



Public notice is hereby given that the City of Petoskey City Council and Planning Commission will meet in special session, 5:30 P.M., May 11, 2021. This meeting will be conducted by electronic means through a resolution of the Emmet County Board of Commissioner that extended the Declaration of a Local State of Emergency through June 30, 2021 as allowed by Section 10 of the Emergency Management Act in an effort to mitigate the spread of COVID-19 and to promote public health, welfare and safety. This meeting is open to the public to participate remotely.

City of Petoskey is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

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Dial by Phone: 888-788-0099 US Toll-free

Meeting ID: 856 4471 6302

Persons who wish to submit comment about items on the meeting agenda prior to the meeting may do so via email to the Office of the City Manager (citymanager@petoskey.us) or Office of City Planner (atweeten@petoskey.us).

Persons interested in addressing the City Council and Planning Commission during the meeting under public comment period can press the “raise hand” button in Zoom or by phone press *9.

Persons with disabilities who require assistance in order to participate in the electronic public meeting should contact the City Clerk at the earliest opportunity by emailing aterry@petoskey.us or by calling 231-347-2500 to request assistance.

JOINT CITY COUNCIL AND PLANNING COMMISSION

Tuesday, May 11, 2021

1. Roll Call – 5:30 P.M. – Virtual meeting from remote locations with staff present at the City Hall Council Chambers
2. New Business – Discussion of the Livable Petoskey Master Plan Final Draft
3. Public Comment – This is an opportunity for the public to comment on items not on the meeting agenda
4. Adjournment



BOARD: City Council and Planning Commission

MEETING DATE: May 11, 2021

DATE PREPARED: May 3, 2021

AGENDA SUBJECT: Livable Petoskey Master Plan

RECOMMENDATION: Discussion/Direction

Background At its January 4, 2021 meeting, City Council began its review of the Livable Petoskey Master Plan draft approved by the Planning Commission and authorized distribution of the plan pursuant to the Planning Enabling Act (P.A. 33 of 2008, as amended, M.C.L. 125.3801 *et seq.*) at its February 1st meeting. The required 63-day comment period ended on April 12.

The Planning Commission, at its April 15th meeting, reviewed City Council changes to the plan in addition to public comments received. Commissioners had questions on the intent of some of the Council changes, so staff recommended a joint meeting to avoid miscommunicating Council's reasoning or direction.

Discussion Overall, the Commission was satisfied with the changes made but wanted clarification on two main areas based on the public input received. First, there was a fair amount of input regarding the need and benefits of art in the community, but the following strategy was removed from the Community Identity – Recreation, Arts, and Culture Opportunities:

- Advocate for continued public school funding of art education.

The intent of the strategy was to address equity as arts and culture funding is often the first thing cut when education budgets are tight, which predominantly impacts lower income students. However, it is staff's understanding that this was removed because Council did not feel that advocating for school funding for one type of education over another was appropriate.

If the Commission and Council feel there should be a strategy about art and cultural education, a different way to word a strategy could be:

- Participate in efforts to ensure arts and cultural education are equitably provided community wide.

If such language were added, it would be an on-going timeframe with partners such as the Crooked Tree Arts Council, Great Lakes Center for the Arts, Little Traverse Historical Society, Little Traverse Bay Band of Odawa Indians, Petoskey Public Schools, North Central Michigan College in Table 6.1 Implementation and Appendix G.

City Council also added a goal and strategies under Local Economy – Assets and Opportunities. The Commission was not sure they understood the intent of the additions or the role of the City in their implementation, so they asked for clarification. Specifically, the following goal and strategies were added:

Goal: Community assets are developed in a manner that builds local wealth.

Strategies:

- Advocate for and encourage community discussion and education regarding local wealth building business models (i.e., cooperatives and profit sharing programs).
- Support local investing initiatives and community finance collaborations

Council member Walker suggested that that enclosed article on community wealth building from the Michigan Municipal League might clarify the reasoning for the additions. Council member Shiels has also provided some additional information and possible language that is enclosed.

Other changes to the document include suggested language from the Emmet County Department of Public Works concerning backyard composting and use of compost in public projects, updates to Chapter 4 – Redevelopment and Infill Development to incorporate changes in priority sites, inclusion of all public comments received into Appendix A, and the addition of Appendix G that lists implementation responsible parties.

Action

The two bodies should discuss the Livable Petoskey Master Plan Final Draft, and specifically address the question areas noted above. Once the final changes are made, the Commission is required to hold a public hearing on the plan before adoption. City Council, through the resolution authorizing plan distribution, retained final approval of the master plan.

at
Enclosures

Deepening Our Commitment to Place

An Agenda for Community Wealth Building

By Melissa Milton-Pung

The Michigan Municipal League and the communities we represent have spent more than a decade investing in placemaking strategies throughout the state, showing that “we love where you live” by lifting up what residents themselves love.

We have fought to give local leaders the flexibility and resources they need to serve their communities by advocating for municipal finance reforms and the preservation of local empowerment.

We have convened our members and partners to dive into the challenges posed by accelerating changes in our communities, whether those are economic, demographic, technological, or environmental, and to discuss how we can better equip local communities to tackle solutions to new needs and opportunities.

All these efforts have emphasized the need for resilient local systems—for communities that can learn, innovate, adapt, and prosper even in the face of adversity. They have also revealed that traditional models of economic development, focused narrowly on growth rather than on broadly enjoyed prosperity, have fallen short: large segments

of our population have been left out, while shocks like the housing finance crash of 2008 have reverberated across sectors and shown traditionally measured growth to be fragile. In reflecting on the uneven economic landscape of post-Recession recovery, the League has spent the past year pulling together threads from our past work into the concept of building community wealth. This model balances economic prosperity, sense of place, natural assets, and cultural substance. It also considers the importance of the safety,

health, and well-being of our residents, as well as the ongoing process of learning over time. This model takes into account the human experience in our Michigan communities. This work must be local for many reasons—most importantly because every community has a different context.

Our planned rollout of this new framing was interrupted by another shock—the COVID-19 pandemic. Watching our members respond to this crisis has reinforced the need for new approaches and provided inspiration. Witnessing local leaders step up to serve in creative ways gives us confidence that we can collectively emerge from this crisis on a path to attain meaningful and equitable opportunity for our communities. That path is community wealth building.

“Community Wealth Building is about developing assets in such a way that the wealth stays local... helping families and communities control their own economic destiny.”

— Marjorie Kelly, *Democracy Collaborative “What is Community Wealth Building and Why is it so Important?”* 2014



The League's Pillars of Community Wealth Building

We define community wealth building as strategies that build community and individual assets, creating resilient and adaptable systems to address social and economic needs. The League will work with our partners to provide thought leadership, training, advocacy, resources, and best practices to build community wealth through:



Lifelong Learning—the journey of education and training is recognized as spanning from young childhood through K-12 education and post-secondary pathways to ongoing opportunities for adult learners.



Public Health—quality of life disparities are recognized and addressed while services are focused on increasing health impacts and fostering the human experience in public life.



Arts & Culture—cultural identities, traditions and creative outputs are respected, celebrated and recognized as critical assets that build social fabric in a community.



Financial Security—municipalities, community institutions, families and individuals are fiscally healthy; economic systems ensure a community can be economically resilient and allow for the continued proliferation of prosperity.



Sustainability—natural resources are managed to ensure long-term sustainability of and harmony between the built and natural environment and leverage their worth as public assets.



Infrastructure—the fundamental facilities and systems serving a county, city, or other area, including the services and facilities necessary for its economy to function.

“We have traded [community] stability for growth for so long we now find ourselves without either.”

– Chuck Marohn, *Strong Towns* “Trading Stability for Growth” 2020

In addition to these components, we see trust and belonging as a social and emotional fabric that ties the community members and these components together in an interdependent framework:



Trust in neighbors, community leaders, local governments and the other partners and services in place to help our communities thrive is essential to achieving community wealth.



Belonging to the community is what strengthens the tie between community members and the place. Without people, a place is just a physical object. Connecting people who support each other and themselves in a localized way brings a place to life and increases access to community resources and social networks.

“Community Wealth is being raised bottom up, and is fundamentally committed to upgrading skills, growing entrepreneurs, increasing incomes and building assets.”

– Ross Baird, Bruce Katz, Jihae Lee, and Daniel Palmer,
“Towards a New System of Community Wealth” 2019

What Is Community Wealth Building?

The League has developed our definition of community wealth building from our decades of work on policies and programs that promote people, authentic places, and sustainable economies, and from partners working around the country on related efforts. We know that community wealth building strategies are:

Incremental

Community wealth relies on continuous investments in people and place to achieve its aims and avoids reliance on “silver bullet” projects. The sum of individual investments of money, time, and energy create cumulative progress far greater than any single endeavor.

Constructive

Community wealth is measured in homes and hospitals; in storefronts and schools; in workshops and factories; in streets and services; in health and well-being. Investments catalyze a durable legacy that are enjoyed in the present and can be built upon by future community members.

Complex

Community wealth measures require the investment of social and community capital in addition to financial resources, and recognizes the critical interaction of these as central to improving the human experience


in the community. Community wealth building increases the local economic multiplier effect by reinvesting and maximizing dollars within a community, improving economic conditions, and producing other public benefits.

Equitable

Community wealth strategies recognize and repair historical inequities. Inclusion, in all facets, is a core tenet, while exclusion (of individuals or groups) is identified as a violation of human rights and an inhibitor of growth. Community wealth empowers individuals, embraces their participation, and celebrates their unique cultural contributions.

Participatory

Community wealth is created by building and securing assets in communities, ensuring that ownership of those assets is more broadly and equitably distributed among community members. Individual investments are made with an interest in long-term health, economic opportunity, and resiliency.

Community Wealth Building will be the focus of the League’s activities for months and years to come. 

Melissa Milton-Pung is a policy research labs program manager for the League. You may contact her at 734.669.6328 or mmiltonpung@mml.org.

“Experts from around the world—
in academic, business, and public sectors
alike—agree that investing in communities
is a critical element to long-term economic
development in the 21st century.”

– Colleen Layton (ed.), Tawny Pruitt (ed.), and Kim Cekola (ed.),
Michigan Municipal League, “Economics of Place” 2011

Community Wealth Building

Compiled by Derek Shiels

In the simplest terms, community wealth building is anything that grows wealth in a community. This notion seems straightforward and simple, but as we dig into the concepts and practices of community wealth building we'll find the complexity. Diving deeper, we run into several nuances and begin to understand why community wealth building can't be encapsulated by one simple definition. This primer on community wealth building will overview various definitions and concepts that are available for building wealth in a community and hone in on our community and what it could look like in Petoskey.

The Michigan Municipal League, a statewide support network for villages, cities, and counties in Michigan, defines community wealth building as: *"strategies that build community and individual assets, creating resilient and adaptable systems to address social and economic needs."*

Marjorie Kelly, Vice President of the Democracy Collaborative, says this about Community wealth building: *"If traditional economic development tends to be about attracting industry to a community, building wealth is instead about using under-utilized local assets to make a community more vibrant. It's about developing assets in such a way that the wealth stays local. And the aim is helping families and communities control their own economic destiny."*

One of my favorite brief synopsis is: "Community Wealth is being raised bottom up, and is fundamentally committed to upgrading skills, growing entrepreneurs, increasing incomes and building assets," from *"Towards a New System of Community Wealth."*

So what is it?

Hasn't our community (and other prosperous areas) been engaged in efforts like this already? You bet, but simply considering *any* action to build *any* wealth may not lead to a type of **community wealth that all can access**. And with nearly half of our population at or below the ALICE level, there is a real need in our community. The new aim that a community wealth building strategy sets is on making sure that "community" means everyone, or at least more of us, rather than just a few. It is about taking on the pernicious societal illness of income inequality. Since 1980 the "wealth gap" has continued to widen, uninterrupted (see this [Pew Research Report](#)) and for some in our community this means diminished opportunities for moving up income brackets, longer periods of being straddled by debt, inability to escape from living paycheck to paycheck or having to work second or third low paying jobs, and disillusionment and, thus, disengagement from the community that does not provide them with opportunities for advancement. Income inequality is obviously a problem much larger in scope than a local municipality, but from the above definitions, it is clear that these issues can be addressed locally in some capacity. Community wealth building is unabashedly about tinkering

with the current economic system, moving past the debate on state socialism vs. corporate capitalism, to finding local action that takes advantage of both markets and municipal initiatives. A local community, with its local government being a key stakeholder, can have an impact on the economic wellbeing of its individual families. Let's look at some of the language being used to define community wealth building.

Assets – Community wealth building is helping develop more assets locally, making sure that there is broad access to them, capitalizing on and making the most of existing ones, and recognizing and raising the public conscience about the assets that make Petoskey rich. Improved livelihoods is about having more tangible goods, but is also about the things we value that are harder to monetize, such as our educational, social, recreational, and leisure opportunities (and having time for those). This is about being able to buy homes, start businesses, and revving up a local economy of community members having more money to spend on the local creations, services, and activities generated locally--**home ownership and business ownership build wealth**. It is about identifying McLaren Northern Michigan, North Central Michigan College, and the City government as major economic contributors to Petoskey and asking how we can best utilize them for generating wealth here. And it is about seeing the wealth of knowledge, insight, creativity, and leadership that exists in individuals and families and exploring how we can invite more people to share that wealth (knowledge, skills and abilities).

Incomes – This is about jobs and specifically good paying jobs. It is about social mobility, being able to pay off debt, and making investments (in assets!). It is about developing skillsets to achieve higher paying jobs, but also ensuring that there are opportunities to apply those skillsets in our community or region. Community wealth building must, therefore, also be about identifying barriers to keeping people in the community, to starting a new business, to keeping an existing business, and to attracting and welcoming diverse ideas and people. Community wealth building is entering into the complexity of valuing a resort-based economy that provides many retail-based jobs where it is difficult to provide high wages and stay in business while also desiring to create more year-round living wages. A local municipality entering into this doesn't mean it takes it all on, or that it has to finance the solution, but it does infer that it can have a role in problem solving with the community.

Control – The places where community wealth building is working are places where more people are given more control to make change in their lives. Community wealth building is about democracy. Control is then having more access to entrepreneurship and financial mobility as indicated above, but it is also about more participation and decision making opportunities in local government and the workplace. It is about providing ample space for public feedback, forums, and discussion, which the City of Petoskey has been doing well, but can continue to be open to doing even more. It is about workers having more opportunities to share in the wealth they help generate, such as an ESOP (employee stock ownership plan), or in providing employees with ownership or voting stakes, such as in worker cooperatives.

The Michigan Municipal League's introduction to community wealth building explains that this strategy must be employed at the local level because it is about generating wealth for the local community and the decisions on how to do that must be made through discussions occurring in that community. One approach might be good for one community, but not the next. The needs will vary and the actions that arise within a community will be specially tailored for that community. The following actions that could arise from a community wealth building strategy are examples and starting points for future discussions in Petoskey.

Procurement – This could involve efforts to strengthen local procurement policies or procedures and to develop a stringent definition of what “local” means, so that local enterprises are local not just because of geography, but also when their ownership and decision making happens here in our community. It could be collaborative and take on a broad coalition of producers and buyers with an emphasis on leveraging the major anchor institutions in the city to develop commodity chains that might not exist without the greater collaboration and communication. [Read more here.](#)

Investment – Northern Michigan has two active Community Development Financial Institutions, Venture North and Northern Initiatives. These organizations are critical sources of capital for local business and help make job creation and entrepreneurship a reality for a larger segment of our population than would otherwise have opportunities with traditional lending. Venture North can give loans for energy upgrades for homeowners and businesses who will be able to pay the loan back through savings from reduced energy costs; a double win for the City's renewable energy goals. It doesn't look like these organizations provide construction loans yet, but they could be future partners for low cost construction loans, which is one piece to the vexing affordable housing puzzle. The city of Petoskey can reach out to these organizations to learn more, build a relationship, and look for ways to advance their work for the benefit of the Petoskey community.

Cooperatives – The City of Petoskey is fortunate to have a local food co-op that is a great community member and asset. Food co-ops are one form of cooperative business structure, another, and maybe of specific interest to a community wealth building strategy, are worker cooperatives. When workers own a portion of their place of employment, whether in the form of a stock ownership that benefits their retirement accounts or in the form of direct ownership, their jobs will be more meaningful and they will be in the driver's seat of the local economy. Data supports that employees, employers, and communities benefit from the worker cooperative model. Communities may benefit when this type of transition keeps a local business in town, when workers' wages increase, or when a company is more profitable. Read [this article](#) and [this article](#) that make the case for worker cooperatives and why encouraging them could be a way to **create higher paying jobs**. The City could engage with businesses about succession planning and provide information about the option of selling to the employees. The City of Petoskey could help fund technical support for this type of business transition. [This resource](#) provides more details on possible local policies for consideration.

Other topics that community wealth building could address include A) **local food systems** – what policies could help support the circular economy system from food cultivation, value

adding/production, distribution, and to end users/consumers? B) **Social enterprises** – How could the City utilize its capacity as a convener and engage more parties in discussions that might empower a new enterprise to meet an unmet community need and help build community wealth? C) **Green collar jobs** – An exciting potential exists for our community to become a hub for green jobs; what future collaborations with the NCMC and Emmet County recycling, solar firms, battery research and production, etc., are yet to be explored? These, and many more ideas, could embody the goals of building wealth more broadly in our community.

In adopting the Local Economy section goal in the Livable Petoskey Master Plan that states, ***Community assets are developed in a manner that builds [broad] local wealth***, our community is recognizing that there are community members struggling economically and that to be a great place we need to be a great place for everyone living here now. Community wealth building is a framework worth diving into, worth considering suggested strategies and practices, and worth learning how we can build more community wealth in Petoskey. One suggested improvement to this goal is to add the word “broad” as inserted above. Here is where you can go to learn more:

Community-wealth.org

[Michigan Municipal League’s Agenda for Community Wealth Building](#)

[Cities Building Community Wealth by the Democracy Collaborative](#)

Livable Petoskey

Toward a more resilient and sustainable community



Master Plan Final Draft – May 1, 2021

Livable Petoskey: toward a more resilient and sustainable community

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LIVABLE PETOSKEY - toward a more resilient, sustainable community

Petoskey residents recognize and appreciate the beautiful city and region in which we live. Our small, historic community on Little Traverse Bay offers a unique and highly sought after way of life that residents and visitors enjoy year round. Yet, looking to the future, we are aware of the challenges that must be faced and that we must respond and adapt to a changing world. The impact of the COVID-19 pandemic has been significant and may lead to changes that last long beyond a vaccine. In addition, global climate change impacts, societal inequities, and the housing crisis are some of the many challenges that we—like others—need to address in our planning efforts.

With many unknowns, the intent of the Livable Petoskey Master Plan is to set us on a path toward a more resilient, sustainable future under the continually changing, inter-related categories of community, environmental stewardship, built environment, and local economy.

The year-round residents of Petoskey have shared their community for generations with seasonal residents and tourists wishing to experience our high-quality of life. There are many areas in which the community excels, as witnessed by numerous accolades, rankings, and certifications. Residents are fiercely proud and protective of all of our riches, and show this through investment and participation in the many philanthropic organizations, service clubs and local government to make this a livable community. It is therefore easy to simply do what we have always done well, expecting similar results. But it is the premise of this master plan that we can, and must, continually improve and strive to stay ahead of the curve.

The master plan update process began with a review of existing planning documents to capture existing sustainability and resiliency efforts that can be improved upon and become foundational as we look to the future. A sustainability framework¹ was then developed that created planning categories and focus areas to incorporate in the Livable Petoskey Master Plan. Each focus area considers the three sustainability elements of equity, economy and environment, while providing strategies necessary to anticipate and negotiate our complex and rapidly changing world.

Community Resilience is the ability of a community to anticipate, accommodate and positively adapt to or thrive amidst changing climate conditions or hazard events and enhance quality of life, reliable systems, economic vitality and conservation of resources for present and future generations.

Urban Sustainability Directors Network

Community engagement for the plan incorporated youth forums, a community workshop on important resiliency topics and a series of pop-up community meetings where citizens were asked what they valued about the Petoskey area, what they were concerned about into the future, and how they thought these concerns should be addressed.

¹

http://www.livablepetoskey.org/downloads/final_sustainabilityframework_01072020_1.pdf

LIVABLE PETOSKEY - toward a more resilient, sustainable community

All public input is provided in Appendix A. The following is a summary of frequently mentioned values, issues and concerns.

Value

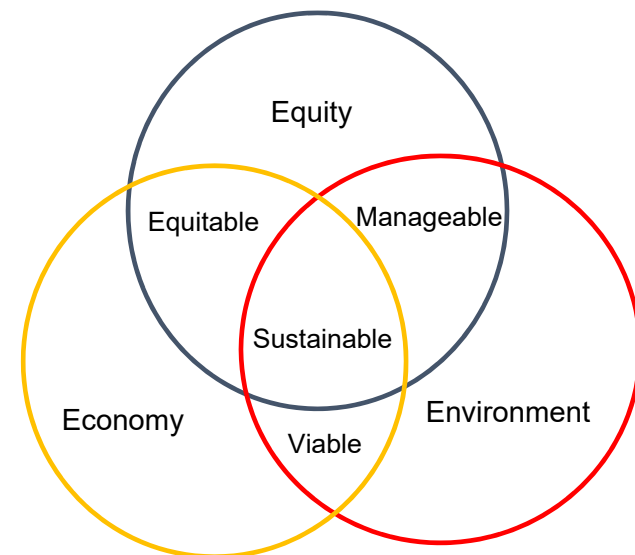
- ◆ Small town character;
- ◆ Sense of community;
- ◆ Friendly, kind people;
- ◆ Waterfront accessibility;
- ◆ Downtown;
- ◆ Local small businesses;
- ◆ Beauty, scenery;
- ◆ Compactness;
- ◆ Walkability;
- ◆ Trail systems and parks;
- ◆ Four-season recreational opportunities;
- ◆ Safe public spaces;
- ◆ Natural resources: clean air, water; and
- ◆ Many opportunities to be involved.

Issues and Concerns:

- ◆ Housing crisis;
- ◆ Lake Michigan water levels and impacts to community facilities;
- ◆ Lack of young people moving here;
- ◆ Aging population;
- ◆ Loss of local businesses;
- ◆ Vacant downtown storefronts;
- ◆ Climate change;
- ◆ Drug use;
- ◆ Traffic and parking;
- ◆ Inadequate incomes (ALICE population [Asset Limited, Income Constrained, Employed]);

- ◆ Water quality;
- ◆ Lack of well-paying jobs;
- ◆ Maintaining high quality healthcare;
- ◆ Over development;
- ◆ Maintaining unique character;
- ◆ Obstacles to redevelopment; and
- ◆ Over-reliance on tourism.

A focus on livability is a focus on people, which means that demographic trends are essential to plan for future community needs including housing, public facilities and social services. The primary source of demographic, economic, housing, and social data throughout this document is the U.S. Census, primarily the 2013-2017 Census Bureau American Community Survey five-year estimates. Our population numbers include Bay Harbor, which is within the corporate limit. However, pursuant to the 425 Agreement, planning and zoning for Bay Harbor is administered through Resort Township so discussion of the Bay Harbor area is limited in this plan.



LIVABLE PETOSKEY - toward a more resilient, sustainable community

The following plan chapters provide additional details on the four interrelated systems developed through the sustainability framework of community, environmental stewardship, built environment, and local economy. Strategies addressing environment, equity and economy will be provided to maintain community values, while addressing concerns and challenges that exist for Petoskey to become more resilient and sustainable into the future.





The Petoskey community identity is grounded in our natural and built features, historical context, and shaped in ways its founders could not have imagined. Technology, demographic and climatic

changes, and preferences for how we live, work, and recreate all continue to shape our identity.

Geologically, the area is a glacial moraine, formed by the glaciers which left behind the topography we identify with the area including the lakes, hills and bluffs. The limestone deposits were also instrumental to the economic history of the area. The historic richness of the community provides residents and visitors with a sense of connection to the past and the community as a whole with a unique heritage that contributes to local culture and quality of life.

The native Ottawa people (ancestors of the Little Traverse Bay Bands of Odawa Indians) inhabited the area prior to European settlement. The Ottawa were historically migratory people who traveled in the autumn from the Upper Peninsula and the northern tip of the Lower Peninsula to the southern part of Michigan for the winter months.

The Little Traverse Bay Bands of Odawa Indians (LTTB) received federal recognition as a tribe through reaffirmation in 1994. Many often-used names in the area are derived from the history of the native people and have become integral to the local culture including Crooked Tree (in reference to *Waw-gaw-naw-Ka-see*), Wequetonsing and Petoskey ("Pe-to-se-ga" or "Biidassige").

Identity and Engagement

The City of Petoskey was known as Bear River when the first missionary arrived in 1855, was later renamed after Ignatius Petoskey and was officially granted a charter in 1879. Logging and lumber were mainstays for Petoskey during the late 1800s when Great Lakes freighters transported lumber to ports around the Midwest, including lumber to help rebuild Chicago after the Great Fire. The first businesses in the area were trading posts, with retail businesses and industry then developed. In addition to the numerous stores in downtown Petoskey, three lime mines were developed by 1874 on the southern shore of Little Traverse Bay. The City also relied heavily on the Bear River for industry and energy. At one point, there were seven dams on the river, providing power to grist and lumber mills as well as serving as the community's electric source.

The Bear River continued to be important to the native people, with many tribal members living near its shores. The area of the river adjacent to Clarion Avenue and Sheridan Street was referred to as "Hungry Hollow", which a book was written about detailing the way of life during the 1930s.¹ The area continues to be home to some tribal members, as well as a community garden that honors the Hungry Hollow name.

Passenger trains and steamships played a major role in the growth of Petoskey. From 1873 to 1960, several major rail lines brought thousands of summer visitors from Indianapolis, Cincinnati, Chicago and Detroit to the area's fresh air and resort atmosphere. At the height of train service (approximately 1910) dozens of trains, including both long-distance and the suburban "dummy" trains that connected to other northern Michigan communities, moved in and out of Petoskey's two train depots each day. The City of Petoskey

¹The Indians of Hungry Hollow, Bill Dunlap, 2004.

and the Little Traverse Bay area were for many years the northern destination of the “Hay Fever Express.”

The Northland, the Manitou and the South American steamships carried passengers from ports throughout the Great Lakes to Harbor Springs and Petoskey. Once in the area, visitors traveled by stagecoach, ferry, “dummy” or suburban train, carriage, bicycle, and on foot. The Little Traverse Wheelway was a bike and horse-way before it was a railroad. The advent of the automobile at the turn of the century eventually eliminated the use of trains and steamships as a primary means of transportation; however, the railroad had lasting impacts on community architecture and identity.

