



Michigan State University Extension
Public Policy Brief

Michigan Local Government New Economy Preparation Checklist

Original version: February 7, 2013

Last revised: March 15, 2018

Read through the following to do list. Check off things you have already done to prepare for the New Economy in the last (right-most) column. Check off those items your community wants to do in the "Need to do this" column. Consider everything listed here, but understand after discussion everything listed here may not be applicable for every community. Make a plan to get things done that have not yet been accomplished (i.e assign these tasks to a committee or responsible party and provide them with a deadline for completion.)

Contents

A. Master Plan data/fact book or background Studies.....2
B. Master Plan generally 4
C. Master Plan: Planning for Placemaking.....5
D. Master Plan: Planning for Knowledge Jobs.....7
E. Master Plan: Planning for Innovation8
F. Master Plan: Digital Economy9
G. Master Plan: Planning for Globalization.....9
H. Master Plan: Planning for Dynamisum10
I. Zoning Ordinance10
J. Local Government Practices12
K. Entrepreneur Friendly13
Help Us Make This Checklist More Complete.....14
Author.....14
Appendix A - Sample Master Plan Introductory Paragraphs for New Economy.....15

"I know of no safe depository of the ultimate powers of the society but the people themselves... and if... not enlightened enough to exercise their control ... the remedy is... to inform their discretion."

Thomas Jefferson

Michigan State University Public Policy Brief

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.

Ideas for this checklist came from the following sources:

1. *Michigan Knowledge Economy Index, Adapting Planning Practice to the Knowledge Economy*; “Appendix: A Checklist of Possible Strategic Actions for Local Communities and Regions”; by Rex L. LaMore, John Melcher, Faron Supanich-Goldner, Kyle Wilkes; MSU Center for Community and Economic Development.
2. State of Georgia’s *Doing Business in Georgia* “Entrepreneur Friendly Communities” (<http://www.georgia.org/BusinessInGeorgia/SmallBusiness/EntrepreneurialCommunities/Pages/EntrepreneurFriendly.aspx>);
3. “Planning for the Information Age”, *Michigan Township News*, April 2010, by John Enos, Michigan Townships Association.
4. Concepts from Barb Fail’s *Creating Entrepreneurial Communities* presentations,
5. Concepts from Mark Wyckoff’s *New Economy 201: Place-Based Regional Economic Planning - Regional and Local Roles*, April 2010.
6. Kurt H. Schindler, AICP

A. Master Plan data/fact book or background Studies

This table is a list of things to make sure is in, or is covered or included in (1) the government’s master plan and (2) data book for the plan, fact books for the plan or background materials for the plan.

#	A. Master Plan data/fact book or background Studies	Our government need to do this	Done
	Things to do to prepare for the New Economy		
A1	Monitor local and regional commercial market and land use trends to identify emerging and declining business sectors for purposes of adjusting amount of land designated as commercial.		
A2	Survey business concerning telecommuting		
A3	Survey business concerning use of technology-enabled business practices.		

