

**VILLAGE OF NEWBERRY  
PLANNING COMMISSION MEETING  
Monday, March 25, 2019  
Meeting Location: 302 East McMillan Ave  
Meeting Time: 6:00 p.m.**

**1. CALL TO ORDER**

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

**4. APPROVAL OF AGENDA**

**5. APPROVAL OF MINUTES**

1. Planning Commission Meeting – Monday, September 24, 2018 at 6:00 p.m.
  - a. No meeting minutes submitted from secretary or alternate

**6. PLANNING COMMISSION CHAIRPERSON ANNOUNCEMENTS**

1. None Prescheduled

**7. PUBLIC COMMENTS** – Prior to consideration of official business, citizens may speak on any matter citizens may wish to bring to the attention of the Planning Commission. Please limit comments to 3 minutes as per Michigan General Village Law and Michigan Open Meetings Act.

1. None Prescheduled

**8. PETITIONS AND COMMUNICATIONS** – Communications addressed to the Planning Commission are distributed to all members and are acknowledged for information or are referred to a committee or a staff member for follow-up.

1. None Prescheduled

**9. UNFINISHED BUSINESS**

1. Newberry Action Plan Prioritization
2. Redevelopment Ready Communities (RRC)
  - a. Certification Process
  - b. Best Practices
  - c. Public Participation Plan Overview & Examples From Other Communities

**10. NEW BUSINESS**

1. Master Plan - Action Plan

**11. COMMENTS BY PLANNING COMMISSION MEMBERS**

**12. ADJOURNMENT - REGULAR SESSION**

## Newberry Action Plan Prioritization

### Q1 Governance & Leadership (Highest Priority is 1, Lowest is 6)

Answered: 8 Skipped: 0

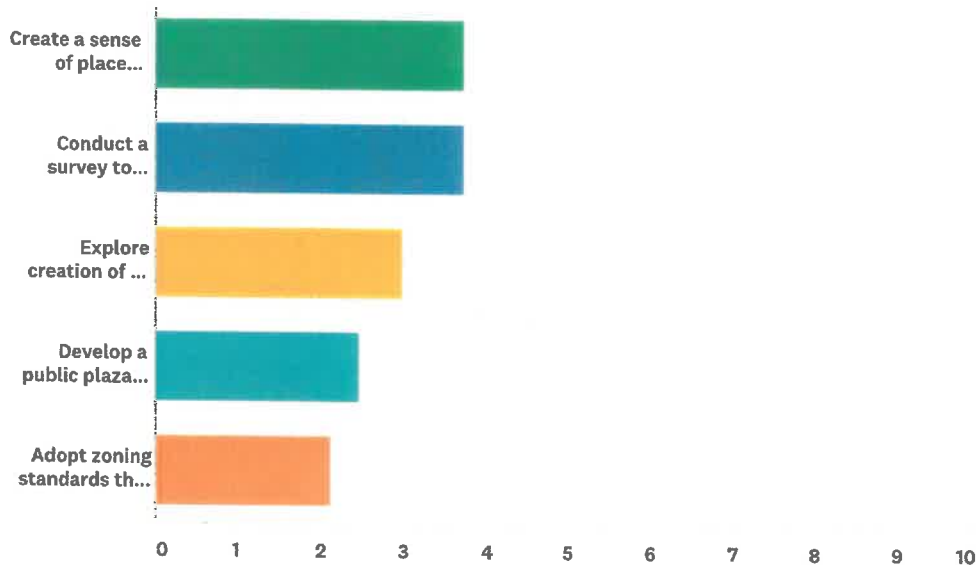


	1	2	3	4	5	6	TOTAL	SCORE
Explore the establishment of Newberry as a City	62.50%	0.00%	12.50%	12.50%	0.00%	12.50%	8	4.75
Coordinate with Pure Michigan and others to develop a tourism plan for Newberry and the surrounding area.	25.00%	50.00%	0.00%	12.50%	12.50%	0.00%	8	4.63
Develop a coordinated web presence between the Chamber, Economic Development Corporation, agencies and businesses.	12.50%	0.00%	37.50%	12.50%	12.50%	25.00%	8	3.13
Adopt a zoning ordinance based on the master plan.	0.00%	12.50%	25.00%	25.00%	25.00%	12.50%	8	3.00
Start a community investment fund to match funds for grants and establish public/private partnerships.	0.00%	25.00%	12.50%	12.50%	25.00%	25.00%	8	2.88
Institutionalize regular review of the master plan and annual planning commission reports.	0.00%	12.50%	12.50%	25.00%	25.00%	25.00%	8	2.63

## Newberry Action Plan Prioritization

### Q2 Thriving Downtown (Highest Priority is 1, Lowest is 5)

Answered: 8 Skipped: 0

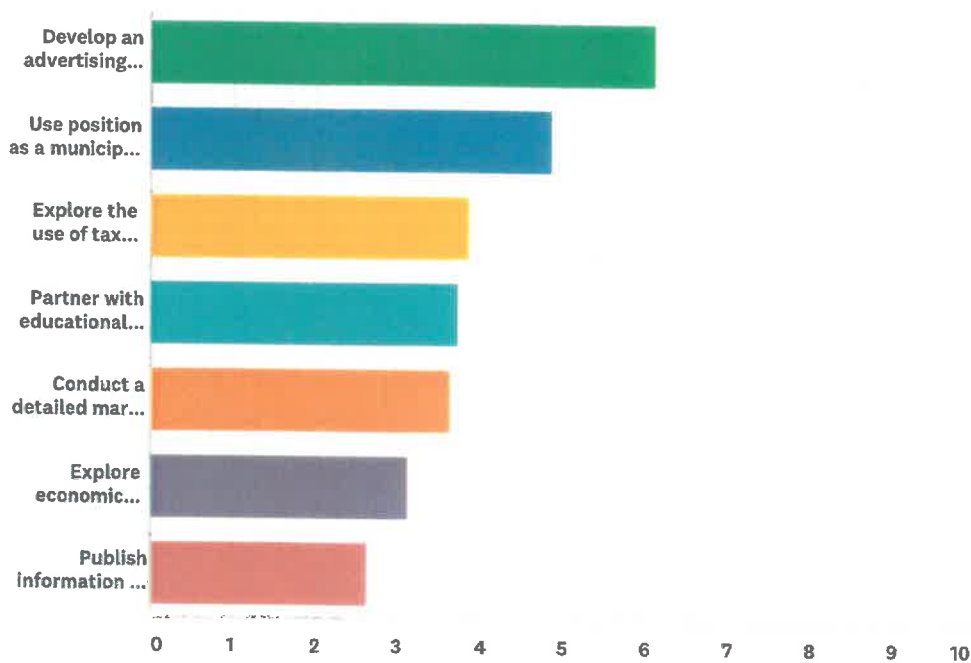


	1	2	3	4	5	TOTAL	SCORE
Create a sense of place through public amenities and streetscape investments in the Downtown district.	25.00% 2	37.50% 3	25.00% 2	12.50% 1	0.00% 0	8	3.75
Conduct a survey to designate Newberry as Low-Mod income to qualify for economic development grants.	37.50% 3	12.50% 1	37.50% 3	12.50% 1	0.00% 0	8	3.75
Explore creation of a Downtown Development Authority and Tax Increment Financing.	12.50% 1	25.00% 2	25.00% 2	25.00% 2	12.50% 1	8	3.00
Develop a public plaza or vocal point in Downtown.	25.00% 2	0.00% 0	12.50% 1	25.00% 2	37.50% 3	8	2.50
Adopt zoning standards that support and facilitate mixed-use development.	0.00% 0	28.57% 2	0.00% 0	28.57% 2	42.86% 3	7	2.14

## Newberry Action Plan Prioritization

### Q3 Business Attraction and Retention (Highest Priority is 1, Lowest is 7)

Answered: 8 Skipped: 0

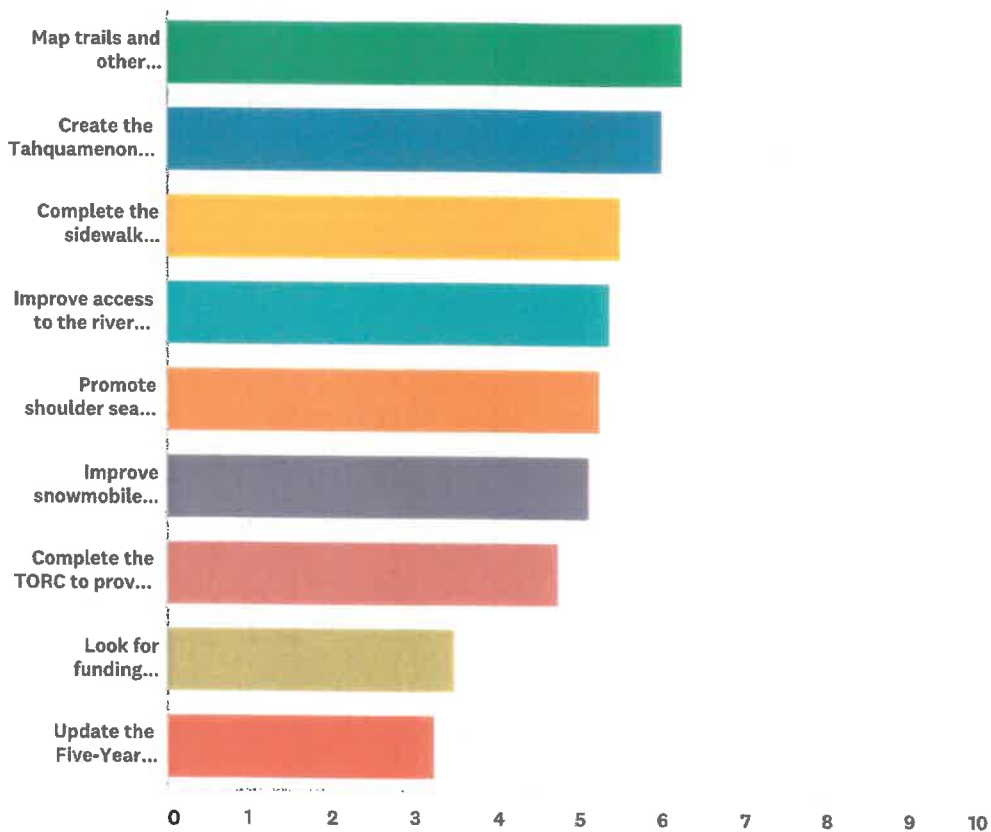


	1	2	3	4	5	6	7	TOTAL	SCORE
Develop an advertising campaign that Newberry is Open for Business!	50.00% 4	25.00% 2	12.50% 1	12.50% 1	0.00% 0	0.00% 0	0.00% 0	8	6.13
Use position as a municipal power provider to encourage start-ups, relocations, and expansions.	25.00% 2	0.00% 0	37.50% 3	25.00% 2	0.00% 0	12.50% 1	0.00% 0	8	4.88
Explore the use of tax breaks to incentivize new businesses to locate.	12.50% 1	12.50% 1	12.50% 1	25.00% 2	12.50% 1	0.00% 0	25.00% 2	8	3.88
Partner with educational institutions and others to provide and promote expanded vocational training opportunities.	12.50% 1	12.50% 1	12.50% 1	12.50% 1	12.50% 1	25.00% 2	12.50% 1	8	3.75
Conduct a detailed market study and explore business recruitment strategies.	0.00% 0	12.50% 1	25.00% 2	12.50% 1	25.00% 2	12.50% 1	12.50% 1	8	3.63
Explore economic gardening and incubator efforts to support small business development and entrepreneurs.	0.00% 0	25.00% 2	0.00% 0	12.50% 1	12.50% 1	25.00% 2	25.00% 2	8	3.13
Publish information on available development and redevelopment properties for businesses looking to locate or grow, using MEDC's Redevelopment Ready Communities guidelines.	0.00% 0	12.50% 1	0.00% 0	0.00% 0	37.50% 3	25.00% 2	25.00% 2	8	2.63

## Newberry Action Plan Prioritization

### Q4 Recreation-based Prosperity (Highest Priority is 1, Lowest is 9)

Answered: 8 Skipped: 0



	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Map trails and other recreation assets to increase their use and draw tourists to the area.	12.50% 1	25.00% 2	12.50% 1	0.00% 0	37.50% 3	0.00% 0	12.50% 1	0.00% 0	0.00% 0	8	6.25
Create the Tahquamenon Convention and Visitor's Bureau.	37.50% 3	12.50% 1	0.00% 0	0.00% 0	12.50% 1	12.50% 1	12.50% 1	0.00% 0	12.50% 1	8	6.00
Complete the sidewalk network, beginning with the downtown core.	12.50% 1	12.50% 1	0.00% 0	25.00% 2	0.00% 0	37.50% 3	12.50% 1	0.00% 0	0.00% 0	8	5.50
Improve access to the river by the logging museum and by the Dollarville dam for fishing.	12.50% 1	0.00% 0	25.00% 2	25.00% 2	12.50% 1	0.00% 0	0.00% 0	12.50% 1	12.50% 1	8	5.38

