



Antrim Benzie Grand Traverse Kalkaska Leelanau Wexford

# THE GRAND VISION

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[www.thegrandvision.com](http://www.thegrandvision.com)

April 2009





## Dear Neighbor,

Welcome to the Grand Vision—a community vision for the future of transportation, land use, economic development and environmental stewardship in our region. This Vision document marks the end of a full year of public input activities and the beginning of the Grand Vision. Over the year, workshop maps evolved into future scenario options and then a Vision Decision public polling. This Grand Vision is an expression and a description of what the residents of **Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford Counties** said about the future. It is the direct result of the Vision Decision polling process.

The Grand Vision is different from other growth plans. This vision is an expression of how transportation options, new businesses and new residents can be added to the region as a positive change over the next fifty years. The plan is done at a regional level recognizing the connection between transportation systems, labor markets and ecosystems. Instead of the traditional “Plan, Fund, Build” approach to transportation planning, the Grand Vision process started with community values and public input. There will be more technical plans to support the Grand Vision, but this is the big picture of how we want to grow.

The Grand Vision is a transparent process led by citizens who are willing to make things happen. It’s built on a basic belief that the citizens of the region can make decisions today to create the region of tomorrow. It starts here with the big picture—a guide for coordinating transportation systems with land use patterns, housing choices, economic growth and environmental protection over the next fifty years. We understand that growth happens. The Grand Vision lets us decide how. Please join us in building our future.

*Traverse City Area Transportation and Land Use Study (TC-TALUS)  
and  
The Grand Vision Coordinating Group*

## Coordinating Group Mission Statement...

...to use a transparent and citizen led discussion and process to ensure the development of a community vision, plans for the future, and projects that address land use and transportation challenges facing the region.

**The Grand Vision was initiated through the work of this broad coordinating group that met from 2005-2009. Participating agencies and organizations on TC-TALUS and the Coordinating Group include:**

- |   |   |
|---|---|
| Antrim County   | Bay Area Transportation Authority                                     |
| Benzie County   | TART Trails, Inc.   |
| Grand Traverse County                                 | Homebuilders Association  |
| Kalkaska County                                       | Grand Traverse Band of Ottawa and<br>Chippewa Indians                 |
| Leelanau County                                       | Watershed Center Grand Traverse Bay                                   |
| Wexford County  | Traverse City Area Public Schools                                     |
| City of Traverse City                                 | Munson Healthcare   |
| Acme Township   | Michigan Land Use Institute   |
| East Bay Charter Township                             | Northern Michigan Environmental Action Council                        |
| Garfield Charter Township                             | Northwestern Michigan College   |
| Blair Township  | Traverse Area Association of Realtors                                 |
| Elmwood Charter Township                              | HomeStretch   |
| Michigan Department of Transportation - Traverse City | Grand Traverse County Chapter of the<br>Michigan Township Association |
| Transportation Service Center                         | Citizen-at-large (2)  |
| Grand Traverse County Road Commission                 | Youth Representative  |
| Traverse City Area Chamber of Commerce                |   |
| Traverse City Convention and Visitors Bureau          |   |

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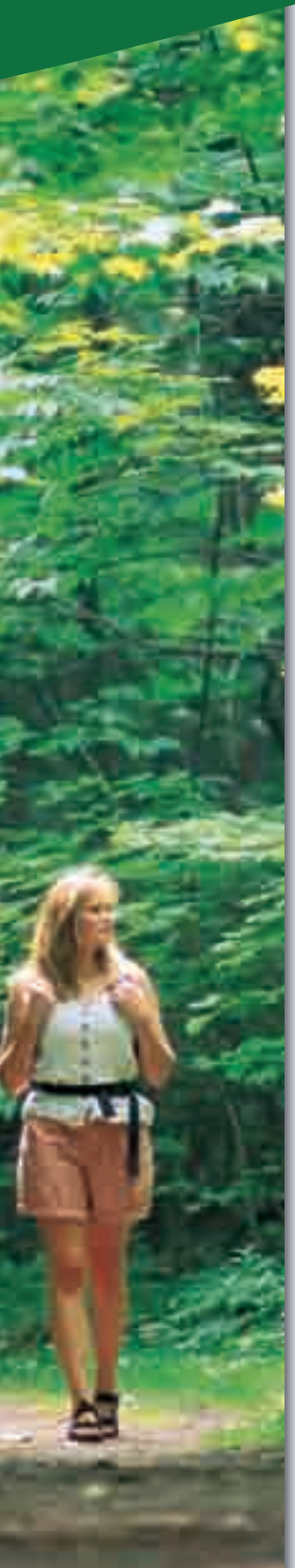
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## Vision Statement

### Description of the region in 2060

The region has really grown over the last fifty years and it has been a change for the better—for the economy, the transportation system, the cities and villages, and the farms. It's still a beautiful place. The stunning, clean blue water of the Grand Traverse Bay and Lake Michigan are joined by inland lakes and rivers throughout the six counties. Public forest areas are large, pristine natural places. The sand along Sleeping Bear Dunes stretches further than the eye can see. Scenic views are found everywhere—at the beach, along a trail, at a turn in the road, or out a restaurant window.

Our natural resources and scenic beauty have played a part in our growing economy. We've attracted a group of talented employees and new businesses to the area. New small businesses have started up in a wave of knowledge-based industries while green energy advances have spurred new manufacturing activity. High speed Internet serves the region and makes it possible for people to work from home. Medical services expand to serve the increasing senior population. Tourists come year-round and flood the area during big festival weeks.

While some people drive or take the bus into the city for work, many others work close to home. There are choices about where to go and more choices about how to get there. The road network is safe and lots of people drive their cars. The streets downtown can be crowded, though, and sometimes parking spaces are a few blocks away. The bus is a good way to get between the village and city centers. In some places, a bike trail offers another choice. There are walking and biking paths in town so it's easy to get around without a car. Traverse City and Cadillac even have an urban circulator that people ride around downtown. Plans are being made for the future when it's a permanent system. For out of town trips, the train is a popular option.

Villages and a few larger cities are nestled in spots between the water and the fields. Their vibrant, bustling main streets contrast sharply with the rural landscape. Buildings with picture windows line the sidewalks. People walk under street trees and wait on benches while going to daytime jobs or evening entertainment and often see friends along the way. The pavement and bricks are softened by planters filled with flowers. Nearby, a pocket of manicured grass offering an escape from the urban scene and a break between buildings provides a glimpse of the water.

Agriculture enhances the region's scenic beauty and is an important part of the economy, too. Orchards flower in the spring and then bear cherries and apples and grapes in late summer and early fall. A sign reading "Locally grown" is frequently found on packages, menus and in the lunchroom. Tourists visiting the villages enjoy local wineries and farm markets.

## Executive Summary

What will the region be like in 2060? Together we've created a vision. We know what's important to us and our vision is built on our values. We know this place is special and we want to keep it that way. Growth is coming to the region and our vision makes room for more people and more housing options and more jobs in our villages and cities. Our vision includes a multi-modal transportation system with safe and efficient roads, transit service and non-motorized options. The vision map on pages 17-18 paints the picture, and the seven statements below are a guide for our future actions:

Strengthen the local economy with more jobs offering security and a living wage in cities and villages around the region. Train the workforce for Michigan's new economy with a quality education and opportunities for lifelong learning.

Maintain and improve the existing road system and place increased investment in public transportation, bicycling and pedestrian infrastructure to maximize system efficiencies, provide choices in mobility and support energy conservation.

Create a group of unique villages and cities that are active and charming places with a main street or a downtown.

Provide more variety in housing choices to match peoples' needs and preferences for lower cost, higher efficiency, central location, and low-maintenance lifestyle options.

Celebrate food, farming and rural development as a definitive part of our economy, our culture and our identity.

Protect and preserve the water resources, forests, natural areas, and the scenic beauty of the region.

Incorporate a sustainable energy focus into economic development, transportation and building.

This is our Grand Vision—our vision of how we want our community to be in fifty years. It's built on our values; the things that are important to us. It's described on a map, through building blocks and in the guiding principles. And it's attainable through our choices and actions.



# 2009

## Where We Are and... How We Got Here

## Making it Happen

### September 2007

Six public information sessions are held to inform the public and spur citizen leadership.

### October 2007

The first scenario planning workshop is held at the Park Place Hotel.

### January 2008

Three small area workshops are held. They focus on downtown Traverse City, Interlochen and Acme Township.

### March 2008

Two high school workshops initiate intensive outreach to students across the region. Also, two regional transportation workshops are held. The project goes regional.

### May 2008

Five county scenario planning workshops are held. A speaker's bureau begins public presentations in Antrim, Benzie, Kalkaska, Leelanau, and Wexford Counties.