Michigan State University Public Policy Brief

#	A. Master Plan data/fact book or background Studies Things to do to prepare for the New Economy	Our government need to do this	Done
A3a	Identify location of existing taller structures which may accommodate wireless internet access facilities		
A4	Identify local entrepreneurs, identify unique local resources for entrepreneurs, and establish or enhance relationships with state and federal resource providers to help local leadership learn how entrepreneurs can be supported.		
A5	Identify new enterprises in your community to assess potential emerging trends in your local economy.		
A6	Identify key assets associated with regional and local economic growth.		
A7	Identify and map key assets which comprise natural resources, historic resources, natural environmental resources, recreation areas, and cultural resources (e.g., “special and unique areas”, open space, viewshed, “green infrastructure”). For sources for these, use MSU Land Policy Institute <i>Michigan’s Critical Assets Atlas</i> and other data sets, material from MSU Extension on Master Plan Content, and the Michigan Natural Features Inventory data sets.		
A8	Identify existing exporting firms and identify related local industries that may also export to similar markets.		
A9	Identify and describe your community’s global transportation capacity and share that with your local businesses.		
A10	Conduct an “Industry Cluster Analysis” to assess possible global linkages and opportunities		
A11	Map your community’s global communications network.		
A12	Identify leakages in the local economy that may provide opportunities for business development.		
A13	Identify and celebrate local ethnic/cultural heritages.		
A14	Identify arts and culture organizations and community systems.		
A15	Inventory of educational programs, input from educational community (early childhood, k-12, technical, and university, worker retraining); economic development; local business; and government.		
A16	Conduct a Synoptic survey/inventory (for a plan that may lead to a Form Based Code) which includes: ●Inventory of key public realm (street right-of-ways, parks, other public spaces) ●Parking in rear and sides and on street only ●Walkability ●Building footprints, height, density in the center (downtown) ●Existing uses		
A17	Conduct additional surveys (for a plan that may lead to a Form Based Code) which includes: ●Classification by function of all major corridors and nodes ●Existing zoning and other regulations (do the existing regulations support mixed use, middle density housing, upper story residential, TOD. ●Results of visual preference surveys (online survey, or via electronic clickers, or by traditional surveys) ●Results of tests of options at community gatherings or results of a Charrette		
A18	Other:		

Michigan State University Public Policy Brief

#	A. Master Plan data/fact book or background Studies Things to do to prepare for the New Economy	Our government need to do this	Done
A19	Other:		

B. Master Plan generally

This table is a list of things to make sure is in, or is covered or included in the government's master plan.

#	B. Master Plan generally Things to do to prepare for the New Economy	Our government need to do this	Done
B1	Goal(s) and text about philosophy, principles to accommodate the new economy, technology-based businesses – to effectively be able to respond to rapid advances in technology, globalization, and the shift to the knowledge economy.		
B2	Goal(s) and text about philosophy, principles that are consistent with and complement the Regional Strategic Growth Plan, subregional Strategic Growth Plan, and region's Comprehensive Economic Development Strategy (CEDS).		
B3	Objective about promoting access to information and communication technology.		
B4	Objective about development of workforce with technical skills and knowledge.		
B5	Objective about enhancing community's quality of life.		
B6	Objective about having flexible, responsive, and high-quality public services.		
B7	Strategy to expand types of uses allowed in industrial, commercial, office areas, R&D, and residential – in particular businesses associated with the knowledge economy.		
B8	Strategy to allow, promote adaptive reuse of existing buildings to accommodate latest technologies to support knowledge economy businesses.		
B9	Strategy to place commercial and office near urban, residential, and natural areas to create a neighborhood which supports a balance of work and life.		
B10	Strategy to place low-intensity industrial near natural features (if zoning provisions are in place that protect clustering, flexible site layout, natural feature protection) to create a neighborhood which supports a balance of work and life.		
B11	Strategy to encourage/provide advanced technology infrastructure (e.g., broadband, that support attraction and expansion of R&D) throughout the community.		
B12	Strategy to develop sub-area plans developed for abandoned/unused industrial sites		
B13	Strategy for entrepreneur and small business development and an identified key organization (committee and chair) that leads in the implementation of this strategy.		
B14	Strategy for supporting innovative agriculture practices, with resource protections necessary for agricultural to remain viable; e.g., always permitted in agricultural and rural-residential areas.		

Michigan State University Public Policy Brief

#	B. Master Plan generally Things to do to prepare for the New Economy	Our government need to do this	Done
B15	Strategy for supporting innovative forestry practices, with resource protections necessary for forestry to remain viable; e.g., always permitted in agricultural, forestry, and rural-residential areas.		
B16	Strategy for supporting alternative energy innovations at both the home/small business scale and at the industrial/utility scale.		
B17	Strategy to enhance arts and culture to make the community a more desirable place to live, work and do business.		
B18	A “population attraction strategy” as a means to bring skilled workers, knowledge workers, and entrepreneurs to the region.		
B19	Affordable housing strategy as a means to attract a broad cross-section of population groups to the area. In particular consider use of neighborhood enterprise zones, payment in lieu of taxes, public-private partnerships, housing trust funds, brownfield redevelopment, inclusionary/incentive zoning, and land banks.		
B20	Master plan includes references to all the other plans that impact the local community such as regional transportation, CEDS, watershed plans, recreation plans, and so on.		
B21	Strategy to redevelop brownfield (Brownfield Development Authority) and greyfield sites.		
B22	Strategy to use Land Bank Authority as also a means to create affordable housing, acquire lands for public purposes, and for redevelopment.		
B23	Other:		
B24	Other:		