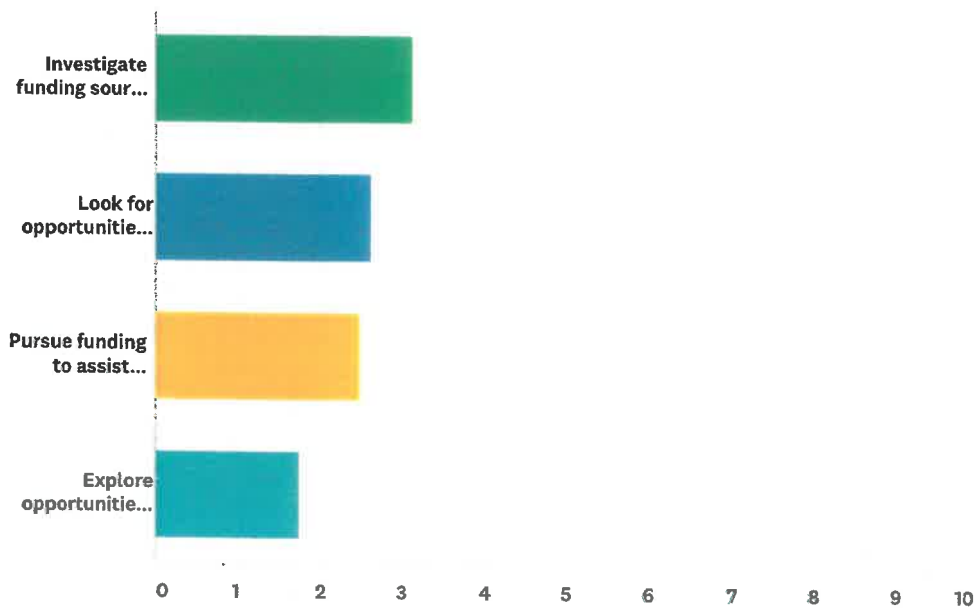
### Newberry Action Plan Prioritization

Promote shoulder season (fall and spring) activities like bird watching, mountain biking, etc.	0.00% 0	0.00% 0	37.50% 3	12.50% 1	12.50% 1	25.00% 2	0.00% 0	12.50% 1	0.00% 0	8	5.25
Improve snowmobile access from trails to Village amenities.	12.50% 1	12.50% 1	0.00% 0	12.50% 1	25.00% 2	0.00% 0	25.00% 2	12.50% 1	0.00% 0	8	5.13
Complete the TORC to provide an indoor recreation center for year-round activity.	12.50% 1	25.00% 2	0.00% 0	12.50% 1	0.00% 0	0.00% 0	12.50% 1	12.50% 1	25.00% 2	8	4.75
Look for funding opportunities and collaborate with MDOT to improve crossings along Newberry Avenue.	0.00% 0	0.00% 0	25.00% 2	0.00% 0	0.00% 0	12.50% 1	12.50% 1	37.50% 3	12.50% 1	8	3.50
Update the Five-Year Recreation Master plan for the Village.	0.00% 0	12.50% 1	0.00% 0	12.50% 1	0.00% 0	12.50% 1	12.50% 1	12.50% 1	37.50% 3	8	3.25

## Newberry Action Plan Prioritization

### Q5 Strong Neighborhoods (Highest Priority is 1, Lowest is 4)

Answered: 8 Skipped: 0



	1	2	3	4	TOTAL	SCORE
Investigate funding sources to remove and/or rehabilitate dangerous buildings.	50.00%	12.50%	37.50%	0.00%		
	4	1	3	0	8	3.13
Look for opportunities to develop and expand neighborhood gathering spaces.	25.00%	37.50%	12.50%	25.00%		
	2	3	1	2	8	2.63
Pursue funding to assist homeowners with maintenance and improvements.	25.00%	25.00%	25.00%	25.00%		
	2	2	2	2	8	2.50
Explore opportunities to modernize and expand elder housing.	0.00%	25.00%	25.00%	50.00%		
	0	2	2	4	8	1.75



## CERTIFICATION PROCESS

### STEP ONE ENGAGEMENT

Community reviews RRC Best Practices and program information online and contacts regional CATeam specialist



Community completes RRC Best Practice Training series



Community thoroughly completes all RRC self-evaluations



Community's governing body adopts resolution of intent to participate in program



Community submits completed RRC self-evaluations and resolution to regional CATeam specialist



Community information reviewed



RRC kick-off presentation and signing of MOU by community and MEDC



Community placed in RRC pipeline

### STEP TWO EVALUATION

Community submits additional documentation as necessary



Stakeholder interviews and meeting observations



Data and information analyzed



RRC advisory council provides technical expertise for report of findings



Report of findings presented to the community



Community's governing body adopts resolution to proceed within 30 days of report of findings presentation

### STEP THREE CERTIFICATION

Community completes missing RRC best practice criteria



Community submits quarterly progress reports



Community accomplishes all RRC best practice criteria



Certification awarded



Community submits biannual progress reports

### PROCESS TIMELINE



Timeline is dependent on the number of communities in the RRC pipeline and the completeness of the information submitted by the community.





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# BEST PRACTICES



revised Aug 2016

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**BEST PRACTICES**

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## If your community plans for future investment, invites public input, and offers superior customer service, then Redevelopment Ready Communities certification® is for you!

The Michigan Economic Development Corporation's Redevelopment Ready Communities® (RRC) program works with Michigan communities seeking to streamline the development approval process by integrating transparency, predictability and efficiency into their daily development practices. RRC is a statewide program that certifies communities who actively engage stakeholders and plan for the future. RRC empowers communities to shape their future by assisting in the creation of a solid planning, zoning and development foundation to retain and attract businesses, investment and talent.

Through RRC, communities commit to improving redevelopment readiness by agreeing to undergo a rigorous assessment, and work to achieve a set of criteria as described in this document. Developed by public and private sector experts, the RRC best practices are the standard for evaluation. Each best practice addresses key elements of community and economic development. Evaluations are conducted by the RRC team through interviews, observation and data analysis. After the evaluation, a community is presented

with a report of findings that highlights successes and outlines recommended actions for implementation of missing best practice criteria. The expectations listed with each evaluation criteria are what a community is measured against to determine if that criteria is being accomplished. A community must demonstrate how the expectations are being achieved, and when applicable, may propose alternative approaches. To be awarded certification, a community must meet all RRC best practice criteria.

Redevelopment Ready Communities certification signals that a community has clear development policies and procedures, a community-supported vision, a predictable review process and compelling sites for developers to locate their latest projects. Once certified, the MEDC will assist in the promotion and marketing of up to three Redevelopment Ready Sites\*. These packaged sites are primed for new investment because they are located within a community that has effective policies, efficient processes and the broad community support needed to get shovels in the ground.

In this document, parts of the best practices will have further explanation. If a word is in **orange**, hover your mouse over it and a yellow box will appear with more information. If a word is orange and underlined, it contains a hyperlink. Contact the RRC team at [RRC@michigan.org](mailto:RRC@michigan.org) with questions.

# Best Practice One: Community plans and public outreach

## 1.1—THE PLANS

Best Practice 1.1 evaluates community planning and how a community's redevelopment vision is embedded in the master plan, capital improvements plan, downtown plan and corridor plan. Comprehensive planning documents are a community's guiding framework for growth and investment. Information and strategies outlined in the plans are intended to serve as policy guidelines for local decisions about the physical, social, economic and environmental development of the community.

The master plan is updated, at a minimum, every five years to provide a community with a current and relevant decision making tool. The plan sets expectations

for those involved in development, giving the public some degree of certainty about their vision for the future, while assisting the community to achieve its stated goals. An updated master plan is essential to articulating the types of development the community desires and the specific areas where the community will concentrate resources. Coordination between the master plan, capital improvements plan, downtown plan and corridor plan is essential. It is important that planning documents incorporate recommendations for implementation, including goals, actions, timelines and responsible parties.

### EVALUATION CRITERIA 1

The governing body has adopted a master plan in the past five years.

#### EXPECTATIONS

- ☐ The master plan reflects the community's desired direction for the future.
- ☐ The master plan identifies strategies for priority redevelopment areas.
- ☐ The master plan addresses land use and infrastructure, including complete streets elements.
- ☐ The master plan includes a zoning plan.
- ☐ The master plan incorporates recommendations for implementation, including goals, actions, timelines and responsible parties.
- ☐ Progress on the master plan is annually reported to the governing body.
- ☐ The master plan is accessible online.

### EVALUATION CRITERIA 2

The governing body has adopted a downtown plan.

#### EXPECTATIONS

- ☐ The downtown plan identifies development area boundaries.
- ☐ The downtown plan identifies projects, and includes estimated project costs and a timeline for completion.
- ☐ The downtown plan includes mixed-use and pedestrian oriented development elements.
- ☐ The downtown plan addresses transit oriented development, if applicable.
- ☐ The downtown plan coordinates with the master plan and capital improvements plan.
- ☐ The downtown plan is accessible online.

# Best Practice One: Community plans and public outreach

## 1.1—THE PLANS *continued*

### EVALUATION CRITERIA 3

The governing body has adopted a **corridor plan**.

#### EXPECTATIONS

- ☐ The **corridor plan** identifies development area boundaries.
- ☐ The corridor plan identifies projects, and includes estimated project costs and a timeline for completion.
- ☐ The **corridor plan** includes mixed-use and pedestrian oriented development elements.
- ☐ The corridor plan addresses transit oriented development, if applicable.
- ☐ The corridor plan coordinates with the master plan and capital improvements plan.
- ☐ The corridor plan is accessible online.

### EVALUATION CRITERIA 4

The governing body has adopted a capital improvements plan.

#### EXPECTATIONS

- ☐ The **capital improvements plan** details a minimum of six years of public structures and improvements and is reviewed annually.
- ☐ The capital improvements plan coordinates projects to minimize construction costs.
- ☐ The capital improvements plan coordinates with the master plan and budget.
- ☐ The capital improvements plan is accessible online.

# Best Practice One: Community plans and public outreach

## 1.2—PUBLIC PARTICIPATION

Best Practice 1.2 assesses how well a community identifies its stakeholders and engages them, not only during the master planning process, but on a continual basis. A public participation strategy is essential to formalize those efforts and outline how the public will be engaged throughout planning and development processes.

Public participation is the process by which a community consults with interested or affected stakeholders before making a decision. It is two-way communication and collaborative problem solving with the objective of being intentionally inclusive, and the goal

of achieving better and more acceptable decisions. Public participation aims to prevent or minimize disputes by creating a process for resolving issues before they become an obstacle.

The best plans and proposals have the support of many stakeholders from businesses, residents, community groups and elected and appointed community officials. Public engagement should be more frequent and interactive than only soliciting input during the master plan update and public hearings.

### EVALUATION CRITERIA 1

The community has a **public participation strategy** for engaging a diverse set of community stakeholders.

#### EXPECTATIONS

- ☐ The strategy identifies **key stakeholders**, including those not normally at the visioning table.
- ☐ The strategy describes public participation methods and the appropriate venue to use each method.
- ☐ If a third party is consulted, they adhere to the public participation strategy.

### EVALUATION CRITERIA 2

The community demonstrates that public participation efforts go beyond the basic methods.

#### EXPECTATIONS

- ☐ **Basic practices:**
  - **Open Meetings Act**
  - Website posting
  - Postcard mailings
  - Local cable notification
  - Newspaper posting
  - Flier posting on community hall door
  - Attachments to water bills
  - Announcements at governing body meetings
- ☐ **Proactive practices:**
  - Individual mailings
  - Community workshops
  - Social networking
  - One-on-one interviews
  - Charrettes
  - Canvassing
  - Focus groups
  - **Crowd-sourcing**

### EVALUATION CRITERIA 3

The community shares outcomes of public participation processes.

#### EXPECTATIONS

- ☐ The community tracks success of various outreach methods.
- ☐ The community participation results are communicated in a consistent and transparent manner.

# Best Practice Two: Zoning regulations

## 2.1—ZONING REGULATIONS

Best Practice 2.1 evaluates a community's zoning ordinance and how well it regulates for the goals of the master plan.

Zoning is a key tool for plan implementation. Inflexible or obsolete zoning regulations can discourage development and investment. Outdated regulations can

force developers to pursue rezoning or variance requests, extending project timelines, increasing costs and creating uncertainty. Communities should look to streamline ordinances and regulate for the kind of development that is truly desired. In addition, zoning is an essential tool for shaping inviting, walkable, vibrant communities.

### EVALUATION CRITERIA 1

The governing body has adopted a zoning ordinance that aligns with the goals of the master plan.

#### EXPECTATIONS

- ☐ The community has evaluated the master plan's recommendations to determine if changes to the zoning map or ordinance are needed.

### EVALUATION CRITERIA 2

The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.

#### EXPECTATIONS

- ☐ The ordinance allows mixed-use by right in designated areas of concentrated development.
- ☐ The community has reviewed the ordinance to consider how **form-based zoning** could help achieve community goals.
- ☐ The ordinance requires one or more of the following **elements** in areas of concentrated development:
  - Build-to lines
  - Open store fronts
  - Outdoor dining
  - Minimum ground floor transparency
  - Streetscape elements (trees, seating, pedestrian-scale lighting and signage)
- ☐ The ordinance allows for preservation of sensitive historic and environmental features.

### EVALUATION CRITERIA 3

The zoning ordinance includes flexible tools to encourage development and redevelopment.

#### EXPECTATIONS

- ☐ Special land use and conditional zoning approval procedures and requirements are clearly defined.
- ☐ Commercial and industrial districts allow for related compatible uses that serve **new economy-type** businesses.



# Best Practice Two: Zoning regulations

## 2.1—ZONING REGULATIONS *continued*

### EVALUATION CRITERIA 4

The zoning ordinance allows for a variety of housing options.

#### EXPECTATIONS

- ☐ The ordinance allows for two or more of the following non-traditional housing types:
  - Accessory dwelling units
  - Attached single-family units
  - Stacked flats
  - Live/work
  - Residential units above non-residential uses
  - Co-housing
  - Corporate temporary housing
  - Cluster housing
  - Micro units

### EVALUATION CRITERIA 5

The zoning ordinance includes standards to improve non-motorized transportation.

#### EXPECTATIONS

- ☐ The community understands the benefits of walkable and transit oriented development and has standards for the following elements where appropriate:
  - Bicycle parking
  - Pedestrian-scale lighting
  - Traffic calming
  - Public realm standards
- ☐ The community understands the benefits of connectivity and has ordinance requirements that accommodate pedestrian activity within and around development.