### July 2008

A community values survey is completed.

### October 2008

Vision Decision kickoff meetings are held in each county.

### November 2008

Over 12,000 completed scorecards are collected. In all, over 15,000 people in the Grand Traverse region participate in the Grand Vision process in some way.

### February 2009

Draft Grand Vision document presented for review and comment.

### April 2009

Grand Vision document finished and work begins on technical transportation studies and implementation steps.

## Getting it Started

### October 2004

A group of community leaders meets with Senator Levin to demonstrate a high level of regional cooperation and to request funding for a comprehensive transportation study.

### November 2004

The U.S. Congress passes an appropriation bill that reprograms \$3.3 million dollars from the Traverse City Bypass project to a regional transportation study and associated implementation activities.

### April 2005

Grand Traverse County appoints the Land Use and Transportation Study (LUTS) group.

### August 2005

LUTS group forms a Request for Proposal (RFP) subcommittee.

### October 2005

MDOT authorizes funding to provide staff support for LUTS.

### November 2005

TC-TALUS staff distributes RFP.

### August 2006

Mr. Robert Grow presents information on regional visioning at the annual Chamber of Commerce retreat.

### October 2006

Two firms are interviewed.

### November 2006

Mead & Hunt team selected.

### July 2007

Contract is executed. The Grand Vision project begins.

The region is growing and changing. Imagine this situation. As you travel through familiar places around the area, you find yourself thinking I don't remember that building being there. *When was that built? That's a nice looking park. Didn't that used to be an Italian restaurant? Didn't that used to be a farm field? What will this place be like fifty years from now?* Sound familiar?

Thoughts about the future lead to thoughts like *I hope it still feels like a special place. I hope the water is still clean. I hope it's a place my kids want to live. I hope it's a place my kids can afford to live. Is there anything we can do about it?*

Growth brings with it more community investment in things like transportation, sewer and water, and recreation. Growth is guided by public policies like zoning regulations and economic development initiatives that often come with spirited public debate. These challenges have created a community debate throughout the region that is heard at public meetings and at coffee shops and on the editorial pages around the region. *What's our future going to be like if we keep going in this direction? Is growth being guided in the right direction? What is the right direction? How can we decide?*



Improved technology has made the world economic market almost a single system. Service and manufacturing jobs have moved around the globe to places like India, China and Brazil.

The availability of fresh water, food and fuel supplies is a growing concern in areas around the world. Current social systems are not environmentally sustainable.



Social policy issues of poverty, education, and health care are overshadowed on the national political stage but they continue to affect the nation.

Policy changes and commercial investment begin to support "green" energy alternatives.

Since 2000, nearly every region of the country has experienced water shortages.



Michigan has suffered job losses for seven consecutive years.

Michigan adopted a renewable portfolio standard (RPS) for energy in October 2008.

Agriculture is the state's second largest industry yet some land use models project a seventeen percent loss of farmland by 2040.



The Baby Boom generation is aging. The 65-74 year old age group will increase over the next several decades while others decrease.

A majority of new households won't have children in them and households will be smaller than ever.

## From Ideas to Action

### Our Ideas

This vision reflects our ideas about where we want to go over the next fifty years. The community values survey identified our collective values—the love we have for the natural beauty in the region, the joy of having our friends and family close to us and the concern we have about the cost of living. The twelve scenario planning workshops let us explore ideas about where we should and shouldn't grow and how we should move people and goods around the region. The Vision Decision polling event collected ideas from more than 12,000 residents in all six counties about what we'd like to achieve with our public investments and through our public actions. The guiding principles and the vision map are the result of what we said.

### We make it happen

The Grand Vision is the general picture for the next fifty years. It is a guide to be used by local units of government, school districts, road agencies, economic development offices, and non-profit organizations. You decide what the Grand Vision means in your community and to your organization. Each group continues to make their own decisions. Local control and private property rights are respected and unchanged. Incentives are used more frequently than regulations. The Grand Vision is intended to help each of the region's many parts think in terms of the larger whole and move in a common direction.

## Next Steps:

The Grand Vision will be supported by a toolbox of technical documents.

### A Transportation Gap Analysis

This report will compare the current transportation system with the community vision and identify real or anticipated gaps in the transportation system based on traffic modeling work. This will address transportation in the study area with both maps and text.

### Corridors of Significance Report

This report will identify ten specific corridors of significance with the highest priority for improvement. The selection will be made based on traffic modeling work. It will take a first look at environmental factors, engineering design, traffic analysis, and access management tools for each corridor. Preliminary cost estimates will be provided with project design.

### Land Use Gap Analysis

This report will look at the relationship between existing land use regulations and the vision. It will describe issues that may prevent the community from reaching its goals for employment and housing, and provide guidance for replacing existing barriers.

# OUR

## Environment

We value both the scenic beauty and the outdoor recreational opportunities that spring from the region's open spaces, forests and clean water.

## Neighborhoods

We value the neighborhoods throughout the region that provide a quality place to live. Our neighborhoods give us a sense of community and the opportunity to enjoy our neighbors, friends and family.

## Safety

We value the personal and public safety we feel living in the Grand Traverse Region because of the low crime rates, adequate infrastructure and the presence of friends and family in the area.

## Economy

We value the opportunity to provide for ourselves and our families in this region because of the plentiful jobs and an affordable cost of living.

## Education

We value our quality education system that allows children to learn and succeed in school and in life.

## Water Quality

We value our clean lakes and rivers as the core of a healthy, natural environment and as the source of scenic beauty, recreation and a healthy economy.

## Community Values Survey

As part of the Grand Vision, a community values survey was conducted by Harris Interactive, Inc. The two-stage research study included interviews with 547 individuals across Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford Counties.

The purpose was to uncover the primary values of area residents so that future growth maintains the character and uniqueness that has endeared people to this part of northwest Michigan.

### The survey found...

Residents of the six-county region enjoy a high quality of life from:

- Living in a scenic area
- Having access to nature
- Surrounded by friends and family
- Low crime / safe community.

The level of importance placed on protecting the environment is uncommonly high in the six-county region, and 73% identified long range planning for growth as important.

The region has uncharacteristically high levels of smart growth support for a region that has such a high number of rural residents.

See the complete report at [www.thegrandvision.org](http://www.thegrandvision.org).

# Building Blocks

The vision map is an illustrative map that demonstrates a regional growth concept for the six counties of Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford. The growth pattern is a reflection of community decisions made about transportation and land use preferences, as well as economic growth, housing, agriculture, and the natural environment at scenario planning workshops and through the Vision Decision community polling process.

Each pink and purple area on the vision map is an urbanized area—a city or a village—made up of several individual land uses. The green areas represent uses related to agriculture and the natural environment. The building blocks on the following pages describe what each type of land use looks like, as well as how it functions. The text contains descriptions of transportation systems, housing options and economic impacts.

Some building blocks have characteristics that are closely aligned with the direction of the Grand Vision while others seem to be completely at odds with it. So why include them all? They're included because they all exist in communities around the six-county region and there will be a demand for them in the future. They each have a place in our collective lifestyle and have an impact on our transportation system, housing choices, economy, and the visual appearance of our community.

The building blocks help to inform residents and local decision makers about the transportation, land use and economic impacts of specific land uses. The building blocks help us understand how to build the Grand Vision piece by piece.

## Transportation Building Blocks

Transportation building blocks were also used in the scenario planning workshops:

### Transit Options

Regional Bus 

Bus Rapid Transit 

Urban Bus Circulator 

### Road Improvements

Roadway Widening 

New Roadway 

Street Diet & Traffic Calming 

### Walk and Bike

Pedestrian/Bicycle Friendly Streetscapes 

Multi-Use Path 

### Rail

Light Rail 

Commuter Rail 

Streetcar 

Transportation input collected at the workshops is essential to the creation of the Grand Vision.



## Walkable compact community

The **Village** development type is a walkable center for small community or neighborhood services. Though smaller than a downtown, villages are also employment centers and may include small scale retail and offices, as well as small manufacturing or processing businesses. Buildings can be multi-story and can include mixed uses including live-work developments with residential units on the second floor. Villages also include dense residential development such as apartments, duplexes and townhouses so people can live close to jobs and services. There are on-street parking spaces and several public parking lots are available nearby. The landscaping and tree canopies give a natural, rural feel to the village. The paths and local park let people get out in nature. A system of grid streets connects through the village. There is a central public transportation stop with connections to other villages and cities and walk and bike facilities connecting through the village to nearby neighborhoods. Public infrastructure investment and development incentives encourage jobs and housing to locate in the village.



