

A MASTER PLAN for



The Village of **NEWBERRY**

Adopted July 2018

ACKNOWLEDGMENTS

VILLAGE COUNCIL

John Dewitt III
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Village Councilor

Sharon L. Brown
Pro-Tem

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Village Councilor

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PLANNING COMMISSION

Larry Vincent
Chairman

Steve Stiffler
Commissioner

Harold Dishaw
Commissioner

Kevin Vanatta
Commissioner

Dan Hardenbrook
Commissioner



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The Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth. The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential. This document was produced as part of that effort.

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ADVANCED
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SOLUTIONS

VILLAGE OF NEWBERRY
LUCE COUNTY, MICHIGAN

VILLAGE OF NEWBERRY PLANNING COMMISSION
RESOLUTION RECOMMENDING THE ADOPTION OF THE
VILLAGE OF NEWBERRY COMMUNITY MASTER PLAN

WHEREAS, the Michigan Planning Enabling Act (MPEA) authorizes municipal planning commissions to prepare a “master plan” pertinent to the future development of the municipality; and

WHEREAS, the Planning Commission has prepared a draft master plan for the municipality; and

WHEREAS, the Village Board of Trustees authorized the distribution of the draft Community Master Plan to the general public and the various entities as required by the MPEA, for review and comment purposes; and

WHEREAS, the proposed Community Master Plan was made available to the various entities and the general public as required by the MPEA, and a public hearing thereon was held by the Planning Commission on February 26, 2018 pursuant to notice as required by the MPEA; and

WHEREAS, the Planning Commission finds the proposed Master Plan as submitted for the public hearing is desirable and proper, and furthers the land use and development goals and strategies of the Village;

NOW, THEREFORE, the Newberry Planning Commission hereby resolves to recommend to the Village Board of Trustees adoption of the new Community Master Plan as submitted for the public hearing, including all the text, charts, tables, maps, and descriptive and other matter therein intended by the Planning Commission to form the complete Master Plan, including the Future Land Classification Map.

CERTIFICATE

I hereby certify the foregoing resolution was approved by a majority of the members of the Newberry Planning Commission by a roll call vote at a regular meeting of the Commission held on June 25, 2018 in compliance with the Open Meetings Act.

Motion by: Harold Dishaw

Seconded by: Kevin Vanatta

Ayes: Larry Vincent, Harold Dishaw, Kevin Vanatta, Dan Hardenbrook, Steve Stiffler

Nays: None

**VILLAGE OF NEWBERRY
LUCE COUNTY, MICHIGAN**

**VILLAGE OF NEWBERRY VILLAGE COUNCIL
RESOLUTION RECOMMENDING THE ADOPTION OF THE
VILLAGE OF NEWBERRY COMMUNITY MASTER PLAN**

WHEREAS, the Michigan Planning Enabling Act (MPEA) authorizes municipal planning commissions to prepare a "master plan" pertinent to the future development of the municipality; and

WHEREAS, the Planning Commission has prepared and recommended adoption of a draft master plan for the municipality; and

WHEREAS, the Village Board of Trustees authorized the distribution of the draft Community Master Plan to the general public and the various entities as required by the MPEA, for review and comment purposes; and

WHEREAS, the proposed Community Master Plan was made available to the various entities and the general public as required by the MPEA, and a public hearing thereon was held by the Planning Commission on January 22, 2018 and continued on February 27, 2018 pursuant to notice as required by the MPEA; and

WHEREAS, the Village Council finds the proposed Master Plan as submitted for the public hearing is desirable and proper, and furthers the land use and development goals and strategies of the Village;

NOW, THEREFORE, the Newberry Village Council hereby resolves to adopt the new Community Master Plan as submitted for the public hearing, including all the text, charts, tables, maps, and descriptive and other matter therein intended by the Planning Commission to form the complete Master Plan, including the Future Land Classification Map.

CERTIFICATE

I hereby certify the foregoing resolution was approved by a majority of the members of the Newberry Village Council by a roll call vote at a meeting of the Commission held on July 16, 2018 in compliance with the Open Meetings Act.

Motion by: Hardenbrook

Seconded by: Medeli's

Jeruse Schummer 7/16/18

Clerk
Village of Newberry

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EXECUTIVE SUMMARY

With the adoption of the Village's first-ever master plan, Newberry is embarking on a new chapter in economic and community development. This master plan serves as a living document to guide Newberry's future development based on community needs and desires.

Several important state mandates and initiatives served as the backbone for this effort. The Michigan Planning Enabling Act (MPEA), Public Act 33 of 2008, requires that the planning commission create and approve a master plan as a guide for development. Further, Project Rising Tide (PRT) is a statewide economic development program envisioned by Governor Snyder and implemented by the Department of Talent and Economic Development (TED). Newberry was one of ten communities selected statewide and represents the Upper Peninsula region. The mission is to provide at-risk communities with the necessary tools to design and build a successful economic framework. Through this effort, the Village is committed to creating a physical and social environment conducive to economic success and wealth creation.

Newberry is the county seat of Luce County. Located within McMillan Township at its very southern end, the population of Newberry was 1,519 at the 2010 U.S. Census. Newberry is surrounded by miles of state forests and is considered one of two gateways to the Tahquamenon Falls area. The Village of Newberry has experienced an overall decline in population since 2000. When compared with the state of Michigan, Newberry has a relatively low median household income (\$32,000), a low per capita income (\$18,500), and a high percentage of families living below the poverty line (27%). Further, only 55% of Newberry of-age residents participated in the labor force in 2015. Communities were selected for



the Project Rising Tide program based on income, poverty, and employment statistics.

Community leaders, local officials, and members of the public were engaged throughout the planning process. A community assessment was conducted by the Michigan Rural Council and laid the groundwork for the master plan. The Newberry Planning Commission served as a steering committee to guide the master planning process. The planning commission was formed just before the planning process officially kicked off and met monthly to review existing conditions, develop an action plan and future land use map, and craft the zoning plan.

Economic development is a top priority in Newberry, and economic development strategies served as the foundation for Newberry's action plan. The Village has a number of sites that are currently fit to be redeveloped including the former Falls Hotel, the Pines building, and the Old Bank building. Because of the high-quality public infrastructure already in place, Newberry is focused on incentivizing and supporting redevelopment first and foremost in the downtown.

Included in this plan is a series of goals and actions that can be broken into five major themes: (1) Governance & Leadership; (2) Thriving Downtown; (3) Business Attraction and Retention; (4) Recreation-based Prosperity; and (5) Strong Neighborhoods. The final chapter of the plan identifies and prioritizes the goals and actions and provides ideas and tools for implementation.





Courtesy of Sharon Brown

PLANNING CONTEXT

The purpose of this master plan is to serve as a living document to guide Newberry's future development based on community needs and desires. A master plan is comprehensive in scope and provides more specific actions and site locations for implementing the community's goals.

The Michigan Planning Enabling Act (MPEA), Public Act 33 of 2008, requires that the planning commission create and approve a master plan as a guide for development and review the master plan at least once every five years after adoption.

This master plan is of particular significance to Newberry since this will be the Village's first-ever

comprehensive master plan to guide future development and growth.

RISING TIDE

Project Rising Tide (PRT) is a statewide program envisioned by Governor Snyder and implemented by the Department of Talent and Economic Development (TED). TED is composed of the Michigan Economic Development Corporation (MEDC), Talent Investment Agency, and the Michigan State Housing Development Authority (MSHDA). The mission is to provide at-risk communities with the necessary tools to design and build a successful economic framework.

Newberry was one of ten communities selected statewide and represents the Upper Peninsula

region. One community from each prosperity region was selected, based on the following criteria:

- Poverty level
- Unemployment level
- Labor participation rate
- Renter-occupied units
- Vacancy rates
- Percentage of households receiving food stamps

This initiative employs MEDC's Redevelopment Ready Communities (RRC) as a mechanism for preparing each community for a brighter economic future. RRC is a certification program that encourages communities to use innovative redevelopment strategies to signal to developers and businesses that they are attractive places to invest.

Newberry desires to be a place of economic opportunity, with everything from traditional employment options to entrepreneurial endeavors and development opportunities. The Village is committed to creating a physical and social environment conducive to economic success and wealth creation. The master plan is an important step to achieving this vision.

REGIONAL CONTEXT

Newberry is the county seat of Luce County. Luce County has over 300,000 acres of public access land, 15,000 acres of inland lakes, and 658 miles of rivers and streams. It is primarily made up of State forestland and freshwater wetlands. Luce County borders about 31 miles of Lake Superior shoreline at its northern edge. Located within McMillan Township at its very southern end, the population of Newberry was 1,519 at the 2010 U.S. Census.

Newberry was designated as the moose capital of Michigan by the state legislature, in House Resolution 2002-572 and Senate Resolution 2002-259. The designation has been used to promote its uniqueness to visitors.

Newberry is surrounded by miles of state forests and is considered one of two gateways to the Tahquamenon Falls area (the other

"The Village of Newberry will take steps to create the physical and social environment conducive to economic success and wealth creation."

is Paradise, approximately 40 miles to the northeast).

OTHER PLANS AND PLANNING EFFORTS

There were a number of community and regional planning efforts already completed or underway at the time this master planning process began. In an effort to build on this positive momentum, the following plans and strategies were used to inform the goals and objectives of this master plan.

Village of Newberry Economic Development Strategy

As a part of the PRT effort, the Newberry Steering Committee completed an Economic Development Strategy for the Village. The strategy identifies key challenges and opportunities related to economic development, and outlines a set of goals, objectives, and implementation strategies to enhance economic development in the Village and the larger region.

2002 Luce County Comprehensive Plan

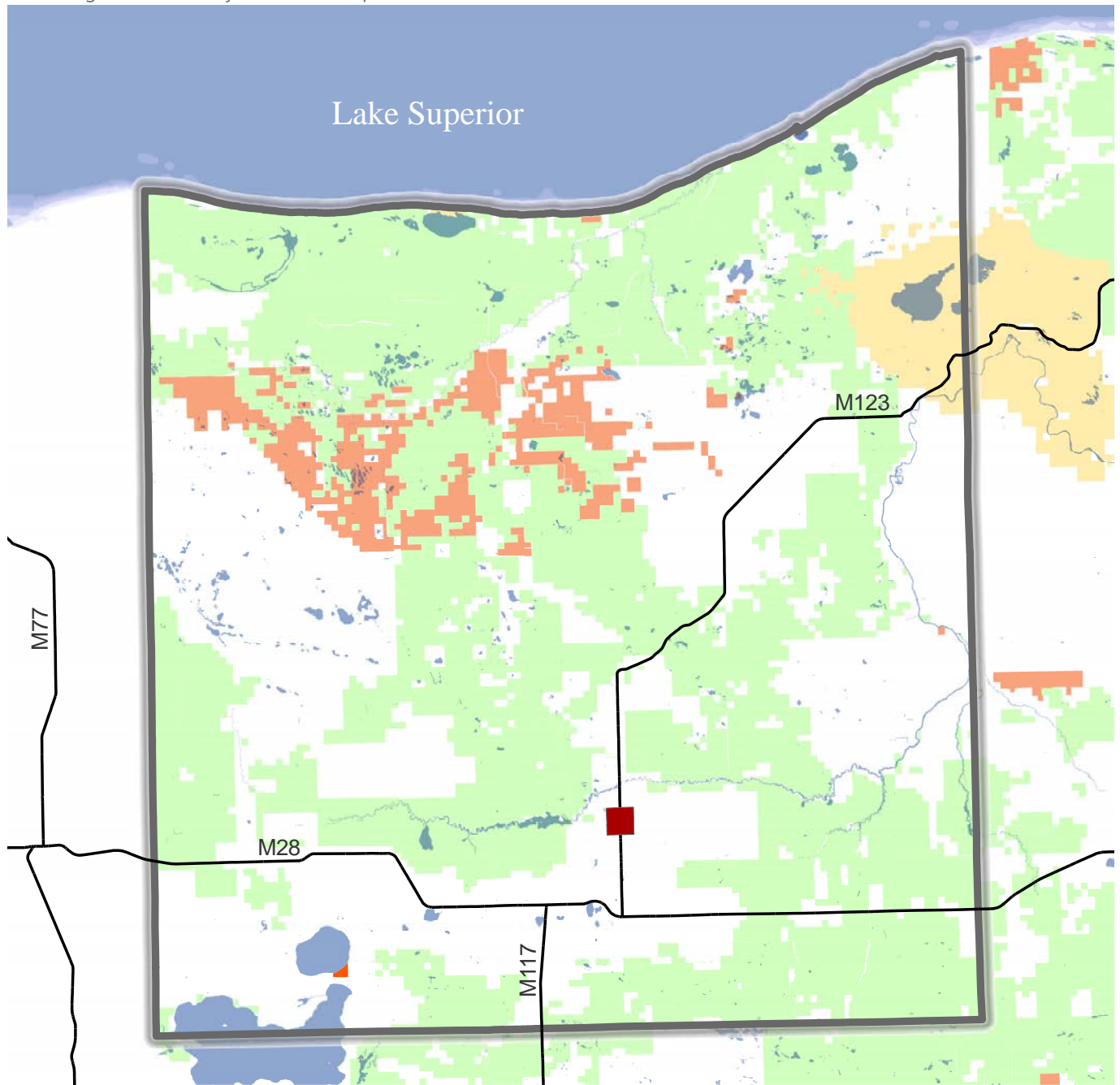
The Luce County Comprehensive Plan serves as a guide for future decisions by the county and member communities. Luce



Visitors at the famous Oswald's Bear Ranch, located just outside of Newberry.




1: Village of Newberry Location Map

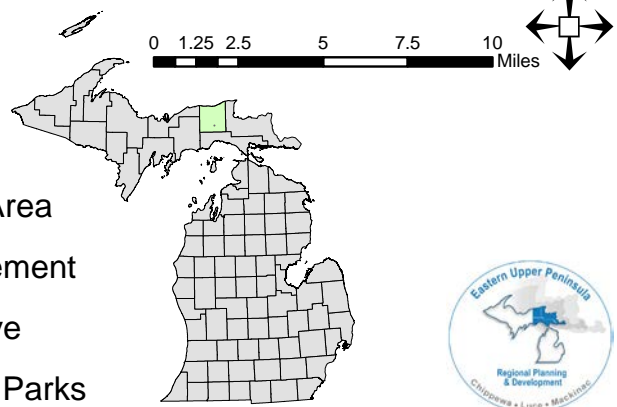


VILLAGE OF NEWBERRY

Village of Newberry Location

Data Sources: State of Michigan Geographic Data Library
Eastern Upper Peninsula Regional Planning and Development Commission

- | | |
|---|--|
|  Village of Newberry |  Conservation Area |
|  State Roads |  Forest Management |
|  Luce County |  Nature Preserve |
|  Lakes |  County/Village Parks |



County provides zoning services for all townships within Luce County.

2015 Eastern Upper Peninsula Comprehensive Economic Development Strategy

This report, titled Elevating the Eastern Upper Peninsula, covers the economic development trends, conditions, needs, and strategies for the three-county Eastern Upper Peninsula Region in Michigan and allows the region to maintain its Economic Development District designation to qualify for EDA assistance, loan programs, and planning programs. This strategy identifies a number of actions to create year-round diverse employment opportunities such as technical assistance, vocational training, data tracking, and inter-jurisdictional collaboration.

2016 Luce County Target Market Analysis

A Residential Target Market Analysis (TMA) was conducted for Luce County in 2016 by Land Use USA. The purpose of the TMA was to identify the housing needs and unmet housing market potential of communities in Luce County. The results of the TMA can be used to identify walkable neighborhood types and missing middle housing formats that would be successful in Newberry.

Parks and Recreation Master Plan

The Village of Newberry 2016-2021 Recreation Master Plan ensures Newberry will be eligible for MDNR grants and other funding opportunities through 2021. The plan identifies a number of different strategies for fostering economic development by improving and promoting recreational facilities and trails. One key action is the development of the Tahquamenon Outdoor Recreation Complex.

2015 Tahquamenon Scenic Byway Corridor Management Plan

The scenic byway runs along the M-123 Corridor from Eckerman

to the Village of Newberry. The corridor management plan includes an inventory of historical and natural assets, a traffic and safety analysis, and ideas for marketing the unique assets along the corridor.

COMMUNITY ENGAGEMENT

The Village of Newberry understands that citizen input is paramount to a successful planning process. Community leaders, local officials, and members of the public were engaged throughout the Rising Tide process in general community visioning exercises and goal setting specifically focused on economic development and downtown revitalization.



Hamilton Lake Natural Area



Community Assessment 2: Community Assessment Recommendations

A community assessment was conducted by the Michigan Rural Council and laid the groundwork for the master plan. The overall purpose of the community assessment was to identify assets, projects, goals, and areas for development. The community assessments are intended to empower communities by giving them the tools to plan for the future.

The Newberry assessment was held in May 2017 and consisted of listening sessions in which a number of stakeholder groups in the community had a chance to voice their ideas and concerns. A Village Hall meeting was held in the evening with a small but mighty group of attendees representing a broad cross section of Newberry residents. The following summarizes assets, challenges, and ideas/actions identified through this process.

Assets

- Low cost of living
- Dedicated community organizers
- Surrounded by pristine natural resources

Challenges

- Limited skilled workforce
- Resistance to change
- Isolated location

TOPIC	IDEA	RESOURCES
Downtown Vacancies	Initiate and Support Civic Events	MML's Place POP program can facilitate engaging, temporary improvements to civic spaces to spur private development.
	Facade Improvement Program	Could be funded through CDBG grants, a DDA, or Business Improvement Program
	Michigan Main Street Program	A coordinator could implement the Main Street model to improve visual appeal, organization, and preserve historical assets.
Limited Housing Options	Design Charrette	MSU's Small Town Designs Initiative could lead a charrette aimed at identifying locations for affordable workforce housing near the downtown.
	Rehabilitate Upper-Story Units	MED's Community Assistance Team administers CDBG funds for rental rehabilitation.
Need High-Quality Jobs	Business and Industry Loans and Grants	USDA Rural Development business and industry loans and grants are available for non-profits and public entities.
	Business Incubator	Clusters of small retail spaces with training and support opportunities have been a successful model in a number of Michigan communities.
	Small Scale Manufacturing	Local producers and maker industries are a growing asset and key sector to strengthen local economic resilience.





