



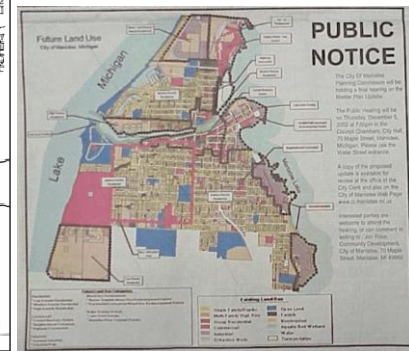
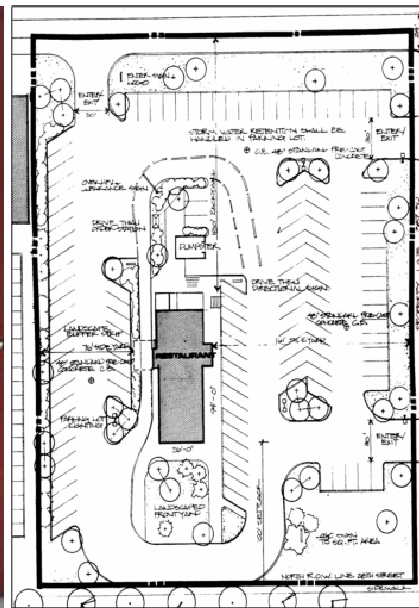
Michigan State University Extension
Land Use Series

Planning and Zoning*A*Syst # 2 Community Planning & Zoning Audit The Plan

A community planning and zoning assessment system.

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*“Thirty seven million acres is
all the Michigan we will ever have”
William G. Milliken*

This is a fact sheet developed by experts on the topic(s) covered within MSU Extension. Its intent and use is to assist Michigan communities making public policy decisions on these issues. This work refers to university-based peer reviewed research, when available and conclusive, and based on the parameters of the law as it relates to the topic(s) in Michigan. This document is written for use in Michigan and is based only on Michigan law and statute. One should not assume the concepts and rules for zoning or other regulation by Michigan municipalities and counties apply in other states. In most cases they do not. This is not original research or a study proposing new findings or conclusions.

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Chapter 1: Introduction

The *Community Planning and Zoning Audit* is a comprehensive assessment of local government planning and zoning in Michigan. It covers basic topics and practices that members of every local planning and zoning entity should understand and should be doing. Each chapter of the *Community Planning and Zoning Audit* contains key points in the format of questions, checklists, and tables to assess your community's land use planning and zoning, including the adoption and amendment process, day-to-day administration and record keeping, and decision making about special land uses, planned unit developments, and site plan reviews.

Purpose of the Audit

The *Community Planning and Zoning Audit* is intended for use by local units of government in Michigan to help perform a self-evaluation of the basics of the community's planning and zoning system. The reason for doing an assessment is to learn of shortcomings and problems before they become controversial issues. As a result of going through this booklet, local officials will be alerted to things that need "fixing" and deficiencies in the community's files. The document helps accomplish three objectives:

1. Identify liability risks from not following proper procedures and practices, and not having adequate documentation of those procedures and practices.
2. Learn to better manage the planning and zoning administration in your community.
3. Take corrective steps to improve your planning and zoning system.

Organization and Content

This publication is one of a series of 11 Michigan State University Extension *Community Planning and Zoning Audits* available to walk a community through a performance audit. Topics are:

1. Basic Setup (MSU Extension bulletin number E-3051) makes sure that your planning commission and zoning board of appeals are set up properly and a system is in place to make sure the community keeps up-to-date.
2. The Plan (E-3052) reviews the process of plan and plan amendment adoption (to make sure that it was done properly) and reviews of an existing plan to determine if it needs to be updated, and reviews what should be in a plan.
3. Planning Coordination (E-3053) covers the process of coordination with neighboring government planning (review of each other's plans); coordination with state, federal and other government agencies; coordination practices; and joint planning commissions.
4. The Zoning Ordinance (E-3054) reviews the process of zoning ordinance and zoning amendment adoption (to make sure that it was done properly) and what needs to be in the file to document that the proper steps were taken. This publication also reviews what should be in a zoning ordinance.
5. Administrative Structure (E-3055) provides a performance audit for the operation of the planning commission, zoning administrator, and zoning board of appeals. It covers office procedures, job descriptions, filing systems, bylaws, rules of procedure, compliance with the Open Meetings Act, minutes, and process for meetings and decision making.

6. Special Land Uses (E-3056) provides a review of the administrative structure for handling special use permits: pre-applications, applications, public notification, record keeping, and use of standards in making decisions.
7. Planned Unit Development (E-3057) provides a review of the administrative structure for handling planned unit development handled as a special use permit and as a zoning amendment: pre-applications, applications, public notification, record keeping, and use of standards in making special use decisions or basis in the plan for zoning amendment decisions.
8. Site Plan Review (E-3058) provides a review of the administrative structure for handling site plan reviews: applications, public notification, record keeping, and use of standards in making decisions.
9. Capital Improvement Program (E-3104) provides a review of the process of creating an annual capital improvement program (CIP).
10. Subdivision and Land Splitting Reviews (E-3105) provides a review of the administrative structure for handling land divisions, subdivisions or plats, site-condominiums, lot splits, and certified plats: preapplication meetings with the developer, public notification, plat review, record keeping, and use of standards in making decisions.
11. Capital Improvements Review (E-3106) provides a review of the process for the planning commission to review and comment on local government construction projects (which are otherwise not subject to zoning), and outlines how this review can be used as a constructive way to ensure that government-funded projects comply with the adopted plan and local ordinances.

Each of these Community Planning and Zoning Audits is available at www.msue.msu.edu/lu, and from your county Extension office.

How to use the Audit

The *Community Planning and Zoning Audit* is not difficult to complete. However, it does take time and the ability to search for and find various records in your local government. The actions taken as a result of this exercise should help reduce liability risk and improve your community's planning and zoning program.

The *Community Planning and Zoning Audit* can be utilized by local units of government in a variety of ways. A community can go through this booklet as a group (e.g., the planning commission or a subcommittee) or a community can have an individual do so. The advantage of performing the assessment as a group is that reviewing the community's documents and files in detail is a great educational experience for local officials. Alternatively, a staff person within the planning department may be able to perform the audit quicker because of having greater familiarity with how the unit or government maintains its records.

Additionally, a community can perform the *Community Planning and Zoning Audit* with certain chapters reviewed by various groups or individuals. For instance, the planning commission could review a few chapters of the audit while the zoning board of appeals addresses another set, and the legislative body performs the evaluations in the remaining chapters. Regardless of the approach taken, the main idea is to take the time to find out where various documents are and to make sure that proper documentation is on file. Then, where necessary, take action to correct any shortcomings.

Upon completion, if your community still has questions or wants help, please contact your county Extension office. They can contact the Michigan State University Land Use Team to provide further assistance and educational programming.

Organization and Content

The *Community Planning and Zoning Audit* contains the following chapters:

1. Introduction.
2. The Plan.
3. Smart Growth.
4. New Economy.

The audit is based on Michigan Public Act 110 of 2006, as amended (the Michigan Zoning Enabling Act, M.C.L. 125.3101 *et seq.*), Public Act 33 of 2008 (the Michigan Planning Enabling Act, M.C.L. 125.3801 *et seq.*), recommendations from members of the MSU Extension Land Use Team, and intergovernmental coordination and plan content “best planning practices” derived from a proposed Coordinated Planning Act developed by the Michigan Association of Planning.

The *Community Planning and Zoning Audit* is not designed to be a substitute for reading and understanding the Michigan Zoning Enabling Act or the Michigan Planning Enabling Act. Nor is this document a substitute for legal advice or for professional planner services. It is important to document each step of the process in planning and zoning a community. Keep detailed minutes, affidavits of publication and mailing, open meeting notices, letters of transmittal, and communications all on file so that years from now they are still available.

Defined Terms

“Appeals board” means the zoning board of appeals (ZBA).

“Certified” (resolution, minutes, ordinance, etc.) means the keeper of the records for the local unit of government (secretary of the planning commission or clerk of the local unit of government for the planning commission or the clerk of the municipality for the legislative body) provides an affidavit that the copy provided is a true and accurate copy of the document.

“Elected official” means a member of a legislative body.

“Legislative body” refers to the county board of commissioners of a county, the board of trustees of a township, the council of a city or village, or any other similar duly elected representative body of a county, township, city, or village.

“Local unit of government” means a county, township, city, or village.

“Municipality” means a city, village, or township.

“Plan” means any plan or master plan adopted under the Michigan Planning Enabling Act or one of the three former planning acts, regardless of what it is titled.

“Planning commission” means a zoning board, zoning commission,¹ planning commission, or planning board.²

Chapter 2: The Plan

To perform this review, you will need:

1. Files documenting the adoption of your plan or the amending of your plan.
2. Copy of the Michigan Planning Enabling Act.
3. Copy of the community master plan.

This set of questions should be reviewed for each plan amendment that has been adopted. Thus, you may be going through these questions several times. If the question is answered “yes” or “not applicable”, good. If the question is answered “no”, this missing item needs to be found and included in the file. If it cannot be found, consult with the local unit of government attorney for steps necessary to correct the issue.

Plan Adoption

Plan Adoption Table

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
1. Do you have on file a certified copy of the legislative body’s minutes (including the resolution or ordinance) of the session at which creation of the planning commission took place?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> Try to recover the documentation and include it in the files. If the documentation can not be recovered, consult with the local unit of government attorney about adopting a new ordinance recreating the planning commission (see Land Use Series: “Checklist 1B: Sample Planning Commission Ordinance” at www.msue.msu.edu/lu).	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

¹ On or before July 1, 2011, the duties of the zoning commission or zoning board shall be transferred to a planning commission. Thus, the zoning commission or zoning board will no longer exist (M.C.L. 125.3301(2)).

² Starting on Sept 1, 2008, “planning boards” need to be named “planning commissions” even if a charter, ordinance, or resolution says otherwise (M.C.L. 125.3811(1)).

