigan are in the same boat, and if any one community is weak or suffering, all will suffer to one degree or another. Likewise, as the weakest community improves, so will all the rest. In short, cities, villages, townships, and counties must all work together for long term prosperity in their region. This means setting aside petty differences and past grievances and focusing on a common vision of future prosperity, and on both common and unique assets to use in achieving that vision.

The Ten Smart Growth Tenets give us a good basis for developing a local growth strategy and for building communities with a sense of place that will last. The Four Strategic Growth Principles focus on prosperity in a regional context. They will help: determine where you want to be – prosperity; determine which of your assets can get you there; and adjust your vision and goals to what is feasible. Strategic Growth Principles link a vision of prosperity with the strategy of building on regional assets. These are the strengths that your region can use to be more competitive in the new global economy.

The role of a Regional Strategic Growth Plan is to create a blueprint for connecting regional assets to prosperity. It is the first step to rethinking how to build the future regional economy and the physical dimensions of the region. It lays out the future vision and the steps necessary to get there.

It all starts with using your assets to create places that creative and smart people want to live in. If your assets do not already attract creative and smart people, then strategically grow your assets. Grow the right assets (talent, nature, landscape, culture, innovation, etc) that will stick. This is not your father's planning—synchronize environmental/land use, cultural and economic planning. Work as regions-success is becoming harder. If we are strategic, Michigan's metropolitan areas and rural regions will all thrive.

It is our mission at the MSU Land Policy Institute to help you access the research, partnership, outreach, assessment and training tools for prosperity. Check our

GRAND BLANC TECH

VILLAGE

By Jen Gamber, PZN Associate

Though currently considered a bedroom community between Flint and Ann Arbor, Grand Blanc Township sees the transition to the New Economy as a prime opportunity to leverage the community's assets and bolster economic development and growth.

At the heart of the community's commitment to adapting to the challenges of the New Economy and of retaining educated youth, is the Grand Blanc Technology Village. Grand Blanc's project, with the professional assistance of Birchler Arroyo Associates, is in the initial visioning phase, but is already generating a lot of buzz, according to Grand Blanc Community Development Director Keith Edwards. The village plan area includes eight sections of the township and contains the Genesys Regional Medical Center. The area has much of the township's land zoned for industrial uses as well as the township's largest area zoned for research and development.

Rod Arroyo, vice president of Birchler Arroyo Associates, said the village area plan will merge technology with the concept of a village, incorporating place-making and the vertical and horizontal mixing of land uses. It will serve to bolster the economy of the region and retain young people, while still providing for high quality education, knowledge-economy jobs and quality of life.

Edwards said the ultimate purpose of the Technology Village concept is to step away from the 1980's-style, car-oriented

website often for new research and tools to help you (www.landpolicy.msu.edu).

Key Resources

- Progressive Policy Institute
 - <http://www.neweconomyindex.org/>.
- Economic Development Strategies.
 - www.neweconomyindex.org/metro/part6.html.
- Knowledge Jobs.
 - www.neweconomyindex.org/metro/part1.html.

Other Resources

- Atkinson Robert D., with assistance from Rick Coduri. **The 2002 State New Economy Index: Policy Report**, Progressive Policy Institute, June 10, 2002.
- Atkinson Robert D. and Randolph Court. **The New Economy Index: Understanding America's Economic Transformation**. Progressive Policy Institute, 1998.
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office parks and create a village environment that integrates places to work and places to live. Exactly how this will look and function will be determined as the project moves through development phases. He notes that there are some preliminary ideas of what young people want, but are not necessarily finding, in communities in Michigan. Young professionals tend to be attracted to areas where they can live, work, shop and find entertainment and cultural activities in close proximity and with access to various modes of transportation. Providing for alternative energy options and creating sustainable places will also be important.

Arroyo said the area will definitely be mixed-use, centering on technology. It will potentially integrate other elements of mixed-use developments with the synergy and activities that young professionals are looking for.

Edwards is confident that while many view Michigan's economic conditions as bleak, this time presents an incredible opportunity for the Grand Blanc community and region. The area has existing amenities such as sewer and water infrastructure, the medical center and facilities, a renowned public school system and proximity to many universities. The area is also located near the growing technology cluster Automation Alley. Together, these assets create an area ripe for new investment and community development, he said.

For more information on the Technology Village and for updates as it moves through the planning phases, visit www.gbttechvillage.com. The site also provides access to presentations made by a variety of professionals at the Nov. 7, 2007 Grand Blanc Tech Village Symposium. □

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- **Restoring Prosperity: The State Role in Revitalizing America's Older Industrial Cities**. The Brookings Institution Metropolitan Policy Program, May 2007.
- **Smart Growth Tenets**; Smart Growth Network, Smart Growth Online, <http://www.smartgrowth.org/about/default.asp>.
- **2007 Best Performing Cities: Largest Metros**, Milken Institute, Santa Monica, CA.
- **2007 Best Places to Live**; **CNN Money Magazine**, <http://money.cnn.com/magazines/moneymag/bplive/2007/>. □

SMART GROWTH TENETS

The Governor's Land Use Leadership Council recommends the following actions to foster strategic, long-term, coordinated planning and development regulation at the local, regional, and state level in Michigan. These recommendations are founded on the vision and goals as defined in Chapter 3 of this report,¹ paying particular attention to the smart growth tenets.

The council used the following smart growth tenets² for many of the recommendations contained in this report. These ten tenets can form the basis for establishing a set of state land use goals.

1. Mix Land Uses
2. Compact Building Design
3. Increase Housing Choice
4. Encourage Walking
5. Offer Transportation Variety
6. Create Sense of Place
7. Protect Farms, Unique Natural Features, Open Spaces
8. Direct New Development to Existing Communities
9. Make Development Process Fair, Predictable, Efficient
10. Involve Stakeholders

What is Smart Growth?

- Smart Growth is development that serves the economy, community, and the environment.
- It provides a framework for communities to make informed decisions about how and where they grow

Why Smart Growth?

It makes Dollars and Sense

- Financially Conservative
- Environmentally Responsible
- Socially Beneficial

Financially Conservative

- Responsible use of public money
- Reuse existing buildings
- Use existing roads and highways
- Use existing water/sewer infrastructure

¹*Michigan's Land, Michigan's Future: Final Report of the Michigan Land Use Leadership Council*, August 15, 2003, Prepared for Governor Jennifer Granholm and the Michigan Legislature. Submitted by The Michigan Land Use Leadership Council

²Smart Growth Network. *Getting to Smart Growth*. Washington, D.C.: Smart Growth Network. [Online, cited 8/3/03.] Available: <http://www.smartgrowth.org/PDF/GETTOSG.pdf>
For more detail and examples see <http://www.smartgrowth.org/pdf/gettosg.pdf>.

- Use higher density to maximize the value of publicly funded facilities and services
- Keep taxes and public service costs low

Environmentally Responsible

- Use and/or reuse developed areas
- Keep impervious surfaces to a minimum by concentrating dense development
- Build to fit existing land rather than changing the land to fit what is built
- Avoid oversized lots and yards to reduce excessive mowing, fertilizing, etc

Socially Beneficial

- Encourage people to live close enough to one another for comfortable interaction
- Design residential areas for conversation from the sidewalk to the front porch
- Encourage “eyes on the street” at all hours to reduce crime and fear of crime

The Smart Growth Network is comprised of a broad range of interested organizations, for example:

- USEPA, National Association of Realtors,
- Natural Resource Defense Council,
- International City County Management Association,
- Urban Land Institute,
- National Association of Counties,
- NOAA (Sea Grant)... many others

The 10 Smart Growth Tenets In detail:³

1. Mix Land Uses

- Allow mixed use options with zoning ordinances
- Zone areas by building type, not by building use only
- Convert abandoned malls to mixed use
- Provide financial incentives for mixed use projects
- Protects water quality and natural resources
- Health and quality of life

2. Compact Building Design

- Talk about Design not Density
- Protecting Water Quality and Minimize runoff (minimizes impervious surfaces)
- Balance street type and building scale
- Ensure ready access to open space
- Ensure privacy with yard designs
- Health and quality of life

3. Increase Housing Choice

- Identify and market vacant buildings
- Revise codes to widen choice by builders

³*Introduction to Smart Growth*, Purdue University Land Use Smart Growth Module Team. Jeff Burbrink, Jon Cain, Bernie Dahl, Jonathan Ferris, Bill Hoover, Bob McCormick, Mark Spelbring.

- Enact an inclusionary zoning ordinance
- Support community land trusts for home buyers

4. Encourage Walking

- Connect neighborhoods with pathways
- Sidewalks alone will not be enough
- Put conveniences near homes
- Make walking safe (crosswalks, traffic calming, speed bumps, islands)
- Connect shopping areas with pathways
- Health and quality of life

5. Offer Transportation Variety

- Provide auto, bicycle, pedestrian and transit
- Link modes of transportation
- Build higher density around transit stops
- Think outside the car
- Health and quality of life

6. Create Sense of Place

- Change school siting formulas to avoid fringe area building
- Encourage adaptive reuse with tax credits
- Plant trees, protect older trees during construction, leave open spaces, preserve scenic vistas
- Allow sidewalk vending, dining, kiosks, etc.
- Create opportunities for community interaction
- Use visual cues to define neighborhoods
- Establish revolving loan funds for historic preservation
- Developing “wayfinding” systems in town centers
- Highlight cultural assets through public art and event nights
- Use transportation enhancement funds to create places of distinction

7. Protect Farms, Unique Natural Features, Open Spaces

- Inventory special places and make plans to protect them
- Improves water quality and minimizes runoff
- Establish zoning to encourage clustering
- Protect farmland and open lands with PDR/TDR
- Work with land trusts
- Connect greenways

8. Direct New Development to Existing Communities

- Facilitate programs that encourage home renovation and rehabilitation in existing neighborhoods
- Locate new public buildings in town center, not on fringe
- Strengthen infill and brownfield programs
- Upgrade existing infrastructure first

9. Make Development Process Fair, Predictable, Efficient

- Conduct a Smart Growth audit to clean up local codes
- Assist developers who try smart growth ideas
- Use point-based project evaluation to encourage Smart Growth
- Involve Stakeholders

10. Involve Stakeholders

- Seek professional help in citizen outreach
- Seek a broad audience
- Use visioning
- Take citizen ideas to heart
- Work with the media
- Consider new ideas

Chapter 3: Vision & Goals⁴

INTRODUCTION

Land use is often considered a topic that covers a complicated maze of interrelated issues—and it is. The complexity of land use issues makes them hard to understand, but it is important to try because land use decisions shape the communities we live in and our opportunities for the future. In the simplest sense, the arrangement of land uses (e.g., farms, residential neighborhoods, commercial shopping centers, industrial parks, government, recreational areas, and others) creates the patterns on the landscape that define Michigan. That pattern has changed dramatically in the last half-century. Where the pattern reflects compact, economically viable communities with a unique character and surrounded by farms, forests, and other open spaces, we usually like it. No one is far from jobs, recreation, schools, or shopping, and there is a range of affordable housing choices. We could call this a pattern that supports livable communities—these are places where people want to live.