**Downtowns** are busy places with lots of people and lots of activity. Both Traverse City and Cadillac have a downtown area. More than a main street, downtowns stretch over multiple blocks in several directions. They play host to regional services and entertainment attractions—a major employment area—and a diverse mix of housing. Dense development patterns put central activities in walking distance of each other and space is at a premium. In order to maximize the limited space, downtown buildings in Traverse City and Cadillac may reach six stories or more in height and contain a mix of uses. Display windows and protective awnings are inviting to pedestrians, and the wide sidewalks and plazas in front are walkable and popular gathering places. There is multi-modal access around downtown and a public transportation hub at the center. Car traffic is heavier in these areas than in other parts of the region. Parking is at a premium and may require structured ramps to match demand and density. Public investment in the transportation system, recreation areas and public art is heavy in the downtown.



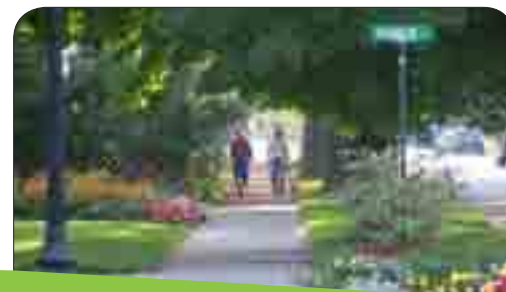
### Walkable compact community (continued)



**Main Street** is the principal street of a village and is often a state highway. Examples of Main Streets exist around the region in places like Beulah, Northport, Kalkaska, and Elk Rapids. Main Streets are walkable because of their limited length, mix of uses, sidewalks, and interconnected street networks. However, high traffic volumes may call for design modifications like clearly marked pedestrian crossings, buffers from through traffic and traffic calming measures. Main Streets may also have a regional bus connection and a designated bike lane. Bicycles can also use the local streets. Attractive streetscapes are also functional and include bike racks, streetlights and benches. Buildings typically stand one- and two-stories tall and sometimes include offices or apartments above the storefronts. Main Streets are primarily lined with service and entertainment destinations on the ground floor rather than centers of employment. Sidewalk cafes create gathering places during parts of the year. Central surface parking lots provide parking a block behind Main Street.



**Compact Neighborhoods** are medium-high density residential areas that are located near a city or village center. They contain a mix of small lot, single-family dwellings, cottage developments, mid- to low-rise multi-family developments, and townhouses. Housing costs in the neighborhood are diverse and include below market units as well as moderate and high-end price points. Community park areas and small yards bring nature into the neighborhood. Compact Neighborhoods are almost exclusively residential, but retail and commercial services may be provided in a mixed-use development and home-based business may be permitted. Local streets are well connected creating a walkable environment in the neighborhood. A pathway system connects to the nearby town center for walking and biking. In cities, Compact Neighborhoods may be served by urban circulators. Residents travel out of the neighborhood by car or bus to reach regional employment and service locations. To ensure a balance of density and respect for the environment, many communities will seek water and sewer investments.



### The rural landscape

**Natural Conservation Areas** are areas with unique natural environmental features or scenic beauty (view sheds) that the community wishes to preserve in a natural state. These areas include land already protected through the state and national forests and national shoreline protection programs, county and local parks, and areas already protected by a conservation easement. They also include environmentally sensitive areas and areas with unique environmental features. Some examples are sensitive areas around water resources, including shorelines and water recharge areas, high risk erosion areas, wildlife habitats and corridor areas, and areas supporting an endangered plant or animal species. Travel to and from these areas is primarily by car. Areas located close to a town center may also be reached by bicycle or on foot. Transit service may be provided seasonally to popular tourist destinations. Natural Conservation Areas create direct employment in fields like conservation and maintenance, and also attract tourists to support hospitality businesses in the region. Also, natural areas improve the regional quality of life and attract talented workers and new businesses to the area.



**Agricultural Preservation Areas** are those areas permanently preserved for agricultural uses or most likely to be considered for permanent preservation based on owner interest and physical characteristics. Indications of interest from landowners include enrollment in farmland preservation programs or application to the Purchase of Development Rights program. Also, the land must be physically suited for preservation. This measurement includes prime or unique soil characteristics or unique micro-climates. It also includes size or area. Agricultural Preservation Areas are single large parcels or a patchwork of smaller parcels that together create a block of agricultural land. Personal transportation in Agricultural Preservation Areas is by automobile. Year-round road access and smooth flowing traffic is essential to moving farm vehicles and large amounts of farm products during harvest seasons. Housing is single family residential. Economic activity is based on agricultural production, farm markets, and some value added processing.





### Suburban and rural housing



### Auto oriented retail

**Large Lot Subdivisions** consist entirely of single-family, detached homes that are similar in size and cost. This development type is characterized by large residences on lots of at least an acre without curbs or sidewalks. The larger lot size allows development to occur without sewer service and green areas are provided by the large individual yards. Large lot subdivisions have their own internal street network of public or private roads with one or two connections to a state or county road. A ground sign at the intersection displays the name of the subdivision. Internal street connectivity is usually low with curving road patterns and cul-de-sacs. These subdivisions are typically several miles from employment and retail services, and people travel to and from destinations by automobile. Trips to school are by bus or car. Even trips within the subdivision are often done by car because of the low street connectivity and absence of sidewalks.



An **Activity Center** is a collection of large-scale retail buildings including big box retailers, offices, restaurants, and multi-family housing. Activity Centers are usually positioned at intersections of arterial roads with the largest buildings built a long way back from the road. Buildings in an activity center are designed to be accessed by automobile and include large surface parking for autos and trucks. Some have an internal street system between parking lots and buildings. An Activity Center can generate high volumes of traffic at certain times of the week, which can cause congestion on the arterial roads serving the area. Turn lanes and traffic signals may be added to facilitate traffic movement. The Activity Center development type contains a relatively dense mix of uses that is comparable to a Main Street. Unlike a Main Street, however, it is not pedestrian friendly. Walking and transit options in and around the development are limited. Landscaping is placed along the arterial and in locations throughout the parking lot. Public water and sewer is needed to support an Activity Center.



**Rural Housing and Rural Cluster Housing** are part of the rural landscape. Rural housing is described as single-family homes on large rural lots created one at a time with frontage on an existing road. These lots may be used for hobby farming and may have a small pond or forest area. Rural Cluster Housing is a planned community with homes grouped together and natural resources conserved on the rest of the parcel. Uses are typically single-family residential but may include duplexes, townhomes or other multi-family units, as well as neighborhood commercial uses. A few carefully planned internal roads connect to a public arterial so there is little to no visual impact. Rural Clusters may require a community septic system depending on density. All rural housing can be incompatible with agricultural operations and may be fifteen or twenty miles from urban amenities. Travel from rural housing to employment and shopping is done by automobile. Because they are spread out and far from urban centers, the cost of emergency services and school buses is comparatively high.



**Arterial Commercial** development is similar to an Activity Center although it lacks the big box style development. The main difference is its form. Rather than being located in a block pattern at an intersection, Arterial Commercial development has a linear pattern along the road—sometimes called “strip commercial.” Buildings are typically one-story with several businesses in a single building. Access is provided to each business directly through a front door. Often, each business displays a sign on the building and a group sign is placed in front as well. It is auto oriented with large surface parking and has a mix of retail, drive-thru restaurants, office, and residential uses combined. Because of its proximity to the road, Arterial Commercial has a high visual impact. Connections in this development type consist mostly of internal driveways between parking lots or frontage roads. Housing is either in the form of apartments or residential subdivisions; both are typically auto-oriented outside of the development itself although internal pedestrian connections are possible. Urban services are usually required for Arterial Commercial development.







## Auto oriented employment

**Employment Districts** are often called office parks and include low- to medium-density office buildings surrounded by surface parking. Structures are usually one or two stories with attractive lawns and modest signage. The office uses create professional and clerical jobs in a range of service oriented fields including insurance, finance and medical services. Employment Districts do not include manufacturing and residential uses but may include a mix of commercial uses such as restaurants, copying or dry cleaners. Employment Districts are often located near highways for easy auto-access by employees and customers but are usually also compatible with residential uses. Generally, all trips by employees and customers are made by car. Walking options are limited but pedestrian connections could serve employees who might walk to work or to lunch. While mostly auto-oriented, an Employment District may be served by a regional bus or a private, employer-sponsored shuttle service to increase transportation options.