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
2. Do you have on file adopted bylaws for the planning commission? (M.C.L. 125.3819(1))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> Try to recover the bylaws and include them in the files. If they can not be recovered, adopt new bylaws (see Land Use Series: "Checklist #1E: Sample Bylaws for Planning Commission" at www.msue.msu.edu/lu).	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
3. Do you have on file a copy of the notices sent explaining that the planning commission intends to prepare a plan and is requesting recipients' cooperation and comment ("we are starting to prepare a plan" notice)? (M.C.L. 125.3839(2))	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> Sending such notice is required by the Michigan Planning Enabling Act. Filing a copy of the notices is recommended but not required. If desired, start the practice of doing so immediately (see Land Use Series: "Checklist #1G: Adoption of a Plan in Michigan" at www.msue.msu.edu/lu).	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
4. Do you have on file a copy of the list to whom the "we are starting to prepare a plan" notice was sent (adjacent municipalities, municipalities within your local unit of government, your respective county, regional planning agency, and others)?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so immediately.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
5. Do you have on file a copy of an affidavit stating that the "we are starting to prepare a plan" notice was sent?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so immediately.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
6. Do you have on file notes or minutes of joint meetings or copies of letters showing cooperative work with others (neighboring jurisdictions, other agencies, etc.)? (M.C.L. 125.3831(2) and 125.3831(3))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so immediately.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
7. Do you have on file the initial copies of studies, documents, and reports leading up to the preparation of the plan? (M.C.L. 125.3831(2)(a))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so immediately (see Land Use Series: "Checklist #1F: Content of a Plan" at www.msue.msu.edu/lu).	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
8. Do you have on file a copy of the review of the plan (letters, minutes, other) by county planning (or regional planning commission) or a professional planner?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because this optional step was not done.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so immediately.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
9. Do you have on file the initial draft text of a plan, maps, and other supporting documents?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so immediately.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
10. Do you have on file a certified copy of the minutes approving submission of the proposed plan to the legislative body?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> This action is required by the Michigan Planning Enabling Act. Filing a copy of the minutes is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
11. Do you have a certified copy of the legislative body's minutes approving distribution of the proposed plan? (M.C.L. 125.3841(1))	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> This action is required by the Michigan Planning Enabling Act. Filing a copy of the minutes is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
12. Do you have on file a copy of the letter of transmittal sending a copy of the proposed plan out? (M.C.L. 125.3841(2))	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> Sending the proposed plan is required by the Michigan Planning Enabling Act. Filing a copy of the letter is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
13. Do you have on file a copy of the list to whom the proposed plan was sent (adjacent municipalities, municipalities within your local unit of government, your respective county, regional planning agency, and others)?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
14. Do you have on file a copy of an affidavit stating that the proposed plan was sent?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
15. Do you have on file a copy of a statement sent to the county planning commission/county board verifying and listing to whom the proposed plan was sent? (M.C.L. 125.3841(2)(e))	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003. OR Not applicable because the proposed plan is a county plan.	No <input type="checkbox"/> Sending the statement to the county is required by the Michigan Planning Enabling Act. Filing a copy of the statement is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>16. Do you have on file (or maybe in the appendix of the plan) a copy of each comment submitted (from municipalities adjacent, within your local unit of government, your respective county, regional planning agency, and others)?</p> <p>(See MSU Land Use Team’s Land Use Series: “How a Planning Commission Should Respond to Submissions” at www.msue.msu.edu/lu.)</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p> <p>NA <input type="checkbox"/></p> <p>Not applicable because no submissions were received.</p> <p>OR</p> <p>Not applicable because the plan being reviewed was adopted prior to January 9, 2003.</p>	<p>No <input type="checkbox"/></p> <p>This is recommended but not required. If desired, start the practice of doing so from this point forward.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>17. Do you have on file (or maybe in the appendix of the plan) a copy of the response to each submission, with changes to the proposed plan or reasons why it was not changed?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p> <p>NA <input type="checkbox"/></p> <p>Not applicable because no submissions were received.</p> <p>OR</p> <p>Not applicable because the plan being reviewed was adopted prior to January 9, 2003.</p>	<p>No <input type="checkbox"/></p> <p>This is recommended but not required. If desired, start the practice of doing so immediately (see Land Use Series: “Checklist 1: How a Planning Commission Should Respond to Submissions” at www.msue.msu.edu/lu).</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>18. Do you have on file a certified copy of the resolution adopted by the planning commission to hold a public comment period (M.C.L. 125.3841(3)) and then a hearing (M.C.L. 125.3841(1)) on the proposed plan?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This is recommended but not required. If desired, start the practice of doing so from this point forward.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
19. Do you have on file a copy of the list to whom the hearing notice was sent (adjacent municipalities, municipalities within your local unit of government, your respective county, regional planning agency, and others)? (M.C.L. 125.3843(1))	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because hearing notices accompanied the proposed plan in an earlier mailing.	No <input type="checkbox"/> Sending the notice of the public hearing is required by the Michigan Planning Enabling Act. Filing a copy of the list is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
20. Do you have on file a copy of the hearing notice published in a local newspaper of general circulation? (M.C.L. 125.3843(1))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> The notice publication is required by the Michigan Planning Enabling Act. Filing a copy of the newspaper notice is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
21. Do you have on file a copy of an affidavit stating that the hearing notice was published by the local newspaper?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
22. Do you have on file a certified copy of the minutes of the planning commission's public hearing?	Yes <input type="checkbox"/> Good. Go to the next question	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
23. Do you have on file (or maybe in the appendix of the plan) a copy of each comment submitted for the public comment period or at the hearing?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because no submissions were received.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
24. Do you have on file (or maybe in the appendix of the plan) a copy of the response to each submission, with changes to the proposed plan or reasons why it was not changed?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because no submissions were received.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so immediately (see Land Use Series: "How a Planning Commission Should Respond to Submissions" at www.msue.msu.edu/lu).	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
25. Do you have on file a copy of the resolution adopted by a majority vote (for townships or counties) or not less than two-thirds (for cities or villages) of the entire membership of the planning commission adopting the final version of the plan? (M.C.L. 125.3843(2))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> The resolution of adoption is required by the Michigan Planning Enabling Act. Filing a copy of the resolution is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
26. Do you have on file a certified copy of minutes of the planning commission meeting at which the vote was made to adopt the resolution of plan adoption?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
27. Do you have on file a copy of the adopted plan?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>28. Do you have on file a certified copy of the legislative body’s minutes adopting the resolution that asserts the right of the legislative body to adopt the plan? (M.C.L. 125.3843(3))</p>	<p>Yes <input type="checkbox"/> Good. Go to the next question.</p> <p>NA <input type="checkbox"/> Not applicable because the legislative body chose not to adopt such a resolution.</p> <p>OR</p> <p>Not applicable because the plan being reviewed was adopted prior to January 9, 2003.</p>	<p>No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.</p>	<p>Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/> to indicate when improvement is done.</p>
<p>29. If the legislative body reserved the right to adopt the plan, do you have on file a copy of the planning commission’s letter transmitting the plan to the legislative body?</p>	<p>Yes <input type="checkbox"/> Good. Go to the next question.</p> <p>NA <input type="checkbox"/> Not applicable because the legislative body chose not to adopt such a resolution.</p> <p>OR</p> <p>Not applicable because the plan being reviewed was adopted prior to January 9, 2003.</p>	<p>No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.</p>	<p>Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/> to indicate when improvement is done.</p>

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>30. If the legislative body reserved the right to adopt the plan, do you have on file a certified copy of the legislative body's minutes for the meeting at which adoption took place?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p> <p>NA <input type="checkbox"/></p> <p>Not applicable because the legislative body chose not to adopt such a resolution.</p> <p>OR</p> <p>Not applicable because the plan being reviewed was adopted prior to January 9, 2003.</p>	<p>No <input type="checkbox"/></p> <p>This is recommended but not required. If desired, start the practice of doing so from this point forward.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>31. Do you have on file a copy of the letter of transmittal sending out the adopted plan? (M.C.L. 125.3843(5))</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p> <p>NA <input type="checkbox"/></p> <p>Not applicable because the plan being reviewed was adopted prior to January 9, 2003.</p>	<p>No <input type="checkbox"/></p> <p>Sending copies of the adopted plan is required by the Michigan Planning Enabling Act. Filing a copy of the transmittal letter is recommended but not required. If desired, start the practice of doing so from this point forward.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>32. Do you have on file a copy of the list to whom the letter of transmittal sending out the adopted plan was sent (adjacent municipalities, municipalities within your local unit of government, your respective county, regional planning agency, and others)?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p> <p>NA <input type="checkbox"/></p> <p>Not applicable because the plan being reviewed was adopted prior to January 9, 2003.</p>	<p>No <input type="checkbox"/></p> <p>Sending copies of the plan is required by the Michigan Planning Enabling Act. Filing a copy of the list is recommended but not required. If desired, start the practice of doing so from this point forward.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
33. Do you have on file a copy of the affidavit stating that the letter of transmittal was sent?	Yes <input type="checkbox"/> Good. Go to the next question. NA <input type="checkbox"/> Not applicable because the plan being reviewed was adopted prior to January 9, 2003.	No <input type="checkbox"/> This is recommended but not required. If desired, start the practice of doing so from this point forward.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

Is the Plan Current?