- Poverty is prevalent
- Limited housing options, especially rentals
- Aging building stock, both residential and commercial

Ideas for Action

- Create a DDA or business improvement district to rehab downtown
- Stricter enforcement of the blight code paired with rehabilitation assistance.
- Promote ecotourism and market natural resources.
- Coordinated business

recruitment

The table called Community Assessment Results summarizes some of the key recommendations for further action made by the Michigan Rural Partners based on the community assessment results.

Planning Commission

The Newberry Planning Commission served as a steering committee to guide the master planning process. The planning commission was formed just before the planning process officially kicked off and met monthly to review existing conditions, develop

an action plan and future land use map, and craft the zoning plan. The process of developing a future land use map and zoning plan was particularly important in Newberry because the map and zoning plan will lay the foundation for Newberry's first-ever zoning ordinance.





THE PEOPLE OF NEWBERRY

Luce County Park, Courtesy of Newberry News

This section will investigate the demographic trends and historic and cultural resources in the Village of Newberry and its surrounding communities to understand how the people and social capital have shaped Newberry over time, and what the future may hold. Trends in this community profile were used throughout the planning process to inform this master plan's strategic goals and future land use

classifications.

HISTORY

The village was named in honor of John Stoughton Newberry, a U.S. representative and industrialist from the state of Michigan.

In the late 1800s and early 1900s Newberry, like many Northern Michigan towns, was a lumbering town, with other industrial



*Chemical Plant, Lake Superior Iron and Chemical Co., Newberry, Michigan.
Photo Courtesy of Jim Dwyer*

3: Surrounding Population 1990 - 2015, % Change

	1990 POPULATION	2000 POPULATION	2010 POPULATION	2015 POPULATION	% CHANGE (2000 - 2015)
Newberry	ND	2,686	1,578	1,729	-36%
Luce County	5,786	7,006	6,631	6,415	-8%
Eastern Upper Peninsula	51,291	57,530	56,264	55,338	-4%

Sources: U.S. Census Bureau: 1990 & 2000 Decennial Censuses; 2010 & 2015 American Community Survey

processes typical for the day. In the one-mile stretch between the railroad and the Tahquamenon River to the north were the factory and lumber yards.

In 1882, some businessmen from Detroit with interests in the railroad established the Vulcan Furnace Company named for the Roman god of fire. The first industrial process undertaken on the property was making charcoal. The Village of Newberry eventually sprang up around it. Before then, Newberry was known as "Grant's Camp." As the years went on, Newberry's growth and development continued to be rooted in lumber and industry.

POPULATION TRENDS

The figures in this section have been taken from the following sources in this preferred order:

- The 2010 US Census. This is the gold standard for demographic data. It measures 100% of the population and often depends on sampling. However, available data is limited to population and housing information, and the ten-year interval between data points means it is rarely "fresh."
- The 2011 - 2015 American Community Survey. The ACS program replaced the "long form" census questions beginning in 2000, asking

"The people of our community are the only reason we are here. Therefore, we are committed to working with the community to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Newberry."

-Community Leader



4: Surrounding Area Income & Poverty %

	MEDIAN INCOME	PER CAPITA INCOME	% LIVING IN POVERTY
Newberry	\$32,000	\$18,551	27.1%
Luce County	\$37,088	\$17,195	19.6%
Eastern Upper Peninsula	\$39,998	\$20,310	19.0%
Michigan	\$49,576	\$26,607	15.7%
ACS 5-Year Estimates 2011-2015, 2015 Small Area Income & Poverty Estimates			

5: Educational Attainment

	TOTAL POPULATION OVER AGE 25	% NO HIGH SCHOOL DIPLOMA	% HIGH SCHOOL DIPLOMA	% SOME COLLEGE, ASSOCIATE'S DEGREE	% BACHELOR'S DEGREE OR HIGHER
Newberry	1,212	13.4	42.2	33.3	12.5
Luce County	4,866	11.7	45.0	31.0	12.4
Michigan	6,557,055	10.2	29.6	32.9	27.2
ACS 5-Year Estimates 2011-2015					

6: % of Individuals Living with a Disability

CIVILIAN NON-INSTITUTIONALIZED POPULATION		
	With a Disability	With an Ambulatory Difficulty
Newberry	23.9%	11.5%
Luce County	25.3%	12.5%
Eastern Upper Peninsula	19.0%	9.3%
Michigan	14.1%	7.4%
ACS 5-Year Estimates 2011-2015		

the same types of detailed questions about social, economic, and housing conditions on a rolling basis instead of once per decade.

The Village of Newberry has experienced an overall decline in population since 2000. The 2011-2015 ACS estimates the current population of Newberry to be 1,729. This trend closely aligns with Luce County, which experienced population growth until 2000, when the population witnessed a notable decline.

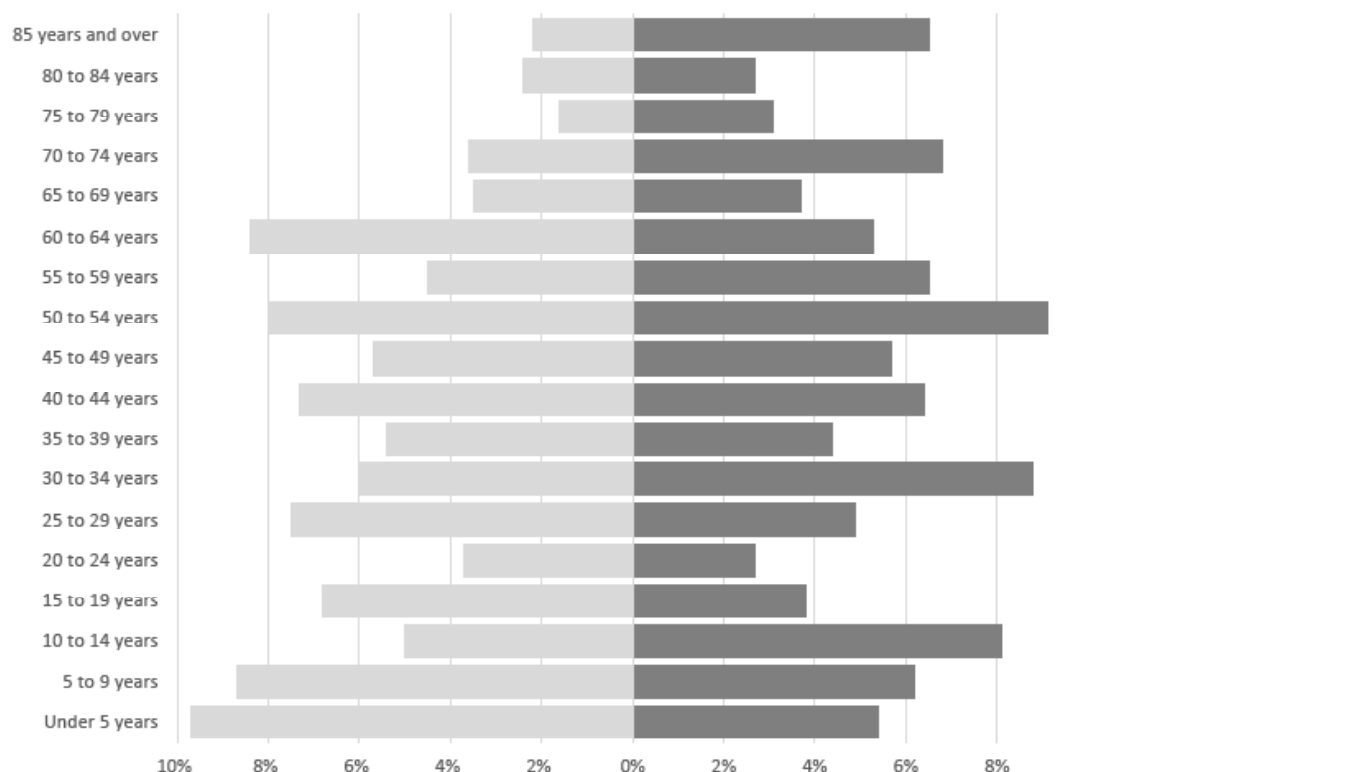
When looking at the population trends, it is important to keep in mind that the Newberry Correctional Facility is located just outside the Village limits. The population of 1,100 inmates is counted in the overall population of Luce County, and impacts the demographic trends.

Age & Gender Distribution

The distribution of males and females in Newberry is similar to that of the state average, with 51% of residents identifying as female and 49% as male. The median age is 42 years, which has increased since 2010 and is slightly older than the state average. The age distribution is fairly evenly distributed, although the age and gender trends reflect a larger trend throughout Michigan: younger people, aged 18-24, tend to leave for out-of-state college or relocate



7: Age and Gender Distribution (2015), %



immediately after graduating from a Michigan university for better career opportunities. Because the numbers rebound in older age brackets, it is likely that those who left in their youth returned to Newberry later on.

Income & Poverty

The Village of Newberry's median household income (MHI) is substantially lower than the state of Michigan's, \$32,000 to \$49,576 respectively. Per capita income in Newberry is also significantly lower than the state average at \$18,551. It should be noted, however, that per capita income has increased by 9.6% in Newberry since 2010.

In the past 12 months, it was estimated that 27.1% of individuals are living below poverty the line in Newberry. This compares with 19.6% and 15.7% in Luce County and the state of Michigan respectively.

The 2011-2015 ACS estimates that 12.8% of households in Newberry have received Food Stamps/SNAP benefits in the last 12 months, compared with only 3.4% statewide.

Educational Attainment

The link between poverty and educational attainment is real. For those with less than a high school diploma the mean income is less than \$12,000 per year, compared with over \$45,000 for

those with a bachelor's degree. It should be noted that a bachelor's degree does not guarantee gainful employment; however, the rates of poverty are significantly lower with a post-secondary degree.

Disability Status

The disabled population is 25% in Luce County compared with only 14% in the state of Michigan. Luce County, as well as the state as a whole, is experiencing an overall increase in the number of disabled residents. A growing disabled population corresponds with a nationally aging population. The highest proportion of those who suffer from ambulatory and



self-care difficulty are senior citizens. It is important to track types of disabilities and how they change over time in Newberry and the region because residents with mobility constraints require different housing and community amenities to meet their needs.

Race

Newberry continues to be primarily white (89.1%). However, it is interesting to note that Newberry has seen a substantial increase in the number of individuals who identify as American Indian or Alaska Native. From 2010 to 2015, this number jumped from 5% to 12%. It should be noted that because of a small sample size, the ACS estimates have a relatively high margin of error.

Health Statistics

Although the Village of Newberry and Luce County have considerable natural resources for outdoor activity and exercise, Luce County residents are less healthy than residents of other counties in the state of Michigan. Based on the Robert Wood Johnson County Health rankings compiled in 2016, Luce County is ranked 70th of 82 in Michigan for quality of life (1 county did not have sufficient data), which is based on overall physical health, mental health, and birth weight data. Notably, the County ranks eighth in length of life.

8: Luce County Health Rankings

LUCE COUNTY HEALTH RANKINGS	
HEALTH VARIABLE	RANKING
Health Outcomes	26
Length of Life	8
Quality of Life	70
Health Factors	65
Health Behaviors	79
Clinical Care	59
Social and Economic Factors	61
Physical Environment	4

Source: 2016 County Health Rankings

The County Health Rankings & Roadmaps program is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. Health outcomes represent how healthy a county is, and are measured by how long people live and how healthy people feel while alive. Health factors represent what influences the health of a county, and are measured by health behaviors, clinical care, social and economic factors, and the physical environment.

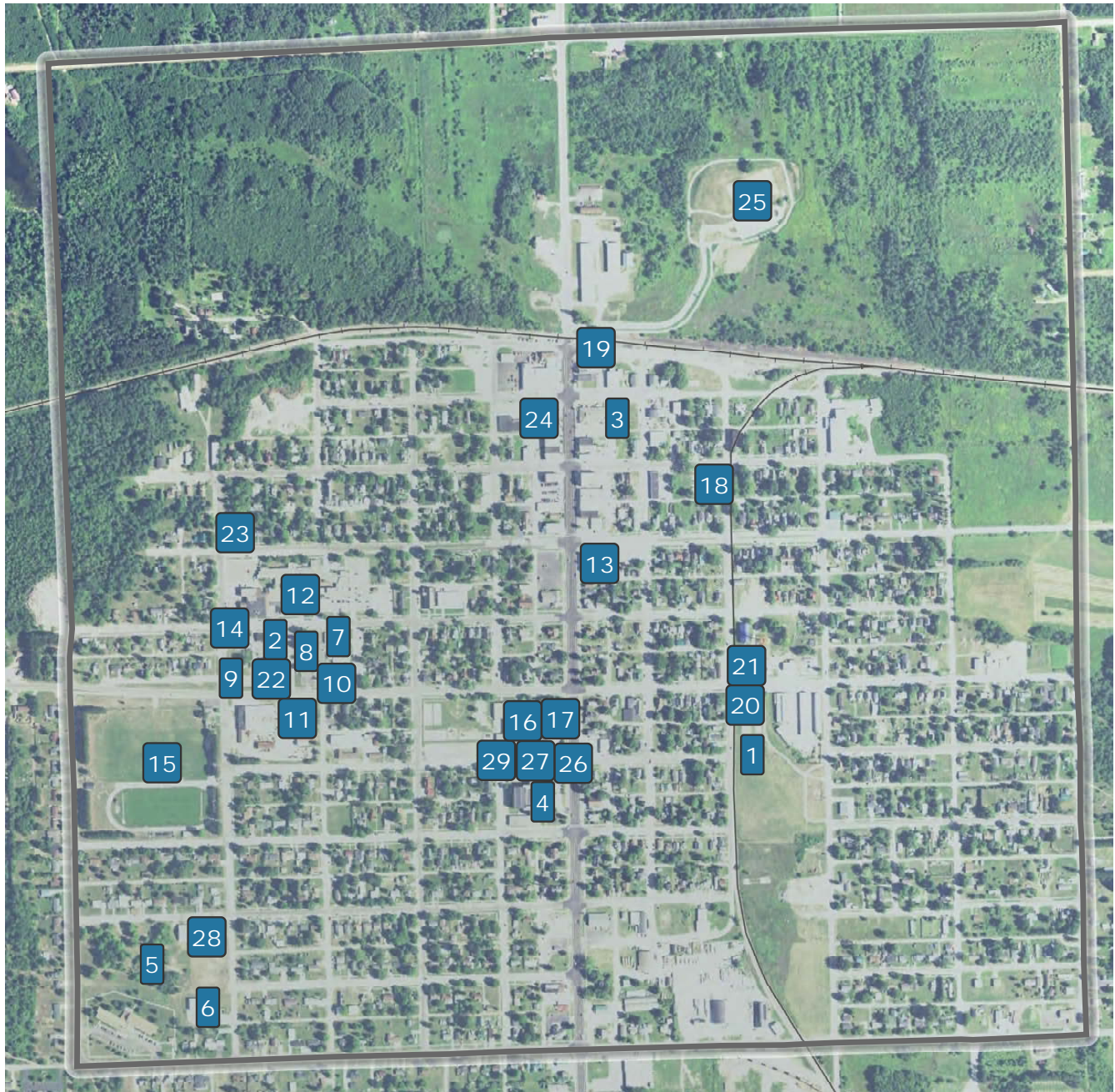
Probably most disconcerting is that Luce County is ranked 79th out of 82 counties for health behaviors, which is a score for indicators such as food security, drug overdoses, and motor vehicle crash deaths.



Photo courtesy of the Newberry News



9: Community Institutions



VILLAGE OF NEWBERRY

Community Institutions

Data Sources: State of Michigan Geographic Data Library
 Eastern Upper Peninsula Regional Planning and Development Commission

Institution Name

- | | | |
|--|---|--------------------------------------|
| 1. Atlas Park | 11. Luce County Road Commission | 21. Newberry Water & Light Board |
| 2. CHAC Community Health Access | 12. Helen Newberry Joy Hospital | 22. Secretary of State |
| 3. Chip-Luce-Mack Community Action | 13. McMillan Township Office | 23. Sherman Park |
| 4. Consolidated Community School Service | 14. Michigan Works! | 24. Tahqaland Theatre |
| 5. Knierim Park | 15. Newberry Athletic Field | 25. Tahqua Outdoor Rec Complex |
| 6. Luce County Ambulance Service | 16. Newberry Elementary School | 26. Tahquamenon Area Library |
| 7. Luce County Building | 17. Newberry Middle School | 27. Tahquamenon Area School District |
| 8. Luce County Historical Society | 18. Newberry Post Office | 28. The Barn |
| 9. Luce County Human Services | 19. Newberry Railroad Depot | 29. Newberry High School |
| 10. Luce County Parks & Rec Department | 20. Newberry Village Office/ Admin Building | |





THE NATURAL & BUILT ENVIRONMENT, & LAND USE

Courtesy of Newberry News

This chapter summarizes the natural resources, including water, soils, and wildlife; facilities like water, sewer, broadband accessibility, and parks; and existing land use.

NATURAL FEATURES

Newberry, and the surrounding area, is defined by its pristine natural features, including prime woodlands, high water quality, and abundant wildlife. The Village is fairly flat, with rolling hills in the surrounding forested areas.