The **Industrial** development type is made up of all industrial activities. Industrial uses include both small and large manufacturing and assembly operations, research and development activities, and warehousing and distribution facilities. Industrial uses are employment centers with relatively high paying jobs. More intense industrial uses operate on a large scale and need large parcels, large surface parking for autos and trucks, access to all-season roads, and may need sewer and water infrastructure. Walking and transit options are limited for these sites, although a regional bus or private, employer-sponsored shuttle service could provide alternatives to automobile access for employees. Intense industrial uses need to be separated from residential and commercial centers due to off-site impacts. Low- and medium-density industrial uses are able to locate in cities and villages with appropriate design and buffering. In urban areas, smaller industrial uses can reuse vacant buildings and can bring jobs close to residential centers.



## About the Map

The Vision map is an expression of how we want our region to grow from now until 2060. It's a visual way to explain our preferred future. It's an illustrative map. It's a concept. It's a guide.

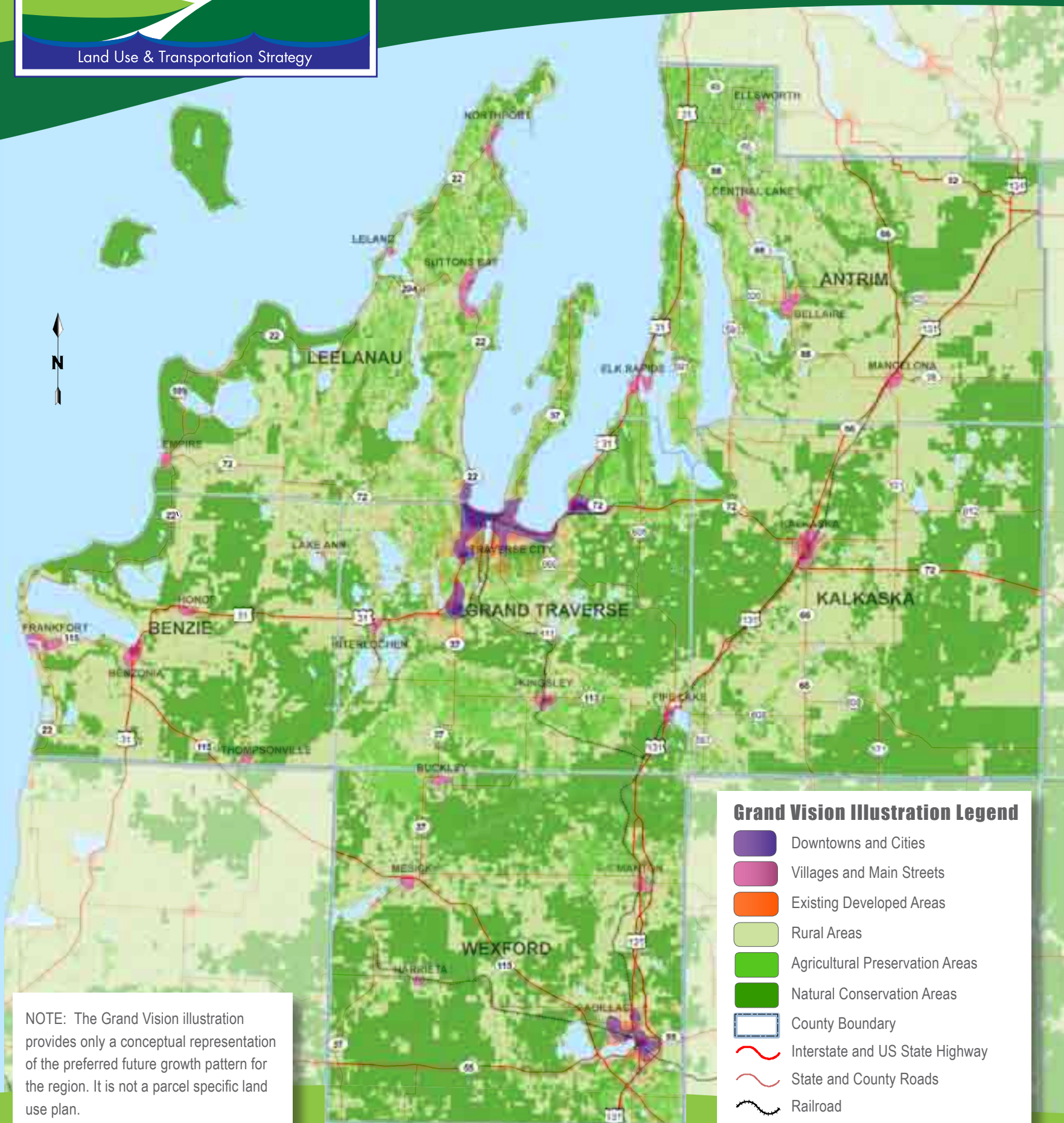
**Land Use Information.** The pink and purple colors show some of the unique cities and villages that together form a region. It shows a preference for locating new growth in existing cities and villages. The blended green shading shows the rural landscape that combines agriculture, conservation areas and other rural areas. The large amount of green is a testimony to the community's desire to preserve the rural and natural landscapes. More specific information about the land uses is provided in the building block section.

**Transportation Information.** The map shows major road corridors and existing railroad lines in the region. Additionally, the transportation icons in the land use description boxes indicate the modes of transportation that can be associated with each area. Note that walking, biking and transit are transportation choices in the cities and villages because of the higher density development.

**How to use the map.** The Vision map is unlike many in land use planning projects. It is not parcel specific. The boundary and parcel lines are not clear and they're not supposed to be. The Vision map does not regulate land use and it has no legal authority. It is a guide to explain and remind local decision makers of how the citizens of Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford Counties want to grow.

The Grand Vision is a regional vision for both transportation and land use planning over the next fifty years. The relationship between land use and transportation is symbiotic—the condition of one directly affects the condition of the other. Transportation improvements spur land development and land development drives a new need for improved transportation. While the connection between land use and transportation has been recognized in concept for years, the practice of combining or coordinating the two professions in practice is just getting started.





**Grand Vision Illustration Legend**

- Downtowns and Cities
- Villages and Main Streets
- Existing Developed Areas
- Rural Areas
- Agricultural Preservation Areas
- Natural Conservation Areas
- County Boundary
- Interstate and US State Highway
- State and County Roads
- Railroad

NOTE: The Grand Vision illustration provides only a conceptual representation of the preferred future growth pattern for the region. It is not a parcel specific land use plan.

### Downtowns and Cities

The Grand Vision identifies downtown areas with lots of people and lots of activity, such as Traverse City and Cadillac. More than a village or a main street, downtowns stretch over multiple blocks in several directions. They play host to regional services and entertainment attractions, act as a major employment area, and provide a diverse mix of housing and employment options. Dense development patterns put central activities in walking distance of each other and space is at a premium. Buildings may reach eight or more stories in height.

### Villages and Main Streets

The Grand Vision identifies village and main street areas that provide walkable centers for small community or neighborhood services. These areas provide jobs in small scale retail, office, manufacturing, or processing businesses. Interlochen, Kingsley, Frankfort, Suttons Bay, and Elk Rapids are examples. Buildings are one and two stories tall and can include mixed uses including live-work developments. Village areas often center around their main streets and include residential development.

### The Rural Landscape

There are three different categories on the map that combine to describe the rural landscape of the region. They are rural areas, agricultural preservation and natural conservation areas. Each is described below.

#### Rural Areas

Rural Areas are all areas outside of cities and villages that are not identified for agricultural preservation or natural conservation areas. They include both rural housing and agriculture. Agricultural activities in rural areas include fields of row crops and pastures for livestock. Rural housing is also part of the rural area. Single-family homes sit on large parcels where private yards may be used for hobby farming or recreation areas. Cluster housing development also occurs in rural areas using conservation design tools.

#### Agricultural Preservation

Agricultural Preservation Areas shown here are areas that have prime and unique soil characteristics or unique micro-climates or both. These are characteristics that make them especially well suited to agricultural production. The practice of agricultural preservation protects agricultural land from conversion to other uses like housing. It is most effective when it includes large blocks of land in a single area. Permanent preservation efforts need a combination of land suitability, owner interest and community support.

#### Natural Conservation Areas

Natural Conservation Areas shown here are areas that are already protected through the state and national forests and national shoreline protection programs, county and local parks and areas already protected by a conservation easement. It also includes environmentally sensitive areas where development is restricted such as wetland and floodplain areas. This can also include areas with unique environmental features or scenic beauty identified by local communities.



### ...increasing employment opportunities and economic security.

There are more businesses opening in the region annually that offer full-time employment and a living-wage. Most of the new jobs are in the cities and villages near a range of housing options. Some larger employers offer employee transportation vouchers for the regional transit service or run a private shuttle bus. Lots of new jobs are created in the growing knowledge-based industries. Employers bring their businesses to the region because it can find or attract quality employees, which are in high demand. The community's support of cultural resources and commitment to education are part of the appeal. Reduced development pressure on agricultural and forest land has increased investment in agriculture, tourism and resource-based businesses too.