### EVALUATION CRITERIA 6

The zoning ordinance includes flexible parking standards.

#### EXPECTATIONS

- ☐ The ordinance includes regulations for two or more of the following:
  - Reduction or elimination of required parking when on-street and public parking is available
  - Connections between parking lots
  - Shared parking agreements
  - Parking maximums
  - Parking waivers
  - Electric vehicle charging stations
  - Bicycle parking
  - Payment in lieu of parking
  - Reduction of required parking for complementary mixed-uses



## Best Practice Two: Zoning regulations

### 2.1—ZONING REGULATIONS *continued*

#### EVALUATION CRITERIA 7

The zoning ordinance includes standards for green infrastructure.

#### EXPECTATIONS

- ☐ The ordinance includes regulations for one or more of the following:
  - Rain gardens, bioswales and other low impact development techniques
  - Green roofs
  - Pervious pavement
  - Landscaping that encourages or requires use of native, non-invasive species
  - Preservation of existing trees
- ☐ The community recognizes the benefits of street trees and parking lot landscaping to mitigate the impacts of heat island effects.

#### EVALUATION CRITERIA 8

The zoning ordinance is user-friendly.

#### EXPECTATIONS

- ☐ The ordinance portrays clear definitions and requirements.
- ☐ The ordinance is available in an electronic format at no cost. Hard copies are available for review at convenient locations.
- ☐ The ordinance is accessible online.

# Best Practice Three: Development review process

## 3.1—DEVELOPMENT REVIEW PROCEDURES

Best practice 3.1 evaluates the community's development review policies and procedures, project tracking and internal/external communication.

The purpose of the development review process is to assure plans for specific types of development comply with local ordinances and are consistent with the master plan. Streamlined, well-documented development policies and procedures ensure a smooth and predictable experience when working with a community. It is essential for a community's development review team to also coordinate with permitting and inspections staff.

Unnecessary steps or unclear instructions increase time

and expenses associated with development. Community leaders should look to simplify and clarify policies, operate in a transparent manner and increase efficiency to create an inviting development climate that is vital to attracting investment. To do this, sound internal procedures need to be in place and followed. Tracking projects internally across multiple departments can alleviate potential delays. Offering conceptual site plan review meetings is one more step a community can take to show investors they are working to remove development barriers and cut down on unexpected time delays.

### EVALUATION CRITERIA 1

The zoning ordinance articulates a thorough site plan review process.

#### EXPECTATIONS

- ☐ The responsibilities of the governing body, planning commission, zoning board of appeals, other reviewing bodies, and staff are clearly documented.

### EVALUATION CRITERIA 2

The community has a qualified intake professional.

#### EXPECTATIONS

- ☐ The community identifies a project point person and trains staff to perform intake responsibilities including:
  - Receiving and processing applications and site plans
  - Documenting contact with the applicant
  - Explaining procedures and submittal requirements
  - Facilitating meetings
  - Processing applications after approval
  - Excellent customer service

### EVALUATION CRITERIA 3

The community defines and offers conceptual site plan review meetings for applicants.

#### EXPECTATIONS

- ☐ The community has clearly defined expectations posted online and a checklist to be reviewed at conceptual meetings.

## Best Practice Three: Development review process

### 3.1—DEVELOPMENT REVIEW PROCEDURES *continued*

#### EVALUATION CRITERIA 4

The community encourages a developer to seek input from neighboring residents and businesses at the onset of the application process.

#### EXPECTATIONS

- ☐ The community **assists the developer** in soliciting input on a proposal early in the site plan approval process as detailed in the public participation strategy.

#### EVALUATION CRITERIA 5

The appropriate departments engage in **joint site plan reviews**.

#### EXPECTATIONS

- ☐ The joint site plan review team consists of the following representatives, as appropriate:
  - Planning department
  - Public works department
  - Building department
  - Transportation department
  - Fire
  - Police
  - Assessor
  - Community manager or supervisor
  - Economic development
  - Historic District Commission
  - Consultant
  - Attorney
  - County soil erosion and sedimentation
  - County drain commissioner
  - County health department
  - County road commission
  - Outside agencies

#### EVALUATION CRITERIA 6

The community has a clearly documented internal staff review policy.

#### EXPECTATIONS

- ☐ The internal review process articulates clear roles, responsibilities and timelines.
- ☐ Development review standards are clearly defined.

#### EVALUATION CRITERIA 7

The community promptly acts on **development requests**.

#### EXPECTATIONS

- ☐ Site plans for permitted uses are approved administratively or by the planning commission.
- ☐ The community follows its documented procedures and timelines.
- ☐ The community has easy to follow flowcharts of development processes that include timelines.
- ☐ Community development staff coordinates with permitting and inspections staff to ensure a smooth and timely approval process.

## Best Practice Three: Development review process

### 3.1—DEVELOPMENT REVIEW PROCEDURES *continued*

#### EVALUATION CRITERIA 8

The community has a method to track development projects.

#### EXPECTATIONS

- ☐ The community uses a **tracking mechanism** for projects during the development process.
- ☐ The community uses a tracking mechanism for projects during the permitting and inspections process.

#### EVALUATION CRITERIA 9

The community annually reviews successes and challenges with the development review process.

#### EXPECTATIONS

- ☐ The community **obtains customer feedback** on the site plan approval and permitting and inspections process and integrates changes where applicable.
- ☐ The joint site plan review team, including permitting and inspections staff, meets to capture lessons learned and amends the process accordingly.

# Best Practice Three: Development review process

## 3.2—GUIDE TO DEVELOPMENT

Best Practice 3.2 evaluates the accessibility of a community's planning and development information.

Development information and applications must be assembled to help citizens, developers and public officials gain a better understanding of how the development

process in the community works. Documents should be updated regularly and provide a general overview of development processes, steps necessary to obtain approvals and be readily available online.

### EVALUATION CRITERIA 1

The community maintains a guide to development that explains policies, procedures and steps to obtain approvals.

#### EXPECTATIONS

☐ The guide includes:

- Relevant contact information
- Relevant meeting schedules
- Easy-to-follow step-by-step flowcharts of development processes, including timelines
- Conceptual meeting procedures
- Relevant ordinances to review prior to site plan submission
- Site plan review requirements and application
- Clear explanation for site plans that can be approved administratively
- Rezoning request process and application
- Variance request process and application
- Special land use request process and application
- Fee schedule
- Special meeting procedures
- Financial assistance tools
- Design guidelines and related processes
- Building permit requirements and applications

☐ The guide to development is accessible online.

### EVALUATION CRITERIA 2

The community annually reviews the fee schedule.

#### EXPECTATIONS

- ☐ The fee schedule is updated to cover the community's true cost to provide services.
- ☐ The community accepts credit card payment for fees.

## Best Practice Four: Recruitment and education

### 4.1—RECRUITMENT AND ORIENTATION

Best practice 4.1 evaluates how a community conducts recruitment and orientation for newly appointed or elected officials and board members.

Diversity on boards and commissions can ensure a wide range of perspectives are considered when making

decisions on development and financial incentives.

Communities should seek applicants with desired skill sets and establish expectations prior to new officials and board members becoming active.

#### EVALUATION CRITERIA 1

The community sets expectations for board and commission positions.

#### EXPECTATIONS

- ☐ The community outlines expectations and **desired skill sets** for open seats.
- ☐ Board and commission applications are available online.

#### EVALUATION CRITERIA 2

The community provides orientation packets to all appointed and elected members of development related boards and commissions.

#### EXPECTATIONS

- ☐ The **orientation packet** includes all relevant planning, zoning and development information.



# Best Practice Four: Recruitment and education

## 4.2—EDUCATION AND TRAINING

Best practice 4.2 assesses how a community encourages ongoing education and training and tracks training needs for appointed or elected officials, board members and staff.

Planning commissioners, zoning board of appeals members, the governing body and staff make more informed development decisions when they receive

adequate training on land use and development issues. Turnover in officials and staff can create gaps in knowledge, which makes ongoing training essential to the efficient functioning of a community's development processes.

### EVALUATION CRITERIA 1

The community has a dedicated source of funding for training.

#### EXPECTATIONS

- ☐ The community has a training budget allocated for elected and appointed officials and staff.

### EVALUATION CRITERIA 2

The community identifies training needs and tracks attendance for elected and appointed officials and staff.

#### EXPECTATIONS

- ☐ The community manages a simple **tracking mechanism** for logging individual training needs and attendance.
- ☐ The community identifies trainings that assist in accomplishing their stated goals and objectives.

### EVALUATION CRITERIA 3

The community encourages elected and appointed officials and staff to attend trainings.

#### EXPECTATIONS

- ☐ The community consistently notifies its elected and appointed officials and staff about training opportunities.

### EVALUATION CRITERIA 4

The community shares information between elected and appointed officials and staff.

#### EXPECTATIONS

- ☐ The community holds collaborative work sessions, including joint trainings on development topics.
- ☐ Training participants share information with those not in attendance.
- ☐ The planning commission prepares an **annual report** for the governing body.

# Best Practice Five: Redevelopment Ready Sites®

## 5.1 — REDEVELOPMENT READY SITES®

Best practice 5.1 assesses how a community identifies, visions for and markets priority redevelopment sites. A redevelopment ready site is a site targeted by the community and ready for investment.

Identifying and marketing priority sites can assist a community to stimulate the real estate market for obsolete, vacant and underutilized property. Communities that have engaged the public and determined desired outcomes for priority sites create a predictable environment for development projects. A community which takes steps to reduce the risk of

rejected development proposals will entice hesitant developers to spend their time and financial resources pursuing a project in their community. If a development proposal on a priority site is deemed controversial, additional public participation opportunities should be held to ensure community support. To encourage development, it is essential that communities actively package and market sites prioritized for redevelopment. Developers look to invest in places that have an overall vision for the community and priority sites.

### EVALUATION CRITERIA 1

The community identifies and prioritizes redevelopment sites.

#### EXPECTATIONS

- ☐ The community maintains an updated list of priority **sites** to be redeveloped.

### EVALUATION CRITERIA 2

The community gathers basic information for prioritized redevelopment sites.

#### EXPECTATIONS

- ☐ Required information to include:
  - Photo of the site and/or rendering
  - Lot size
  - Desired development outcomes for the site
  - Building size
  - Owner contact information
  - State equalized value
  - Community contact information
  - Utilities on site: Water, sewer, electricity, natural gas
  - Zoning
  - Wired broadband infrastructure: DSL, cable, fiber

### EVALUATION CRITERIA 3

The community has developed a vision for the priority redevelopment sites.

#### EXPECTATIONS

- ☐ The **vision** includes desired development outcomes.
- ☐ Community champions for redevelopment of the site are identified.
- ☐ High controversy redevelopment sites may require additional public engagement.



# Best Practice Five: Redevelopment Ready Sites®

## 5.1—REDEVELOPMENT READY SITES® *continued*

### EVALUATION CRITERIA 4

The community identifies **potential resources and incentives** for prioritized redevelopment sites.

#### EXPECTATIONS

- The community identifies negotiable development tools, financial incentives and/or in-kind support, based on the project meeting the community's vision and desired development outcomes.

### EVALUATION CRITERIA 5

Property information packages for prioritized sites are assembled.

#### EXPECTATIONS

- The property information package includes basic information and the following as applicable:
  - Available financial incentives
  - Deed restrictions
  - Property tax assessment information
  - Property survey
  - Previous uses
  - Existing conditions report
  - Known environmental and/or contamination conditions
  - Soil conditions
  - Demographic data
  - Surrounding amenities
  - Planned infrastructure improvements as identified in CIP
  - GIS information including site location and street maps
  - Natural features map
  - Traffic studies
  - Target market analysis or feasibility study results
  - Market studies

### EVALUATION CRITERIA 6

Prioritized redevelopment sites are actively marketed.

#### EXPECTATIONS

- The property information packages are accessible online.

## Best Practice Six: Community prosperity

### 6.1—ECONOMIC DEVELOPMENT STRATEGY

Best practice 6.1 assesses what goals and actions a community has identified to assist in strengthening its overall economic health.

Today, economic development means more than business attraction and retention. While business development is a core value, a community needs to include community development and talent in the

overall equation for economic success. The goal of the economic development strategy is to provide initiatives and methods that will encourage diversity of the region's economic base, tap into opportunities for economic expansion and help to create a sustainable, vibrant community.

#### EVALUATION CRITERIA 1

The community has an approved **economic development strategy**.

#### EXPECTATIONS

- ☐ The economic development strategy is part of the master plan, annual budget or a separate document.
- ☐ The economic development strategy connects to the master plan and capital improvements plan.
- ☐ The economic development strategy identifies the economic opportunities and challenges of the community.
- ☐ The economic development strategy incorporates **recommendations for implementation**, including goals, actions, timelines and responsible parties.
- ☐ The economic development strategy coordinates with a regional economic development strategy.
- ☐ The economic development strategy is accessible online.

#### EVALUATION CRITERIA 2

The community annually reviews the economic development strategy.

#### EXPECTATIONS

- ☐ Progress on the economic development strategy is reported annually to the governing body.

## Best Practice Six: Community prosperity

### 6.2—MARKETING AND PROMOTION

Best practice 6.2 assesses how a community promotes and markets itself to create community pride and increase investor confidence. It also evaluates the ease of locating pertinent planning, zoning and economic development documents on the community's website.

Community marketing and promotion can take many forms. Communities must develop a positive, promotional strategy through marketing campaigns,

advertising and special events to encourage investment. Marketing campaigns can assist with sharing the established community vision, values and goals.

Developing a brand to promote a consistent identity can position a community for future success. A community's website is an important marketing tool and must be well-designed to provide information to the public and build a positive image.

#### EVALUATION CRITERIA 1

The community has developed a marketing strategy.