In contrast, when the land use pattern converts farms and forestland to low-density development that spreads across the landscape with little identifiable form, we call it sprawl. In recent decades, Michigan has built more sprawling communities than compact communities. Surveys tell us that Michigan's citizens want compact, livable communities, yet they continue to express their living choices by moving out of urban communities and into rural areas; they abandon small lots in cities for large lots in the country. Some say the "pull" of open space, low taxes, and rising home values combined with the "push" of crime, poor schools, and concentrated poverty helps to drive this process. Others say it is how and where government spends its money on new roads, sewers, water lines, and schools that attracts new development. Research shows that all these factors are partly responsible and that if we want less sprawl, we need to create more livable communities, protect the lands our resource-based industries depend upon (and which provide society with valued open space), and stop spending public money in ways that support sprawl.

Government policies in the past have not been neutral and many have directly or indirectly encouraged sprawl. In Michigan, sprawling growth has had a negative effect on large urban core areas, older suburban areas, and the downtown areas of many medium sized and small towns. It has resulted in disinvestment in central cities, a decrease in tax base, and an increase in the costs of basic services. It has irreversibly converted valuable farmland, wildlife habitat, and open space to support development at a pace that far exceeds the needs created by population growth. Sprawl has added to the cost of constructing and maintaining public infrastructure as it serves a less dense population, while at the same time it has caused underutilization of schools, sewers and water supply systems, and other infrastructure in the older developed areas.

Out-migration from older urban core areas has also concentrated poverty and led Michigan

⁴Chapter Three of the *Michigan's Land, Michigan's Future: Final Report of the Michigan Land Use Leadership Council*, August 15, 2003, Prepared for Governor Jennifer Granholm and the Michigan Legislature. Submitted by The Michigan Land Use Leadership Council

communities to be ranked as the most racially segregated in the country. Racism, while not necessarily the primary force leading to sprawl in Michigan, can be an impediment to revitalizing Michigan cities unless it is forthrightly addressed in the development of government policies and programs. Whether expressed subtly through exclusionary zoning practices, or more explicitly through attacks on cities and those who live there, it is wrong. Efforts to divide Michigan by race or class hinder our progress, hurt our competitiveness, and diminish our spirit. Our diversity should be capitalized upon as one of our strengths.

While an overall Michigan land use vision is needed, it is important to recognize that current land uses, land resource potential, and expected growth vary across the state and that multijurisdictional approaches are needed to develop coordinated planning efforts that best fit the needs of particular areas while helping to achieve the vision for sustainable land use in our state as a whole.

VISION STATEMENT

The principal purpose of the Michigan Land Use Leadership Council is to make recommendations to reform land use decisions in Michigan so that we create sustainable⁵ and more livable communities—large and small—in the both the Upper and Lower Peninsulas, from Lake Michigan to Lakes Erie, Huron, and Superior. Land use in Michigan is about maintaining and, where necessary, restoring or creating communities that people want to live in and providing housing choices that do not now exist for many. At the same time, land use in Michigan is about preserving open space, farmland, and forestland. It is about:

- Vibrant, “hip” cities that combine the best of the old with new redeveloped housing and worksites, where people can move about easily by means of a variety of modes of transportation and feel safe and secure while doing so
- Suburban cities, villages, and townships that are conveniently accessible to jobs and cultural facilities in the core city while also being close to recreation and open spaces in the country
- Small towns that serve as the economic and cultural center for surrounding agricultural, forestry, mining, and tourist economies
- Healthy, vibrant agricultural and forest products industries in the state
- Stimulating economic prosperity so that there is enough new income and tax revenue to provide needed public services and to preserve, protect, and improve environmental quality
- The protection of Michigan’s important scenic vistas
- Communities that understand a healthy environment and a healthy economy go hand in hand
- Communities that are inclusive in their zoning practices and efficient in their use of existing infrastructure

⁵**Sustainability** (variation of “sustainable” and “sustainable development”)—The practice of decision making in a manner that ensures the needs of the present generation are being met without compromising the ability of future generations to meet their needs.

(Adapted from G. Brundtland (ed). 1987. *Our Common Future: The World Commission on Environment and Development*. Prepared for the United Nations. Oxford: Oxford University Press.)

- Communities where public and private renewable natural resources such as valuable agricultural and forested lands are managed to sustain long-term use while providing open space and wildlife habitat at the same time
- Communities that are energy efficient, support energy conservation, and promote the use of innovative technologies including the use of renewable energy resources
- Preserving ecologically significant natural habitats and unique scenic resources that enhance the quality of life for state residents, attract visitors, and maintain biodiversity
- Walkable communities where community design promotes healthy lifestyles
- Communities where green spaces are linked via trails and pathways for human and animal use
- Communities that provide a wide range of choices in types and cost of dwelling units, lot sizes, jobs, and modes of transportation in relatively close proximity to where people live
- Communities where quality public services can be cost-effectively provided
- Government policies that support the enhancement of existing urbanized areas, discourage sprawl, broaden living choice options, and increase the value of all land
- Convenient communities where citizens have access to most of their daily living needs in close proximity to where they live and work
- Fairness and equity in decisions about where locally unwanted land uses are sited and the opportunity for all to enjoy the benefits of new growth and development
- Communities that preserve relevant elements of their history, traditions, and culture
- Supporting home ownership to encourage the creation of individual wealth, complement sustainable communities and citizen involvement, and contribute to economic prosperity
- Providing expanded housing choices for individuals and families that are affordable within a range of prices and in a variety of locations in close proximity to employment opportunities and in communities that can support a full complement of essential public and private services and facilities
- A “Michigan solution” to the issues of land use that recognizes the unique character, history, economics, and culture of our state
- Effective local, multijurisdictional, and state planning done in a collaborative manner—Involving government, business, and institutional sector organizations sharing a common long-term vision for the community—to: (1) enhance the quality of life for Michigan residents without adding layers of government bureaucracy; and (2) promote sustainability and balance among economic prosperity, environmental integrity, and social equity

Improving land use decisions in Michigan is about all these things—it is about achieving this vision for Michigan.

THREE FUNDAMENTAL GOALS UNDERLYING THIS VISION

Aside from its people, Michigan’s land—and how it is used—is the state’s most valuable asset. Historical uses of land in Michigan have played a major role in the settlement and economic development of the state, and to a large extent, Michigan’s economic growth and quality of life in the future will be defined by how well land and associated natural resources are managed. As

demonstrated in the previous chapter, land use trends in Michigan over the last half-century and those projected for the first half of the twentyfirst century have raised serious concerns about the future of Michigan.

The land use concerns expressed by Michigan residents focus on three areas: (1) the economy—the future economic strength of the state in light of increased global competition and the associated rising cost of providing public infrastructure and services; (2) natural and cultural resources—the stewardship of Michigan’s environment, natural resources, and cultural assets; and (3) equitable distribution of benefits—the need to assure that all Michigan residents have the opportunity for and access to high-quality education, employment, housing, health care, transportation, and recreation. These areas of concern are rooted in three fundamental goals shared by nearly all Michigan residents: economic prosperity, environmental and cultural integrity, and social equity. These three goals are interdependent and require government leadership in guiding public and private land use decisions and related policies that reflect the importance of balancing each goal in achieving sustainability.

Economic Prosperity

The resources needed to provide appropriate stewardship of the state’s assets and to assure equitable distribution of benefits to all residents on a sustainable basis will be largely dependent upon the state’s ability to compete successfully for economic development and related employment opportunities with other states and nations. Making Michigan an attractive place for private investments will take more than the strategic allocation of limited public dollars to support the siting of a specific facility in our state.

It involves a set of factors that the private sector uses in determining where to invest in new or updated facilities and offices. The availability, quality, and maintenance of the public and private infrastructure (e.g., transportation, sewers, water, communication, and energy); the efficiency and cost of government; the quantity and quality of the existing workforce and the ability to attract and retain highly skilled employees; the proximity and quality of research and training facilities; and the timeliness, predictability, and cost of assembling needed land and meeting environmental, recreational, and land use requirements are all important factors.

For those private investments linked to the production of products derived from private and public land-based natural resources (e.g., tourism, agricultural and forest products, and mineral extraction), the public policies and commitment to preserve the resource base for providing renewable resources and reasonable management of nonrenewable natural resources are critical. For some emerging economic sectors that are not tied to specific locations, the ability to attract and retain a highly skilled workforce is directly related to the quality of life accessible to employees near where they live and work. The goal is to manage our land resources to create sustainable economic prosperity.

Environmental Integrity

The sustained quality and safety of the air we breathe, the water we drink, and the land we use are essential to the health of Michigan residents. The stewardship of our air, water, land, and related natural, cultural, and historic resources defines the quality of life and our sense of place whether we

live in core cities, suburbs, small towns, or rural areas.

Environmentally healthy and attractive places to live, work, and recreate are important to our well-being and can help attract people to Michigan. It is important to be responsible stewards of the tremendous assets of our state found in our existing parks, recreation areas, open spaces, agricultural and forested lands, tribal lands, and waterways to provide renewable products, recreational opportunities, and the biodiversity required to sustain these natural systems. Cultural and historic resources throughout Michigan also play an important role in defining who we are and in building community pride. In some cases, creating open space and recreation areas and supporting or restoring cultural and historic resources can be a key element in maintaining and revitalizing our existing urban areas.

The goal is to maintain the integrity of environmental and cultural assets to sustain a quality of life that Michigan residents can point to with pride and pass on as a legacy to future generations.

***Social Equity*⁶**

Growth patterns in Michigan have resulted in concentrations of poverty in some rural areas and in most of the state's older core cities. Michigan residents in these areas have little opportunity to live in communities with adequate, safe, affordable housing; quality schools; appropriate public services; attractive recreation facilities; good employment opportunities; dependable public transportation; and other factors associated with the quality of life. This disparity has in many cases been exacerbated by public policies that have encouraged and subsidized urban sprawl, leading to private disinvestments in older urban areas. It has been encouraged by exclusionary local zoning practices that restrict new housing to high-priced developments. It has isolated large segments of our state's population from employment opportunities, public services, recreational facilities, and retail centers by failing to recognize and provide for public transportation systems that meet the needs of many who do not drive and/or who cannot afford an automobile. The goal is to make public land use decisions that result in a more socially equitable distribution of benefits to all Michigan residents.