**Emphasize new economic opportunities.** Economic opportunities that are in synch with Michigan's transition to a new economy are the focus of recruitment and development efforts. These include knowledge-based industries like green energy, computer technology, medical care, and research and development. Special efforts are made to attract and support sustainable industries that provide quality jobs.

**Support economic development through technical infrastructure and education.** The regional electrical grid is enhanced to provide an ample and reliable source of power for business and industry around the six-county region. Current technology is a business necessity. Investment is made to provide and maintain state-of-the-art Internet access to homes and businesses throughout the region and especially in cities and villages. Northwestern Michigan College is a portal to post-secondary education in the region and a lifelong learning partner. Its programs and partnerships are responsive to the changing educational needs of the economy and people. Current programs include a focus on water studies, value-added agriculture, alternative energy, and healthcare.

**Increase employment in cities and villages.** A growing number of jobs are located in the region's cities and villages. Consumer demand increases with the population so new stores open for business. New businesses locate near the population centers where they can find talented employees. Buildings, signs and landscaping look nice and people don't mind having them in town. Local regulations adjust and municipal services expand to encourage and support this growth. The enhanced cities and villages are attractive to tourists who support the local hospitality industry. Expanded high speed Internet services are available to commercial operations and home-based businesses throughout the region.

**Support existing and new industrial activity in the region.** Industrial activity continues to be an important part of the region's economy, both as an employer and a source of value added production. Some industrial uses operate on a large scale and need large parcels, access to all-season roads, freight rail service, and sewer and water infrastructure while others are able to locate in cities and villages. Local planning commissions recognize the range of industrial uses and identify a variety of suitable locations in their master plans and zoning ordinances. The *New Designs for Growth Guidebook* is a useful resource ([www.newdesignsforgrowth.com](http://www.newdesignsforgrowth.com)).

#### Projected Employment Change in the 6-County Region: 2005-2035

Growth projections indicate that over the next thirty years there will be 31,630 new people in the region, 26,909 new jobs, and 14,499 new households in the Traverse City Micropolitan Statistical Area.

County	Number of New Jobs	Percentage Increase
Antrim	1,173	10.32%
Benzie	1,506	17.49%
Grand Traverse	14,490	22.19%
Kalkaska	364	6.36%
Leelanau	891	8.74%
Wexford	1,549	8.05%
<b>Total</b>	<b>19,973</b>	<b>16.58%</b>

Source: Moody's Economy.com forecast with a 4% adjustment prepared by Fregonese Associates





### ...improving the region's transportation network.

The road system is at the core of the regional transportation network. It helps people get around safely and quickly and helps businesses move supplies in and out. While alternative transportation options are increasing, driving is still the primary mode of transportation for a majority of residents and visitors. The existing road network is maintained and improved annually. At the same time, public support for transit and non-motorized transportation grows. Money is invested in transit improvements and spending is increased to build more bicycle and pedestrian routes. Transportation spending and system improvements are guided by these principles:



**Maintain and improve the existing road system.** The road system is well maintained through an organized system of asset management. Several Main Street areas are "complete streets" with the addition of a bus turnout, a bike lane and wider sidewalks. Most new roads are built in village and city centers to complete connections in the existing grid networks. Transportation tools to address capacity issues still include new roads and additional lanes, but have expanded to include transit, non-motorized, operational, traffic calming, and context sensitive solutions. This combination of solutions is making the best use of existing right-of-way and shrinking construction budgets while also considering aesthetics and community mobility needs. There's still much more traffic in summer months than during the winter, but most of the time things go smoothly.



**Increase public transportation service regionally and in the cities.** The transit system is evolving step by step in the region and in the largest urban areas. Support for public transportation is shown by a steady increase in funding and ridership. Higher density development patterns in the region make regional bus, bus rapid transit or urban bus circulator more efficient, and transit systems encourage high density development. In the winter, snow is cleared between sidewalks and bus shelters. An express bus service is popular in the mornings and evenings. The system could grow to support the beginning of a light rail line.

### Expand transportation infrastructure serving pedestrians and bicyclists.

People are walking and biking for lots of reasons. The combination of transportation with recreation, physical activity and increased social connections is appealing. The efficiency of sidewalks and bike lanes on congested urban streets is also attractive. The lower cost attracts people out of both choice and necessity. A commitment to reducing the region's carbon footprint is a motivating factor, too. In the northern climate, better design and improved maintenance of walking and bicycling facilities can help facilitate their use in every season throughout the year. Residents support transportation spending that maintains the existing road system and builds new pedestrian and bicycle routes.

### Prepare for passenger rail service to Cadillac and Traverse City.

Passenger rail service could be a reality again in Cadillac and Traverse City. Amtrak has set ridership records in each of the past six years and plans are being made to upgrade the rail network in Michigan. The Detroit-Chicago passenger rail corridor is a national priority for high speed rail service. Transportation planning in the six-county region anticipates passenger rail service to downstate areas.

### ...a group of unique villages, that together form a region.

Public investment is directed to cities and villages. Parks, paths and roads are being built and maintained along with more homes, cottages and apartments. Main Streets and town centers are filled with people who live or work nearby because new businesses and housing are built in and around the village centers. Although it's busy, the area still has a small town charm. People walk and bicycle safely through the village and a regional road system connects the community to other towns and cities. Traverse City and Cadillac grow larger, adding houses on the fringe and more office buildings, apartments and townhomes to their downtowns. More people fill the streets and sidewalks. They are vibrant places where people enjoy a variety of stores, restaurants, services, schools, activities and entertainment through a simple walk, bike ride, or short drive. The enhanced villages and cities are special places that are guided by these principles:



# OUR GRAND VISION is...

## guiding principles



**Local elected officials know the public's preference.** People support a change from the "status quo" and the way unplanned growth slowly eats away at the rural landscape to an area where most of the region's new growth happens in existing cities and villages.

**Money is spent effectively to improve Main Streets and city centers.** Roads, sidewalks, bike routes, parking, sewer, water and broadband service are planned to serve the growing cities and villages. Public services including schools, public safety and public transportation are supported and coordinated with the growth in cities and villages. Local governments concentrate investment in central locations where investments will be most effective.

**Downtowns and Main Streets are attractive and active places.** Buildings along the village Main Street are typically two stories with shopping downstairs and offices or apartments above. In the cities, buildings are taller with some reaching eight or more stories. The wide sidewalks in front offer bike racks and benches. Parks and planters and street trees bring green space among buildings and sidewalks. Plazas are built in cities and villages where people can gather together for a concert or a conversation. A carefully placed break between buildings gives passers-by a beautiful scenic view. A pathway connects to a waterfront overlook.

**People like to walk and bike in village centers.** Villages and cities have convenient "park once" options and pleasant and safe sidewalks and paths so people can spend less time in their cars. Buildings and streets are designed so many things can be reached in a short walk or bike ride. There's a bus stop downtown for the regional bus that connects to other cities and villages.

**More people live in and near the city and village centers.** More people choose city and village centers as home. Builders are encouraged to locate new housing along and near Main Street. People choose from new single-family homes on smaller lots, apartment buildings and townhouses in the villages and the city centers. They like to live where they can walk to neighborhood shops and restaurants and enjoy the new sidewalks and plazas. Businesses prosper with the steady stream of visitors. As villages and cities grow, there is less development pressure on working farms, orchards and timber lands.