C. Master Plan: Planning for Placemaking

This table is a list of things to make sure is in, or is covered or included the government’s master plan about Placemaking.

#	C. Master Plan: Planning for Placemaking Things to do to prepare for the New Economy	Our government need to do this	Done
C1	Goal(s) and text about philosophy, principles to make community a more desirable place to live, work and do business.		

Michigan State University Public Policy Brief

#	C. Master Plan: Planning for Placemaking Things to do to prepare for the New Economy	Our government need to do this	Done
C2	<p>Plans is rooted in a set of planning principles and best practices that are appropriate for the community in question. (This would supplement the section on Planning Principles & Best Practices to reflect those used to guide development and implementation of the Master Plan consistent with the Regional Strategic Growth Plan.) Examples include:</p> <ul style="list-style-type: none"> ●Six Pillars of Prosperity of the People and Land Program (http://www.peopleandland.org/pillars_sources.html) ●Ten Smart Growth Tenets (http://www.smartgrowth.org/about/default.asp) ●Complete Streets (http://www.completestreets.org/) ●New Urbanism/Neo Traditional Development (http://www.newurbanism.org/) (http://www.cnu.org/) ●Livable Communities (http://www.livable.com/) (http://livablecommunitiescoalition.org/) ●Healthy Communities (http://www.cdc.gov/healthycommunitiesprogram/) ●Green Communities (http://www.epa.gov/greenkit/index.htm) (http://www.greencommunitiesonline.org/) ●Sustainable Communities (economic, environmental and social sustainability) (http://www.sustainable.org/) <p>Note: Some of these may solicit opposition. The important point is to adopt the principles, not what it is called. Not naming the planning principles, or giving it your own name is okay. Picking one or two that does not solicit negative reaction can also work, as there is considerable overlap of planning principles for each of these.</p>		
C3	<p>Incorporate planning principles for the new economy in each of the following Master Plan elements, as appropriate:</p> <ul style="list-style-type: none"> ●Future land use map and policies ●Infrastructure maps and policies ●Redevelopment maps and policies ●Relationship to zoning ●Recommendations for implementation ●Master street plan ●Subarea plans <p>Many of these relate closely to placemaking and place-based strategies. It is very important that such strategies be carefully included in the Master Plan in a supporting capacity to a Regional Strategic Growth Plan.</p>		
C4	<p>Supplement the introduction and vision Plan chapters to integrate appropriate elements from the Regional Strategic Growth Plan and the Regional Comprehensive Economic Development Strategy (CEDS) Plan, and explain the relationship of these plans to the local Master Plan (include relationship to any other local economic development plan as well).</p>		
C5	<p>Supplement, or add, a chapter on significant and important community resources (e.g., “special and unique areas”, open space, viewsheds, “green infrastructure”.)</p> <p>Include strategies to integrate and link green infrastructure throughout the community. This may include recreation and natural resources protection plans if appropriate.</p>		