Balancing for Sustainability

Striking the appropriate balance of economic prosperity, environmental integrity, and social equity is the key to sustainability. The Michigan Land Use Leadership Council recommends, consistent with balancing these three fundamental goals, that the state provide leadership in the use of land to achieve economic prosperity through wise stewardship of natural and cultural resources that will provide equitable distribution of benefits to all Michigan residents on a sustained basis.

⁶**Social Equity**—Fair and impartial access to social or public services regardless of economic or social status. (Sustainable Development Indicator (SDI) Group SDI Inventory, Organized by Issue, Working Draft, Version 3, October 8, 1996). Note: the SDI Group reports to the Council on Environmental Quality in the Executive Branch of the Federal government.

MICHIGAN LEGAL FRAMEWORK REFLECTED IN THIS VISION

The leadership role of government in guiding land use in Michigan must take into account numerous components of our state's constitutional and statutory framework, including civil rights protections and environmental protections, among others. Two of those important components of our legal framework are *private property rights* and *local governance*, as manifested in the concept of *home rule*. Council members are well aware of the importance of private property rights and recognize that government does not have unbridled authority to control the use of privately held lands. Similarly, the council is cognizant of the long-held tradition in Michigan that has placed planning and zoning at the local level, where decisions of primarily local concern can be made by government units closest to the areas affected. This legal framework must be respected if we are to achieve improved land use decision making in Michigan.

Private Property Rights

Private property rights are guaranteed under both the United States and Michigan Constitutions. The Michigan Constitution, Article X, Sec. 2, states, "Private property shall not be taken for public use without just compensation therefore being first made or secured in a manner prescribed by law." In a series of individual cases, state and federal courts have determined what constitutes *taking* that requires compensation, but the issue remains a source of legal debate, particularly as it relates to government regulation of private property and the extent to which compensation is required, if any, when government imposes restrictions on existing or proposed uses of land. While not an issue of taking, government actions, or lack thereof, indirectly affect the value of private property. For instance, government actions can deflate the value of private property by failing to consider the consequences of public policy decisions and infrastructure investments that encourage development in new areas while abandoning the needs in already developed areas. Similarly, the failure of government to properly plan and regulate incompatible uses through local zoning can deflate property values. Finally, at times government takes the concept of incompatibility to extremes, resulting in segregating communities by income and isolating residential uses from compatible businesses.

In recognition of the importance of private property rights, the unresolved legal issues surrounding government regulation, and the role of government in preventing one landowner from harming another, the council has developed its recommendations with an emphasis on state policies and decisions that focus on investments in public infrastructure (transportation, water supplies, and sanitary systems); state taxing policies; public information, education, and technical assistance efforts; management of publicly owned lands; and other government policies and decisions that indirectly affect the use of land.

Where recommendations are made that could involve new regulation of private property, they have been carefully considered to ensure that (1) there is a documented, compelling need sufficient to warrant their inclusion, (2) the negative impacts on private property are minimized, and (3) the identified problem is not amenable to a nonregulatory solution.

Home Rule

Like many other states, Michigan has long relied upon local government to make decisions that are primarily of local concern, such as those related to land use planning and zoning. Home rule is based on the theory of self-government that encourages local decisions and regulations to be adopted by the governmental entity closest to those affected. The Michigan Constitution and state statutes define the delegated authority for local government decision making. The council understands the importance of the home rule concept in Michigan, and its recommendations reflect its interest in enhancing the capacity of locally elected officials to effectively plan and zone land uses of primarily local concern. The council's recommendations also reflect its interest in assuring that local governments coordinate their land management decisions with neighboring jurisdictions by reducing competition and encouraging cooperation to achieve common objectives and statewide goals. The council endorses the concept that government decisions should be made at the most cost-effective and efficient level of government that best serves the public, and believes that in most cases decisions on planning and zoning for land use should continue to occur at the local level of government.

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Appendix E

Capital Improvements Programming



2017-2023 Capital Improvement Guide

PURPOSE AND DEFINITIONS

The purpose of the capital improvement plan (CIP) is to forecast and match projected revenues and major capital needs over a six (6)-year period. Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the Village.

The Village defines CIP capital expenditures as any expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than five (5) years. As a rule of thumb, items included in the CIP include those which involve:

- acquisition, renovation, and/or construction of a single fixed asset greater than \$5,000
- any land purchases not associated with or included in another CIP project
- capital maintenance or asset improvement projects greater than \$5,000 – excluding recurring or routine maintenance projects

The projects identified in the CIP represent the community's plan to serve residents and anticipate the needs of a dynamic community. Projects are guided by various development plans and policies established by the planning commission, Village Council, and Village staff. These plans and policies include: Comprehensive Plan, Downtown Development Plan, Recreation Plan, Asset Management Plans for streets and utility systems, Village Strategic Plan, Community Marketing Plan, Community Economic Development Plan, and administrative policies.

HOW IS THE CIP DEVELOPED?

The CIP is updated annually (beginning in October) as part of the Village's regular budget process. After departments submit their CIP requests to the Village Manager in late October, the Village Manager evaluates the proposed projects based on Village Council service desires, other city infrastructure needs, the financial capacity of the village, and the impact the projects will create on the Village's operating budget.

Once the projects are evaluated, the Village Manager prioritizes the selection and timing of capital projects into future fiscal years. First-year projects are incorporated into the Village Manager's recommended annual operating budget. The Village Council are also presented the future, unappropriated, planning years for their consideration, review, and endorsement so staff can proceed with planning and evaluation of potential capital projects.

CAPITAL IMPROVEMENT PLAN

The capital improvement plan is simply that – a *plan*. As such, projects are subject to change based on new or shifting service needs, special financing opportunities, emergency needs, or other directives or priorities established by the Village Council. Village priorities may change, therefore projects included in outward planning years are not guaranteed for funding.

OVERVIEW OF CAPITAL IMPROVEMENTS PROGRAMMING

These tasks for programming Capital Improvements are explained in detail below and are repeated annually with a six-year projection.

Task #1: Prepare inventory and needs assessment

The inventory and needs assessment is the most involved task in relation to preparing the CIP. First an inventory of each City building, street, water line, sewer line and related facility must be completed. Any future facilities or infrastructure needs identified through the Village's Comprehensive Planning process are also included in the inventory. Maintenance records are then used to identify facilities that may need to be reconstructed or upgraded.

Task #2: Project schedule and cost estimate

The schedule and cost estimate of each of the projects identified within the first task must be prepared next by Village staff, a specific equipment supplier, or by a consultant engineer working for the Village.

Task #3: Project revenue and budget

The projects revenue and budget are projected out over six years.

Task #4: Analyze financing sources

Financing sources for each project are identified and may include multiple sources such as the general fund, federal or state grants, special assessments, general obligation or revenue bonds, and tax increment financing.

Task #5: Capital Improvements Program approval process

The Joint Planning Commission (JPC) first holds a public hearing on the draft document. After all questions are answered and any recommended changes are made, the JPC will approve the CIP and forwarded it to the City Council for final approval.

FUNDING SOURCES

A. General Fund

General fund monies are primarily derived from local property taxes, fines, fees, and contracts. Based upon administrative and operational expenses and committed bond payments, the amount of funds available for capital improvements has varied from year to year. Over the past several years, these funds have dropped significantly for several reasons. Increasing operating costs, combined with declining revenue sharing from the State and lower property tax values, have all tightened the Village's budget even further.

Many expensive projects are financed with General Obligation and Capital Improvement Bonds, which are then paid off through the General Fund. General Obligation Bonds are bonds issued by the Village which are backed by the full faith and credit of the Village. Excluding revenue bonds, which are assumed to be self-liquidating, a village is permitted to issue bonds totaling up to ten (10) percent of its assessed value.

B. Major and Local Street Funds

Major and Local Street Fund monies are derived from the State Gas and Weight Taxes; but the future of this funding continues to be uncertain. These are State excise taxes included in gasoline prices and vehicle licensing fees.

C. Municipal Street Funds

The Village assesses a millage to all ad valorem properties for the support of the street system. These funds are housed in the Municipal Streets Fund, but are transferred to the General, Local Streets, or Major Streets funds for actual project completion. These funds have been reduced over the past several years due to declining property values.

D. Water/Sewer Funds

The Water and Sewer Fund monies are derived primarily from user fees for Village water and sewer services. This fund can only be used to maintain and improve the water and sewer system.

E. State and Federal Grants

In some cases the Village is able to obtain State or Federal funding to cover part of the cost of particular projects, such as road projects, park improvements, etc. In those cases, the CIP is structured to reflect the anticipated funding sources and the Village's share of the total cost.

F. Private Sources

As traditional sources for capital improvements become restricted, private and other non-traditional fund sources offer an opportunity to bridge funding gaps. It is anticipated that the Village will begin to explore private funding sources to assist in the overall financing of many public improvements. Private sources are particularly attractive for projects with high visibility such as the Northeast Block Redevelopment.

G. General Obligation Bonding

One method to achieve a more balanced funding level for CIP projects is to initiate a ballot proposal for a small millage increase specifically earmarked for CIP projects. This method is used as a means to insure that needed projects can be accomplished on a regular basis, even during tight budgetary times.

H. Special Assessment

Capital improvements that benefit particular properties, rather than the community as a whole, may be financed more equitably by special assessment; that is, by those who directly benefit. Local improvements often financed by this method include street improvements (including pavement, curb and gutter, sidewalks, etc.), sanitary and storm sewers, and water mains. These types of improvements are often needed to serve new developments.

I. Tax Increment Financing

The Village has utilized Tax Increment Financing (TIF) for a variety of development projects. TIF is the utilization of the incremental increase in tax revenue generated from a new project that is greater in value from the development it replaces. The Village has three entities that have the ability to utilize TIF: Downtown Development Authority (DDA), Brownfield Redevelopment Authority (BRA), and Local Development Finance Authority (LDFA). The specific use of TIF revenue varies between these three entities, but generally provides for the use of TIF revenue to complete public components of a project. These components include a wide range of activities such as streets and parking (DDA), environmental remediation (BRA), and business development services (LDFA). The legal basis and regulations of TIF are provided for through Michigan law.

STATUS REPORT

A. Inventory

An inventory is kept for all Capital Improvement items to assure that the provisions for maintenance and replacement are made.

1. Water and Sewer Utility Inventory

The Department of Public Works has prepared an inventory of the water and sanitary sewer system. There are four basic facets of the water utility: water lines, valves, meters, and fire hydrants. For the sanitary sewer utility, the data file simply contains information on sewer lines. The sewer lines may consist of combined sanitary and storm sewer lines or separate sanitary sewer lines.

The information for the utility database consists basically of mapped data. This mapped data for sewers includes information on pipe diameter and pipe length. Specific project files include data on pipe material and the date the pipe is installed.