There is general agreement by community members that while Newberry is home to some of the most beautiful natural features in the state, many of the attractions are not well known to people

outside of the community. There is a strong desire to brand Newberry with a unique identity. Much of the foundation for Newberry's community identity will be its high-quality natural resources.

Watershed

Newberry is located within the Tahquamenon River Watershed. According to the Eastern Upper Peninsula (EUP) Watershed profile prepared by the Chippewa Luce Mackinac Conservation District, this subwatershed is 517,968 acres and is part of the greater EUP watershed.

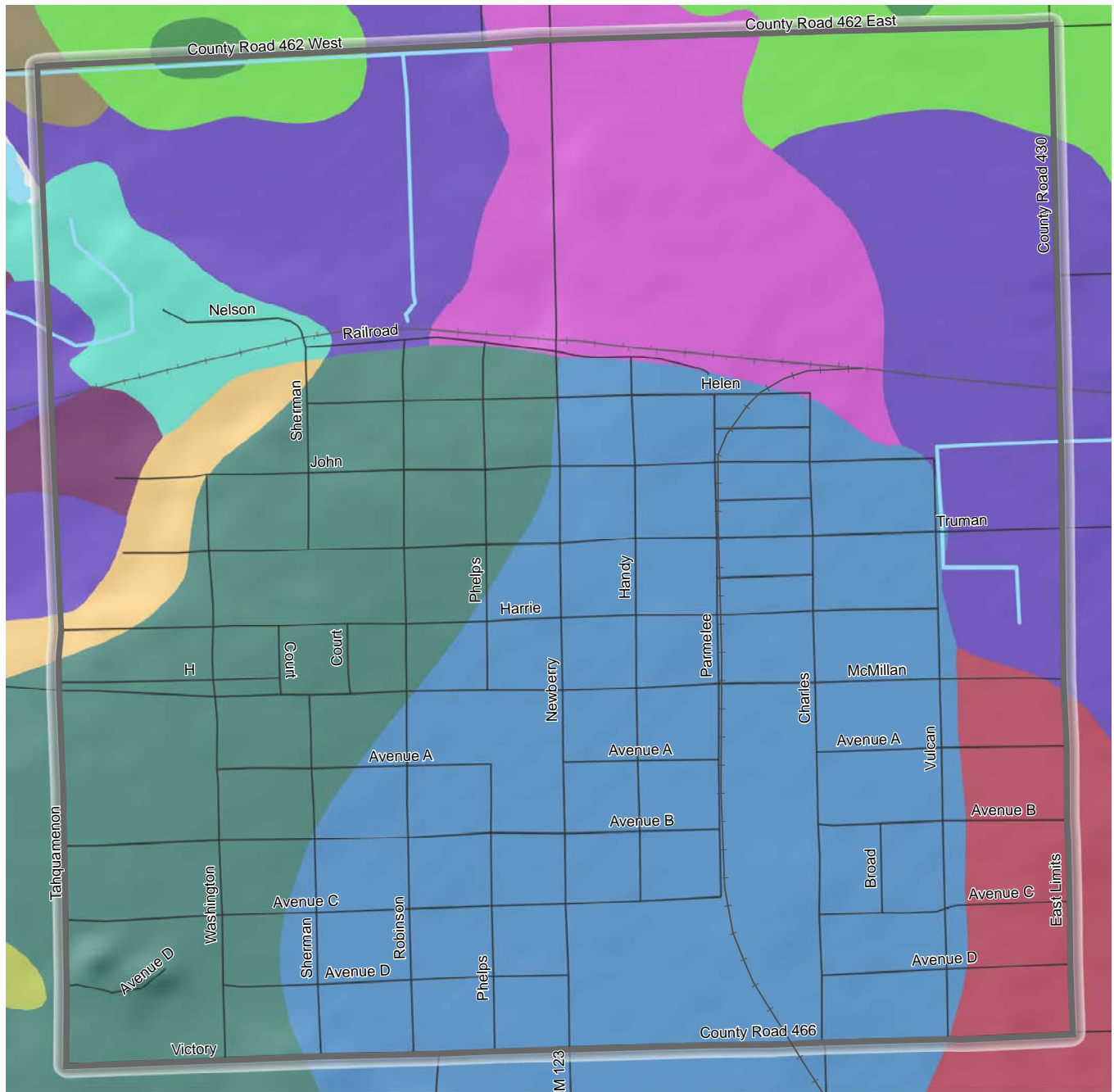
Land cover in the EUP watershed is predominately forest and wetland. Seventy-eight percent of the watershed is forested, while 13% is composed of wetlands. Less than 10% of the watershed is considered

developed for urban or agriculture. Most of the land is in public ownership, either through state ownership (41%) or federal (15%).

Water Quality

As a part of a five-year monitoring cycle for watersheds in the state, the Michigan Department of Environmental Quality has identified erosion as a concern along the Tahquamenon River from a variety of sources, including agriculture operations, past logging operations, and road/stream crossings. The Tahquamenon River has been significantly altered by historical logging operations, and erosion issues continue to occur at road/stream crossings and in developed areas along the lakeshore.

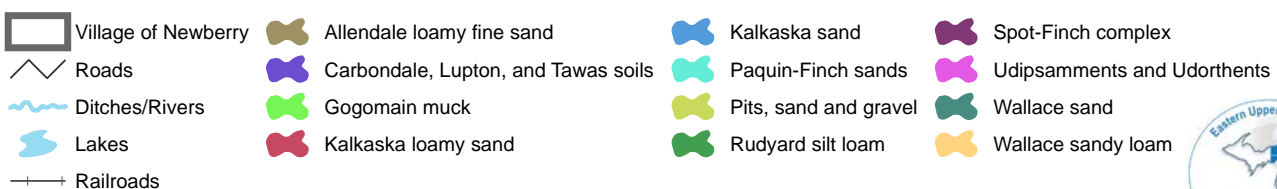
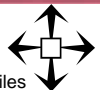
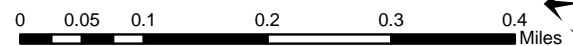
10: Detailed Soil Classification Map



VILLAGE OF NEWBERRY

Detailed Soils Classification

Data Sources: State of Michigan Geographic Data Library
Eastern Upper Peninsula Regional Planning and Development Commission



Forests

Luce County is relatively flat with large expanses of open peat-lands and forested lowland swamps. The Eastern Upper Peninsula State Forest Management Plan states that lowland open/semi-open lands make up 19% of the EUP, northern hardwoods 11%, aspen 11%, cedar 11%, and jack pine 9%.

As public land is transferred to private ownership in much of the Upper Peninsula, the overall health of forested areas is threatened because of habitat fragmentation. Forests become fragmented and diminished as land is cleared for buildings, lawns, and roads. Fragmentation hinders ecological functions, especially habitat for wildlife.

Additionally, there are a number of forest insects and diseases that are threatening forest conditions in the EUP; the most significant of these are beech bark disease, spruce budworm, and emerald ash borer.

Wildfire

Wildfire is a very real concern in Luce County and the Village of Newberry. In 2007, the Sleeper Lake Wildfire burned 18,185 acres in McMillan Township, just north of the Village. In 2012, the Duck Lake Wildfire burned 21,069 acres, causing Governor Snyder to declare a state of disaster in Luce and Schoolcraft counties. Numerous campgrounds and other recreational facilities were closed as well as ORV

trails and county roads.

Although homes and businesses in Newberry are not generally directly under threat from wildfire, the impacts of wildfire have far-reaching consequences on tourism, local businesses, and the overall quality of surrounding natural habitat and forestland.

Wetlands

Wetlands are an important natural resource. They provide a number of important ecosystem services, including flood control, nutrient and pollution filtration, groundwater recharge, and habitat for plants and wildlife. The Village has a number of wetland areas north of the railroad tracks, 18 acres of which are within a designated brownfield.

Soils

The soil characteristics recorded by the county soil survey form the base of knowledge on a variety of development-related factors. Understanding soil profiles and compositions is key when evaluating development needs.

Most soils in Luce County have severe agricultural limitations that make them unsuited to cultivation.

The majority of the Village has a sandy soil association, which is suitable for development and is well-drained. In the northern portion of the Village, the soils are more loamy and less well-

drained, located along streams, old drainageways, and small embankments (Luce County Soil Survey). The northern portion of the Village has slight elevation grades, wetlands, and hydric soils.

Recreation

Local residents are quick to highlight that you can drive to six of the seven Wonders of Michigan within a few hours of the Village limit. Newberry's close proximity to tourist attractions is a big asset that the community hopes to leverage for economic development.

Newberry's Recreation Master Plan identifies a number of recreational amenities within the Village, as well as opportunities for expanding amenities within the Village and the surrounding area. Newberry has four parks located within the Village; these include the Curt Kneirim Memorial Park, Sherman Park, Atlas Park, and the site of the Tahquamenon Outdoor Recreation Complex. The Village plans for more playground facilities at the local parks. Additionally, Village leadership desires to collaborate with the township and county to improve canoe and kayak access at the Logging Museum and Dollarville Dam and fishing/motorized boat access at McPhee's Landing.



11: Recreation Infrastructure Map



VILLAGE OF NEWBERRY

Recreation Infrastructure

Data Sources: State of Michigan Geographic Data Library
Eastern Upper Peninsula Regional Planning and Development Commission

0 0.05 0.1 0.2 0.3 0.4 Miles



Recreation Infrastructure

Newberry Athletic Field

Park Land

State Land

Sherman Park

TORC Facility

Tahqaland Theatre

Knierim Park

Atlas Park

Luce County Parks & Rec Department

Luce County Historical Society

Village of Newberry

Railroads

Roads



Tahquamenon Outdoor Recreation Complex

The Tahquamenon Area Recreation Authority (TARA) is made up of four units of government - Pentland and McMillan Townships, Luce County, and the Village of Newberry. The authority was formed to construct a new skating facility for Newberry.

The new complex will be located on the former Iron Charcoal Facility northeast of the crossing of M-123 and the Canadian National Railroad, just north of historic downtown Newberry. The site is located on a brownfield, and the community used MDEQ funds for clean-up, remediation, and redevelopment of the brownfield in Phase 1. TARA was awarded a Michigan Natural Resources Trust Fund grant with the Village of Newberry for \$300,000 for improvements to the facility.

Tahquamenon River and Falls

The popular Tahquamenon River and waterway is located within a mile of the Village. The Tahquamenon River is a recreational jewel in the region, and one that the region hopes to better leverage for placemaking and economic development.

The river is 94 miles long and drains approximately 820 square miles. It begins in the Tahquamenon Lakes in northeast Columbus Township in Luce County. M-123 runs alongside a portion of the river north of Newberry.

The Tahquamenon River
in the Ojibwa language is
Adikamegongziibi, meaning
"River at where the Whitefish
are found."



The Upper Falls in the summer. Photo courtesy of the Newberry News





A family enjoying ice cream at The Scoop while on vacation.

Tahquamenon Falls State Park is Michigan's second largest park, exceeding 40,000 acres. The Falls are the second largest waterfall east of the Mississippi. Half a million visitors come each year to marvel at the spectacular waterfalls.

Cultural Resources

The Village is ripe with historical and cultural resources that contribute to its identity and shape what Newberry is today. Located within the Village of Newberry are the Luce County Historical Museum, the Luce County Historical Society, and the Tahqua-Land Theater. The Community Institutions map shows the location of these facilities as

well as other public institutions in the Village.

Just outside of the city limits is the Tahquamenon Logging Museum. Situated on 29 acres on the shores of the Tahquamenon River, the museum features artifacts from Michigan's early days of lumbering. There is an opportunity to improve access to the Tahquamenon River at this site for fishing and other recreational activities.

During a community visioning session, a number of participants expressed a desire to foster and support cultural groups and local artists. The desire for year-round entertainment, more recreation activities, and more civic events

was also expressed.

PUBLIC FACILITIES AND SERVICES

Newberry Water & Light

Newberry Water & Light is the municipal utility for the Village of Newberry and surrounding residents. The utility provides electrical, garbage, water, and sewer services to residents.

Newberry Water & Light also provides electrical services about 1.5 miles south of the Village to businesses located along M-123. Newberry Water & Light provides an Energy Optimization Program



for customers to reduce energy demand and reduce the monthly payment burden for customers.

Garbage service is provided for all Village residents and the Village is also looking at adding recycling drop-off services with funding from a DEQ grant.

Sanitary Sewer System

Newberry Water & Light provides continuous sewer infrastructure for all residents and businesses within the Village as well as portions

of the surround townships. Rehabilitation of the waste water treatment plant is currently underway as of summer 2017.

Water Supply

Water service is also supplied by Newberry Water & Light. Water lines extend to all residents and businesses within the Village limits as well as some property owners located in surrounding townships.

The Phase 5 Water Project, which was funded through the United

States Department of Agriculture Rural Development, assisted the Village in replacing approximately 90% of the water lines and refurbishing the water tower.

Stormwater Management

Street trees provide a great opportunity for adding green infrastructure by reducing stormwater runoff and increasing air and water quality. The Newberry Recreation Plan notes that the Village has an aging stock of



Newberry High School







12: Public Utilities Map



VILLAGE OF NEWBERRY

Public Utilities

Data Sources: Semco Energy
CTC Engineering, Inc.
Eastern Upper Peninsula Regional Planning and Development Commission

-  Village of Newberry
-  Major Electric Lines
-  Gas Pipe Lines
-  Railroads

0 0.05 0.1 0.2 0.3 0.4 Miles



13: Sanitary Sewer System Map



VILLAGE OF NEWBERRY

Sanitary Sewer System

Data Sources: C2AE
Eastern Upper Peninsula Regional Planning and Development Commission

0 0.05 0.1 0.2 0.3 0.4 Miles



— Newberry Sewer Lines

▭ Village of Newberry

—+— Railroads






14: Water System Map



VILLAGE OF NEWBERRY

Water Distribution System

Data Sources: Semco Energy
CTC Engineering, Inc.
Eastern Upper Peninsula Regional Planning and Development Commission

-  Village of Newberry
-  Newberry Watermains
-  Railroads

0 0.05 0.1 0.2 0.3 0.4 Miles



15: Existing Land Use Map



VILLAGE OF NEWBERRY Existing Land Use

Data Sources: State of Michigan Geographic Data Library, EUP

- Village Boundary
- State Roads
- All Roads
- Railroads
- Rivers / Streams
- Parcels

- Residential
- Community Commercial
- Central Business District
- Social / Institutional
- Industrial
- Open Space
- Unclassified / Vacant

Disclaimer: Parcel boundaries on this map are for illustrative purposes only and are not intended to represent legal descriptions. Select boundaries have been approximated from the original data source (EUP/PRDC) and are unknown. Please confirm any questions regarding property boundaries with the Village of Newberry.

0 0.125 0.25 Miles



trees, many of which line the main corridor. Unfortunately, many are being cut down as they become hazards and are not being replaced.

In the future, the Village will need to address stormwater infiltration to reduce negative impacts of extreme rain events on infrastructure, especially considering their increase in frequency and intensity as a result of a changing climate. Currently, there are areas within the Village that are overwhelmed with flooding during and immediately after extreme precipitation events.

Communications

The Village sees high-speed Internet connections as an essential tool for economic development and has worked to get higher-speed broadband services to Newberry residents. The Village has secured fiber optic in the downtown area from Hiawatha. By ensuring better broadband access, more people may be incentivized to work remotely in Newberry. Fiber-optic communications will also provide an incentive for a business incubator or other start-ups to locate in the Village.

Schools

The Newberry Elementary School, Middle School, and High School are all co-located within the Village. Although the schools are a recognized asset, community leaders expressed concerns about

an underfunded school system, both from the perspective of diminishing population and deterioration of building conditions.

Newberry Correctional Facility

The Newberry Correctional Facility is located just outside of the Village limits in Pentland Township and was part of the former Newberry Regional Mental Health Center. The Newberry Correctional Facility consists of seven interconnected, 80-bed units, two-bed housing units, one 88-bed unit, one 134-bed unit, a 32-bed housing unit, and an adjoining educational building.

EXISTING LAND USE

The existing land use map was developed by the Newberry Planning Commission with assistance from the Newberry code enforcement officer. Volunteers and Village officials conducted a detailed windshield inventory, categorizing all land uses into seven different categories, which include Residential, Central Business District, Community Commercial, Social/Institutional, Industrial, Open Space, and Vacant/Unclassified.

As is the case in most urban incorporated cities and villages, the majority of the Village (65% of total land area) is considered *urban and*

built up. The portion of the Village located north of the railroad tracks is predominately forested and/or wetlands (25% of total land area).

This detailed inventory of existing land uses will allow the Village to establish zoning districts that are based on historical development patterns and existing land use conditions.





ECONOMIC PROFILE

One challenge for Newberry and the greater county is transitioning from a rural community, heavily reliant on government jobs, to a community that leverages all available assets and strengths to retain the next generation of skilled workers.

Luce County's natural resources provide an abundant and accessible asset that can be utilized and expanded. While natural resource-based jobs derived from resource extraction and commodification will not disappear, Newberry has the opportunity to leverage its natural resources for tourism and recreation as well.

Like many other sparsely populated regions in Michigan, Newberry will need to figure out how to retain smart, educated young people.

Employment Trends by Industry

Education, Services, & Health Care & Social Assistance collectively account for 23% of all jobs in Newberry. This is rivaled by Public Administration, which represents almost 19% of total employment. In addition, Retail Trade represents about 17% of employment.

Largest Employers

Because Newberry is the county seat and the only incorporated community in Luce County, many of the jobs in the region are concentrated within the Village limits, and the largest employers within the Village are government-based. Thirty percent of Newberry workers are classified as government workers, as compared with a statewide average of 12%.

The following are the largest employers of Newberry residents:

1. The State of Michigan
2. Luce County
3. Helen Newberry Joy Hospital
4. Tahquamenon Area Schools

Retail Leakage

Esri Business Analyst is a proprietary software program that compiles privately-generated market research data and census information. It is a useful tool to determine retail potential within a community and its surrounding service area.