Michigan State University Public Policy Brief

#	C. Master Plan: Planning for Placemaking Things to do to prepare for the New Economy	Our government need to do this	Done
C6	Supplement transportation chapter: <ul style="list-style-type: none"> ●With sidewalk inventory and completion strategy ●With bicycle path and trail strategy ●With transit stop and expansion strategy (in those communities large enough for transit). 		
C7	Add a new section or chapter to the Plan on placemaking and place-based strategies as they relate to population retention and talent attraction		
C8	Add a new section or chapter to the Plan on green development, jobs, building standards and energy strategies.		
C9	Consider adding an entirely new section or chapter to the Plan on economic development.		
C10	Add a new section or chapter to the Plan on regionalism/intergovernmental cooperation/issues of greater than local concern.		
C11	All changes to the Plan to reflect regional strategic growth strategies should be coordinated with (and driven by) what the Regional Plan or Subregional Plan covers. For example: <ul style="list-style-type: none"> ●Focus on placemaking improvements in large cities and small towns (pedestrian improvements, bike paths, outdoor restaurant seating, street enhancement projects, mixed use development, etc.) ●Focus on regional transit ●Focus on integration of green infrastructure throughout the region ●Focus on entrepreneurship (e.g. incubators) ●Focus on culture and arts expansion ●Focus on rural identity and communication access 		
C12	Include a major focus on physical FORM (not building style; but building mass, density and its relationship to public land—ROW, parks, etc.). This includes: <ul style="list-style-type: none"> ●Characteristics of FORM that are desired and the locations for each with an adequate basis for subsequent zoning regulations, ●Illustrative plan (which becomes the regulating plan for a Form-based Code), ●Guidelines for public land, ●Guidelines for private land. 		
C13	Other:		
C14	Other:		

D. Master Plan: Planning for Knowledge Jobs

This table is a list of things to make sure is in, or is covered or included in the government’s master plan for creation of knowledge jobs.

Michigan State University Public Policy Brief

#	D. Master Plan: Planning for Knowledge Jobs Things to do to prepare for the New Economy	Our government need to do this	Done
D1	Objective to recapture high school graduates that leave the area for higher education through strategies such as forgiving student loans, promoting local alumni networks, and welcome home events.		
D2	Strategy for the knowledge economy, an educated citizenry is critical to success. If a community does not get smarter it will get poorer.		
D3	Strategy to provide educational opportunities across the life-span of the workforce		
D4	Strategy to implement early childhood development with a seamless transition to k-12, higher education, and on to career development and retraining programs.		
D5	Strategy to develop “technology education centers” designed to train participants on relevant technologies of interest to the local community.		
D6	Other:		
D7	Other:		

E. Master Plan: Planning for Innovation

This table is a list of things to make sure is in, or is covered or included in the government’s master plan for fostering innovation.

#	E. Master Plan: Planning for Innovation Things to do to prepare for the New Economy	Our government need to do this	Done
E1	Objective to have and support an entrepreneurial environment that values risk takers and innovators.		
E2	Objective to provide broadband access.		
E3	Strategy to establish a technology business incubator		
E4	Strategy to establish a business incubator.		
E5	Strategy to create flexible investment funds to make capital available to emerging enterprises/technologies/entrepreneurs.		
E6	Strategy to host business/community “innovation fairs.”		
E7	Strategy to provide patent assistance.		
E8	Strategy to establish links to higher education technology centers in your region to facilitate the location/expansion of innovative enterprises to your community.		
E9	Strategy to establish a “speaker’s bureau” of informed community leaders who can help spread the word on the global knowledge economy and its potential challenges and opportunities for your community.		
E10	Strategy to create a “technical assistance network” that can provide low or no cost preliminary consultation to local businesses on incorporating technology within their enterprise.		

Michigan State University Public Policy Brief

#	E. Master Plan: Planning for Innovation Things to do to prepare for the New Economy	Our government need to do this	Done
E11	Other:		
E12	Other:		

F. Master Plan: Digital Economy

This table is a list of things to make sure is in, or is covered or included in the government's master plan for accommodating digital infrastructure.

#	F. Master Plan: Digital Economy Things to do to prepare for the New Economy	Our government need to do this	Done
F1	Objective to link homes, schools, businesses and government to the global internet and to each other.		
F2	Objective to provide broadband access where currently not available.		
F3	Strategy to create a community/business/government web presence		
F4	Strategy to provide wireless access where appropriate		
F5	Strategy to provide non-formal adult education programs for residents on the global communications network.		
F6	Strategy to provide technical and financial assistance for residents and businesses to improve and expand their access to the digital economy.		
F7	Strategy to require open capacity on any fiber optic infrastructure that is constructed for future public and private uses.		
F8	Other:		
F9	Other:		

G. Master Plan: Planning for Globalization

This table is a list of things to make sure is in, or is covered or included in the government's master plan to position your government and region for global economic competition.