Historic Preservation

The historic architecture of Petoskey defines our community identity and scale, which needs to be preserved to the greatest extent possible. There are two types of historic districts that can be created for preservation purposes. At the federal level historic resources can be recognized through the National Register of Historic Places program. This program is honorary at the owner occupied residential level but provides federal tax credits for renovation of income producing properties. At the state level, enabling legislation allows local units of government to establish a historic district commission by adopting an ordinance providing oversight and regulation of building modifications for the purpose of preserving historic character.

National Register Historic Districts

The unique and varied history of the City was memorialized through the creation of two historic districts in 1986: the Downtown and East Mitchell Street Historic Districts, as well as 35 individually listed properties outside these districts.

Downtown Historic District

The Petoskey Downtown Historic District consists of commercial properties occupying portions of ten blocks in the central business district. The Downtown Historic District, which has 278 contributing structures, is significant for its association with Petoskey's history from the years of village life between 1879 and 1895 through the community's development as a city between 1895 and World War II. As the center of Petoskey's commercial life, the district was occupied not only by retail and office structures whose upper stories served as residential space for many local residents, but also by hotel operations which served the “tourist” trade of the later nineteenth and early twentieth century. The Perry Hotel and Penn Plaza (formerly the Grand Rapids and Indiana railroad depot), primary landmarks in the district, provide strong reminders of Petoskey's earlier history as a city where guest accommodations and rail service were major elements of the local economy. In 1901, there were at least 13 hotels and many boarding houses downtown.²

The majority of the historic commercial structures range in date from the 1870s to the 1920s, with later nineteenth-century “Commercial Palaces” and turn-of-the-century Neo-Classical Revival designs dominant. The structures are generally of brick construction and range in height from one to three stories. Ornate cornices and window hoods grace many of the street facades.³

East Mitchell Street Historic District

The East Mitchell Street Historic District is a 23 block area with 87 contributing structures associated with the growth of Petoskey from a village to a small and prosperous city. The district architecturally reflects the tastes of a cross-section of the people involved in Petoskey's community life, ranging from prominent business people

² October, 1901 Sanborn Map

³ National Historic District Nomination Description, State Historic Preservation Office.

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to laborers. The design of the residential structures reflects the use of ready-to-use architectural plans and the work of several area architects. The stylistically "hybrid" character of many of the designs is reflective of the late nineteenth century development period of the neighborhood when multiple stylistic themes were combined before the late-Victorian styles shifted to Neo-classic and Colonial prototypes.

The residences are predominantly of frame construction and between one-and-one-half and two-and-one-half stories in height. Architectural styles include Queen Anne, Romanesque, Shingle, Colonial Revival, Bungalow, and "period" designs, dating from the later nineteenth century through the period between the wars. Four historic churches, a parochial school complex, and a historic public school are also included in the district.

In addition to the designated historic districts, there are 34 individually listed National Register properties scattered throughout the City, including the Saint Francis Solanus Church, considered the oldest public building in northern-lower Michigan (built sometime between 1853 and 1859); the former Zipp Lumber Company Building and the former Chicago and West Michigan Railway Station, which currently houses the Little Traverse Historical Society. A complete list of individually listed National Historic Register properties is included as Appendix B.

There has also been interest in creating a new National Register historic district to incorporate the individually listed and other properties within the Old Town Emmet Neighborhood.

Identity and Engagement

Local Historic Districts

The process of creating a locally designated historic district in downtown for the purpose of oversight and regulations of historic building modifications is currently under way. A Historic District Study Committee was appointed in 2019 to update a previous study and will make recommendations to City Council on a possible district boundary and ordinance.

There is currently no effort underway to create a Local Historic District in the predominantly residential areas of East Mitchell Street; however, there is concern that much of the architectural integrity of the area is being lost through modifications that are not historically appropriate.

Taken together, the community's districts and properties on the National Register are critical resources that define the physical history and heritage of the community. Conscious preservation efforts and adherence to the City-adopted International Property Maintenance Code (IPMC), as well as creation of Local Historic Districts, will ensure these resources remain viable for future generations of residents and visitors to experience our unique sense of place. To further signal that the City understands the important link between its historic built and cultural environment as crucial to its sense of place, participation in the Certified Local Government program through the State Historic Preservation Office could be initiated.⁴

Healthcare

The Petoskey area's healthcare facilities are essential to our identity, attracting year-round and seasonal residents. McLaren Northern Michigan is licensed for 202 beds and serves residents in 22 counties across northern Lower Michigan and the eastern part

⁴ <https://www.miplace.org/historic-preservation/programs-and-services/certified-local-government-program/clg-process/>

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of the Upper Peninsula. The hospital is a regional referral and level II trauma center, has nearly 1,900 employees, including more than 230 physicians that represent nearly all medical and surgical specialties.

Downtown

Downtown Petoskey is essential to our community's sense of place. Downtown has, over many years, become a year-round district and less of a seasonal location than other downtowns in the region. It has also followed the national trend of moving toward a more service-sector business district. On-line retail has been one of the challenges faced by downtown retailers in recent years, which was accelerated during the COVID-19 pandemic. It is now more critical than ever for local businesses to have an on-line presence, and the "shop local" campaigns remain important to keep our downtown vibrant. In order to balance the needs and desires of locals and visitors, and to ensure that downtown maintains its ability to be an economic engine and entrepreneurial incubator, the Downtown Management Board develops a strategic plan every five years.⁵



Parks and Open Spaces

The City's parks and open spaces are a tremendous asset appreciated by area residents and visitors and are vital to our unique sense of place. The City continues to work cooperatively with Emmet County, adjacent communities, and not-for-profit organizations in response to the public's desire to protect and connect open space. The regional green belt created through parkland, nature preserves, and regional trail systems has been steadily expanded and improved over the past several decades and its value is an important consideration for future land purchases to protect critical habitat and view sheds.

Identity and Engagement

In addition to property or development right acquisition, ensuring that agriculture continues to be economically viable in this area is another important strategy to protect open space. While agriculture policy is largely developed at the federal and state level, local actions can also help support local producers, including farmers markets and community-supported agriculture (CSA) programs. Recommended actions to further enhance local food systems can be found in the Local Economy chapter of the plan.

There is no question that the topography of the City and surrounding area provide views of Little Traverse Bay that create an important community resource. Residents place great importance on views of the Bay, as identified in many public surveys and the 2008 Blueprint Petoskey Master Plan design charrette process. The top two design principles that came out of the public process were:

- The waterfront will be enhanced as the community's most important asset.
- Development policies and practices will protect views of the lake.

The original street layout created a grid that terminated public rights-of-way at the bay, thus creating a public view shed. Public ownership along approximately 1.4 miles of Little Traverse Bay in the form of Bayfront Park, Sunset Park and Magnus Park has further enhanced public views of, and public access to, the waterfront. Updates to the City's zoning ordinance and the necessary planting of trees on public land will need to balance private property rights with public views for the best overall community outcome.

⁵https://cms3.revize.com/revize/petoskeymi/document_center/Forms%20&%20Documents/Downtown%20Strategic%20Plan%202018-22%20Final%20Plan%20adopted%20by%20City%20Council%208-6-18%20with%20appendices.pdf

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Our neighborhoods and high quality educational opportunities are also essential to our identity and will be discussed in later sections of the plan.

Defining community identity may best be summarized through stated values. During the planning public engagement process, participants were asked what they value about the Petoskey area. Several answers were often repeated, as summarized below.

- ◆ Small town character ◆ Sense of community ◆
- ◆ Friendly, kind people ◆ Waterfront accessibility ◆
 - ◆ Downtown ◆ Local small businesses ◆
- ◆ Beauty, scenery ◆ Compactness ◆ Walkability ◆
 - ◆ Trail systems and parks ◆
- ◆ Four-season recreational opportunities ◆
 - ◆ Safe public spaces ◆
- ◆ Natural resources: clean air, water ◆
- ◆ Many opportunities for community involvement ◆

The goals and strategies of this master plan are designed to balance these values with future needs based on changing technology, climate, demographics and preferences. Homes for all ages and abilities, mobility options, and public health, wellness and safety are all essential to ensure a livable community into the future.

While our seasonality and natural resource assets lead to our characterization as a resort community, it is the investment in infrastructure and a high quality public realm that has been previously discussed that results in our identity as a community that “cares about the details.”

Identity and Engagement

Community Identity Goals

- Our identity as a community that values its natural resources and history is maintained.
- The park system is integral to the unique sense of place and is a known asset for community-wide health and wellness.
- The valuable natural resources that are the foundation for our high quality of life are managed and protected.
- New development takes cues from historic architecture and community scale, while addressing current community needs.
- Downtown continues to be the heart of the community, relevant, and vibrant into the future.
- Our high quality public spaces are preserved for future generations.
- Public and private projects honor the heritage of the community as a destination for year-round recreation and entrepreneurial opportunities.
- There is a balance between the desire for public views of Little Traverse Bay, the benefit of trees on public property, and the interests of private property owners.

Strategies and Actions

- a) Create a Local Historic District in the Downtown National Register Historic District within two years.
- b) Appoint a Local Historic District Study Committee to study the creation of a Local Historic District in the East Mitchell Street National Register Historic District.
- c) Create additional neighborhood National Historic Register Districts to ensure historic integrity of the community is maintained.
- d) Become a Certified Local Government through the State Historic Preservation Office.
- e) Continue to evaluate zoning districts for addition of form and architectural standards to complement existing street patterns.

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- f) Work with the Little Traverse Historical Society to develop exhibits and events that promote community heritage.
- g) Ensure community signage enhances the City's historic character.
- h) Develop informational resources to promote/advocate for appropriate building renovations similar to the Downtown Design Guidelines.
- i) Implement the Parks and Recreation Master Plan and update every five years to ensure high-quality parkland and open spaces are maintained and preserved.
- j) Implement the Downtown Strategic Plan and update every five years.
- k) Plant appropriate sized trees and perform regular maintenance of trees and shrubs on public land to enhance and protect the Little Traverse Bay view shed.

Citizen Engagement

The citizens of Petoskey are very engaged in the betterment of the community. Residents participate through dozens of civic groups, religious organizations, schools, and non-profit organizations, volunteering their time to make the community better. Through public boards, commissions and committees, residents are involved in the local government decision making process.

The City's Public Participation Plan identifies active methods of reaching out to the public including surveys, community workshops, charrettes, neighborhood walks, focus groups, standing committees and social networks. These methods of engagement are important to help residents understand projects, policies, and actions being considered by the City that traditional public meetings and hearings cannot accomplish.

Recent events have required use of new technology, and through virtual meeting platforms there is another way for people to engage. The use of this technology to supplement public meetings is a positive

Identity and Engagement

addition to engagement efforts. It is the responsibility and challenge of City government to ensure resident input and concerns are incorporated into decisions and communicated back out to the citizenry.



Middle School students identify valued community places

The ordinance creating the Planning Commission requires that the body have representation across community sectors and geography. However, beyond the requirements of the Michigan Planning Enabling Acts, it is also essential that the Planning Commission and other boards and commissions accurately reflect the population demographics to ensure equity is taken into account in the decision making process. Experience shows that it is difficult for single parents, working families and young workers to commit the time necessary for boards and commissions but efforts must continue to involve these groups.

Citizen Engagement Goals

- Representation on City boards and commissions is a broad cross-section of the population.
- The citizenry is engaged in the public decision making process.
- Board and commission members receive adequate training to carry out their responsibilities.

Strategies and Actions

- a) Update the 2010 National Citizen Survey™ or undertake a similar citizen survey to gauge resident satisfaction with municipal services.
- b) Work with the Petoskey Public Schools to annually engage the students in community planning.
- c) Utilize effective and equitable avenues for distributing and receiving comments on public policies and projects.
- d) Provide educational materials and design participation initiatives that will support and encourage effective participation.
- e) Encourage continued regional collaboration with local governments and other stakeholder organizations.
- f) Maintain and develop staff expertise in all aspects of participation.
- g) Annually budget sufficient funds to ensure active methods of participation can be implemented.
- h) Support and encourage continuous improvement in the methods used to meet the public need for information and involvement.
- i) Record results of public engagement and ensure they are relayed back to the public.
- j) Create meaningful volunteer opportunities, ad-hoc committees, study groups and other roles that give citizens greater opportunities for inclusion in the decision-making process and encourage sustained public participation.
- k) Ensure elected and appointed officials receive annual training.

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Public health, safety and welfare are the foundation of community planning. Where we locate housing in relation to parks and employment centers, how streets are designed, and the level of public services provided are all fundamental to creating healthy, safe communities. Recent events have dramatically illustrated the interconnectedness of public health with the economy, and as past crises brought about municipal water and sewer systems, so too will COVID-19 and climate change have lasting impacts on community planning.

A community's economic health and its natural and built environment are among the many factors that impact a person's health status. The Petoskey community is fortunate to have top-quality health care facilities, clean air and water, and access to acres of parkland and trails—all of which provide opportunities for wellness and healthy living. In 2010, the City undertook the National Citizens Survey™ to gauge resident opinions on the community and services provided. In that survey, residents rated community and personal public safety very highly and public safety services and community health and wellness access and opportunities highly, above what comparable survey communities were rated.¹

Public Health

A 2015 Northern Michigan Community Health Assessment and Improvement Initiative provides data and community input on public health in the region. While not specific to Emmet County or Petoskey, a “What Matters to You” survey received approximately 1,200 responses from northern Michigan residents and provides input relevant to community planning.²

¹(https://cms3.revize.com/revize/petoskeymi/document_center/Planning%20and%20Zoning/City%20of%20Petoskey-Report%20of%20Results%20FINAL-2010.pdf)

Public Health and Safety

What are the most important factors for a healthy community?

1. Access to healthcare
2. Good jobs/healthy economy
3. Access to affordable, healthy food
4. Good schools/high value on education
5. Affordable housing

A priority of the initiative to promote health and decrease chronic disease has as one of its goals to “Improve health, fitness and quality of life through daily physical activity.”

The report also details how mental and emotional wellbeing is essential to overall health, which has been brought to the forefront during the COVID-19 pandemic and resulting isolation of quarantine. In the same survey, mental health issues were identified by residents and health care providers as one of the top five health problems in the community. However, funding for mental health has been inadequate for many years, creating other community impacts.

According to the Bureau of Justice statistics, more than half of those in the criminal justice system suffer from a mental illness. Mental illness is not a strong predictor of criminal behavior, though two million arrests each year in the U.S. involve persons with serious mental illness.³ It is therefore critical that First Responders are equipped to handle situations where mental illness is the underlying issue.

²A collaboration of two health departments and three hospitals led by the Health Department of Northwest Michigan with funding from the Northern Health Plan (<http://nwhealth.org/CHA/CHA%20CHA%20160307-R3.pdf>).

³<https://www.psychiatry.org/psychiatrists/advocacy/federal-affairs/criminal-justice>

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As detailed in the presentation by Roger Racine, Regional Epidemiologist for the Michigan Department of Health and Human Services, at the Livable Petoskey kick-off meeting, there are many potential health—physical and mental—impacts of climate change. Increasing temperatures may lead to increased heat stress and illness, air pollutants and migrating pests. Increased intensity storms can lead to flood-related waterborne illnesses, and power outages.⁴ To be resilient in the face of these possibilities, actions such as provision of cooling centers and identification of alternative roadway options in the event of severe flooding are recommended.

Public Safety

Public health is integral to public safety; however, the former is funded and administered more at the state and county level, while public safety is primarily a local level responsibility.

The Petoskey Department of Public Safety (DPS) is a fully integrated department providing police, fire, and emergency-medical services, with nineteen sworn officers (cross-trained as certified law-enforcement officer, firefighter, and EMT), five part-time Public Safety Officers, three paid-on-call firefighters, and one administrative clerk. Total training hours for the department in 2019 was 3,100, for an average of approximately 163 hours per officer.⁵

All Public Safety vehicles are equipped with emergency medical equipment, and are often the first responders on an ambulance call. During 2019, the Department answered 526 calls for emergency medical service, 270 fire, 84 public nuisance, and 8,956 law enforcement calls. The Department provides and receives mutual-aid assistance from other area agencies including the Emmet County Sheriff, Resort-Bear Creek Fire Department, and the State Police.

⁴http://www.livablepetoskey.org/downloads/petoskey_michap_sept_2019_rr.pdf

Public Health and Safety

The City enjoys a "Class 4" community fire-insurance rating, which was upgraded in 2012 from a "Class 5" due to the addition of the Petoskey West station and improvements to the water system. The ranking by the Insurance Services Office (ISO) of Michigan ranges from 1 (best) to 10 (worst) and helps to establish insurance rates. Only 15 percent of communities nationally surveyed by ISO received a ranking of "Class 4" or higher, and of the 34 Public Safety departments in Michigan, only 4 others have a ranking of "Class 4" or better.



The Department of Public Safety takes a community policing approach to its work, so in addition to responding to calls for assistance, the DPS educates the community on how to improve safety. During 2019, officers participated with area students in the TEAM (Teaching, Educating, and Mentoring) program that covers topics such as food safety, stranger awareness, firearm safety, bullying, the criminal justice process, fire safety, and others. The Department also provided services including a "Stop the Bleed" training to several area schools and organizations, safely disposed of approximately 882 pounds of medications and assisted in the distribution of prescription and over-the-counter drug drop off boxes (PODs), and again offered its Citizens Academy to educate the public on all of its activities.

In 2016, Tri-County Department of Emergency Management adopted a 2016 Hazard Mitigation Plan covering Charlevoix,

⁵<https://cms3.revize.com/revize/petoskeymi/Public%20Safety/2019%20Annual%20Report.pdf>

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Cheboygan, and Emmet Counties.⁶ The plan was created with assistance of Networks Northwest to protect the health, safety, and economic interests of the residents and businesses by reducing the impacts of natural hazards through planning, awareness, and implementation. The Emmet County task force identified five priority hazards based on historical data and anticipated climatic changes: fire hazards (structure and wildfires); severe winter weather; severe thunderstorms/high winds/tornadoes; flooding; and shoreline and steep slope erosion along Lake Michigan and Little Traverse Bay.

The plan has four goals:

1. Increase local awareness and participation in hazard mitigation strategies;
2. Integrate hazard mitigation considerations into each county's comprehensive planning process;
3. Utilize available resources and apply for additional funding for hazard mitigation projects; and
4. Develop and complete hazard mitigation projects in a timely manner.

The plan then recommends specific mitigation actions for each of the natural hazards. This plan is essential for state and federal emergency funding eligibility.

As detailed further in the Environmental Stewardship chapter, the City has recently experienced shoreline and steep slope erosion during high water levels on Lake Michigan. These water levels approached, but did not exceed, previous known all-time highs. We know that the Great Lakes shorelines are dynamic and have historically fluctuated six feet between low and high levels. To be a resilient community, design and construction of infrastructure will have to ensure it can withstand high

⁶<https://www.cceoem.net/wp-content/uploads/2017/03/Hazard-Mitigation-Plan-Tri-County.pdf>

Public Health and Safety

and low water levels, and specifically the impact of wave action when water levels are high.

The Great Lakes Integrated Sciences and Assessments (GLISA) is a collaborative group of scientists committed to advancing climate knowledge for resilience and adaptation in Great Lakes communities and serves to provide future forecasting that is most often cited for planning in our region. Their website details their predictions, and particularly helpful are their Great Lakes Regional Climate Change Maps with projections for the period 2041 – 2070.⁷

Public Health and Safety Goals

- Residents continue to rate community and personal health and safety highly.
- The natural environment is maintained to provide health benefits to all residents.
- The Petoskey park system is maintained and utilized as a resource that provides community-wide health and wellness.
- Impacts of natural disasters, severe weather events and climatic changes on people and property are minimized.
- Resources and systems are in place to handle human and environmental emergencies and ensure public safety.
- Physical and mental healthcare is adequately funded.
- Long-term resilience of infrastructure is considered in all projects.

⁷<http://glisa.umich.edu/resources/great-lakes-regional-climate-change-maps>

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Public Health and Safety

Strategies and Actions

- a) Work with the Office of Emergency Management to review and update as needed the Hazard Mitigation Plan, taking into consideration likely climate change impacts.
- b) Adopt and implement updates to the Hazard Mitigation Plan.
- c) Promote the health benefits of public parks, trails, and sidewalks.
- d) Continue to implement traffic calming measures to ensure safe streets for pedestrians and bicyclists.
- e) Work with the Health Department of Northwest Michigan, Community Mental Health, Emmet County and McLaren Northern Michigan to identify funding for a credentialed mental health professional to assist first responders as needed.
- f) Encourage, support and participate in regional efforts for alternatives to incarceration for those suffering with mental health and substance abuse issues.
- g) Work with the Petoskey Public Schools to teach youth pedestrian and bike safety.
- h) Repeat the National Citizen Survey™ or a similar survey instrument to gauge resident opinions on public health and safety services.



COMMUNITY

Recreation, Arts, and Culture Opportunities

Recreation Opportunities

The City's parks, sidewalks, and trails are free and safe options for residents to achieve the goal of improving health, fitness and quality of life through daily physical activity. This was evident during the COVID-19 "Stay at Home" order when sidewalks, trails, parks, and area nature preserves experienced increased use.



The City maintains twenty-four park sites, some on properties that are owned by other governmental units such as the Petoskey Area Schools, comprising 1,200 acres. The parks include 1.5 miles of Lake Michigan shoreline, a four-mile-long linear park alongside the Bear River, a 144-slip marina, a 72-site campground, a winter sports complex, and the 800-acre Skyline Trail forest preserve in Bear Creek Township. Athletic facilities include seven baseball fields, six softball fields, 20 soccer-football fields, four basketball courts, 12 tennis courts, three playgrounds, two ice rinks, two pickle ball courts, as well as almost 56 miles of sidewalks and multi-use trails.

In 2019, the City offered twenty-nine (29) organized youth and adult recreational programs to the region with 3,287 registered participants, with just under 24% City residents. The Hungry Hollow Community Garden is a resource for healthy food access, but use of public lands for food production could be enhanced through public forest gardens similar to the Edible Trails Project.¹



¹ <https://edibletrails.org/>

Given our aging demographics, the demand for park and recreation facilities to serve older residents will continue to grow. According to the 2017 "Healthy Aging in Parks Survey" conducted by the National Recreation and Park Association, most communities deliver programming for this population at community centers, senior centers, or parks. For our area, that would include the Friendship Centers of Emmet County and North Central Michigan College, but facilities of these types are limited and expensive to sustain. To meet the challenge, we will need to identify reliable funding sources, additional space for these activities to occur, and ensure staff is versed in the needs and desires of older adults. Further, engaging with the older adult community, whether through surveys, one-on-one conversations, and/or market research data analysis may also be necessary.

The City should ensure it is actively involved in determining the type of programming offered, as well as marketing these offerings to the public. If there are activities that are not being met through these other organizations, the Department of Parks and Recreation should be adding such activities to its programming.

The following goals and strategies come primarily from the 2018 Parks and Recreation Master Plan. While walking and biking are integral to community wellness, the goals, actions, and strategies related to non-motorized facilities are found in the Transportation and Mobility Options section of the plan.

Recreation Opportunities Goals

- The provision of parks, recreation facilities and programs to the region are enhanced through cooperative agreements.

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- Use of existing, unique recreational opportunities in the City are maximized through effective marketing.
- Recreation options exist for all ages and abilities.
- Parks, recreational facilities and programs are universally accessible.
- Access to water resources is enhanced for all users.

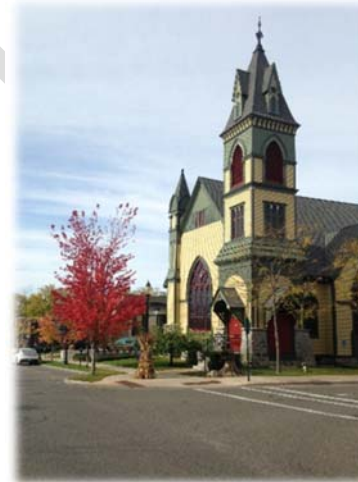
Strategies and Actions

- a) Cultivate additional partnerships that would allow the City to provide improved recreational services through property or equipment sharing.
- b) Address in-demand activities such as a community dog park and additional pickle ball courts by working with regional partners to identify locations and funding.
- c) Work with all recreation providers to ensure provision of recreation programs address the needs of all age groups.
- d) Continue to test new recreation programs to address the needs of a changing demographic.
- e) Improve park and trail way-finding signage, maps and information accessibility on website, social media, and via mobile tours.
- f) Partner with McLaren Northern Michigan and the Health Department of Northwest Michigan to promote use of parks and trails for improved health outcomes.
- g) Provide smoke-free/vape-free facilities and breast feeding/pumping locations where appropriate.
- h) Incorporate universal accessibility in park facilities and recreation programs to the greatest extent possible.
- i) Continue to provide public land for community gardens and explore the possibility of creating “Edible Trails.”
- j) Create paddle-sport launch and storage areas.

Recreation, Arts, and Culture Opportunities

Arts and Culture Opportunities

Arts and culture have always been integral to the identity of the Petoskey area. Whether it is the many movie theatres that existed downtown in the early 1900s, the establishment of the Bay View community as a Chautauqua in 1875, or the loyal following of the Petoskey Steel Drum Band, arts are central to our quality of life.



The long-serving Crooked Tree Arts Center (CTAC) has been joined by the Great Lakes Center for the Performing Arts in Bay Harbor as premiere facilities for musical, theatrical, and visual arts exhibits, performances and classes. Local arts organizations such as the Little Traverse Civic Theater, Great Lakes Symphony Orchestra, and Bliss Music Organization are able to engage residents in arts participation as well as appreciation.

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Recreation, Arts, and Culture Opportunities

Bay View

The summer resort community of Bay View, organized as the Bay View Association, adjacent to the City, was established in 1875 by a group of Methodist ministers in collaboration with railroad and city officials. It is an entire community listed on the National Register of Historic Places and is also designated a National Historic Landmark. Cultural programming was developed in 1885 under the direction of John M. Hall and continues to benefit the broader community today. The Summer Assembly Program includes the Music Festival, activities of the Theatre Arts Department, Sunday Services of Worship and the popular Sunday Vesper Concerts bringing thousands to the John M. Hall Auditorium each season. The Bay View School of Music was the forerunner of the Music Festival, which brings students from many parts of the country.

Petoskey District Library

The Petoskey District Library was created in 2009, with the city limits as the district boundary. It then became a community-wide funded resource when Bear Creek and Resort Townships passed operating millages to join the district in 2012, and Little Traverse and Springvale Townships joined in 2016.

Library facilities are used for dozens of youth and adult programs, including movies, classes and tutoring, clubs, speakers, a travel series and performances. Free internet service and computers are also provided. The mission of the library is to nurture knowledge, drive discovery, and connect community. The facility provided 390 programs for children and 271 programs for adults, in addition to lending 175,363 items in 2019.²

Little Traverse History Museum

Located in the 125 year old City-owned former Chicago and West Michigan Railroad Depot on Petoskey's beautiful waterfront, the

museum is operated by the Little Traverse Regional Historical Society which has been in existence since 1965. The Society's mission is to enrich our community by preserving, showcasing, and sharing the history of the Little Traverse Bay area.