The water database contains quite specific information dealing with water valves, meters, fire hydrants and includes items such as an identification number, size and pipe material. In addition to being filed according to a specific project improvement, information is also included in a mapped database.

2. Local and Major Streets Inventory

The local and major streets inventory and analysis is completed by using the “Roadsoft” program, developed by the Michigan Department of Transportation. The program contains an assessment of street conditions based upon pavement type, pavement width, its condition, and similar characteristics. These factors may change along each street segment and block.

3. Park and Recreation Facilities Inventory

An inventory of existing park and recreation facilities was completed in 2014 as part of the development of the Quincy 5-Year Parks and Recreation Plan. Recommendations were made

and these were used to develop policy statements, action priorities and a 5-Year Action Program for the Parks and Recreation system.

B. Needs Assessment

To determine CIP needs for Quincy, it is necessary to distinguish between expansion or improvement needs and repair and replacement needs. The need for improved facilities is based upon the level of service the Village finds desirable. In general, repair or replacement projects are designed to alleviate the need for more costly replacement of entire systems.

1. Utilities

The Village now has approximately 15 miles of water mains, with limited planned expansion to the distribution system. The water system has seen many projects (i.e. water treatment plant, new water tower, some distribution system improvements) over the past fifteen (15) years that have brought the system closer to contemporary standards. There are deficiencies in the distribution system, with water lines range 4" to 12", some of which are over 100 years old. Most of the Village's residential areas are served by the 100+ year old water mains that are too small by contemporary standards. The replacement of these water mains and its effect on the street systems is the biggest infrastructure issue facing Quincy.

The sewer system is in the midst of a major improvement project that will see all of its remaining original lift stations replaced, meaning that the oldest station in the system will be approximately ten (10) years old. The funds to cover this project were provided by a low interest loan from the US Department of Agriculture- Rural Development (USDA-RD). Increases in the sewer rates may be needed in the future to pay off the debt retirement.

The Village has received a SAW grant from the Michigan Department of Environmental Quality to assist in the development of asset management plans for the sanitary and storm sewer systems. Part of the process will be analyze sewer lines through televising and cleaning. The videotape is reviewed, and problems are scheduled for routine maintenance or correction. These are the only improvements anticipated in the Sanitary Sewer collection system. A comprehensive Master Plan for the Storm Sewer system will be developed with the SAW grant.

The Wastewater Treatment Plant (WWTP) is also receiving upgrades as part of the USDA-RD project. These upgrades of the mechanical and electrical equipment, removal of sludge, and introduction of a SCADA system will address all current and identified issues at the WWTP. The plant is designed to handle flows in the range of about 0.220 million gallons per day. Average flows are now about 0.155 million gallons per day. Hydraulically, the current plant has sufficient capacity to meet the Village's future needs. Any future expansion of the system in the Township or addition of sewer around the lakes will require an expansion of the WWTP.

2. Major and Local Streets

The Village has 4.33 miles of local streets and 3.66 miles of major streets. Much of the funding available for the maintenance and improvement of these streets in the past came from funds distributed through Public Act 51 - Gasoline Tax Funds.

3. Parks and Recreation

The Village has approximately six (6) acres of parks, recreation and open space property. These properties are discussed in the Parks, Recreation, Open Space and Greenways Plan. This plan contains a five-year proposed capital improvement program and must be updated every five years in order to be eligible for funds from the Michigan Department of Natural Resources Grant Programs. The Village just completed the development of the plan in 2015. The Quincy Parks and Recreation Plan outlines the Quincy community's parks and recreation program for the years 2016-2021.

CAPITAL BUDGET POLICIES

In reviewing capital improvements, the Village's Comprehensive Plan has been a major policy document used in evaluating the Capital Improvements Program. The Comprehensive Plan, is currently under development by the Planning Commission, is a broad based policy document for the physical, economic and social development of the City. One of the key methods for implementing the Plan's proposals lies in the Village's schedule of public improvements as expressed in the annual CIP.

The following is a general guideline used in preparing the CIP:

1. The Village will develop a multi-year plan for capital improvements, update it annually and make all capital improvements in accordance with the plan.
2. The Village shall, to the extent possible, designate that funding for second and third priority projects be given a higher priority and leverage Village resources with private or other fund sources.
3. The Village will maintain its physical assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.
4. The Village will use the following criteria to evaluate the relative merit of each capital project:
 - a. capital improvements which preserve the Village's infrastructure;
 - b. capital improvements which foster the vitality and physical improvement of the downtown;
 - c. capital improvements which preserve the residential character of the community;
 - d. capital improvements which improve the Village's parks and recreational facilities; and
 - e. projects which are environmentally advantageous to both the natural and human habitat.
5. Priority will be given to those capital improvements which:
 - a. implement a component of the Comprehensive Plan or Asset Management Plan;
 - b. meet a mandate or regulation of the State or Federal government;

- b. are part of an approved replacement schedule;
- c. reduce either the cost of operations or energy consumption; and

6. No project will be considered for capital funding if:

- a. the project violates the principles and concepts of the Comprehensive Plan; and
- b. the project is duplicative of other public or private services, unless determined to be in the best interests of the community by the Village Council.

BUDGET SUMMARY

Table 1 is a six-year projection on spending for various functional areas of the Village's Capital Stock. Table 2 is the Village's bonded indebtedness and payment schedule for the next six years.

If the Village is to achieve the goals and objectives presented in the Comprehensive Plan, it will be necessary to make a firm financial commitment to capital improvements through a variety of means in ensuing years. The improvement or replacement of existing public facilities and the development of needed new facilities must be weighed equally with the continued provision of local programs and services in allocating local resources. If existing facilities are allowed to deteriorate, it could result in more severe financial pressures in the future when breakdowns occur. Failure to provide new facilities could impede growth or diminish the desirability, and thus the value, of existing development.

CONTACT INFORMATION

For any questions regarding this document, please contact the Village Manager at (517)639-9065 x11, eric.zuzga@quincy-mi.org, or visit the Village's budget website:

<http://www.quincy-mi.org/Government/Finances/index.html>.

ABBREVIATIONS

The following abbreviations are used in the Capital Improvement Plan:

G	General Fund	LP	Lease Purchase
W	Water Fund	D	Donations
S	Sewer Fund	CDBG	Community Development Block Grant
MS	Major Streets	DNR	Dept of Natural Resources
LS	Local Street	QFA	Quincy Fire Association
MUS	Municipal Streets	RD	USDA-Rural Development
QT	Quincy Township	ACT 51	Act 51 Bond
RB	Revenue Bond	MDOT	MI Department of Transportation
DDA	Downtown Development Authority		

Capital Improvement Plan (CIP)			Fiscal Years						
Function	Project	Funding Sources	Capital Cost	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
GENERAL FUND									
Streets	Front Plow for 2010 Plow Truck	G	\$ 10,000					\$ 10,000	
Streets	Backhoe Replacement	G, LP	\$ 140,000						\$ 140,000
Streets	Replace 1-Ton Dump	G, LP	\$ 45,000						\$ 45,000
Streets	Replace Kubota	G, LP	\$ 42,000						\$ 22,000
Streets	Replace Zero Turn Mower	G, LP	\$ 17,000						
Streets	Replace GMC Plow Truck	G, LP	\$ 145,000						
Vehicle & Equipment Subtotal			\$ 399,000	\$ -	\$ 20,000	\$ 190,000	\$ 17,000	\$ 10,000	\$ 162,000
Fire	Fire Truck Purchase	G, LP, RD	\$ -						
Police	Police Vehicle	G, LP, RD	\$ 90,000						
Police	Shooting Range Construction	G, D	\$ 10,000						
Public Safety Subtotal			\$ 100,000	\$ -	\$ 55,000	\$ -	\$ 45,000	\$ -	\$ -
Downtown Sound System & Electric									
DDA	Upgrades	G, D, DDA	\$ -						
Village Hall	Computer Server	G, 911	\$ 10,000						\$ 10,000
Streets	Salt Bin Replacement	G, LP	\$ 100,000						
Village Hall	Combined Municipal Building	G, LP, RD, T	\$ 700,000						
Village Hall	Generator for Village Hall	G, LP	\$ 20,500						
Park	Rehab Park building	G	\$ 5,600						
Village Hall	Phone System Replacement	G, W, S, QFA	\$ 12,610						
Village Hall	Village Hall Fence Extension	G, W, S, RD	\$ 14,000						
Village Hall	Village Hall Parking Lot Recon.	G, W, S, RD	\$ 20,000						
Facilities Subtotal			\$ 882,710	\$ 38,710	\$ 800,000	\$ 34,000	\$ -	\$ 10,000	\$ -
Parks	Village Wide Trail System	G, DNR, LP, D, QT	\$ 300,000						\$ 150,000
Parks	Coldwater-Quincy Linear Path	G, DNR, LP, D, QT	\$ 4,000,000						
Parks	Quincy-Jonesville Linear Path	G, DNR, LP, D, QT	\$ 10,000,000						
Parks	Pavilion at Cement Plant	G, DNR, LP, D, QT	\$ 50,000						
Parks	Cement Plant Clean-Up/Parking Lot	G, DNR, LP, D, QT	\$ 260,000						
Parks	Channel Clean-Up- Cement Plant	G, DNR, LP, D, QT	\$ 30,000						
Parks	Fishing Pier	G, DNR, LP, D, QT	\$ 25,000						
Parks	SW Neighborhood Park- Land Acquisition	G, DNR, LP, D, QT	\$ 15,000						
Parks	SW Neighborhood Park- Equipment	G, DNR, LP, D, QT	\$ 13,500						
Parks	Rotary Park- Land Acquisition	G, D	\$ 150,000						
Parks	Rotary Park Development	G, D, DNR	\$ 750,000						
Parks	Transfer Station Site Clean-Up and Site Prep	G, DNR, D	\$ 30,000						
Parks	Disc Golf Equipment	G, DNR, D	\$ 15,000						
Parks	Transfer Station- Parking Lot	G, DNR, D	\$ 7,000						
Parks and Recreation Subtotal			\$ 15,645,500	\$ -	\$ 4,202,000	\$ 275,000	\$ 963,500	\$ 205,000	\$ 10,000,000
GENERAL FUND TOTAL EXPENSE									
			\$ 17,027,210	\$ 38,710	\$ 5,077,000	\$ 499,000	\$ 1,025,500	\$ 225,000	\$ 10,162,000

Capital Improvement Plan (CIP)			Fiscal Years						
Function	Project	Funding Sources	Capital Cost	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Local Streets	Depot Street Reconstruction	RD, LS	\$ 33,000						\$ 33,000
Local Streets	Brown Street Reconstruction	ACT 51, LS	\$ 165,324						\$ 165,324
Local Streets	Wood Avenue Reconstruction	ACT 51, LS	\$ 142,264						
Local Streets	Broughton Street Reconstruction	ACT 51, LS	\$ 234,958						
Local Streets	Church/Park Street Reconstruction	RD, LS	\$ 250,000						\$ 175,000
Major Streets	Fulton Street Reconstruction	CDBG, RD, MS	\$ 225,000						
Major Streets	East Liberty Street Rehabilitation	RD, MS	\$ 385,000						
Major Streets	Berry Street Reconstruction	ACT 51, MS	\$ 424,622						
Major Streets	West Liberty Street Reconstruction	ACT 51, MS	\$ 680,180						\$ 163,100
STREETS FUNDS TOTAL			\$ 3,972,066	\$ 1,328,694	\$ 540,000	\$ 2,097,750	\$ -	\$ 163,100	\$ 947,324



2017-2023 Capital Improvement Plan Project Descriptions

Streets Equipment Requests

Backhoe Replacement

A replacement backhoe with four wheel drive assist for the current 1998 John Deere Backhoe.