For Newberry, a Retail MarketPlace Profile was generated for a 10-minute driving radius surrounding the Village of Newberry, which encompasses a population of just over 4,000

people.

The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents

'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

According to the report, there is a 100% leakage of people going

outside of the region to access home furnishings, lawn and garden supplies, specialty food and drink, shoes and clothing, and books/media. Of course, it is not realistic for the Village and surrounding township to accommodate all of these goods and services within this 10-minute radius, but these are opportunities for the Village to consider when looking to attract new businesses.

It appears people from outside the area travel to Newberry for various services. Examples of these goods and services include building materials, general groceries, florists, office supplies, and drinking establishments. These could be niche markets that Newberry continues to grow and leverage by attracting new businesses to these industry groups.

Participation in the Labor Force

In 2015, only 55% of Newberry residents aged 16-65 participated in the labor force. This is substantially lower than the state average of 63%. Community leaders have raised concerns that a lack of jobs and an aging population could be contributing to this figure. A combination of attracting workers to the community and expanding job opportunities for existing residents could push Newberry closer to the state average.

16: Employment by Industry

EMPLOYMENT BY INDUSTRY			
	Newberry	Luce County	Michigan
Agriculture, Forestry, Fishing & Hunting, & Mining	3.0%	6.4%	1.3%
Construction	5.7%	4.6%	4.8%
Manufacturing	7.8%	11.9%	17.8%
Wholesale Trade	0.0%	0.5%	2.4%
Retail Trade	16.9%	12.3%	11.4%
Transportation & Warehousing, & Utilities	3.0%	4.8%	4.2%
Information	0.5%	0.3%	1.6%
Finance & Insurance, & Real Estate & Rental & Leasing	1.9%	3.4%	5.4%
Pro., Sci., & Mgmt., & Admin. & Waste Mgmt. Services	1.4%	3.9%	9.3%
Edu. Services, & Health Care & Social Assistance	23.0%	21.0%	23.9%
Arts, Entertainment, & Rec., & Food Services	13.7%	11.7%	9.5%
Other Services, Except Public Admin.	4.3%	5.0%	4.7%
Public Admin.	18.9%	14.2%	3.6%

ACS 5-Year Estimates 2011-2015



TALENT PIPELINE

According to the 2013 Governor's Economic Summit, 85% of projected jobs will likely require a bachelor's degree between 2012-2021. At 4% per year, Michigan has the highest rate of educated youth leaving the state—more than double the rate in other midwestern states. Michigan ranks in the bottom five states for the percentage of 25-34 year olds. Stakeholders in Newberry noted a lack of vocational training or support for technical jobs. The result is a lack of qualified workers as well as a movement of young people to other parts of the country with more educational and training opportunities.

JOB GROWTH

With a historically accurate track record, the University of Michigan Research Seminar in Quantitative Economics estimates there will be almost 42,000 jobs created in 2017 and another 50,000 jobs in 2018. However, this job growth rate projection falls short of reaching residents who often remain chronically unemployed. In 2016, according to the Current Population Survey, there were 237,600 unemployed workers in Michigan— a figure that does not include discouraged workers, or those who have stopped actively looking for work because they believe there are no jobs available. In 2016, the Bureau of Labor of Statistics estimated discouraged workers to number around 18,300 in Michigan. This leaves a gap of over 163,000 jobless Michiganders. In other words, job growth is not a comprehensive indicator to describe a person's economic opportunity. Regardless of occupation, there is some truth to the statement that "there are no jobs."

While the percent of individuals over the age of 16 who are employed has grown in Newberry over the past five years, poverty has not seen a corresponding decrease in prevalence. It is estimated that 27% of individuals in Newberry are living below poverty line and 13% of households in Newberry have received Food Stamps/SNAP benefits in the last 12 months.

TRANSPORTATION

Transportation plays a major role in job accessibility. In 2015, Michigan Works! interviewed 400 of its clients, former job-seekers. Almost half (48%) of the interviewees reported that transportation is a problem for finding and keeping a job; those with reliable access

to a vehicle are more likely to be employed. Transportation by automobile is most households' second-largest expense (up to \$15,000 per year), leaving those in poverty without a reliable way to connect to employment. Furthermore, in Region 9, 56% of workers with cars cannot necessarily afford repairs. The need for improved transportation networks is affirmed by the high demand for transportation services requested through other MiWorks! agencies: 76-92% of all requests are for transportation assistance. Transportation options are very limited in Newberry. Without a reliable personal automobile, workers are quite limited in where and when they can work.



HOUSING

Many communities are dealing with the complicated relationships among housing values, vacancy rates, changing tenure, and how these affect a community's prospects for attracting and retaining talent. Much of the housing stock in Newberry is not in good condition. Although real estate can be purchased very cheaply, many residents do not have the resources to afford improvements or regular maintenance and upkeep. During public input sessions, Newberry residents were quick to note that rental housing opportunities are almost nonexistent within the Village limits.

Some MiWorks representatives working on the ground with employers also reported that when companies find qualified candidates, there may not be homes available for them to live within the community. This is due in large part to a shortage of jobs post-recession and a lack of housing options. Housing formats that lie along the spectrum of single-family detached homes, and large apartment complexes are missing. Those who wish to live in a condo, townhome, loft, or midrise apartment complex downtown are out of luck.

EDUCATION AND TRAINING

The largest labor mismatch comes from middle-skilled jobs. In Newberry and the Upper Peninsula as a whole, natural resource extraction was the primary economic engine. Now, as the knowledge economy and technological innovations drive much of the economy, many rural parts of the Upper Peninsula have struggled to keep pace.

With a rebounding economy, manufacturing and construction have seen an uptick in activity, but are hindered by an untrained workforce. Middle-skilled jobs refer to jobs that require more than a high school degree but not necessarily a bachelor's degree, typically an associates degree or some technical training. In 2015, 54% of jobs were middle-skilled, but only 48% of workers were trained for these jobs. A 6% difference equates thousands of workers out of work. Below, are some shortcomings in both the public and private sector that have contributed to this gap.

PUBLIC

- Federal cuts to career, technical, and adult education in 2012 that are only recently being funded again
- Michigan state funding tied to ratio of college-bound students
- Little effort to teach soft skills

PRIVATE

- Drop in the amount of apprenticeship programs through employers eroding a pathway to middle-skilled jobs
- Less private/corporate money spent on employee training and education
- Stagnating wages

STIGMA

Well-intentioned parents are often at the forefront of steering children away from working in factories with claims that the work is dangerous, unstable, and low-paying. Some of their trepidation stems from images of polluting factories, jobs being shipped offshore, and stagnating wages. According to a survey conducted by the non profit organization, SME, 20% of parents surveyed think manufacturing is outdated and nearly 25% think it is not well-paying. Half of all respondents do not think it is exciting or challenging.

17: % Change in Employment by Occupation

% CHANGE IN EMPLOYMENT BY OCCUPATION (2010-2015)			
	Newberry	Luce County	Michigan
Civilian Employed Population 16 Years & Over	0.2%	0.1%	0.1%
Management, Business, Science, & Arts Occupations	-20.5%	4.0%	4.0%
Service Occupations	-3.4%	1.5%	1.5%
Sales & Office Occupations	15.4%	-5.5%	-5.5%
Natural Resources, Construction, & Maintenance Occupations	31.1%	-6.5%	-6.5%
Production, Transportation, & Material Moving Occupations	13.0%	2.5%	2.5%
Sources: U.S. Census Bureau: American Community Survey			

Unemployment

Notably, Newberry has a low unemployment rate of only 7.7%, significantly lower than the state average. This number could be lower because fewer individuals are claiming unemployment or because individuals are underemployed.

Entrepreneurs

Community members noted one positive attribute of the economic climate: Newberry has a relatively low start-up cost for new businesses. For example, there are historic buildings for sale in downtown Newberry for as little as \$35,000. While many of these buildings require substantial improvements and investments, the start-up costs are much lower compared with other communities.

Incubators

There are a number of small communities in Michigan that have taken a proactive approach to promoting an inviting atmosphere for small-scale business start-ups through development of a business incubator program. A retail business incubator could provide a collective place for start-up companies to build clientele and capital. For example, individuals can often lease space by square foot on a monthly basis, with the goal of helping the businesses work towards relocating to a permanent building. In addition to space, businesses often will have access to training and business development. This is a strategy that Newberry may want to explore.



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CORRIDORS

Transportation networks and connectivity are the cornerstones of a modern society. Our economy, and increasingly our social lives, depends on how well cities are linked to goods and services.

Within Newberry, transportation corridors provide residents, employees, and visitors with easy and affordable access to businesses, recreational amenities, schools, and other key services.

Downtown Newberry is aligned along Highway 123 (Newberry Avenue) and links the village south to Highway 28, which is ideal for leveraging drive-by traffic. As shown in the Traffic Flow map, approximately 7,300 vehicles travel through this corridor daily.

Newberry is typical of historic

villages and small cities: when designed, streets were laid out in a grid pattern. This type of design creates small blocks and numerous cross-streets.

CORRIDOR TYPES

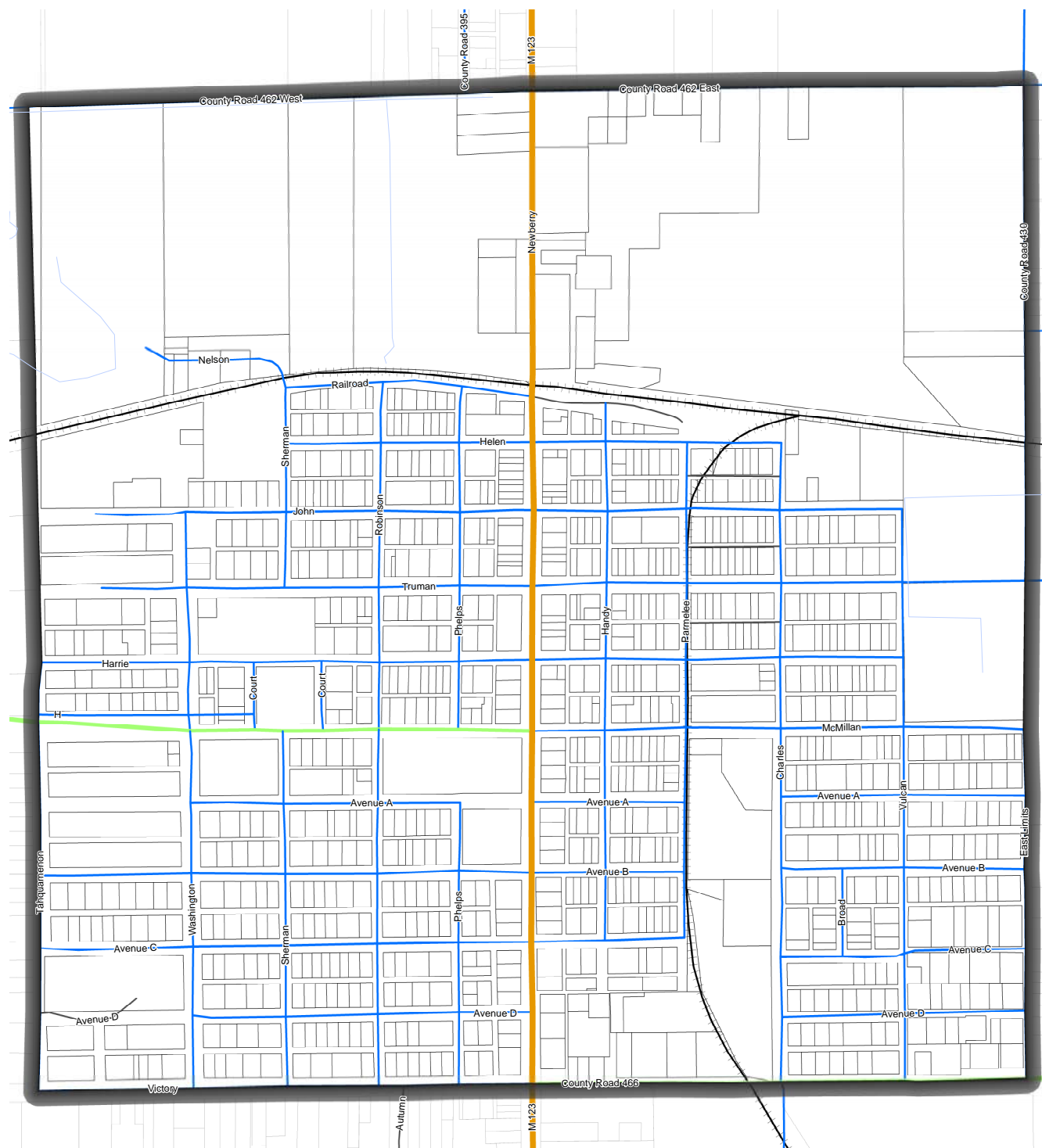
Roads within communities across the country are categorized by the National Functional Classification (NFC) System. The NFC is a system developed by the Federal Highway Administration to classify all streets, roads, and highways according to their function. The NFC system classifies roads into the following categories, from the most intensively used and highest speeds, to the least intensively used with lower speeds:

- Principal Arterial
- Minor Arterial
- Collector
- Local

The Road Classification Map shows where the roads that are classified are located within the Village.

It is interesting to note in the Traffic Flow map that the majority of traffic flows through the Village north-south through downtown on Newberry Avenue. However, because the number drops off north of the railroad tracks, it appears that people are not passing through the Village. Instead, they are probably accessing amenities in the Village, and leaving south out of town, the same way they entered.







18: National Functional Classification



RISING TIDE

Road Classification

Data Sources: State of Michigan Geographic Data Library, EUP

-  Village Boundary
 State Roads
 All Roads
 Railroads
 Rivers / Streams
 Parcels

National Functional Classification:

- Principal Arterial — Minor Collector
— Minor Arterial — Local
— Major Collector — Unclassified



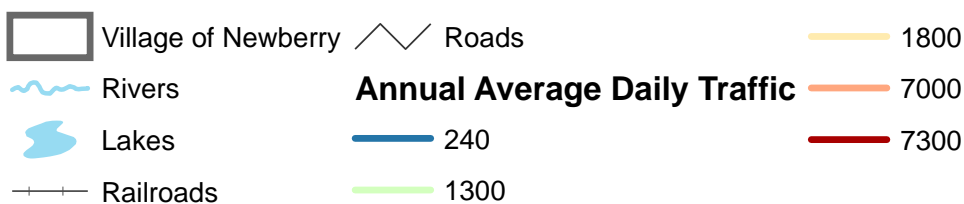
19: Traffic Flow Map



VILLAGE OF NEWBERRY

Traffic Flow

Data Sources: State of Michigan Geographic Data Library
Eastern Upper Peninsula Regional Planning and Development Commission



TRANSPORTATION TYPOLOGIES

Another way of understanding the roadways and corridors within a community is by identifying typologies. Transportation typologies are categories with loose definitions for describing the various options a person has as a driver, cyclist, or pedestrian. Transportation typologies are based on the following criteria:

- its physical conditions;
- how it accommodates its users;
- the surrounding land uses; and
- the development intensity.

These typologies differ from the National Functional Classifications because they assess how a road is viewed by users other than drivers. These typologies are not exact, but provide a description of different options for how roads can suit users' needs over time.

Main Street

Newberry Avenue (also known as M-123) is the principal, or main, street that runs through the downtown. This type of street should serve as many users as possible and offer an attractive ambiance. With an average right-of-way of about 100 feet, speed limits are slower to make pedestrians more comfortable during their downtown experience.



A view of West McMillan Avenue, which is a neighborhood collector



A view looking down East Avenue A, which is considered a residential or local street.

Commercial Arterials

Commercial arterials prioritize vehicular mobility between residential neighborhoods. Vehicular mobility is usually measured by flow of traffic and speed limits, and is therefore less pedestrian-oriented. This type of corridor contains retail stores with a large footprint or retail closer to

the right-of-way. In this case, the northern and southern portions of Newberry Avenue also function as a commercial arterial.

Neighborhood Connectors

Neighborhood connectors provide access to neighborhood commercial properties and multi-



family housing. They may also serve as residential collectors, but mobility is still second to access.

Examples:

- McMillan Avenue
- Truman Boulevard

Residential

A residential street provides access to individual residential properties for motorized vehicles, bicycles, and pedestrians. They carry traffic that has a destination or an origin in a residential neighborhood. They may also offer on-street parking. Most residences in Newberry front on paved streets. Few of these paved streets, however, have curbs and gutters.