The museum includes exhibits on the many unique historical aspects of the Petoskey area, including the history and culture of the native Odawa people, importance of the rail to community development, industry past and present, downtown yesterday and today, the heyday of the Winter Carnival, and the Hemingway family connections. Through its staff and volunteers the museum also provides genealogic and building research, holds workshops and conducts events that showcase history such as local home tours.

Area Festivals

Downtown Petoskey and Bayfront Park are sites for many community festivals and events. Crooked Tree Arts Center sponsors the Charlotte Ross Lee Concerts in the Park throughout the summer, the Petoskey Regional Chamber of Commerce holds its annual art fair and weekly farmers market, and the Downtown Management Board sponsors numerous activities throughout downtown. The County Fairgrounds hosts the annual Charlevoix-Emmet County Fair and other public events and gatherings.

Public Schools of Petoskey and North Central Michigan College

The School District offers cultural programming to its students through its strong music and arts departments as well as community education programs for area residents.

North Central Michigan College offers an annual speakers series that brings speakers from around the world, as well as classes in many art forms and medium.

² <https://www.petoskeylibrary.org/wp-content/uploads/2013/03/PDL-Annual-2019.pdf>

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Recreation, Arts, and Culture Opportunities

Arts and Culture Goals

- Lifelong arts and culture learning opportunities are provided for residents of all ages and incomes.
- Art in public places enriches the entire community.
- The Petoskey region is recognized as a destination for its cultural richness.

Strategies and Actions

- a) Assist in the dissemination of cultural event information through web-based community calendars.
- b) Promote use of existing parks and public facilities for cultural performances and events.
- c) Identify locations and funding for public art throughout the community.



Our environment is the foundation of all we value as a community. Our ability to be resilient to changing climatic and economic conditions relies on our high quality natural resources and ecological systems being maintained for current and future generations to enjoy. Clean air, fresh water, pristine landscapes, open space, forests, and local farms are identified in all community engagement efforts as critical to preserve.

Resource Use Reduction

A necessary component of environmental stewardship is responsible use of natural resources to ensure their availability for future generations. The first step is reducing consumption today. Whether it is transitioning to technologies that use less energy, implementing local renewable energy production to decrease use of fossil fuels, developing and promoting non-motorized transportation, or investing in recycling infrastructure, local government has the responsibility to play a leadership role in modeling responsible resource use through policies, programs, and actions.

Energy

Reduction of greenhouse gas emissions (GGE) is essential to slow the pace of climate change and requires a change in energy-use patterns. At the national level, transportation and electricity generation produce over half of emissions. It is because electricity production and use is such a large contributor of GGE that the City has established an electric utility goal of 100 percent community-wide renewable energy production by 2035. As of July 2020, the City's average energy portfolio through the Michigan Public Power Association (MPPA) included 20 percent renewable sources, which exceeds the 2019 established goal of 15 percent. The renewable energy sources include landfill gas, solar and wind power.

Reduction of GGE can begin at the household or business level through the installation of solar panels and net metering. A local example is North Central Michigan College that installed a demonstration solar project in 2019. At the municipal level, a City Hall rooftop panel installed in January 2021 is projected to generate approximately 82,808 kWh annually, or 83 percent of the buildings electric needs. The City and local partners are also looking at possibilities for local renewable energy production, including a possible community solar project at the former landfill site between River Road and Howard Road. Early estimates indicate that this site could potentially generate between two and three megawatts of power. In partnership with other municipally-owned electric utilities, other sites may also be considered.

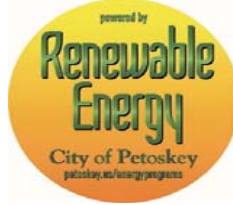
Due to economies of scale for energy production, we will need to balance the desire for local demonstration and production projects with the cost of purchasing renewables from utility-scale projects to ensure we reach our 2035 target of 100 percent renewables. A larger, regional approach to renewables production is the most cost effective and therefore the focus of MPPA. Longer-term, as renewable energy storage continues to improve, consideration for localized systems such as Community Micro-grids could be given.¹

It has been said that **the greenest kilowatt hour is the one that is never used**. Therefore, promotion and implementation of energy conservation is another area that City leadership can reduce energy costs and energy use. This has occurred with energy audits of municipal buildings using the Energy Star Portfolio Manager®, energy efficiency upgrades, retrofits of street-lighting as well as programs to make energy efficiency more affordable such as the Energy Smart program.

¹ <http://nyssmartgrid.com/microgrid/>

ENVIRONMENTAL STEWARDSHIP

The City has also promoted the Voluntary Green Pricing program that allows customers to purchase up to 100 percent of their consumption as renewable, which improves the viability of renewable sources by having a dedicated demand.



Additional efforts at assisting low-income residents to decrease their utility expenses could also be considered. According to the U.S. Energy Information Administration, the top three residential uses of energy in 2019 were space heating (15 percent), space cooling (16 percent), and water heating (12 percent). Unlike rural areas that rely predominately on propane for heating, Petoskey residents have access to more affordable natural gas. According to the Census, 80 percent of Petoskey homes use natural gas to heat their homes, which means likely natural gas is also used to heat water. Therefore, the City electric utility cannot impact that component of energy use.

There are efforts underway to encourage what is termed “beneficial electrification”, which refers to a process of switching fossil-fuel end-use equipment to electric equipment in a way that reduces overall carbon emissions, while providing benefits to the environment and to individuals.² The idea is that a residence or business that is powered with electricity would then be able to tie into a renewable energy system or grid, when available.

Transportation

As the transportation sector accounts for almost a third of GGE, installation of, or incentives for, electric vehicle charging stations are actions that would allow for lower transportation emissions.

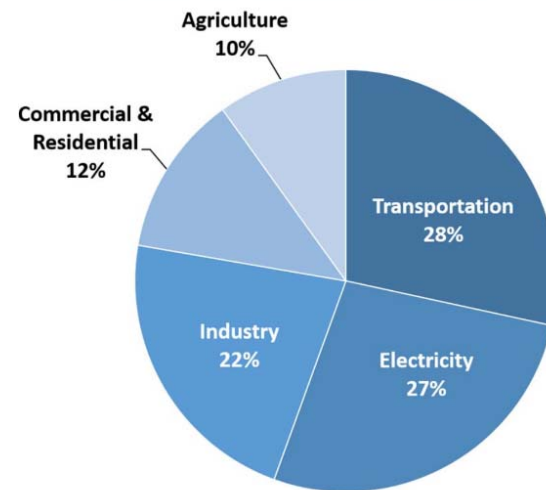
Our destination economy relies on the highway network and vehicle travel to bring people, goods, and services. Therefore, a system of

Resource Use Reduction

charging stations throughout the highway system is essential for local actions to be effective.

Reduction in vehicle miles traveled is possible when non-motorized transportation infrastructure options exist, which is further discussed in the Transportation and Mobility Options section of the document. Along with infrastructure comes policy—if we are serious about decreasing transportation emissions, the non-motorized facilities system needs to be actively promoted for transportation as well as recreation. Increasing the number of alternative fuel or electric vehicles in the municipal fleet, as well as reducing overall fuel consumption are further methods the City needs to consider to reduce carbon emissions.

Total U.S. Greenhouse Gas Emissions
by Economic Sector in 2018



U.S. Environmental Protection Agency (2020). Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2018

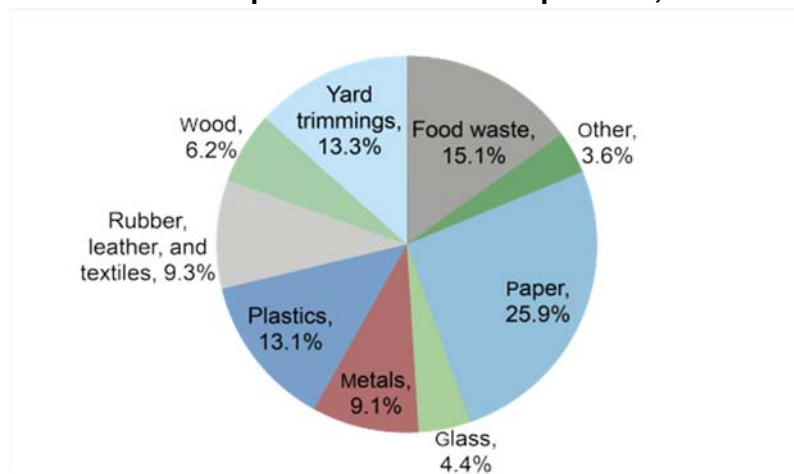
² Re-Amp report: *Equitable Beneficial Electrification (EBE) for Rural Electric Cooperatives: Electrifying Residential Space and Water Heating.*

Waste Prevention and Sustainable Materials Management

The manufacture, distribution, and use of products—as well as management of the resulting waste—all create greenhouse gas emissions. This is not news to us locally, as the Emmet County Department of Public Works (ECDPW) waste reduction programs have been a highly successful intergovernmental effort for decades. Their progress has had dramatic impacts locally on reducing waste through recycling, composting, and on-going education.³

All of the on-going efforts of local governments in partnership with ECDPW are necessary to continue the reduction of municipal solid waste. The City has participated in the resident curb-side recycling since 2004, and our yard-waste drop-off location provides materials for the ECDPW compost production.

U.S. Municipal Solid Waste Composition, 2015



Source: U.S. Environmental Protection Agency (EPA) (2018) Advancing Sustainable Materials Management: 2015 Fact Sheet.

³<https://www.emmetrecycling.org/wp-content/uploads/2019/07/The-Whole-Works-2018-web.pdf>

The following explanation by the USEPA is a good summary of how waste prevention and recycling are real ways to help mitigate climate change.

- **Reducing emissions from energy consumption.** Recycling saves energy, because making goods from recycled materials typically requires less energy than making goods from virgin materials. Waste prevention is even more effective as less energy is needed to extract, transport, and process raw materials. When energy demand decreases, fewer fossil fuels are burned and less carbon dioxide is emitted to the atmosphere.
- **Reducing emissions from incinerators.** Diverting certain materials from incinerators through waste prevention and recycling reduces greenhouse gas emissions to the atmosphere.
- **Reduce methane emissions from landfills.** Waste prevention and recycling (including composting) divert organic wastes from landfills, reducing the methane released when these materials decompose.
- **Increase storage of carbon in trees.** Forests take large amounts of carbon dioxide out of the atmosphere and store it in wood, in a process called carbon sequestration. Waste prevention and recycling of paper products can leave more trees standing in the forest, continuing to absorb carbon dioxide from the atmosphere.⁴

Water Conservation

As a coastal community, we understand that our water resources are critical to our quality of life and economy. With our abundance of water it can be difficult to appreciate the need to conserve; however, reducing consumption is an important component of

⁴ <https://archive.epa.gov/wastes/conserve/tools/payt/web/html/factfin.html>

resource stewardship. This could include reducing the use of irrigation on public property, or water utility promotion of WaterSense products⁵ similar to the electric utility promotion of the Energy Smart program.

When reviewing drafts of the Sustainability Framework, the Planning Commission prioritized Environmental Stewardship as the basis of our community's quality of life and upon which all other master plan elements are derived. As we plan for the future, we must ensure that these interconnections are not over-looked. Thinking of our economy as circular instead of lineal is one way to address this challenge.

Resource Use Reduction Goals

- The community's natural resources are protected for current and future residents and visitors.
- A significant, measurable reduction in resource use is achieved through individual, business, organizational, and governmental commitment.

Strategies and Actions

- a) Conduct a community-wide greenhouse gas emissions inventory and set a target for reduction.
- b) Continue to benchmark municipal building energy use and invest in efficiency upgrades.
- c) Continue to upgrade the municipal vehicle fleet to include alternative fuel and electric vehicles.
- d) Track and set fuel reduction goals for the municipal vehicle fleet.
- e) Identify priority areas and needed infrastructure for installation of additional electric car charging stations community-wide.
- f) Continue to promote and fund the Energy Smart energy efficiency programs, with an emphasis on installing improvements for low income residents.

- g) Promote and provide incentives for WaterSense products to reduce utility customer consumption and costs.
- h) Continue to reduce water use in public parks through the use of landscaping best management practices (BMPs).
- i) Continue to work with Emmet County Department of Public Works (ECDPW) to increase recycling and composting efforts through identified metrics, and increase awareness of the importance of recycling and reuse at the household, business, and community-wide levels to create a circular economy.
- j) Explore partnerships to provide free or low-cost energy audits.
- k) Work with ECDPW to educate residents on the use and benefits of backyard composting.
- l) Adopt a policy that ties economic development incentives to use of green technologies in new construction.
- m) Continue to promote and increase participation in the Voluntary Green Pricing program offered through the City Electric Utility.
- n) Remove barriers and provide incentives for residential solar installations.

What is a circular economy?

"A circular economy describes an economic system that is based on business models which replace the 'end-of-life' concept with reducing, alternatively reusing, recycling and recovering materials in production/distribution and consumption processes, thus operating at the micro level (products, companies, consumers), meso level (eco-industrial parks) and macro level (city, region, nation and beyond), with the aim to accomplish sustainable development, which implies creating environmental quality, economic prosperity and social equity, to the benefit of current and future generations."

World Economic Forum whitepaper: Circular Economy in Cities
Evolving the model for a sustainable urban future

(http://www3.weforum.org/docs/White_paper_Circular_Economy_in_Cities_report_2018.pdf)

Additional resource: <https://www.scp-centre.org/wp->

⁵<https://www.epa.gov/watersense>

ENVIRONMENTAL STEWARDSHIP

Climate Resilience and Natural Resource Management

Climate Resilience

A Climate Change Summit coordinated by the Tip of the Mitt Watershed Council in May of 2018 resulted in the “Resiliency Plan for Governments in the Little Traverse Bay Watershed: Local Climate Solutions.”¹ The document provides data and expected climate change impacts for our area, as well as suggested actions that local governments can take to improve community resilience.

The experts believe our impacts are likely to be seen in four areas:

1. Increased variability in temperatures, with a trend to higher temperatures;
2. Increased severity of storms resulting in flooding and erosion;
3. Changed coastal dynamics including rapid fluctuations in water levels and decreased ice cover; and
4. Impacted utility, transportation and recreation infrastructure.

The City has already experienced impacts of high water levels of Lake Michigan and severe storms. Shoreline erosion has required closing of non-motorized trails and relocation of utilities with costs to date approaching \$400,000 and rising. A straight-wind event with 70-90 mph winds on July 18, 2020 downed hundreds of mature trees, causing power outages and clean-up costs over \$100,000. Cost estimates to address shoreline erosion in a climate-resilient manner are over \$5M.² We therefore have no choice but to be proactive in preparing for future climate change impacts.



Erosion in Bayfront Park, September 2019



Little Traverse Wheelway Landslide, April 2020

Natural Resource Management

From the Resiliency Plan discussed above and recent experience, we know what climate change will likely mean for our area and we must employ methods to minimize those impacts. Our high quality

¹https://www.watershedcouncil.org/uploads/7/2/5/1/7251350/lrbay-climate_change_report-final-web_2.pdf

² Baird Shoreline Improvements Study, 2020

ENVIRONMENTAL STEWARDSHIP

natural resources are at risk, but if managed correctly, they are also our ally in reducing climate change impacts.

According to Section 502 of the Clean Water Act, green infrastructure is defined as "...the range of measures that use plant or soil systems, permeable pavement or other permeable surfaces or substrates, storm water harvest and reuse, or landscaping to store, infiltrate, or evapotranspire storm water and reduce flows to sewer systems or to surface waters."

Climate projections indicate our region will trend toward higher temperatures. The "urban heat island effect", in which average annual temperatures are 1.8-5.4°F higher in cities than surrounding suburban and rural areas, results in increased energy demand, air pollution, GHG emissions, and heat-related illness, as well as decreased water quality.³ The methods we have to address the urban heat island impact are improving our urban forest and decreasing impervious surfaces.

The urban forest tree canopy is a crucial ecological helper in combating the impacts of climate change. As noted at the kick-off meeting of the Livable Petoskey planning process, our urban trees provide numerous benefits including carbon sequestration, improved water and air quality,

What is the Urban Forest?

Systems of trees, other vegetation, and water within any urban area. They can be understood as dynamic green infrastructure that provides cities and municipalities with environmental, economic, and social benefits.

Source: Vibrant Cities & Urban Forests –A National Call to Action, 2011 Vibrant Cities Report

Climate Resilience and Natural Resource Management

increased property values, and improved mental health, temperature control, and wildlife habitat.⁴

While we have acknowledged the importance of the urban forest by becoming a Tree City USA, we have lost many mature trees in recent years that provide more ecological benefit by their large canopy than newly planted trees. According to the USDA, the recommended average tree canopy to decrease the heat-island effect is 40 percent.⁵ Therefore, increased investment in the urban forest, and efforts to improve public awareness of their responsibility to help maintain street trees is needed.

Projected increased intensity of storms creates the possibility for infrastructure failures as has been seen in other communities. Rapid runoff from impervious surfaces such as roads, parking lots and rooftops has more potential to create flooding and erosion, as well as carrying pollutants, pathogens, litter, and sediment to surface water. The resulting water contamination can lead to algae blooms, declining ecosystem health, beach closings, and no-swim advisories.

³ (U.S. Environmental Protection Agency (EPA) (2016) "Heat Island Effect."

⁴ http://www.livablepetoskey.org/downloads/urban_forest.pdf

⁵ (U.S. Department of Agriculture (USDA) (2010) Sustaining America's Urban Trees and Forests).

ENVIRONMENTAL STEWARDSHIP

To supplement our extensive gray infrastructure, green storm water infrastructure protects natural drainage patterns and mimics the natural hydrologic cycle. Examples that are currently being used such as rain gardens are discussed later in this document. Other methods including green roofs and living walls have also been shown to have ecological, economic and mental health benefits.⁶



Image sources: Livingroofs.org and Greenroofs.org

As noted, the urban forest includes vegetation other than trees. Our parklands, rights-of-way and private property are all part of the ecological system. To help the system thrive, its biodiversity must be considered. Planting native species and eradicating invasive species are two necessary components to maximize the ecological benefits of our urban forest for our residents and visitors.

We share our natural and built environment with the flora and fauna of the area. The Bear River Valley and our extensive park and open space system create wildlife corridors. Many residents are aware of the plight of the pollinators, as well as the difficulty in keeping unwanted

Climate Resilience and Natural Resource Management

garden visitors out. Balancing the enjoyment with the negative impacts of wildlife as the climate changes will become increasingly important.

Climate Resilience and Natural Resource Management Goals

- The municipal utility is powered by 100 percent renewable sources by 2035.
- Petoskey is a leader in use of green technologies for energy, infrastructure, and transportation.
- Petoskey is pro-active in designing infrastructure that is adaptable to climate change impacts.
- Residents are aware of the benefits of green infrastructure in lessening the negative impacts of climate change.
- The flora and fauna native to the area and ecologically beneficial are protected.
- The use of harmful herbicides and pesticides is reduced community wide.

Strategies and Actions

- a) Ensure safety of critical infrastructure in proximity to the shoreline and riverbank.
- b) Develop a green infrastructure and non-motorized infrastructure plan that identifies specific street improvements (Similar to Grand Rapids Vital Streets).
- c) Require native species and green infrastructure in site plan review approval criteria.
- d) Provide information on climate-adaptable native species.

ENVIRONMENTAL STEWARDSHIP

Climate Resilience and Natural Resource Management

- e) Calculate the current city-wide tree canopy and establish a canopy goal.
- f) Balance the Petoskey “groomed” aesthetic with the use of native species and pollinator plants that have a more natural look on public lands.
- g) Encourage homeowners to use native species and pollinator plants in their landscape rather than turf grass.
- h) Create incentives for installation of green roofs.
- i) Continue to work with the Charlevoix, Antrim, Kalkaska, and Emmet Counties Cooperative Invasive Species Management Area (CAKE/CISMA) to educate residents about invasive species and find funding for eradication.
- j) Explore changes to lot coverage ratios to encourage a reduction in total impervious area rather than just calculating building footprint coverage.
- k) Increase required waterfront setbacks.
- l) Require a vegetative buffer to be added land-side of a hardened shoreline.
- m) Educate the public on the environmental benefits of trees so they are valued for their importance to climate resilience rather than something that blocks views of Little Traverse Bay.
- n) Increase tree planting in passive park land such as Veteran’s Park, Arlington Park, Washington Park, Quarry Park and Curtis Park.
- o) Explore the creation of a municipal tree nursery and greenhouses in collaboration with other organizations.
- p) Protect and enhance wildlife corridors, while managing wildlife numbers.
- q) Prioritize climate resilience and natural resource management in all municipal operations by creating a sustainability coordinator position, contingent on available funding.
- r) Participate annually in the Michigan Green Communities Challenge.
- s) Advocate for broader community engagement and participation in the City’s resiliency and sustainability efforts.
- t) Encourage environmentally friendly practices when using herbicides and pesticides on City property whenever practical.
- u) Continue to explore best management practices for the use and application of winter street maintenance salt.
- v) Work with other organizations to increase public awareness of the negative impacts of harmful pesticides and herbicides and to decrease their use.
- w) Use compost in public projects such as road and trail construction whenever practical.

BUILT ENVIRONMENT

The City has an extensive infrastructure system that includes what is in the public rights-of-way as well as public parks and facilities. It is our infrastructure that is essential for community livability, although much of it is not visible to residents. To optimize our infrastructure, we must ensure it is adequately maintained while exploring methods to improve its resiliency.

Roadway Network

The City street grid, created over time as property was platted, serves as the framework for current community access and circulation. Within those rights-of-way are contained utility infrastructure, vehicular and non-motorized transportation facilities, and a large portion of our urban forest.

The City has thirty-three miles of public rights-of-way and four miles of state trunk-line (U.S. 31 and U.S. 131) that are dedicated for public utilities, mobility and property access. The majority of City street rights-of-way are 66 feet wide, which results in approximately 264 acres of land. Public streets throughout the community are classified through the Federal Highway Administration's National Functional Classification system as arterial, collector or local streets and illustrated in the figure below with specific street listings in the following table.

To ensure that the transportation network is safe and efficient, in 2013 the City adopted an Access Management Plan for the principal arterials U.S. 31 and M-119 in cooperation with the Michigan Department of Transportation, Emmet County Road Commission, Emmet County and Bear Creek Township. Implementation of the plan over the past several years has included realignment of intersections, elimination of driveways, installation of landscaped islands to reduce conflict points, a narrowing of Charlevoix Avenue, and a new traffic signal on West Mitchell Street at Ingalls Avenue to improve safety for pedestrians.¹ We

¹https://cms3.revize.com/revize/petoskeymi/document_center/PlanningZoning/Access%20Management%20Plan%20-%20Complete.pdf

Infrastructure Optimization

will continue to work with our partner organizations to ensure these principal arterials function efficiently, while allowing safe local access.

Functional Street Classification

Classification	Description
Principal Arterial	Roads that generally carry long distance, through-travel and provide access to important traffic generators, such as employment centers and shopping areas. These are important routes through the city and are also primary entrances or gateways from outlying areas (e.g., U.S. 31 and U.S. 131).
Minor Arterial	Streets whose primary function is to move traffic between principal arterials and local streets and between major parts of the city such as neighborhoods, employment and shopping. These provide important roadway links into the city and to major activity areas and are considered secondary gateways (e.g., East Mitchell Street, Emmet Street, Arlington Avenue, Atkins Street, Lewis Street and Sheridan Street).
Collectors	Streets that serve as a link between local streets and minor arterials (e.g., Howard Street, Kalamazoo Avenue, Waukazoo Avenue, Lockwood Avenue, Lake Street).
Local Streets	Streets that primarily access individual properties and homes (e.g. Morgan Street, Grove Street, Summit Street, Lockwood Avenue).

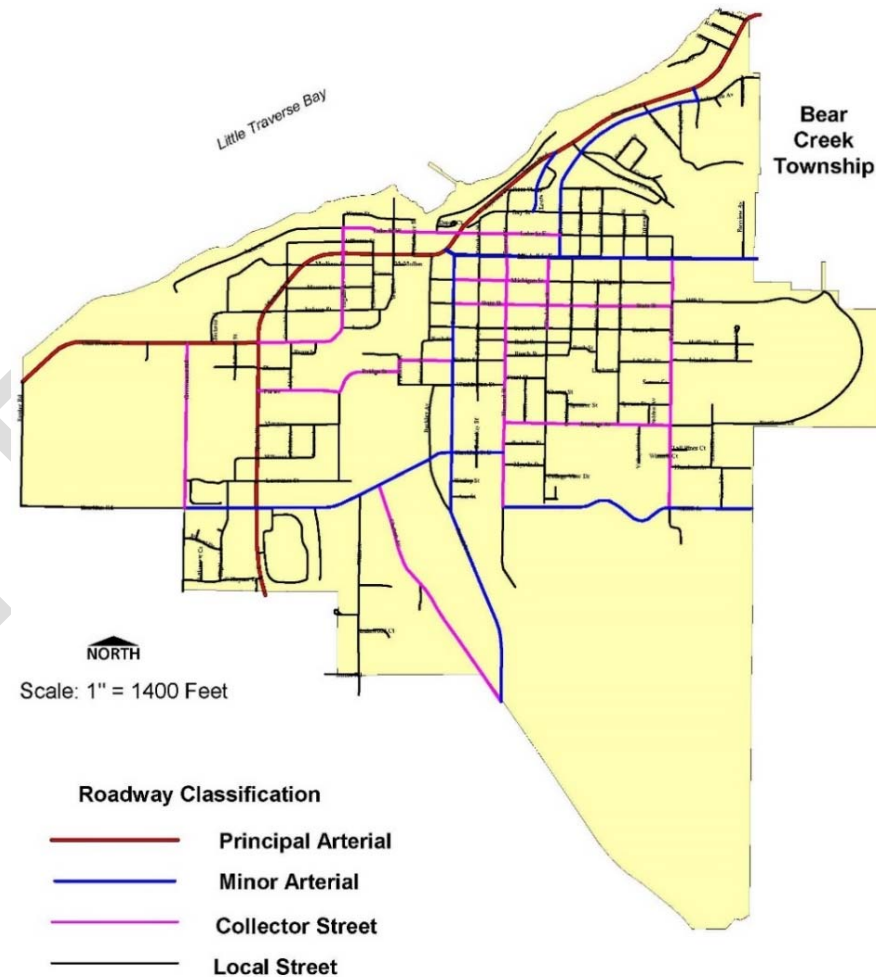
BUILT ENVIRONMENT

Infrastructure Optimization

City of Petoskey Roadway Classification System

Access Management (AM) is a set of techniques that State and local governments can use to control access to highways, major arterials, and other roadways. The benefits include improved movement of traffic and fewer vehicle conflicts.

