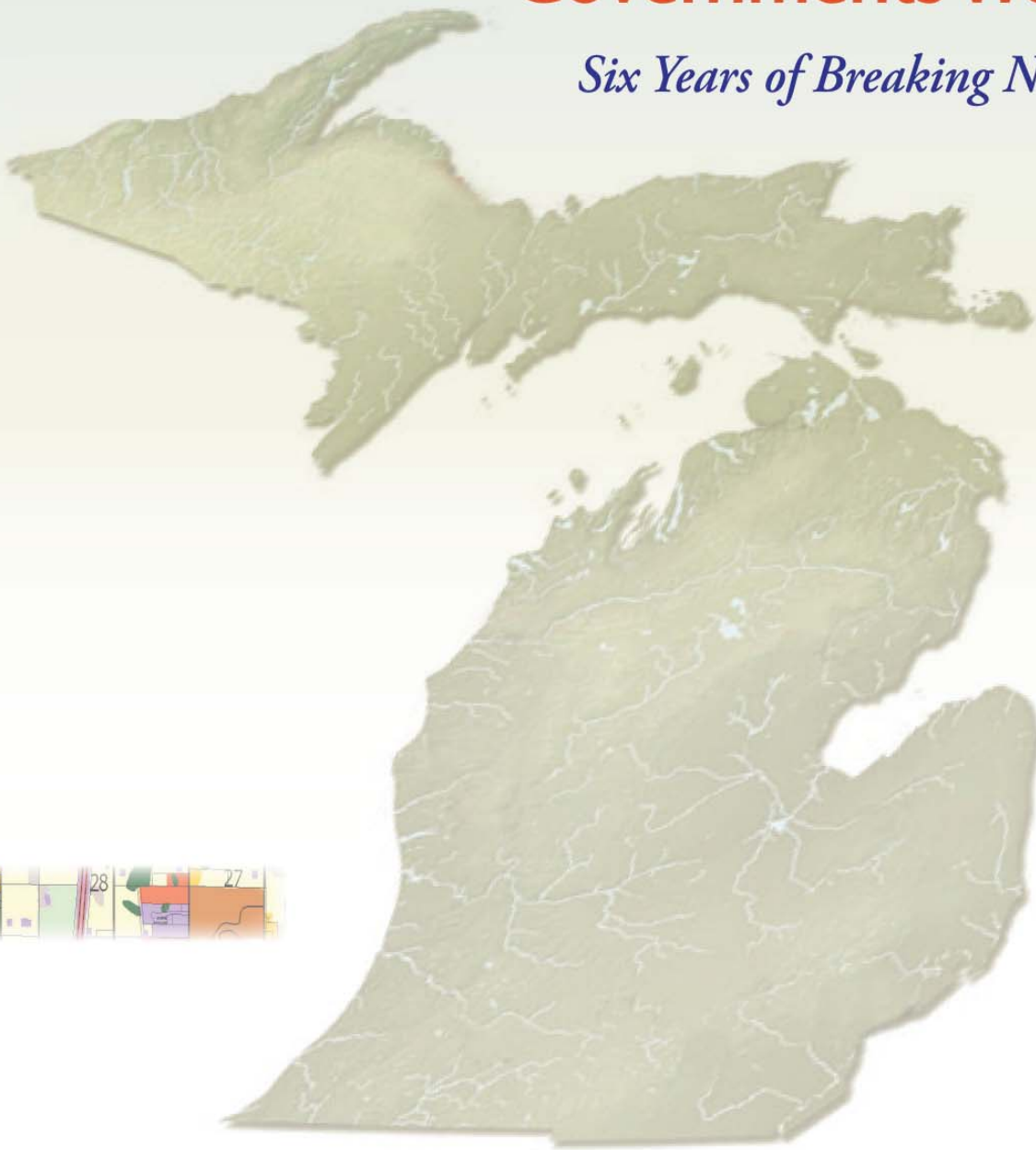


PARTNERSHIPS *for* CHANGE



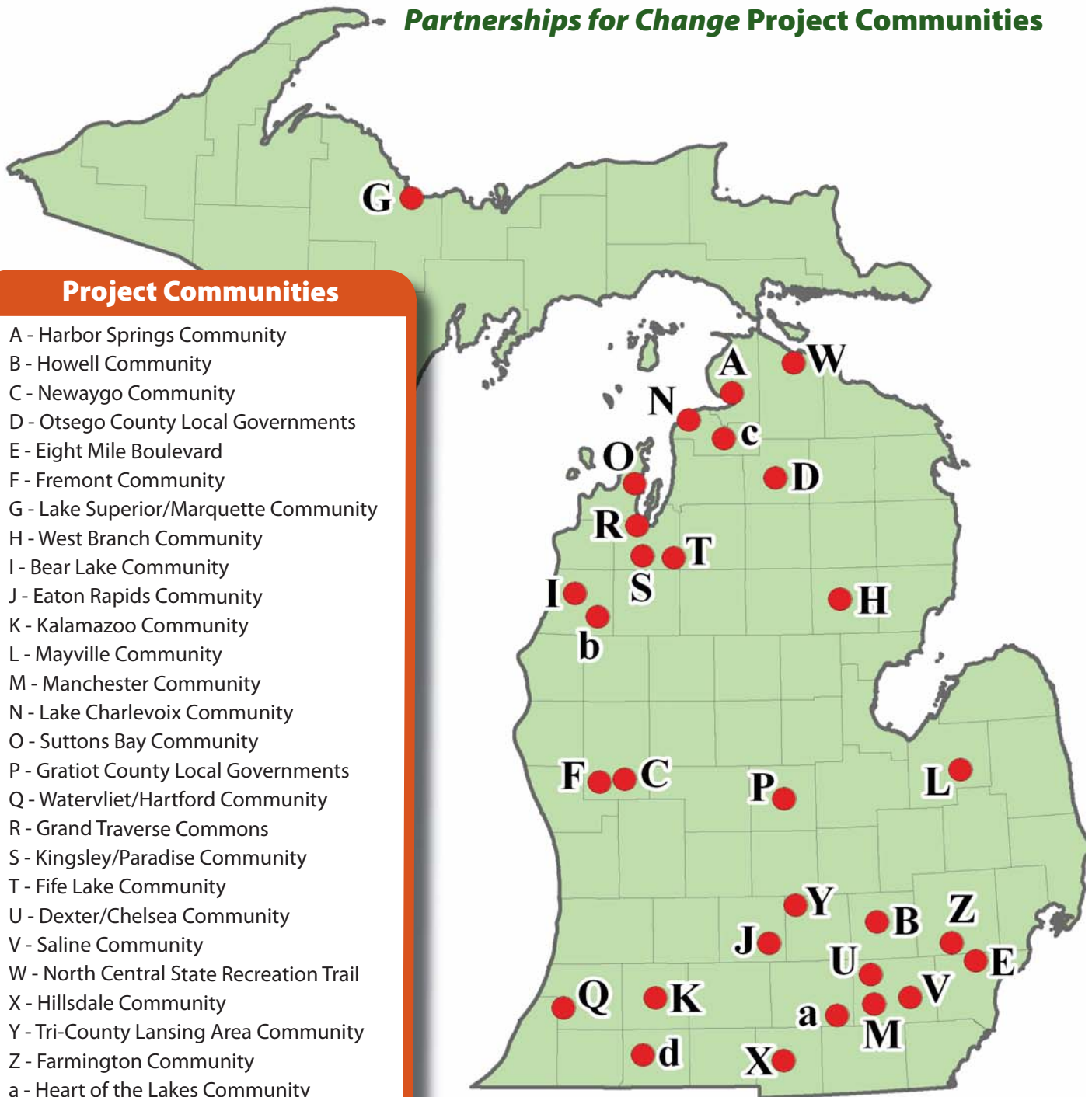
Changing the Way Governments Work

Six Years of Breaking New Ground





Partnerships for Change Project Communities



Project Communities

- A - Harbor Springs Community
- B - Howell Community
- C - Newaygo Community
- D - Otsego County Local Governments
- E - Eight Mile Boulevard
- F - Fremont Community
- G - Lake Superior/Marquette Community
- H - West Branch Community
- I - Bear Lake Community
- J - Eaton Rapids Community
- K - Kalamazoo Community
- L - Mayville Community
- M - Manchester Community
- N - Lake Charlevoix Community
- O - Suttons Bay Community
- P - Gratiot County Local Governments
- Q - Watervliet/Hartford Community
- R - Grand Traverse Commons
- S - Kingsley/Paradise Community
- T - Fife Lake Community
- U - Dexter/Chelsea Community
- V - Saline Community
- W - North Central State Recreation Trail
- X - Hillsdale Community
- Y - Tri-County Lansing Area Community
- Z - Farmington Community
- a - Heart of the Lakes Community
- b - East Manistee County Community
- c - Boyne City Community
- d - Three Rivers Community





Breaking Down Barriers to Cooperative Community Planning and Development

In Michigan, the free flow of daily life proceeds with little regard to municipal boundaries. City limits and township lines are crossed without a blink by commuters, shoppers and tourists, and those borders hold even less sway over the movements of air, water, wildlife and pollution.

The benefits of culture, commerce and natural resources are shared by a greater community. So are the challenges of economic development and resource preservation. Quality of life does not start and end at political boundaries, and protecting it requires teamwork by multiple units of government across whole communities. Indeed, experts increasingly warn that the lack of multi-jurisdictional cooperation in land-use planning is damaging our communities and threatening our future prosperity. *Partnerships for Change* is responding to these threats.