Examples:

- Harrie Street
- John Street

TRANSPORTATION MODES

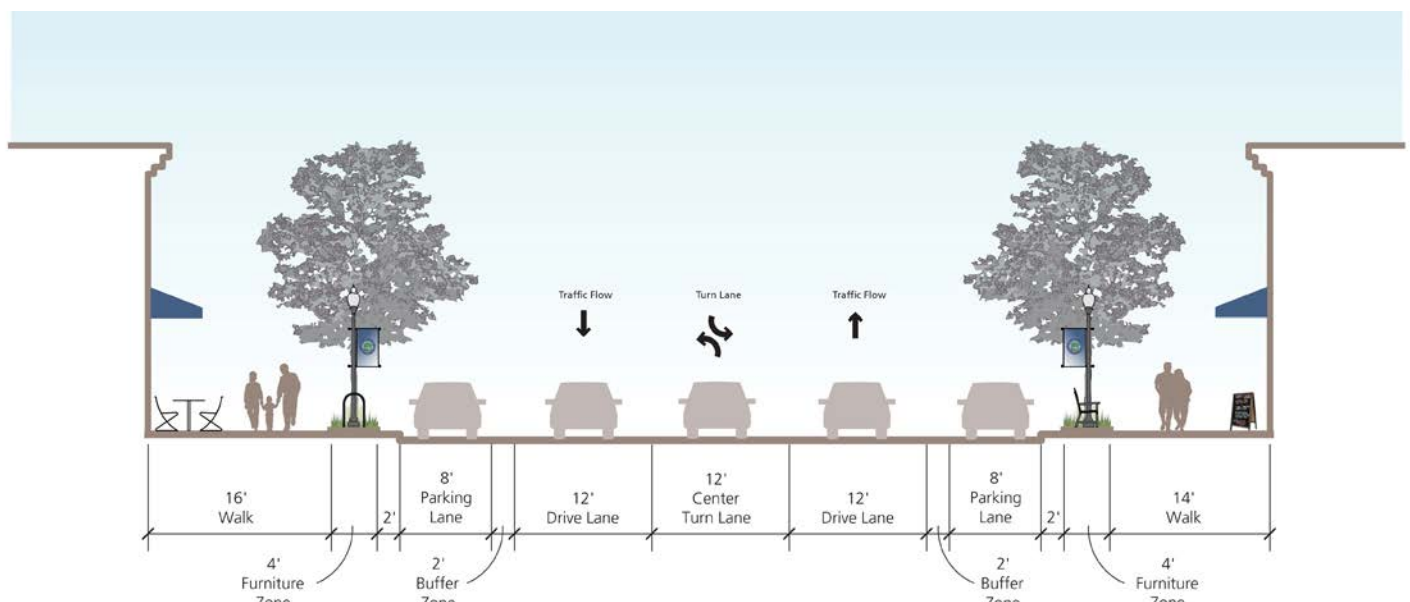
Michigan is a car-dependent state. Newberry is no different. Eighty-seven percent of workers commute alone to work by car. However,



Truman Boulevard has a wide right-of-way, but the center greenspace contributes to the overall user experience of the corridor.



Two kids take a break while riding their bikes in the afternoon on East McMillan Avenue. There is a bike path nearby through Atlas Park.



A sample cross section of a complete street. Although this street does not include bike lanes, there are wide sidewalks, greenspace for street trees, and parking.

it is interesting to note that 11% of Newberry residents reported walking to work, versus less than 1% in Luce County, indicating that the walkable urban design of Newberry facilitates more transportation choices than the surrounding townships.

Commute Time

Newberry residents report spending an average of 12 minutes getting to work each day, which is about half that of the state average. Although Newberry is spread out, congestion and slowed traffic are not issues for Newberry residents.

Complete Streets

There has been increasing public awareness, led by organizations like Smart Growth America, that streets should be designed for pedestrians, bicyclists, motorists, and public transit users of all ages and abilities. This concept, called Complete Streets, means that public rights-of-way are designed for everyone, not just vehicles.

Instead of measuring a successful road by vehicular mobility, Complete Streets look at design elements, safety, and convenience for all users. In 2010, Complete Streets legislation passed in Michigan that requires MDOT to consider multi-modal features with new road construction. Elements of a Complete Street differ by community, but common

characteristics are sidewalks, bike lanes and racks, frequent and safe crossings, median islands, curb extensions, and elements that enhance the experience of using a street to encourage multiple modes. The idea is to reduce reliance on automobiles to shift the bias from mobility to accessibility.

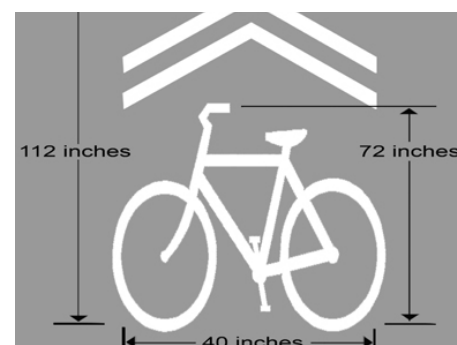
Newberry's Complete Street Elements

Newberry sees non-motorized infrastructure as both an equity issue to ensure that all residents have access to safe and affordable transportation options, as well as an economic development strategy.

The Michigan Department of Transportation funded a resurfacing and road diet project on three miles of M-123 N from Hamilton Lake Road through downtown Newberry. By investing in non-motorized infrastructure, the Village can use placemaking to attract and retain talented workers as well as better position themselves as the recreational hub of the Eastern Upper Peninsula.

Sidewalks

Although progress has been made, community residents note that a disconnected sidewalk system negatively impacts walkability. Newberry has fairly consistent sidewalks along Newberry Avenue. A special emphasis has been placed on routes that children regularly use for getting to and from



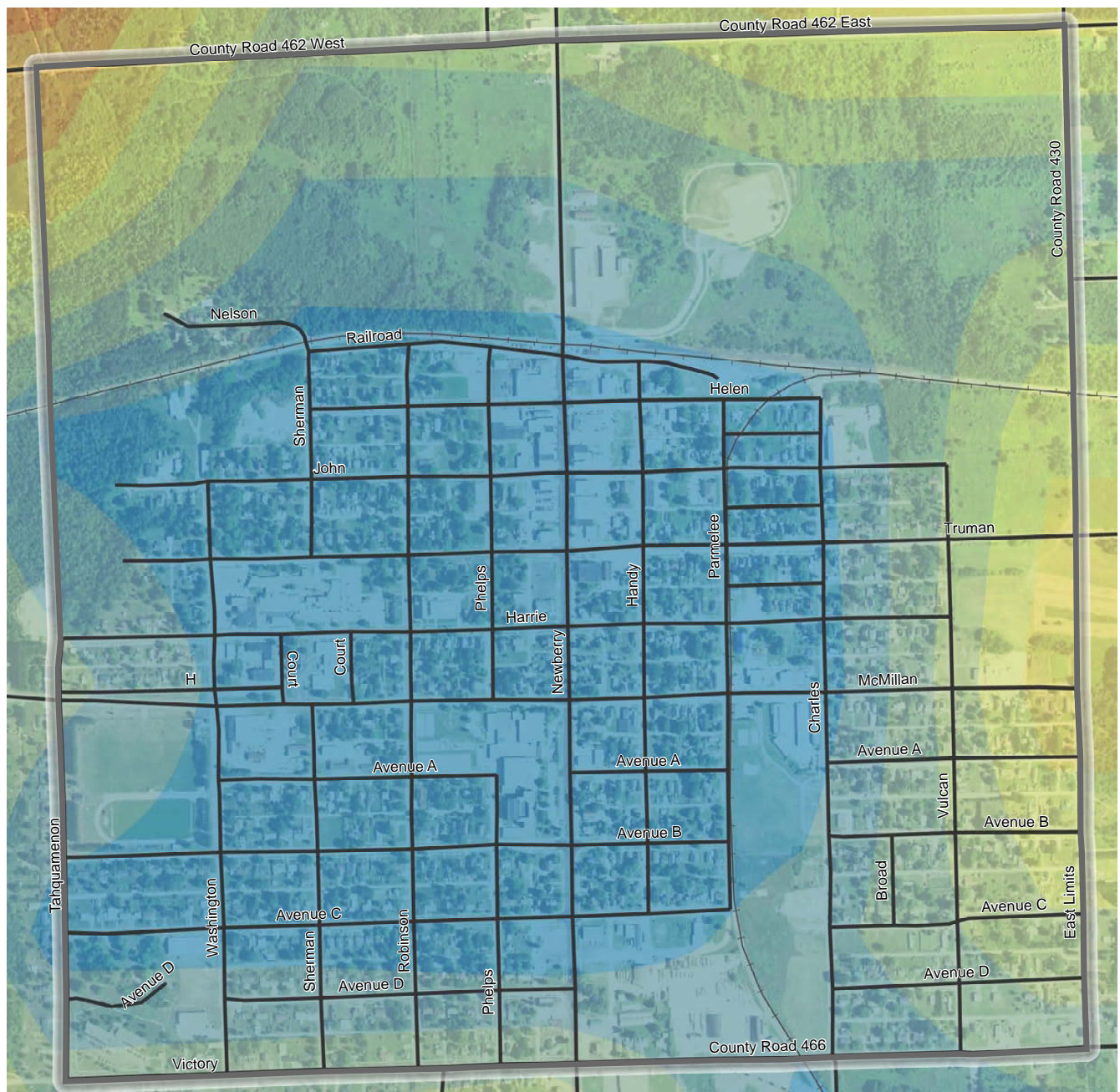
An example of a shared-lane marking or sharrow, found within the road right-of-way

school. Newberry had a walking audit completed, which informed infrastructure investments funded through a Safe Routes to School grant. Under this funding, three important routes to school were paved. As a part of this effort, the Village also made a commitment to regular snow removal along those routes.

The map "Walkability Score" shows the relative ease one can get around the Village by foot, and how many community destinations are within a reasonable walking distance. The blue colors indicate a *Walkers' Paradise*, where most errands can be accomplished on foot and many people get by without using a car. The walkability decreases on the color spectrum all the way to red, which indicates a car-dependent environment, where it is very difficult to access goods and services without an automobile.



20: Walkability Score Map

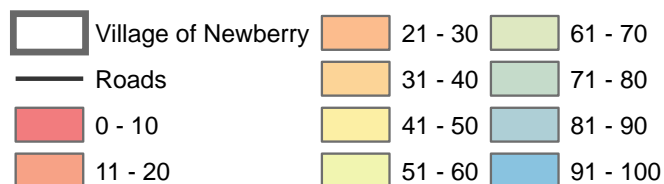


VILLAGE OF NEWBERRY

Walkability Score

Data Sources: Eastern Upper Peninsula Regional Planning and Development Commission

0 0.05 0.1 0.2 0.3 0.4 Miles



This Walkability Map is based on business diversity and recreational opportunities in relationship to trail, sidewalk, and road intersections. A high score correlates to many recreational opportunities and a large variety businesses within a 0.75 mile radius.



Streetscape Design

To improve walkability and sense of place, many communities are making streetscape improvements. These can include landscaping, lighting, traffic calming, and other public amenities.

The idea is to create a sense of place in the public right-of-way as opposed to a through-way. Improvements in streetscaping improve safety and perceived safety, and can also spur economic investment by improving visual appeal.

Newberry has already invested in significant streetscaping improvements along Newberry Avenue and plans to continue to pursue funding for additional projects, focused on the Central Business District.

Crosswalks are one component of streetscaping that has significant benefits for improving access and safety for pedestrians. Crosswalks can be mid-block crossings but are more commonly found at intersections. Downtown Newberry could benefit from additional marked crosswalks across Newberry Avenue. Newberry also serves as a gateway into the community from both the north and the south. Beautifying these entrance points could do a lot for Newberry's curb appeal.

Bicycle Amenities

There are two primary types of bicycle facilities that are

appropriate for a community of Newberry's size. These include:

Bike lanes, which provide an exclusive space for bicyclists within the existing roadway. Bike lanes are generally four to six feet wide and are most appropriate on roadways with speeds not exceeding 25 mph. Newberry could consider a bike lane on Newberry Avenue as well as on McMillan Avenue.

Non-motorized paths, which provide an exclusive space for non-motorized transportation modes completely separated from the roadway. These paths are wider than sidewalks and often follow green spaces and abandoned rail beds, or might be adjacent to natural features like rivers. Newberry currently has one path at Atlas Park and one planned at the new Tahquamenon Outdoor Recreation Complex.

Shared Lane Markings (SLMs), or "sharrows," are road markings used to indicate that the roadway is an appropriate environment for bicycles and automobiles to co-exist. Although not considered a facility type, a sharrow is useful on low-traffic roads to remind automobiles that the roadway is intended to be shared by all users, and can also assist bicycles with wayfinding.

Trails

The Village is interested in improving access and connectivity to recreational opportunities for

non-motorized and motorized trail users. Each winter, thousands of snowmobilers descend on Newberry and the surrounding community. Improved snowmobile access in town could mean more business for local restaurants, coffee shops, and lodging facilities.

Trails can be a significant driver of economic development in a community, especially in the new economy, where people tend to choose where they want to live based on community amenities they will have access to.

Trail Towns is an economic development strategy aimed at leveraging recreational trail amenities for economic development by improving connections between the trail head and the Central Business District.

Newberry has already embraced this idea and is an official Trail Town of the North Country Trail. Newberry can take advantage of additional opportunities to further capitalize on the fact that people are already coming to enjoy the natural resources of the surrounding area.

WAYFINDING SIGNAGE

As a part of establishing an identity and bringing people into the Village, Newberry plans to invest in better wayfinding signage, both into and around the Village. A uniform set of signs demarcating



21: Bike Infrastructure Map



VILLAGE OF NEWBERRY

Bike Infrastructure

Data Sources: State of Michigan Geographic Data Library
Eastern Upper Peninsula Regional Planning and Development Commission

0 0.05 0.1 0.2 0.3 0.4 Miles



- | | | |
|---------------------|------------------------------|-----------|
| Village of Newberry | Light AADT | Roads |
| Rivers/Ditches | Medium AADT | Railroads |
| Lakes | Medium AADT w/ Wide Shoulder | |



key destinations would be useful for people traveling by vehicle as well as trail users and pedestrians.

AIRPORT

The Luce County Airport is located in Pentland Township and supports general aviation uses.

RAIL

The Canadian National Railway connects the Village of Newberry west to the City of Munising (Alger County) and east to the City of Sault Ste. Marie (Chippewa County).

PASER RATING

Although not always at the forefront of economic development discussions, the quality of a community's roadways play an important role in the visitor's experience and the overall desirability for businesses looking to locate there.

Newberry Avenue from the southern tip of the Village limit to the railroad tracks has a PASER (Pavement Surface Evaluation and Rating) of 10, on a scale of 0-10, with 0 being the poorest condition. These mandatory visual surveys are conducted by a team of representatives from the municipality, MDOT, and the regional planning agency. It should be noted that the PASER rating was given in 2016, just before MDOT funded a full repaving of Newberry Avenue. If the road were to be reevaluated, it would probably receive a much lower score.

The other roads within the Village limit that received a rating include McMillan Avenue (rating of 6) and County Road 466/Victory Way

22: Road Quality Map



(rating of 4/9 depending on the segment). The remaining streets within the Village did not receive a rating.



HOUSING & NEIGHBORHOODS

Newberry has well-established, attractive neighborhoods. These neighborhoods help define the character and unique sense of place within the Village. The preservation and enhancement of these neighborhoods is essential to the Village's success. Homes are the building blocks of neighborhoods, and a diverse housing stock lays the groundwork for healthy neighborhoods. This chapter explores the housing conditions and neighborhood typologies in Newberry.

HOUSING PROFILE

According to the American Community Survey, there are approximately 910 total housing units within the Village of Newberry. The age of the housing

stock would make many Newberry neighborhoods eligible for listing on the National Register of Historic Places. Forty-one percent of these units were built prior to 1940, 22% were built in the 1940s, and 12% were built in the 1950s.

There was a lull in the 1960s with only 29 units constructed, and a small boom in the 1970s (12.7% of total supply). With so many older homes, there is a wealth of cultural heritage, but also a daunting maintenance challenge. According to the ACS, there were not any homes constructed within the Village between 2010 and 2015.

Fifty-three percent of housing units in Newberry are owner-occupied, while 27% are renter-occupied. The percentage of renter-occupied housing units in Newberry is slightly higher

than the state average and significantly higher than the rate in Luce County, which is only 13%. In general, urban areas have lower rates of home ownership compared with their rural counterparts.

Most homes in the Village are single-family, detached homes (83%). The median housing value of owner-occupied housing units in Newberry in 2015 was \$51,100. This compares with a county and state median value of \$74,200 and \$122,400 respectively.

During a community visioning session, community members noted the relatively low cost of home ownership in Newberry as both a positive and a negative. While it is affordable for families to buy a home in Newberry, many of the homes are in disrepair.

23: Housing Tenure

% OF THE TOTAL HOUSING UNITS			
	Newberry	Luce County	Michigan
Occupied Housing Units	80.4%	54.8%	84.6%
Owner-Occupied Housing Units	53.4%	41.4%	60.1%
Renter-Occupied Housing Units	27.0%	13.4%	24.5%
Vacant Housing Units	19.6%	45.2%	15.4%
ACS 5-Year Estimates 2011-2015			

24: Housing Types

% OF THE TOTAL HOUSING UNITS			
	Newberry	Luce County	Michigan
1-Unit, Detached	83.3%	84.8%	72.1%
1-Unit, Attached	0.3%	0.1%	4.7%
2 Units	3.8%	2.0%	2.5%
3 or More Units	7.6%	2.4%	15.4%
Mobile Home	4.9%	9.7%	5.4%
ACS 5-Year Estimates 2011-2015			

Additionally, the number of homes available for rent and for sale is very limited.

Cost of Living

Because the cost of living varies so greatly across the state, it is helpful to look at a series of indices to better understand the overall cost burden of housing on residents of Newberry.

The American Community Survey calculates the Selected Monthly

Owner Costs as a Percentage of Household Income (SMOCAPI) to better understand the relative cost-burden of owning a home in Newberry.

A rule of thumb is that 30% or more of income spent on housing is considered to be a housing cost-burden. Despite the low cost of home ownership, 27% of homeowners spend more than 30% of their income on housing costs in Newberry, which is slightly lower than the state average.

Even more notable is that 54% of renters spend over 30% of their income on rent, as measured using the Gross Rent as a Percentage of Household Income (GRAPI).

Housing Target Market Analysis

According to the 2016 Housing Target Market Analysis, the Village of Newberry will need to intercept migrating households that are choosing other locations in Luce County if the community wants to experience population growth. This can best be accomplished through a combination of reinvesting in the downtown, growing small businesses, and adding amenities through a placemaking strategy.

Based on the target market analysis results for an aggressive scenario, there is a maximum annual market potential of up to 10 attached units throughout Luce County, plus 97 detached houses (for a total of 107 units). Among the 10 attached units, about one third (1/3) of the market potential will be captured by the Village of Newberry (three units annually). There will also be seven migrating households in Luce County each year seeking attached units in locations other than the Village of Newberry.