Is the Plan Current Table

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
1. Is your plan less than 5 years old? (M.C.L. 125.3845(2))	Yes <input type="checkbox"/> Good. Go to Question 3.	No <input type="checkbox"/> Five-year plan reviews are required by the Michigan Planning Enabling Act (see Land Use Series: "Checklist #1H: Five-Year Plan Review" at www.msue.msu.edu/lu). Go to the next question. Continue with question 2A.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
2A. If the plan is more than 5 years old, starting in the fifth year: Has the planning commission reviewed the plan and determined the plan is still current and adequate? (M.C.L. 125.3845(2))	Yes <input type="checkbox"/> Good. Go to Question 3	No <input type="checkbox"/> Five-year plan reviews are required by the Michigan Planning Enabling Act. Review the plan immediately to determine if amendments need to be made. Continue with question 2B.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>2B. If the plan is more than 5 years old, starting in the fifth year:</p> <p>Has the planning commission reviewed the plan and determined that amendments need to be made, and the process for making those amendments has started? (M.C.L. 125.3845(2))</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the Question 3.</p>	<p>No <input type="checkbox"/></p> <p>Five-year plan reviews are required by the Michigan Planning Enabling Act. Review the plan immediately to determine if amendments need to be made (see Land Use Series: "Checklist #II: Adoption of an Amendment to a Plan" at www.msue.msu.edu/lu). Continue with question 2C.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>2C. If the plan is more than 5 years old, starting in the fifth year:</p> <p>Has the planning commission reviewed the plan and determined that a new plan is needed, and the process for creating a new plan has started? (M.C.L. 125.3845(2))</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>Five-year plan reviews are required by the Michigan Planning Enabling Act. Review the plan immediately to determine if a new plan is needed (see Land Use Series: "Checklist 1G: Adoption of a Plan in Michigan" at www.msue.msu.edu/lu).</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>To tell if your plan needs updating (amendments), needs to be replaced (a new plan), or is still current and adequate, determine if any of the following has happened in the community:</p> <p>a. The community was recently sued and lost.</p> <p>b. A major development has occurred that changes the community’s needs.</p> <p>c. There has been a turnover of people, and new ideas or new thinking is taking place.</p> <p>d. Repeated contentious planning or zoning meetings are occurring on a number of issues.</p> <p>e. The population projections in the plan are not close to the actual census count that is now available; therefore, basic conclusions in the plan based on population are no longer accurate.</p> <p>f. The projected needs for various types of land uses are not close to the actual changes in land use; therefore, basic conclusions in the plan based on those projections are no longer accurate.</p> <p>g. The projected needs for various infrastructure are not close to actual infrastructure needs; therefore, basic conclusions in the plan about infrastructure are no longer accurate.</p> <p>h. Other conditions, projections, etc. (soil types, special and unique areas, new knowledge about the environment or endangered species, a major economic change in the labor market area) assumed or presented in the plan are no longer accurate.</p> <p>i. The plan is more than 5 years old.</p>	<p>Has not happened <input type="checkbox"/></p> <p>None of the statements applies in the community – the plan does not need to be amended. Go to the next question.</p>	<p>Has happened <input type="checkbox"/></p> <p>A number of the statements reflect things that have happened in the community – updating or adopting a new plan should be considered. See Land Use Series: “Checklist #IH: Five-Year Plan Review” at www.msue.msu.edu/lu.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

Plan Content

Communities have great latitude when determining the contents of their master plans. Plan content will vary depending on the type, size, and complexity of your community. If your community administers zoning, your plan will likely have different content than that of a neighboring county that does not administer zoning. Likewise, the rate of growth and type of development in your community may warrant certain elements in your plan that are not components within your neighbors’ plans.

A number of types of master plans might be prepared by a planning commission for “best planning practice” (using the Michigan Association of Planning’s proposed Coordinated Planning Act). Types of master plans are described below, progressing from basic to very advanced:

1. The first, or most basic, is a **general plan** for county planning commissions that do not administer a zoning ordinance.

2. For municipalities that administer a zoning ordinance, or if a county plan is intended to be a document that a municipality in the county can adopt by reference as the basis of that municipality's zoning ordinance, then the planning commission should also prepare a **future land use plan** type of master plan. The planning commission can combine the general plan and the future land use plan into one document.
3. If a more complete planning program is desired, then a **comprehensive plan** type of master plan should be prepared. A comprehensive plan should include options for more detailed analysis and recommendations related to a broad range of social, environmental, and economic issues. The planning commission can also combine the general plan, the future land use plan, and the comprehensive plan into one document.
4. The situation in the community may warrant a **growth management plan** or a **redevelopment plan** type of master plan, including a mechanism for phasing growth or redevelopment efforts. The planning commission can also combine the general plan, the future land use plan, the comprehensive plan, and the growth management plan into one document.

Any part of a plan may be part of the above plans or can be adopted as a separate plan. Also, a plan can incorporate by reference relevant portions of other plans (adopted under other statutes or specifically for another statutory purpose or specific territory in the local unit of government). For instance, a municipality may adopt the relevant portion of a county plan as the municipal plan if that portion of the county plan meets the requirements in the statute.

Another way to look at a plan is to consider it as two (perhaps three) distinct volumes:

1. A **fact book** to present background research, studies, and scientific analysis necessary for the plan.
2. The **plan** itself, to present the goals, objectives, strategies, and future vision for the community.
3. (Optional) A **summary** of the plan (easy to read, with pictures, for use as a public relations document or to promote the plan in a poster, pamphlet, or small book format).

These two or three sections can be parts within one document or two or three separate documents. Communities may also include information and policies by reference to other plans or documents. A sample table of contents is presented at the end of this chapter. It is a very detailed example, reflecting a very complete plan. It is likely that your community's plan will have less material than the sample. The sample table of contents is presented so you have a complete list of what might be included.

Using the tables below, review your plan(s) and write in each column where the material is found in your community's plans. On the basis of which rows in the table you are able to mark page numbers for and which ones are left blank, you can construct a list of what has been done and what has not been done on the basis of which rows in the table are marked with page numbers and which ones are left blank. Each time a community updates the plan, a general strategy is to try to increase the number of items in the above table that are done. Over time, the plan will become more substantial. One should also consider that there is a point at which a community does not need a more substantial plan (such as a small, rural, or not complex community). Thus, in a county without zoning, the items listed as part of a general plan might be enough – but for a county most likely not. If it is a community with zoning, then only the elements for the general plan and the land use plan may be enough. This is a judgment call that should be reassessed each time the community updates or replaces its plan.

Minimum Plan Content Required by the Act

According to the Michigan Planning Enabling Act, at a minimum, the following elements are to be a part of a plan.

I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
Resolution of Adoption or statement of the same located on the inside front cover, or inside of the back cover of The Plan and on the future land use map if a separate document (Sec. 43(2))						Shall be included	
A section addressing land use and infrastructure issues and may project 20 years or more into the future. (Sec. 33(1))						Shall be included	
Maps, plats, charts, and descriptive, explanatory, and other related matter. (Sec. 33(1))						Shall be included	
A future land use map is required as a part of the land use plan element of the master plan. (Sec. 33(2)(d))						Shall be included	
Show the planning commission's recommendations for the physical development of the planning jurisdiction. (Sec. 33(1))						Shall be included	
Recommendations for implementing any of the master plan's proposals. (Sec. 33(2)(e)) Note: All jurisdictions should have a section detailing recommendations for implementation. (Sec. 33(2)(e))						Shall be included	

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I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
Documentation (or copies of) that the planning commission made careful and comprehensive surveys and studies of present conditions and future growth within the planning jurisdiction with due regard to its relation to neighboring jurisdictions. (Sec. 31(2)(a))						Shall be included	
Documentation (or copies of) that the planning commission consulted with representatives of adjacent local units of government in respect to their planning so that conflicts in master plans and zoning may be avoided. (Sec. 31(2)(b))						Shall be included	
Documentation (or copies of) that the planning commission cooperated 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 sought the maximum coordination of the local unit of government's programs with these agencies. (Sec. 31(2)(c))						Shall be included	
For a local unit of government that has adopted a zoning ordinance, a zoning plan (M.C.L. 125.3203(1)) (see also M.C.L. 125.3305(a)): A proposed schedule of regulations by district that includes at least, building height, lot area, bulk, and setbacks. (Sec. 33(2)(d))						Shall be included	

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I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
<p><i>A plan adopted, or amended, after December 2010</i> includes components of a transportation system including streets, public transit, bicycle, pedestrian, etc.: “complete streets”. (Sec. 7(d)(i), Sec. 33(b)(i))</p>						Shall be included	
<p><i>A plan adopted, or amended, after 2008</i> for a local unit of government that has adopted a zoning ordinance, a zoning plan (M.C.L. 125.3203(1)) (see also M.C.L. 125.3305(a)): A proposed schedule of regulations by district that includes at least, building height, lot area, bulk, and setbacks. (Sec. 33(2)(d))</p>						If there is zoning, then these elements shall be included	
<p><i>A plan adopted, or amended, after 2008</i> for a local unit of government that has adopted a zoning ordinance, a zoning plan (M.C.L. 125.3203(1)) (see also M.C.L. 125.3305(a)): the standards or criteria to be used to consider rezonings consistent with the master plan.</p>						If there is zoning, then these elements shall be included	
<p><i>A plan adopted, or amended, after 2008</i> for a local unit of government that has adopted a zoning ordinance, a zoning plan (M.C.L. 125.3203(1)) (see also M.C.L. 125.3305(a)): An explanation of how the land use categories on the future land use map relate to the districts on the zoning map. (Sec. 33(2)(d) (prerequisite to this requirement is (1) a description of each zoning district, and (2) a proposed zoning map.)</p>						If there is zoning, then these elements shall be included	

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I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
For a local unit of government that has adopted a zoning ordinance, a zoning plan (M.C.L. 125.3203(1)) (see also M.C.L. 125.3305(a)): A description of each of the zoning districts (including proposed new ones), the general purpose of each district, a general description of the class of uses to be permitted in each district, and the general locations for those types of districts. Use classes include single family residential, multiple family residential, commercial, office, industrial, agricultural, forestry, mining, etc.						If there is zoning, then these elements shall be included	
For a local unit of government that has adopted a zoning ordinance, a zoning plan (M.C.L. 125.3203(1)) (see also M.C.L. 125.3305(a)): A proposed zoning map showing the location of proposed zoning districts. This could be accomplished by referring to the existing zoning map and then including a map with proposed district changes and the circumstances under which those changes should be made in a manner consistent with the master plan.						If there is zoning, then these elements shall be included	
<i>A plan adopted, or amended, after 2001 shall include an incorporation of an airport layout and approach plan if any part of the airport or airport approach includes any territory of the local unit of government (MCL 125.3203(2), 125.3203(3), and 125.323(4))</i>						If there is zoning, then these elements shall be included	

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I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
<p><i>Plans might also include, if “reasonably can be considered as pertinent to the future development of the planning jurisdiction”:</i> For a county, documentation that the master plan may include planning in cooperation with the constituted authorities for incorporated areas in whole or to the extent to which, in the planning commission's judgment, they are related to the planning of the unincorporated territory or of the county as a whole. (Sec. 31(1)(a))</p>							
<p><i>Plans might also include, if “reasonably can be considered as pertinent to the future development of the planning jurisdiction”:</i> For a township that on the effective date of this act had a planning commission created under former 1931 PA 285, or for a city or village, the planning jurisdiction may include any areas outside of the municipal boundaries that, in the planning commission's judgment, are related to the planning of the municipality. (Sec. 31(1)(b))</p>							