Source: https://ops.fhwa.dot.gov/access_mgmt/



BUILT ENVIRONMENT

Utilities

The City serves as the provider of electric, water, and sanitary sewer utilities, and manages storm water to minimize risks to private property and protect surface water quality. Natural gas is provided by DTE Energy, and telecommunications are provided by numerous private carriers. The roll-out of 5G communications infrastructure is in the exploratory phase, with the Small Wireless Communications Facilities Deployment Act (PA 365 of 2018) restricting local control of facility locations. As part of the 425 Agreement with Resort Township, the City provides water and sewer service to Bay Harbor.

Electric System

The City is an electric provider through the Michigan Public Power Agency (MPPA), a consortium of 22 of the State's 41 cities and villages that own and operate electric utilities. The City owns two substations, approximately 75 miles of a complete distribution system, and 800 street lights. The Environmental Stewardship chapter of the plan provides information on how the City is reducing energy demand, while increasing its use and promotion of alternative energy sources.

For many years the City has been working to underground the electric distribution system, with 70 percent completed in 2019. In addition to the aesthetic benefits of removing poles and wires, this is an important investment in system reliability to decrease outages during wind and ice storms. The July 18, 2020 storm event that downed hundreds of trees did not result in power outages where the distribution system was underground. In addition, the absence of overhead wires benefits our street tree canopy, improving resiliency of our more than 4,000 street trees. The importance of a healthy urban forest to community sustainability is detailed further in the Environmental Stewardship chapter.

Infrastructure Optimization

Emmet Street before and after electric lines buried



Water System

The importance of a high-quality municipal water system has become increasingly evident in Michigan communities large and small.



The City owns and operates seven drinking-water-production wells that range in depths from 260 to 560 feet, each with a pumping capacity of approximately 1,000 gallons per minute. Three reservoirs store a total of 1,700,000 gallons of water. Municipal water systems are regulated through the Department of Environment, Great Lakes and

BUILT ENVIRONMENT

Energy (EGLE), which did an assessment of our water sources in 2015. The assessment found that the City's wells have a low to moderate susceptibility to contamination (on a seven-tiered scale from "very-low" to "very-high") based on geologic sensitivity, well construction, water chemistry and contamination sources. There are no significant sources of contamination in the City's water supply, and we are making efforts to protect all of our water sources by monitoring and testing at well houses on a regular basis. More details can be found in the 2019 Water Quality Report.²

The Department of Public Works maintains approximately 80 miles of water-transmission and water-distribution pipelines and in 2019, 618 million gallons of water were produced and 464 million gallons of wastewater were treated from a network of approximately 50 miles of collection pipes and 24 lift-pump stations.



Sanitary Sewer System

In 2018 the City's certified secondary-stage reclamation plant went through a \$4 million upgrade for operational and energy efficiency improvements including new LED lighting, use of methane from the digester to fuel the boilers, motion detectors in the administration building, high efficiency control valves on the blowers, upgraded dissolved oxygen probes, plumbing upgrades, new roof and insulation, new HVAC, new domes on the tanks to reduce use of chemicals, and new windows and doors.

The plant has a 2.5 million gallon daily capacity with treated wastewater discharged into Lake Michigan, and treated, stabilized bio-solids are land applied on area farm fields as fertilizer rather than taken to a landfill—a reuse of waste that improves the community's sustainability.

2

<https://cms3.revize.com/revize/petoskeymi/Public%20Works/CCR%20Report%20s/2019%20-%202003-09-20.pdf>

Chapter 3 – Built Environment

Infrastructure Optimization

Wastewater Treatment Plant before addition of tank domes



Wastewater Treatment Plant after addition of tank domes



Storm Sewer System

The City's storm water system is crucial to ensuring water quality in the Bear River and Little Traverse Bay, and has an increased challenge given the City's topography and resulting high velocity of run-off as it reaches the bay. The City maintains approximately 150,000 lineal feet of storm sewer pipes. The system includes approximately 1,800 catch basins with sumps that trap debris and sediment entering the system before

BUILT ENVIRONMENT

discharging into Lake Michigan and the Bear River via 25 outfalls. The basins are cleaned out on a two-year rotating basis. The three City retention/detention structures are maintained and the street sweeper cleans sediment from roadway gutter pans on a regular basis. Since 2008, the amount of road salt has been reduced by 50% to protect water quality without negatively impacting winter driving safety.

The City's 2018 Storm-water Master Plan provides specific recommendations for areas to address, including existing pipe replacements and structural best management practices (BMPs). For several years the City has installed additional infrastructure to improve water quality



Storm sewer outfall dissipater

before it reaches the surface waters of the Bear River and Little Traverse Bay. The Bear River Valley Recreation Area construction included storm water outfall dissipaters, clarifying basins, and manhole structures with sumps that allow solids to drop out and are then vacuumed out of the system.

Recent infrastructure projects, including the Downtown Greenway Corridor and the Kalamazoo Avenue reconstruction project, have incorporated rain gardens with over-flow systems to help slow and filter the storm water. Continued evaluation of infrastructure projects for inclusion of BMPs will be needed to help with increased intensity rain events that are anticipated due to warming summer temperatures.

As storm-water collects on private as well as public impervious surfaces, it is important that ordinances are reviewed and updated to ensure that BMPs are included in site plans. Efforts to encourage home-owners and businesses to do their part to keep water on their property, such as the Tip of The Mitt Watershed Council "Project Raingarden," are also needed and beneficial.

Chapter 3 – Built Environment

Infrastructure Optimization



Downtown Greenway Corridor Rain Garden

What is a Rain Garden?

On the surface, a rain garden looks like a regular garden. However, a rain garden provides a unique function. It may support habitat for birds and butterflies, it may be a formal landscape amenity, or it may be incorporated into a larger garden as a border or as an entry feature. What makes it a rain garden is how it gets its water and what happens to that water once it arrives in the garden. Rain gardens are depressions in the ground that collect rain water from roofs, driveways, parking areas, or other hard surfaces, thus reducing the amount of polluted run-off that enters water bodies.

Source: *Tip of the Mitt Watershed Council Rain Garden Brochure* (https://www.watershedcouncil.org/uploads/7/2/5/1/7251350/rain_garden_brochure-v7final_20.pdf)

Sustainable development requires public infrastructure. As we plan for the future, we should consider those areas both within and outside the City limits where private water wells could face issues as they age.

BUILT ENVIRONMENT

City Facilities

City Hall and Fire Station

The City Hall and Fire Station Complex were adaptive reuses of the former hydro-electric power plant remodeled in 1990. City Hall houses the finance, parks and recreation, public works, public safety, planning and zoning and overall administrative offices. It also houses the City Council Chambers and community meeting rooms.



Public Works Facility

The existing Public Works facility houses all public works vehicles and the offices of the public works supervisors of the streets, electric, and water divisions. Due to space constraints and needed efficiency improvements, the City is looking to renovate or possibly relocate portions of the operation in the near future.

Parks and Recreation Facilities

Twenty-four park sites, some on properties that are owned by other governmental units, are maintained by the Department of Parks and Recreation and comprise 1,200 acres. The facilities are further detailed in the Recreational Opportunities section of the plan.

Parking Lots

The City owns seven parking lots in the Downtown that are managed by staff of the Downtown Management Board. The municipal parking system takes the place of on-site parking, increasing density and viability of the pedestrian-oriented district. Many of the lots are located where former hotels once stood and to honor our hospitality history have been named after them.

Infrastructure Optimization

Little Traverse History Museum

Located in the 125 year old City-owned former Chicago and West Michigan Railroad Depot, the museum is operated by the Little Traverse Regional Historical Society, which has been in existence since 1965. Additional details on the museum are provided in the Community chapter of the plan.



Petoskey District Library

The library facilities began with the Carnegie Building, constructed in 1908 and dedicated in 1909. The building was designed by the Grand Rapids firm of Williamson & Crow, Architects. Then in 1989, the City of Petoskey purchased the former Michigan Bell Telephone Company building across Mitchell



Street from the Carnegie Library, and it was renovated into the current facility and opened in November of 2004.

Additional information on library services is provided in the Community chapter of the plan.

Infrastructure Optimization Goals

- High quality community infrastructure and facilities provide services to City residents, customers and visitors in a reliable, efficient, environmentally-sound, and cost-effective manner.
- Costs for new public infrastructure, facilities, and services are distributed equitably.

BUILT ENVIRONMENT

Infrastructure Optimization

- Community-wide energy efficiency and water use reduction is practiced and green technologies are used to the greatest extent possible.

Strategies and Actions

- a) Ensure the annual update of the Capital Improvement Plan effectively plans for facility improvements, manages debt capacity for large projects, and considers on-going maintenance costs as well as initial capital outlay for new infrastructure.
- b) Identify funding sources and budget for anticipated climate change impacts on infrastructure (e.g., marina, waterfront, trail system).
- c) Incorporate sustainability and resiliency measures into the Capital Improvement Plan.
- d) Ensure infrastructure projects are equitably distributed across the community.
- e) Implement the 2018 Storm-water Management Plan and update the City Storm Water Ordinance to ensure BMPs are incorporated in public infrastructure and private site plans.
- f) Continue to work with the Little Traverse Bay Watershed Protection Project Advisory Committee and Tip of the Mitt Watershed Council to implement the Little Traverse Bay Watershed Protection Plan.
- g) Continue to seek intergovernmental agreements with adjoining communities to provide the most efficient, safe and cost-effective delivery of public infrastructure and services.
- h) Work with the Michigan Public Power Association (MPPA) to reach the community target of 100% renewable energy use by 2035.
- i) Continue to explore community renewable energy projects, such as the solar array on the former landfill site and solar panels on City buildings.
- j) Continue to install state-of-the-art drinking and waste-water infrastructure.

BUILT ENVIRONMENT

Petoskey's built environment has been shaped by our high quality natural resources and geography. We are fortunate to be a coastal community and are committed to a built environment that supports a healthy natural environment, provides equitable access, and enhances our unique community character.

Transportation is the act of moving goods or people. Mobility is the ability to freely move or be moved. Transportation is something you do and mobility is something you have.

Forum for the Future

Mobility is access. Mobility is having transportation options that you can count on to get you where you need to go.

Mobility Lab, a program of Arlington County, VA

Our built environment encompasses mobility, land use, and infrastructure systems. How these systems are designed to interact defines our sense of place. To ensure transportation and mobility options, we need balanced use of our public rights-of-way for non-motorized and motorized transportation.

The use of our street rights-of-way for transportation has historically been predominantly a focus on vehicle movement: how many and how fast. Efficiency for the vehicle continues to be the driver for most projects; however, the City has been

actively increasing non-motorized transportation infrastructure such as sidewalks and trails for the past two decades, and adopted a Non-Motorized Facilities Plan in 2015 that establishes priorities for sidewalk construction (see Appendix D).

New technologies have changed the discussion from a focus on transportation to a broader concept of mobility. When it is working well, our infrastructure provides transportation options, or mobility. In addition, when designed to provide mobility to different users, the infrastructure enhances our neighborhoods, institutions, and businesses.

Transportation and Mobility Options

A livable community puts emphasis on place versus space. Our neighborhoods are places we care about, but spaces to pass through for motorists. This is why street design that incorporates traffic calming is important for livability and safety—**people walk and bike when they feel safe doing so**. The speed limit of all City streets is 25 mph, although drivers go the speed at which they feel comfortable. How vehicle speed relates to pedestrian (and bicyclist) safety is illustrated in the following graphic.

**Pedestrian Fatality Rates
in Relation to Traffic Speed**

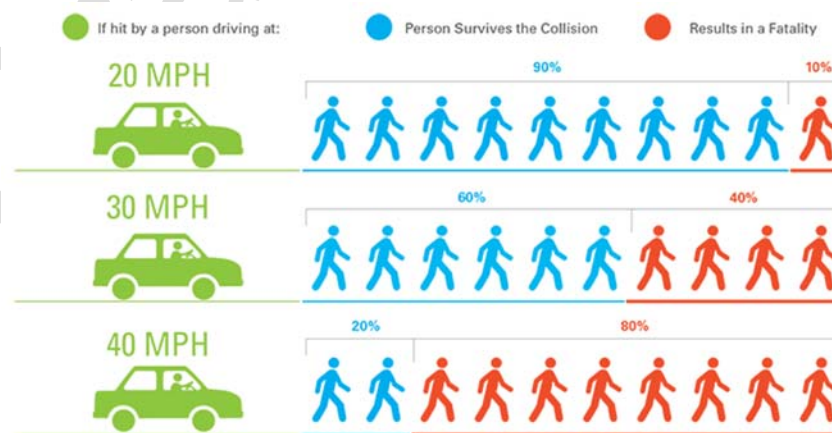


Image source: US Department of Transportation, Literature Reviewed On Vehicle Travel Speeds and Pedestrian Injuries. March 2000.

Image credit: San Francisco MTA Vision Zero Action Plan, February 2015

As the regional service center, vehicle traffic is essential for the movement of goods and services, and access to jobs and schools. Our topography makes traffic calming more challenging, but no less important. If neighborhood livability is a priority, street design must balance vehicle passage through the community with traffic calming to enhance overall mobility.

BUILT ENVIRONMENT

The City has implemented many traffic calming techniques during roadway reconstruction projects but there remain opportunities that could be considered. Appendix E provides examples of traffic calming methods already used, as well as those that could be considered on either a temporary or permanent basis.

The City's Non-Motorized Facilities Plan was created in 2015 and helps the community achieve all three components of sustainability in the area of mobility:

Environment—Transportation is responsible for one third of all U.S. greenhouse gas emissions. So converting short driving journeys to walking or biking journeys reduces this impact.

Equity—Walking is the cheapest form of transportation. Sidewalks and trails allow mobility for all ages, incomes and abilities, with low-income families more reliant on walking for essential journeys than other income brackets.

Economy—The average household cost to own and operate one vehicle is \$9,282 per year¹. Walkable neighborhoods allow families to own fewer cars and save money. Walkable neighborhoods are also in demand, which increases the value of real estate, and bicycle-oriented tourism in our community is increasing. Finally, a community that enables an active lifestyle by creating non-motorized infrastructure helps its residents to meet public health recommendations for physical activity that decrease impacts and costs of chronic diseases.²

We have come a long way on sidewalk and non-motorized trail construction, meeting the Non-Motorized Facilities Plan goal of constructing ¼ mile of sidewalk each year over the past five years

¹ U.S Department of Transportation Bureau of Transportation Statistics. Figure is 2019 estimate based on 15,000 miles travelled per year.

² https://www.cdc.gov/healthyplaces/transportation/promote_strategy.htm

³ Source: Downtown office; costs can be as much as 50 percent higher.

Transportation and Mobility Options

(including trails and conversion of sidewalk to trail on West Lake Street). Community-wide we have a Walkscore® of 81 (very walkable).

Winter sidewalk maintenance is a challenge, but has received increased attention with our focus on community walkability. The City currently spends \$63,000 annually out of the right-of-way millage for sidewalk snow removal. It takes four snow blowers an average of 8-12 hours to clear the 44 miles of sidewalk and 1.7 miles of the Little Traverse Wheelway, with large snowfalls requiring closer to 24 hours. The challenge of ice is one that is difficult to address without application of de-icing chemicals, which is not environmentally friendly. Salt is used downtown, yet there is a discussion of installing a snowmelt system as an alternative. In an average year, the Downtown Management Board spends \$34,000 on sidewalk snow removal, with approximately 20 percent of the cost on salt purchases.³ An estimate of the installation cost of one block-face of snowmelt is \$160,000, which does not include the annual energy costs to run the system.

The next phase in implementation of the Non-Motorized Facilities Plan would be increased attention to the on-street bicycle networks as our Bike Score through Walkscore® is only 58 (Bike-able, some bike infrastructure). Petoskey's terrain presents challenges, but again, other than our trail systems, many do not feel safe bicycling on the street. It has been shown in many communities that bicycling risk can be significantly reduced through improved infrastructure and a greater number of bicycles on the road, while imposing minimal risk to other road users and providing significant health benefits.⁴ Bike routes, bike parking, and protected bike lanes all work to increase the use of bikes for transportation.

⁴ John Pucher and Lewis Dijkstra, "Making Walking and Cycling Safer: Lessons from Europe," *Transportation Quarterly*, Vol. 54, No. 3, Summer 2000; Litman, T. Victoria Transport Policy Institute (November 2004), "Whose Roads? Defining Bicyclists' and Pedestrians' Right to Use Public Roadways"

BUILT ENVIRONMENT

Census data on commute times and distance between home and work seem to indicate that increasing the number of residents that walk or bike to work could be an attainable goal. Smart Commute Emmet was started in 2010 as a week to promote and incentivize alternative commuting methods that has resulted in limited long-term impact.

CITY OF PETOSKEY CENSUS DATA	
Average resident commute time	11 minutes
Percent of residents that walked to work	15%
Percent of residents that worked in the City	73%
Percent of workers with commute time 10 min or less	46%
Percent worked from home	9.2%
Source: Census Bureau ACS 2017 five-year estimates	

Further efforts at increasing awareness of the benefits of non-vehicle trips through an on-going campaign could also be beneficial, particularly working with the schools—generators of periodic concentrated traffic (morning and afternoon).

A well-functioning public transit system or app-based ride-sharing system accomplishes the same mobility benefits. City demographics—both on income levels and age distribution—indicate there will be an increasing need for mobility by methods other than personal vehicles. According to a recent study from the American Automobile Association (AAA), while healthier

**You aren't only
IN traffic,
you ARE traffic!**

Transportation and Mobility Options

and living longer than ever before, senior citizens are outliving their ability to drive safely by an average of 7 to 10 years. The Friendship Center offers mobility to seniors and EMGO Ride was a good initial attempt at improving mobility county-wide, however, needs for a more robust system have been demonstrated.⁵ Bus transportation state-wide and to the larger region is provided by Indian Trails, which provides two bus routes that pass through the Petoskey Area: the St. Ignace to Grand Rapids route and the Detroit to St. Ignace route.

Mobility platforms such as electric bikes and scooters, ride-share and car-share programs, while not prevalent in northern Michigan currently, must be considered in future streetscape and parking lot designs.

Given all the work the community has put into studying how to improve its transportation and mobility system, the following goals, objectives, strategies and actions have been developed.

Transportation and Mobility Options Goals

- An overall transportation system is provided that enhances the community's social, economic and natural capital, and promotes public health and energy conservation.
- A network of arterial and collector streets provide safe and efficient access to regional highways for local, commuter and visitor mobility.
- Local streets provide safe and efficient neighborhood mobility for all users all year around.
- Sidewalks are installed in priority areas as identified in the Non-Motorized Facilities Plan.
- The City and neighboring communities work to improve regional transportation and mobility systems including air, road, trail, and rail components.

⁵ Link to FEET surveys and studies
Chapter 3 – Built Environment

BUILT ENVIRONMENT

- Roadway extensions and connections are considered when they improve mobility and safety.
- The needs of all users are considered in roadway design (surfaces, intersections, and separation) and public space amenities (i.e., bike racks, bike lockers, public showers).
- Sufficient right-of-way is preserved to allow for needed street updates and improvements.
- The regional transit system is improved.
- Intersection traffic controls are installed when safety and access to major arterials can be improved.
- The Clarion Avenue Transload Facility is preserved for active freight and possible passenger rail service.
- Use of rail corridors for non-motorized transportation is maximized.
- The Emmet County Local Roads Group continues to evaluate circulation improvements.
- Roadway maintenance and construction utilize best management practices to minimize potential adverse environmental impacts.

Strategies and Actions

- a) Continually update the Capital Improvement Plan (CIP) to maintain roadway pavement standards based on functional classifications. Evaluate the program with respect to necessary programming and budget on a regular basis.
- b) Continue to work toward an enhanced EMGO Ride.
- c) Implement green infrastructure/storm water BMPs in right-of-way projects where practical and cost effective.
- d) Develop an incentive program to promote use of remote parking and use of non-motorized facilities to decrease downtown parking demand.
- e) Continue to explore regional funding for the Howard Street and Standish Avenue connection to improve circulation.
- f) Continue to support a ferry connecting communities on Little Traverse Bay for commuters and visitors.

Transportation and Mobility Options

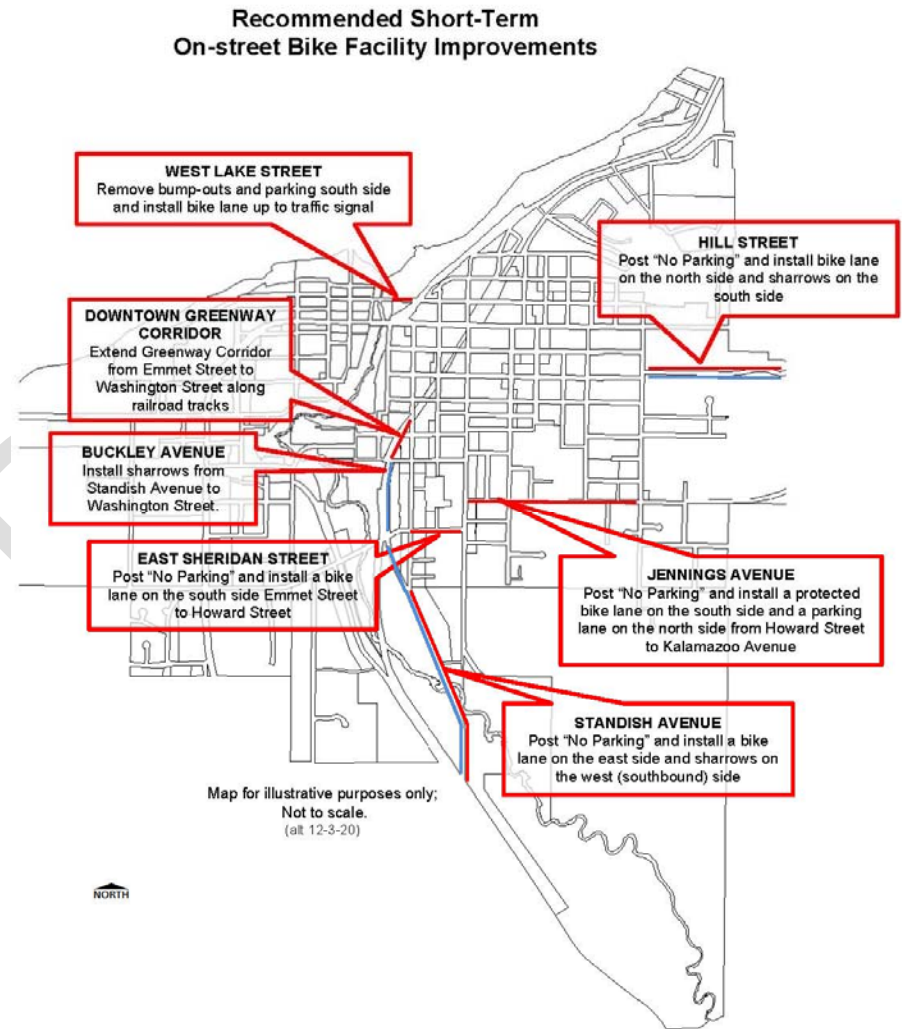
- g) Work with area organizations, schools and businesses to continue and expand Smart Commute Emmet from a week-long event to an all-year promotion.
- h) Install bike racks community wide.
- i) Work with schools and parent-teacher organizations to decrease school traffic.
- j) Acknowledge and support e-bikes, scooters and other similar technologies.
- k) Designate locations for bus and/or autonomous vehicle drop-off.
- l) Implement neighborhood traffic calming measures.
- m) Encourage and promote car-sharing as an environmental and economic benefit to the community.
- n) Identify a new passenger rail depot location near Curtis Field.
- o) Complete the following non-motorized facility improvements:
 - Construct or reconstruct approximately ¼ mile of new sidewalk each year.
 - Extension of Downtown Greenway Corridor to Washington Street in the short term and farther south in the longer term.
 - Continue funding the construction, replacement and maintenance of the trail system.
 - Continue to improve winter sidewalk snow removal.
 - Increased sidewalk width where needed to protect pedestrians.
 - Address ADA compliance in all infrastructure projects.
 - Promote the existing network of non-motorized facilities as a transportation method in addition to a recreational activity through wayfinding, maps and websites.
 - Create a bike riding-centered event such as a “Bike the Drive”⁶ to promote identified bike routes.
 - Advocate for a regional trail authority to manage, maintain, promote and expand the trail system.

⁶ Bike the Drive events are held in many cities including Chicago (www.bikethedrive.org), and Madison, WI (“ride the drive”).

BUILT ENVIRONMENT

- Educate the public on the rights and responsibilities of pedestrians, bikers and drivers.
- Increase the width of older sections of the Little Traverse Wheelway to the current 10-foot AASHTO standard.
- Work with neighboring jurisdictions and non-profit organizations for development of a regional on-road biking system.
- Explore a bike/scooter share program.
- Continue to regulate e-bikes, etc. to ensure compatibility with non-motorized users.
- Repair the existing trail segment and/or construct an alternative to the Resort Bluffs section of the Little Traverse Wheelway in the U.S. 31 right-of-way.
- Develop an on-street bike network that incorporates the improvements in the following illustration:

Transportation and Mobility Options



BUILT ENVIRONMENT

During the master plan process, we have heard from area residents regarding what they value and are concerned about today and into the future. Residents value the small town character, parks and open spaces, compactness, and our historic downtown. They are also concerned about the lack of housing, our aging population, climate change and how to protect our community character. Reaching a balance between stated values and community needs is necessary to ensure neighborhoods for all.

A neighborhood is an area where people live and interact with one another, but often have indistinct geographical boundaries. As a small town, Petoskey residents don't identify strongly with neighborhoods, rather they identify with near-by parks, natural features, or schools. While neighborhoods are typically associated with residential areas, downtown is considered the community's neighborhood or gathering place and has for many years had redevelopment and strategic plans created. The long term strategy in these plans of increasing upper story residential units has been occurring, with now over 100 residential units within the Downtown Development Authority boundary. There have been efforts to do additional neighborhood level planning in recent years, specifically with the creation of the Old Town Emmet Neighborhood plan, but no formal neighborhood associations have been created.

Originally platted residential lot sizes were 50 feet by 145 or 150 feet, while newer plats increased lot sizes in the single family districts to accommodate ranch-style attached garages. We currently have three (3) single family zoning districts that have minimum lot sizes between 6,000 square feet (minimum width of 50 feet) and 8,400 square feet (minimum width of 70 square feet). Residential areas are spread throughout the City, with varying neighborhood characteristics. Some neighborhoods have a mix of single-family homes, houses converted into multiple units and multiple family structures, while others are more

Neighborhoods for All

predominantly single-family dwellings. The neighborhoods adjacent to the major job and activity centers (i.e., the hospital and downtown) have historically been a mix of single family and converted single family structures. There were also historically many rooming or boarding houses located in the areas adjacent to downtown and the railroad station, some of which continue as single room occupancy (SRO) structures or have been converted to apartments.