These seven households also represent an upside opportunity that Newberry could pursue through initiatives like job creation, downtown reinvestment, and placemaking.



25: Monthly Owner Costs as a % of Household Income (SMOCAPI)

SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME (SMOCAPI)			
	Newberry	Luce County	Michigan
Less than 20.0 percent	48.8%	49.2%	44.5%
20.0 to 24.9 percent	19.2%	14.4%	16.1%
25.0 to 29.9 percent	5.4%	5.1%	10.7%
30.0 to 34.9 percent	0.8%	4.7%	7.1%
35.0 percent or more	25.8%	26.6%	21.7%
ACS 5-Year Estimates 2011-2015			

26: Gross Rent as a % of Household Income (GRAPI)

GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)			
	Newberry	Luce County	Michigan
Less than 15.0 percent	13.7%	18.6%	12.1%
15.0 to 19.9 percent	11.3%	14.1%	12.0%
20.0 to 24.9 percent	14.6%	9.2%	11.8%
25.0 to 29.9 percent	6.6%	9.0%	11.2%
30.0 to 34.9 percent	7.1%	11.5%	8.6%
35.0 percent or more	46.7%	37.5%	44.3%
ACS 5-Year Estimates 2011-2015			

Results of the analysis are intended to help communities and developers focus on Missing Middle Housing choices, which include triplexes and fourplexes; townhouses and row houses; and other multiplexes, like courtyard apartments and flats or lofts above street-front retail.

HOUSING ASSESSMENT

One concern identified by Newberry early on in the planning process was the prevalence of blight in the community and the inability of the Village to address the blight through local ordinance

enforcement.

To better understand housing condition trends in the Village of Newberry, the project team conducted an external visual housing quality assessment of all housing structures within the Village limits. The team found that the housing stock in Newberry differs greatly from home to home within a single block. Following is a detailed summary of the results.

Methodology

The condition of each structure was recorded using an ArcGIS collector application that allows for immediate and reliable data storage and compilation.

A housing unit can be a detached, single-family home, an attached home, or an apartment or condo in a multi-family building. A unit is different than a structure, because one structure could contain several housing units. This is an important distinction because the team could only collect data on housing structures, which precludes any assessment of individual units if located inside a structure.

The team used a checklist that ranks homes based on the amount and severity of the damage visible on the exterior of the home. No interior assessments were conducted. The table on the following page is an example of the criteria considered and how each home was scored. The scoring system is based primarily



on assessing the quality of the structure; therefore some chipped paint does not weigh as heavily as structural damage such as missing windows or a building that leans. The types of repairs are categorized as “major,” “minor,” or “no problem,” and the final score depends on the combination of major and minor repairs recorded. Based on the amount and type of repair needed, the team gave each housing structure one of the following scores:

In the table called ‘Housing Checklist’ is a more detailed description of how to distinguish between major and minor repairs for each housing feature. In this example, this home would be rated “good” because the home does not need more than two minor repairs.

27: Housing Checklist

Score	Description
0 (Demolition)	House is not structurally sound
1 (Poor)	Needs two or more major repairs
2 (Fair)	Needs three or more minor repairs, but no more than one major repair
3 (Good)	Needs 2 or fewer minor repairs

Findings

The project team visited and assessed 710 structures. Of all the assessed structures, 524 were ranked “good.” Almost 74% of assessed structures were considered in good condition. 138 structures were ranked “fair” (19.4%), and 21 were ranked “poor” (2.9%). Five structures were considered blighted enough for demolition.

As can be seen on the map of General Housing Conditions, the homes that were rated as good, fair, and poor are fairly evenly distributed throughout the Village. This is a good sign because it indicates that in every

28: Housing Checklist Example

HOUSING FEATURE	TYPE OF REPAIR NEEDED				
	Major		Minor		Notes
Building frame/structure	The building is not straight; leans or tilts		Building is not leaning; but foundation is in need of minor repairs or is missing material		
Roof/chimney/gutters	A lot of deterioration, missing material, holes in roof, or sagging roof		Minor deterioration, improper roof repair, some mortar missing from chimney, gutters in need of repair	X	Some roof shingles are loose
Windows/doors	Windows missing, doors missing or rotted		Window frames need replacing or paint is peeling		
Siding/paint	Building missing many bricks, wood siding is rotted		Some peeling or cracking paint	X	Paint is chipping
Porch	Significant deterioration; steps missing, porch sagging, supports holding up porch are rotted		Separation of the porch from the building, paint needed		
SCORE: 3				GOOD	

HOUSING STOCK INVENTORY



Example of "good" housing stock



Example of "fair" housing stock



Example of "poor" housing stock, housing to demolish

29: General Housing Conditions Map



RISING TIDE - NEWBERRY

General Housing Conditions: 10/14/2016

Data Sources: State of Michigan Geographic Data Library, EUP

- Village Boundary
- State Roads
- All Roads
- Railroads
- Rivers / Streams
- Lakes / Ponds

Housing Categories:

- Poor Quality
- Average Quality
- Great Quality
- Vacant
- Non-Residential / Empty

Housing evaluation fieldwork
 conducted October 12 - 14, 2016

neighborhood throughout the Village, there are residents with the means and the commitment to take care of their property.

DEFINING NEIGHBORHOODS

To better define the neighborhoods in Newberry, the Village has identified five different neighborhood regions based on density, housing type, natural and constructed edges, and the function they serve for the community.

The neighborhoods depicted on the Neighborhoods map will serve as a starting point for the Village in helping members of the community establish formal neighborhood associations should they desire and also prove helpful in informing the residential zoning districts. Attributes such as average lot size and average setback distance should be based on the existing attributes of a neighborhood and the surrounding homes.

Centers & Edges

A neighborhood center is based on sense of place rather than geography. It is either an anchor institution, a landmark, or a frequently visited location that serves its members in some way. Listed in the next sections are existing locations that either already serve as neighborhood

gathering space, or could in the future.

Edges define the boundaries of a neighborhood and are generally delineated by busy roads, railroad tracks, municipal boundaries, and natural features such as wetlands, lakes, or rivers. The Neighborhood map depicts the general edges of each neighborhood.

Northwest

Built in a traditional grid pattern, Northwest Neighborhood is bounded by McMillan Avenue to the south, the railroad tracks to the north, the Village limits to the west, and Newberry Avenue to the east. This neighborhood is made up of older homes with a mix of lot sizes, many of which are quite small. There are a mix of alleys and homes served by driveways. The majority of homes in this neighborhood are single-family, usually detached homes. There are a few opportunities for infill development within this neighborhood.

Centers: The County Historical Society, Sherman Park, and Tahqua-Land Theater.

Southwest

Built in a traditional grid pattern, Southwest Neighborhood is bounded by McMillan Avenue to the north, the Village limits to the west and south, and Newberry Avenue to the east. This neighborhood is

made up of older homes with a mix of lot sizes, many of which are quite small. Most homes are served by alleys. The majority of homes in this neighborhood are single-family, with multi-family in the southwest portion of the neighborhood. There are a number of parks and recreational opportunities within this neighborhood.

Centers: Public Schools, Newberry Athletic Field, the Barn, and Knierim Park.

Northeast

Built in a traditional grid pattern, Northeast Neighborhood is bounded by McMillan Avenue to the south, the railroad tracks to the north, the Village limits to the east, and Newberry Avenue to the west. This neighborhood is made up of older homes on small lots. There are a mix of alleys and homes served by driveways. The majority of homes in this neighborhood are single-family, usually detached homes. There are a few opportunities for infill development within this neighborhood.

Centers: Tahquamenon Outdoor Recreation Complex

South Central

Built in a traditional grid pattern, South Central Neighborhood is bounded by McMillan Avenue to the north, Avenue C to the south, Newberry Avenue to the west, and





A home on Truman Boulevard in Northwest Neighborhood.



A home on Avenue B in the Southwest Neighborhood.



A home on Truman Boulevard in the Northeast Neighborhood.

Parmalee Street to the east. This neighborhood is made up of older homes with a mix of lot sizes, with larger homes that line Newberry Avenue. All homes are served by alleys and there is only one vacant parcel in this neighborhood.

Center: Atlas Park

Southeast

Built in a traditional grid pattern, Southeast Neighborhood is bounded by Charles Street to the west, McMillan Avenue to the north, and the village limits to the east and south. This neighborhood is made up of older homes with a mix of lot sizes, many of which are quite small. There are a mix of alleys and homes served by driveways. The majority of homes in this neighborhood are single-family, usually detached homes. There are a few opportunities for infill development within this neighborhood.

Center: Atlas Park



Atlas Park serves neighborhoods in the southeast portion of the Village.



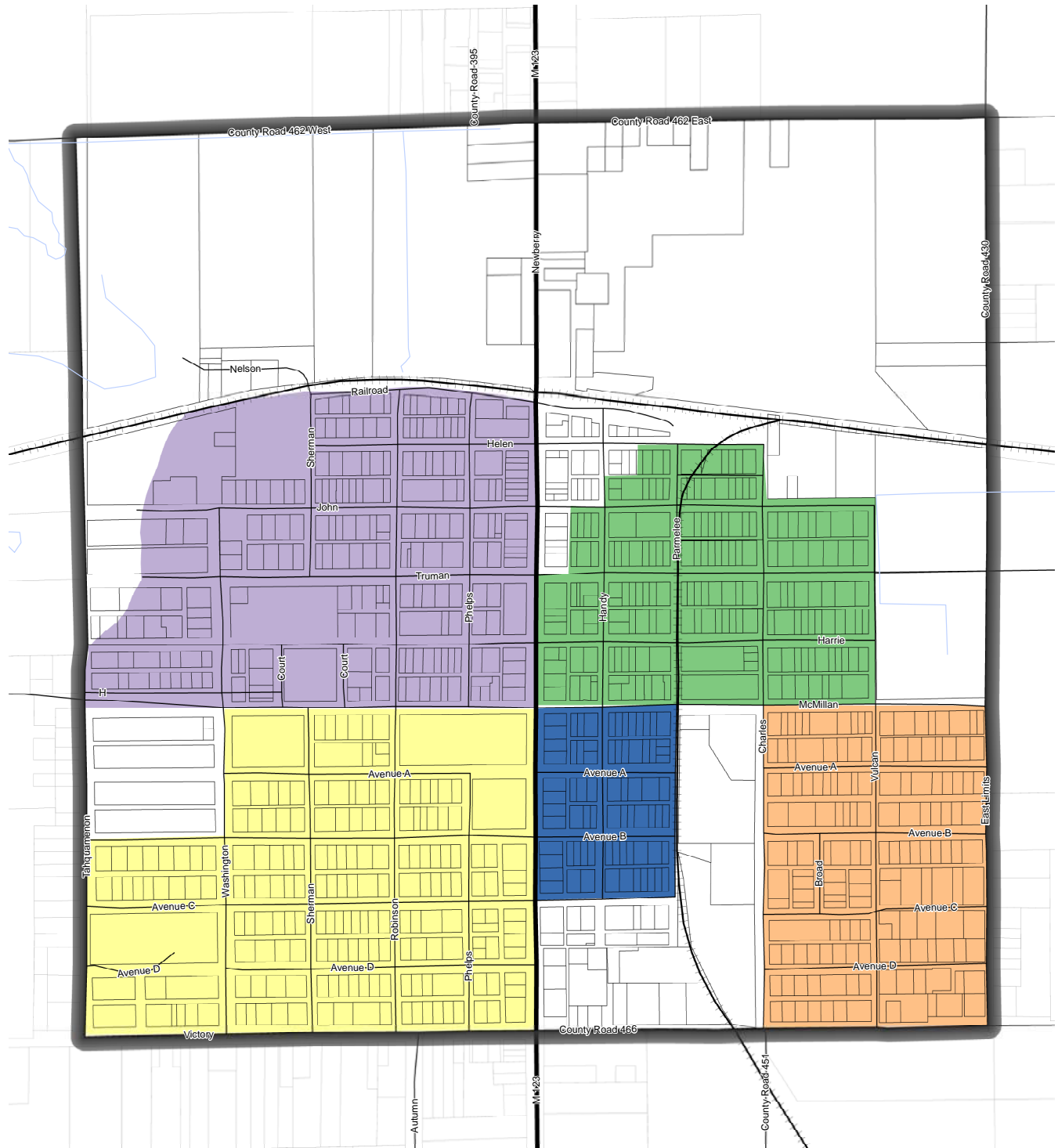
A home on Newberry Avenue in the South Central Neighborhood.



A home on Avenue B in the Southeast Neighborhood.



30: Neighborhoods



VILLAGE OF NEWBERRY MASTER PLAN

Neighborhood Typologies

Data Sources: State of Michigan Geographic Data Library, EUP, ESRI Basemap

- | | |
|------------------|----------------------------|
| Village Boundary | Northeast Neighborhood |
| State Roads | Northwest Neighborhood |
| All Roads | Southeast Neighborhood |
| Railroads | Southwest Neighborhood |
| Rivers / Streams | South Central Neighborhood |
| Parcels | |

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From a land-use planning perspective as well as an economic development perspective, it is important to take stock of the areas in the community that are ripe for redevelopment.

Because of the high-quality public infrastructure already in place, Newberry is focused on incentivizing and supporting redevelopment first and foremost in the downtown.

With the low cost of real estate and a number of vacant buildings, the Village offers a supportive environment for redevelopment. This section provides an overview of the redevelopment-ready sites in Newberry as well as some of the strategies the Village is using and plans to use to attract redevelopment.

PRIORITY REDEVELOPMENT AREAS

The Village of Newberry, and the surrounding area, has a number of sites that are currently fit to be redeveloped. These sites are either vacant buildings for sale, vacant land, or sites where there is space available for lease or rent. The Michigan Economic Development Corporation (MEDC) encourages communities to take a proactive approach to identifying and preparing properties to be redeveloped. A key element of the MEDC's Redevelopment Ready Communities Program is to identify redevelopment-ready sites and strategies associated with each site. As part of this master planning effort, a number of sites have been

identified on a redevelopment map and key attributes of some priority sites have been described. As a next step, the Village will want to collaborate with the Luce County Economic Development Corporation to actively list and promote these properties for redevelopment.

Downtown Redevelopment

Downtown Newberry is ripe for redevelopment. Despite positive momentum and a number of downtown businesses that have recently opened, there are still empty store fronts and the capacity for the Village to attract new businesses.

The Village has several opportunities in the downtown for rehabilitation and facade

restoration. There are a number of buildings currently for sale that have the potential for rental rehabs or conversions into flats or lofts above main street. The following describes some high-priority redevelopment sites in the downtown district.

Former Falls Hotel

Known as the Falls Hotel, this historically significant building is currently for sale for \$139,000.

The 17,708 square foot, three-story building has a working commercial kitchen, a lounge/dining room, 27 hotel rooms, and a historic brick exterior.

The Pines Building

Located just off the corner of John Street and Newberry Avenue, the Pine Building was once a general retail store and is currently vacant. At the time this plan was written in 2017, this two-story building was listed for sale for \$20,000.

Old Bank Building

The Old Bank Building was once home to a number of different businesses including an art gallery, an antique store, and a natural food store. While the building has been vacant for a number of years, a number of businesses are poised to reopen there soon. The current owner is in the process of applying to the redevelopment programs available through MEDC. If the project is funded, there will be



two apartments on the upper level and more accessible retail spaces on the ground floor. In addition, the exterior will be restored to the original appearance.

John Street

There are three parcels on John Street just off Newberry Avenue that could be combined to support a mixed-use development.

Brownfield Sites

According to the Environmental Protection Agency, a brownfield is "a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant." Often, brownfields are vacant or abandoned. Restoring brownfields is an important way to maximize existing infrastructure, wisely control future growth, and create economic opportunities.

Tahquamenon Outdoor Recreation Complex

This brownfield redevelopment project (TORC) is located on a parcel north of the railroad tracks in the Village of Newberry. The clean-up of the former Charcoal Iron plant was completed with MDEQ funds several years ago. The redevelopment funding will fund environmental remedies through capping activities including berming, seeding and mulching and paving the parking lot and



trails for the recreation complex. The Village of Newberry was also awarded funding from the Michigan Natural Resources Trust Fund in the amount of \$300,000 to make a number of on-site improvements, including a new challenge course and playground equipment. Future fundraising will be needed to erect a support building for the park, with facilities for locker rooms, restrooms, concessions, meetings, and storage.

Trails designated for walking and biking are funded for the TORC and it will function as a trailhead for bicyclists heading north to Tahquamenon Falls and Paradise.

Former Lumber Yard

The former lumber yard at the corner of McMillan and Charles Street near the Village Offices could be used in its current form for DPW functions, light manufacturing or it could be demolished and used for residential or light industrial development.

SW Corner of M-123 and Avenue C

Two vacant parcels are across from Napa Auto Parts and one block down from the school. It would be an idea location for commercial or mixed-use redevelopment.

Newberry Avenue across from Avenue D

A vacant parcel is south of Napa



Auto Parts. It could be ideal for commercial or mixed-use development.

Luce County Industrial Park Expansion Project

Although not located within the Village's boundary, the 115-acre industrial park includes a number of shovel-ready sites. The Luce County EDC constructed water, sewer, roads, and a rail extension into the industrial park with partial funding from an Economic Development Administration Public Works grant. The county plans to attract companies to the park that will be high-volume rail users, and this goal is consistent with the

goals and objectives of the CEDS.