Expected Year: 2022-2023

Total Capital Cost: \$140,000

Funding Method: Lease Purchase

Front Plow for 2010 Int'l Plow Truck

Addition of a front plow on our newest plow truck. This will assist in heavier snows and allow us to be more efficient.

Expected Year: 2021-2022

Total Cost: \$10,000

Funding Method: Operating Revenue

One Ton Dump Replacement

Replacement of our workhorse dump truck with a new F-350.

Expected Year: 2019-2020

Total Cost: \$45,000

Funding Method: Lease Purchase

Kubota Mower Replacement

One of our existing mowers is due for replacement. The other one will also be due for replacement, but we are making a change to a gator vehicle for the winter activities that the kubota has been used.

Expected Year: 2018-2019 and 2022-2023

Total Cost: \$20,000 & \$22,000

Funding Method: Lease Purchase

Replace Zero Turn Mower

The zero-turn mower that is our primary mowing unit will be due for replacement. It has replaced the larger Kubota units as our primary mower.

Expected Year: 2020-2021

Total Cost: \$17,000

Funding Method: Lease Purchase

Replace GMC Plow Truck

Our 2002 GMC plow truck will be due for replacement and adding an International Dump truck is planned.

Expected Year: 2019-2020

Total Cost: \$145,000

Funding Method: Lease Purchase

Public Safety Requests

Fire Truck Replacement

The Village is a member of the Quincy Fire Association. Two vehicles, a grass rig and new engine, are needed over the next few years. A 15 year loan from the USDA Community Loan is the most affordable option. The Village would be responsible for 21% of the total cost.

Expected Year: 2017-2018

Total Cost: \$40,515 is Village Share

Funding Method: USDA Community Loan

Police Vehicle Replacement

The Police Interceptor purchased in 2014 will need to be replaced in 2018-2019. Staying with the Ford Interceptor SUV is

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recommended. We will transfer everything still in good condition to the new vehicle. The unit purchased in 2015 will also need to be replaced during the CIP's term, 2021-2022 FY.

Expected Year: 2018-2019, 2021-2022

Total Cost: \$45,000 and \$45,000

Funding Method: Lease Purchase, Operating Revenues

Public Safety Training Facility

The Police Department is developing a shooting range on a field at the lagoons that has not been farmed in many years.

Expected Year: 2018-2019

Total Cost: \$10,000

Funding Method: Operating Revenue, grants

Facilities Requests

Computer Server

The current server was recently provided by 911 and should be sufficient to last until the end of the CIP's term. This server will serve all aspects of Village operations.

Expected Year: 2021-2022

Total Cost: \$10,000

Funding Method: Operating Revenues

Salt Bin Replacement

The existing salt bin is undersized, in need of major repairs, and a different model is needed. We are currently exploring different options.

Expected Year: 2018-2019

Total Cost: \$100,000

Funding Method: Lease Purchase, RD Community Facilities loan

Combined Municipal Building

Construction of an office building in the downtown that would be a combined

Village/Township facility that would anchor the NE Block Redevelopment.

Expected Year: 2018-2019

Total Cost: \$700,000

Funding Method: RC Community Facilities loan

Generator for Village Hall

The installation of a generator at the Village Hall will allow for continuity of operations during natural disasters and other electric outages. This will allow the building to serve as a shelter during these events as well.

Expected Year: 2017-2018

Total Cost: \$20,000

Funding Method: Lease Purchase, Sewer Loan

Rehab Park Building

The Village building in the Park is in need of steel replacement on the roof and exterior of the building. Village staff would complete the repairs.

Expected Year: 2017-2018

Total Cost: \$5600

Funding Method: General Fund

Phone System Replacement

A new phone system is overdue at the Village Hall. The proposed system would tie in the Fire Department, Park Building, and any future sites.

Expected Year: 2017-2018

Total Cost: \$12,610

Funding Method: General Fund

Village Hall Fence Extension

We are proposing to extend the fence to cover the entire Village lot, all the way from the current fence to the railroad.

Expected Year: 2019-2020

Total Cost: \$14,000

Funding Method: Operating Revenue

Village Hall Parking Lot Reconstruction

The lot is close to needing to reconstruction. We will extend the life by using certain maintenance activities on the lot to get a few more years out of the parking lot.

Expected Year: 2019-2020

Total Cost: \$20,000

Funding Method: Operating Revenues

Parks Requests

Village Wide Trail System

A trail system that would connect the school, parks, tip-up, and the county park would be constructed to encourage physical activity and interconnection of community locations.

Expected Year: 2020-2021, 2021-2022

Total Cost: \$200,000

Funding Method: Grants, Operating Revenue, Donations

Coldwater-Quincy Linear Path

A path would be constructed to connect the Village Park and Coldwater's linear path along the Indiana Northeastern Railroad. This five mile trail would be open to all non-motorized uses.

Expected Year: 2018-2019

Total Cost: \$4,000,000

Funding Method: Grants, Donations, and Operating Revenue

Quincy-Jonesville Linear Path

An extension of the Coldwater trail system to Jonesville has been proposed. This would add at least 13 miles to the trail system. It would also connect in to a trail that leads to Hillsdale.

Expected Year: 2022-2023

Total Cost: \$10,000,000

Funding Method: Grants, Donations, and Operating Revenue

Pavilion at Cement Plant

A pavilion, at least 30x60, would be built on the former cement plant property. This would provide additional opportunities along the lakes and could assist the Tip-Up festival.

Expected Year: 2020-2021

Total Cost: \$45,000

Funding Method: Operating Revenue, Donations, and Grants

Cement Plant Clean-up

Additional clean-up at the cement plant, including removal of the silos, removal of all concrete to 6" below grade, and regrading of the entire site. Grass would be planted on the site to create a multi-purpose field for community use. Coordination with the county would be necessary as they own land that would need to be included in the project.

Expected Year: 2019-2020

Total Cost: \$200,000

Funding Method: Grants, Donations, Operating Revenue, and Intergovernmental Partnerships

Cement Plant Parking Lot

A parking lot, asphalt or gravel, would be added to a portion of the site to allow for parking for the pavilion and for Tip-Up Island.

Expected Year: 2019-2020

Total Cost: \$60,000

Funding Method: Grants, Donations, Operating Revenue

Channel Clean-Up Cement Plant

The channel around Tip-Up Island has become overgrown and filled with silt over the past several decades. The channel would need to be dredged and the banks rebuilt.

Expected Year: 2021-2022

Total Cost: \$30,000

Funding Method: Grants, Donations, Operating Revenue, and Intergovernmental Partnerships

Fishing Pier at Tip-Up Island

Construction of a fishing pier to provide public access to the lakes.

Expected Year: 2021-2022

Total Cost: \$30,000

Funding Method: Grants, Donations, Operating Revenue

SW Neighborhood Park- Land Acquisition

The Village should identify property in the southwest quadrant to provide a neighborhood park for this area.

Expected Year: 2019-2020

Total Cost: \$15,000

Funding Method: Operating Revenue and Donations

SW Neighborhood Park- Equipment

Once the potential park property has been identified, equipment for the uses identified by the community will need to be acquired.

Expected Year: 2020-2021

Total Cost: \$13,500

Funding Method: Donations and Operating Revenue

Rotary Park- Land Acquisition

Quincy Rotary and other community groups have been exploring the acquisition of property to be used as a multi-purpose recreational facility. A minimum of 20 acres is required to provide the room necessary for the desired development.

Expected Year: 2018-2019

Total Cost: \$150,000

Funding Method: Donations and Grants

Rotary Park Development

Softball/baseball fields, a walking path, playground, picnic areas, and multi-purpose fields have been proposed for the site.

Expected Year: 2020-2021

Total Cost: \$750,000

Funding Method: Grants, Donations, Operating Revenue, and Intergovernmental Partnerships

Transfer Station Site Clean-Up and Site Prep

A new access drive for the rear of the property would be added off of the current drive and a fence built to separate the transfer station from the rest of the site. Staff time clearing areas of the property and tree maintenance would also be required.

Expected Year: 2018-2019

Total Cost: \$30,000

Funding Method: Operating Revenue, Grants, Staff Time, and Donations.

Disc Golf Equipment

A disc golf course would be built on the unused portion of the transfer station site.

Expected Year: 2018-2019

Total Cost: \$15,000

Funding Method: Operating Revenue, Grants, and Donations.

Transfer Station- Parking Lot

A gravel parking lot would be constructed off of the new access drive.

Expected Year: 2018-2019

Total Cost: \$7,000

Funding Method: Donations, Operating Revenue, and Staff time

Water/Sewer Fund Requests

Fence Well Site

A fence around the entire Glenn Avenue site would be added to provide security for our sole water source.

Expected Year: 2019-2020, 2020-2021, 2021-2022

Total Cost: \$30,000 over three years

Funding Method: Operating Revenue

Well and Water Plant Improvements

The Village has entered in to a contract with Peerless Midwest to overhaul the well pumps, high service pumps, and clean the wells. This work will be completed over many years, with specific activities to be completed each year.

Expected Year: each year

Total Cost: \$21,000-24,000

Funding Method: Grants and Operating Revenue

Media Replacement at Water Plant

The media (sand) in the filters at the water plant have been in place since its construction in 1997. It is still providing the necessary filtration and replacement is not necessary, but may need to be completed over the term of the CIP.

Expected Year: 2019-2020

Total Cost: \$20,000

Funding Method: Grants, Donations, Operating Revenue

East Well Replacement

Drilling of a new well to replace the original well on the Glenn Avenue Site. Includes piping, well drilling, and addition of a building to cover well.

Expected Year: 2018-2019

Total Cost: \$275,000

Funding Method: RD Loan

Land Acquisition for New Wells

The Village's two wells are at one site on Glenn Avenue. The current Wellhead Protection Program has recommended the addition of a new well site for future water needs.