A Driving Force for Innovative Cooperation Since 2004

Partnerships for Change (PfC) Sustainable Communities is an innovative multi-jurisdictional community planning and technical assistance program that fosters new and expanded cooperation between cities, townships and villages. *PfC* helps local governments collaborate to develop and carry out land-use policies and programs that contribute to the preservation of cultural and natural resources. These community-wide efforts also encourage urban redevelopment and discourage inefficient, low-density development. Ultimately, *PfC* encourages more efficient economic development through an inter-jurisdictional focus on community-wide concerns.

Since 2004, *PfC* has offered educational opportunities as well as grants of technical assistance, professional planning services and process support to partnerships of local governments. The services provided are tailored to meet the needs of each participating community, including:

- On-site facilitation services, surveys, workshops and educational support
- Research and analyses (e.g., identifying and evaluating alternatives)
- Geographic analyses and map production
- Development and drafting of land-use policies (e.g., plans and ordinances)
- Low-cost education and training programs for municipal officials and others interested in multi-jurisdictional planning and cooperation

PfC was developed by the Land Information Access Association (LIAA), Michigan Municipal League (MML) and Michigan Townships Association (MTA) with support from Michigan State University Extension (MSUE) and the Michigan Association of Planning (MAP). Administered by LIAA, *PfC* has been funded by grants from the Americana Foundation, C.S. Mott Foundation, W.K. Kellogg Foundation, Coastal Management Program (Michigan Department of Natural Resources and Environment), MML, and MTA.



Making a Difference

To date, the PfC program has fostered new intergovernmental policy and program improvements in 30 geographically dispersed communities throughout Michigan, encompassing over 130 local governments and touching the lives of nearly 1,000,000 people living in the participating communities.





Building Relationships and Capacities That Last

The barriers to intergovernmental cooperation are many, and the incentives to foster such cooperation have historically been few. But as *PfC* continues to prove, the barriers to multi-jurisdictional planning and land-use decisions can be gradually lowered or removed with the help of:

- Inter-jurisdictional diplomacy that respects the unique histories and needs of townships, villages and cities, recognizes both common interests and fundamental differences between cooperating municipalities, builds trust, and works toward shared goals.
- Professional planning support that offers a sophisticated understanding of municipal governments, state statutes and local powers, and helps communities problem-solve.
- Technical assistance that supports local planning and decision making (e.g., geographic information systems) as well as community-wide information sharing and public participation processes (e.g., citizen task teams, survey research, community media and community-interactive websites).
- Training and educational workshops supported by a growing library of successful projects, providing a clear record of real results and lessons learned from an assortment of multi-jurisdictional efforts.