There are also neighborhoods that have carriage houses or accessory dwelling units (ADUs) that were seasonally used historically, but have become year-round housing stock. Our zoning ordinance does not currently allow for ADUs; however, this is a housing type that has been discussed nationally, regionally and locally as a tool to create new housing opportunities. They are considered an efficient use of existing infrastructure, and can help homeowners "age in place" by accommodating multi-generational households or caregivers. However, there are concerns about impacts on neighbors and use as short-term rentals.

Multiple family developments within the City are varied as well, with some supplying necessary affordable housing and others providing up-scale condominiums. Higher density housing such as multiple family complexes in neighborhoods with close proximity to commercial areas, or units above existing single-use commercial buildings in strip centers should be encouraged to decrease automobile dependence, and support neighborhood commercial areas.

BUILT ENVIRONMENT

Neighborhoods for All

Large Apartment Complexes in the Petoskey Area

NAME	# OF UNITS	SUBSIDIZED	AGE RESTRICTED
Lafayette Park Apts.*	72	NO	NO
Traverse Woods Apts.*	120	YES	NO
Harbor Village Family Apts.*	52	YES	NO
Harbor Village Senior Apts.*	44	YES	YES
Riverview Terrace*	70	YES	YES
Bear Creek Meadows	240	NO	NO
Glen Haven Apts.	46	NO	NO
Pinecrest Apts.	27	NO	NO
Hillside Club Apts.	160	YES (121)	NO
Maple Village Apts.	97	YES	NO
Petoskey Park Apts.	32	NO	NO
Independence Village	119	NO	YES
Sunnybank	44	NO	YES

*Located in the City of Petoskey

Who are the people in our neighborhoods?

Petoskey's year-round population has not changed dramatically for several decades, hovering around 6,000 – even in 1919 when the winter population was reported at 6,000 and summer population at 12,000.¹

	2010 Census Population	Population Estimate*
CITY OF PETOSKEY	5,670	5,696
EMMET COUNTY	31,437	32,978

* Census Bureau 2013-2017 ACS estimates.

¹ Sanborn Map for Petoskey, October 1919.

²AARP "Where We Live, Communities for All Ages, 2018 Edition.

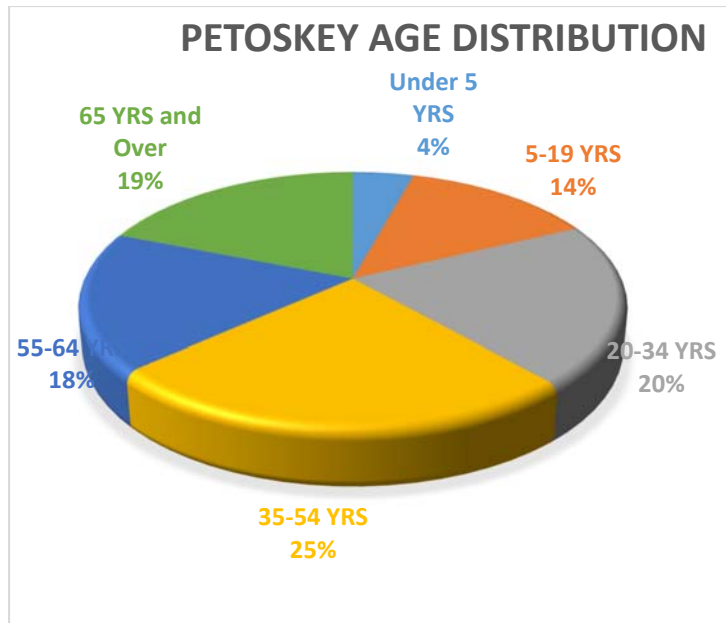
³ Lindsey Cook, "Over-50s are the new business start-up generation", Financial Times Limited, February 16, 2017.

The racial composition of Petoskey residents has also stayed consistent and estimated to be 95.3 percent white, 4.7 percent American Indian and Alaska Native, 2.1 percent black or African American, 1.0 percent Asian, 0.2 percent Native Hawaiian/Other Pacific Islander, and 0.4 percent as Other.

City population numbers include residents of Bay Harbor, who are largely seasonal, with an estimated 200 registered voters. The trends experienced between the 2000 and 2010 Censuses related to age brackets appear to be continuing. The 55-64 age group, which increased from 7.5 percent of the City's population in 2000 to 13.6 percent in 2010 is now estimated to be 18 percent, while the over-65 population is 19 percent of the population.

The aging population is a well-documented state trend, but our region is aging more quickly than other parts of the state, which has implications for housing, transportation and public services. This "Experienced Class"² brings a wealth of expertise to the community as well, and it has been shown that the over-50 age group is a creator of businesses. Partially due to age discrimination in the workplace, the lack of traditional job opportunities, paired with money to invest, has meant more workers striking out on their own as "Olderpreneurs"³. Tapping into this growing segment will help the community thrive during uncertain economic times.

BUILT ENVIRONMENT



There is concern that the largest decrease since 2010 was in the 5-19 school age group, with this school-age population estimated to have decreased by 241 in the City population alone. County-wide, the school-age population decreased by 581. With an overall median age of 47 years, up from 39.8 in 2010, female residents continue to outnumber male residents (52 percent versus 48 percent). This decrease in school age children and young adults is a serious challenge for our area, as we need families with young children to populate our schools, and young adults to fill those positions that retirees have left.

Another trend that impacts community resilience is the percent of households that fall into the working poor category, also identified by United Way as ALICE (asset limited, income constrained and

Neighborhoods for All

employed). The most recent estimate puts the ALICE population of the City at 45% while the current estimate of population below the poverty limit is 10%. The United Way estimated annual survival budget for a single person in 2019 was \$21,132 (hourly wage of \$10.57), while for a family of four was \$62,856 (\$31.43).⁴ Without an economic safety net, this vulnerable population that fills our “essential worker” positions is most at risk of housing insecurity and possible homelessness.

According to the 2018 Northwest Michigan Coalition to End Homelessness Annual Report, there were 243 “Literal” homeless persons in Emmet County, which included those in emergency shelters, transitional housing or on the streets. Not included in that number are individuals who have stayed with family or friends due to a housing crisis. Of the Emmet County homeless numbers, 44% stayed at The Nehemiah House in Petoskey. Continued attention needs to be paid to housing availability. It is a regional issue that will take the participation of all levels of government and the private sector to address.

In general, the social equity of a community that is dramatically out of balance is not sustainable. How the COVID-19 crisis will impact income and healthcare inequality nationally is yet to be seen. In Michigan, local governments do not have the ability to set a “living minimum wage”, so finding ways to reduce living expenses is the only method of improving livability for our vulnerable population. Whether by reducing energy bills and emissions through energy efficiency programs, building sustainable infrastructure that creates local jobs, or expanding transit access to jobs, targeted investments that can make our community more equitable, economically and environmentally resilient will continue to be needed.

⁴ United Way Michigan ALICE Report, 2019; 2013-2017 ACS estimate of population below the poverty line.

BUILT ENVIRONMENT

Projections of future population are impacted by birth rates, death rates and migration. Based on estimates from the State of Michigan Department of Technology, Management and Budget Bureau of Labor Market Information and Strategic Initiatives, our current trends at the county level of birth rates declining and death rates increasing will rely on in-migration to maintain or increase population.⁵ The 2045 Emmet County population projections indicate a stable population based on current trends (34,344 in 2045 versus 33,476 in 2020), so while there are not projections at the City level, the same would likely hold true.

It is possible, however, that our abundant water resources and limited experience with natural disasters would make us a destination for “climate change refugees”. We have also recently experienced a great experiment in remote working that could change how people work and where they choose to live. What those two possibilities could mean for the City’s population and economic vitality need to be considered when planning for future.

	Petoskey	Michigan
Population	5,696	9,925,568
Median Household Income	\$37,639	\$52,668
Percent of Families Below Poverty Level		
All Families	6.1%	10.9%
Female Headed Household, no husband present with children under 18 years of age	23%	42.5%
Median Age	44.7	39.6
Percent Owner-Occupied Housing Units	55%	71%
Average Household Size	2.0	2.57
Percent Renter-Occupied Housing Units	45%	29%
Average Household Size	1.6	2.30

Source: Census Bureau ACS 2013-2017 Five Year Estimates

5

https://milmi.org/Portals/198/publications/Population_Projections_2045.pdf?ver=2019-09-09-122247-547

Chapter 3 – Built Environment

Neighborhoods for All

Housing Supply and Demand

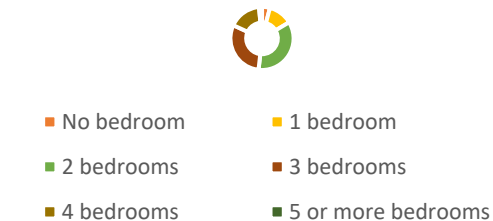
Changing demographics and housing preferences have created a mismatch between the housing we have and what is needed. According to the Census, while 38 percent of owner-occupied households and 53 percent of renter households are headed by single individuals, only 16 percent of units are studios or one bedroom. In addition, our housing stock is aging, with 42 percent of residential units built before 1970.

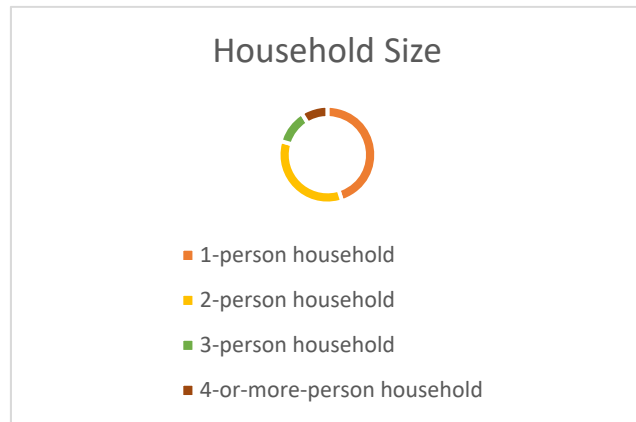
The ability to maintain the neighborhoods we value will require us to pro-actively address these lifestyle preferences by allowing for a mix of housing units.

"Stable, affordable housing serves as the first vaccine in a series to ensuring healthy people and communities. You need good education, public safety, and decent jobs as well, but if you don't start with housing first, none of those interventions will work well."

Megan Sandel, MD, MPH, Boston University

Number of Bedrooms in Dwelling Unit Supply





Source: Census Bureau ACS 2013-2017 Five Year Estimates.

The Census also estimates the median value of an owner-occupied housing unit to be \$178,900. Looking at the ratio of median home value to median household income provides an indicator of relative housing affordability, with a lower ratio meaning the average buyer is more able to afford a home. The following table illustrates that affordability is an issue across the state.

Income and Home Value Comparison

Michigan Community	Population	Median Household Income	Median Home Value	Value/Income Ratio
Petoskey	5,696	\$37,639	\$178,900	4.75
Boyne City	3,747	\$50,959	\$129,500	2.54
Charlevoix	2,457	\$34,484	\$173,100	5.02
St. Joseph	7,233	\$55,975	\$166,300	2.97
Marquette	21,081	\$38,998	\$172,900	4.43
Traverse City	15,550	\$53,237	\$216,800	4.07
Michigan	9,925,568	\$52,668	\$136,400	2.59

Source: Mission North Market Report – Darling Lot, 2019; ACS 2017

Housing demand continues to be strong, with median prices increasing annually. At the same time, there has been little new housing construction, pushing housing costs higher.

Residential Sales in Petoskey Core 2015-2019

Year	Average price	Median price
2015	\$194,895	\$160,000
2016	\$201,147	\$170,000
2017	\$203,520	\$175,000
2018	\$217,827	\$188,000
2019	\$251,298	\$200,000

Source: City of Petoskey Assessor

BUILT ENVIRONMENT

The percent of residentially assessed properties that are claiming principal residence exemptions has increased from 44 percent in 2010 to 50 percent in 2020 according to the Emmet County Equalization Reports. Whether this will be reflected in the 2020 Census data as an increase in the percent of owner-occupied units remains to be seen.

A 2019 Housing Target Market Analysis conducted by LandUseUSA indicates that the City of Petoskey could support over 600 new housing units, the majority of those as rental units.⁶ Fulfilling that potential demand will take a multi-pronged approach, with new multifamily structures being an important component. In addition, allowing for and identifying locations within existing neighborhoods where smaller-scale “missing middle” housing can be added will result in neighborhoods with a wider demographic mix of residents.

Missing Middle is a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living. These types provide diverse housing options along a spectrum of affordability, including duplexes, four-plexes, and bungalow courts, to support walkable communities, locally-serving retail, and public transportation options. Missing Middle Housing provides a solution to the mismatch between the available U.S. housing stock and shifting demographics combined with the growing demand for walkability.

Congress for the New Urbanism

The crisis of workforce housing is well known, yet creating these needed units continues to meet opposition by existing neighbors as negatively impacting community character. Therefore, it is important to understand the many different housing terms used (affordable, workforce, attainable) and these are summarized in Appendix F. Less

Neighborhoods for All

frequently discussed is the homelessness that results from the inability to construct new housing units. Transitional housing, such as the Nehemiah House and even existing rooming houses, are also needed community facilities that receive resistance from neighbors.

Neighborhood Amenities

Our neighborhoods are more than housing. As previously discussed, our extensive park and trail system is essential to our quality of life, and an often stated value is the walkability of our city. It is not just the existence of sidewalks that is important, but also ensuring that those sidewalks connect neighborhoods to other neighborhoods, places of employment and recreational opportunities. As illustrated in the following map, almost all of our neighborhoods are within a five minute walk from at least one park, playground, or public open space (i.e., North Central Michigan College Natural Area). Through both the Non-Motorized Transportation Plan and the Parks and Recreation Master Plan, it is important we continually evaluate equitable access to public lands for all ages and abilities. Specifically, increased attention to neighborhood parks continues to be needed.

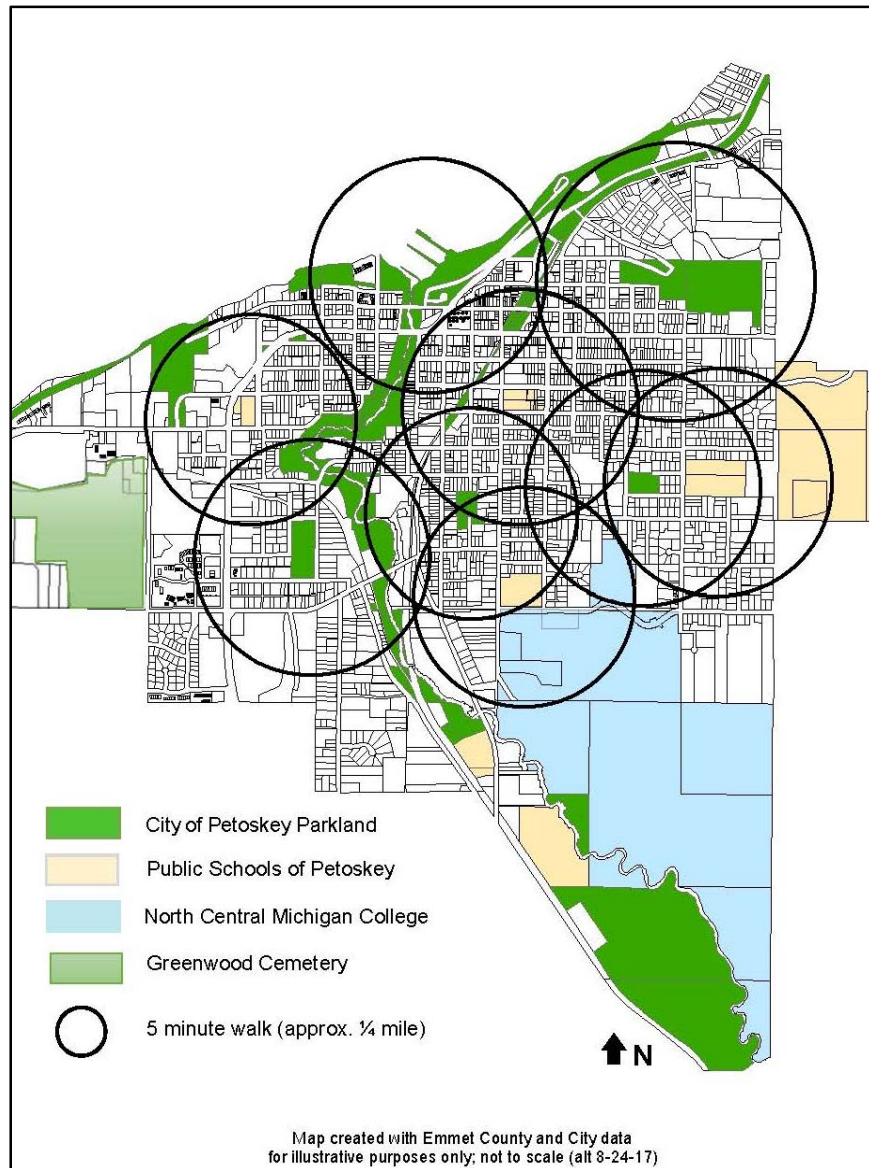
The zoning ordinance allows home businesses in residential districts as long as they maintain a residential character. This is to protect neighborhood integrity, as well as allow low-impact economic activity. It is anticipated that the experiment in working from home during the COVID-19 crisis will accelerate trends in remote working.

We also value our neighborhood commercial nodes that provide important convenience shopping opportunities. Kept at the appropriate scale, these areas improve the quality of neighborhood life by decreasing automobile dependence and providing a meeting place for neighbors.

⁶ <http://housingnorth.org/assets/emmet-county-tma-fact-sheet.pdf>
Chapter 3 – Built Environment

BUILT ENVIRONMENT

Neighborhoods for All



Working toward the vision of a more resilient and sustainable future, we need to ensure we have neighborhoods for all.

Neighborhoods for All Goals

- Year-round residential neighborhoods are maintained by restricting the conversion of properties for short-term rentals to preserve the community fabric.
- High quality, safe residential neighborhoods are maintained and preserved.
- The historic architectural integrity of neighborhoods is maintained.
- A range of housing types, densities, and price levels to address the needs of all age groups, household types and income levels are available.
- Infill development and redevelopment is compatible with and enhances existing residential areas.
- Opportunities for the addition of workforce housing are supported.
- Pedestrian amenities are improved and expanded.
- Neighborhood tree canopies and streetscapes are enhanced.
- Neighborhood parks are enhanced.

Strategies and Actions

- a) Develop a housing plan that addresses the needs of the workforce including part-year employees, young families and the elderly.
- b) Work with local, regional, and state organizations to develop affordable home ownership options within the City.
- c) Continue to promote and facilitate the development of residential uses of upper stories in the Urban Core (Central Business District, Transitional Business District and Mixed Use Corridor) through use of state programs such as Rental Rehab.

BUILT ENVIRONMENT

- d) Encourage the addition of upper story residential units to single-use commercial areas such as Bay Mall and Crestview Commons.
- e) Continue to work with housing agencies to provide incentives for homeowner and landlord renovations and improvements.
- f) Review the Zoning Ordinance requirements for lot size, minimum house square footage, building height, density, setbacks, parking requirements, and accessory dwelling unit allowance to remove barriers to the creation of additional workforce housing options.
- g) Work with the Emmet County Land Bank Authority on acquisition of strategic properties for affordable and market rate housing that will help stabilize neighborhoods.
- h) Create a housing opportunities map that indicates locations of possible in-fill housing.
- i) Update housing type definitions in the Zoning Ordinance to include non-traditional housing types.
- j) Investigate the creation of a local historic district for all or parts of the East Mitchell National Register district and other neighborhoods, to ensure historic integrity of neighborhoods is maintained.
- k) Continue to utilize the International Property Maintenance Code to improve properties and eliminate blight.
- l) Periodically review and update the City's Non-motorized Facilities Plan.
- m) Fund street tree replacement at an accelerated rate to enhance neighborhood tree canopies.
- n) Create preservation guidelines for residential structures, similar to the Downtown Design Guidelines, to encourage proper renovation of significant architectural structures.
- o) Increase funding for improvements to neighborhood parks.
- p) Revise the East Mitchell National Historic Register District to incorporate boundary corrections.
- q) Implement a rental inspection program to ensure rental structures are safe and maintained in a manner that will not detract from adjoining properties or negatively impact the surrounding neighborhood, based on adequate funding.

Neighborhoods for All

- r) Provide information and support to residents who wish to establish neighborhood associations.
- s) Improve enforcement of nuisance and zoning ordinance issues through the creation of a code enforcement officer position.

LOCAL ECONOMY

Petoskey serves as the county seat and a regional service center for the health care, education, and hospitality sectors in northwest Michigan. Our economic resilience relies upon the success of these sectors, as well as the attraction of new entrepreneurial endeavors and redevelopment of under-utilized areas.

The importance of these economic sectors to our region cannot be understated as illustrated in the following tables. However, as previously stated, past data may not adequately indicate future short term economic trends due to global changes accelerated by the COVID-19 pandemic.

Highest Employment Industries Located in the City of Petoskey

Industry	Number of Employees	Annual Payroll	Number of Establishments
Health Care and Social Assistance	2,941	\$134,633M	114
Retail Trade	1,505	\$35,190M	165
Accommodation and Food Service	1,167	\$17,793M	70
Manufacturing	412	\$17,162M	18
Administration and Support, Waste Management and Remediation Services	267	\$8,334M	29
Finance and Insurance	249	\$12,710M	45

Source: US Census Bureau, 2012 Economic Census

Assets and Opportunities

Top Employment Industries for Petoskey City Residents Ages 16 and Over*

Industry	Number	Percent
Educational Services, Health Care and Social Assistance	625	21%
Arts, Entertainment, Recreation, Accommodation and Food Service	508	17%
Professional, Scientific, Management, Administrative and Waste Management	430	14%
Retail Trade	354	12%
Manufacturing and Construction	342	11%
Services (excluding Public Administration)	278	9%

Source: U.S. Census Bureau, 2013-2017 ACS 5-Year Estimates

*Percentages do not add up to 100%

Health Care

The presence of McLaren Northern Michigan in the City is one of our greatest economic assets. A regional referral center and level II trauma center, the hospital is licensed for 202 beds and serves residents in 22 counties across northern Lower Michigan and the eastern part of the Upper Peninsula. The hospital has nearly 1,900 employees, including more than 230 physicians that represent nearly all medical and surgical specialties. The facility continues to grow, with a \$150 million expansion/renovation that will create 92 private patient rooms, 12 observational beds, a new operating room, and lobby improvements.

LOCAL ECONOMY

McLaren Northern Michigan has achieved Magnet® status for nursing excellence, been named a Top 50 heart hospital in the U.S. by IBM/Watson Health, and received the highest national ratings from the Centers for Medicare and Medicaid Services for quality and safety.

Hospitality and Retail

Hospitality and retail sectors are core to our regional resort and tourist economy. According to the Petoskey Area Convention and Visitors Bureau (PAVB), that serves the Petoskey, Harbor Springs, Alanson, Bay Harbor, Boyne Falls and Boyne City area, approximately 1.4 million visitors spent \$55 million on lodging in 2017, and the period between 2014 and 2018 saw room revenues increasing in all months. A 2019 update to a 2017 ESRI® Retail MarketPlace Profile© indicated \$51 million in food and drink sales and \$351 million in retail sales within a two-mile radius of downtown. Based on our year-round population, this represents a surplus of sales of approximately 56 percent, indicating the impact of sales from visitors.

The City continues to make investments that enhance our natural resources and contribute to the tourism economy, specifically the park and trail system. In addition, continued investment into downtown is critical to ensuring its vibrancy and identity as the economic and cultural center of the community.

Downtown

Downtown Petoskey is a large business district relative to the year-round City population of just under 6,000, encompassing 826,684 square feet of ground floor, basement, and upper story commercial space, as well as vacant land. The county facilities, approximately 140,000 square feet, are not included.

Downtown has followed the national trend of moving toward a more service-sector business district, largely due to the impact of on-line retail sales. It has also, over many years, become a year-round district

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and less of a seasonal business location than other downtowns in the region, requiring a balance between the needs and desires of locals with those of visitors. This new mix of businesses has resulted in a vacancy rate in October 2020 of 13.7 percent, which compares to what downtown vacancy rates were nationally in 2017 (10 percent) according to Robert Gibbs, Gibbs Planning Group.

One of Downtown Petoskey's unique attributes is the number of multi-generational businesses that own their real estate. The stability these businesses provide is a significant, unique value to the business community, offering institutional memory, as well as a long-term view of Downtown's success. Operating a small business for 20+ years takes a certain tenacity and requires succession planning in addition to adaptability in the face of changing preferences and market conditions.

Downtown Petoskey Multi-generational Businesses

◆ Stafford's Perry Hotel ◆ Petoskey Plastics ◆
Grandpa Shorter's Gifts ◆ McLean and Eakin Booksellers
◆ Linda Michaels ◆ Bear Cub Outfitters ◆ Cutlers ◆
Symons General Store ◆ Russel Shoes
◆ American Spoon Foods ◆ City Park Grill ◆
Reusch Jewelers ◆ Meyer Ace
◆ Circus Shop ◆ Reid Furniture ◆ Murdick's Fudge ◆

Education and Job Training

The Petoskey community values education and supports our high quality education system, as shown through consistent approval of school millage requests.

The Public Schools of Petoskey District had a 2018-2019 school year enrollment of 2,810 students with per student foundation revenue of \$7,871 and 67.2% of the general fund expenditures for

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instruction. The district attendance rate was 95% or higher for all schools and the high school graduation rate was 97%.

At the high school level, students participate at a higher rate than the state in the advanced placement subject tests and 65% of those students tested received college credit. Petoskey's 2017-2018 SAT scores placed 62% of students proficient in all subjects versus 48% statewide. Approximately 19% of high school juniors and seniors took part in dual enrollment opportunities with colleges and universities, including our local community college, North Central Michigan College. In addition to the public schools, there are several private schools throughout the county including St. Francis Xavier, Harbor Light Christian, and St. Michael's Academy.

Resident Educational Attainment

Educational Attainment Level	State of Michigan Percent of population 25 years and over	City of Petoskey Percent of population 25 years and over*
Less than 9 th Grade	3.0%	1.2%
9 -12 th Grade/No Diploma	6.7%	3.5%
High School Diploma	29.3%	20.5%
Some College/No Degree	23.6%	24.6%
Associate's Degree	9.3%	1.01%
Bachelor's Degree	17.1%	22.5%
Graduate or Professional Degree	11.0%	17.6%

Source: US Census Bureau, 2012 Economic Census

*Does not add up to 100%

In addition, Char-Em Intermediate School District (ISD) provides the school district with services in the areas of special education, early childhood, and career and vocational education.

The presence of the North Central Michigan College (North Central) in the City is another community economic asset. North Central is an

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accredited community college that offers 24 associate degrees and 39 certificates. The school offers classes that may lead to certification, an associate's, a bachelor's or an advanced degree from the University Center. Through partnerships with Lake Superior State University, Central Michigan University and Spring Arbor University, students can take classes for bachelor and masters programs at the North Central campus. North Central's enrollment in the Winter-2019 semester reached 2,498, with 41 percent of students dual-enrolled.