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I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
<p><i>Plans might also include, if “reasonably can be considered as pertinent to the future development of the planning jurisdiction”:</i> A classification and allocation of land for agriculture, residences, commerce, industry, recreation, ways and grounds, public transportation facilities (as of Dec. 23, 2010), public buildings, schools, soil conservation, forests, woodlots, open space, wildlife refuges, and other uses and purposes. (If a county has not adopted a zoning ordinance under former 1943 PA 183 or the Michigan zoning enabling act, 2006 PA 110, MCL 125.3101 to 125.3702), a land use plan and program for the county may be a general plan with a generalized future land use map. (Sec. 33. (2)(a)) Note: Given this requirement, most, if not all, jurisdictions should include the majority of these elements in the master plan.</p>							

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I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
<p><i>Plans might also include, if “reasonably can be considered as pertinent to the future development of the planning jurisdiction”:</i> The general location, character, and extent of all components of a transportation system and their interconnectivity including streets, railroads, airports, bicycle paths, pedestrian ways, bridges, waterways, waterfront developments (complete streets); sanitary sewers and water supply systems; facilities for flood prevention, drainage, pollution prevention, and maintenance of water levels; and public utilities and structures. (Sec. 33. (2)(b)). Note: Given this requirement, most, if not all, jurisdictions should include the majority of these elements in the master plan.</p>							
<p><i>Plans might also include, if “reasonably can be considered as pertinent to the future development of the planning jurisdiction”:</i> Recommendations as to the general character, extent, and layout of redevelopment or rehabilitation of blighted areas; and the removal, relocation, widening, narrowing, vacating, abandonment, change of use, or extension of streets, grounds, open spaces, buildings, utilities, or other facilities. (Sec. 33. (2)(c) (Recommendations for redevelopment may or may not be included as pertinent, and a zoning plan.)</p>							

I. Minimum Statutory Plan Content	Where the element is found in the <i>fact book</i>	Where the element is found in the <i>plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	Does this element of the plan(s) need updating?	The element is of minor importance in our community at this time, thus not in the plan	This is something we want to add to our next plan(s)
Plans might also include, if “reasonably can be considered as pertinent to the future development of the planning jurisdiction”: If a master plan is or includes a master street plan, the means for implementing the master street plan in cooperation with the county road commission and the state transportation department shall be specified in the master street plan in a manner consistent with the respective powers and duties of and any written agreements between these entities and the municipality . (Sec. 33. (3)) Note: Given this requirement, most, if not all, jurisdictions should include the majority of these elements in the master plan.							

This is the first of three ways to evaluate the content of your plan. The table above should be considered the legal minimum. Most plans should contain much more.

Best Planning Practice Plan Content

The following checklist is adapted from materials developed by the Michigan chapter of the American Planning Association, from their work toward a Coordinated Planning Act (never adopted). It provides a rather complete list of the analysis that should be a part of a plan and fact, or data, book.

Following this table, in Appendix A (page 10) , is a sample table of contents for a plan, data or fact book, and summary. It gives just one example of how information in a plan might be organized.

Plan Content

For a general plan the content should include:

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Plan Content: General Plan (Only for a county plan with no county zoning.)	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
Resolution of Adoption or statement of the same located on the inside front cover, or inside of the back cover of The Plan and on the future land use map if a separate document.					
A policy-based plan with generalized future land use maps.					
A section on affordable housing needs and a strategy to meet those needs.					
A section on job development and a strategy to meet those needs.					
Address the relationship between jobs, housing, and transportation within the local unit of government or region.					
A separate section on multimodal transportation including streets and highways, public transit, airports, railroads, ports, and pedestrian and bicycle ways (complete streets) (airport approach plans).					
A section on capital facilities owned or operated, or both, or privately contracted by the local unit of government, together with long-range fiscal plans for the provision of new capital facilities for the local unit of government.					
The plan shall be the basis for the local unit of government or regional capital improvement program including capital improvements to be done by a county road commission, drain commissioner, parks and recreation commission, department of public works, or other local unit of government legislative body.					

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Plan Content: General Plan (Only for a county plan with no county zoning.)	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
An analysis of all the municipal or joint municipal plans of municipalities within the county to ensure coordination and consistency, including, but not limited to, buildout, economic, fiscal, environmental, and social impact analyses.					
A plan may incorporate by reference plans, or portions of plans, adopted by other agencies of political subdivisions, a regional plan, this state, or the federal government.					
Other elements as determined by the county planning commission.					

Plan Content

For a future land use plan the content should include:

Plan Content: Future Land Use Plan (The minimum for a local unit of government with zoning)	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
All of the parts for a general plan, above.					
The arrangement of future land uses, as well as the intensity and density of such uses					
An explanation of the degree to which future land uses are, or are not, compatible with the future land use plans and zoning regulations of adjoining jurisdictions (or municipalities within the county) or the management plans of state or federal agencies with public lands within the local unit of government					
Future land use shall be described in the text and depicted on a future land use map showing the general location and arrangement of future land uses, but not parcel lines.					

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Plan Content: Future Land Use Plan (The minimum for a local unit of government with zoning)	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
Explanation of studies for regulation of special provisions such as: parking requirements, sign regulations, application of planned unit developments, groundwater/wellhead protection, road access management, agriculture regulations, energy (solar and wind), marijuana, etc.					
A future transportation network, including, but not limited to, roads and streets, bridges, railroads, airports, bicycle paths, and pedestrian ways.					
Provision for a network of electronic communication facilities.					
Future capital facilities.					
A zoning plan for the control of the height, area, bulk, density, location, and use of buildings and premises, for current and future zoning districts.					
An explanation of the zoning plan's relationship to the future land use plan.					
A description of how the community intends to move from present conditions illustrated on the current zoning map and described in the zoning plan to the proposed future relationship of land uses illustrated on the future land use map.					
A discussion of measures considered and included in the development of the future land use plan to avoid possible takings of private property without just compensation if land use regulations were to be subsequently adopted or amended consistent with the plan.					
Each of the elements of a future land use plan, above, should incorporate goals, objectives, policies, and strategies to be employed in fulfilling the plan					
Each element of a future land use plan should utilize maps and, if helpful, plats,					

Plan Content: Future Land Use Plan (The minimum for a local unit of government with zoning)	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
charts, and tables. Maps, plats, charts, and tables should be accompanied by descriptive explanatory text.					

Plan Content

For a comprehensive plan the content should include:

Plan Content: Comprehensive Plan	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
All of the parts for a general plan and land use plan, above.					
Recommendations for the social, environmental, economic, or physical development or redevelopment of the jurisdictional area. The plan should identify the amount and source of the fiscal and other resources to be used to implement the recommendations in the plan.					
An analysis of existing community social and economic disparities in employment, income, housing, transportation, education, and crime and recommendations for public and private measures to rectify disparities.					
A section on multimodal transportation facilities, together with long-range fiscal plans for the provision or replacement of transportation facilities. (This may be part of the future transportation network (master street plan) element of a Future Land Use Plan.)					
Information on capital facilities necessary for the comprehensive plan to serve as the basis for the development and annual updating of a capital improvement program including a map of the location of new capital facilities on which construction is proposed to begin					

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Plan Content: Comprehensive Plan	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
within a period at least as long as that covered by a capital improvement program.					
Population attraction strategy.					
New Economy strategy (coordinated on a regional [multi-county] level).					
Maps and text with an analysis of existing conditions and strategies to address identified problems and/or opportunities for housing, including, but not limited to, the condition of existing housing and specific needs for affordable and assisted housing, and analysis of options for meeting those needs.					
Maps and text with an analysis of existing conditions and strategies to address identified problems and/or opportunities for Economic development, including both job retention and promotion strategies.					
Maps and text with an analysis of existing conditions and strategies to address identified problems and/or opportunities for Natural resources management, including, but not limited to, agricultural and forest lands, mineral lands, wetlands, floodplains, headwaters areas, sand dunes, areas at high risk of erosion, other sensitive areas, endangered or threatened species habitat, and land use related to preserving biodiversity.					
Maps and text with an analysis of existing conditions and strategies to address identified problems and/or opportunities for measures to define, protect, enhance, or change community character.					

Plan Content

For a growth management plan the content should include:

Plan Content: Growth Management Plan	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
All of the parts for a general plan, land use plan, and comprehensive plan, above.					
The boundaries for expansion of capital facilities and/or public services of the local units of government during the period of the plan.					
Maximum density of land use based on available public services and facilities and specified level of service standards for those services and facilities.					
The plan should be consistent with P.A. 110 of 2006, as amended, (being the Michigan Zoning Enabling Act, M.C.L. 125.3101 et seq.) for a purchase of development rights program, and/or to the extent permissible by law, transfer of development rights program.					
Maps showing the location of proposed future road right-of-way and of other public facilities beyond 5 years in the future.					
A strategy and locations to target provision of affordable housing.					
A strategy that links future jobs, housing, and transportation in mutually supportive ways.					
A strategy for land assembly and redevelopment.					
Other elements as necessary to implement the growth management or redevelopment goals of the plan.					

Plan Content

For other plans, or additional parts of plans content to consider:

Michigan State University Extension Land Use Series

Plan Content: other plans, or additional parts of plans content to consider. Include as part of the Plan, or as separate plans some or all of:	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
Soil and water conservation.					
Open space protection.					
Intergovernmental coordination.					
Human services, including, but not limited to, childcare services, senior citizen programming, and mental health services.					
Historic preservation.					
Coastal zone management.					
Solid waste management.					
Energy conservation.					
Watershed planning and management.					
Community corrections.					
Annexation.					
Redevelopment.					
Special purpose, sub-area (M.C.L. 125.3835), functional, neighborhood, corridor, or strategic plans.					

Plan Content

For Incorporate, by reference to relevant portions of other plans, including any of the following adopted plans that apply to the territory covered by the planning commission content to consider:

Plan Content: Incorporate, by reference to relevant portions of other plans, including any of the following adopted plans that apply to the territory covered by the planning commission	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
A development plan adopted by a tax increment finance authority under P.A. 450 of 1980, as amended, (the Tax Increment Finance Authority Act, M.C.L. 125.1801 <i>et. seq.</i>).					
A development plan adopted by a downtown development authority under P.A. 197 of 1975, as amended, (M.C.L. 125.1651 <i>et. seq.</i>).					