Once these cooperative seeds are sown by *PfC*, they can bear fruit year after year in new and exciting ways. Successful interpersonal and inter-jurisdictional relationships fostered by *PfC* create the base for continuing cooperation and collaboration. The following community examples provide clear demonstrations of change leveraged by *PfC*.

Fremont Community

City & Two Townships

Taking the first steps toward a cooperative relationship in 1997, community activists and local leaders from the City of Fremont, Dayton Township, and Sheridan Charter Township participated in *Building a Sense of Place*, a community asset-mapping and documentation project from LIAA. This cooperative venture led to a decision to pursue cooperative planning.

Working with LIAA under *PfC*, the jurisdictions formed the Fremont Community Joint Planning Commission (FCJPC), one of the first joint planning commissions in Michigan and the first to include two townships and a city. Fremont is often referenced as a model when other communities consider forming a joint planning commission.

Applying Website Tools to Intergovernmental Cooperation

Communities Leverage Websites for Crowdsourcing & Regional Tourism

Using LIAA's proprietary Community Center™ software, *PfC* project communities have increased public participation and civic engagement through *crowdsourcing* websites — sites designed to gather content directly from citizens (e.g., their photos of key assets, design ideas, etc.). Other communities have established specialized region-wide tourism websites for residents and visitors. These interactive websites encourage visitors to gather information about local cultural and natural assets while building a travel itinerary and customized map.





Carrying forward with the *PfC* model, the three local governments retained LIAA to develop a joint master plan for the community. Now adopted, the Fremont Community Joint Master Plan is the first of its kind in the state.

Leveraging all it has learned from LIAA, the Fremont Community is independently working on a joint zoning ordinance. The ordinance is following a form-based zoning model, which focuses on a building’s form (how it looks on the outside) before considering its uses (what goes on inside). When complete, this will be the first joint zoning ordinance in Michigan — and one of only a few zoning ordinances anywhere in the state — to utilize form-based code.

Newaygo Community

City & Three Townships

Beginning with a *PfC* grant in 2004, the City of Newaygo and Brooks, Everett and Garfield Townships developed the community’s first inter-jurisdictional recreation plan. At the same time, these jurisdictions agreed to form the region’s first recreation authority under Michigan’s Recreational Authorities Act (Public Act 321 of 2000).

Carrying their cooperative relationship further, Brooks Township, Garfield Township and the City of Newaygo decided to develop a unique cooperative *growth management plan*. They continued the *PfC* approach and worked with LIAA to preserve the area’s rural landscape, limit infrastructure costs, and fund community-wide improvements.

Coming full circle with the Newaygo Community, LIAA is helping to revise and update the original joint recreation plan, required every five years by DNRE regulations. Over its first five years, the original plan helped the joint recreational authority leverage over \$309,000 in grant funding to complete a number of projects and facility improvements. The community has also initiated steps to add Croton Township to the authority.