#	G. Master Plan: Planning for Globalization Things to do to prepare for the New Economy	Our government need to do this	Done
G1	Objective to facilitate export trade and access to global markets for existing products and services in your community (remember Canada is Michigan's neighbor).		

Michigan State University Public Policy Brief

#	G. Master Plan: Planning for Globalization Things to do to prepare for the New Economy	Our government need to do this	Done
G2	Objective to attract foreign based firms to your community in strategic and complementary industries.		
G3	Strategy to link to Michigan foreign trade zones.		
G4	Strategy to explore possible international social capital opportunities, based on identified local ethnic/cultural heritages.		
G5	Strategy to organize and conduct training for key industry personnel and entrepreneurs on international trade and working in a culturally diverse economy.		
G6	Other:		
G7	Other:		

H. Master Plan: Planning for Dynamism

This table is a list of things to make sure is in, or is covered or included in the government's master plan for making the community more dynamic.

#	H. Master Plan: Planning for Dynamism Things to do to prepare for the New Economy	Our government need to do this	Done
H1	Strategy to establish effective communications amongst firms to anticipate change and develop responses.		
H2	Objective to support transition strategies for your community's workforce		
H3	Strategy to implement "safety net" strategies for displaced workers and families to reduce personal stress and improve retention of skilled workers.		
H4	Strategy to provide access to a variety of types of capital for businesses.		
H5	Strategy to build or rebuild "flexible space" environments that can be reused for a variety of production and services.		
H6	Strategy to support local business incubator programs.		
H7	Strategy to examine alternative forms of business ownership in potential business closures.		
H8	Other:		
H9	Other:		

I. Zoning Ordinance

This table is a list of things to make sure is in, or is covered or included in the zoning ordinance.

Michigan State University Public Policy Brief

#	I. Zoning Ordinance Things to do to prepare for the New Economy	Our government need to do this	Done
II	Reduce or eliminate regulatory controls on home businesses. For example, if no external evidence, then no permit or approval required – it is automatically a part of a dwelling (home occupation). Create a permit review for home businesses which have external evidence (home enterprise). Maybe special use approval in certain zoning districts for more intense activities (home industry).		
I2	Create mixed use areas that include residential, commercial, and office. (Consider form-based zoning, performance-based zoning, planned unit development, cluster development. Treat these as the “default” development system which has fast easy review and approval, and the more traditional zoning approaches subject to the more lengthy special use permit reviews.)		
I3	Allow complementary mixed uses close together or within the same building.		
I4	Create mixed housing areas that include dwellings (single family homes), duplexes, apartment buildings, row-houses, and so on.		
I5	Utilize historic district ordinances, and overlay zoning, as tools to enhance community’s quality of life and make the community a desirable place to live, work and do business.		
I6	Designate abandoned/unused industrial and commercial sites as form-based zone, performance zone, or planned unit development (PUD) district.		
I7	Require easement or right-of-way (ROW) access for telecommunication and broadband facilities in new, retrofitted, and redevelopment sites.		
I8	Broadly define agriculture to accommodate innovation without encountering additional permit review processes. Provide protection(s) from development pressures. Agriculture is a permitted use in agricultural and rural-residential districts.		
I9	Broadly define forestry to accommodate innovation without encountering additional permit review processes. Provide protection(s) from development pressures. Forestry is a permitted use in agricultural, forest, and rural-residential districts.		
II0	Zoning allows wind generation (home/small business) in most zoning districts. Zoning allows wind generation (industry/utility) in appropriate rural zoning districts where wind speed resource exists.		
III	Zoning allows, or requires solar technologies (photovoltaic systems that convert sunlight to electricity, solar hot water systems that heat water for swimming pools and buildings, solar space heating systems that provide heat for buildings, passive solar designs that heat buildings and strategies that use sunlight to reduce electricity used for lighting).		
II2	Amend zoning to have a 65 day (or shorter) deadline for final action on special use permits (with the 65 day time line starting when the application is formally found complete), a 35 day (or shorter) deadline for completing site plan reviews, and a requirement for the average length of time to act on a zoning permits to be three days.		
II3	Reduce the number of special uses listed in each district by moving some of them to the list of permitted uses, or creating new zoning district that includes territory within an existing zoning district where special uses in the older larger district can be permitted uses in the new smaller zoning district (may require a plan amendment).		