Expected Year: 2017-2018

Total Cost: \$50,000

Funding Method: Grants, Bonds, and Operating Revenue

New Wells and Piping to Water Treatment Plant

The installation of a new well and piping back to the water treatment plant are identified as probable in the next decade. The actual cost will be dictated by the distance of the new well site to the water plant.

Expected Year: 2022-2023

Total Cost: \$600,000

Funding Method: Grants, Bonds, and Operating Revenue

North Main Street Water Main

Installation of 8" or 12" main to replace the existing 4" main from Cole to Broughton. Water main to be placed outside of the roadway.

Expected Year: 2022-2023

Total Cost: \$227,000

Funding Method: Grants, Bonds, and Operating Revenue

West Liberty Street Water Main

Installation of an 8" water main to replace the existing 4" main from Berry to Beckwith Dr.

Expected Year: 2022-2023

Total Cost: \$106,300

Funding Method: Grants, Bonds, and Operating Revenue

Hewitt Street Water Main

Installation of an 8" water main to replace the existing 4" main.

Expected Year: 2018-2019
Total Cost: \$77,000
Funding Method: Grants, Bonds, and
Operating Revenue

Depot Street Water Main
Installation of 8" or 12" water main to replace the existing 4" main. To be coordinated with the NE Block Redevelopment.

Expected Year: 2022-2023
Total Cost: \$45,000
Funding Method: Grants, Bonds, and
Operating Revenue

Bennet Street Water Main
Installation of 8" water main to replace the existing 4" main.
Expected Year: 2022-2023
Total Cost: \$158,000
Funding Method: Grants, Bonds, and
Operating Revenue

Bond Street Water Main
Installation of 8" water main to replace the existing 4" main.
Expected Year: 2022-2023
Total Cost: \$158,000
Funding Method: Grants, Bonds, and
Operating Revenue

Fulton Street Water Main
Installation of 8" water main to replace the existing 4" main.
Expected Year: 2017-2018
Total Cost: \$200,000
Funding Method: RD Loan

East Jefferson Water Main
A new 12" water main would be installed from the Fulton Street intersection to the Grove Street intersection. This project needs to be completed to insure adequate supply to the east side. This is our top priority on the distribution system.

Expected Year: 2017-2018
Total Cost: \$283,543
Funding Method: ICE CDBG

Grove Water Main
A 12" water main would be extended from Jefferson Street, across US-12, and tied in to the end of the 12" water main that extends to Briggs Road. Along with the East Jefferson Street work, this is our top priority on the distribution system.
Expected Year: 2017-2018
Total Cost: \$62,572
Funding Method: ICE CDBG

Colfax-Fulton Water Main
A 12" water main was added to Fulton Street from US-12 to just south of the Jefferson Street intersection. This project would extend the 12" water main to Orange Street and then east on Colfax Street. This is a high priority project due to the school campus and our current inability to provide adequate fire flow.
Expected Year: 2017-2018
Total Cost: \$196,768
Funding Method: Grants, Bonds, and
Operating Revenue

Orange/Wood Water Main
Over the past few years, work has been completed to abandon the old 4" water main on Wood and Orange Streets. Additional valve and pipe work is necessary at the Wood and Liberty Street intersection. This project would also add a 6" main on Orange Street from Wood to Fulton Street.

Expected Year: 2011-2018
Total Cost: \$82,643
Funding Method: Grants, Bonds, Operating
Revenue

East Liberty Water Main

The construction of a 12" water main that would replace an inadequate 4" water main. As on Fulton Street, this is a priority project due to the school campus and our inability to provide adequate fire flow.

Expected Year: 2017-2018

Total Cost: \$187,384

Funding Method: Grants, Bonds, and Operating Revenue

Pleasant Water Main

A 12" water main would be added from US-12 to Jefferson Street and an 8" main from Jefferson to Liberty.

Expected Year: 2022-2023

Total Cost: \$267,000

Funding Method: Grants, Bonds, and Operating Revenue

West Jefferson Water Main

This project would see a 12" water main installed from Main to Berry Street. Another 4" main would be retired under this project.

Expected Year: 2018-2019

Total Cost: \$693,000

Funding Method: RD Loan

Church Water Main

A 6" water main would be extended south from Cole Street to Park Street. One of the few remaining 4" mains on the north side of town would be retired upon project completion.

Expected Year: 2018-2019

Total Cost: \$81,659

Funding Method: Bonds and Operating Revenue

Water Tower Maintenance

The Village entered in to a contract with Utility Services to provide maintenance services on the water tower. Utility Services will inspect the tower annually

and when required will paint the interior and exterior. The fee noted each year covers the cost of all of this work.

Expected Year: Every Year

Total Cost: \$24,738

Funding Method: Operating Revenue

Sewer Main Repairs- CIP lining

The Village Sewer Collection System is almost 85 years old in parts of the Village and is in need of repairs in certain areas. The pipe still provides suitable capacity, but is showing its age in areas. This project will line the pipe in these areas. We are proposing to set aside enough to cover several fixes each year.

Expected Year: Every Year

Total Cost: \$10,000

Funding Method: Operating Revenue

South Main Lift Station Relocation

The current lift station is on an inadequately sized wet well and the current site provides little space for expansion.

Expected Year: 2017-2018

Total Cost: \$225,000

Funding Method: ICE CDBG

North Main Lift Station Wet Well Expansion

There are issues with the wet well and the piping at this location. Several changes are necessary to fix the issues at this site. An exact plan is still in development.

Expected Year: 2022-2023

Total Cost: \$100,000

Funding Method: Bonds and Operating Revenue

Pleasant Lift Station Wet Well Expansion

Like the other wet wells already mentioned, additional capacity is necessary at this site.

Expected Year: 2022-2023

Total Cost: \$325,000

Funding Method: Grants, Bonds and Operating Revenue

Cole Street Lift Station Upgrades

New electrical panel and other minor upgrades to the lift station serving the Industrial Park.

Expected Year: 2022-2023

Total Cost: \$76,000

Funding Method: Grants, Lease Purchase, and Operating Revenue

Street Project Requests

East Jefferson Street Reconstruction

In conjunction with the water main project, one lane of the road will be completely rebuilt to accommodate the water main and the other will be milled and an overlay put down.

Expected Year: 2017-2018

Total Cost: \$290,000

Funding Method: Grants, Donations, Operating Revenue

Grove Street Reconstruction

Grove Street will be completely rebuilt with the addition of curb and storm sewer. This project will be completed in conjunction with the water main replacement.

Expected Year: 2016-2017

Total Cost: \$119,500

Funding Method: Bonds and Operating Revenue

Colfax/Fulton Reconstruction

Fulton Street will be reconstructed from Orange Street to the newly reconstructed area from the 2015-2016 Fiscal Year.

Colfax will see one lane reconstructed to allow the water main installation and the

other lane will be a mill and overlay.

Curbs will be repaired as necessary.

Expected Year: 2017-2018

Total Cost: \$200,000

Funding Method: Grants, Bonds, and Operating Revenue

Orange/Wood Rehabilitation

On Orange Street, one lane will be rebuilt to allow for water main installation from Fulton to Wood, with a mill and overlay on the remaining area. Reconstruction is needed at the Liberty and Wood intersection to repair the area seeing water main/valving improvements.

Expected Year: 2021-2022

Total Cost: \$109,194

Funding Method: Operating Revenue and Bonds

Pleasant Street Rehabilitation

Pleasant Street will be rebuilt from US-12 to Jefferson Street. The east and a portion of the west side of the road will see curb added. Storm sewer will be upgraded to increase capacity from US-12, which was removed from the US-12 Reconstruction.

Expected Year: 2018-2019

Total Cost: \$55,356

Funding Method: Grants, Bonds, and Operating Revenue

Hawley Street Reconstruction

Hawley will be reconstructed from the end of a previous year's project to Brown Street. Storm sewer and curb will be added to the entire length.

Expected Year: 2020-2021

Total Cost: \$448,826

Funding Method: Operating Revenue and Bonds

West Jefferson Street Reconstruction

Coupled with the water main upgrades, West Jefferson is in need of a complete

reconstruction. Storm sewer capacity needs to be reviewed and elevations changed to improve drainage at several areas.

Expected Year: 2021-2022

Total Cost: \$625,000

Funding Method: Grants, Operating Revenue, Bonds

Bennett Street Reconstruction

Reconstruction of the road, including the addition of curb & gutter, to the entire length of the road. To be coordinated with water main replacement.

Expected Year: 2019-2020

Total Cost: \$385,000

Funding Method: Grants, Bonds, and Operating Revenue

Bond Street Reconstruction

Reconstruction of the road, including the addition of curb & gutter, to the entire length of the road. To be coordinated with water main replacement.

Expected Year: 2019-2020

Total Cost: \$385,000

Funding Method: Grants, Bonds, and Operating Revenue

Depot Street Reconstruction

Reconstruction of the road surface, to be coordinated with water main replacement and NE Block Redevelopment

Expected Year: 2022-2023

Total Cost: \$33,000

Funding Method: Grants, Bonds, and Operating Revenue

Brown Street Reconstruction

Reconstruction of the road from Orange to Liberty, including the addition of curb & gutter and storm sewer. Coordination with the Railroad to address rail crossing is necessary.

Expected Year: 2022-2023

Total Cost: \$165,324

Funding Method: Grants, Bonds, and Operating Revenue

Wood Avenue Reconstruction

Reconstruction of the road from Orange to Liberty, including the addition of curb & gutter and storm sewer.

Expected Year: 2019-2020

Total Cost: \$142,264

Funding Method: Grants, Bonds, and Operating Revenue

Broughton Street Reconstruction

Reconstruction of entire street, including the addition of curb & gutter.

Expected Year: 2019-2020

Total Cost: \$234,958

Funding Method: Grants, Act 51 Bonds, and Operating Revenue

Church/Park Reconstruction

Reconstruction of Church, from Cole to Park, including the addition of curb and gutter, to be coordinated with water main replacement. Reconstruction of Park from Main to Church, including the addition of curb & gutter. Coordination with linear path.

Expected Year: 2018-2019

Total Cost: \$75,000

Funding Method: Grants, Act 51 Bonds, and Operating Revenue

Fulton Street Reconstruction

Reconstruction of the road, from Orange St to East Liberty St, including the addition of curb & gutter and storm sewer. To be coordinated with water main replacement.

Expected Year: 2017-2018

Total Cost: \$225,000

Funding Method: RD Loan

East Liberty Street Rehabilitation

Due to water main upgrades, one lane will need to be reconstructed, with the other receiving a mill and overlay. Storm sewer capacity will need to be examined to determine if additional work is necessary.

Expected Year: 2019-2020

Total Cost: \$385,000

Funding Method: Grants, Bonds, and Operating Revenue

Berry Street Reconstruction

Reconstruction of the road from Liberty to US-12, including the addition of curb & gutter and storm sewer.