North Central Michigan College

Image source: Emmet County Master Plan 2020-2024

Examples of training programs relevant to local industry needs include certificates of development in computer numerically controlled (CNC) machinist technology, hospitality and hotel, and associates degrees in nursing and welding.

Entrepreneurism

Petoskey has historically been a community of entrepreneurs—a place where individuals see a need and are willing to take the risk to fulfill that need. Many small businesses have started in Petoskey and grown to be national in scope, while others open a downtown storefront and stay for generations.

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It is these risk takers that create a vibrant, resilient business community. The COVID-19 pandemic created new challenges, requiring an accelerated move to on-line retail sales and other adaptations. The survival of these local landmarks will be critical for the future success of downtown and the community as a whole. Encouraging residents to “buy local”, even if it is on-line, will improve our sustainability by keeping dollars circulating locally and minimizing energy consumption of transportation and packaging.

Sharing Economy

As a destination community, residents of Petoskey are very familiar with home-sharing and boarding houses. What has changed the dynamic of home sharing, as well as sharing of other under-utilized resources including vehicles and office space, is the internet.

Sharing Economy

An economic system in which assets or services are shared between private individuals, either for free or for a fee, typically by means of the internet.”

Oxford English Dictionary

There are several factors driving the growth of the sharing economy including its flexibility and convenience of online access to shared goods and services, low barrier to entry, and minimal regulations. The sharing economy is effective because it promotes frugality and social responsibility, and provides consumers a way to participate in more activities in an affordable and sustainable way.

From a workforce standpoint, some are opting to leave the traditional workforce, or to use the sharing economy (or gig economy) as a secondary source of income. Petoskey, because of its amenities, is a community that is attractive to these types of workers. However, cost and lack of available housing will limit how many freelancers would be able to relocate here.

¹ <https://www.localdifference.org/>

² <http://glisa.umich.edu/resources/great-lakes-regional-climate-change-maps>

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Simply said, there are pros and cons to the sharing economy, but it may provide new opportunities that improve our community resilience. As a community, we need to be aware that it exists and what parts of it we want to regulate and/or promote. We want to preserve our neighborhoods from becoming investments for out of towners to rent short-term so the community regulates vacation rentals. On the other hand, a vehicle sharing system among downtown residents could reduce the need for parking so may be something that we want to encourage or incentivize. Finally, use of telemedicine and other areas in the healthcare industry where the sharing economy could potentially make in-roads may benefit rural communities such as ours.

Local Food Economy

The problems created by our highly specialized national food distribution system became increasingly evident during the COVID-19 crisis. While the Petoskey area has had a strong “grow local” campaign for many years¹, residents are now more interested than ever in food security, self-sufficiency, and local agriculture. Climate change projections indicate that our number of frost-free days is likely to increase, thus extending the growing season and potentially making local production more viable.² The local food system thrives when entrepreneurial growers have direct links to institutions and businesses, and residents are enabled to participate through community and backyard gardens and small-scale animal husbandry. Improving these links and establishing goals, strategies and actions for our local food economy is critical to improve our local economy resilience.

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Infrastructure

The importance of high quality infrastructure systems, including transportation and utilities was discussed previously, but should also be mentioned in the context of economic development. Access to and from external markets is essential for our rural community. We are fortunate to have excellent working relationships with our Michigan Department of Transportation Service Center (Gaylord TSC) that does an excellent job of maintaining our federal highway system. We continue to have access to rail, which is essential to businesses that rely on freight, such as Petoskey Plastics, as well as holding the potential for future passenger rail.

Air travel is also critical to our economy. We are fortunate to have Pellston Regional Airport within 20 miles that provides commercial passenger flights daily to Detroit Metro, private plane, and cargo services. The Harbor Springs airport, operated by the Harbor-Petoskey Area Airport Authority, provides private pilots access to the area, as well as serving an important role in emergency patient transport and patient delivery.

The City is the provider of water, sewer, and electric utilities, while broadband infrastructure is available through private carriers.

Business Retention and Attraction

The retail environment is rapidly changing, as we experience closure of national and regional retailers and restaurants. In addition, Petoskey's home town newspaper is no longer produced or printed in the community. The changes brought about by global economic conditions will require businesses to adapt and innovate. To help them survive, we will need to provide flexibility, while protecting what makes Petoskey special—our natural beauty and attention to the details. We will also rely on partner organizations that are better equipped to work directly with businesses.

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The Petoskey Area Chamber of Commerce is an economic development partner actively working to identify, nurture and promote businesses that follow the "Conscious Capitalism" business model and we have many area examples of businesses that value the "Triple-Bottom-Line" value system (measure of sustainability that includes social, environmental and financial factors).

Networks Northwest is the 10-county regional agency that works on talent, business and community development. Through its Northwest Michigan Works office, it provides services to connect job seekers and workers and help develop skills through apprenticeships, training, and networking. The Small Business Development Center (SBDC) works to improve business results through sales growth, reduced costs and higher profitability. The Procurement Technical Assistance Center (PTAC) helps area business secure local, state, and federal government contracts. The Community Development department of Network Northwest provides contracted services and grant funding to communities, as well as acting as a convener/facilitator of larger regional issues and programs such as housing and recreational amenity development.

One of the potential long-term impacts of the COVID-19 Stay at Home order is an increased acceptance of working from home. Both for home offices and student access to school work, the availability of high-speed internet continues to be critical economic development infrastructure. Fortunately, the City does have access to broadband through private carriers, and according to the Census, 81.7% of Petoskey households have a computer and 76.7% have a broadband internet subscription. There may be an opportunity to attract remote workers wanting to locate outside of major metropolitan areas in high-amenity communities.

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Petoskey was recently mentioned in PC Magazine for that very reason.³

A critical employee attraction and retention issue is the lack of and cost of quality childcare. This is not unique to the Petoskey area but affordable childcare availability is essential to ensure the livelihood of families and the local economy.

Local Economy Assets and Opportunities Goals

- Downtown Petoskey is maintained and enhanced as the regional economic and cultural center of the community.
- A skilled workforce that can adapt and succeed in changing economic times is trained and retained.
- The area's hospitality industry is supported and promoted.
- Our high quality of life is maintained by having housing for the year-round workforce as well as second home and seasonal residents.
- Education and lifelong learning is supported.
- Transportation infrastructure to support regional economic development and business retention is provided.
- Regional business and industry is retained whenever possible.
- The sharing economy improves community sustainability through decreased resource use.
- City purchasing policies encourage use of local businesses to the greatest extent practical.
- The local economy improves through the increase in production, processing, and consumption of local food.
- Resident well-being improves through the increased access to, affordability and consumption of local foods.
- Community resilience is improved through the reduced dependency on imported foods.

³https://www.pcmag.com/news/15-affordable-small-towns-in-the-us-with-fast-internet-for-remote-workers?utm_source=edit&utm_medium=notification

Assets and Opportunities

- Our local agriculture and aquaculture resources are protected, enhanced and restored.
- Community assets are developed in a manner that builds local wealth.

Strategies and Actions

- a) Work with the Downtown Management Board to continue development and implementation of strategic plans.
- b) Support and remove barriers to the creation of day-care facilities.
- c) Work with McLaren Northern Michigan and the medical community to support and promote medical-related business opportunities.
- d) Work with local groups to grow the arts community.
- e) Work with Networks Northwest, Emmet County and neighboring communities on business and industry retention and recruitment.
- f) Develop events and activities that embrace our "Winter City" status to enhance community livability and tourism.
- g) Work with educational institutions to ensure quality local education and life-long learning opportunities.
- h) Continue to develop a multi-modal transportation system, including improved public transit, to support and enhance local economy resiliency.
- i) Continue to work with the Harbor-Petoskey Area Airport Authority and Pellston Regional Airport to fund and improve air access for the region.
- j) Regulate those aspects of the sharing economy that detract from the ability of the community to have year-round neighborhoods.

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- k) Work with the Chamber of Commerce to support further development and growth of small, entrepreneurial businesses and retention/attraction of young professionals.
- l) Purchase from local businesses to the greatest extent practical.
- m) Allow structures such as hoop houses and greenhouses in all zoning districts to extend the local growing season subject to reasonable standards and approval.
- n) Allow backyard poultry and rabbits for personal use in residential neighborhoods subject to reasonable standards and approval.
- o) Allow apiculture in all zoning districts subject to reasonable standards and approval.
- p) Research and address issues that limit use of the Hungry Hollow Community Gardens to ensure accessibility to all current and future community gardens.
- q) Identify publicly-owned land with potential for edible and fruit bearing plants and trees.
- r) Incentivize designated garden space in affordable housing developments.
- s) Review the intent of business districts for opportunities to add small food processors and community kitchens as permitted or special condition land uses.
- t) Encourage partnerships between local food producers and local institutions.
- u) Support and promote the Emmet County Food Scraps Collection and Composting programs.
- v) Identify space for a year-round farmers market.
- w) Work with regional partners on a purchase of development rights program to protect critical agricultural lands and facilities.
- x) Advocate for and encourage community discussion and education on local wealth building business models (i.e., cooperatives and profit sharing programs).
- y) Support local investing initiatives and community finance collaborations.

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Redevelopment and Infill Development

In August 2018, Petoskey became a Redevelopment Ready Certified Community® (RRC) through the Michigan Economic Development Corporation (MEDC). The program measures and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. As part of the certification process a Developer's Handbook was created to help navigate the City approval process, an Economic Development Strategy was developed (update in 2021), and priority redevelopment sites were identified.¹ These sites continue to be where the City believes redevelopment should be focused. The intent of the program is to have communities determine where they want to focus redevelopment—either with or without incentives—as well as to improve the predictability of the redevelopment process. The MEDC is a vital partner to the City for technical and financial assistance.

There remains little undeveloped land within the City, so any growth will occur through redevelopment and infill development. Redevelopment is more costly than green-field development which is why programs like tax increment financing exist to help developers reinvigorate these sites. Through public meetings with both the Planning Commission and City Council, city officials agreed to focus on two (2) main geographical areas within the City for economic redevelopment efforts: Downtown and the Old Town Emmet Neighborhood. These areas could enhance the area's ability to absorb future growth in the hospitality sector, allow for small scale manufacturing and create various levels of housing.

Both the 2018-2022 Downtown Strategic Plan and the 2021-2026 Capital Improvement Plan identify projects to support further economic development activity in these areas.

¹https://www.petoskey.us/departments/planning_and_zoning/redevelopment_ready_communities.php

Redevelopment and Infill Development

Downtown

The first area is Downtown Petoskey and its periphery. Downtown is generally bounded by Michigan Street on the south, Emmet Street and U.S. 31 on the west, Rose Street on the North and Division Street and Waukazoo Avenue on the east. However, the Downtown Development Authority boundary actually extends from Winter Park Lane to the north and to Emmet Street on the south along the Downtown Greenway Corridor.

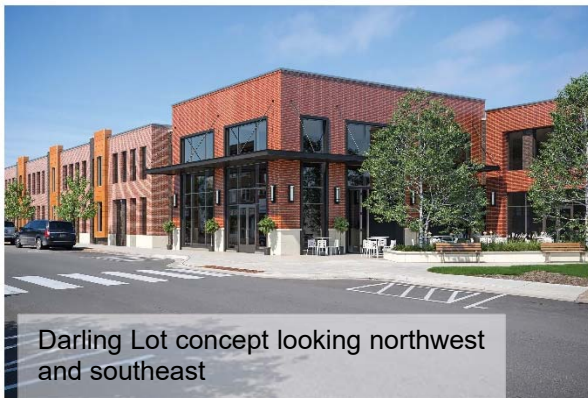
Downtown Development Authority Boundary



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Priority redevelopment sites are detailed in the Economic Development Strategic Plan², which is annually reviewed and updated.

The Darling Lot is the only priority redevelopment site that is municipally owned and controlled. For this reason, and with pre-development assistance through the RRC program and the Michigan Municipal League, a concept for the Darling Lot was created to illustrate how the site could be redeveloped to incorporate a parking structure and housing within existing zoning ordinance requirements. However, it was decided that the concept did not adequately address the need for existing and development-related parking, so no further action has been taken.



Source: *Darling Lot Market Analysis*, Mission North and Influence Design System, LLC

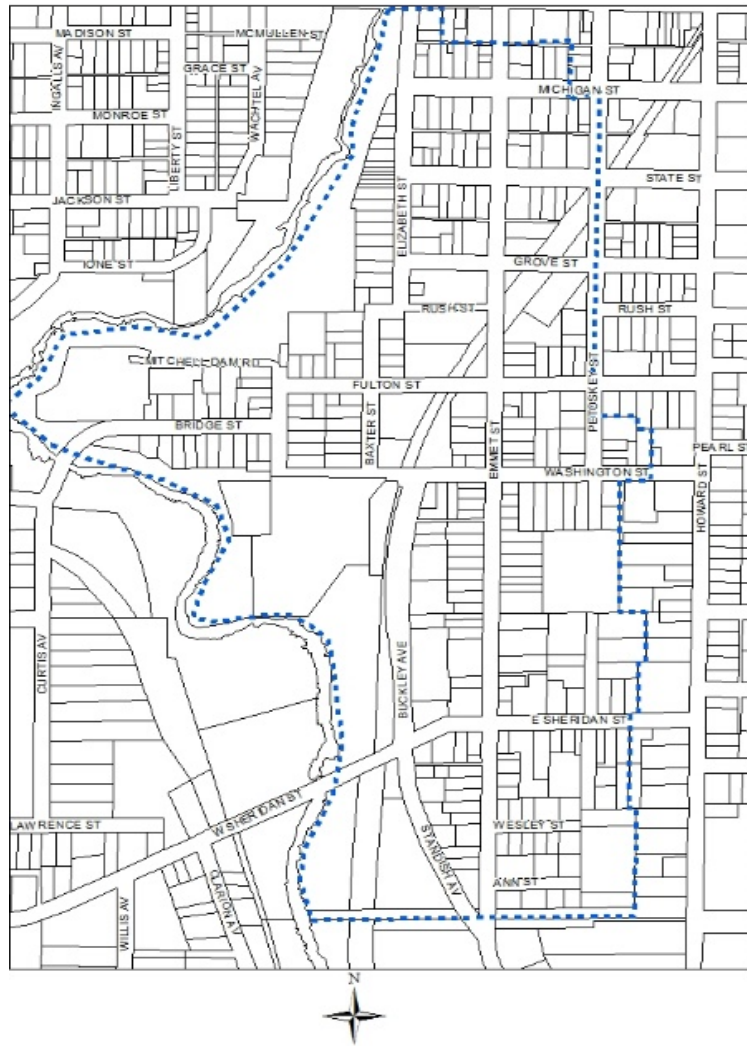
In addition to designated priority redevelopment sites, downtown and the adjacent area presently contain numerous privately-owned redevelopment and infill development opportunities including the former Petoskey News Review building and about a dozen vacant storefronts. Collectively these unutilized spaces have a significant negative impact on downtown but offer important redevelopment potential.

Old Town Emmet Neighborhood

The second redevelopment focus area is the Old Town Emmet Neighborhood, just to the south of Downtown. Historically, the area held many industries that took advantage of the Bear River, including several mills and power generating plants. The area has ten properties currently listed on the National Register of Historic Places, with many others that meet the criteria to be placed on the registry.

²https://cms3.revize.com/revize/petoskeymi/document_center/Planning%20and%20Zoning/2021%20ED%20Plan_approved%204_19_21.pdf

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Emmet Street bisects the neighborhood and was historically the main road into Petoskey from the south. As a major collector thoroughfare, the street continues to carry significant traffic with an average of just under 4,000 vehicles daily in October 2020. The “four corners” of

Redevelopment and Infill Development

Emmet and Washington Streets is the commercial center of the neighborhood and has most recently been known for its cluster of resale shops and the long-standing Tom and Dick’s convenience store.

Emmet Street was fully reconstructed in 2017, and the Downtown Greenway Corridor extended to Emmet Street, as well as the sidewalk widened on the east side to eight (8) feet. Neighborhood pedestrian orientation has greatly improved, with connections to downtown, the Little Traverse Wheelway at the waterfront, Bear River Valley Recreation Area, and the North Country National Scenic/Iron Belle Trail. The City has acquired the rail corridor between Emmet Street and Washington Street for extension of the greenway, with a longer-term goal of extending the trail to River Bend Park. This extension of the greenway is seen as an important public investment to encourage redevelopment of the area into residential uses.

The neighborhood has a mix of residential, business and industrial zoning. The B-2B Mixed Use Corridor district encompasses several properties adjacent to the rail corridor and was created as a mixed use district that promotes redevelopment densities needed to further extend the pedestrian-oriented development pattern that exists downtown.

Further south in the neighborhood and adjacent to the river are several heavy commercial/industrial properties that are seen as longer-term redevelopment sites given their proximity to the Bear River Valley Recreation Area. The Poquette property, Gibson Excavating and the former Continental Structural Plastics building that is currently home to several contractor businesses are properties that are candidates for redevelopment and infill development.

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Michigan Maple Block announced in the spring of 2020 they would be closing after over 130 years. This was a significant loss of over 50 jobs. The property owner requested to be included as a priority site for a future complete redevelopment into an integrated mix of housing, commercial, and production space.



Additional Opportunities

In addition to these two larger geographical areas, another opportunity for redevelopment and infill development may be a growing trend in commercial vacancies which seems to be happening in commercial mall locations both in the city and just outside, including Crest View Commons, Bay Mall, and Bear Creek Mall. If this trend continues, and mall tenancies soften, redevelopment and infill opportunities of other than retail uses should be considered. Due to their underutilized parking lots, as well as proximity to principal arterial streets, these sites are suited to mixed use redevelopment and infill development. The addition of upper-stories to these malls, as well as infill development of parking lots are encouraged for the creation of mixed-income housing.

Finally, the need for housing in the community can also be addressed by increasing allowable density of existing residential areas. As previously discussed, reviewing the zoning ordinance density and height restrictions in both residential and commercial areas are two proactive measures the community can take to allow for needed infill residential development.

The Petoskey area is fortunate that it continues to have a robust local economy with many assets and opportunities to build upon. The following goals, strategies and actions will move us toward a more resilient and sustainable future.

Redevelopment and Infill Development

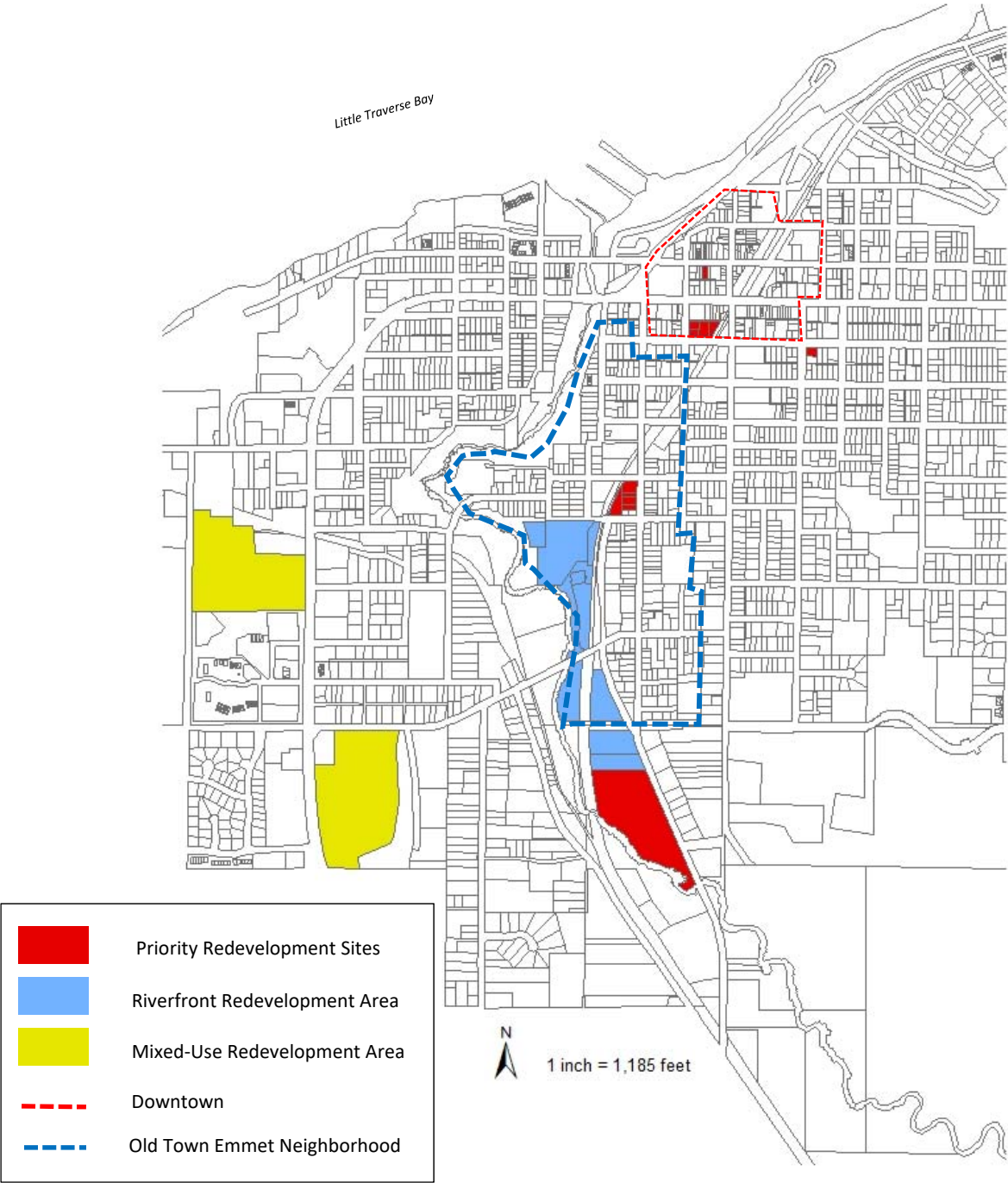
Redevelopment and Infill Development Goals

- Downtown Petoskey is maintained and enhanced as the regional economic and cultural center of the community.
- Economic development is encouraged and supported that protects, enhances, and keeps relevant the community's natural, historic, social and cultural resources.
- Redevelopment of vacant property and empty storefronts is encouraged and facilitated to the greatest extent possible.
- Infrastructure that supports technologically advanced companies is installed.
- Housing types for a wide range of residents, including young adults, families, and retirees are available.
- Transportation infrastructure to support regional economic development and business retention is provided.

Strategies and Actions

- a) Maintain the Redevelopment Ready Communities™ Certification.
- b) Maintain an inventory of potential redevelopment or infill development sites.
- c) Evaluate and prioritize Redevelopment Ready Sites for possible development incentives.
- d) Review the Zoning Ordinance requirements for lot size, minimum house square footage, building height, clustered housing, and accessory dwelling units to remove barriers to the creation of affordable housing options.
- e) Review parking requirements to maximize the redevelopment potential of sites in proximity to non-motorized infrastructure.
- f) Continue to consider all redevelopment tools available to incentivize desired redevelopment including tax increment financing, payment-in-lieu of taxes (PILOTs), tax abatements, and neighborhood enterprise zones.

Figure 4.1
Redevelopment and Infill
Development Opportunity Areas



*Map created with Emmet County data by the
Office of City Planner for illustrative purposes only
(alt 4/27/2021)*

LAND USE AND ZONING PLAN

Existing Land Use

The City of Petoskey corporate limits encompass 6.2 square miles or about 4,000 acres, including the Bay Harbor territory, which was a jurisdictional transfer from Resort Township in 1994 through an intergovernmental agreement. Including the Bay Harbor territory, the City has eight (8) miles of Lake Michigan shoreline and 1,200 acres of parks and public open spaces. The City is a fully developed community with taxable properties that include 79 percent residential and 21 percent commercial (less than one percent industrial).¹ Residential and tax exempt properties combined (public and quasi-public institutional uses) make up approximately 75 percent of the land area, as illustrated on Figure 5.1 Current Land Use. While the City is almost entirely built-out, there are vacant properties that could be used for redevelopment or in-fill development.

Residential

Residential areas are spread throughout the City, with varying neighborhood characteristics. Some neighborhoods have a mix of single-family homes, houses converted into multiple units and multiple family structures, while others are more homogenously single-family. The neighborhoods adjacent to the major job and activity centers (i.e., the hospital and downtown) have historically been a mix of single family and converted single family structures, with multiple family structures added later. Multiple family complexes provide necessary affordable housing as well as up-scale condominiums.

Commercial

Commercial areas within the City include the historic central business district, neighborhood commercial nodes, automobile-oriented areas on the edges of the City downtown and corridor commercial along U.S 31 and U.S. 131.

Downtown Petoskey historically served as the commercial and institutional center of the City and surrounding area. The increase of commercial development on the periphery of the City and on-line shopping require downtown to continually reinvent itself to maintain its status as the historic, cultural and economic center of the community. Updates to its strategic plan every five years address changes in the competitive market place and identify strategies to build upon the downtown's existing strengths in order to keep it a vital center.

The neighborhood commercial nodes provide important convenience shopping opportunities. Kept at the appropriate scale, these areas improve the quality of neighborhood life by decreasing automobile dependence and providing a meeting place for neighbors.

The City has two major auto-oriented commercial areas at the south end of town: the Crestview Commons (former home of Glen's and Kmart) and Bay Mall Plaza. There are also several smaller strip centers along West Mitchell Street and at the northeast corner of the City.

Along the two major entry corridors from the south and west there is a mix of commercial from the hospitality-oriented area of Spring Street to regional businesses such as automobile dealerships, furniture stores and medical uses along Charlevoix Avenue.

West Mitchell Street is a unique area as the connector between McLaren Northern Michigan and downtown and is in close proximity to residential neighborhoods.

¹ Emmet County 2020 Equalization Report

LAND USE AND ZONING PLAN

Heavy Commercial/Industrial

The heavy commercial/industrial area of the City runs along the Bear River that historically played a significant role in industry. Generally defined as the area south of Washington Street and adjacent to Standish, Buckley and Clarion Avenues, there are a few remaining contractor businesses, with many storage and light industrial uses. The last few years we unfortunately experienced the loss of two (2) manufacturing operations in this area—Demmer Corporation and Michigan Maple Block. These areas should be looked at for long-term future use compatibility.

Parks and Open Space

As previously noted, the City has an abundance of public lands used for parks, recreation, and open space which is highly valued by residents. The City Parks and Recreation Master Plan is updated every five years to accommodate needed changes in facilities and programming.

Quasi-Public/Institutional

The role of the City as a regional service center has been noted several times throughout the document. As such, there is an abundance of health care, school, government, religious, and non-profit facilities present.