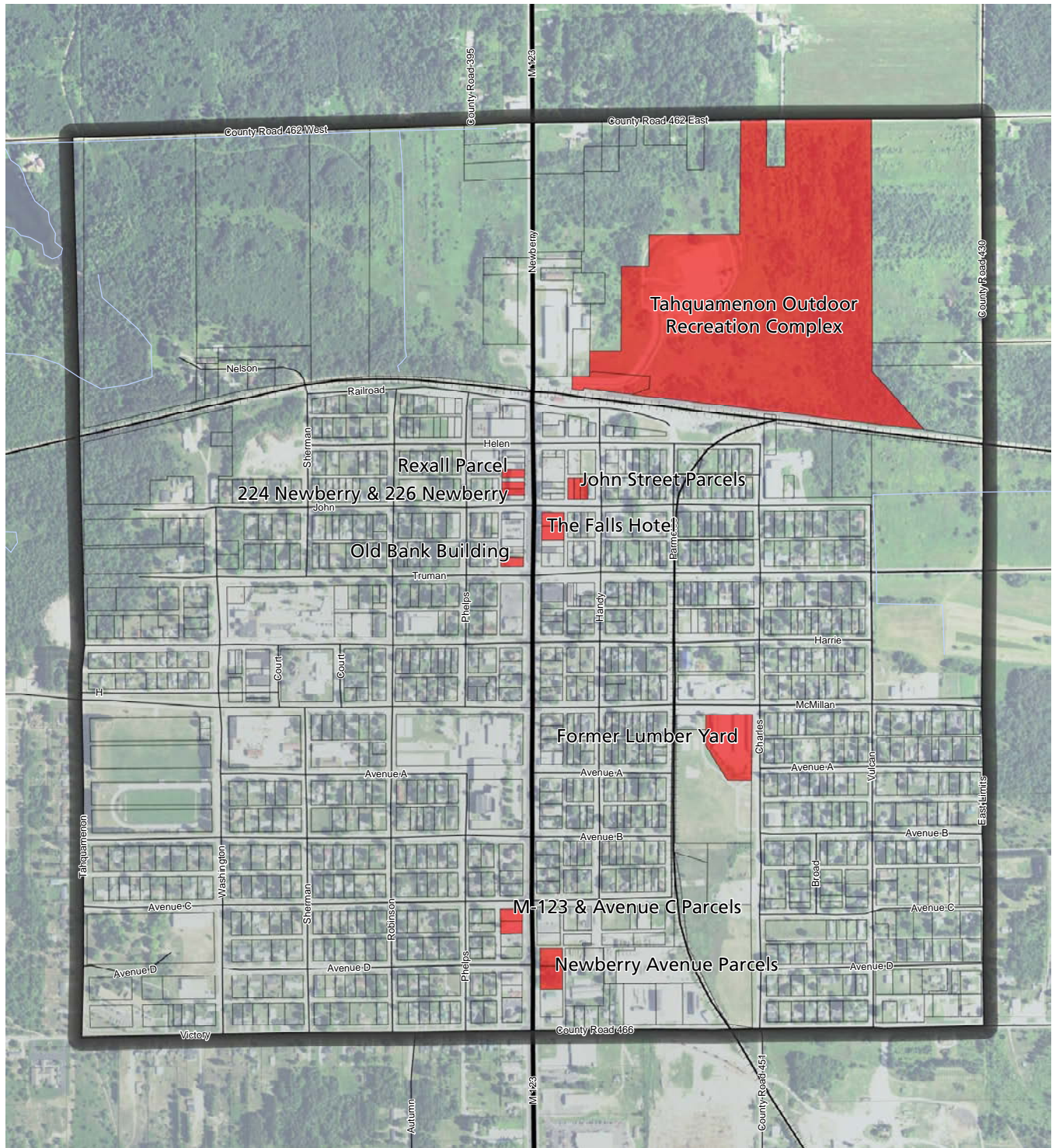
PUBLIC SECTOR INITIATIVES

There are a number of strategies Newberry can employ to incentivize redevelopment and to attract new businesses.

Collaboration is paramount to ensure a regional approach to economic development and avoid duplication of efforts.



31: Redevelopment Sites Map



RIISING TIDE

Redevelopment Ready Sites

Data Sources: State of Michigan Geographic Data Library, EUP, ESRI Basemap

- Village Boundary
- State Roads
- All Roads
- Railroads
- Rivers / Streams
- Parcels
- Redevelopment Ready Sites



Newberry Area Tourism Association

Tourism is a critical driver in Newberry's economy with Tahquamenon Falls drawing over 400,000 tourists a year. The newly formed Newberry Area Tourism Association will allow the Village to partner with surrounding entities to leverage tourism destinations in one supportive effort.

Downtown Development Authority

The Village of Newberry is interested in exploring the creation of a Downtown Development Authority (DDA) under Act 197 of Public Acts of 1975 of the State of Michigan, commonly referred to as the Downtown Development Authority Act. This act was created in part to correct and prevent deterioration of business districts and to promote economic growth and revitalization. Under this act, the Village could create an authority authorized to use tax increment financing to fund improvements to downtown and potentially acquire vacant properties to assist with redevelopment.

Design Standards

Design standards can be a proactive way for a local government to initiate revitalization by improving the public realm. Design standards

are often included in the zoning ordinance as standards that apply to the Central Business District or as a separate overlay district. Examples of standards include requiring a minimum ground floor transparency, build-to lines to preserve the traditional pedestrian-centered development patterns, and streetscape elements such as signage, trees, and pedestrian-friendly design. These standards would be useful in positioning Newberry as an inviting place for creative, mixed-use developments that are pedestrian oriented.



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This section details future land use and a plan for developing a zoning ordinance in Newberry to move toward implementing the Village's vision for the future.

FUTURE LAND USE

The Michigan Planning Enabling Act of 2008 requires the inclusion of a future land use map and zoning plan in the master plan. The future land use map and districts identify a generalized, preferred organization of future land uses in the Village of Newberry. It is a general framework intended to guide land use and policy decisions within the Village over the next 15-20 years. It guides the development of a zoning plan and ultimately influences the new

zoning ordinance.

Future Land Use Map

The Future Land Use Map is not intended to be used to identify future land use on a parcel-by-parcel basis, but rather to identify districts that may evolve within the Village. The Future Land Use Map shows the preferred locations for future development in Newberry. Existing land development patterns were used as a basis for establishing the Future Land Use Map.

The Village can be segmented into four land categories including: (1) Residential, (2) Commercial, (3) Recreation/Conservation, and (4) Public Service. Each category can be further subdivided into land use districts. The following summarizes

the future land use districts in the Village of Newberry.

Residential Districts

Village Residential

The Village Residential area is intended to preserve and enhance the small-lot residential neighborhood within and adjacent to the central downtown area of the Village of Newberry. The Village Residential area will continue to support the existing cottage industries and home-based businesses. The Village sees this as an important tool for incubating new businesses and fostering economic prosperity.

Multi-Family Residential

The multi-family district is



The A-OK Car Wash and A-OK Mini Storage are located in the community commercial Future Land Use District.

designated to accommodate higher-density residential use, such as apartments or a modular home development.

Commercial Districts

Central Business District

The Central Business District includes the area commonly considered to be Downtown Newberry. The district includes existing commercial uses that are primarily in the retail and service sectors and public services provided by public entities and civic and/or non-profit organizations. Residential uses on the second floor are encouraged as a strategy for increasing activity and a mix of

uses in the Village center.

Mixed-Use District

The mixed-use district is intended to accommodate neighborhood services located within walking and biking distance to residences, while retaining the primary land use as residential. Uses may include a mix of housing types, including multiple-family units, and limited neighborhood services.

Community Commercial

This district includes retail and service-sector businesses that often require larger lots outside the downtown. Public services and non-profit organizations are considered compatible with

allowable uses in this district.

Light Industrial

This district accommodates light industrial uses within the Village that would have a low impact on surrounding neighborhoods.

Recreation/Conservation District

This category is intended to include existing recreation property, areas planned for future recreation use, and other environmentally sensitive areas and natural resources.

Public Service District

The Village of Newberry is fortunate to have a variety of public facilities. This plan recommends a special district be designated for these properties that are located outside the Central Business District. The Public Service district would include the schools, DPW, etc.

Wetlands Overlay District

Newberry is fortunate to have a number of wetlands in the northern portion of the Village. Many of these wetlands are smaller and may not be protected under state and federal regulations. By including existing wetlands on the Future Land Use Map, the Village can consider the location of these resources when reviewing development proposals.



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 buildings and premises. The zoning plan serves as the basis for the zoning ordinance.

Relationship to the Master Plan

As a key component of the master plan, the zoning plan is based on the recommendations of the master plan and is intended to identify areas where existing zoning is inconsistent with the objectives and strategies of the master plan, and to guide the development of the zoning ordinance. Because Newberry does not have a zoning ordinance, this plan will serve as the foundation for the planning commission as they undertake the development of a new zoning ordinance. The zoning ordinance is the primary implementation tool for the future development of Newberry.

Documenting Existing Conditions

Despite not having a zoning ordinance, Newberry was developed before the advent of the automobile in a traditional grid system. Most setbacks are uniform

and commercial buildings are close to the public right-of-way.

One important first step in developing the zoning ordinance will be documenting existing setback distances in each district. Average setback distances, lot widths, and lot sizes should be used as the foundation for the district regulations and boundaries.

The Existing Land Use map will also be an important tool to inform the Future Zoning map for Newberry. Historic development patterns and general locations of existing residential, commercial, industrial spaces, and open space will serve as the basis for the new zoning districts.

Luce County Zoning

Luce County provides zoning services for all the communities within the county, with the exception of Newberry. Zoning designations in surrounding communities, particularly those that border the Village limit, will also be useful in determining zoning designations for Newberry.

Consolidation of Police Power Ordinances

There are a number of police power ordinances that deal with issues related to land use that could be consolidated into the new zoning ordinance. Additionally, the new zoning ordinance will have to be written in such a way that it



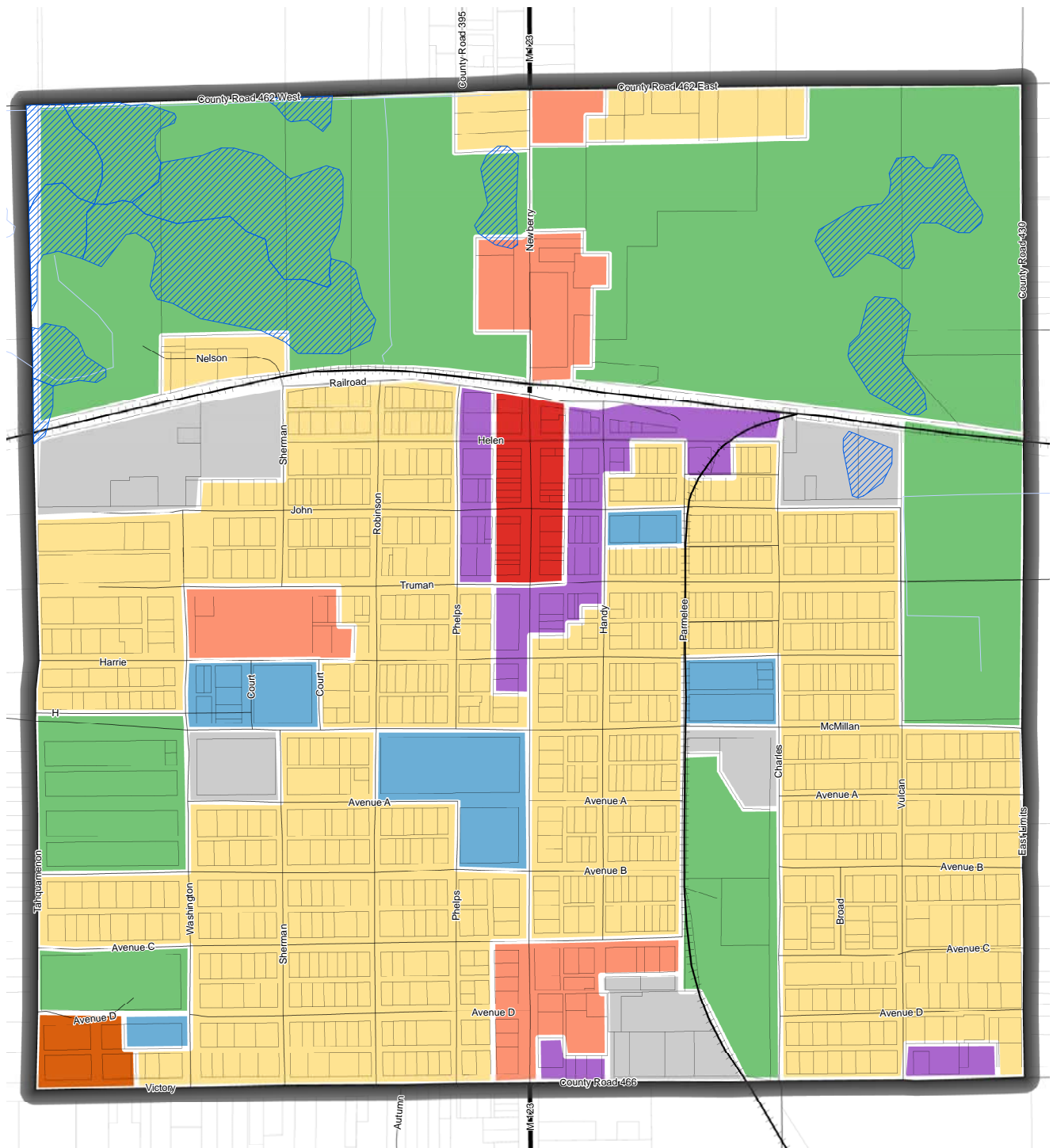
does not contradict existing police power ordinances.

The following is a list of ordinances that have components that relate to zoning:

1. Ordinance #6: Streets, Sidewalks, and Alleys
2. Ordinance #12: Construction
3. Ordinance #14: Mobile Home and Trailer
4. Ordinance 19: Width and Depth of Plats in Village
5. Ordinance 29B: Compilation of Property Use Ordinances
6. Ordinance 29C: Regulation of Fences
7. Ordinance 35: Trees, Vegetation, Set-backs, and Utility Connection.



32: Future Land Use Map



VILLAGE OF NEWBERRY Future Land Use

Data Sources: State of Michigan Geographic Data Library, EUP

- Village Boundary
- State Roads
- All Roads
- Railroads
- Rivers / Streams
- Parcels

- Village Residential
- Multi-Family Residential
- Central Business District
- Community Commercial

- Light Industrial
- Recreation / Conservation
- Public Service
- Mixed Use
- Wetlands Overlay District



ACTION PLAN

Under the direction of the planning commission, with citizen and stakeholder input, the Village of Newberry has identified five themes, each with corresponding goals and actions. Because this master plan takes a 15-20 year approach to planning, it is anticipated that these goals and corresponding actions could take up to that amount of time to be realized. The tables on page 72-74 outline a planned implementation schedule for each action and include a general time frame for implementation, the party responsible for implementing, priority level, and anticipated funding source.

GOALS AND ACTION STEPS

This section outlines the key goals and actions identified by the Village of Newberry. The goals and actions fall into five major themes, as listed below:

1. Governance & Leadership
2. Thriving Downtown
3. Business Attraction & Retention
4. Recreation-Based Prosperity
5. Strong Neighborhoods

Governance & Leadership

The Village of Newberry will continue to seek intergovernmental collaboration and transparency to support community development. Although a relatively small village, Newberry

is a population center of the Eastern Upper Peninsula. Given the rural nature and sparse population of the surrounding area, it is especially critical that Newberry collaborates with surrounding communities, non-profits, and regional governments to leverage social capital for the benefit of the region. Specifically, collaborations with McMillan and Pentland Townships on economic development initiatives will be paramount moving forward.

Looking internally, there have been a number of changes in Newberry's Village leadership. With these changes, institutional memory is lost, but new social capital and fresh perspectives are gained. Additionally, Newberry is embarking on its first-ever master plan, and as a part of

that process, has created a new planning commission. The planning commission has the opportunity to provide proactive leadership and land use policies that will foster economic prosperity.

Thriving Downtown

Downtown Newberry has always been the hallmark and centerpiece of the Village. Many of the buildings date back to the 1800s, and offer a window into Newberry's rich history. Although the architectural styles are rich with tradition, many of these buildings are also in dire need of repairs and facade improvements. Despite the relatively inexpensive cost of purchasing these buildings, there

are a number of other barriers to rehabilitation. The Village will need to institute creative and collaborative funding and implementation tactics to ensure the long-term prosperity and success of the downtown.

Business Attraction & Retention

The Village is committed to supporting existing businesses to help them continue to grow and react to changing conditions. Additionally, Newberry is looking for opportunities to support small business development and entrepreneurs.

Newberry is no stranger to losing young people to jobs elsewhere in

the state or country. Partnering with educational institutions and others in the region will be crucial for providing high-quality vocational training opportunities to keep the next generation of workers gainfully employed.

Infrastructure investments like upgrades to the Village water system, although painful at first for residents, will pay dividends in supporting and attracting new businesses looking to locate in the area.

Recreation-Based Prosperity

Newberry is blessed with being close to some of the most pristine natural assets in Michigan, including the Tahquamenon River

VISION

Over the next 15-20 years, Newberry will continue to restore and rehabilitate its core infrastructure to create a vibrant, mixed-use downtown that serves as a focal point of community, recreational, and economic activity. Neighborhoods will be strengthened to provide a diversity of high-quality housing options that meet the needs of all residents. Newberry will continue to leverage its unique natural resources to define its character and position Newberry as a recreational hub for the Eastern Upper Peninsula.



and Falls, and Lake Superior. Critical to a comprehensive economic strategy will be leveraging these resources to support economic development. Newberry has the opportunity to position itself as a four-season recreational destination.

Strong Neighborhoods

Neighborhoods are the building blocks of a strong, vibrant community. The Village will need to support strategies that preserve and enhance Newberry's housing and neighborhoods. This includes exploring opportunities to modernize and expand elder housing, securing grants for housing rehabilitation, and providing a zoning ordinance that supports a diversity of housing options.