#### EXPECTATIONS

- ☐ The marketing strategy identifies opportunities and outlines specific steps to attract businesses, consumers and real estate development to the community.
- ☐ The marketing strategy strives to create or strengthen an image for the community.
- ☐ The marketing strategy identifies approaches to market priority development sites.
- ☐ The community coordinates marketing efforts with local, regional and state partners.

#### EVALUATION CRITERIA 2

The community has an updated, user-friendly municipal website.

#### EXPECTATIONS

- ☐ The community's website is easy to navigate.
- ☐ The community's planning, zoning and development information is grouped together with links to the following:
  - Master plan and amendments
  - Downtown plan
  - Corridor plan
  - Capital improvements plan
  - Zoning ordinance
  - Guide to development
  - Online payment option
  - Partner organizations
  - Board and commission applications
  - Property information packages
  - Economic development strategy

## Conclusion

The Redevelopment Ready Communities® program looks to foster communities that creatively reuse space, embrace economic innovation and proactively plan for the future, making them more attractive for investments that create places where talent wants to

live, work and play. RRC certification signals to business owners, developers and investors that the community has removed barriers by building deliberate, fair and consistent processes.



Communities not formally engaged in the RRC program, but wanting to work toward certification are encouraged to compare their current policies and procedures to the best practice standards by completing RRC self-evaluations. The self-evaluations are available to assist any community interested in being more redevelopment ready. Completion of the self-evaluation documents does not replace the formal evaluation process conducted by the RRC team. In addition to the self-evaluations, guides have been developed to act as resources for communities working on RRC best practice components. Each guide is a tool describing recommended processes and sample language. Every community has different needs and capacities, so the process and document can be tailored to fit individual community requirements.

To be vibrant and competitive, Michigan communities must be ready for development. This involves planning for new investment, identifying assets and opportunities and focusing limited resources. Communities must create the types of places where talent and businesses want to locate, invest and expand.

Certified Redevelopment Ready Communities® signal that locating a new business or growing an existing one is straightforward. Certified communities have removed barriers to development including eliminating uncertainties surrounding project timelines and approvals by implementing and executing the RRC best practices.

Contact the RRC team at [rrc@michigan.org](mailto:rrc@michigan.org) or your CATeam specialist with questions.

[Home](#) / [Communities](#) / [Redevelopment Ready Communities \(RRC\)](#) / [RRC Library](#)

## RRC ONLINE RESOURCE LIBRARY

The Redevelopment Ready Communities program is committed to providing ongoing support and technical assistance to our engaged and certified communities as they seek to build strong planning and development processes that are efficient, predictable and transparent. This online library includes examples for each of the six best practices and will continue to evolve as the program grows. RRC also provides several guides which can be found on the [MiPlace Resources](#) page.

Questions on any particular document should be directed to your **RRC Planner**. If you don't find what you're looking for here, we encourage you to contact your planner to talk further about your needs.

**Best Practice 1 (Plans and Public Outreach)** evaluates community planning and how a community's redevelopment vision is embedded in the master plan, capital improvements plan, downtown plan and corridor plan. This practice also assesses how well a community identifies its stakeholders and engages them, not only during the master planning process, but on a continual basis.

FEEDBACK/HELP

**Master Plans** **+**

**Downtown & Corridor Plans** **+**

**Capital Improvements Plans (CIPs)** **+**

**Public Participation Plans** **+**

**Best Practice 2 (Zoning)** evaluates a community's zoning ordinance and how well it regulates for the goals of the master plan. In this section you'll find examples of various zoning ordinances which are strong in one or several areas. Please note that zoning ordinances are highly customized documents designed to fit each community. As such, these codes should be used for ideas and examples only. Any language adopted locally should undergo a rigorous review to ensure it fits the desires and language specific to that community.

**Zoning Ordinances** **+**

**Best Practice 3 (Development Review)** evaluates the community's development review policies and procedures, project tracking and internal/external communication. Under this best practice you'll find examples of flow charts, tracking systems, Guides to Development and more.

Process Documents & Tools



Guide to Development



**Best Practice 4 (Recruitment, Training and Communication)** evaluates how a community conducts recruitment and orientation for newly appointed or elected officials and board members. It also evaluates the community's approach to training and communication between key boards and staff. Here you'll find items ranging from board/commission applications and orientation packets to training tracking systems and examples of planning commission annual reports.

FEEDBACK/HELP

Recruitment & Orientation



Training



Communication (Joint Meetings & Annual Reports)



**Best Practice 5 (Redevelopment Ready Sites)** assesses how a community identifies, visions for and markets priority redevelopment sites. A redevelopment ready site is a site targeted by the community and ready for investment. In this section you'll find examples of prioritized sites in RRC communities as well as complete property information packages.

Priority Sites Information



Property Information Packages



**Best Practice 6 (Community Prosperity)** assesses what goals and actions a community has identified to assist in strengthening its overall economic health. This best practice also includes an assessment of a community's marketing strategy and website.

- Economic Development Strategies
- Marketing Strategies
- Municipal Websites

**Other Resources:** Sometimes helpful resources don't fit nicely into a particular best practice. As the RRC team identifies such resources, you'll find them listed in this section.

- Resolution to Proceed
- Other





## Crafting a Public Participation Plan for Redevelopment Ready Communities®

*Prepared for the EUP P3 Project – Summer 2018*



# Agenda

RRC Philosophy on Public Participation

Plan Components

Outreach & Engagement Methods

Crafting the Plan

Next Steps

# The Value of Public Participation

**There are many reasons to engage the public throughout the planning and development process.**

## **CREATE BUY-IN**

Engaging community members on a regular basis increases the likelihood of buy-in for the community vision in plans. This increases the probability of success.

## **REDUCE UNCERTAINTY**

Some developments impact a community more than others. Waiting until site plans are fully developed can cause a developer to dig-in and a community to feel left out of the process. The resulting conflict can deter developers from even considering a project.

## **BUILD CAPACITY**

Engaged community members are more likely to run for office, volunteer for events and have more trust in local government overall. Communities with capacity are more prepared to handle development when opportunities arise.

# What's in a Public Participation Plan(P3)?

Every community's plan will look different but all should touch on at least the following:

## **GOALS**

What does your community wish to accomplish through the public participation plan?

## **APPLICABLE REGULATIONS**

Open Meetings Act, MI Planning Enabling Act, Brownfields, Etc.

## **KEY STAKEHOLDERS**

Who should be engaged on a regular basis? Who may not normally be at the table?

## **COMMUNICATION TOOLS**

What methods do you expect to use? Consider both basic and proactive methods.

## **STRATEGIES**

Identify key processes where public participation is essential and strategies for each.

## **COMMUNICATING RESULTS & EVALUATING RESULTS**

How to share input. Be sure to evaluate effectiveness of chosen methods.

# Goals

- What are the community's expectations for public participation?
- What does successful participation look like to your community?
- Are there special circumstances you need you consider for your community?

City of Grand Blanc

2018

## 1. PUBLIC PARTICIPATION GOALS AND OBJECTIVES

- The City shall conduct proactive and inclusionary public participation techniques during all phases of the master planning or comprehensive planning process.
- The City shall foster a cycle of seeking public input and public review of results.
- The City shall conduct all aspects of citizen participation in an open manner, with freedom of access to the participation process for all interested persons.
- The City shall engage a diverse set of community stakeholders in planning, land use, and development decisions.
- The City shall encourage the involvement of residents most affected by the proposed planning, land use, or development project.
- The City shall seek to identify and involve a broad and representative cross-section of the community's residents.
- The City shall make reasonable efforts to ensure continuity of involvement of citizens and community groups throughout all stages of the planning and review process.
- The City shall utilize effective and equitable avenues for distributing information and receiving comments.
- The City shall support and encourage effective participation. Information shall be made available in a timely manner, so as to enable citizens to be involved in important decisions at various stages of the review and approval process.
- The City shall record the results of public engagement to the extent feasible and provide summaries back to the public.

## Regulations Related to Public Participation

**Michigan Open Meetings Act:** Establish location for meetings, notification procedures, change notifications, etc. Access the full text [here](#).

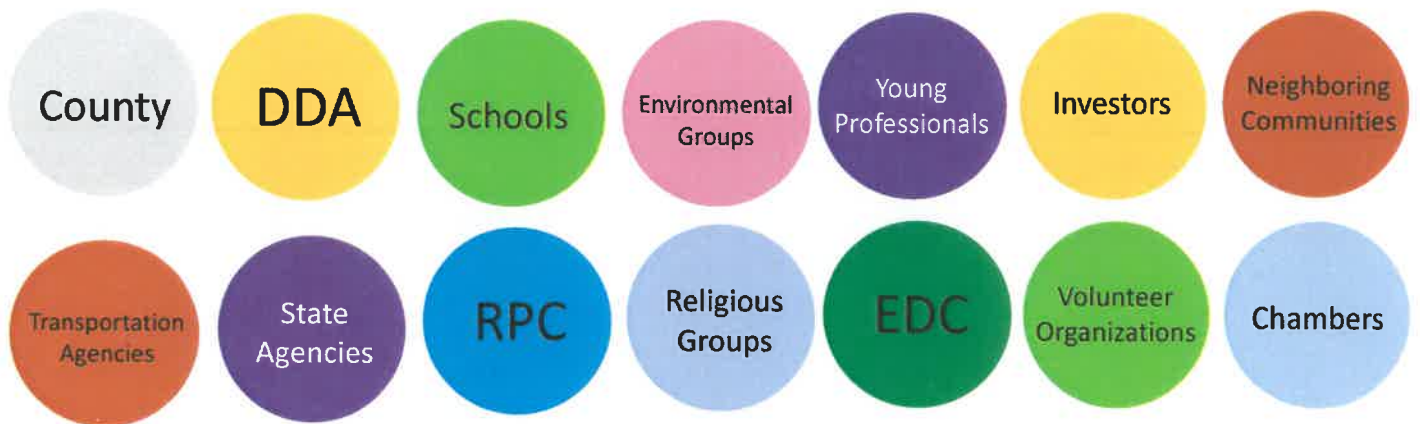
**Michigan Planning Enabling Act:** Outlines the process for crafting master plans including notification and timelines. Access the full text [here](#).

**Other Acts:** Brownfields, Downtown Development Authorities, MI Zoning Enabling Act, Corridor Improvement Authorities, Etc.

**Local Regulations:** Some communities may have additional regulations or policies on the books to enhance public participation. Many communities have ethics policies to consider. If yours does, be sure to note that in this plan.

# Identifying Stakeholders

Everyone is a stakeholder in some way – identifying key stakeholders and when to engage them allows for the most effective methods of public participation.



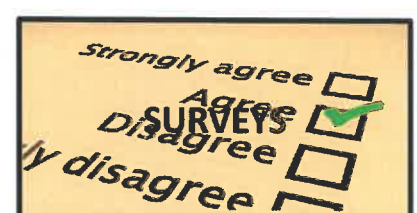
## Communication & Outreach Tools: Basic

The P3 should be sure to list out the basic methods for engagement such as:

- Public Meetings
- Public Comment Procedures
- Opportunities to Serve on Boards & Commissions
- Public Hearings
- Where to find postings and/or documents (City Hall, library, etc.)

# Communication & Outreach Tools: Proactive

There is an endless list of innovative and proactive outreach methods. Some of the more common ones include:





# Strategies

- What are your major planning processes? Which tools are applicable in which situations?
- How will the community work with developers to seek early stakeholder outreach (when applicable)?

## STRATEGIES FOR OUTREACH

The RHPP allows Richwater Hills to encourage and plan for public input, rather than simply reacting to it. Proactively engaging stakeholders fosters a sense of ownership and prevents delays caused by unforeseen issues. When developing public policy and planning events, the sooner the public is involved, the easier it will be for new ideas to be incorporated into the planning process. Each of these below listed items occur often throughout the year without a consistent method of notifying key stakeholders through the methods outlined in the communication tool box section of the RHPP.

The following guide illustrates the level of engagement applicable for the noted planning issues or activities. The level of notice may vary from issue to issue. This list will be refined as the RHPP is updated.

Planning Issues or Community Activities	Tier One	Tier Two	Tier Three
Master Plan Update	A	A	A
Zoning Ordinance Update	A	A	A
Downtown Development Plan	A	A	A
Corridor Improvement Plan	A	A	A
Parks and Recreation Plan	A	A	A
Low controversy development project	A		
High controversy development project	A	A	
City Festivals	A	S	
Farmers Market	A	S	
Community Awards/ Honors	A	A	
Community Group Events	A	S	
Senior Events	A	S	
Volunteer Opportunities	A	S	
Positive Media Mentions	A	S	
Public Hearings	A	S	
Regular Meetings	A		
City Contests	A	S	
Recreation Programs	A	S	
Vacant Board Positions	A	S	
Special Meetings	A	S	
Water Disruption	A	A	
Road Closures	A	A	
Paving Projects	A	A	
Election News	A	A	
Department News	A	A	
A = Always S = Sometimes			

# Strategies

- What venues may be most appropriate to solicit feedback? (Go to people, don't expect them to come to you).
- What existing frameworks or institutions can your engagement strategies build upon or supplement?



# Communicating Results

**Follow up and communication is essential to fostering long term public participation and engagement.**

**Include survey and workshop results in plan appendices.**

**Send follow up emails or mailings to meeting participants.**

**Publish a newsletter on a regular schedule.**

**Some results, such as 1:1 interviews or focus groups may be kept confidential.**

**Post pictures and summaries to social media**

**Make meeting minutes available online in a timely manner.**

# Tracking Effectiveness

COMMUNITY EVENT SATISFACTION SURVEY
What event did you attend today?
How did you hear about this event?
Was this event held at a convenient location and time?
Are you glad you came to this event? Would you improve it in any way?
date _____

Determine measures of success and identify how to gauge your progress in meeting those. Potential tools and/or data:

- Sign-In sheets to track attendance
- Post-Meeting Surveys (great for qualitative data)
- Social media statistics

Establish a process for reviewing the plan on a regular basis to make changes as needed.