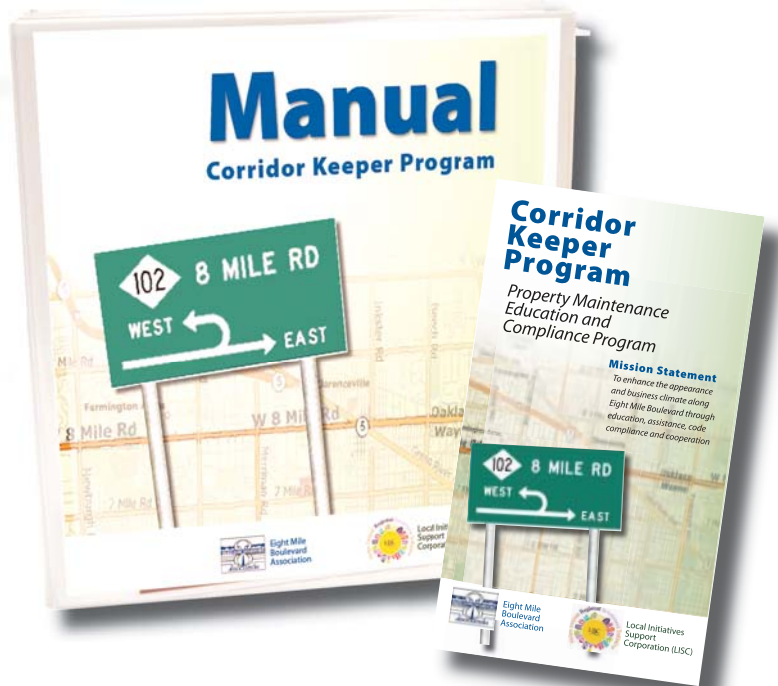
Eight Mile Boulevard

Eleven Cities, Two Townships & Three Counties

In 2007, the Eight Mile Boulevard Association organized 16 jurisdictions along a 27-mile stretch of the Eight Mile corridor in metro Detroit to win a *PfC* grant of services from LIAA. Within about one year, the project effort delivered a completely new cooperative approach to maintaining the inter-jurisdictional corridor. The “Corridor Keeper” program was established to educate property owners and support the enforcement of maintenance codes that promote the aesthetic

“The benefits of the current LIAA-supported project under *Partnerships for Change* are phenomenal, for both the township and the city. It gives them a chance to work together and provides for enormous public input.”

– Terry Clark, Charter Township of Garfield Planning Commission





character and business climate of Eight Mile Boulevard. With a detailed program plan and multi-jurisdictional support, the Corridor Keeper program secured its own funding for staff and a vehicle in 2009.

The Corridor Keeper program is the first of its kind in the nation, and the success of the program has already spawned similar projects in Detroit, such as the East English Village Corridor Keepers.

“(The Pfc model) is a godsend... we’re not sure how we’d have gotten where we are without it.”

– Brad Kaye, Planner, and Terry Clark, Planning Commission, Charter Township of Garfield

Ongoing Achievement

Six years into the *PfC* program, LIAA and its partners continue to blaze new trails in inter-jurisdictional cooperation. In fact, the majority of all joint planning commissions and joint recreational authorities currently active in Michigan have been born through the *PfC* program. The following sections provide detail about four of the community projects completed under *PfC* in the last year.

The Grand Traverse Commons

City & Township

One city planning official called it “the most complicated planning problem I have ever seen.” Another former official called it “the biggest preservation project going on in the U.S.” *PfC* called it an opportunity.

The old state mental hospital grounds in Grand Traverse County are now known as the Commons. But this 484-acre parcel — straddling the border between the City of Traverse City and the Charter Township

A New Tool for Pfc Projects

Video Production Service Helps to “Get the Word Out”

Using modern video production facilities, the *UpNorth Media Center* at LIAA teaches people how to use media to celebrate local culture, share community information, and provide educational content for the world to see. As part of a *PfC* project, members of the Joint Planning Commission for the Grand Traverse Commons Community (left) leveraged the *UpNorth Media Center’s* community-access television station and online streaming capacities to inform and educate the public about their efforts to create a joint master plan.





of Garfield — is anything but typical. With two jurisdictions, multiple public and private owners, and the need to accommodate both transportation and recreation planning, developing a new plan for the area would be a daunting task.

Forming a joint planning commission, the two jurisdictions made a cooperative application to *PfC* for assistance in developing a new Grand Traverse Commons Master Plan. With LIAA’s professional planning and technical assistance, the local governments, community leaders, owners and developers came together to create a new, meaningful and accessible plan.