Expected Year: 2019-2020

Total Cost: \$424,622

Funding Method: Category F Grant, Act 51 Bond, and Operating Revenue

West Liberty Reconstruction #1

Reconstruction of the road, including the addition of curb & gutter, from Main Street to Berry Street.

Expected Year: 2019-2020

Total Cost: \$517,080

Funding Method: Category F Grant, Act 51 Bond, and Operating Revenue

West Liberty Reconstruction #2

Reconstruction of the road from Berry Street to Beckwith Drive, including the addition of storm sewer and curb & gutter. To be coordinated with replacement of water main.

Expected Year: 2021-2022

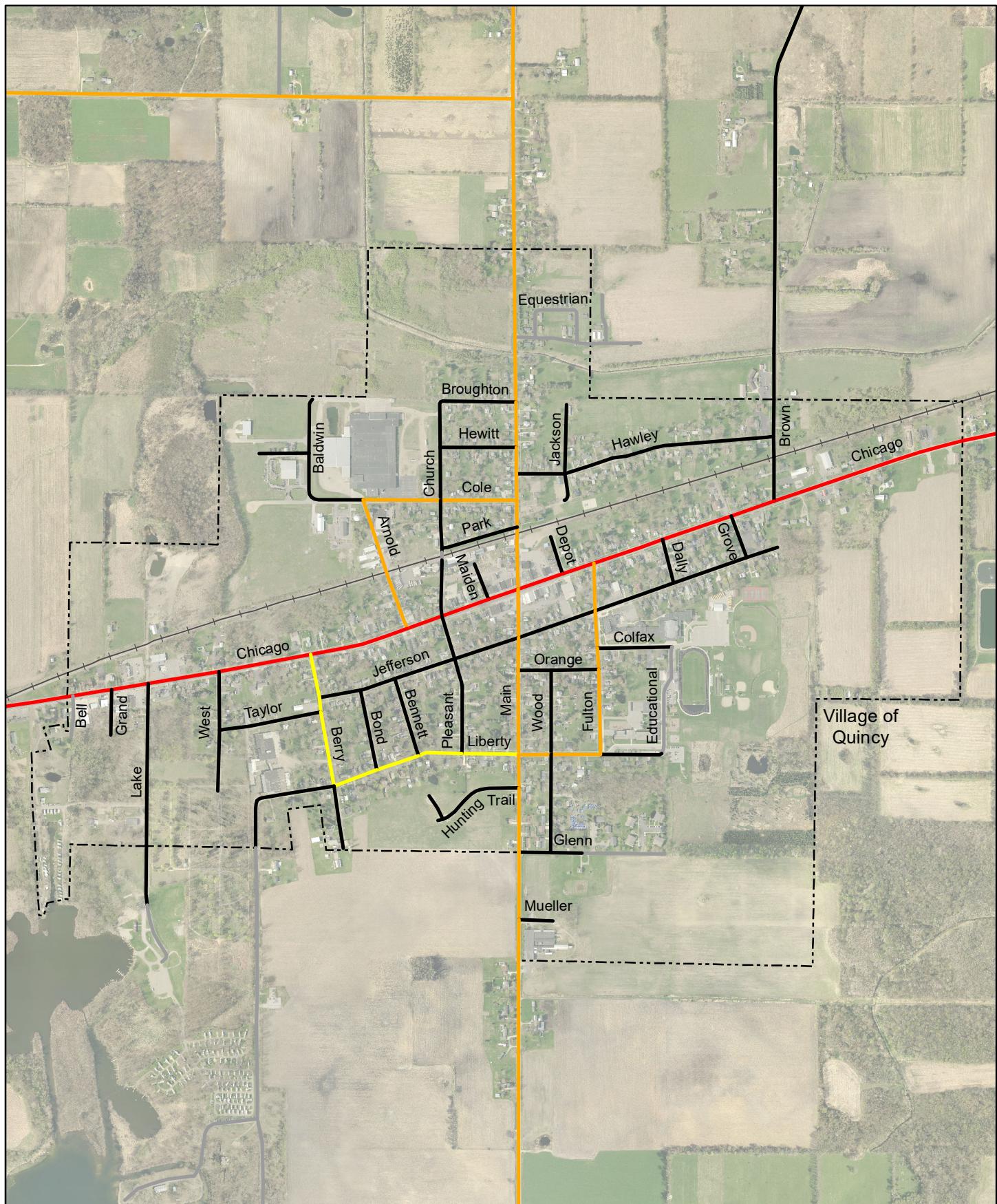
Total Cost: \$163,100

Funding Method: Grants, Bonds, and Operating Revenue

Appendix F

Utilities / Infrastructure





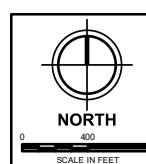
LEGEND

1 - Interstate	5 - Major Collector
2 - Other Freeway	6 - Minor Collector
3 - Other Principal Arterial	7 - Local
4 - Minor Arterial	0 - Non-Certified

Village Limits
 Railroads

National Functional Classification System

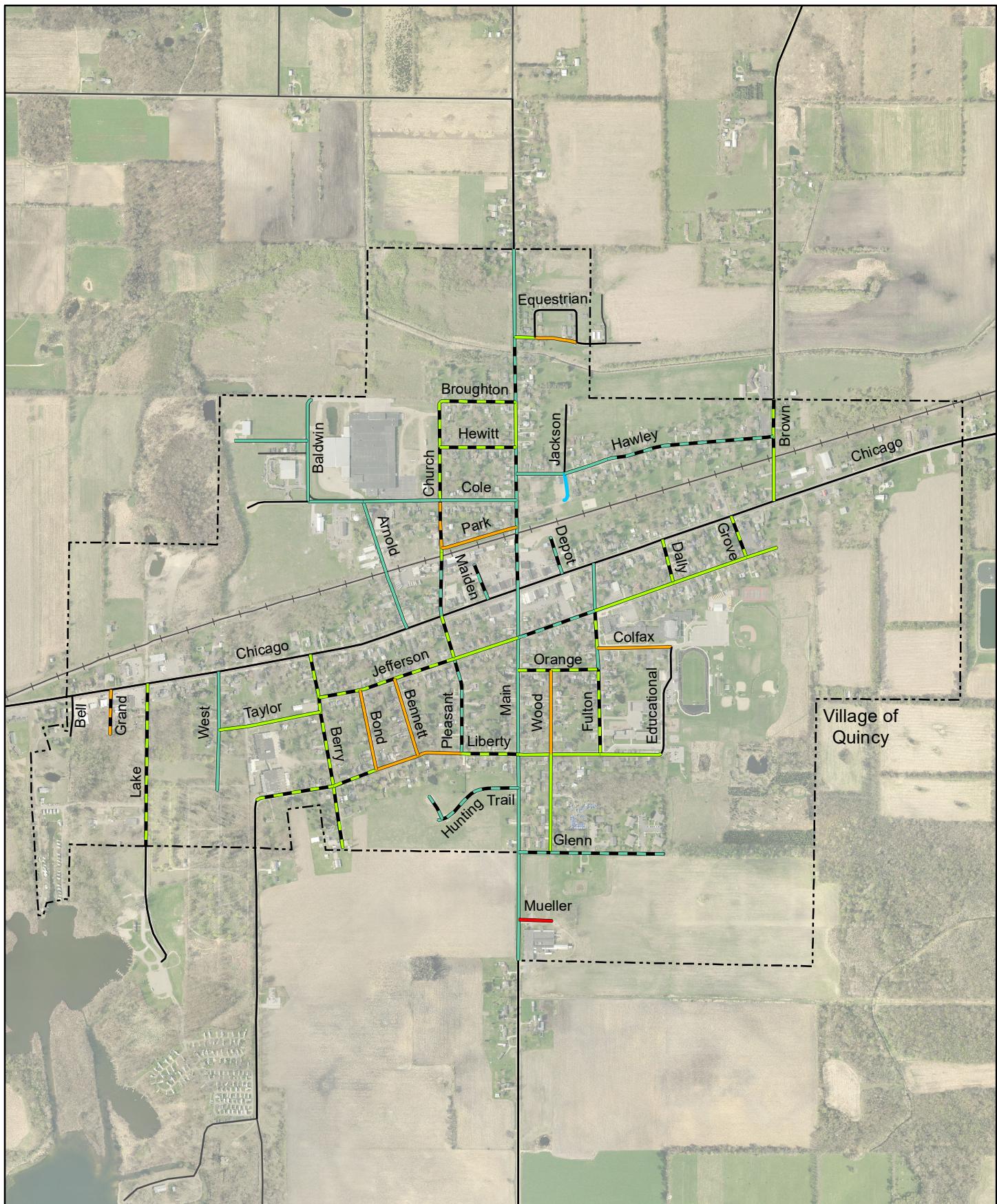
Village of Quincy, Branch County, Michigan



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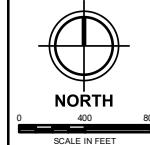
SOURCES