# Crafting your P3

1

## Identify a P3 Partner

Everyone views public participation differently. Make sure you have someone who complement your experiences and viewpoints.

2

## Draft goals & Stakeholders

Most communities have between 5 – 7 goals. Stakeholders list can vary dramatically.

3

## Affirm goals & Stakeholders | Discuss Engagement Methods & Strategies (MEETING)

A group such as your planning commission is a good sounding board to make sure you're on the right track here. With those foundations set, talk about basic and proactive methods of engagement. Identify priority tools.

## Crafting your P3

**4**

### **Provide Information to EUP Planner**

With your goals, stakeholders and other foundational information fairly firm, provide information to Rebecca to begin drafting the actual document.

**5**

### **Review Draft**

Make edits as needed – a few rounds may be required depending on the complexity of your strategies.

**6**

### **Adopt Public Participation Plan (MEETING)**

Once you're pleased with the document, seek approval from the appropriate authority. The final document should be prominently displayed on your website.



# Next Steps & Resources

## Noodle on this Presentation | Sketch a Schedule

Identity a planning commission meeting to have initial data by. Connect with Rebecca to identify how involved you'd like her to be.

## Visit the RRC Library

You'll find several example P3s in the RRC Library ([www.miplace.org/rrclibrary](http://www.miplace.org/rrclibrary)). Check those out – R&D as you see fit. You'll also find a P3 Guide [here](#).

## Revisit your Best Practices Training Presentation for Ideas

If you don't have the flash drive or presentation materials, let Christopher know and we can get you fresh copies.

# Questions

## RRC Lead

**Christopher Germain, AICP**  
Michigan Economic Development Corporation  
Senior RRC Planner, Regions 1/6/Detroit  
[germainc2@michigan.org](mailto:germainc2@michigan.org)  
517-599-5450

## EUPRPD Lead

**Rebecca Bolen**  
Eastern UP Regional Planning & Development  
Planner II  
[rbolen@eup-planning.org](mailto:rbolen@eup-planning.org)  
906-635-1581 x 118

City of Sault Ste. Marie, Michigan

# PUBLIC PARTICIPATION PLAN





# **City of Sault Ste. Marie Mission Statement**

The mission of the City of Sault Ste. Marie is to provide a sustainable small urban environment in an international setting for the well-being of its citizens by planning for and managing its physical development in an environmentally friendly manner, by fostering an economy to support its public and private infrastructure, and by nurturing historical, cultural, and recreational activities that enhance the quality of life within it.



# Introduction

A Public Communications Strategy will help meet the goals and objectives of the City of Sault Ste. Marie Master Plan, provide transparency to the goals and actions of the government, and engage the public in the planning process. The City of Sault Ste. Marie is dedicated to fostering democratic participation, reflecting the goals and desires of the community, and responsibly guiding the City's future growth.

This Plan will create consistency in public outreach as additional plans are developed, ordinances updated and changed, and as the City goes about the general business of governing. Citizens will know both what to expect from the City in terms of engagement and also that their voice can help shape the community.

A written policy will help City Hall communicate the daily functions of the local government, and provide guidance on outreach for less common events, such as a master plan, zoning ordinance, or legal ordinance update. Each of these purposes and circumstances will require tailored methods for effective outreach. The City is eager to meet the standards laid out below and exceed them particularly when matters of particular public interest arise. To this point, this guide is intended to serve as an internal resource for ideas on how to best engage productive collaboration with stakeholders and the public in the future.

## Goals

The City will achieve the following goals in future outreach efforts:

1. Safeguard transparency by efficiently **informing** residents and making information available in a timely manner, through multiple mediums where appropriate
2. Proactively **engage** citizens from all demographics during each phase of the planning or review process
3. **Establish** civil and polite discourse as plans, ordinances, and other changes to the community are developed and implemented
4. Ensure that City staff maintains and continues to **learn** best practices for public outreach
5. **Record, understand, and respond** to participation, including by incorporating the responses into plans, proactively addressing issues raised through public comment, and
6. **Review** this plan, and consider new ways to do public outreach, continuously review who is being contacted and if any group is missing from participation

# State & Local Regulations

State of Michigan legislation provides a foundation for public participation in local government. Through the work of the City Commission and individual boards and commissions, the City follows and hopes to exceed the requirements delineated in the local and state regulations listed below. These regulations include provisions for the public review process, public participation, and public hearings.

- ❖ City Charter
- ❖ City Code of Ordinances
- ❖ Home Rule City Act (PA 279 of 1909)
- ❖ Downtown Development Authority Act (PA 197 of 1975)
- ❖ The Michigan Open Meetings Act (PA 267 of 1976)
- ❖ Brownfield Redevelopment Financing Act (PA 381 of 1996)
- ❖ The Michigan Zoning Enabling Act (PA 110 of 2006)
- ❖ The Michigan Planning Enabling Act (PA 33 of 2008)
- ❖ Other relevant local, state and federal legislation



# Key Stakeholders

Our community is made up of individuals from a variety of walks of life. To ensure that all voices are heard and that all citizens can understand policies and practices, and receive services, the communication strategies in this plan will consider how to best reach persons with diverse schedules, abilities, and interests.

The City has partnered on many initiatives with community groups and neighboring governments. Sustained communication and partnerships are essential to the future growth and prosperity of our community. These organizations include, but are not limited to:

- ❖ Army Corps of Engineers
- ❖ Bay Mills Indian Community
- ❖ Chippewa County
- ❖ Chippewa County Health Department
- ❖ Chippewa Luce Mackinac Community Action Agency
- ❖ City of Sault Ste. Marie, Ontario
- ❖ Customs and Border Patrol
- ❖ Eastern Upper Peninsula Board of Realtors
- ❖ Eastern Upper Peninsula Intermediate School District
- ❖ Eastern Upper Peninsula Regional Planning & Development Commission
- ❖ Eastern Upper Peninsula Transportation Authority
- ❖ International Bridge Authority
- ❖ Lake Superior State University
- ❖ Michigan Department of Transportation
- ❖ Sault Area Chamber of Commerce
- ❖ Sault Ste. Marie Area Public Schools
- ❖ Sault Ste. Marie Convention & Visitors Bureau
- ❖ Sault Ste. Marie Downtown Development Authority
- ❖ Sault Ste. Marie Economic Development Commission
- ❖ Sault Ste. Marie Housing Commission
- ❖ Sault Ste. Marie Tribe of Chippewa Indians
- ❖ Soo Township
- ❖ Sugar Island Township
- ❖ Superior District Library
- ❖ U.S. Coast Guard
- ❖ Utility Companies
- ❖ Voluntary Associations, Service Organizations and Non-Profits
- ❖ War Memorial Hospital

# Communication Tools & Communicating Results

These tools help achieve the goals of informing and engaging the residents, organizations, and businesses of Sault Ste. Marie. The results of each of these tools can be measured and reported back to the public in a variety of ways. Engaging the public at the start of a plan update or development project increases transparency, fosters relationship and community buy-in, and ensures development that meets the community's needs and desires.

Each of the tools delineated below has corresponding methods for reporting the input garnered back to the public. This reporting should be done as individual plans and projects progress. These tools and reporting methods support goals 1, 2, 3, and 5.

## Tools

## Results

### Website & BoardDocs

City Commission meeting announcements, packets, agendas, and minutes are now posted on BoardDocs, which is accessible through saultcity.com. The website also has contact information, the Code of Ordinances, permits and forms, public notices, GIS maps, and planning documents.

The posting of relevant information to plan and development projects on the website, as well as records of relevant meetings will be documented.

### Traditional Media

At various times, the City will issue press releases and information for articles to various media outlets, including regional print newspapers, radio, online news sources, and/or local cable news.

Copies of press releases and public notices sent out by the City to traditional media sources will be documented.

### City Hall

Announcements can be made during meetings, and public notices posted on City Hall property as a means of informing committee members and the public.

These announcements will be documented through the same medium(s) as the meetings.



## Tools

### Partner Networks

Public bulletin boards, LSSU's activity App and communications shared with organizational newsletters and bulletins can be another effective way to inform the public of events and meetings.

### Social Media

The City currently uses Facebook to announce meetings (and cancellations), street closures, storm news, etc. Staff responds to comments made on posts. Information on the City page is shareable to unofficial pages as well.

### Public Hearings

Public attendance at meetings is encouraged through meeting announcements and is formally solicited during the scheduled public comment per the meeting and hearing agendas.

### Open Houses, Community Workshops, Charrettes, and Focus Groups

These formats allow for direct, two-way communication between the City and the public. These events provide an avenue for the public to directly contribute to the development of plans and development proposals.

### Surveys

Paper, digital, and in-person surveys directly solicit data and input from a larger number of people representing a variety of demographic backgrounds. Preselected questions allow for greater specificity and targeted problem solving.

### Advisory Committees

The City uses advisory committees for specialized aspects of our community to enhance collaboration between city staff and the public, a list can be found on the city website: <https://www.saultcity.com/apointed-boards>

## Results

Copies of communications sent to partner networks will be documented.

Social media sites retain posts and responses, so they will remain accessible to the public.

Feedback and comments submitted at hearing and meetings are through the same medium(s) as the meetings.

Public input from events will be reported in the appendixes of plans, which should be produced for public review as soon as possible.

Survey results will be reported in the appendixes of plans, which should be produced for public review as soon as possible.

Advisory committee meeting agendas and minutes should be made available publicly through the website.

# Strategies for Outreach

## MEETINGS:

The public meetings of the City Commission and the authorities and commissions shall take place in a barrier-free and centrally located building, such as Sault Ste. Marie City Hall. Meetings may also be held in barrier-free neighborhood locations.

In addition to regular meetings, the City Commission and its various boards and commissions shall hold public hearings when called for in their local and State enabling legislation, or when otherwise prudent, to provide the opportunity for public comment on specific topics. Hearings will be advertised using more than one method. Notification methods may be adjusted according to the needs of the meeting, and can use any of the following methods:

- Press release
- Newspaper notice
- Radio announcements
- Paper posting in public place
- Website, Facebook or other social media post

### City Commission

City Commission meetings welcome public attendance and can also be viewed on tv channel 189, or on the City YouTube Channel. At the beginning of the meeting attendees can indicate that they want to speak about a particular agenda item, and at the end of the item there is also time for a general public comment.

The meetings are recorded, edited video can be seen on the City website, and minutes can be found on BoardDocs.



### Appointed Commissions and Committees

Other relevant boards and commissions that hold meetings open to the public include:

- Airport Board
- Community Service Board
- Dial-A-Ride
- District Library Board of Trustees
- Downtown Development Authority
- Economic Development Corporation
- Existing Structures Board of Appeals
- Historical Development Commission
- Historic Structures Management Committee
- Local Development Finance Authority
- Osborn Estate Board of Trustees
- Public Employee Health Plans
- Planning Commission
- Police & Fire Pension Board
- Seal Estate Board of Trustees
- Tree Commission
- Zoning Board of Appeals

Public hearings will be held according to the individual board and commission bylaws. Any public hearings will be noticed as required in advance of the meeting. All public meetings will produce at a minimum a synopsis or meeting minutes. Additional reporting will occur when necessary and appear in the City Commission consent agendas.

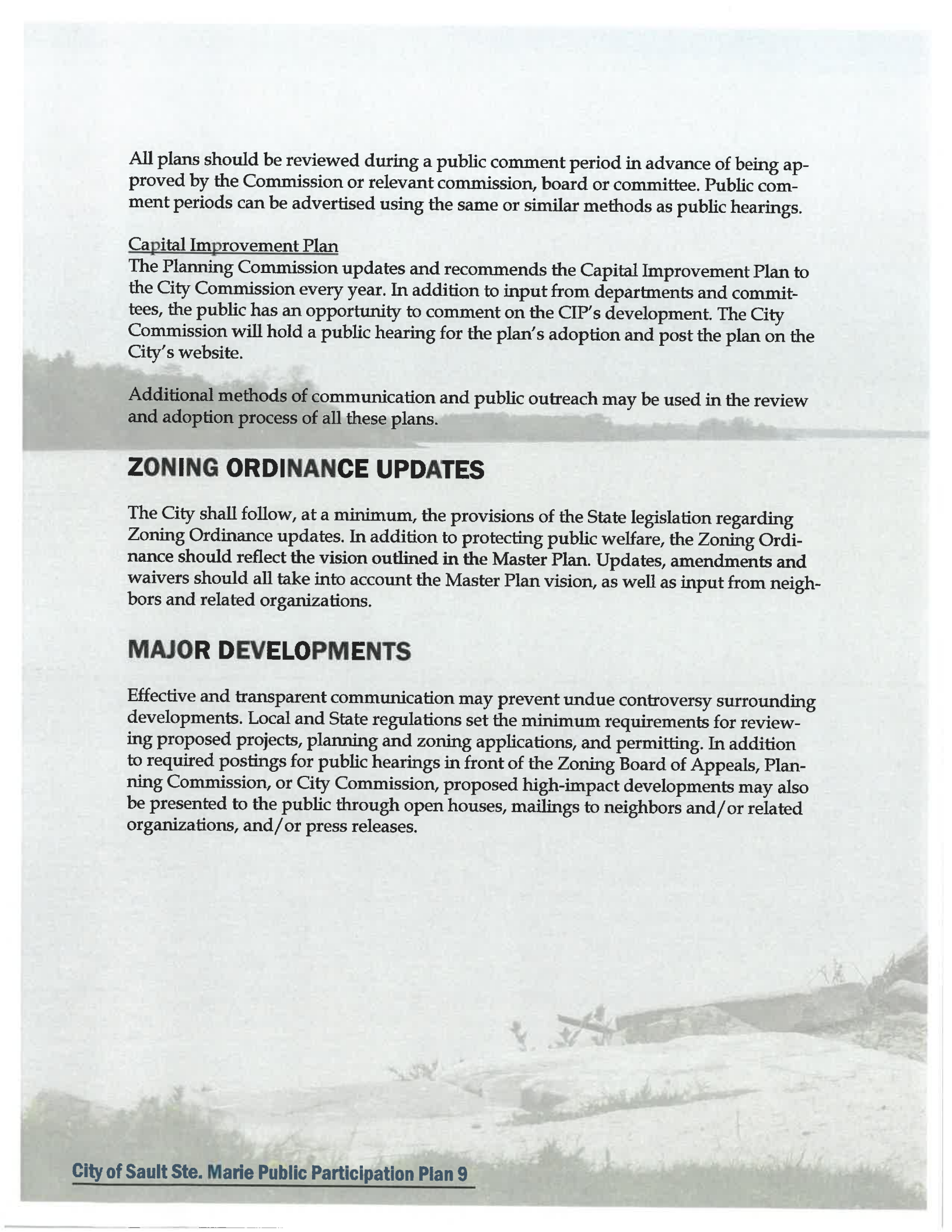
## **PLANS AND DOCUMENTS:**

### Plan Adoption

The City shall follow, at a minimum, the provisions of the State legislation for the adoption of planning documents; many of these provisions can be found in the legislation listed above, for example, a Downtown Development Plan. The Master Plan updates in particular should solicit public involvement as widely as possible. Additional guidance can be found in state and federal guidelines, for example, the Michigan Department of Natural Resources published guidelines for the development of Recreation Plans, including public outreach.