Michigan State University Public Policy Brief

#	I. Zoning Ordinance Things to do to prepare for the New Economy	Our government need to do this	Done
I14	Amend zoning to require inclusionary zoning to require a certain percent of affordable housing in all developments that include residential or to provide incentives (density bonus) to provide affordable housing. (www.comunityhousingchoices.org)		
I15	Amend zoning to allow higher density in districts which are communities where growth is desired as well as flexible dimensional requirements.		
I16	Allow collocation of wireless internet facilities on any existing tall structure as a permitted use. Consider any antenna tower under 50 feet as a permitted use. (So only requiring special use approval for 51 foot and taller towers.)		
I17	Other:		
I18	Other:		

J. Local Government Practices

This table is a list of things to make sure is in, or is covered or included in local government policy manuals, practices, and protocols.

#	J. Local Government Practices Things to do to prepare for the New Economy	Our government need to do this	Done
J1	Use technology to expand public involvement (everything for review is up on the Internet, use of social media and e-mail for public hearing submissions).		
J2	Use digital communications to support government services in your community; e.g., all business/customer service transactions with the local government is available to be done over the Internet.		
J3	All application forms, fee schedule, contact information, links to other permits available on the Internet		
J4	One stop shopping for all permit needs.		
J5	Interactive internet based application process (electronic version of one-stop-shopping).		
J6	Permit and review tracking system in the Internet –so anyone can check and see the status of a project.		
J7	When saying “no” to a business land use proposal, adopt practice to refer them to the key organization for entrepreneur and small business development strategy. Personally contact that key organization to introduce/referral both ways.		
J8	Improve the proficiency and efficiency of staff and appointed officials by requiring and financing continuing education in planning and zoning.		

Michigan State University Public Policy Brief

#	J. Local Government Practices Things to do to prepare for the New Economy	Our government need to do this	Done
J9	If a county planning commission: Use the reorganization of county planning (pursuant to the Michigan Planning Enabling Act, M.C.L. 125.3801 et seq.) so that each member is directly representative of organizations which represent major interests in the county – so the county planning commission is truly a round-table collaborative and coordinative body which can effectively deliberate on both traditional planning issues and the new economy planning issues. (See county planning commission membership recommendations in <i>Land Use Series</i> : “Sample #1B; Ordinance to create a planning commission” found at web page http://web5.msue.msu.edu/lu/pamphlets.htm#BSample .)		
J10	Start the process of becoming a “ConnectMichigan” community. Start by developing a Community Technology Action Plan. See: http://www.connectmi.org/		
J11	Other:		
J12	Other:		

K. Entrepreneur Friendly

This table is a list of things to make sure is in, or is covered or included to make the community more accommodating for and entrepreneur friendly.

#	K. Entrepreneur Friendly Things to do to prepare for the New Economy	Our government need to do this	Done
	Have a key organization (committee and chair) that leads the community in its entrepreneur and small business development strategy (economic gardening).		
	Increase community awareness of and support for homegrown businesses and fast-growth companies.		
	Enhance relationships with state and federal resource providers, including Small Business and Technology Development Center (SBTDC) and others in educational sessions that help local leadership learn how entrepreneurs can be supported.		
	Identify local entrepreneurs.		
	Identify unique local resources.		
	Start an entrepreneur coaching program where the coach visits and interviews local entrepreneurs; review and compile results to determine appropriate strategies.		
	Host systems for social networking and collaboration of entrepreneurs (Internet, club, social gathering, incubator space, and so on).		
	Establish, support, and monitor a business mentor system.		
	Run business “birth announcements” in the local paper.		
	Support strong entrepreneurial development programs to help new businesses form and expand locally.		