With the master plan completed and adopted, the joint planning commission has moved on to the development of a joint zoning ordinance. Once again, LIAA and the *PfC* program have extended support to this effort, helping to create a unique form-based code for zoning this special place.

“(PfC) is a great way to get going... You get access to LIAA’s knowledge.”

– Jim Munro, Suttons Bay Chamber of Commerce, Village Council and Planning Commission

Suttons Bay Community Village & Township

Community-wide concerns over development issues are nothing new, but Suttons Bay stepped up to address its concerns in groundbreaking fashion. Participating in the *PfC* program, the Village of Suttons Bay and Suttons Bay Township received support from LIAA in forming a joint planning commission and developing a joint master plan.

The Suttons Bay Community Joint Planning process was both innovative and extensive. It incorporated a “potential conservation area” assessment plan, an interactive geographic information system (GIS) process, public input options in gallery-walk style, and a youth photography component. LIAA even developed a new format for the joint master plan, providing a higher level of usability consistent with the goals of the Suttons Bay Community. In late 2010, the joint master plan will also be published as an interactive Web document.



Not Just Another Meeting
PfC Offers Engaging Approaches to Public Participation
LIAA takes a hands-on approach to facilitation and decision making. A *gallery walk* — like this one in the Suttons Bay Community (above) — is a great way to break down complicated issues, foster interaction between stakeholders, and give all participants personal access to both planning commission members and LIAA’s expert staff. Citizens are invited to move between topical displays, learn from planning commissioners at each station, and use “sticky notes” to leave behind comments on the proposed planning goals and objectives presented.





The unique nature of every project community is implicit in the *PfC* program, a fact that has been much appreciated by the Suttons Bay Community. According to officials, the tailored plan provided by LIAA has been a welcome change from the “cookie-cutter” approaches the community had experienced in the past.

Chelsea/Dexter Community: First Steps

City, Village & Six Townships

Having community-wide interest in intergovernmental cooperation is one thing; actually forming a basis for cooperation is another story. The Chelsea/Dexter Community finally got the start it needed through the *PfC First Steps* program.

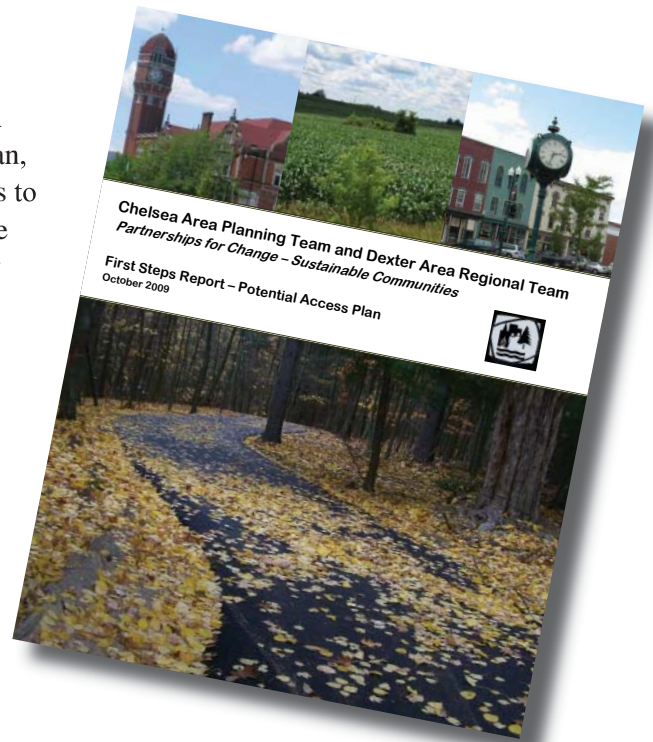
First Steps projects focus on the needs of local governments just beginning to consider inter-jurisdictional cooperation in land-use planning. *First Steps* service grants provide communities with the facilitation, information, training and expert assistance to open the discussion and address the basic barriers to cooperation.