Public input should form the basis of plan development, and often should be preceded by public education efforts. Education and input can be achieved by the following methods:

- Media outreach
- Open houses
- Community workshops
- Charrettes
- Surveys- paper and digital
- Focus groups



All plans should be reviewed during a public comment period in advance of being approved by the Commission or relevant commission, board or committee. Public comment periods can be advertised using the same or similar methods as public hearings.

#### Capital Improvement Plan

The Planning Commission updates and recommends the Capital Improvement Plan to the City Commission every year. In addition to input from departments and committees, the public has an opportunity to comment on the CIP's development. The City Commission will hold a public hearing for the plan's adoption and post the plan on the City's website.

Additional methods of communication and public outreach may be used in the review and adoption process of all these plans.

## **ZONING ORDINANCE UPDATES**

The City shall follow, at a minimum, the provisions of the State legislation regarding Zoning Ordinance updates. In addition to protecting public welfare, the Zoning Ordinance should reflect the vision outlined in the Master Plan. Updates, amendments and waivers should all take into account the Master Plan vision, as well as input from neighbors and related organizations.

## **MAJOR DEVELOPMENTS**

Effective and transparent communication may prevent undue controversy surrounding developments. Local and State regulations set the minimum requirements for reviewing proposed projects, planning and zoning applications, and permitting. In addition to required postings for public hearings in front of the Zoning Board of Appeals, Planning Commission, or City Commission, proposed high-impact developments may also be presented to the public through open houses, mailings to neighbors and/or related organizations, and/or press releases.



# Evaluating the Results

Community needs and communication methods will continue to change. In addition to the methods for communicating results outlined above, public participation efforts will be recorded by the appropriate department, and periodically public comment will be sought on the effectiveness of outreach efforts. This plan will be updated as needed based on the evaluation results and to expand stakeholder lists.

Third party consultants to city planning, development, and community projects are also expected to adhere to the public outreach practices outlined in this document.



## ST. JOSEPH COUNTY STATEMENT ON CIVILITY

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St. Joseph County is committed to encouraging, creating and sustaining an environment that honors the inherent dignity of every member of our community. Respectful behavior should always be the norm in all forms of communications and in all situations.

As a community...

- We welcome a diverse range of perspectives and opinions and uphold the importance of civil debate.
- We fully support the free exchange of ideas and beliefs, as well as the expression of provocative or less popular ideas.
- We believe that only through the process of open and honest dialogue can we generate knowledge and deepen our mutual understanding.
- We believe all members of the community have a responsibility to behave in a manner that does not harm others and shows respect for those with different opinions.
- Behavior that attacks, humiliates, belittles, or conveys personal hatred towards others diminishes our thriving and safe community environment.
- Words and actions matter.
- Everyone is asked to do their part in creating a healthy and positive community and a culture that truly values each person's uniqueness, experiences, and perspectives.

It's alright to disagree but not to be disagreeable.

(paraphrased) Attributed to Father Hesburgh, Notre

Dame



## ST. JOSEPH COUNTY STATEMENT ON CIVILITY

### Sturgis Area Chamber of Commerce

306 W Chicago Rd  
Sturgis, MI  
49091

Phone: (269) 651-5758  
E-mail: [info@sturgischamber.com](mailto:info@sturgischamber.com)

### Three Rivers Area Chamber of Commerce

57 N. Main  
Three Rivers, MI  
49093

Phone: (269) 278-8193  
E-mail: [info@trchamber.com](mailto:info@trchamber.com)

BROUGHT TO YOU BY THE



AND THE



## WHY WAS THIS STATEMENT CREATED?

## HOW WILL THIS STATEMENT BE IMPLEMENTED?

## WHO COULD PARTICIPATE?

- To increase the effectiveness of the meeting process both at open meetings and organizational meetings
- To allow for dialogue to occur in meetings in a respectful manner
- To allow opinions to be heard, respected and better understood
- To make community meetings more open and allow more diverse opinions
- To see a decrease in disrespectful dialogue and personal attacks during meetings

- In the early implementation it should be read at the beginning of the meeting to help set the tone of the meeting
- It can be posted on the wall of the meeting location
- Have copies available for the public when they arrive
- Do some publicity with our local media to raise awareness of the statement
- Hold a meeting for Board Chairs, Mayors, Board Presidents to introduce the statement
- Board members could be required to sign statement

- Chambers of Commerce Boards and Committees
- County Commission and Committees
- Road Commission
- Cities
- Villages
- Townships
- Foundations
- Libraries
- Hospitals
- Educational Institutions
- Non-Profits
- Local Governmental Support Groups
- Anyone else

# City of Hart

## Public Participation Guidebook



July 25, 2018

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## Overview and Purpose

Engaging citizens through a planning process is crucial to the success of the plan. Soliciting input throughout the duration of the process contributes to a greater public understanding of the various complexities involved in many community projects and also provides greater transparency in local government operations. Solicitation and consideration of community input by City officials enhances the public's understanding of their ability and responsibility to affect the future of the community. As key facilitators in the City's decision-making process, the public officials and administrators of the City of Hart understand the significance of public participation.

In order to effectively engage the public, there needs to be an explicit plan of action which outlines the purpose and process used in soliciting input from the public. Creating a public participation plan ("p3" as referred to by the Michigan Economic Development Corporation's Redevelopment Ready Communities program) will allow the City to thoughtfully engage the public during major planning, zoning, and development projects and retain institutional knowledge over time. Moreover, by documenting and analyzing information on participation efforts, the City of Hart will be able to more objectively assess its efforts and adjust accordingly thereby creating a dynamic and effective set of best practices the City may consult for future uses.

The City of Hart has developed this document to help guide decisions for formulating public information gathering processes during planning and development projects and the application of best case practices. This document contains a series of policies and procedures for public involvement and outreach for tasks such as: master plan updates, zoning ordinance and map updates, capital improvement project planning and review, parks and recreation plan updates, major development projects (Planned Unit Developments, special land uses, or other), and development projects involving publicly-owned properties.

Public engagement is not a "one size fits all" exercise. Certain strategies are more appropriate in some circumstances than others, and a successful practice in one situation may not be as successful in another. To this point, this guide is intended to serve as an internal resource for ideas on how to best engage productive collaboration with stakeholders and the public in the future.

## Public Participation Goals

This guide emphasizes the City of Hart's commitment to meaningful and effective means of communication with stakeholders and citizens throughout planning and development processes. The public participation tools described in this guide do not preclude additional engagement efforts but should serve as a starting point for consideration of the appropriate type and extent of planned public involvement.

The list below contains the goals in which the City of Hart seeks to accomplish through the application of this guide.

1. **Solicit public participation in key phases of the planning process.** Stakeholders and citizens shall be involved at key phases of planning process to ensure maximum value of the input received. Proactive participation includes early and continuous involvement in important policy or project decisions before they are finalized. There are many opportunities for the public to

play a role in shaping short and long-term needs, solutions, and funding priorities. The earlier the public is involved in the process, the greater the opportunity to influence important land-use and economic development decisions.

2. **Seek broad representative involvement and utilize effective and equitable avenues for distributing information and receiving comments.** The diverse characteristics and needs of residents requires different communication and outreach techniques. For instance, opportunities and outreach efforts will vary to ensure representative involvement. Depending on the geography of an affected area, outreach may be in-person communication, online, posted by signs, published, or by written correspondence. Additionally, opportunities for feedback will also vary, such as meetings, door-to-door polling, surveys, or open houses. There are a number of ways to ensure that a diverse public is well-informed and able to play a role in the planning process. Recognizing that no single technique or mechanism will work in all cases, it is up to the City to consider the special communication needs of the public and use the best approaches to accomplish this goal.
3. **Provide educational materials and design participation initiatives that will support and encourage effective participation.** Providing materials such as advertising fliers, presentations, infographics, or other forms of visualizations are helpful means to bring stakeholders and residents up to date on various planning, zoning, or development projects.
4. **Maintain and develop staff expertise in all aspects of participation.** This includes techniques for bridging language, cultural, and economic differences that affect participation; ways to convey issues and information in meaningful ways to various cultural groups; and means for ensuring equitable representation for all segments of the population and sectors of the economy.
5. **Support and encourage continuous improvement in the methods used to meet the public need for information and involvement.** Public information and involvement methods are continually evolving. The City of Hart is committed to seeking new and innovative ways to engaging and keeping the public involved throughout the process.
6. **Record results of public engagement and recount these results back to the public.** In order to properly obtain feedback from stakeholders and the public, the City of Hart shall track and document input received during various public input opportunities. The City additionally will seek to develop a method for sharing received input with the public. This promotes transparency as well as allows stakeholders and the public to know their voices have been heard.
7. **Provide Interpreter Services for Public Meetings.** With advance notice of seven calendar days, the City will provide interpreter services at all public meetings, including language translation and signage for the hearing impaired. Call 231-873-2488. La Ciudad proporcionará servicio de intérprete para esta reunión pública si se pide con siete días de anticipación, lo cual incluye la traducción de idioma y letreros para los con una discapacidad auditiva. Llame al 231-873-2488.
8. **Encourage Developers to Engage the Community.** Developers are encouraged to seek input from the community in accordance with this manual. The City will support those efforts and

provide reasonable accommodation for proactive public participation in planning for private development project.

## Public Participation Requirements

Basic requirements for public participation are mandated in state and federal laws for certain public projects and development reviews. The City, through the work of City Council and the various boards and commissions which serve at its pleasure, shall follow the local and state regulations listed below. These regulations include provisions for the public review process, public participation, and public hearings.

### Michigan Open Meetings Act

The Open Meetings Act was developed with the basic intent of requiring public bodies to conduct business at open public meetings. The Open Meetings Act is fundamental to ensuring the public has a role in policy development and adhering to its mandates is legally required.

Side bar:

#### Key definitions

**Public body** – any local governing body (including a board, commission, committee, subcommittee, or authority) which is empowered (by state constitution, statute, charter, ordinance, resolution or rule) to exercise governmental or proprietary authority or perform a governmental or proprietary function.

**Meeting** – the convening of a public body at which a quorum is present for the purpose of deliberating toward or rendering a decision on a public policy.

**Closed session** – a meeting or part of a meeting of a public body which is closed to the public.

**Decision** – a determination or vote of a public body to formulate public policy.

#### Notification of meetings

The public body must post a notice stating the dates, times, and places of all its meetings.

#### Closed meetings

The law provides for closed meetings in a few specified circumstances

#### Minutes of a meeting

Minutes must be kept for all open meetings are required to contain:

- A statement of the time, date, and place of the meeting;
- The members present as well as absent;
- A record of any decisions made at the meeting and a record of all roll call votes; and
- An explanation of the purpose(s) for which a closed session is held.

Separate minutes must be taken of closed meetings.

In accordance with the Michigan Open Meetings Act (PA 267 of 1976), the City of Hart will hold meetings at City Hall located at 407 South State Street which is accessible to the public (or in another properly posted location as is necessary or preferable). Individuals with disabilities requiring auxiliary aids or services in order to participate in municipal meetings may contact the City Clerk for assistance:

(231) 873-2488. Additionally, any citizen may request that public bodies place them on a mailing or email list so they may be notified in advance of all meetings by contacting the City Clerk.

The public will be notified within ten (10) days of the first meeting of a public body in each calendar or fiscal year; the body will publicly post a list stating the dates, times and places of all its regular meetings at its primary office. If there is a change in schedule, within three days of the meeting in which the change is made, the public body will post a notice stating the new dates, times and places of regular meetings. For special and irregular meetings, public bodies will post a notice indicating the date, time and place at least eighteen (18) hours before the meetings. Public bodies may hold emergency sessions without a written notice or time constraints if the public health, safety, or welfare is severely threatened and if two-thirds of the body's members vote to hold the emergency meeting.

#### Michigan Planning Enabling Act

In accordance with the Michigan Planning Enabling Act (PA 33 of 2008), the following parties are notified via first-class mail, personal mail, or email by the City's Planning Commission of the intent to plan and request the recipient's cooperation and comment:

- West Michigan Shoreline Regional Development Commission (regional planning commission);
- Oceana County Planning Commission (county planning commission);
- Hart Township Planning Commission and Golden Township Planning Commission (adjacent municipalities);
- Each public utility company, railroad company, and public transportation agency owning or operating a public utility, railroad, or public transportation system within the City of Hart, as well as all other government entities which register its name and mailing address for the purpose with the planning commission; and
- Oceana County Road Commission and Michigan Department of Transportation (if the master plan will include a master street plan).