 F&V



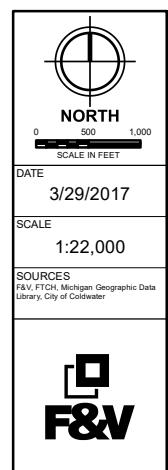
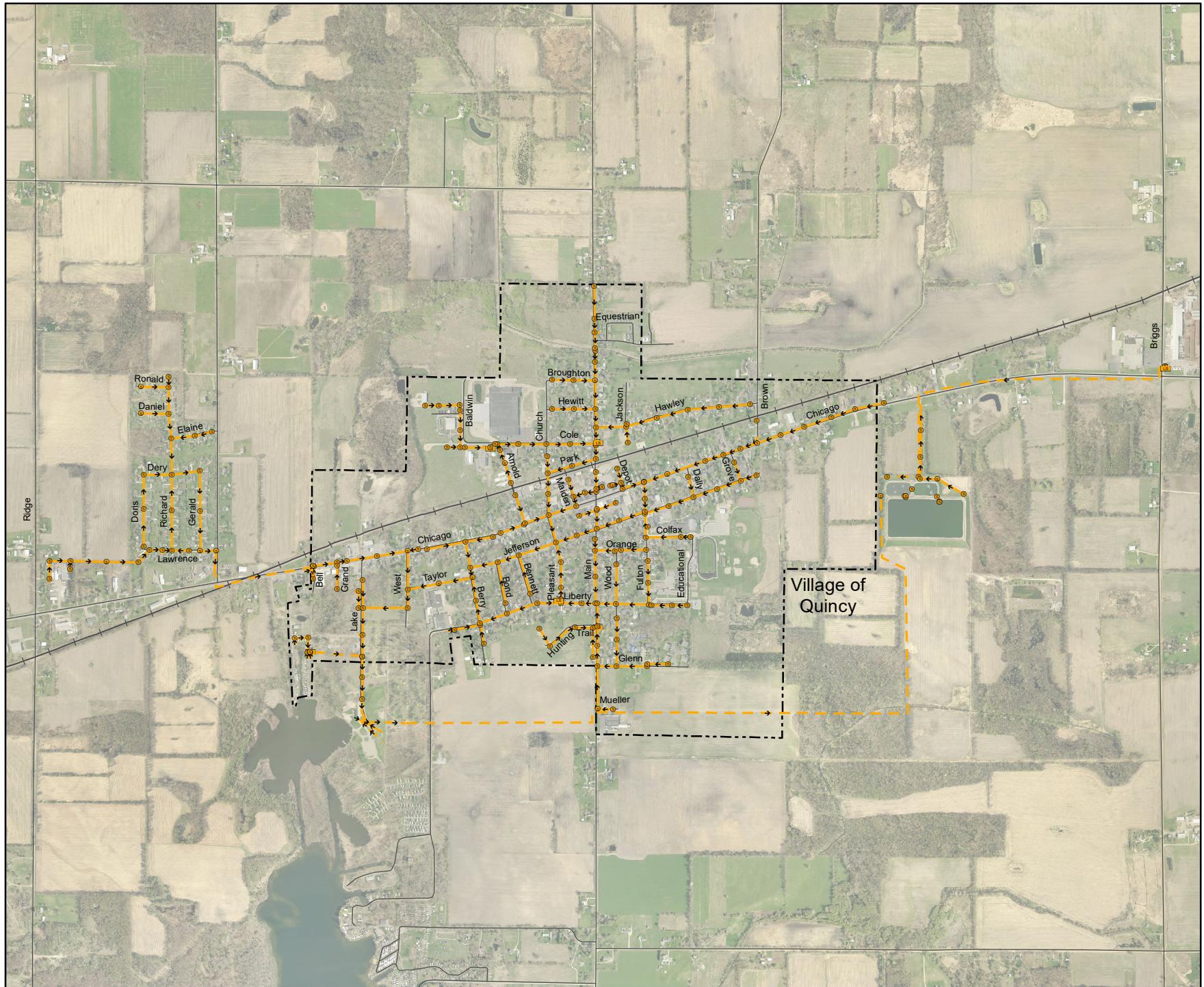
Pavement Surface Evaluation and Rating (PASER)

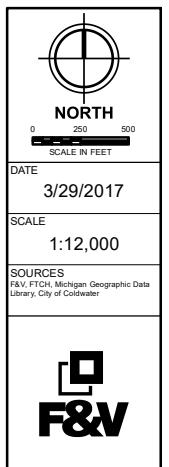
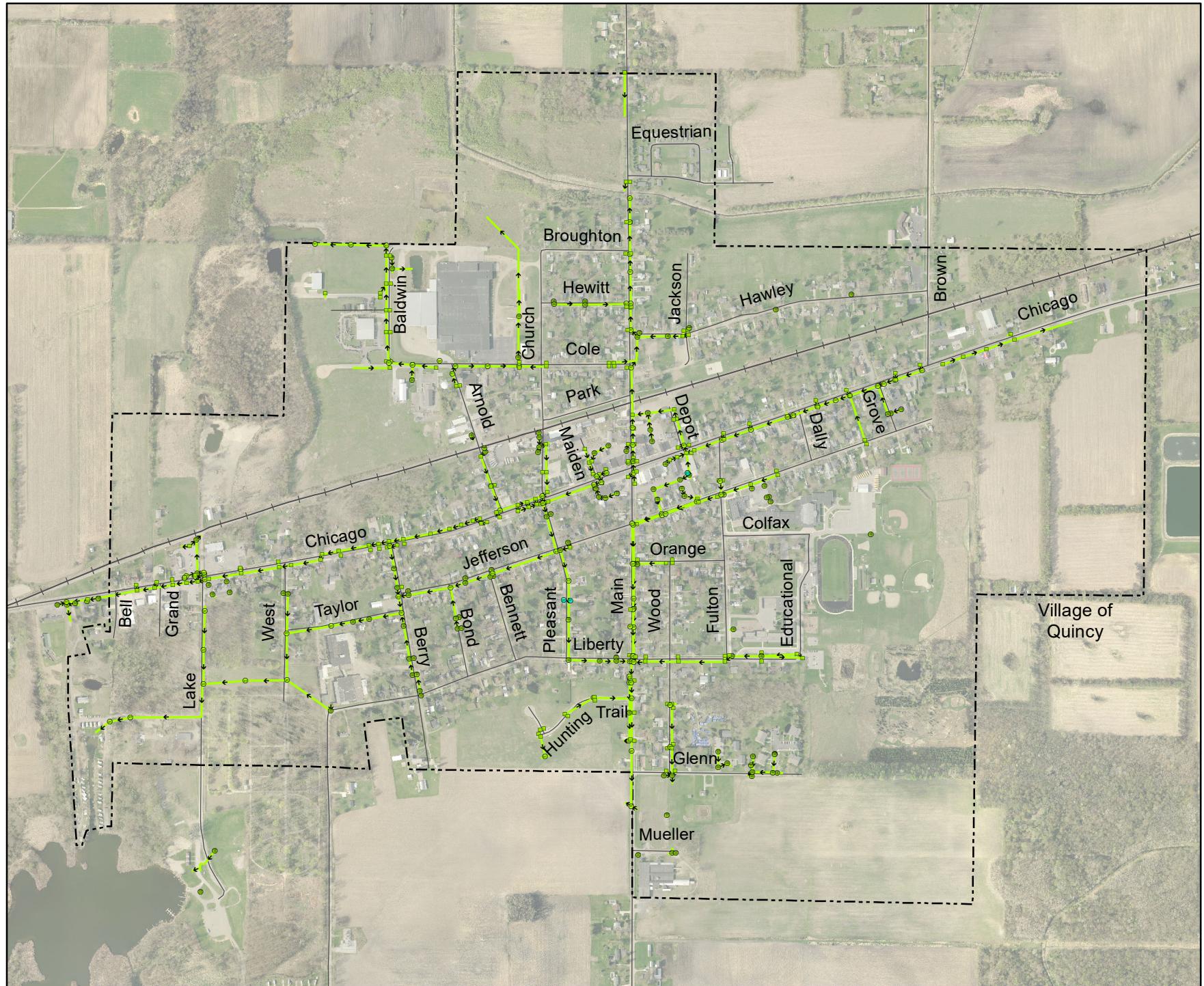
Village of Quincy, Branch County, Michigan

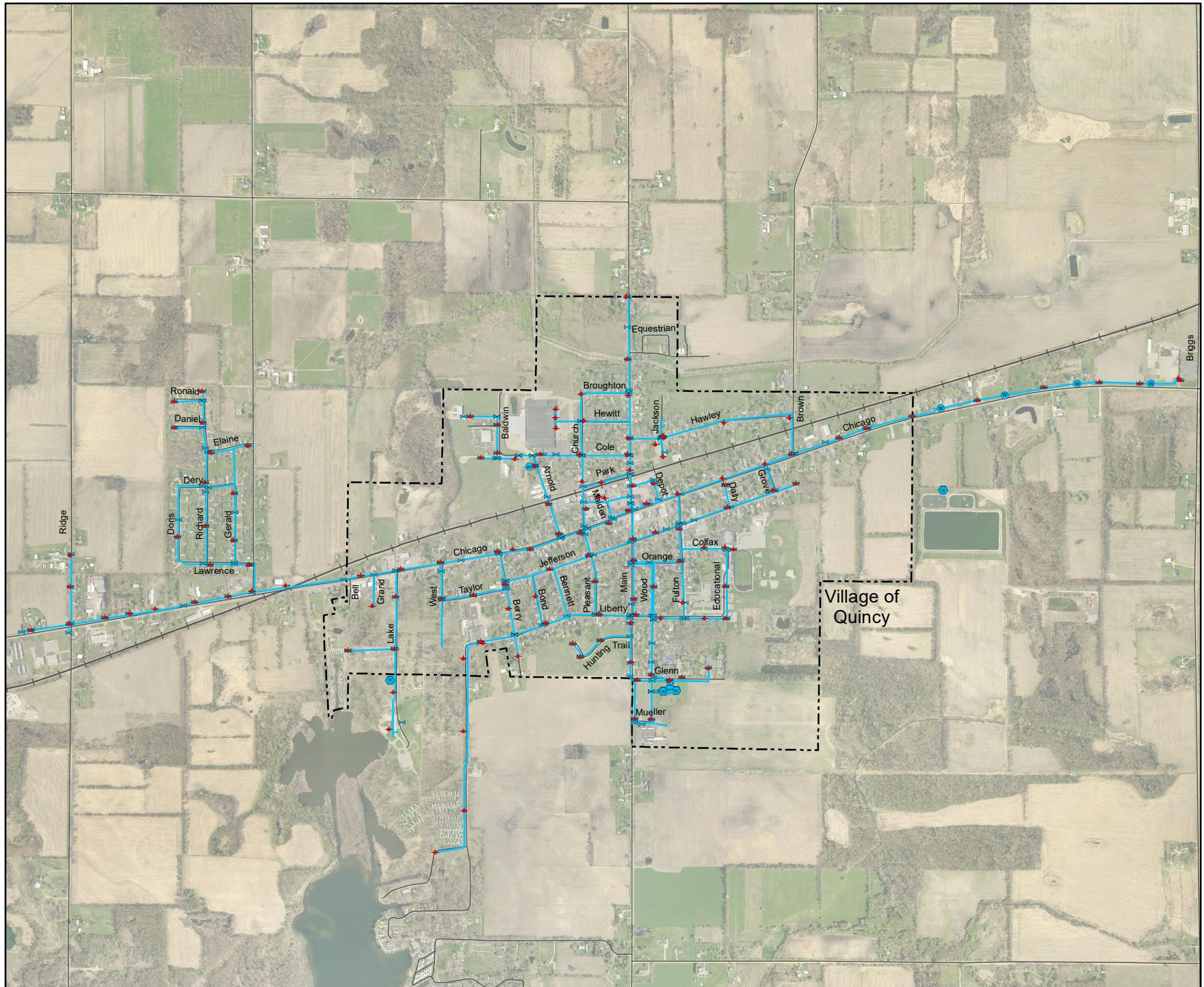


DATE
3/29/2017
SCALE
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SOURCES
CZAE, Michigan Geographic Data Library,
City of Coldwater









Appendix G

Redevelopment Sites

Information Sheet





Village of Quincy
47 Cole St.
Quincy, MI 49082

www.quincy-mi.org

Quincy Township
11 N Main St.
Quincy, MI 49082