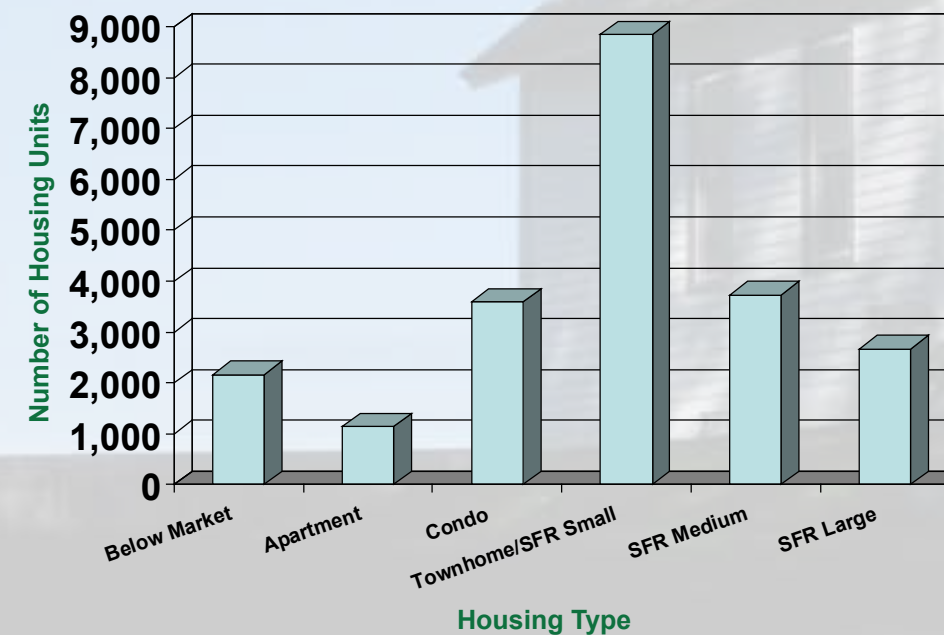


### ...expanding housing choices in the region.

The region is a beautiful and desirable place to live. The population is growing and most of the new housing is being built in the region's cities and villages. Some are traditional houses and there are also new townhomes, apartments and cottages. People are finding a variety of housing styles and price ranges that meet their different needs and preferences. Even though more people are living closer together, the new buildings fit in with the area's small town character. The expansion of housing choices in the region is guided by these principles:

#### New Housing Units Needed in the six-county region by Type from 2006-2035

There will be a demand for all types of new housing in the region over the next thirty years with an especially high demand for townhomes and single family residential (SFR) homes on small lots.



Source: Fregonese Associates from the Traverse City MSA



# OUR GRAND VISION is...

## guiding principles



**A more diverse mix of housing choices.** The region is filled with people of different ages, interests, lifestyles, abilities, and incomes. The housing stock expands to match these different needs. The new housing being built in the region supports the vision's land use pattern and is divided "60/40." Approximately 40% of new housing units are something other than single family homes.

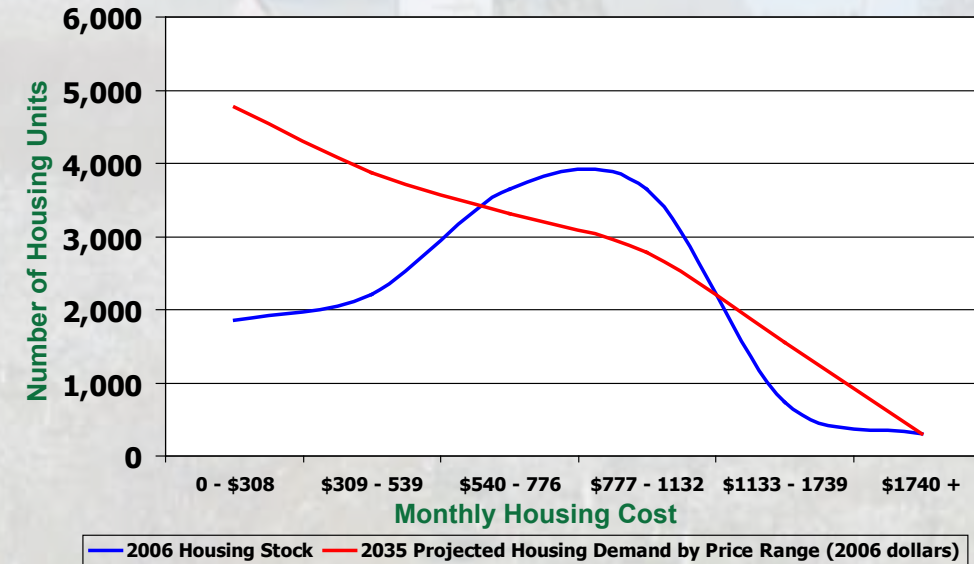
**More affordable housing options.** More affordable housing units are added in the city centers and villages around the region. Some units are subsidized. Access to affordable housing allows those with limited incomes to live in places close to work sites and essential services including schools, medical facilities, public transportation, and retail areas. Community leaders consider access and infrastructure in addition to the cost of the units themselves as part of housing policies and decisions to make the housing truly affordable. Community Housing Choices is a collaborative organization already working to ensure sufficient housing choices for the region's workforce ([www.communityhousingchoices.org](http://www.communityhousingchoices.org)).

**New housing design that fits in with the small town character of the villages and cities.** New apartment buildings and townhouses are added in villages and cities, but the change seems subtle. The new buildings are interesting and inviting to people going by. Outside there are trees, pathways and landscaping that people really like. They just seem to fit. People are especially pleased that low impact development strategies are being used. There are parks nearby that preserve the connection to nature.

**Rural housing is an important part of living in the region.** Lots of people still live in rural parts of the region but most of them are living in houses that are not new. Some have converted their family cottage into a retirement home. Others live in a centennial farmhouse. Still others moved to the country when the timing was right. As people move from the country into new housing in cities and villages, others are pleased to move to the country. Some new houses are built in rural areas, too. Cluster housing groups are becoming more popular because of their low visual impact and preservation of natural features.

### New Housing Units Needed in the six-county region by Type from 2006-2035 by Price Range

Projections indicate a need for almost 3,000 more housing units at the low cost end of the market, as well as a demand for new housing units at the high cost end. At the same time, the number of housing units in the mid-range cost category exceeds the future demand.



Source: Fregonese Associates

### ...celebrating food, farming and rural development as a definitive part of our economy, our culture and our identity.

The six-county region is still predominantly rural. Outside of the cities and villages, the rural landscape is a combination of natural areas, farming operations and some single-family homes. Farms and farmland contribute to the scenic beauty and rural character that attract residents and tourists and produce goods that drive the local economy. Areas that are uniquely suited to fruit production are valued and a priority for voluntary preservation programs. The availability of locally produced fresh fruits and vegetables is good for the public health and the economy. Local processing of farm products makes farming more productive and creates jobs in the cities and villages. Our actions related to food, farming and rural development are guided by these principles:



**Minimize development pressure and growth in rural areas.** Most new development is happening in the existing cities and villages. New housing development in rural areas has really slowed down. This has always been a rural area. The farmhouses, barns, pastures, orchards, and fields all help to make this place special. Our small urban footprint protects agriculture by reducing development pressure in rural areas.

**Preserve agriculture as a viable economic practice.** Farm markets, roadside stands, and the scenic views that farms and orchards afford are iconic parts of our landscape. Our farms, orchards and vineyards produce crops for local, domestic and international markets. The vitality of our region's agriculture is due in part to the ample acreage that is available for our diverse farming practices. People are working consistently to protect farmland, enhance the affordability of farms, make farming more profitable, and create and sustain supporting transportation and processing infrastructure. The actions demonstrate a collective commitment to agriculture and have raised confidence that these lands will sustain a long-term environment and infrastructure where agriculture can prosper.

**Increase investment in agriculture and food-related jobs.** Agriculture expands annually as new markets are created for local crops. Local farmers' markets and other local food initiatives improve revenues to producers and create a growing tourism attraction. Creative partnerships with tour companies have also increased agritourism. Green energy initiatives increasingly demand corn and other agricultural products for potential fuel sources.

**Strengthen the urban-rural connection.** Jobs in cities and villages are linked to nearby rural farm production. Villages and cities are places that help store, process and distribute agricultural products from rural areas. Agriculture and related food industries play a larger role in the stable employment and greater economic base in the region.

If every Michigan household spent just \$10 a week on Michigan produced food it would generate \$37 million each week.

Learn more at [www.selectmichigan.org](http://www.selectmichigan.org).

### ...protecting and preserving the water resources, forests, natural areas, and the scenic beauty of the region.

The clean water, the dense forests and the many miles of sand dunes bring more visitors to the region each year. The people who make their home here enjoy it, too. Some of us enjoy looking at it; others enjoy walking or biking or skiing through it; and some are working in it every day. New residents and people who have lived here for a lifetime share a passion for the natural environment. There's no question that the abundant natural beauty, natural resources and outdoor recreation combine to define the region. Our decisions and actions related to the protection and preservation of the region's natural resources and scenic beauty are guided by these principles:

**Protect the region's natural resources.** The natural environment is healthy with a balanced, sustainable eco-system. There is a solid base of public support for environmental protection efforts. People are really making the connection. Every decision that is made about development or transportation or economic issues starts with a discussion about how it will impact our natural resources. Our goal is to have little to no impact on the natural world around us.

**Protect our water quality.** Our exceptional water quality contributes directly to our economy, our property values and our quality of life. Low impact development keeps water clean and cool and is a best management practice for protecting water quality. It is widely supported and used by residents, local governments and developers who recognize its many benefits.