Michigan State University Extension Land Use Series

Plan Content: Incorporate, by reference to relevant portions of other plans, including any of the following adopted plans that apply to the territory covered by the planning commission	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
A development plan adopted by a local development finance authority under P.A. 281 of 1986, as amended, (the Local Development Financing Authority Act, M.C.L. 125.2151 <i>et. seq.</i>).					
A development plan adopted by an international tradeport development authority under P.A. 325 of 1994, as amended, (the International Tradeport Development Authority Act, M.C.L. 125.2521 <i>et. seq.</i>).					
A brownfield plan adopted by a brownfield redevelopment authority under P.A. 381 of 1996, as amended, (the Brownfield Redevelopment Financing Act, M.C.L. 125.2651 <i>et. seq.</i>).					
A plan adopted by a local unit of government, county, or regional economic development commission under P.A. 46 of 1966, as amended, (M.C.L. 125.1231 <i>et. seq.</i>).					
A project plan adopted by an economic development corporation under P.A. 338 of 1974, as amended, (the Economic Development Corporations Act, MCL 125.1601 <i>et. seq.</i>).					
A plan adopted by a housing commission under P. A. 18 of 1933 (Extra Sesson), as amended, (M.C.L. 125.691 <i>et. seq.</i>).					
A development plan approved by a planning commission and supervising agency under P.A. 250 of 1941, as amended, (the Urban Redevelopment Corporations Law, M.C.L. 125.901 <i>et. seq.</i>).					

Michigan State University Extension Land Use Series

Plan Content: Incorporate, by reference to relevant portions of other plans, including any of the following adopted plans that apply to the territory covered by the planning commission	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
A local unit of government, county, or regional park or recreation plan adopted by a local unit of government, county, or regional commission under P.A. 261 of 1965, as amended, (M.C.L. 46.351 <i>et. seq.</i>).					
A plan adopted by an historic district commission under P.A. 169 of 1970, as amended, (the Local Historic Districts Act, M.C.L. 399.201 <i>et. seq.</i> 399.215.					
An airport approach plan adopted by the aeronautics commission under P.A. 23 of 1950 (Extra Session), as amended, (the Airport Zoning Act, M.C.L. 259.431 <i>et. seq.</i>).					
A school district plan adopted by a public school district or charter school.					
A sewer or water plan adopted by a local unit or joint sewer and water authority.					
A solid waste management plan adopted pursuant to Part 115 of P.A. 451 of 1994, as amended (the Solid Waste Management part of the Natural Resources and Environmental Protection Act, M.C.L. 324.11501 <i>et seq.</i>)					
A blighted area rehabilitation plan adopted pursuant to P.A. 344 of 1945, as amended, (M.C.L. 125.71 <i>et. seq.</i>).					
A neighborhood area improvement plan adopted pursuant to P.A. 208 of 1949, as amended, (M.C.L. 125.941 <i>et. seq.</i>).					
A plan for redevelopment of principal shopping areas under P.A. 120 of 1961, as amended, (M.C.L. 125.591 <i>et. seq.</i>).					
Enterprise or empowerment zone plans pursuant to P.A. 224 of 1985, as amended, (M.C.L. 125.2101 <i>et seq.</i>).					

Plan Content: Incorporate, by reference to relevant portions of other plans, including any of the following adopted plans that apply to the territory covered by the planning commission	Where the element is found in the <i>Fact Book</i>	Where the element is found in the <i>Plan</i>	Where the element is found in other adopted plans	Where the element is found in the optional summary, poster, pamphlet, etc.	This is something we want to add to our next plan(s)
Any capital facility or other metropolitan plan prepared by a metropolitan council under P.A. 292 of 1989, as amended, (M.C.L. 124.651 <i>et. seq.</i>).					

See appendix “A” for a sample table of contents for a plan, summary, and fact book.

Chapter 3: Smart Growth

The purpose of this section is to provide basic information and introduce communities to the 10 tenets of smart growth. Covered here are the basics necessary for the administration and operation of zoning. If your community is interested in incorporating the principles of smart growth into its ordinances and develop according to the smart growth principles, the Smart Growth Readiness Assessment Tool (SGRAT) can be used to guide your community through an evaluation of the plans and implementation tools currently used to guide growth. This assessment can also help your community identify tools that may help produce a smart pattern of growth in the future.

This document represents the first stage of a community assessment. To go on to the next step in assessing your community’s planning and zoning, you should review the Smart Growth Readiness Assessment Tool on the Internet. Go to <http://www.landpolicy.msu.edu/sgrat/>.

A. The Governor’s Land Use Leadership Council used the following smart growth tenets³ for many of the recommendations contained in its report on land use in Michigan. These 10 tenets can form the basis for establishing a set of state land use goals.

1. Mix land uses.
2. Compact building design.
3. Increase housing choice.
4. Encourage walking.
5. Offer transportation variety.
6. Create a sense of place.
7. Protect farms, unique natural features, open spaces.
8. Direct new development to existing communities.

³ Smart Growth Network. Getting to Smart Growth. Washington, D.C.: Smart Growth Network. [Online, cited 8/3/03.] Available at: <http://www.smartgrowth.org/PDF/GETTOSG.pdf>.

For more detail and examples, see <http://www.smartgrowth.org/pdf/gettosg.pdf>.

9. Make development process fair, predictable, efficient.
 10. Involve stakeholders.
- B. What is smart growth?
1. Smart growth is development that serves the economy, the community, and the environment.
 2. It provides a framework for communities to make informed decisions about how and where they grow.
- C. Why smart growth? It makes dollars and sense because it is financially conservative, environmentally responsible, and socially beneficial.
1. Financially conservative
 - a. Makes responsible use of public money.
 - b. Reuses existing buildings.
 - c. Uses existing roads and highways.
 - d. Uses existing water/sewer infrastructure.
 - e. Uses higher density to maximize the value of publicly funded facilities and services.
 - f. Keeps taxes and public service costs low.
 2. Environmentally responsible
 - a. Uses and/or reuses developed areas.
 - b. Keeps impervious surfaces to a minimum by concentrating dense development.
 - c. Builds to fit existing land rather than changing the land to fit what is built.
 - d. Avoids oversized lots and yards to reduce excessive mowing, fertilizing, etc.
- D. Socially beneficial
- a. Encourages people to live close enough to one another for comfortable interaction.
 - b. Designs residential areas for conversation from the sidewalk to the front porch.
 - c. Encourages “eyes on the street” at all hours to reduce crime and fear of crime.

Chapter 4: New Economy

By Kurt H. Schindler, Distinguished Senior Educator Emeritus

Part one: A new economic age and playing field

It is not news to most that Michigan was hit hard in the 2007-2014 recession. We lost the most manufacturing jobs of any state, had the highest unemployment and falling median income, and lost more population than any state.

What might be even more difficult news is that we have recovered. However, our recovery did not provide a return of all the lost manufacturing jobs and has not brought median income back up to past levels. In the past, Michigan's economy was tied to the cycles of the automotive industry. We had economic downturns but, when automobile sales picked back up, Michigan's economy rebounded.

With this recession, Michigan's economy has undergone a fundamental change. With that change, the rebound will not be the same as in the past, and the automotive dominance will not be as significant.

A number of economists and Michigan State University President Lou Anna K. Simon recognized there was a fundamental economic shift some years ago. Recognizing this shift led to a cooperative effort of several Michigan universities. They took a close look at Michigan's economy and provided research as to what has happened and what would be the most effective strategies for economic recovery.

A very fundamental structural shift has occurred with economic development. In this new economic age, how one conducts business, governs and promotes economic development has changed.



Figure 1 Dr. Adesoji "Soji" Obafemi Adelaja, Hannah Distinguished Professor in Land Policy, Agricultural and Food Resource Economics, MSU, and former director of the Land Policy Institute.

Dr. Adesoji "Soji" Adelaja,⁴ the John A. Hannah Distinguished Professor in Land Policy and former director of the MSU Land Policy Institute,⁵ led the multi-faceted research effort.⁶ Dr. Adelaja came to Michigan State University from Rutgers University and agreed to work on at the Land Policy Institute and economic research for five to seven years.

Actually, the change in the world economy occurred in the 1990s and 2000s for most of the western world and many other states too. In Michigan, the shift did not occur as soon, largely due to the dominance and continued success of the automotive industry. The start of the 2009 recession brought the economic shift to a head in Michigan very abruptly.

The fact that the majority of the western world already experienced this shift can be seen as good news for Michigan. The research could then focus on learning what happened elsewhere, since many parts of the world were more familiar with the economic shifts, so to speak. The applied research⁷ could identify economically prosperous and successful regions and backward-engineer what those communities did to achieve their success and economic recovery. In short, we could learn from others what worked in other

⁴ http://www.afre.msu.edu/people/adelaja_a/bio-info

⁵ <http://landpolicy.msu.edu/>

⁶ <http://landpolicy.msu.edu/program/info/mpi>

⁷ <http://landpolicy.msu.edu/program/info/mpi>

western nations and states. That was the major focus of research done by Michigan universities and trainings brought to communities⁸ by MSU Extension,⁹ MSU Land Policy Institute, the Michigan Municipal League¹⁰ and other organizations.

Future parts of this chapter will review the content of that training.

During the recession, the United States' share of economic growth in the world fell from 19 percent to 10 percent (Business Week, 2008). That means other nations did much better than us. The bottom line is successful prosperous regions adopted a new approach to attracting growth, recognizing the characteristics of the new economy. It is not a choice as to whether we want to be in the new economy or not. It has already happened.

This kind of economic change, any kind of economic change, is not new, and such change always happens. The employment in the agricultural sector peaked in 1900s. Agriculture is still important today, but now employees from this industry represent about three percent of the workforce. Traditional manufacturing employment peaked in the 1960s. That sector, in the United States, is now following the transition that agriculture underwent.

The new economy is world-wide competition. Every other town, city and region in the world is now competing with Michigan for prosperity. Many nations have some significant advantages over the United States:

- They have flexible infrastructure, a more flexible decision-making framework and better partnership between government and business.
- They do not have our legacy costs (pensions, health insurance, etc.).
- They can take more risk.
- They have nothing to lose and prosperity to gain.

Not only are they our competitors, it is also important to remember they do not care about us.

So, we have to change the way we think, act and do business at every level in the public, private and nonprofit sectors in order to compete globally in the new economy. From research, we know that a transition from manufacturing to service and manufacturing to advanced manufacturing has occurred. In the 2000s, most U.S. growth is attributable to the service, knowledge and advanced manufacturing sectors. Firms with the highest quality of knowledge tended to be the fastest-growing and most profitable. For example:

- Information-communications-technology industries were best in 2008.
- Service industries that were most integrated with global demand accounted for more than 75 percent of job gains in 2008, many of which were created by exports.