After the draft master plan has been submitted to City Council for review and approval for distribution, the draft plan will be submitted to the previously listed entities for review. Before approving a proposed master plan, the City's Planning Commission will not hold less than one public hearing on the proposed master plan. The hearing will be held after the expiration of the deadline for comment as outlined in the Act.

The Planning Commission will give notice of the time and place of the public hearing not less than 15 days before the hearing by publication in the Oceana Herald Journal of general circulation within the Hart area. The Planning Commission will also submit notice of the public hearing by first class mail, personal delivery, or email to the previously listed entities for review. After adoption of the master plan, the Planning Commission may public and distribute copies of the master plan or of any report, and employ other means of publicity and education.

#### Michigan Zoning Enabling Act

In accordance with the Michigan Zoning Enabling Act (PA 110 of 2006), consideration of the following requires advertised public hearings pursuant to the Open Meetings Act:

- Zoning text amendments
- Zoning map amendments

- Variances
- Appeals
- Interpretations
- Special land uses

In all the above cases, the City of Hart shall provide public notice of the hearing in a newspaper of general circulation in the area not less than 15 days before the date of the hearing and all persons to whom real property is assessed within 300 feet of the subject property and to the occupants of all structures within 300 of the subject property shall be notified.

## Key Stakeholders

Stakeholders represent a diverse set of individuals, groups, and organizations which have a vested interest or are affected by the planning and land use development process. Different groups of stakeholders may be engaged in each of the planning and development review processes dependent upon the nature of the project or plan, level of community interest, and the potential impact of the project.

Local, state and federal organizations from both the public and private sectors assist and enhance the City's decision-making process through their input. Stakeholders include, but are not limited to:

- City Council
- City's Boards and Commissions
- Hart Main Street
- Hart Chamber of Commerce
- Major employers
- Commercial business owners
- Hart Public Schools
- Michigan State University – Oceana County Extension
- Oceana County
- West Michigan Shoreline Redevelopment Commission
- Neighboring municipalities
- Religious groups
- Community organizations
- Senior groups
- Social organizations
- Students

The City of Hart is dedicated to ensuring the public is notified and involved in its decision-making processes. More effort is needed to reach beyond the public meeting as many residents will simply never attend a meeting even if they are personally invited. Technology and information sharing through the city website helps in this realm; however, use of social media can be increased. While there are regulars who attend meetings, the City does not systematically analyze the data it collects on the citizens who attend public meetings or the nature of the comments that are made. Additionally, no specific demographic characteristics are known about citizen participation. Although there are numerous stakeholders currently involved in helping to develop and guide the City of Hart, the

likelihood of underrepresented citizens and organizations is still a reality. The City of Hart shall work to identify these stakeholders and make a concerted effort at bringing them into the decision-making process.

## Opportunities for Public Participation

The City provides Hart residents and stakeholders with numerous opportunities to get involved in the planning, review, and approval process for planning processes.

### Development Review Bodies

**City Council.** The City Council is the legislative and policy-making body for the City government. The Mayor and Mayor Pro Tem are appointed by the elected Council. The Council appoints the City Manager who is responsible for the day-to-day administration of city government.

**Boards and Commissions.** The City encourages citizen participation in local government planning and policy decisions. Therefore, all citizens are invited to apply for appointments to the City's boards and commissions. These groups provide recommendations to the City Council on a variety of topics and issues. The members of the boards and commissions help to analyze options and influence important decisions on behalf of the community.

In general, depending on the nature and location of the project, many of the boards and commissions may review a proposed plan or land use project. These boards and commissions function in two distinct capacities in the public policy process in Hart - advisory and administrative. Some will serve in both capacities.

Each advisory board or commission makes recommendations to the City Council based on the scope of its particular service area. Typically, advisory boards and commissions have a work agenda in place for a calendar year during which it undertakes projects, deliberates on issues, and hosts special events. The City Council is responsible for making the final decisions on most issues or topics, but it will look to these groups for advice, background information, and analysis. As the elected body, the City Council has discretion to accept advice in full, in part, or not at all. Certain boards and commissions have an additional administrative role. This means that they are permitted or required by charter, statute or ordinance to conduct formal reviews and issue administrative decisions. These decisions are then sent to the City Council as official recommendations.

### Public Meetings

In addition to conformance to the Open Meetings Act, meeting agendas and packets of the City Council, Planning Commission, and other boards and commissions should be made available on the City's website in advance of the meeting. The meeting agenda and packet are sent, by mail or e-mail, to all land use applicants. Meeting minutes of the City Council and the City's boards and commissions are coordinated by the staff liaison and posted on the City's website once approved.

### Public Comments

Opportunities for public comment shall be available at any meeting of the City Council or City's boards and commissions in accordance with the provisions in the boards and commissions' bylaws and other operating policies. The meeting agenda allows for public comments under a 'Public Comment' section. The participation of interested persons and their input shall be recorded in the meeting minutes. Approved meeting minutes, which include the outcome of the public participation, are made available to the public through various methods, including being posted on the City's website.



## Public Hearings

The City Council and its various boards and commissions shall hold public hearings when called for in their local and State enabling legislation, or when otherwise prudent, to provide the opportunity for public comment on specific topics.

**Hart Planning Commission.** The Planning Commission shall consider holding public hearings for all land use and development applications (site plan, special land use permit, or rezoning request) that come before them though this is not required by State law to do so for all applications. The Zoning Administrator shall schedule and publish the notification of a public hearing before the Planning Commission in a newspaper of general distribution in the City not less than 15 days prior to the hearing on a site plan application as mandated by the commission's bylaws. Land use and development application notifications shall be sent by mail to the applicant, the owner of the subject property, and the owners of property within 300 feet of the subject property. The Planning Commission meeting agenda and meeting packet shall be made available on the City's website in advance of the meeting. The applicant and the City Council shall receive written notification of the Planning Commission's recommendation.

**Hart City Council.** The City Council shall hold a public hearing when called for in their enabling legislation. On receipt of the report of the Planning Commission, the City Council shall set a date for a public hearing for consideration of any proposed zoning ordinance update or rezoning. State and federal statutes require that special use permits and rezoning applications be noticed in a newspaper of general distribution in the City no less than 15 days prior to the City Council public hearing. Application notifications shall also be sent by mail to the applicant, the owner of the subject property, and the owners of property within 300 feet of the subject property.

The special use permit applicant and the Zoning Administrator are notified in writing of the City Council's action by the City Clerk within five days of the action. Following adoption of an ordinance to amend or update the zoning district boundaries or the district regulations, the ordinance shall be filed with the City Clerk and a notice of the ordinance adoption shall be published in a newspaper of general circulation in Hart within 15 days after adoption.

**Other Boards and Commissions.** Other relevant boards and commissions will hold public hearings as needed and as required by the individual boards and commissions bylaws. The public hearings will be noticed as required in advance of the meeting. All meeting agendas and packets shall be made available before the meeting on the City's website.

## Toolbox of Strategies

The public participation toolbox is virtually limitless – from tried and true methods to more creative methods. The City will strive to ensure that more than one notification and communication method will be used depending on the specific project and target audience. This list is flexible and can change based on needs and circumstances.

### Basic announcement methods for public meetings

The following methods are used to advertise the public meetings of the City Council, Planning Commission, and other boards and commissions acting as advisory bodies to the City Council when taking action on land use or development applications. Many times, this does not result in involvement

of all stakeholders, especially those with visual impairments, non-English speakers, those who are illiterate, youth, individuals with mobility limitations, and those who work during the time in which public meetings are commonly held.

- Newspaper posting
- Website posting
- Flier posting on City Hall door
- Announcements at council meetings
- Postcard mailing
- Attachments to utility bills
- Local cable notification

The City will strive to ensure that more than one notification and communication method will be used depending on the specific project and target audience. This list is flexible and can change based on needs and circumstances.

### Proactive practices

The following are some example public participation methods that are less reactive and more focused on education and collaboration. Many of these methods have been used by the City and are most successful with strong partnerships with stakeholders.

**Pre-Application Coordination.** Prior to submitting an application, or site plan, an applicant may choose to submit a sketch plan or draft plan for review by the Zoning Administrator and/or Planning Commission. The review shall be informal and advisory only and shall not constitute any form of approval or authorization of granting any type of permit. The review shall be done without cost to the applicant and shall be scheduled as an item of business on the Planning Commission's agenda.

**Surveys.** Surveys are useful for identifying specific areas of interest or concentration from a broad scope of ideas or issues. These areas of interest can then be further explored using other methods like the ones outlined below. A community may use a survey to identify where to start in the planning process or the general climate surrounding a topic. Surveys can be useful to get a general idea of public opinion regarding specific community issues but should not be used as the sole method of public input. It is helpful for a municipality to administer surveys with partners. For example, schools can send surveys home with children or churches can have them available to fill out and neighborhood groups can put them in mail boxes. As with most public input efforts, it is best to vary the delivery method (mailed, handed out, electronic) and include bilingual language in certain cases.

**Open House Meetings and Community Workshops.** Open house meetings and community workshops can be as simple as a series of question and answer sessions with the public or as creative as interactive map exercises. Formal presentations can be given to a large audience and then less formal exchange of information may follow. They provide a more casual and fun setting to encourage participants to think critically and creatively about important issues. Oftentimes open house meetings are a great way to educate the community surrounding a specific topic and hear concerns, questions, and ideas. As noted above, open house venues need to be accessible and approachable for all attendees. Further, volunteers must be available and knowledgeable on a project to encourage feedback from participants. An orientation session is essential prior to commencement.

**Charrettes.** The charrette differs from a workshop because it is a multi-day event where designers and planners work collaboratively. Citizens offer ideas while the charrette team facilitates and observes. This tool may most often be used for specific development projects that involve significant changes to the urban form and require public input on the design layout. The City may encourage developers to hold charrettes for specific proposed projects with significant community interest.

**Walking Tours.** Walking tours allow more candid and casual feedback from participants. They can be paired with community workshops or charrettes to measure the perceived safety and comfort of pedestrians in a downtown, neighborhood or corridor. Walking tours are also useful for identifying desired design, problem properties, or safety concerns.

**One-on-One Interviews.** Interviews are a great way to get specifics on a topic. Specific community leaders may have been identified, making them ideal candidates for an interview. Some communities have individuals that are very vocal about issues in the community. Interviewing them may give some perspective on how to address their concerns. It is important to remember that one interview reflects the opinion of one individual and should not be considered the standing of the entire community.

**Focus Groups.** Like interviews, focus groups can help to narrow down concepts or get a specific side of the story from different perspectives. Focus groups can be used to invite multiple stakeholders to the table to gather perspectives and interests of various in one setting.

**Social Media / Web Presence.** Depending on the type of project, information should be incorporated into online sources. Further, more intensive projects may have project-specific websites not only to provide information but to allow for comments and interaction. Technology offers a unique opportunity to give and receive information to a mass of people. Municipalities can post events, share information on projects and planning and developments processes, and even solicit feedback.

### Public Participation Matrix

As stated previously throughout this section, the various outreach strategies have a multitude of different uses and applications. Some processes lend themselves better to certain strategies. The table below provides a guide of when certain outreach methods may be optimal based upon which type of process the City is undergoing.

	Master Plan	Zoning Amendments	CIP Planning	Parks and Recreation Planning	Major Developments
Pre-Application Meetings					Recommended
Surveys	Recommended	Potentially	Recommended	Recommended	
Open House Meetings	Recommended	Potentially	Recommended	Recommended	Potentially
Charrettes	Potentially			Potentially	Potentially
Walking Tours	Potentially	Potentially	Potentially	Potentially	Potentially
One-on-One Interviews	Potentially	Potentially	Potentially	Potentially	Potentially
Focus Groups	Potentially	Potentially	Potentially	Potentially	Potentially
Social Media / Web	Recommended	Potentially	Potentially	Recommended	Recommended

## Outreach Strategies

The City's goal is to follow a systematic plan for public engagement in the development of City policy. In helping citizens and other stakeholders to be more involved in the creation process and not simply a reaction to a finished product, the sooner the public is involved, the better. Proactively engaging stakeholders fosters a sense of ownership and prevents delays caused by unforeseen issues. This section outlines how the community has and will be engaged depending on the input sought situation.

### Master Plan Update

As the visionary policy document for future development in the City, the master planning process must use a wide range of public input methods to develop the goals, objectives and strategies for implementation. The City of Hart shall follow, at a minimum, the provisions of Michigan Public Act 33 of 2008, as amended (the Michigan Planning Enabling Act, M.C.L. 125.3801 et. seq.) for the adoption of a new master plan or of an update to the master plan.

The Planning Commission shall send a notice to all stakeholders as listed in the State enabling legislation; the notice will explain that the Planning Commission intends to prepare a plan and request cooperation and comment on the plan now and when the plan is drafted. The Planning Commission and the City will then begin work on drafting or updating the plan. They shall involve the public through many of the methods listed in the section 'Toolbox of Strategies,' including, but not limited to surveys, open houses, community meetings, community walks and tours, website updates, and social media. The City shall encourage the involvement and participation of all stakeholders, including any marginalized groups that may be typically less involved in the planning process. Stakeholder involvement is encouraged from the beginning and the results of such public participation are made available to the community and participants and incorporated as much as is reasonably possible in the drafted plan or plan amendment.