A comprehensive approach to recreation includes upgrades to Village parks as well as collaborative marketing and promotion of recreational assets outside of the Village limits.

33. Governance & Leadership Goals

GOAL	ACTION	PRIORITY LEVEL	RESPONSIBLE PARTNERS	TIME FRAME
Seek intergovernmental collaboration and transparency to support community development.	Start a community investment fund to match funds for grants and establish public/private partnerships.	Medium	Village	1 - 5 Years
	Develop a coordinated web presence between the Chamber, Economic Development Corporation, agencies, and businesses.	High	Village, Chamber, EDC, Townships, local businesses	1 - 5 Years
	Coordinate with Pure Michigan and others to develop a tourism plan for Newberry and the surrounding area.	High	Village, MEDC, Chamber	Within 1 Year
	Explore the establishment of Newberry as a city	High	Village	Within 1 Year
	Map the water and sewer service areas outside of the Village boundary.	Medium	Village, consultants	Within 1 Year
Support a citizen planning commission that will lead the Village with innovative land use policies.	Adopt a zoning ordinance based on the master plan.	High	Planning Commission	Within 1 Year
	Institutionalize a regular five-year review of the master plan and annual planning commission reports.	Medium	Planning Commission	Annually

34. Thriving Downtown Goals

GOAL	ACTION	PRIORITY LEVEL	RESPONSIBLE PARTNERS	TIME FRAME
Create a vibrant, mixed-use downtown that serves as a focal point of community, recreational, and economic activity.	Adopt zoning standards that support and facilitate mixed-use development.	High	Planning Commission	Within 1 Year
	Create a sense of place through public amenities and streetscape investments in the downtown district.	High	Village	1 - 5 Years
	Explore creation of a Downtown Development Authority and tax increment financing.	High	Village	1 - 5 Years
	Conduct a survey to designate Newberry as low-mod income to qualify for economic development grants.	High	Village, MEDC	Within 1 Year
	Develop a public plaza, pocket park, or focal point in downtown.	Medium	Village	1 - 5 Years

35. Business Attraction & Retention Goals

GOAL	ACTION	PRIORITY LEVEL	RESPONSIBLE PARTNERS	TIME FRAME
Attract a diversity of new businesses to Newberry	Explore the use of tax breaks to incentivize new businesses to locate.	High	Village, EDC	Within 1 Year
	Conduct a detailed market study and explore business recruitment strategies.	Medium	Village, Chamber, EDC	1 - 5 Years
	Publish information on available development and redevelopment properties for businesses looking to locate or grow, using MEDC's Redevelopment Ready Communities guidelines.	Medium	Village, EDC	Within 1 Year
Support existing businesses to help them grow and react to changing conditions.	Develop an advertising campaign that <i>Newberry is Open for Business!</i>	High	Village, Chamber	Within 1 Year
	Use position as a municipal power provider to encourage start-ups, relocations, and expansions.	High	Village (NW&L)	1 - 5 Years
	Explore economic gardening and incubator efforts to support small business development and entrepreneurs.	Medium	Village, Chamber, EDC	1 - 5 Years
	Partner with educational institutions and others to provide and promote expanded vocational training opportunities.	Medium	Village, TAS, Luce County, EUP	1 - 5 Years

36. Recreation-Based Prosperity Goals

GOAL	ACTION	PRIORITY LEVEL	RESPONSIBLE PARTNERS	TIME FRAME
Establish Newberry as a recreational hub for the Eastern Upper Peninsula.	Update the Five-Year Recreation Master Plan for the Village.	Medium	P&R Committee	1 - 5 Years
	Map trails and other recreation assets to increase their use and draw tourists to the area.	High	P&R Committee, EUP, TASA	Within 1 Year
	Complete the TORC to provide an indoor recreation center for year-round activity.	Medium	Village, TARA, P&R Committee	1 - 5 Years
	Continue to grow and expand the role of the Newberry Area Tourism Association.	High	Village, EDC, Luce County, Chamber	Within 1 Year
Expand tourism business (ecotourism) opportunities.	Promote shoulder season (fall and spring) activities like bird watching, mountain biking, etc.	High	Village, EDC, Chamber	1 - 5 Years
	Improve access to the river by the logging museum and by the Dollarville Dam for fishing.	High	Village, P&R Committee, Luce County, DNR	1 - 5 Years
Develop a connected and accessible network of transportation options in Newberry.	Complete the sidewalk network, beginning with the downtown core.	High	Village, MDOT	5+ years
	Improve snowmobile access from trails to Village amenities.	Medium	Village, MDOT, TASA	1 - 5 Years
	Look for funding opportunities and collaborate with MDOT to improve crossings along Newberry Avenue.	Medium	Village, MDOT	5+ years

37. Strong Neighborhoods Goals

GOAL	ACTION	PRIORITY LEVEL	RESPONSIBLE PARTNERS	TIME FRAME
Preserve and enhance Newberry's neighborhoods.	Explore opportunities to modernize and expand elder housing.	Medium	Village, Luce County	1 - 5 Years
	Look for opportunities to develop and expand neighborhood gathering spaces.	High	Village, Planning Commission	1 - 5 Years
Reduce neighborhood blight	Investigate funding sources to remove and/or rehabilitate dangerous buildings.	High	Village, Planning Commission	Within 1 Year
	Pursue funding to assist homeowners with maintenance and improvements.	High	Village, MEDC, EUP Housing Authority	1 - 5 Years

CAPITAL IMPROVEMENTS STRATEGY

Once the master plan is adopted a future task would include the preparation and adoption of a Capital Improvement Program; or CIP. The Village of Newberry 2017-2021 Capital Improvements Program would provide a framework for the realization of community goals and objectives as envisioned in the Village's master plan. All CIP projects are listed on a priority basis and reflected by fiscal year within the plan. The plan also includes an indication for providing the financial means for implementing the projects.

IMPLEMENTATION OPPORTUNITIES

To realize its goals, Newberry will have to be proactive and take advantage of a variety of funding opportunities available and form public-private partnerships to implement key projects. The following is an overview of funding sources and programs the Village could use to implement priority actions identified in this plan.

Economic Development

The Michigan Economic Development Corporation (MEDC) Community Development division focuses on creating vibrant, sustainable, and unique places by providing economic development

services and programs to attract and retain talent in Michigan communities. The concept of placemaking considers cultural and natural amenities, resources, and social and professional networks.

MEDC offers a variety of grants and loans to Michigan communities to preserve downtowns, enhance cultural resources, and foster historic preservation.

Community Development Block Grants

The MEDC, on behalf of the Michigan Strategic Fund, administers the Community Development Block Grant (CDBG) program. The Village is currently not on the qualifying list of communities who are 51% low-to-moderate income or higher. This designation is important as it allows for the village to qualify for a number of CDBG programs including Infrastructure Capacity Enhancement (ICE) grants and Facade Improvement grants. The Facade Improvement grants could be valuable to downtown business and property owners who may want to reinvest in their current programs and be eligible for up to 50% grant funds.

Newberry plans to administer an income survey to determine the percentage of Low-and-Moderate Income (LMI) residents in the Village to qualify for grants through MEDC.

Downtown Development Authority or Business Improvement District

Newberry's downtown serves as the foundation of the Village from both a historical and economic perspective. The Village hopes to revitalize the downtown by renovating vacant buildings and attracting additional business activity to the district.

One way the Village can promote economic development is by investing in public infrastructure in the downtown. Examples of improvements include street tree replacement, street lighting, landscaping, and hardscaping.

The Village may explore creation of a Downtown Development Authority, which is allowed under Michigan Public Act 197 of 1975, as amended. A DDA can institute a variety of funding options including a tax increment financing mechanism, which can be used to fund public improvements in the downtown district.

Another strategy for improving the corridors is the formation of a Business Improvement District. A BID is a defined area where businesses pay an additional fee in order to fund projects within the district's boundaries. The Village could also explore grants and other funding opportunities to pay for the improvements.



Tahquamenon Convention and Visitor's Bureau

Tourism is a critical driver in Newberry's economy and promoting the area as a tourism destination is a high priority. Although past convention and visitor's bureau (CVB) efforts have failed, there seems to be positive momentum for an inter-jurisdictional CVB through Northern Initiatives, an effort connecting marketing efforts of both Newberry and Paradise. This regional CVB would be a good strategy for leveraging the Tahquamenon Falls so the entire region can benefit.

PlacePOP

PlacePOP is a service run by the Michigan Municipal League (MML) that supports low-cost, high-impact events that showcase how powerful creating "place" can be. As a way to make downtowns more vibrant, MML develops short-term upgrades to public space to engage its residents in a new way. Moreover, a physical display provides a more visual, and interactive form of community engagement that engenders more participation than a public hearing. The idea is to reinvent space to help catalyze development, beautify underutilized areas, and create connections amongst

community members. While most public improvement projects are costly and time-intensive and may have unintended consequences, this type of project removes a lot of the initial risk.

Becoming a City

To provide higher-quality services for its residents and to reduce the overall tax burden, the Village of Newberry is interested in exploring the opportunity of converting from a village to a city. It is important to note that the Village is not committed to becoming a city, but rather exploring whether or not this change would benefit the residents and Village financially and organizationally. Since 1931 there has been a steady conversion of villages to cities in Michigan.

A village is not a primary local unit of government because it does not assess or collect taxes. In addition to provision of services, this could also afford Newberry the opportunity to draft a new charter under the provisions of the Home Rule City Act (1909 PA 279).

Transportation and Trails

Safe Routes to School (SR2S) programs are sustained efforts by parents, schools, community leaders, and local, state, and federal governments to improve the health and well-being of children by enabling and encouraging them to walk and bicycle to school. The





A picture of the Taquamenon Riverwalk

National Center for Safe Routes to School offers several sources of funding for community projects that link neighborhoods with schools.

The Transportation Alternatives Program is a competitive grant program that funds projects such as bike paths, streetscapes, and historic preservation of transportation facilities that enhance Michigan's intermodal transportation system, promote walkability, and improve quality of life for Michigan citizens.

Housing

The United States Department of Agriculture (USDA) Rural Development Agency sponsors two programs for rural development that can be of help to Newberry homeowners.

Single Family Housing Direct Home Loans are subsidies for low- and very low-income residents to ensure that they live in safe and decent housing. These funds can be used to build, repair, renovate or relocate a home in a rural area. The amount of money loaned to a homeowner depends on income, debts, and assets.

Similarly to the single-family assistance provided by the USDA, multi-family funds are available. The Multi-family Housing Loan Guarantee provides qualified private-sector lenders funds to lend to borrowers who wish to increase the supply of low- and moderate-income individuals and families. The funds can be used for new construction, improvement, or purchase of multi-family rental units. The rent for the units is capped at 30% of 115% of the area

median income. Complexes must have at least five units, but can also include detached, semi-detached, or row houses.



APPENDIX

PATHWAY TO BECOMING A REDEVELOPMENT READY COMMUNITY

Six Best Practice Steps

ONE COMMUNITY PLANS & PUBLIC OUTREACH

THE PLANS

Adopted a master plan in the past five years, and must achieve:

- Reflects a desired future direction
- Identify priority redevelopment area



COMMUNITY PLANS & PUBLIC OUTREACH

- Identify land use, infrastructure, & complete streets elements
- Includes zoning plan
- Implementation recommendations
- Progress annually reported
- Available online

Adopted a downtown plan & corridor plan

- Identify projects, costs, & timeline
- Identify development boundaries
- Includes mixed-uses & pedestrian oriented development
- Includes transit oriented development
- Coordinates with master plan & capital improvements plan
- Available online

Adopted a capital improvements plan

- Details a minimum of a six year projection with annual review
- Coordinates with other projects to minimize construction costs
- Coordinates with master plan & budget
- Available online

PUBLIC PARTICIPATION

Public participation strategy for engaging a diverse set of community stakeholders

- Identify key stakeholders
- Identify public participation methods & venues
- Any third party adheres to strategy

Public participation efforts go beyond the basic methods

- Basic practices: Open Meetings Act, newspaper, website, community hall door, postcards, water bills inserts, local cable access, announcements

- Proactive practices: Individual mailings, charrettes, focus groups, workshops, canvassing, crowd-sourcing, social networking, interviews

Share outcomes of the public participation processes

- Track outreach methods
- Communicate outcomes

TWO ZONING REGULATIONS

Alignment with the goals of the master plan

- Evaluate master plan recommendations

Provide for areas of concentrated development in appropriate locations & encourages the type & form of development desired

- Allow mixed-use by right in development
- Consider form-based code
- Requires one or more: build-to lines, open store fronts, outdoor dining, ground floor transparency, streetscaping, preservation of historic & environmentally sensitive features



ZONING REGULATION

Include flexible tools to encourage development & redevelopment

- Define special land use & conditional rezoning requirements
- Allow for compatible uses that serve new economy businesses in commercial and industrial districts

Allow for a variety of housing options

- Requires two or more: accessory dwelling units, attached single family units, stacked flats, live/work, co-housing, corporate temp housing, cluster, micro units

Include flexible parking standards and improves nonmotorized transportation

- Includes bicycle parking, pedestrian-scale lighting, traffic calming, public realm standards where appropriate
- Includes pedestrian connectivity ordinance
- Requires two or more: parking off street requirements, parking lot connectivity, shared parking, parking max, parking waivers, electric vehicle charging, bicycle parking, payment in lieu of parking, complementary use accommodation

Include standards for green infrastructure

- Requires one or more: low impact development techniques, green roofs, pervious pavement, native species, existing tree protection
- Requires street trees & parking lot landscaping

Creating a user-friendly ordinance

- Portrays clear definitions & requirements
- Provide electronic format
- Convenient hard copies
- Accessible online

THREE DEVELOPMENT REVIEW PROCESS

DEVELOPMENT REVIEW PROCEDURES

Zoning articulates a thorough site plan review process

- Provide clear roles & responsibilities for all bodies

Define & offer conceptual site plan review meetings for applicants

- Defined expectations online

Qualified intake professional

- Identify a point person for receiving applications, documenting contact, explaining procedures, facilitating meetings, processing approvals, & excellent customer service

Encourage developers to seek input from neighboring residents & businesses at the onset of the application process

- Assist the developer in soliciting input from the public

Joint site plan review team

- Define the joint site plan team, include multiple disciplines

A clearly documented internal staff review policy

- Define clear roles, responsibilities, & timelines
- Define development review standards

RECRUITMENT & EDUCATION



DEVELOPMENT REVIEW PROCESS

Promptly act on development requests

- Allow permitted uses to be administratively reviewed
- Adhere to procedures & timelines
- Provide development process flowchart with timeline
- Coordinate among community development, permitting, & inspections

Create method to track development projects

- Develop a tracking mechanism for projects during development, permitting, and inspection process

Annually review successes & challenges with the development review process

- Obtain customer feedback & integrate changes
- Capture lessons learned from joint site plan review team

GUIDE TO DEVELOPMENT

Annually review the fee schedule

- Cover the community's true cost
- Accept credit card payment

Maintains guide to development, explaining policies, procedures & steps to obtain approvals

- Provide: contact information, meeting schedules & procedures, flowcharts of development processes, relevant ordinances, site plan review requirements & application, administrative approval requirements, process & applications for rezoning, variances, & special uses, fee schedule, financial assistance tools, design guidelines & processes, building permit requirements & applications
- Available online

FOUR RECRUITMENT & EDUCATION

RECRUITMENT & ORIENTATION

Set expectations for board & commission positions

- Outline expectations & desired skill sets defined
- Available online

Provide orientation packets to all appointed & elected members of development related boards & commissions

- Include all relevant planning, zoning & development information

EDUCATION & TRAINING

A dedicated source of funding for training

- Allocate budget for elected & appointed officials & staff

Identify training needs & track attendance for elected & appointed officials & staff

- Manage tracking mechanisms: training needs & attendance
- Identify trainings which relate to stated goals & objectives

Encourage elected & appointed officials to attend trainings & share information

- Notify elected & appointed officials & staff about training opportunities
- Hold collaborative work sessions & joint trainings
- Prepare annual report

FIVE REDEVELOPMENT READY SITES

Identify & prioritizes redevelopment sites

- Maintain updated list of sites



REDEVELOPMENT READY SITES

Gather basic information for prioritized redevelopment sites

- Require photo/rendering, desired outcomes, owner contact, community contact, zoning, lot & building sizes, SEV, & utilities

Create a vision for priority redevelopment sites

- Include desired development outcomes
- Identify community champions
- Require public engagement with high controversy sites

Identify potential resources & incentives for prioritized redevelopment sites

- Identify negotiable development tools, financial incentives and/or in-kind support linked to desired outcomes

Assemble property information packages for prioritized sites

- Include financial incentives, deed restrictions, tax assessment, survey, past uses, existing conditions, known environmental and/or contamination conditions, soils, demographics, amenities, planned infrastructure improvements, GIS, natural features, traffic studies, target market analysis, feasibility studies

Prioritize redevelopment sites and actively market

- Available online

SIX COMMUNITY PROSPERITY

ECONOMIC DEVELOPMENT STRATEGY

An approved economic development strategy

- May be part of the master plan or annual budget
- Connects to the master plan & capital improvements plan
- Identify opportunities & challenges within the community
- Incorporate recommendations for implementation
- Coordinate with a regional economic development strategy
- Available online

Annually review the economic development strategy

- Report progress on economic development strategies annually

MARKETING & PROMOTION

Develop a marketing strategy

- Identify opportunities & steps to attract businesses, consumers & real estate development
- Creates or strengthens the community image
- Identify approach to market priority development sites
- Coordinate marketing efforts with local, regional, & state partners



COMMUNITY PROSPERITY

An updated, user-friendly municipal website

- Link to master plan, downtown plan, corridor plan, capital improvements plan, zoning ordinance, development guide, online payment, partner organizations, board & commission applications, property information packages, & economic development strategy
- Easy to navigate