Future Land Use and Zoning Plan

The City has historically had a mix of land uses in each neighborhood, which is allowed through our pyramidal zoning structure. The current community focus on walkability will continue to promote a mix of uses, with the necessary focus over the next several years being the addition of residential units. The future land use map represents our desired long-term future, it does not provide specifics on use regulations.

Once the master plan is adopted, ordinances will need to be reviewed and possibly updated to implement the future land use map and plan goals and strategies.

As noted on the Future Land Use Map (Figure 5.2), the land use categories illustrate the goal of enhancing Petoskey as a walkable, mixed-use City. The future land use of the City will be made up of seven (7) land use categories: Parks and Open Space, Quasi Public/Institutional, Mixed Residential-1, Mixed Residential-2, Neighborhood Mixed Use, Corridor Mixed Use, and Urban Core Mixed Use.

The Mixed Residential-1 (MR-1) land use category covers those neighborhoods of the City that were developed primarily as single family neighborhoods and have maintained this as the dominant land use with limited two and three-unit dwellings.

Projected demographic changes will require the continued allowance of this type of neighborhood residential mix. Allowing residents to “age in place” by having an availability of different housing types in the same neighborhood is an important quality of life consideration. In addition, the allowance of accessory dwelling units to accommodate parents living with adult children for health reasons, or young adults returning to live with parents for economic reasons would be allowed in the MR-1 land use category.

Protection of existing residential structures is important to maintain neighborhood integrity, so allowance of home-based businesses that are compatible with the residential character will continue to be allowed.

The MR-1 land use category allows single-family dwellings, two-unit structures, accessory living units and home-based businesses as permitted uses. Infill of vacant land with clustered housing or single family attached or other “missing middle” housing types may be considered under the special condition use or planned unit development procedures.

LAND USE AND ZONING PLAN

Mixed Residential-2 (MR-2) is a land use category that includes neighborhoods with a wider mix of units—single, two, and multiple family structures interspersed, as well as areas developed for large-scale, multi-unit residential buildings such as apartment or condominium complexes. These areas are in proximity to employment centers and public amenities.

Parks and Open Space are predominantly City-owned areas open to the public for recreation and enjoyment of natural areas; however, open space such as the natural area of North Central Michigan College is also included in this land use category.

Quasi-Public/Institutional category includes land and facilities owned and operated by government, not-for-profit, or religious organizations and associated buildings, such as the hospital, schools, churches, and cemeteries.

Neighborhood Mixed-Use areas are older commercial districts or former industrial areas that abut residential neighborhoods and could face redevelopment in a near to medium range time period. The area includes a mix of uses that complements adjacent neighborhoods and are enhanced by high quality non-motorized transportation facilities. Neighborhood commercial nodes that enhance residential areas are also included in this land use category.

Corridor Mixed-Use category is a mix of regional and resort commercial businesses, medical facilities, as well as residential development in multiple family and mixed-use buildings. The areas along Spring Street (U.S. 131) and Charlevoix Avenue (U.S. 31) are sidewalk-accessible, however, the businesses are predominantly automobile-oriented and larger scale than the neighborhood mixed-use or urban core mixed-use areas. The area is targeted for an increased mix of uses, specifically the addition of residential units at strip malls at a density that also allows for multi-modal mobility.

It is likely that refurbishing or redevelopment of existing plazas (e.g., Crestview Commons and Bay Mall) will continue, and it is recommended that any redevelopment incorporate improved pedestrian accessibility and the addition of residential uses.

Future infill or redevelopment along Charlevoix Avenue will likely remain in regional commercial and medical uses, however, this is also an area that could potentially have some residential infill.

Finally, Urban Core Mixed-Use is the traditional Central Business District, the most urban and dense area of the City. Buildings accommodate a mixture of land uses emphasizing ground-floor commercial with commercial and residential uses on upper stories. To enable the high density of land use, on-site parking is not required and public parking is provided.

The Michigan Planning Enabling Act requires that a master plan for communities with a zoning ordinance include a zoning plan that explains how the future land use categories relate to the zoning map districts. This is illustrated in Table 5.1 where each of the seven future land use categories are paired with the zoning districts that currently exist.

To accomplish the goals of this master plan, changes to existing zoning districts will likely be necessary. Potential changes could include rezoning all City parkland to P-R Park Reserve, down-zoning heavy commercial/industrial areas to one of the mixed-use districts (Neighborhood or Corridor Mixed-Use), or eliminating density restrictions in the multiple-family districts.

LAND USE AND ZONING PLAN

TABLE 5.1

**FUTURE LAND USES AS THEY RELATE TO
EXISTING ZONING DISTRICTS**

FUTURE LAND USE CATEGORY	EXISTING ZONING DISTRICTS
PARKS AND OPEN SPACE	R-1 & R-2 Single Family Residential RM-1 & RM-2 Multiple Family Residential I-2 Industrial P-R Park Reserve
QUASI PUBLIC/ INSTITUTIONAL	R-1, R-2 Single Family RM-1, RM-2 Multiple Family B-1 & B-3 Business O-S Office Service H-1 & H-2 Hospital
MIXED RESIDENTIAL-1 (MR-1)	R-1, R-2, R-3 Single Family
MIXED RESIDENTIAL-2 (MR-2)	R-1, R-2, R-3 Single Family RM-1, RM-2 Multiple Family
NEIGHBORHOOD MIXED-USE	B-1 Local Business B-2A Transitional Business B-2B Mixed Use Corridor I-1, I-2 Industrial O-S Office Service
CORRIDOR MIXED-USE	B-3, B-3A, B-3B Business PUD Planned Unit Development I-1 & I-2 Industrial
URBAN CORE MIXED-USE	B-2 Central Business District

The future land use plan and map seek to achieve the following goals. Strategies discussed in previous plan chapters are summarized in Chapter 6 Implementation.

Future Land Use Goals

- Development and redevelopment maintain high quality living and working environments for current and future residents.
- Resilient infrastructure is provided for public health, safety and welfare.
- The distinct character of the Petoskey area is maintained through the preservation of open space, historic architecture and small town scale.
- Areas for a wide range of business types are provided.
- The transportation and mobility network provides facilities for residents of all ages, incomes, and abilities.
- Context appropriate rehabilitation and revitalization of existing commercial areas and neighborhoods is on-going.
- Open space corridors and environmentally-sensitive lands are preserved, protected and enhanced.
- Housing choices for different age groups and income levels are available.
- Infrastructure and land use decisions balance the needs of current and future residents.

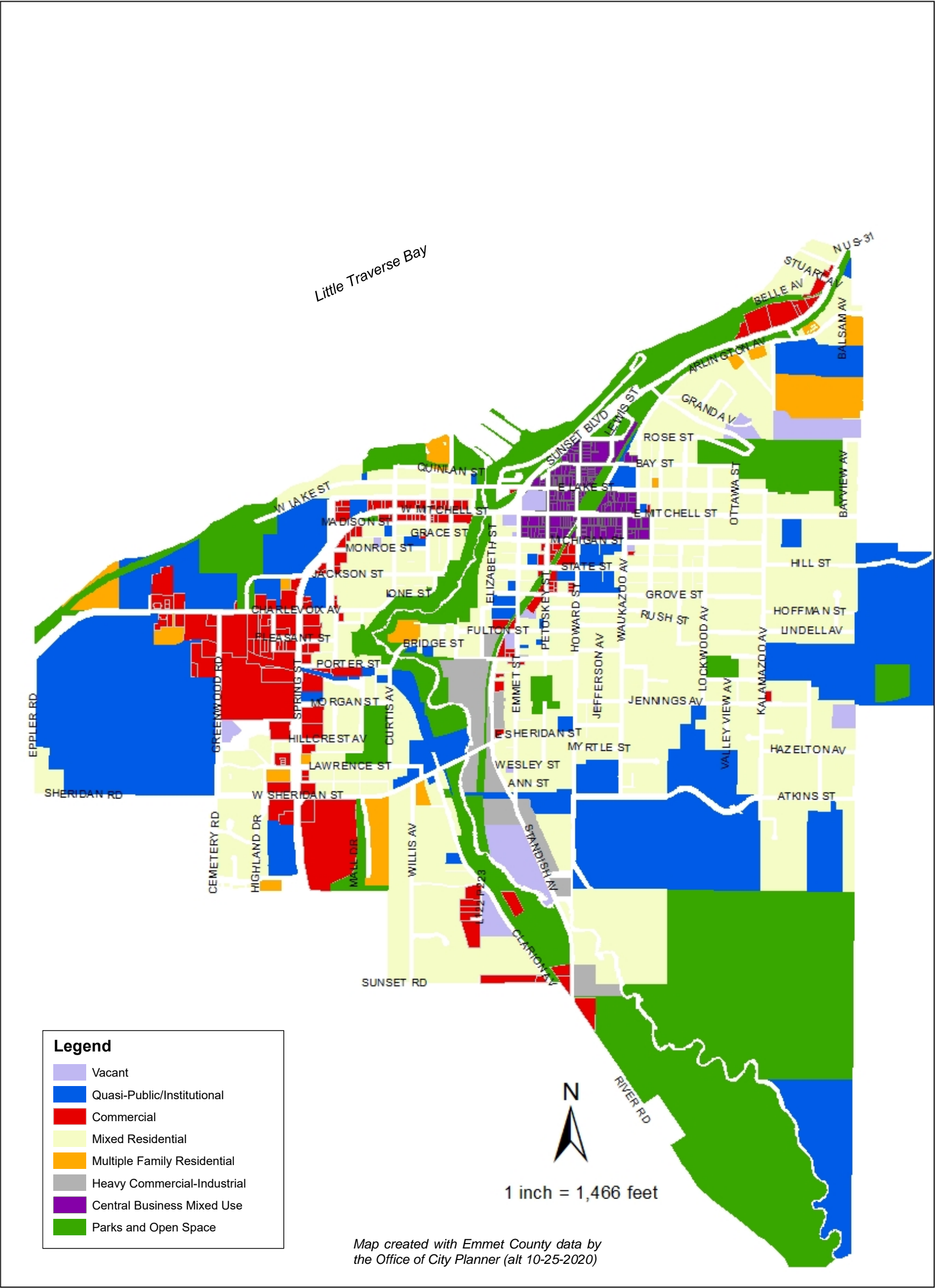


Figure 5.1 Current Land Use

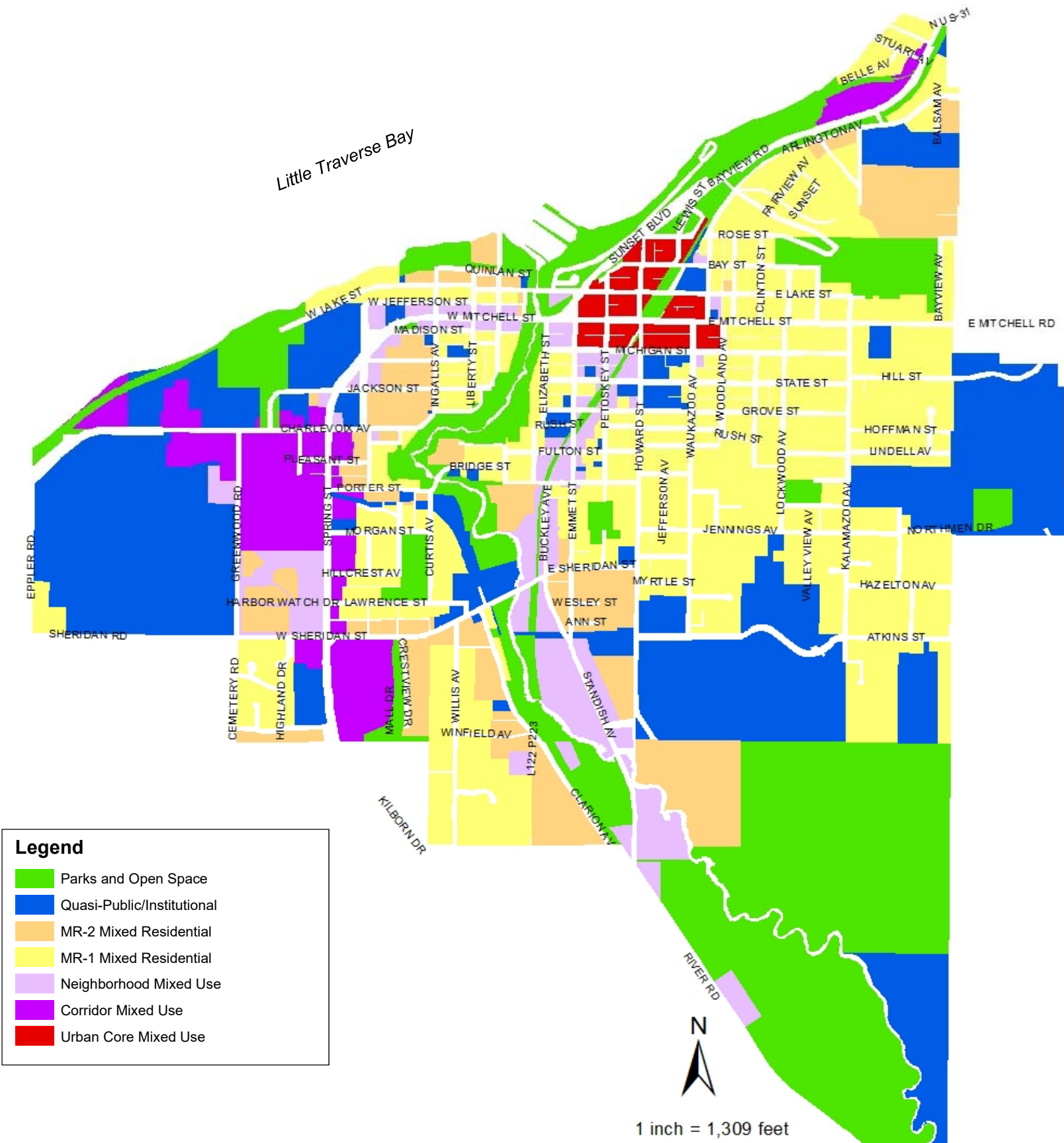


Figure 5.2 Future Land Use

PLAN IMPLEMENTATION

The table below is a compilation of the implementation strategies found throughout the previous five chapters of the plan. Each strategy is identified as to which of the three sustainability elements it addresses (environment, equity or economy). A target timeframe for each strategy is also provided, anticipating a five-year review of the document. Many of the plan strategies are actions the City is already taking and will need

to continue for improved resiliency and sustainability into the future. The target timeframe for these strategies is identified as “on-going.”

TABLE 6.1 IMPLEMENTATION

Plan Element	Plan Strategy or Action With Sustainability Element(s) Environment (EV) ♦ Equity (EQ) ♦ Economy (EC)	Target Timeframe Short-term (1-5 years) Medium-term (6-15 years)
Community – Identity	Create a Local Historic District in the Downtown National Register Historic District within two years. (EC)	Short-term
	Develop informational resources to promote/advocate for appropriate building renovations similar to the Downtown Design Guidelines. (EC)	Short-term
	Appoint a Local Historic District Study Committee to study the creation of a Local Historic District in the East Mitchell Street National Register Historic District. (EC)	Medium-term
	Create additional neighborhood National Historic Register Districts to ensure historic integrity of the community is maintained. (EC)	Medium-term
	Become a Certified Local Government through the State Historic Preservation Office. (EC)	Medium-term
	Continue to evaluate zoning districts for addition of form and architectural standards to complement existing street patterns. (EC)	On-going
	Work with the Little Traverse Historical Society to develop exhibits and events that promote community heritage. (EC)	On-going

PLAN IMPLEMENTATION

Community - Identity	<p>Ensure community signage enhances the city's historic character. (EC)</p> <p>Implement the Parks and Recreation Master Plan and update every five years to ensure high-quality parkland and open spaces are maintained and preserved. (EC/EQ)</p> <p>Implement the Downtown Strategic Plan and update every five years. (EC)</p> <p>Plant appropriate sized trees and perform regular maintenance of trees and shrubs on public land to enhance and protect the Little Traverse Bay view shed. (EV/EC)</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>
Community - Engagement	<p>Update the 2010 National Citizen Survey™ or undertake a similar citizen survey to gauge resident satisfaction with municipal services. (EQ)</p> <p>Work with the Petoskey Public Schools to annually engage the students in community planning. (EQ)</p> <p>Utilize effective and equitable avenues for distributing and receiving comments on public policies and projects. (EQ)</p> <p>Provide educational materials and design participation initiatives that will support and encourage effective participation. (EQ)</p> <p>Encourage continued regional collaboration with local governments and other stakeholder organizations. (EV/EC)</p> <p>Maintain and develop staff expertise in all aspects of participation. (EQ)</p> <p>Annually budget sufficient funds to ensure active methods of participation can be implemented. (EQ)</p> <p>Support and encourage continuous improvement in the methods used to meet the public need for information and involvement. (EQ)</p>	<p>Short-term</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>

PLAN IMPLEMENTATION

Community - Engagement	Record results of public engagement and ensure they are relayed back to the public. (EQ)	On-going
	Create meaningful volunteer opportunities, ad-hoc committees, study groups and other roles that give citizens greater opportunities for inclusion in the decision-making process and encourage sustained public participation. (EQ)	On-going
	Ensure elected and appointed officials receive annual training. (EQ)	On-going
Community – Public Health and Safety	Work with the Health Department of Northwest Michigan, Community Mental Health, Emmet County and McLaren Northern Michigan to identify funding for a credentialed mental health professional to assist first responders as needed. (EQ)	Short-term
	Work with the Office of Emergency Management to review and update as needed the Hazard Mitigation Plan, taking into consideration likely climate change impacts. (EC/EV/EQ)	On-going
	Adopt and implement updates to the Hazard Mitigation Plan. (EC/EV/EQ)	On-going
	Promote the health benefits of public parks, trails, and sidewalks. (EQ)	On-going
	Continue to implement traffic calming measures to ensure safe streets for pedestrians and bicyclists. (EQ/EC)	On-going
	Encourage, support and participate in regional efforts for alternatives to incarceration for those suffering with mental health and substance abuse issues. (EQ)	On-going
	Work with the Petoskey Public Schools to teach youth pedestrian and bike safety. (EQ)	On-going

PLAN IMPLEMENTATION

Community – Recreation Opportunities	Address in-demand activities such as a community dog park and additional pickle ball courts by working with regional partners to identify locations and funding. (EC)	Short-term
	Provide smoke-free/vape-free facilities and breast feeding/pumping locations where appropriate. (EV/EQ)	Short-term
	Create paddle-sport launch and storage areas. (EV)	Short-term
	Cultivate additional partnerships that would allow the City to provide improved recreational services through property or equipment sharing. (EC)	On-going
	Work with all recreation providers to ensure provision of recreation programs address the needs of all age groups. (EQ)	On-going
	Continue to test new recreation programs to address the needs of a changing demographic. (EQ)	On-going
	Improve park and trail way-finding signage, maps and information accessibility on website, social media, and via mobile tours. (EV/EQ)	On-going
	Partner with McLaren Northern Michigan and the Health Department of Northwest Michigan to promote use of parks and trails for improved health outcomes. (EQ)	On-going
	Incorporate universal accessibility in park facilities and recreation programs to the greatest extent possible. (EQ)	On-going
	Continue to provide public land for community gardens and explore the possibility of creating “Edible Trails.” (EQ/EV)	On-going

PLAN IMPLEMENTATION

Community – Arts and Culture Opportunities	Assist in the dissemination of cultural event information through web-based community calendars. (EC)	On-going
	Promote use of existing parks and public facilities for cultural performances. (EV/EC)	On-going
	Identify locations and funding for public art throughout the community. (EC)	On-going
Environmental Stewardship - Resource Use Reduction	Conduct a community-wide greenhouse gas emissions inventory and set a target for reduction. (EV)	Short-term
	Track and set fuel reduction goals for the municipal vehicle fleet. (EV/EC)	Short-term
	Identify priority areas and needed infrastructure for installation of additional electric car charging stations. (EV)	Short-term
	Promote and provide incentives for WaterSense products to reduce utility customer consumption and costs. (EV/EC/EQ)	Short-term
	Explore partnerships to provide free or low cost energy audits. (EV/EC/EQ)	Short-term
	Adopt a policy that ties economic development incentives to use of green technologies in new construction. (EV/EC)	Short-term
	Remove barriers and provide incentives for residential solar installations. (EV/EC)	Short-term
	Continue to benchmark municipal building energy use and invest in efficiency upgrades. (EV/EC)	On-going
	Continue to upgrade the municipal vehicle fleet to include alternative fuel and electric vehicles. (EV)	On-going
	Continue to promote and fund the Energy Smart energy efficiency programs, with an emphasis on assisting low income residents. (EV/EQ/EC)	On-going

PLAN IMPLEMENTATION

Environmental Stewardship - Resource Use Reduction	Continue to reduce water use in public parks through the use of landscaping best management practices (BMPs) (EV/EC)	On-going
	Continue to work with Emmet County Department of Public Works (ECDPW) to increase recycling and composting efforts through identified metrics, and increase awareness of the importance of recycling and reuse at the household, business, and community-wide levels to create a circular economy (EV/EC)	On-going
	Work with ECDPW to educate residents on the use and benefits of backyard composting. (EV)	On-going
	Continue to promote and increase participation in the Voluntary Green Pricing (VGP) program for renewable energy. (EV)	On-going
Environmental Stewardship- Climate Resilience and Natural Resource Management	Develop a green-infrastructure and non-motorized infrastructure plan that identifies specific street improvements (Similar to Grand Rapids Vital Streets). (EV/EQ)	Short-term
	Require native species and green infrastructure in site plan review approval criteria. (EV)	Short-term
	Calculate the current city-wide tree canopy and establish a canopy goal. (EV)	Short-term
	Explore changes to lot coverage ratios to encourage a reduction in total impervious area rather than just building footprint coverage. (EV/EC)	Short-term
	Increase required waterfront setbacks. (EV/EC)	Short-term
	Require a vegetative buffer to be added land-side of a hardened shoreline. (EV)	Short-term
	Educate the public on the environmental benefits of trees so they are valued for their importance to climate resilience rather than something that blocks views of Little Traverse Bay. (EV)	Short-term

PLAN IMPLEMENTATION

Environmental Stewardship- Climate Resilience and Natural Resource Management	<p>Prioritize climate resilience and natural resource management in all municipal operations by creating a sustainability coordinator position, contingent on available funding. (EV/EC)</p>	<p>Short-term</p>
	<p>Increase tree planting in passive park land such as Veteran’s Park, Arlington Park, Washington Park, Quarry Park and Curtis Park. (EV/EC)</p>	<p>Short/ Medium-term</p>
	<p>Create incentives for installation of green roofs. (EV/EC)</p>	<p>Medium-term</p>
	<p>Explore the creation of a municipal tree nursery and greenhouses in collaboration with other organizations. (EV/EC)</p>	<p>Medium-term</p>
	<p>Ensure safety of critical infrastructure in proximity to the shoreline and riverbank. (EV/EC)</p>	<p>On-going</p>
	<p>Provide information on climate-adaptable native species. (EV)</p>	<p>On-going</p>
	<p>Balance the Petoskey “groomed” aesthetic with the use of native species and pollinator plants that have a more natural look on public lands. (EV)</p>	<p>On-going</p>
	<p>Encourage homeowners to use native species and pollinator plants in their landscape rather than turf grass. (EV)</p>	<p>On-going</p>
	<p>Continue to work with the Charlevoix, Antrim, Kalkaska, and Emmet Counties Cooperative Invasive Species Management Area (CAKE/CISMA) to educate residents about invasive species and find funding for eradication. (EV/EC)</p>	<p>On-going</p>
	<p>Protect and enhance wildlife corridors, while managing wildlife numbers. (EV/EC)</p>	<p>On-going</p>
	<p>Participate annually in the Michigan Green Communities Challenge. (EV/EC/EQ)</p>	<p>On-going</p>
	<p>Advocate for broader community engagement and participation in the City’s resiliency and sustainability efforts. (EQ/EV)</p>	<p>On-going</p>

PLAN IMPLEMENTATION

Environmental Stewardship-Climate Resilience and Natural Resource Management	Encourage environmentally friendly practices when using herbicides and pesticides on City property whenever practical.	On-going
	Continue to explore best management practices for the use and application of winter street maintenance salt.	On-going
	Work with other organizations to increase public awareness of the negative impacts of harmful pesticides and herbicides and to decrease their use community wide.	On-going
Built Environment-Infrastructure Optimization	Incorporate sustainability and resiliency measures into the Capital Improvement Plan. (EV/EC)	Short-term
	Ensure the annual update of the Capital Improvement Plan effectively plans for facility improvements, manages debt capacity for large projects, and considers on-going maintenance costs as well as initial capital outlay for new infrastructure. (EC)	On-going
	Identify funding sources and budget for anticipated climate change impacts on infrastructure (e.g., marina, waterfront, trail system). (EV/EC)	On-going
	Ensure infrastructure projects are equitably distributed across the community. (EQ)	On-going
	Implement the 2018 Storm-water Management Plan and update the City Storm Water Ordinance to ensure BMPs are incorporated in public infrastructure and private site plans. (EV)	On-going
	Continue to work with the Little Traverse Bay Watershed Protection Project Advisory Committee and Tip of the Mitt Watershed Council to implement the Little Traverse Bay Watershed Protection Plan. (EV)	On-going
	Continue to seek intergovernmental agreements with adjoining communities to provide the most efficient, safe and cost-effective delivery of public infrastructure and services. (EC/EQ)	On-going

PLAN IMPLEMENTATION

Built Environment- Infrastructure Optimization	Work with the Michigan Public Power Association (MPPA) to reach the community target of 100% renewable energy use by 2035. (EV)	On-going
	Continue to explore community renewable energy projects, such as the solar array on the former landfill site and solar panels on City buildings. (EV)	On-going
	Continue to install state-of-the-art drinking and waste-water infrastructure. (EQ)	On-going
Built Environment- Transportation and Mobility Options	Continue to work toward an enhanced EMGO Ride. (EQ/EC)	Short-term
	Develop an incentive program to promote use of remote parking and use of non-motorized facilities to decrease downtown parking demand. (EV/EC/EQ)	Short-term
	Work with schools and parent-teacher organizations to decrease school traffic. (EV)	Short-term
	Designate locations for bus and/or autonomous vehicle drop-off. (EC/EQ)	Short-term
	Encourage and promote car-sharing as an environmental and economic benefit to the community. (EV/EC/EQ)	Short-term
	Identify a new passenger rail depot location near Curtis Field. (EC/EV)	Short-term
	Explore a bike/ scooter share program. (EC/EQ)	Short-term
	Extend the Downtown Greenway Corridor to Washington Street in the short-term and further south in the longer term. (EC/EQ)	Short-term/ Medium-term
	Repair the existing trail segment, and/or construct an alternative to the Resort Bluffs section of the Little Traverse Wheelway in US 31 right-of-way. (EC)	Short-term/ Medium-term
	Continue to explore regional funding for the Howard Street - Standish Avenue connection to improve circulation. (EC)	Medium-term
	Work with area organizations, schools and businesses to continue and expand Smart Commute Emmet from a week-long event to an all-year promotion. (EV/EC)	Medium-term