Michigan State University Public Policy Brief

#	K. Entrepreneur Friendly Things to do to prepare for the New Economy	Our government need to do this	Done
	Establish a business/education roundtable as a regular forum for businesses to discuss education and training needs and for education to discuss program challenges, curriculum options and resources.		
	Other:		
	Other:		

Help Us Make This Checklist More Complete.

The above checklist is a start. It reflects a compilation of ideas from several sources. But we know there are more ideas which will evolve as Michigan communities work on this. Please share those ideas so they may be included in future versions of this checklist.

Please write those ideas in the blank table, below and send them to:

Kurt H. Schindler, AICP, MSU Extension Educator

Michigan State University Extension

SCHINDL9@anr.msu.edu

Overland: MSU Extension, Manistee County

385 Third Street, Suite B

Manistee, Michigan 49660-1718

Author

This publication was developed in collaboration by:

- Kurt H. Schindler, AICP, Distinguished Senior Educator Emeritus, Government and Public Policy, MSU Extension, Michigan State University

To find contact information for authors or other MSU Extension experts use this web page: <http://msue.anr.msu.edu/experts>.

MSU is an affirmative-action, equal-opportunity employer, committed to achieving excellence through a diverse workforce and inclusive culture that encourages all people to reach their full potential. Michigan State University Extension programs and materials are open to all without regard to race, color, national origin, gender, gender identity, religion, age, height, weight, disability, political beliefs, sexual orientation, marital status, family status or veteran status. Issued in furtherance of MSU Extension work, acts of May 8 and June 30, 1914, in cooperation with the U.S. Department of Agriculture. Jeffrey W. Dwyer, Director, MSU Extension, East Lansing, MI 48824. This information is for educational purposes only. Reference to commercial products or trade names does not imply endorsement by MSU Extension or bias against those not mentioned. The name 4-H and the emblem consisting of a four-leaf clover with stem and the H on each leaflet are protected under Title 18 USC 707.

Appendix A - Sample Master Plan Introductory Paragraphs for New Economy

Sample Introductory Paragraphs to Use in a Master Plan to Explain How Regional Picture for Economic Strategy Fits with a Local Master Plan.

Michigan and the [____name of your county____] area are facing challenging economic times. This is in significant part due to a change the economy has made to a global economy. Some call it the new economy. Characteristics of the new economy are:

- Global – with world-wide competition, where regions (not towns or municipalities) must be the player (strong regional dimension and pooling of resources).
- Entrepreneurial – Innovative small business start-ups with community support, and, help: Education, Networks, Culture of Entrepreneurship, Resources, Business Incubators.
- Knowledge-based – where skills, creativity, and talent are highly valued and abundant. (Quality of life, green special areas, assets.)
- Success comes from: ability to incorporate knowledge, technology, creativity, innovation, and cooperative public-private-nonprofit, cooperative regional relationships.

It may help to compare the old economy with the new economy. The following table presents a comparison:¹

Old Economy	New Economy
<u>Inexpensive</u> place to do business was the key.	Being <u>rich in talent and ideas</u> is the key.
<u>A high-quality physical environment</u> was a luxury, in the way of attracting cost-conscious businesses.	<u>Physical and cultural amenities</u> are key in attracting knowledge workers.
Success = fixed <u>competitive advantage</u> in some resource or skill.	Success = organizations and individuals with the <u>ability to learn and adapt</u> .
Economic development was <u>government-led</u> .	<u>Partnerships</u> with business, government and nonprofit sector lead change.
Industrial sector (<u>manufacturing</u>) focus.	Sector diversity is desired, and <u>clustering</u> of related sectors is <u>targeted</u> .
Fossil fuel dependent manufacturing.	<u>Communications dependent</u> .
<u>People followed jobs</u> .	Talented, well-educated people choose location first, then look for a job.
<u>Location mattered</u> .	<u>Quality places</u> with a high quality of life matter more.
Dirty, ugly, and a <u>poor quality environment</u> were common outcomes that did not prevent growth.	<u>Clean, green</u> environment and <u>proximity to open space</u> and quality recreational opportunities are critical.