**Preserving the scenic beauty of the region.** There are so many beautiful places in the region. Enjoying the view is one of the special joys of being here. Our region is growing but we are steering the "where" and the "how" to minimize the visual impact. The *New Designs for Growth Guidebook* is a great explanation of our ideas about how things should look. Sometimes it's used as a suggestion and sometimes it's made into a rule.

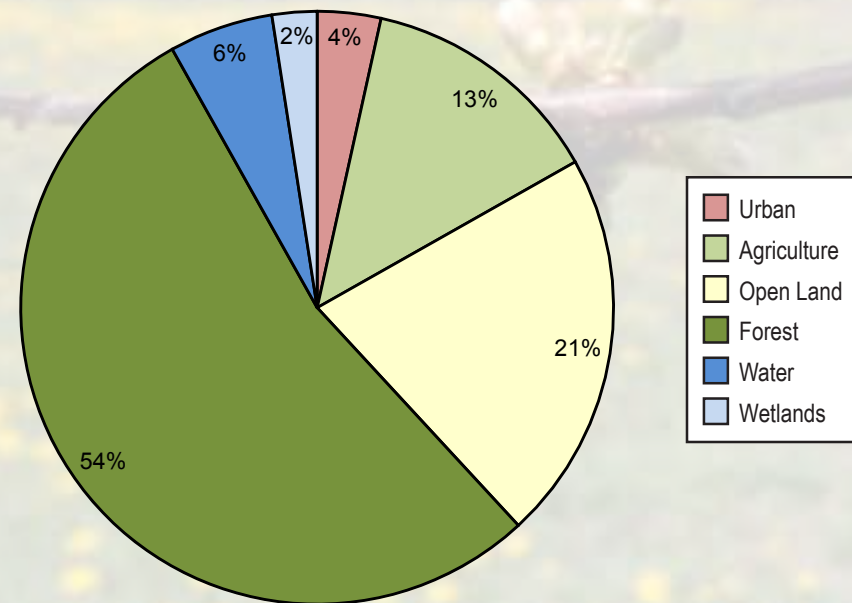


**Access to nature.** No matter where you are, you're not far from nature. Some people go out in the yard while others love to go to the beach or take a walk on a trail. The connection to nature is calming and relaxing. It's also an active, healthy lifestyle and a way for families and friends to get together. Even though the region is growing, people still enjoy access to nature.

**Be a good steward of our forest resources.** A majority of the land cover in the region is forest, which provides a variety of benefits to our region. Forested areas are beautiful to look at and provide a natural recreation resource. They benefit our water quality and are an important part of our healthy eco-system. Forest products also have an economic benefit as a source of renewable and sustainable energy. The benefits of forest protection are recognized and supported by water quality, tourism and green energy groups.

### Grand Vision Study Area – Land Cover by Area

The six counties in the Grand Vision study area measure 2,647 square miles or more than 1.5 million acres. Over half of the total land cover is classified as forest. Forest cover reduces stormwater runoff, reduces air pollution, and provides wildlife habitat. Public forest land also offers access to nature with park and trail facilities.



Source: Calculations were provided by NWMCOG based on the 2001 IFMAP/GAP Lower Peninsula Land Cover

## ...incorporating a sustainable energy focus into building, transportation and economic development.

On Main Streets in the region, people pass along the sidewalk and the bus seems to be almost full as it pulls up to the stop. There are new buildings filling in on the Main Street and a new townhome building just a few blocks away. The townhomes have solar panels on the roof. An office on the edge of town has a small wind turbine that creates its own electricity. Green energy is a growing business in our region. There's a new manufacturing plant that makes parts for larger wind turbines with fifty employees. Residents are using less energy and cleaner energy in the region. The economic result saves people money and it has created a whole new industry. Our approach to energy is guided by the following principles:

**Buildings are permitted and encouraged to be energy efficient in their location, their design and their use.** Natural heating and cooling efficiencies are gained through the wise use of sun and shade. The LEED standard, EnergyStar® ratings and other measures of energy efficiency are becoming part of everyday vocabulary. Energy efficient design is also popular on the market as people recognize the cost savings on utility bills. Incentives are offered for building renovations to improve energy efficiency. Solar heat and wind energy is permitted through local ordinances and is being more widely used for personal residences and commercial buildings too.







**Energy efficiency is achieved in transportation by improving road networks, expanding mobility choices and reducing vehicle miles traveled in the six-county region.** The personal automobile is the single largest mode of transportation in our region so an efficient road network offers increased energy efficiency. Intersection improvements help drivers spend less time idling at busy corners and access management helps traffic move more efficiently along busy corridors. The way we use the system helps conserve energy, too. Some businesses offer a flexible work schedule so employees can avoid rush hour traffic; some have a carpool message board; and others are offering free bus passes. That's probably one reason the bus system keeps growing. It seems like the buses are running more often with more people riding them. There are some new routes, too. Some people don't have to drive much at all. Houses, shops and services are located closer to each other in the cities and villages so people are often able to walk or bike or take the bus.



**Make green energy development, production and use a part of the regional economic plan.** New forms of energy are turning into good business. The changing economy is opening up new opportunities in green energy fields like renewable energy and energy efficiency. The *3E Planning Initiative Report* produced by the Northwest Michigan Council of Governments (NWMCOG) provides an effective transition strategy to the new economy for the six-county region ([www.nwm.org/nwm3e.asp](http://www.nwm.org/nwm3e.asp)). Already there are a few small manufacturing plants operating and a research and development facility is looking at a site. A green energy incubator has two companies in it, and the retail sales of electric cars and small wind turbines are growing, too.

**How can you get started in a group?** Think about where you're already plugged in. Do you belong to a board or a service organization? Can you lead that group to action? Think about your circle of influence. Do you have professional training in a related area? Can you bring your skills to the table? Think about your interests. Is there something that you feel is most important? Can you reach out to an organization that is already working on it?

**How can you make a difference on your own?** You can be an informed citizen through news media, organizational newsletters and meeting minutes. You can be part of the public decision-making process by sending your comments or attending local meetings or serving in a public office. You can learn more about topics that interest you. You can share your expertise with students, service organizations and elected officials.



## Where do we go from here?

The Grand Vision is a regional growth concept built on an outpouring of public input. It's an expression of an idea with no authority to require change. So implementation of the Grand Vision will be a result of the community taking independent steps in the same direction and making a collection of independent decisions toward a common goal. It will happen by working cooperatively, using incentives and education, and respecting property rights and local control.

This suggests a collaborative approach to implementation is preferable to a top-down effort. At the broadest level, a support network of people and organizations supportive of the guiding principles of the vision should be developed. This may take the form of a "1,000 friends" group who will receive emails and newsletters and provide support for Grand Vision projects. Also, the Grand Vision will need an organizational structure to keep the website running, hold annual meetings, endorse projects, and assist with funding.

How will the work get done? The answer is probably found in the existing public and private organizations with interest, skills and energy for implementation. The coordinating group is a successful model for bringing diverse interests together to achieve a common goal. That same concept should be considered for implementation around issue-centered work-groups aligned with the guiding principles.

A specific task list of action items will come out of the technical reports that support the Grand Vision. Over the next fifty years, the action items will be checked off and replaced by new lists but the Vision will endure.

Get current project information at [www.thegrandvision.org](http://www.thegrandvision.org).



This document is the result of the ideas and opinions shared by more than 15,000 residents of Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford Counties who have taken time to be a part of the Grand Vision. Thanks to everyone who has participated. The individuals and communities recognized on this page have made exceptional contributions of their time and resources to make this project a reality.

## TC-TALUS Board

City of Traverse City\*  
 Acme Township\*  
 East Bay Charter Township\*  
 Elmwood Charter Township\*  
 Garfield Charter Township\*  
 Leelanau County Road Commission  
 Long Lake Township\*  
 Peninsula Township\*  
 Whitewater Township\*  
 Grand Traverse County\*  
 Grand Traverse County Planning Commission\*  
 Grand Traverse County Road Commission\*  
 Traverse City Area Public Schools  
 Traverse City Area Chamber of Commerce  
 TART Trails, Inc.  
 Bay Area Transportation Authority\*  
 Northwest Michigan Council of Governments\*  
 Northwest Regional Airport Commission  
 Michigan Department of Transportation – Bureau of Transportation Planning\*  
 Michigan Department of Transportation – North Region\*  
 Citizen-at-Large (2)\*

\*Technical review was provided by the TC-TALUS Technical Committee.