However, there is more to it than just knowledge assets. It is unrealistic to try to grow a local economy based on economic sectors past their peak. To be prosperous, we need to be increasing employment in those industries that are growing.

⁸ <http://landpolicy.msu.edu/program/info/mpi>

⁹ <http://msue.anr.msu.edu/>

¹⁰ <http://www.mml.org/home.html>

Part Two: Old versus new: New economy is where we are at

Once research was completed by a partnership of several Michigan universities (see Part One), the task shifted toward presenting what was learned to state and local governments, so that those successful actions could begin in Michigan. The Land Policy Institute and Michigan State University Extension focused their efforts on that. Much of the activity in the past seven years has focused on working with numerous communities to shift gears and succeed in the new economy. It has allowed us to see, first-hand, these strategies work.

A very fundamental structural shift has occurred with economic development. In this new economic age, it pays to know the difference between the old and new economy.

Before going into the successful strategies, let's further explain what the new economy is and how it compares with what Michigan's economy used to be.¹¹

First, there is a shift in what is most important for businesses when choosing where to locate. In the new economy, a community that is rich in talent¹² and ideas is most important. Today's competitive market requires innovation, adoptability and a community and labor force that has the talent and ideas to change and remain competitive. This replaced what used to be most important: low cost (low tax, tax breaks, pre-built industrial parks).

Second is a community or region's ability to attract educated people. Why? Because "educated people" is the best measure one has to determine if a community is rich in talent and ideas. In the new economy, one of the major economic development strategies is to do things that result in educated individuals wanting to come and live in their town or region. This replaced what used to be the strategy of attracting companies and factories.

Even factories need educated or knowledge workers. Advanced manufacturing is where the United States is competitive. In the mid-late 2000s, MSU Extension educators, working on this topic, toured parts of Ford Motor Company's Rouge industrial complex. The UAW worker that was our tour guide pointed to the Ford F-150 pickup truck assembly line and indicated all workers on that assembly line have a bachelor degree, the technical equivalent, or more.

Third is the realization of and action on the reality that physical and cultural amenities are key in attracting talent and knowledge workers. Those knowledge workers are who bring to a community the richness and talent in ideas, measured by level of education. That is what new economy businesses consider most important. It means that things like vibrant downtowns, theater, nature centers, green¹³ and blue trails,¹⁴ natural areas, forests, farms, historic features, arts organizations, and much more are the most important basic things for economic development. In many ways, things a community does to attract and accommodate tourists is now what is needed for attracting the talent to a community. Often, the strategies used by hospitals to attract doctors to a community are now the strategies that need to be used for the knowledge worker as an economic development strategy. In the old economy, that was not

¹¹ http://landpolicy.msu.edu/resources/chasing_the_past_or_investing_in_our_future_full_report

¹² <http://searchcrm.techtarget.com/definition/knowledge-worker>

¹³ <http://michigantrails.org/>

¹⁴ <http://www.michiganwatertrails.org/>

the case. A high-quality physical environment was a luxury, costing money, and a negative for a cost-conscious economic development effort.

Bend,¹⁵ Oregon, is an example of this. Bend is where the spotted owl resided and, upon protection of that species' habitat, the logging industry in Bend saw a major downturn. That was also when the new economy shift was happening in Oregon. The town's economy rebounded to a point many times stronger than it was with logging – by promoting their natural environment and outdoor life: “If your business is in Bend, you can be on vacation at 5 p.m. every day.”

Fourth, knowledge workers choose where they want to live. Then, the majority of them move there. Once they have arrived, then they find work or become entrepreneurs and create their careers. With the millennial generation, about 66 percent of college graduates follow this pattern: chose where they want to live, move there and then look for work. The recession has not significantly changed this percentage. I suspect that most reading this article know a child, grandchild, friend or friend's relatives that have done this. New economy businesses follow that talent to those regions where they are choosing to live. So, the economic strategy is to be the community that has the attractive qualities in your region where people choose to live. That is done with physical, cultural amenities and natural resource play areas. So, knowledge workers, educated people, choose to locate there. That is how a community becomes a region that is rich in talent and ideas, which attracts new economy businesses.

For example, I met the director of a culture department in one Norway city while hosting a study group. Every city in Norway has this type of department funded by their national government as part of their economic development strategy. Her department had seven full time and seven part time employees. Her city population was roughly 7,000. Their job is to make sure there are activities to do in the city: nightlife, sporting events, culture and so on. They have to make them self-sustaining, as these departments cease to exist after so many years. Norway understands the importance of a variety of activities for attracting people and economic development. Norway is one of our competitors in the new economy.

There are additional comparisons between the old economy and new economy. The table illustrated with this article compares the old and new economy. Each illustrates a significant shift from the economy Michigan had prior to 2009 and now.

Old versus New Economy

A side-by-side comparison of the old economy and new economy.

Old Economy	New Economy
Inexpensive place to do business was the key.	Being rich in talent and ideas is the key.
A high-quality physical environment was a luxury, in the way of attracting cost-conscious businesses.	Physical and cultural amenities are key in attracting knowledge workers.
Success = fixed competitive advantage in some resource or skill.	Success = organizations and individuals with the ability to learn and adapt.
Economic development was government-led.	Partnerships with business, government and nonprofit sector lead change.
Industrial sector (manufacturing) focus.	Sector diversity is desired, and clustering of related sectors is targeted.
Fossil fuel dependent manufacturing.	Communications dependent.
People followed jobs.	Talented, well-educated people choose location first, then look for a job.

¹⁵ <http://www.bendoregon.gov/>

Location mattered.	Quality places with a high quality of life matter more.
Dirty, ugly, and a poor quality environment were common outcomes that did not prevent growth.	Clean, green environment and proximity to open space and quality recreational opportunities are critical.

Part three: People count: Population growth causes basic economic growth

Attracting people to live in your area is one of the most basic and important economic development strategies. It may also be one of the easiest¹⁶ to do.

It seems obvious to say it, but each time someone moves to your community,¹⁷ that is economic growth. That person is a new customer. They buy food and services, patronize local businesses, get their car fixed, attend activities, invite others to visit them, and more. Likewise, if people move away, that hurts the community economy.

Population growth is economic growth. Taking steps to attract people to move to a community is an important strategy.

A state, county or community that is shrinking in population cannot grow. Also, consider that in the new economy, many people choose where they want to live, move there and then look for work or become entrepreneurs creating their own employment. And people choose to move to quality places.¹⁸

So, a new economy development strategy is to attract people. First, any growth in population equates to growth. Second, there are certain population groups that may be more important to target than others. For example, new retirees (baby boomers) bring with them a life-time of savings and skills. Also, retirees are one of the most prolific population groups that produce entrepreneurs – people who start new businesses and employ others. This should not be a surprise. This age group has a lifetime of experience and skills, and many have savings or connections for having the funds to start new ventures.

Another sought after group (which Michigan does very poorly) are EB-5 Visa immigrants¹⁹ to the United States. Those from other nations eligible for EB5 are well-educated and able to invest a significant amount of money into a new business. First and second generation immigrants to the United States are this nation’s most prolific group for starting new, very successful businesses that employ many people. These are highly prized immigrants²⁰ in many parts of the country, but, for the most part, Michigan does not even pursue them.

Educated youth (millennials) is a third desired group. This represents a talent pool – what advanced industry is looking for in a community where they might locate.

Remember, one of the characteristics of the new economy is that jobs follow people. People move to quality places. Currently millennials tend to seek urban, large city downtowns to live. That trend will

¹⁶ http://msue.anr.msu.edu/news/build_better_places_today

¹⁷ <http://landpolicy.msu.edu/resources/econimpactsctypopchangesmifullreport>

¹⁸ <http://www.economicsofplace.com/2011/12/placemaking-in-small-towns-five-case-studies>

¹⁹ <https://www.uscis.gov/working-united-states/permanent-workers/employment-based-immigration-fifth-preference-eb-5/about-eb-5-visa>

²⁰ http://msue.anr.msu.edu/news/new_americans_in_michigan

continue for some years yet. It is a generalization. Not everyone fits that mold. The task for rural communities or small towns is to define their niche and target those people who seek the assets and attributes they have to offer.

The ultimate local goal for the new economy is to attract and retain these people-assets: well-educated youth, seniors, immigrants and entrepreneurs. For growth in the new economy, a community and region should have a deliberate, purposeful, formally-adopted population attraction strategy. Such a strategy may involve many of the same things the community does to attract tourists, attract medical staff to a local hospital, and more.

What attracts people to a town, county and region? The same things that have already been pointed out in this series: green²¹ and blue²² infrastructure, vibrant downtowns, arts, culture, activity and things to do. But more specifically, it comes down to “place matters”. People are attracted to a place.²³ The types of places which are popular and successful in getting new population have the following:

- Entrepreneurial infrastructure²⁴ – a community that is supportive of new businesses startups and has programs such as economic gardening in place
- Diversity²⁵ – communities that are tolerant of and socially welcome diversity of race, religions, beliefs and life-styles.
- Green²⁶ and blue²⁷ infrastructure – natural areas, parks, trails, water resources and so on
- Social infrastructure – a community with social activities, events and things to do
- Public transportation infrastructure – a choice as to how one gets around the community, not just automobile, but also bike, walking, and public transportation to and between amenities
- Variety of housing²⁸ – a choice of different types of housing, not just single family homes on lots, but also housing downtown, apartment buildings, and so on (what is important is to provide choice)
- Information technology infrastructure – high-speed internet
- Collaborative capacity – a community that works together and has many collaborative and cooperatives efforts for accomplishing community-wide projects

In the next part, we will focus more on place, place matters and placemaking.²⁹

²¹ <http://michigantrails.org/>

²² <http://www.michiganwatertrails.org/>

²³ <http://miplace.org/placemaking>

²⁴ <http://edwardlowe.org/entrepreneurship-programs/>

²⁵ http://od.msue.msu.edu/diversity_and_multiculturalism/

²⁶ <http://michigantrails.org/>

²⁷ <http://www.michiganwatertrails.org/>

²⁸ <http://missingmiddlehousing.com/>

²⁹ <http://miplace.org/placemaking>

Part Four: Local government's economic development role: placemaking and regions

A key strategy for development in the new economy is to attract more people to live in an area. At the most basic level, the idea is to simply have population growth.³⁰ More strategically would be targeting retirees (baby boomers), EB-5 Visa immigrants³¹ to the United States, and educated youth (millennials) as desired newcomers.