A deeply rooted fundamental for economic development and economic development planning in the New Economy is regionalism and regional strategies. This is important because in the new economy, we are not competing with our neighbors; we are competing with other regions across the globe. On a smaller

¹ Adelaja, Adesoji “Soji” O., Wyckoff, Mark A., and others; *New Economy 101: Fundamentals of the New Economy*, Spring 2010; part three, PowerPoint™ slides 44-45.

Michigan State University Public Policy Brief

scale, it might be that [__your region, e.g., Northwest Michigan__] is competing with Northeast Wisconsin. But on a much larger scale it is the entire Great Lakes Basin might be competing with northern India, eastern China, or Brazil. It is this larger scale has a much greater affect on our prosperity and the success of economic development for [__name of your municipality__].

As a result it is important to leverage local assets and align local strategies with those in the region and subregion. It is important to leverage those assets and align strategies with the state's economic planning, and for Michigan to do that with the Great Lakes Region.

Each region (the minimum size area for economic development – often multiple counties in size– need to have plans that build on unique regional assets and opportunities. That is so a region, and each of the counties and municipalities in that region, can capitalize on regional comparative advantage in building regional and global uniqueness and competitiveness. Dr. Soji Adelaja, Director of the MSU Land Policy Institute developed the concept of Regional Strategic Growth in 2007 around four principles:

- Regionalism
- Urban-Rural Interdependency
- Strategic Assets Assessment & Strategic Growth Plan
- Targeting of Resources
- Importance of Regional Plans

This Master Plan is prepared with the intent to complement and work with in [__your municipality's name__]'s subregion [__your subregion's name__], which in turn complements and works within [__your state planning and development region's name__].

[__your community's name__] is not able to be everything to everybody. But because [__your community's name__] is part of a region that can be. When coordinating with subregion and region plans, the process in preparation of this plan was to determine which parts of those subregion and region plans should link to specifics for this [__township/village/city/county__]. For example an analysis was done looking at various planning maps, such as special and unique areas, to identify features who's spacial extent includes territory in this [__township/village/city/county__] and beyond, and features who's spacial extent is completely within in this [__township/village/city/county__], but raises to a subregion or regional importance. This review was done across all aspects of planning for: [edit this list so it includes only those items germane to your master plan]

- Economic development,
- Attraction of talent and population,
- Diversify our economy.
- Expand our markets.
- Embrace the Green Economy & its focus on alternative energy.
- Promote and support entrepreneurialism.
- Focus on talent retention and attraction.
- Focus on population retention and attraction.
- Focus on effective placemaking and place-based strategies.
- Rightsize and maintain our infrastructure.
- Continue workforce development and increase participation in lifelong education.
- Create regional asset-based economic development strategies.
- Work cooperatively to target resources to implement regional strategies.
- Reform financing of public services and investments in our future.
- Use Strategic Growth Plans to attract federal and other resources.

Michigan State University Public Policy Brief

- Foster distinctive, attractive places with a strong sense of place.
- Create walkable neighborhoods.
- Create a range of housing opportunities and choices.
- Mix land uses.
- Provide a variety of transportation choices.
- Preserve open space, farmland, natural beauty, and critical environmental areas.
- Strengthen and direct development toward existing communities.
- Take advantage of compact building design.
- Encourage community and stakeholder collaboration.
- Make development decisions predictable, fair and cost-effective.
- Complete Streets
- New Urbanism
- LEED for Neighborhood Development
- Livable Communities
- Healthy Communities
- Green Communities
- Sustainable Communities (economic, environmental and social sustainability)

To the extent that these features are germane to this [__township/village/city/county__] those portions of the [__your subregion's name__] Plan and [__your state planning and development region's name__] are adopted by this reference, and made a part of this Master Plan.

[Add more detail for your master plan here.]