## Photographs

Listed from top to bottom, left to right by page  
 Front cover – Mead & Hunt, Phil Squatrito  
 1 – Phil Squatrito, John Robert Williams, Interlochen Center for the Arts, Michigan Land Use Institute (MLUI)  
 3 – Traverse City Convention and Visitors Bureau  
 4 – Dave Speckman, Brian Confer, Brian Confer  
 5 – Mead & Hunt, Mead & Hunt  
 6 – Mead & Hunt, Dietrich Floeter Photography  
 7 – Mead & Hunt  
 10 – Leelanau County Planning and Community Development, Leelanau County Planning and Community Development, Traverse City Convention and Visitors Bureau, City of Cadillac, Phil Squatrito  
 11 – R. Clark Associates, Inc. / Borealis Design, City of Traverse City Planning Department, Fregonese Associates, Fregonese Associates, City of Traverse City Planning Department  
 12 – John Robert Williams, Fregonese Associates, R. Clark Associates, Inc. / Borealis Design, Michigan Land Use Institute (MLUI), Michigan Land Use Institute (MLUI)

## Coordinating Group

Antrim County  
 Benzie County  
 Grand Traverse County  
 Kalkaska County  
 Leelanau County  
 Wexford County  
 City of Traverse City  
 Acme Township  
 East Bay Charter Township  
 Garfield Charter Township  
 Blair Township  
 Elmwood Charter Township  
 Michigan Department of Transportation - Traverse City Transportation Service Center  
 Grand Traverse County Road Commission  
 Traverse City Area Chamber of Commerce  
 Traverse City Convention and Visitors Bureau  
 Bay Area Transportation Authority  
 TART Trails, Inc.  
 Homebuilders Association  
 Grand Traverse Band of Ottawa and Chippewa Indians  
 Watershed Center Grand Traverse Bay  
 Traverse City Area Public Schools  
 Munson Healthcare  
 Michigan Land Use Institute  
 Northern Michigan Environmental Action Council  
 Northwestern Michigan College  
 Traverse Area Association of Realtors  
 HomeStretch  
 Grand Traverse County Chapter of the Michigan Township Association  
 Citizen-at-large (2)  
 Youth Representative

13 – Mead & Hunt, John Robert Williams, Leelanau County Planning and Community Development, Leelanau County Planning and Community Development  
 14 – Fregonese Associates, Fregonese Associates, Fregonese Associates, Leelanau County Planning and Community Development, Leelanau County Planning and Community Development  
 15 – Fregonese Associates, R. Clark Associates, Inc. / Borealis Design, Fregonese Associates, R. Clark Associates, Inc. / Borealis Design, R. Clark Associates, Inc. / Borealis Design  
 16 – Mead & Hunt, Mead & Hunt, Mead & Hunt  
 18 – Fregonese Associates, Fregonese Associates, Fregonese Associates, Fregonese Associates, R. Clark Associates, Inc. / Borealis Design, Stock Photo, R. Clark Associates, Inc. / Borealis Design, Land Conservancy, Land Conservancy, Land Conservancy  
 19 – John Robert Williams  
 20 – John Robert Williams, John Robert Williams, John Robert Williams  
 21 – John Robert Williams, R. Clark Associates, Inc. / Borealis Design, John Robert Williams

## Grand Vision Champions

**Lois Bahle** Bahle's Department Store  
**Matt Case** Coldwell Banker Schmidt Realtors  
**Keith Charters** Natural Resources Commission  
**Glen Chown** Grand Traverse Regional Land Conservancy  
**Donald Coe** Black Star Farms & Inn  
**Pete Correia** Traverse City State Bank  
**Terri Crandall Kimble** Elk Rapids Chamber of Commerce  
**Dean Farrier** Farrier Surveying Inc.  
**Michael Hill** Traverse Bay Area Intermediate School District  
**Gary Holcombe** Elmer's Crane & Dozer  
**Art Jeannot** Honor State Bank  
**Jeffrey Kimpton** Interlochen Center for the Arts  
**Doug Luciani** Traverse City Area Chamber of Commerce  
**Jim MacInnes** Crystal Mountain Resort  
**Mary Marois** Leelanau Grand Traverse Dept. of Human Services (retired)  
**Beth Milligan** Traverse City Area Chamber of Commerce  
**Bill & Helen Milliken**  
**Tim Nelson** Northwestern Michigan College, President's Office  
**Ed Ness** Munson Medical Center  
**Homer Nye** The Presbyterian Church of Traverse City, Michigan  
**Jim Olson** Olson Bzdok & Howard  
**Bob Otwell** TART Trails, Inc.  
**John Paul** Bank of Northern Michigan  
**Ray Pleva** Cerise Nutraceuticals  
**Marsha Smith** Rotary Charities  
**Rick Stein** RE/MAX Bayshore Properties  
**Bob Sutherland** Cherry Republic  
**Bill Tencza** Cadillac Area Chamber of Commerce  
**Steve Timmer** Grand Traverse Resort and Spa  
**Brad Van Dommelen** Traverse City Convention and Visitors Bureau  
**Hans Voss** Michigan Land Use Institute  
**Elaine Wood** Northwest Michigan Council of Governments

22 – Traverse City Convention and Visitors Bureau  
 23 – Traverse City Convention and Visitors Bureau, Leelanau County Planning and Community Development, City of Cadillac  
 24 – Leelanau County Planning and Community Development, Gene Turner, John Robert Williams, Stock Photo (background)  
 25 – Gary Howe, Leelanau County Planning and Community Development, John Robert Williams  
 26 – R. Clark Associates, Inc. / Borealis Design, Traverse City Convention and Visitors Bureau, R. Clark Associates, Inc. / Borealis Design, John Robert Williams (background)  
 27 – Traverse City Convention and Visitors Bureau  
 28 – Traverse City Convention and Visitors Bureau, Traverse City Convention and Visitors Bureau, Phil Squatrito, Mead & Hunt (background)  
 29 – John Robert Williams, Traverse City Convention and Visitors Bureau (background)  
 30 – Leelanau County Planning and Community Development, Phil Squatrito, Traverse City Convention and Visitors Bureau  
 31 – Leelanau County Planning and Community Development, Leelanau County Planning and Community Development, Cadillac Wexford Transit Authority  
 32 – Carrie Malzahn  
 Back cover – Phil Squatrito

## Public Involvement Committee

**Antrim**  
 Pete Garwood Stan Moore  
 Terri Kimble Sheridan Rhoads  
 Joe Meyers Tom Sheneman  
**Benzie**  
 Matt Case Dave Neiger  
 Art Jeanot Mary Pitcher  
 Susan Miller Craig Seger  
**Grand Traverse**  
 Bob Carstens Laura Oblinger  
 Virginia Coulter Bob Otwell  
 Bill Echlin Bill Schramm  
 Mary Sue Feldman Ken Smith  
 Beth Milligan Ben Trombley  
 John Nelson  
**Kalkaska**  
 Dean Farrier Russ LaRowe  
 Jim Harper Lou Nemeth  
 Jack Kelly Annie Shetler  
**Leelanau**  
 Traci Cruz Kristin Smith  
 Trudy Galla Bob Sutherland  
 Mike Hill Mary Tonneberger  
 Deri Smith  
**Wexford**  
 Alan Cooper Sherri Spoelman  
 Vance Edwards Bill Tencza  
 Mike Solomon  
**Regional**  
 Brian Beauchamp Jim Lively  
 Tom Emling Marsha Smith  
 Paul Heaton Hans Voss

**NWCMCOG**  
 The NWCMCOG added a regional perspective and staff support to the Public Involvement Committee.

## Project Partners

provided financial or in-kind support

AARP Michigan  
 Acme Township  
 Antrim County  
 Bay Area Transportation Authority  
 Biederman Foundation  
 Benzie Chamber of Commerce  
 Benzie County  
 Cadillac/Wexford Transit Authority  
 City of Traverse City  
 East Bay Charter Township  
 Elmwood Charter Township  
 Federal Highway Administration  
 Garfield Charter Township  
 Grand Traverse Band of Ottawa and Chippewa Indians  
 Watershed Center Grand Traverse Bay  
 Grand Traverse County  
 Grand Traverse County Road Commission  
 Grand Traverse Regional  
 Community Foundation  
 Green Lake Township  
 Homebuilders' Association of the Grand Traverse Area  
 Homestretch  
 Kalkaska County  
 Leelanau County  
 Long Lake Township  
 Michigan Department of Transportation  
 Michigan Land Use Institute  
 Michigan State University Extension  
 Munson Healthcare  
 Northern Michigan Environmental  
 Action Council  
 Northwest Michigan Council of Governments  
 Northwestern Michigan College  
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 Traverse Area Chamber of Commerce  
 Traverse City Area Public Schools  
 Traverse City Convention and Visitors Bureau  
 TC-TALUS  
 Wexford County  
 Wexford County Road Commission  
 Whitewater Township