In preparation, studies of existing conditions and probable growth should be done for the basis of the plan. The Planning Commission may make use of expert advice and information from federal, State, County, and municipal officials, departments, and agencies having information, maps, and data pertinent to the City. The City may consult with representatives of adjacent local units of government with respect to their planning so that conflicts in master plans and zoning may be avoided. The City may cooperate with all departments of the State and federal governments and other public agencies concerned with programs for economic, social, and physical development within the planning jurisdiction and seek the maximum coordination of the local unit of government's programs with these agencies.

The City shall encourage and track the public participation through a variety of means, including minutes, public recording of meetings, comment cards, sign-up sheets, and input received verbally, through written correspondence or through website comments, and other means as appropriate.

The Planning Commission will act to submit the proposed plan to the City Council for review and comment. The process of adopting the master plan shall not proceed further unless the City Council approves the distribution of the proposed plan. The City Council shall act on the proposed plan during a public meeting held in accordance with the Open Meetings Act. The City Council shall decide on the approval of the distribution of the proposed plan to local governments and agencies for review and comments.



If the City Council approves the distribution of the proposed plan, it shall notify the secretary of the Planning Commission, and the secretary of the Planning Commission shall submit, in the manner provided by the State enabling law a copy of the proposed plan, for review and comment, to all of the units listed in the State enabling law. These entities may submit comments on the proposed plan to the Planning Commission within 63 days after the proposed plan was submitted to that entity (or 42 days in the case of a master plan update).

Before approving the proposed master plan, the Planning Commission shall hold not less than one (1) public hearing on the proposed plan. The hearing shall be held after the expiration of the deadline for comment. The Planning Commission shall give notice of the time and place of the public hearing not less than 15 days before the hearing by publication in a newspaper of general circulation within Hart.

The proposed plan shall be approved by resolution of the Planning Commission carried by the affirmative votes of not less than 2/3 of the members. A statement recording the Planning Commission's approval of the plan, signed by the chairperson or secretary of the Planning Commission, shall be included on the inside of the front or back cover of the master plan document. Following approval of the proposed master plan, the secretary of the Planning Commission shall submit a copy of the plan to the City Council. Approval of the proposed plan by the Planning Commission is the final step for adoption of the plan, unless the City Council by resolution has asserted the right to approve or reject the plan. In that case, after approval of the proposed plan by the Planning Commission, the City Council shall approve or reject the proposed plan. A statement recording the City Council's approval of the master plan, signed by the City Clerk, shall be included on the inside of the front or back cover of the master plan if the City Council takes action on the Plan.

### Zoning Ordinance Update

The zoning ordinance is a document that reflects the vision of the community by regulating the character and type of development. To this end, it is important the public be involved in the adoption of amendments to the zoning map or to specific regulations contained in the text of the zoning ordinance. As each amendment process is unique and not necessarily related to the entire document, the stakeholders may vary to some extent. However, a general process of public outreach will contain early and frequent public input and a continuous facilitation of involvement throughout the decision-making process. The creation of citizen study groups, or ad-hoc committees, or workshops with directly affected property owners will be encouraged when tackling more complicated issues.

The City Council may of its own motion, or shall upon petition signed by the owners of a majority of the property proposed for rezoning, prepare an ordinance amending or changing the district boundaries or district regulations. The ordinance shall be introduced by City Council and then referred to the Planning Commission for review and recommendation. It may be necessary for the Planning Commission and/or the City Council to defer action to one or more subsequent meetings to gather further information or to accommodate additional review and debate.

Prior to submitting its recommendation to the City Council, the Planning Commission will hold a public hearing. The City Council will, on receipt of the report of the Planning Commission, set a date for a second public hearing for consideration of the proposed amendment. After the public hearing, the City Council may choose to approval, deny, or table the proposed amendment.

There are special circumstances, however, such as a written protest against a zoning amendment by property owners. Whenever a written protest against such proposed amendment, signed by the owners of 20 percent or more of the area of land proposed to be altered or by the owners of 20 percent of the area of land within 100 feet of any part of the boundary of the land proposed to be altered, excluding any publicly-owned land from either calculation, shall be filed with the City Council, the rezoning ordinance shall not be passed except by at least a two-thirds vote of all members of the City Council. The ordinance will be noticed in a newspaper of general distribution in the City at least 15 days prior to the hearing. The notification will also be sent by mail to the applicant, the owner of the subject property, and the owners of property within 300 feet of the subject property. Following adoption of the ordinance to amend the district boundaries or the district regulations, the ordinance will be filed with the City Clerk, and a notice of the ordinance adoption will be published in a newspaper of general circulation in East Lansing within 15 days after adoption. The ordinance will take effect upon the expiration of seven days after its publication, unless a later effective date is specified by the City Council, or unless a notice of intent to file a petition seeking to submit the ordinance to the electors of the City for action is filed with the City Clerk within seven days after publication of the ordinance amendment.

Particular attention shall be paid to public outreach and communication when dealing with controversial zoning ordinance amendments or controversial development proposals. The website shall be updated regularly on decision-making processes and projects.

#### **Parks and Recreation Plan**

Similar to the master planning process, the parks and recreational planning process must also utilize a wide array of public involvement strategies. The Michigan Department of Natural Resources (DNR) provides financial assistance through its recreation grants program to communities with the State of Michigan to acquire land for parks and to develop recreation facilities. The DNR mandates that municipalities undergoing a parks and recreation plan update must employ no less than two (2) types of public input strategies as detailed in the 'Toolbox of Strategies' section of this document.

It is important to involve the public early in the process through public meetings, surveys, community workshops, open house events, or other means before the draft plan is written. It is highly recommended that additional effort be put forth to solicit comments from residents living in the vicinity of future projects and from those who may be negatively affected by the proposed projects. Special efforts must be made to involve segments of the population whose concerns are often overlooked. These public participation methods should be well-advertised and held at an easily-accessible location.

Once the draft plan has been completed by the Planning Commission or Recreation Committee, citizens must be provided with a well-advertised opportunity of at least one (1) month or 30 days to review and comment before it is officially adopted. Ideal locations to allow the public to view the draft plan is at a public library, City Hall, or the City's website. Comments should be collected via mail, email, or other means. A finalized draft shall then be recommended for adoption to City Council.

Once the 30-day public review period has concluded and a finalized draft has been prepared, the City Council shall hold an advertised public hearing in accordance with the Open Meetings Act. The meeting minutes shall reflect whether there was public comment and the nature of the comments received during the public hearing.

### Capital Improvement Program Planning

A capital improvement program (CIP) plan is a short-range plan, typically four to ten years, which identifies capital projects and equipment purchases, a ranking of projects and purchases in order of preference, the plan for financing the items, a timetable for the construction or completion of the project, justification for the project, and an explanation of expenses for the project. The City of Hart is committed to working with stakeholders such as Hart Public Schools and the Parks and Recreation Department to make the best use of public funds. While planning for capital improvements can largely be very technical and difficult to become engaged, City Council shall hold a public hearing for the adoption of the CIP plan and post the plan in an easily-accessible location on the City's website for the public to view.

### Major Developments

The City shall follow, at a minimum, the provisions of the local and State regulations, as listed in this guide, to review development projects that involve the approval of planning and zoning applications and permits. This applies to the review process for site plans and special use permits, rezoning requests, and variance request applications. In many circumstances, the City Council and its boards and commissions will hold public hearings, noticed in accordance with the State legislation, and allow for public comment on the proposed development project during its regular meetings. Depending on the nature of project, the community interest, and community's financial involvement, additional methods of engagement may be used to gather community feedback.

## Steps for Determining the Appropriate Plan

Prior to conducting a planning process, such as a master plan update, parks and recreation plan update, or other similar process, the City of Hart shall create a Public Participation Plan to help define and guide the methods for achieving optimal public participation.

Most public participation plans will be simple and short; however, large projects with multiple public participation activities may need to be more detailed.

The purpose of the public participation plan is to help the City think through a project and to design activities that will meet the project's public participation goals. A well-planned approach will save time and effort in the long-run.

Below are ten (10) steps to formulating a successful public participation plan:

#### **Step 1.** Describe the Project

The first step in developing a public participation plan is to provide a clear project description to lay the foundation for a successful and achievable public participation process within the timeline, geographic area, staff and budget limitations of the overall project. This information will be used to explain the project to those persons subsequently engaged in public participation activities of the Plan. This will also help communicate the boundaries of public participation in planning, program development, or decision processes.

**Step 2. Assess Level of Public Concern or Interest**

To determine the appropriate level of public participation, it is important to assess the degree to which the public considers the issue significant. The public will become involved according to its perception of the seriousness of the issue. Therefore, it is important to anticipate the public's level of interest or concern regarding a project or program.

**Step 3. Determine Level of Public Concern or Interest**

After assessing the level of public interest or concern using the worksheet in Step 2, it will be easier to plan for the appropriate level of public participation and establish effective goals.

**Step 4. Identify Public Participation Goals**

After determining the appropriate level of public participation for the project, the next step is to define the goals for inviting the public to participate.

**Step 5. Identify Stakeholders**

With goals and public participation levels in hand, it is easier to identify stakeholders and what level of public outreach is needed. When creating the list of stakeholders, make sure audiences who may not typically be engaged are considered to try to cover a broad range of citizens.

**Step 6. Select Tools**

Different public participation goals typically require different tools and approaches. This guide provides several proven strategies to employ during various types of projects.

**Step 7. Create a Schedule**

Any public participation plan should include a detailed timeline of the planning, program development or decision-making processes as well as the public participation activities within that process. Public information and input need to be timed early enough to provide the public adequate opportunity to influence the decision.

**Step 8. Identify Roles and Responsibilities**

Identify everyone who has a role and/or responsibility in the planning, program development or decision-making processes. Most importantly, identify an overall public participation manager responsible for tracking progress and completing each activity. Clearly identify who the "ultimate decision makers" are with regard to the project. This will be very helpful to have before beginning the development of public information materials and making presentations to stakeholders, who will want to know how, when and by whom the decision is going to be made.

**Step 9. Gather and Disseminate Input and Results**

If the public participation goals include public input, involvement or collaboration, there is an added responsibility of disseminating the public's input to decision makers and back to the public at large. This "feedback loop" is necessary to demonstrate to the public that their time and effort has been well invested and their comments and concerns have been understood and accurately communicated to

decision makers. It also shows the public how their input has been translated and influenced the project, policy, or program.

#### **Step 10. Evaluate Effectiveness**

Evaluation should be an explicit part of the design for any public participation activity or plan. Too often, evaluation is ignored or begun too late to help improve the project. Involving stakeholders in designing and conducting the evaluation is a further way of partnering with the public and creating a transparent process. Plan to constantly monitor and evaluate the outcomes of its public participation efforts throughout the life of the project and make revisions as needed.

## **Communicating Results**

Communicating back to the public the information gathered during the public involvement process will result in another layer of transparency and a greater understanding from the public that we value public input and are actively seeking to involve the citizens in the community. Municipalities have many venues of communication: television, newsletters, the municipal website, social media. The appropriate venue to communicate, who is responsible for this communication and how soon after the public participation event are all dependent on the situation at hand.

There is no one way of communicating. In general, the following is a list of ways the City will strive to communicate public feedback.

**Public meetings.** City Council, Planning Commission, and all other municipal board and commission meetings minutes shall be posted on the City's website.

**Surveys.** Surveys created by City staff will be compiled by a designated staff person, and the City shall have results posted after the survey completion. The results, or a link to the results, may be posted online and on social media and published in the City newsletter.

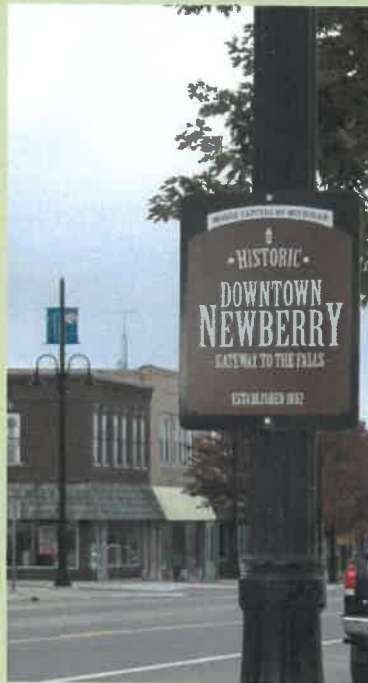
**Open Houses / Community workshops / Charrettes.** A City official will be charged with taking notes during public open houses, community workshops, or charrettes and getting names, addresses, and emails of all in attendance. In addition, the results of these events shall be sent to participants via email, and the meeting summary shall be publicized at other public meetings such as City Council and Planning Commission.

## **Public Participation Evaluation**

This guide will be formally reviewed on an annual basis. A City official will be responsible for keeping records of the participation efforts and will be responsible for compiling the data and presenting it to the City and public with suggestions for actions. The results should identify strengths and weaknesses and give examples of how to adjust our behavior to better maximize outreach. However, if the plan is implemented as stated, the feedback loop should create a continuous review process that enables City officials to successfully make changes through a consistently improved upon, dynamic process.



# A MASTER PLAN for



## The Village of **NEWBERRY**

*Adopted July 2018*



# 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 &amp; 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.



## 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

- 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

#### COMMUNITY PLANS & PUBLIC OUTREACH

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

- 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
- Any third party adheres to strategy
- Coordinates with master plan & budget
- Available online

Public participation strategy for engaging a diverse set of community stakeholders

- Identify key stakeholders
- Identify public participation methods & venues

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

- 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

Define clear roles, responsibilities, & timelines

- Define development review standards

#### RECRUITMENT & EDUCATION

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

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

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

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

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

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

- Assist the developer in soliciting input from the public

Assist the developer in soliciting input from the public

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- Assist the developer in soliciting input from the public

Assist the developer in soliciting input from the public

Annually review successes & challenges with the development review process

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

Obtain customer feedback & integrate changes

- Capture lessons learned from joint site plan review team

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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

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- Hold collaborative work sessions & joint trainings
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