In the new economy, we now see jobs and employers following talented people and talented people moving to quality places. This raises the issue of what are “quality places” and how does one make their own community a quality place? Part three of this series talked about that a little bit.

It takes a region to provide the places, variety, resources and attributes to attract people. Attraction of people is attraction of new businesses and needs to be done at a multi-county regional level.

³⁰ <http://landpolicy.msu.edu/resources/econimpactsctypopchangesmifullreport>

³¹ <https://www.uscis.gov/working-united-states/permanent-workers/employment-based-immigration-fifth-preference-eb-5/about-eb-5>



Figure 2: Components of placemaking | Graphic by Glenn Pape of MSU Land Policy Institute from a similar graphic by Project for Public Places, New York.

The most important thing about “quality place” is that each community has its own unique characteristics. Each community has its own set of assets and attributes that are genuine for that community. One should build on those unique assets to enhance and build place.

Generically, one can point to some characteristics of a place. At a regional level (multiple counties),³² they include attractive, high-quality cities, universities and colleges, first-class medical facilities, regional transit, transportation and highway access, and green³³/blue³⁴ infrastructure.

Within a region, each community uses its assets to do its part in the region. No one local government area can be everything that is needed in a region. But they do have a role, contributing their assets as part of the whole for the region.

One of very important findings about successful communities in the new economy is their work was done with a regional (multi-county) partnership. The new economy is regional. People, companies and talent do not move to towns; they move to regions. So, the effort needs to be focused locally but with an eye as to how it works and fits in the larger region. That means local governments, schools and the private sector must all work cooperatively together to market the region.

In Michigan, as a result of the research done by MSU, there are the Michigan Prosperity Regions³⁵ put forth by Governor Snyder.

The process, or effort, to build “quality place” is called placemaking.³⁶ That is making place. To explain this it may be easiest to ask you to use your imagination. Think back to the last time you took a vacation or visited another city that you really liked. Now think back to what it is you liked about that place. Make a mental list of those things as you read this.

Now, think about your community. What things on your mental list about the place you visited could be done in your community? Be sure things you list for your community build on the existing strengths and assets your community has. You do not want to try to make your community something it is not. That would look and feel fake and does not work. Actually, doing the things on your list to build strengths and assets in your community is called “placemaking”.

Placemaking is one means of attracting people and prosperity to your community. Placemaking done by many communities in a region is one means of attracting people and development to your region.

The imagination example of placemaking, above, is a simplistic explanation. When working with a community, the discussion and making lists needs to be done in an open, inclusive way so many can participate. When done as part of a community, the process is more formal. It starts with knowing your economic region, or sub-region. This is so there is an understanding of what role the community fulfills in the region. For example, a very rural township may have the role to provide growing of local foods or green assets with forest or rivers. A city may be providing a downtown. Another small town may have the cultural arts assets and other communities offering their parts. All together they become a region or sub-region that has a cross section of most the assets that are globally competitive and economically prosperous.

To do all this, one needs to know the assets and resources. So, start with making a list of those things. Then, build on those. Think about how it fits in with the region. That means collectively making a model or region-wide economic plan which connects to demand (regional, national, global). Working as a community group and coordinating with a county and region means talking to your partners often. These

³² <http://www.michigan.gov/dtmb/0,5552,7-150-66155---,00.html>

³³ <http://michigantrails.org/>

³⁴ <http://www.michiganwatertrails.org/>

³⁵ <http://www.michigan.gov/dtmb/0,5552,7-150-66155---,00.html>

³⁶ <http://miplace.org/placemaking>

partners can be from neighboring communities, counties and regions. It also means partnerships that include each of the public, private, non-profit sectors.

This regional approach also means one gives up some of the old models (see chart with Part 2) of doing business. Economic development is no longer a territory issue. Everyone wins with any one community's gain. Everyone loses when time and resources are spent getting business to move from one place in the region to another place in the region. Be willing to rethink how local funds are spent, to invest elsewhere, or to help investment in another part of the region recognizing the whole region benefits.

In summary, economic development is now all about economic, social and environmental “placemaking”. It is one of the main economic strategies for local governments in Michigan and is necessary to catch up with many other states and countries in the western world.

Finally, remember the shift to the new economy came to Michigan later than most places. That means we are behind in the process of creating places where people want to live, work and play. In order for communities to succeed and revitalize, embracing these concepts sooner rather than later is imperative to their success.

There are many excellent resources on placemaking. The main one, written specifically for Michigan is *Placemaking as an Economic Development Tool: A Placemaking Guidebook*.³⁷ It is a free PDF download for anyone in Michigan.

Part Five: Prosperity comes from a focus on people, policy and place on a regional scale

Local governments are not the only ones with an important role to bring Michigan back to prosperity in the new economy. State government and educational institutions also have vital parts to do.

This series spoke of the new economic age and playing field and compared the old economy and new economy, pointing out this shift has already occurred and Michigan still needs to catch up with the change. The series then focused on the importance of attracting people and stated that population growth is economic growth. Thus, population attraction strategies by local communities are important with placemaking³⁸ and local government coordinating with regions.

It takes a region to provide the places, variety, resources and attributes to attract people. Economic development also needs to be coordinated among state, regional, educational, local government and private sectors.

For the state as a whole, the research done by MSU and other Michigan universities outlined fourteen broad categories of strategies for having prosperity. Those fourteen categories can be divided into three general areas: people, policy and place.

These three general areas also tend to fall into different camps for implementation. Issues around people are things most likely to be within the realm of the education system. Policy focuses on state-wide organizations and state government. Place are things best suited for local and regional government.

³⁷ <http://landpolicy.msu.edu/resources/pmedtguidebook>

³⁸ <http://landpolicy.msu.edu/resources/pmedtguidebook>

In the new economy, businesses think in regional terms. An industry does not choose to move to a township, village, county or a city. An industry is choosing to locate in a region or sub-region. The assets and attributes businesses look for is more than what exists in a single municipality. The customer base, labor pool, education system, medical services and many more things are regional (multiple counties) or sub-regional (maybe two counties) in size. If local government is not also thinking in regional terms and presenting a regional picture, it runs the danger of not even speaking the same language as the industry it is trying to attract.

This should not be a surprise. A question I often ask an audience is, “How many of you live, shop, work, play, learn, socialize, go to church and everything else without ever leaving the boundaries of your local government?” Of course, no one raises their hand. We all live our lives in a region or sub-region. The regional approach for new economy strategies about people, policy and place also apply.

Figure 1 – Fourteen Strategy Categories



Graphic inspired and derived from the original SEMCOG graphic in 2010 (2009). Plan entitled, *Increasing Prosperity in Southeast Michigan*. Adapted with permission of SEMCOG.

Figure 3 Categories of across-the-board various strategies for Michigan to be competitive in the new economy. | Results of a Land Policy Institute Prosperity Initiative for Michigan

The first area is a focus on people, enhancing the talent and skills that people have. This largely falls to the educational system. That includes K-12, community colleges, universities, Michigan Works, private and nongovernmental organizations, and economic development organizations. Strategies include educating our future workforce. In the new economy, there is a direct relationship between how well the population is educated and the median income in the state. In the old economy, that was not the case, and Michigan did well median income-wise. Today it is very important. The states with the most economic success and highest median income have a workforce which has 50 percent with bachelor degrees or higher. Michigan's is around 25-27 percent. This is not saying everyone has to go to college, but a larger percentage of students should be receiving higher education. Additional strategies are re-tooling the existing workforce, attracting and retaining talent. It also means advancing innovation and technology with training, research and development. The educational and nongovernmental organizations also have a role to create an entrepreneurial culture through the teaching of creative arts and community acceptance and fostering of entrepreneurialism. A strategy is also to work to market and promote the region the education institutions are located within.

While the accompanying graphic and this article divide economic development tasks among various government entities, it does not have to be done that way. For example, Kalamazoo Promise³⁹ is a multi-government and non-profit effort. Many communities understand the attraction of knowledge/talent workers means getting education beyond high school. So, various structures of investment in higher education are being done within a number of Michigan communities. The goal is to grow that talent right at home. Success is pointed out by research done by the W. E. Upjohn Institute for Employment Research:⁴⁰ Kalamazoo scholarships increased the number college degrees received. For every \$1 invested in college, one can expect \$11 more in pay over the course of a person's career. Higher education pays back big time, not just for the individual with higher pay and health, but also for the region. The more educated the workforce, the faster the recovery from recessions, and the more attractive those communities are to potential new employers, according to the Kresge Foundation's⁴¹ materials.

So, while education mainly falls to the education system, local government and non-profit organizations can also have an important role.

The second area focuses on policy and improving the business climate. It is largely a state government (legislature) function and deals with regional and local organizations. Shaping responsive government to the needs of the new economy (including focusing state services around the new state regions) becomes an important strategy. The state can also diversify and globally connect businesses. Financial issues include increasing capital funding and designing a fair and competitive tax structure. The state level efforts also have a role to create an entrepreneurial culture with the education system. Also, the state can enhance transportation connections and choices.

The local role for this means streamlining zoning and local review and approval processes. Things like one-stop-shopping so one can get all their permits with one stop and one location. Strategies include having deadlines decisions on site plan review, special use permits; considering home occupations as an "automatic" activity in a home; mixed use districts, downtowns; allowing a mix of housing types; broadly defined agriculture that allows many more types of activities; accommodating alternative energy (with such structures as part of buildings, etc.); fewer special uses replaced with permitted uses; and requiring affordable housing for the workforce.

³⁹ <https://www.kalamazoopromise.com/>

⁴⁰ <http://www.upjohn.org/>

⁴¹ <http://kresge.org/programs/education>

The third area is a focus on place, enhancing community through placemaking, and is done by city, village, township and county governments; regions; private and nongovernmental organizations; and economic development organizations. This series of articles already focused on strengthening quality of place (placemaking and all that entails) in part 4. This includes enhancing green and blue infrastructure opportunities. It also means optimizing infrastructure investment, such as re-directing some spending toward new technology like high-speed internet. It also means working with state efforts to enhance transportation connections and choices and working with educational systems to market and promote the region.