Through a *First Steps* grant, The City of Chelsea, the Village of Dexter, and the townships of Dexter, Lima, Lyndon, Scio, Sylvan and Webster decided to work toward on a joint access plan. LIAA provided facilitation and wrote an advisory report to frame the plan, which will provide for effective multi-modal transportation access to area-wide amenities (e.g., parks, schools and shopping) using bike lanes, sidewalks, trails, transit and key roadways. The community is working with the Washtenaw Area Transportation Study, the Washtenaw County Road Commission and a group of student interns to develop this plan.

Officials noted that the low cost of the *First Steps* program was probably critical to about half of the municipalities that participated, and they appreciated the broad inclusiveness it made possible.

“Before this (*PfC*) program, the community members wanted to cooperate but didn’t know how. (LIAA) brought outside expertise and brought information from other communities to share with the group. After that we made progress. The program was really helpful. They have it down just about right.”

– Anya Dale, Planner, Washtenaw County



“We’ve just brought on three interns to work on our access plan, and I doubt anybody would have even applied if we hadn’t had that (*First Steps*) report. It’s given us momentum.”

– Pat Kelly, Dexter Township Supervisor





Kingsley Community: First Steps

County, Village, Township & School District

In the Kingsley Community, the path to intergovernmental cooperation is literally a path. Grand Traverse County, the Village of Kingsley, Paradise Township and the Kingsley Area Public Schools engaged in the *PfC First Steps* program to explore possibilities for collaboration and develop a local trail/ pedestrian plan.

Once again LIAA delivered, providing extensive geographic analysis and mapping; facilitation of meetings with local officials, stakeholders and citizens; and a completed draft trailway development plan. The plan calls for the development of a new non-motorized pathway to connect the village to a park, another planned trail in the village, and future trails connecting to Traverse City.

The community has now formally adopted the Kingsley-Paradise Community Pathway Plan, and those *First Steps* have already led to others. For example, the village and township have incorporated the key strategies of the Pathway Plan into a new joint recreation plan.

“We didn’t have a sense of how to start. (*First Steps*) was helpful in identifying those who want to work together. It established relationships, identified stakeholders, and proved we can work together.”

*– Adam Umbrasas,
Village Manager,
Village of Kingsley*

A New Look at Community Geography

PfC Project Sites Complete Analyses for Resource Management

Information is only as useful as it is accessible and digestible. LIAA’s geographic information system (GIS) specialist and planning professionals help *PfC* project communities review and refine mapped data to evaluate the locations and distribution of critical assets, including valued natural resources. The Kingsley Community used several different layers of mapped data to help delineate the most acceptable routes for a new trail (pictured here). The Suttons Bay Community demonstrated another specialized use of GIS to delineate important natural features that might require extra protection through land-use controls.





Meeting Michigan's Challenges Into the Future

Partnerships for Change continues to demonstrate that a program of properly designed service grants can stimulate innovative multi-jurisdictional cooperation in land-use planning and resource management. The future of *PfC* begins again in October 2010 with four new community-wide inter-jurisdictional cooperation projects.

Quincy Community

Village & Township

This *PfC*-funded small-scale service grant will help these local governments move forward with the development of a joint master plan.

Cadillac/Wexford County Community

County, 16 Townships, Two Cities & Three Villages

This *PfC First Steps* service grant will support a feasibility study for area-wide recreational collaboration.

Niles Community

City, Township & Regional Economic Alliance

This *PfC* large-scale project will help to create a cohesive joint corridor development plan for the city and township.

Van Buren Community

All of the Jurisdictions in Van Buren County

This *PfC First Steps* service grant will support the design and conduct of several inter-jurisdictional goal-setting summits.

Learn More

The fate of local communities is indeed the fate of whole regions, states, and beyond.

The *PfC* program offers real hope for a future that preserves community character, reduces taxpayer burdens, and leads to a higher quality of life for all citizens.

To learn more about *Partnerships for Change*, please call 231-929-3696 or visit www.liaa.org.

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Hamlin Township

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Michigan Association of Planning

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