All these efforts need to work together. There are many different actors needed to do all these things. Coordination between them all is necessary. If that cooperation does not already exist, it needs to be initiated. In part three of this series, we pointed out that a community that works together has many collaborative and cooperative efforts (between public, private, non-governmental and non-profit organizations) for accomplishing community-wide projects and will be several steps ahead toward prosperity.

In part four, we indicated this cooperation needs to also span geography to be regional. It was one of the very important findings about successful communities in the new economy: having a regional (multi-county) partnership.

Two final thoughts: Dr. Adesoji “Soji” Adelaja,⁴² the professor of economics that headed up the applied research behind what Michigan needs to be doing to be prosperous in the new economy, said in exasperation, “Michigan has the natural resources, people and all the other assets for economic success that the rest of the world envy. But no one seems to promote them or use them, and some do not even recognize them as assets.” How can a state be so blind to all it has at its disposal? The point is, Michigan has the resources⁴³ needed to be successful.

Finally, Michigan was a system of economic downturn for decades. It will take dedication, long-term commitment and many years for strategies outlined here to have full effect.

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⁴² http://www.afre.msu.edu/people/adelaja_a/bio-info

⁴³ http://msue.anr.msu.edu/news/local_government_has_a_major_role_in_revitalizing_michigans_economy

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Appendix A - Sample Table of Contents of a Plan, Fact Book, and Summary

Executive Summary

A summary of the Plan, or simply written and heavily illustrated presentation of the plan, a chart, web page, poster, or combination of these.

- a. Executive summary, or
- b. A simply written and heavily illustrated presentation of the plan, or
- c. A chart, or poster presentation of the plan, or
- d. A web page, or
- e. A combination of these.

Sample Plan Table of Contents includes:

Inside front cover: resolution of adoption

Glossary

Introduction

Acknowledgments

About the Planning Commission (Subcommittees of the Plan Committee of the Planning Commission, Staff & Author, Legislative Body, Location Map

About This Plan

Legal Authority

Overall Plan

Community Wide Goals (Fundamental Principles, overall goals such as Smart Growth.)

Government Cooperation (Federal, State, Native American Tribes, Canada, County, Neighboring Municipalities and Counties)

Land Use Plan

Future Land Use Map

Industrial

Commercial

Office Service

Resort

Residential

Rural Residential

Agricultural-Forest Production

Special and Unique Areas

Transition Areas

Form-Based Zoning/New urbanism

Other

Zoning Plan Update (including height, area, bulk, density, location, and use of buildings and premises for current and future zoning districts; how future land use map relates to the zoning ordinance map; proposed regulations by zoning district; criteria used to consider rezoning consistent with the master plan. Might also include, explanation of studies for regulation of special provisions such as: parking requirements, sign regulations, application of planned unit developments, agriculture regulations, marijuana, etc., if applicable.)

Environment, Natural Resources Plan

Environmental Protection

Ground and Surface Water Protection

Recycling, Solid and Hazardous Waste

Energy (including wind and solar, etc.)

Economic Plan

Population Attraction

Economic Development

Tourism

Human Services and Housing Plan

Human Services

Housing

Infrastructure Plan

Transportation

Complete Streets (street design, public transit, bicycle, pedestrian, road access management, etc.)

Recreation

Water and Sewer

Changing climate impacts

Appendixes and Addendums

Plan Adoption Documentation (65 Day Comments by Governments, Public Hearing Comments, Adoption Documentation, Type of Plan This Plan Is.)

Associated Plans, Reports, Bibliography

About Addendums

Precedent & Interpretive Decisions

Sample Fact Book Table of Contents includes:

Introduction, Acknowledgments, Summary. (Maps: County or Municipality Location Map).

Glossary

Former Plans.

Geography: Geology; Location; Climate, changes of climate (Maps, Charts, and Graphs: Quaternary Geology, Topographic, Daily Temperatures Graph).

History: Narrative for a regional perspective and region-wide common points; historic sites list; Government Land Survey history; municipal size; list of first order control points (Maps, Charts, and Graphs: Historic Population Data Table; Political Boundaries Maps for 1800 to present)

Michigan Future Trend summary, Michigan Land Resource Project summary, Smart Growth information.

Land Use: Land Use/Cover Change (Agricultural; Forestry; Urban (Sprawl, Residential, Open Lands/Parks, Commercial, Transportation, Industrial, Extractive; urban growth area); Rangelands/Fields/Grassland; Water and Wetlands; Future Land Use; and areas of minor change. Maps, Charts, and Graphs: Land Use/Cover Table, Land Cover Circa 1800 (Pre-European Settlement Vegetation) Map, pre-1978 land use maps, Land Use/Cover Map 1978 (MiRIS), current Land Use/Cover Map, Land Use/Cover Change analysis maps, Farmland With State Preservation Agreements in Place “PA 116 Agreements.” Studies on parking requirements, sign regulations, application of planned unit developments, road access management, agriculture regulations, energy (solar and wind), marijuana, etc., if applicable.

Natural Resources: Surface Water, Surface Water Inventory, Groundwater; On Site Sewage Disposal (Restricted Areas for Septic and Drain Fields, New Technology, Soils With Limitations for Wastes & Industrial Development); Soils (summary of soil survey), detail of Soil Characteristics; Forestry (Old Growth); Agriculture; Mineral Resources. (Maps, Charts, and Graphs: Major Watersheds, Surface Water Features, Wetlands, Aquifer Vulnerability to Surface Contamination in Michigan, Soil With High Water Table Map (Aquifer Vulnerability to Surface Contamination), General Soil Types, Forest Production Potential Map (soil types), Old Growth Forests, Agricultural Production Potential Map (soil types), Limitations of Soils for Septic Systems, Slope Characteristics of Soil Types (Steep Slopes)).

Environment: Air and Water Pollution (Soil Erosion and Septic Discharge, Oil and Gas Exploration); Land/Water Margins; Solid Waste. (Maps, Charts, and Graphs: Land/Water Related Laws in Michigan Graphic, Oil and Gas Wells Map.)

Ecology, Habitat, Scenic Resources: Special Animals and Plants (Special Animals and Plants List for county and municipality); Landtype Associations; Conservancy, Soil Conservation District, Conservation Resource Alliance, WildLink; Special and Unique Areas (list). (Maps, Charts, and Graphs: Landtype Associations, Special and Unique Areas)

Population: Most recent Census Data Advance Final Counts; Population Distribution; Population Estimates (current year, Future Population Projections, Impact of Growth analysis; population attraction options. (Maps, Charts, and Graphs: Table of Population Estimates, Table of Population Projections, Population Density Map, Housing Density Map, Seasonal Population Estimates Table, Projected Resort Population Map, detailed Population Data.)

Human Services: Medical Health, (Health Indicators Data: Job Injuries/Illness, Cardiovascular Health, Substance Abuse, Dental, Child and Maternal Health); Mental Health; Education (School Performance Measures, Enrollment); Elderly Care; Community Social Health; Crime (Crime Data Per Year, Juvenile Crime Data, Risk Factors); Service/Civic Organizations and Social Life. (Maps, Charts, and Graphs: School Districts.)

Economics: Industrial; Retail and Service (Retail Sales, Retail and Service Data, Estimated Effective Household Buying Income); Government; Agriculture; Unemployment; Tourism; Jobs (Annual Employment Averages 1980-present, Occupation, Industry Statistics); Commuting; Hinterland; Income Level (Census Income, Poverty Status); Business Retention and Recruitment; Brownfield Redevelopment. (Maps, Charts, and Graphs: Largest Employers; Largest Tax Payers, Employment Trend, Number Unemployed, Unemployment Rate Graphs, Manufacturing Employment, Retail Employment, Services Employment Graphs, Construction & Mining Employment, Government Employment, Transportation-Communications-Utilities Employment Graphs, Economic Hinterland Map(s))

Housing: Housing Stock (Housing Affordability for Owner Occupied Housing); Homeless; Housing for Disabled; Contractors, Inspectors (Zoning Permits and Actions, Construction Code Permits, New Construction Data); State Programs. (Maps, Charts, and Graphs: Housing Data.)

Infrastructure: Transportation (Railroad, Trails, Airport (airport approach and layout plan), Public Transit, Roads (Road Types and Status, Road Surface Conditions Summary, Surface Condition Mileage by Municipality), complete streets including design, bicycles, and sidewalks); County Drains; Public Water (List of Public Water Systems, Source of Water and Sewage Disposal); Public Sewer (List of Sewer Systems); Government Facilities/Buildings; Recreation/Parks (Recreational Planning Organization, Inventory of Recreation Facilities); Private/Regulated Utilities (Electricity, Telephone, Natural Gas, Cable Television, Internet providers); Post Office; Emergency Services. (Maps, Charts, and Graphs: Transportation: Road Surface Map, Transportation, Traffic Count Data, Average Daily Traffic (ADT) Count by Municipality, County Drains, Areas Serviced By Municipal Water, Sewer Service Districts from 1975 Facilities Plan Map, Areas Serviced by Municipal Sewer Map, Outdoor Recreational Facilities, Indoor Recreational Facilities, Recreation Action Plan Map, Electric Utility Service Areas Map, Local Phone Exchanges Map, Communication Towers Map, Areas Serviced by Natural Gas Map, Local Zip Code Map, Fire Districts Map, EMS Districts Map.)

Land Ownership: Public Land Ownership; Private Land Ownership; Subdivided Land; [Native American] Foreign Policy (Historical Context, Jurisdiction-Generally, Jurisdiction-Zoning, Jurisdiction-

Taxes, Jurisdiction-In a particular county/geography; Specifically, Indian Sovereignty, Municipal Concerns, Successful Coordination Elsewhere. (Maps, Charts, and Graphs, Public Land Ownership Chart Detail, Public and Private Land Ownership Chart Summary, Public Land Ownership Map, Parcelization Map, Recorded Subdivisions Map.)

Existing Zoning: Composite Zoning Map; Buildout and Other Analysis; Analysis of Existing Zoning (Planning, (What is “Good Planning?”)), Review of Zoning Text, Zoning for Coordination and Streamlining; Neo-Traditional Zoning (Traditional Neighborhood Development Checklist). (Maps, Charts, and Graphs: Estimated Areas of Current Zoning Districts, Composite Zoning Map, detailed Buildout table).

Other (Appendices): Other Applicable Statutes; Bibliography; Other Selected Reports, Studies; Land Owner Opinion Survey (Background, Interviewing and the Sample, The Findings, Demographic Characteristics of the Sample; minority reports.)