PLAN IMPLEMENTATION

Built Environment- Transportation and Mobility Options	Create a bike riding-centered event such as a “Bike the Drive” to promote identified bike routes. (EV/EQ/EC)	Medium-term
	Advocate for a regional trail authority to manage, maintain, promote and expand the trail system. (EC/EV)	Medium-term
	Work with neighboring jurisdictions and non-profit organizations for development of a regional on-road biking system. (EC/EV)	Medium-term
	Continually update the Capital Improvement Plan (CIP) to maintain roadway pavement standards based on functional classifications. Evaluate the program with respect to necessary programming and budget on a regular basis. (EC)	On-going
	Implement green infrastructure/storm water best management practices (BMPs) in right-of-way projects where practical and cost effective. (EV)	On-going
	Continue to support a ferry connecting communities on Little Traverse Bay for commuters and visitors. (EC/EV)	On-going
	Install bike racks community wide. (EV/EQ)	On-going
	Acknowledge and support e-bikes, scooters and other similar technologies. (EV)	On-going
	Implement neighborhood traffic calming measures. (EC)	On-going
	Construct or reconstruct approximately ¼ mile of new sidewalk each year. (EV/EQ)	On-going
	Continue funding the construction, replacement and maintenance of the trail system. (EV/EQ/EC)	On-going
	Continue to improve winter sidewalk snow removal. (EQ/EV)	On-going
	Address ADA compliance in all infrastructure projects. (EQ)	On-going

PLAN IMPLEMENTATION

Built Environment-Transportation and Mobility Options	Educate the public on the rights and responsibilities of pedestrians, bikers and drivers. (EQ)	On-going
	Continue to regulate e-bikes, etc. to ensure compatibility with non-motorized users. (EC)	On-going
Built Environment-Neighborhoods for All	Develop a housing plan that addresses the needs of the workforce including part-year employees, young families and the elderly. (EC/EQ)	Short-term
	Work with local, regional, and state organizations to develop affordable home ownership options within the City. (EQ/EC)	Short-term
	Encourage the addition of upper story residential units to single-use commercial areas such as Bay Mall and Crestview Commons. (EC/EV)	Short-term
	Review the Zoning Ordinance requirements for lot size, minimum house square footage, building height, density, setbacks, parking requirements, and accessory dwelling unit allowance to remove barriers for the creation of additional workforce housing options. (EC/EQ/EV)	Short-term
	Update housing type definitions in the Zoning Ordinance to include non-traditional housing types. (EC/EQ/EV)	Short-term
	Continue to utilize the International Property Maintenance Code to improve properties and eliminate blight. (EC/EQ)	Short-term
	Create a housing opportunities map that indicates locations of possible in-fill housing. (EC/EQ/EN)	Short-term
	Fund street tree replacement at an accelerated rate to enhance neighborhood tree canopies. (EV/EC)	Short-term

PLAN IMPLEMENTATION

Built Environment- Neighborhoods for All	Create preservation guidelines for residential structures, similar to the Downtown Design Guidelines, to encourage proper renovation of significant architectural structures. (EC)	Short-term
	Revise the East Mitchell National Historic Register District to incorporate boundary corrections. (EC)	Short-term
	Provide information and support to residents who wish to establish neighborhood associations. (EC/EQ)	Short-term
	Improve enforcement of nuisance and zoning ordinance issues through the creation of a code enforcement officer position.	Short-term
	Increase funding for improvements to neighborhood parks. (EQ)	Medium-term
	Implement a rental inspection program to ensure rental structures are safe and maintained in a manner that will not detract from adjoining properties or negatively impact the surrounding neighborhood based on adequate funding. (EQ/EC)	Medium-term
	Continue to promote and facilitate the development of residential uses of upper stories in the Urban Core (Central Business District, Transitional Business District and Mixed Use Corridor) through use of state programs such as Rental Rehab. (EC)	On-going
	Continue to work with housing agencies to provide incentives for homeowner and landlord renovations and improvements. (EC/EQ)	On-going
	Work with the Emmet County Land Bank Authority on acquisition of strategic properties for affordable and market rate housing that will help stabilize neighborhoods. (EC/EQ)	On-going
	Periodically review and update the City Non-motorized Facilities Plan. (EV/EQ/EC)	On-going

PLAN IMPLEMENTATION

Local Economy - Assets and Opportunities	Support and remove barriers to the creation of day-care facilities. (EC/EQ)	Short-term
	Allow structures such as hoop houses and greenhouses in all zoning districts to extend the local growing season subject to reasonable standards and approval. (EV/EQ)	Short-term
	Allow backyard poultry and rabbits for personal use in residential neighborhoods subject to reasonable standards and approval. (EC/EQ)	Short-term
	Allow apiculture in all zoning districts subject to reasonable standards and approval. (EV/EC)	Short-term
	Review the intent of business districts for opportunities to add small food processors and community kitchens as permitted or special condition land uses. (EC)	Short-term
	Work with regional partners on a purchase of development rights program to protect critical agricultural lands and facilities. (EV/EC)	Short-term
	Identify publicly-owned land with potential for edible and fruit bearing plants and trees. (EQ)	Short/ Medium-term
	Incentivize designated garden space in affordable housing developments. (EQ)	Medium-term
	Identify space for a year-round farmers market. (EC)	Medium-term
	Research and address issues that limit use of the Hungry Hollow Community Gardens to ensure accessibility to all in current and future community gardens. (EQ)	Medium-term
	Work with the Downtown Management Board to continue development and implementation of strategic plans. (EC)	On-going
	Work with McLaren Northern Michigan and the medical community to support and promote medical-related business opportunities. (EC)	On-going

PLAN IMPLEMENTATION

Local Economy - Assets and Opportunities	Work with local groups to grow the arts community. (EC)	On-going
	Work with Networks Northwest, Emmet County and neighboring communities on business and industry retention and recruitment. (EC)	On-going
	Develop events and activities that embrace our “Winter City” status to enhance community livability and tourism. (EC)	On-going
	Work with educational institutions to ensure quality local education and life-long learning opportunities. (EQ/EC)	On-going
	Continue to develop a multi-modal transportation system, including improved public transit, to support and enhance local economy resiliency. (EC/EQ)	On-going
	Continue to work with the Harbor-Petoskey Area Airport Authority and Pellston Regional Airport to fund and improve air access for the region. (EC)	On-going
	Regulate those aspects of the sharing economy that detract from the ability of the community to have year-round neighborhoods. (EC)	On-going
	Work with the Chamber of Commerce to support further development and growth of small, entrepreneurial businesses and retention/attraction of young professionals. (EC)	On-going
	Purchase from local businesses to the greatest extent practical. (EC)	On-going
	Encourage partnerships between local food producers and local institutions. (EC/EQ)	On-going
	Support and promote the Emmet County Food Scraps Collection and Composting programs. (EV)	On-going
	Advocate for and encourage community discussion and education regarding local wealth building business models (i.e., cooperatives and profit sharing programs). (EC/EQ)	On-going

PLAN IMPLEMENTATION

Local Economy - Assets and Opportunities	Support local investing initiatives and community finance collaborations.	On-going
Local Economy- Redevelopment and Infill Development	<p>Review the Zoning Ordinance requirements for lot size, minimum house square footage, building height, clustered housing, and accessory dwelling units to remove barriers to the creation of attainable housing options. (EV/EC/EV)</p> <p>Review parking requirements to maximize the redevelopment potential of sites in proximity to non-motorized infrastructure. (EC/EV)</p> <p>Maintain the Redevelopment Ready Communities™ Certification. (EC)</p> <p>Maintain an inventory of potential redevelopment or infill development sites. (EC)</p> <p>Evaluate and prioritize Redevelopment Ready Sites for possible development incentives. (EC)</p> <p>Continue to consider all redevelopment tools available to incentivize desired redevelopment including tax increment financing, payment-in-lieu of taxes (PILOTs), tax abatements, and neighborhood enterprise zones. (EC/EQ/EV)</p>	<p>Short-term</p> <p>Short-term</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>

APPENDIX A

MASTER PLAN PUBLIC INPUT SUMMARIES

Livable Petoskey On-line Comments

- In my opinion, the two biggest pressing issues facing Petoskey is affordable housing and development of 200 E. Lake street. Affordable housing is imperative to keep our area running. Being a business owner I find it harder and harder to find employees that live close to where they work. We wind up getting people commuting in from neighboring towns but hard to find some that live close. With the increasing demand for tourists to be up here, we will need more people to work these jobs to accommodate the busy tourist season. Also having a deserted city block has been a black eye on the community for decades. With more and more empty storefronts in the downtown district, developing a plan for the hole could provide a major economic boost for the downtown district.
- An aging population that desires and requires services dealing with a shrinking workforce to fulfill these wants and needs. Long lines at restaurants and grocery stores, long waits for needed medical treatments or diagnostic services. Limited number of quality career opportunities for young professionals.
- Housing availability, affordable living gap (poverty in paradise), Daycare shortage, infrastructure (roads , utilities, internet)
- I see urban sprawl as a major issue. I would like to see Petoskey address opportunities/incentives for redevelopment of existing properties and especially find a way to work with a difficult landlord that is leading more businesses to abandon the downtown area. We have empty store fronts, empty "strip mall" spaces such as the Kmart complex, and new construction on bare ground, such as the Marriott Courtyard. A strong Petoskey needs a vibrant downtown area that promotes a walkable lifestyle and preserves as much of our natural land areas as possible. Workforce affordable housing continues to be an issue. Where can redevelopment and collaboration with developers who focus on providing safe, affordable housing for this demographic fit into our community plan? What programs are in place or could be put in place to help seasonal employees learn to best budget an income that is not consistent throughout the year? Help with a hand up more than a hand out.
- Housing. Affordable housing for those in need .. low income 'working poor'. Small homes on infill areas. These need not be free or mortgaged units... Coop/equity shared/rooming houses, rental units, etc. Lots of folks need help, but smaller one and two bedroom units, I think, are more approachable goals to help singles, couples, elderly, etc.
- Protecting natural resources from the impacts of climate change and pressures from increased development. Attracting and maintaining young talent by offering affordable housing, living wage employment, and technology advancements competitive with the rest of the state. Creating a place that supports the needs of residents rather than seasonal visitors.
- I think that the sales of marijuana in the city limits is a bad first image for not only our residents, but also our visitors. Why is it that the city council is so hard pressed to get "medical" marijuana sales implemented? Not a fan...

- I think that the city could improve its approach to development. Several surrounding cities have a can do attitude vs Petoskey's anti approach. For example, the current/suggested development for the Darling lot may not be perfect, but giving up a small amount of parking spaces for a tax paying \$17MM investment in our city is clearly worth it to me. & the parking issue seems to be the biggest obstacle to the development. Take the tax generated & create more parking elsewhere. Generally, I'd just like to see the city work with folks that are trying to invest in our city vs. against them...which is very much how it looks to me and many of my peers. Unfortunately, in my network, Petoskey has gotten the reputation for being very difficult to work with & if we chase away investment, I'm afraid our city will never have the downtown living opportunity that the downtown really needs (to help fill vacancies/! etc.).
- 40' height restriction in downtown limits future growth, and is odd considering a large number of structures that predate the ordinance are over that limit already. Housing and dropping city population from 2000 - 2010 census, will be interesting to see the change from 2010 - 2020.
- Extremely high rent, no affordable housing, jobs don't offer health insurance when they would in a city. (example restaurant manager) No dog park but we pay a dog tax. There should be a fenced in community dog park for people who have dog licenses. Maybe the fenced in hole downtown could be a community dog park for licensed dog owners. This would promote the dog license in our town by requiring it in the dog park, bringing in more revenue. Also, it would make the city's unfair dogs tax fair by actually providing a fenced in non-leash place for our furry friends. Most people find out about this dog tax through the police when they get a complaint. The dog park could have signs explaining if you want to participate in an off leash dog park you need a license with Emmett county. This is a positive way to generate income. Also it makes dog owners want to pay the tax and brings our community together by our love of pets and meeting new people! at the fenced in dog park. In most towns, if your dog never leaves your property there is not a reason to pay for the tax, and it is not required. This is a fair law. A tax for a dog with no fenced unleashed park is unfair and a tax on a dog that never leaves his property is just ridiculous. That's what we have now. There is no place for medical patients to receive their medication. It's extremely difficult for medical marijuana patients to find medicine. This is extremely unfair being how long it's been legal. And with covid 19 it's extremely dangerous to drive down state in order to get medicine. Regardless how you feel about marijuana , it is a medicine, Michigan has decided. If you are prescribed medical marijuana it is very unfair if it's not available for the patient. This is because of the city. Please fix this issue and save medical marijuana patients with compromised immune systems from driving downstate every week or two to purchase medicine they been prescribed . Also helps keep the money in our small town. Downtown petoskey is falling apart because of high rent. Stores should be able to stay open for the people who live here all year. The town is expanding at a fast pace out side of down town and that is very sad. This is because of affordable rent. This town makes it extremely difficult to open a retail business due to high rent and building owner's decisions about who they want to rent to. Parking is not an issue and we don't need a parking structure.
- I think infrastructure is a key, and given COVID 19, health infrastructure is probably at the top of the list right now. Also, we own a townhouse in Petoskey, and pay recently enhanced, shall we say, property taxes. And, we understand now is not the time to go "Up North." But, I have to think, local businesses do depend on those of us who come up for the summer. We need balance, of course, but when will we be welcomed back, if at all?

- Value: Views

Pressing Issues: Liberals poor management of the town. How to best support Retail and shopping merchants. More events.
Address Issues: Avoid polarizing people around racism. Get rid of parking meters they are detrimental to getting people in town shopping.

My Favorite Memory In Petoskey Is.....

Being with friends downtown.
Going downtown with friends.
Going to football, basketball games.
Walk around.
All of them.
Jumping off the breakwall on April 21st.
Playing baseball.
Swimming.
The activities we have.
My family hang out downtown during sunset.
Baseball.
When we jump off the breakwall with our friends and family.
Jumping off the breakwall.
Going downtown with friends.
When me and my friends walk downtown after school.
Running around downtown at night with friends.
My fourth birthday.
When I got my first touchdown.
Hanging out with my family and friends.
All of my Petoskey memories.
Finding Petoskey stones.
Swimming in Walloon Lake.
The first time I jumped off the breakwall.
When my parents weren't divorced, going to Scoops after school.
Getting ice cream at Murdicks/Kilwins then walk around downtown.
Cheering in the parade, shopping downtown.
The 4th of July parades with people throwing candy.
Going down to the breakwall for my friend's birthday.
Going to the breakwall.
Going downtown to the breakwall and getting ice cream.
Going down to the breakwall after getting ice cream with my soccer team.
Playing baseball at games.

Petoskey Sustainability Project
Petoskey Middle School Student Council
May 7, 2019

What I Like To Do In Petoskey Is.....

Be downtown and watch movies.
Go on the beach and go boating.
Jump off the breakwall.
Smiling, fortnite.
Go downtown, swim, bike.
Swim, bike, hammock.
Play tennis.
Play baseball.
Swim.
Have more parking.
Play softball down by the waterfall, going to the State Park.
Play sport, swim, walk.
Hang out downtown with my friends, like to go shopping with my friends.
Walk, hangout downtown with friends.
Shop, movies, breakwall.
I like to walk by Bear River and play sports.
Play sports and go downtown for food and friends.
Go to Crooked Tree and the park, the library and my dog, hang out with friends.
Go swimming, bike, water park.
Hang out with friends.
Go to my dance studio.
Fish in Lake Michigan and other lakes and streams.
Go to the beach or ride a bike.
Chill out, eat, ride bikes, walk, draw.
Hang out with my friends and family, shop, hang at the library.
Panera Bread, a mall.
Walk downtown, go to movies, go to breakwall, go to parks.
Go swimming, bike, fishing, look for frogs.
I like to walk around the downtown shops and I like to go to the escape room.
Walk around, go to the breakwall, swim.
Swim, go downtown.
Swim.
Play outside.

What I Love About Petoskey Is.....

I love downtown and the water front.
The water, downtown, the stadium.
The tight community and the beautiful setting.
The water.
All of the water access and bike trails.
It is not too big, population.
The scenery. It's cool.
The baseball fields, the breakwall, how close everyone is.
The water stuff.
The beautiful nature we have.
I love the view of the water and the amazing sunsets.
Not big city and not a lot of people.
Breakwall, Starbucks and shopping.
The breakwall, downtown, Corner Scoops, Halloween(?).
Downtown shopping, Walmart.
Downtown and when people can go just hang out.
The way people interact and where they hang out.
How small and cozy it is and how everyone knows each other.
Coffee shops.
Good education.
You know people.
The water, not too big.
How it is not too big or too small.
Small.
That there is a lake, hotels, pools, a big breakwall.
The beaches, water, size, people.
Parades, small, everybody knows everybody.
How close everything is, how small it is, the waterfront, tourism, restaurants (downtown), all of downtown, the parks.
It's a small town, you know almost everyone you see, the people.
How small our town is, you can go anywhere, people, downtown, schools, how pretty.
You know lots of people, they have great parades.
I love the breakwall downtown and all the stores and things to do.
How safe we are, walk everywhere, local shops, friendly people.
How safe it is, walk to destinations, local shops, friendly people, breakwall.
How safe it is, walk everywhere, the local shops.

Petoskey Sustainability Project
Petoskey Middle School Student Council
May 7, 2019

What I Want For Petoskey Is.....

Asian markets, more restaurants, mall, dog park, Imax movie theater, cheaper housing, airport, hair supply store, be bigger.

The pit to have stuff in it.

More recreational places for tourists and residents.

A lot of stuff on our big list.

Become 75% sustainable energy.

More restaurants and more stuff to do.

More baseball fields and Olive Garden.

More water.

A skyzone.

All mall, more restaurants, more smoothie places downtown.

Something for the pit/hole.

More peace and quiet, to have more shops.

More recycling and environment safe stuff, more solar/hydro/wind/energy, a place for people in need to get and learn how to make food.

For the hole to be filled with something.

A big theatre and NFL fields.

To have a welcoming look and look neat and clean.

To make it have more sustainable energy.

Dave and Busters, Bass Pro, zoo, solar panels.

A renewable energy source.

More renewable energy.

More things to do.

Better energy sources.

No drugs, Target, Dave and Busters, Panera, save the animals, H2O park.

All of the above – book stores, Target, sustainable energy, zoo.

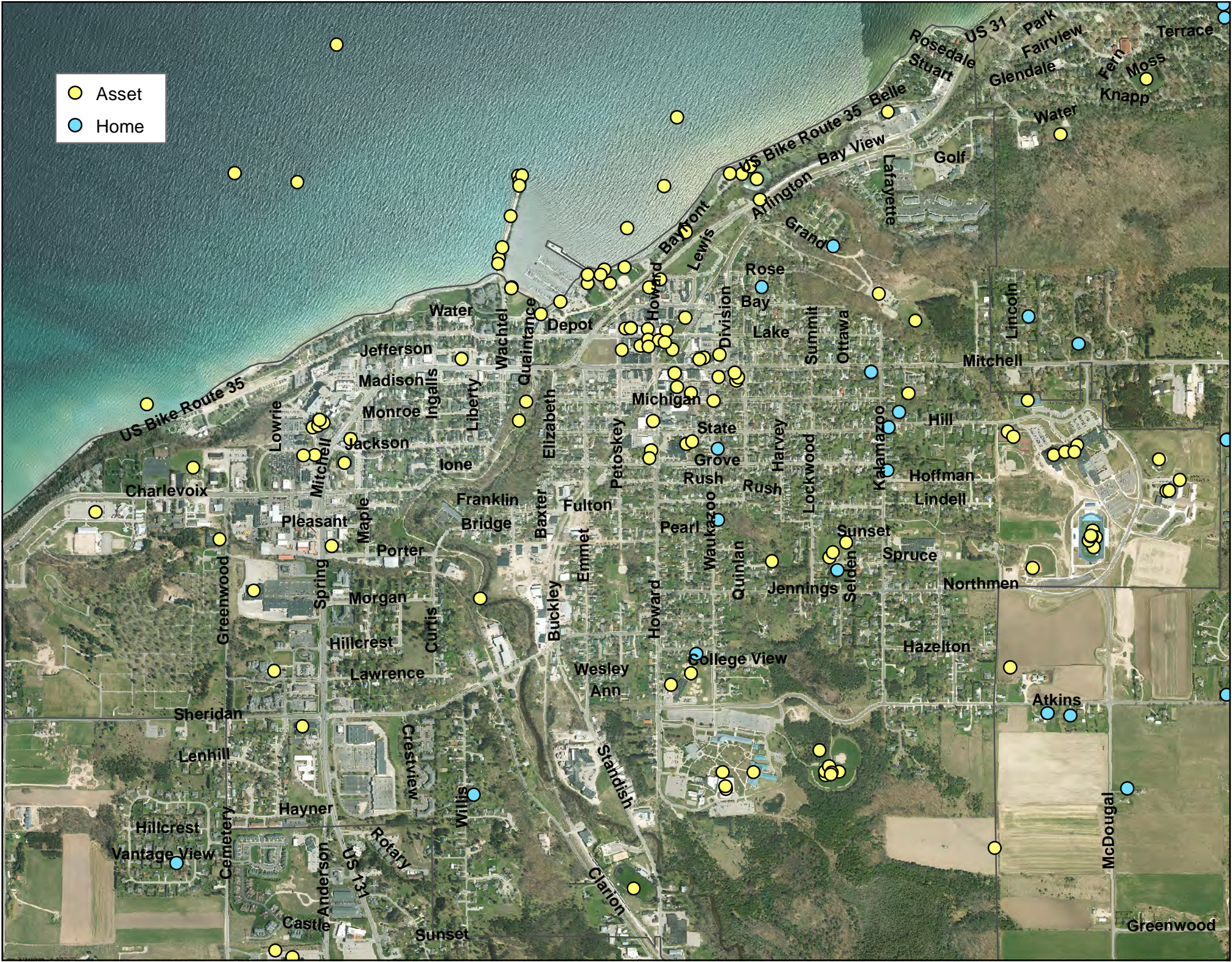
A small town, to know almost everyone.

Dave and Busters, Target, Bass Pro, pool, small zoo.

More local stores and a big downtown beach.

More beaches, smoothie shops.

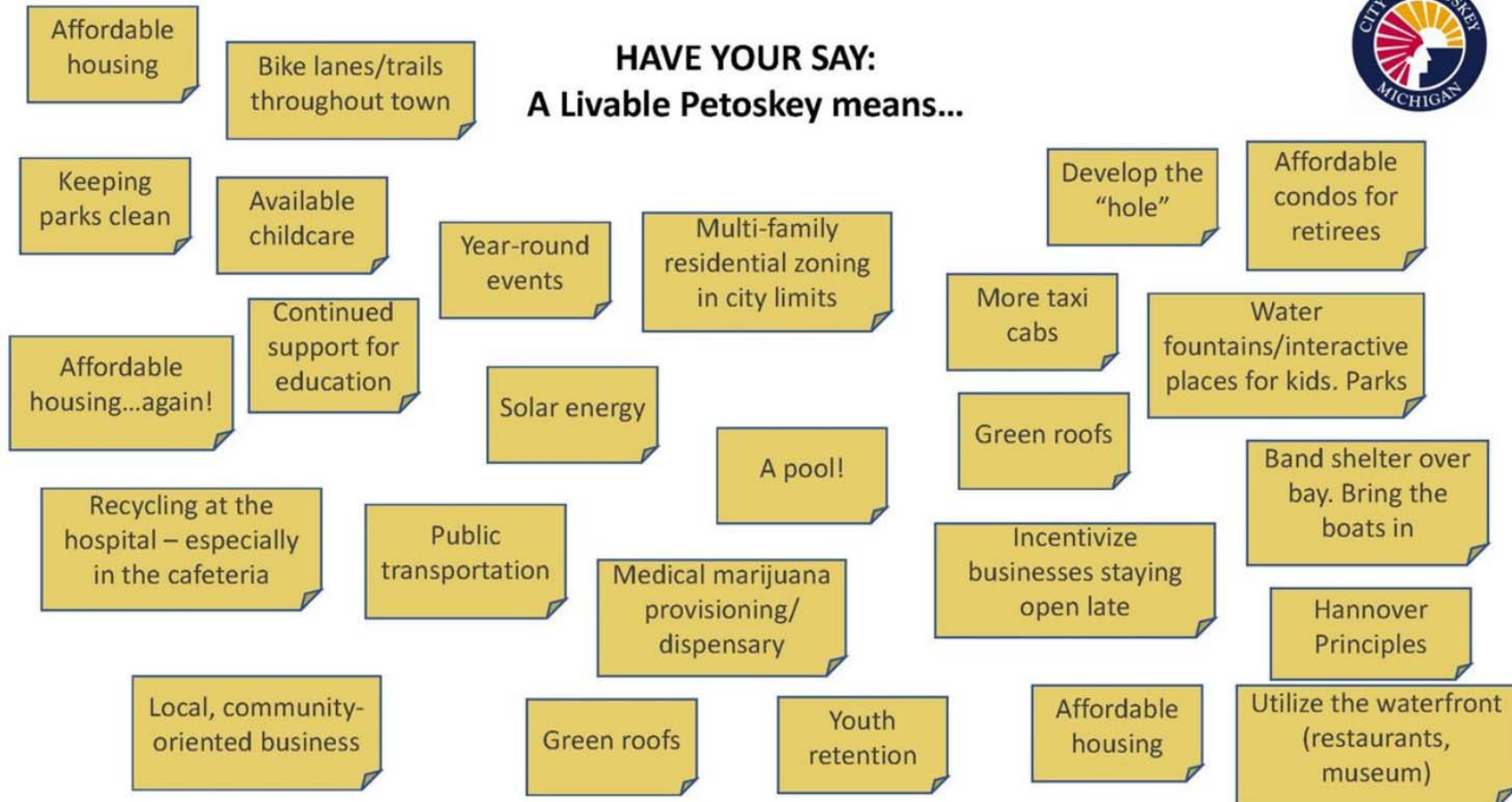
More beaches, local shops,



Livable Petoskey Pop-up meeting input Backlot, October 10, 2019, 5-7 p.m.



HAVE YOUR SAY: A Livable Petoskey means...



Livable Petoskey Pop-up meeting input Beards Brewery, October 30, 2019, 5-7 p.m.



HAVE YOUR SAY: A Livable Petoskey means...

Economic
development

Affordable
housing

More
businesses

More jobs

More diversity

Natural
resource
awareness

Need higher
wages

Public
transportation

Affordable
housing

Good schools

Achieve 100%
clean energy

Locally owned
businesses

More social
interactions

Different streams
for information
(not just
newspaper)

Small town feel

Affordable
housing

Progressive but
has kept its small
town feel

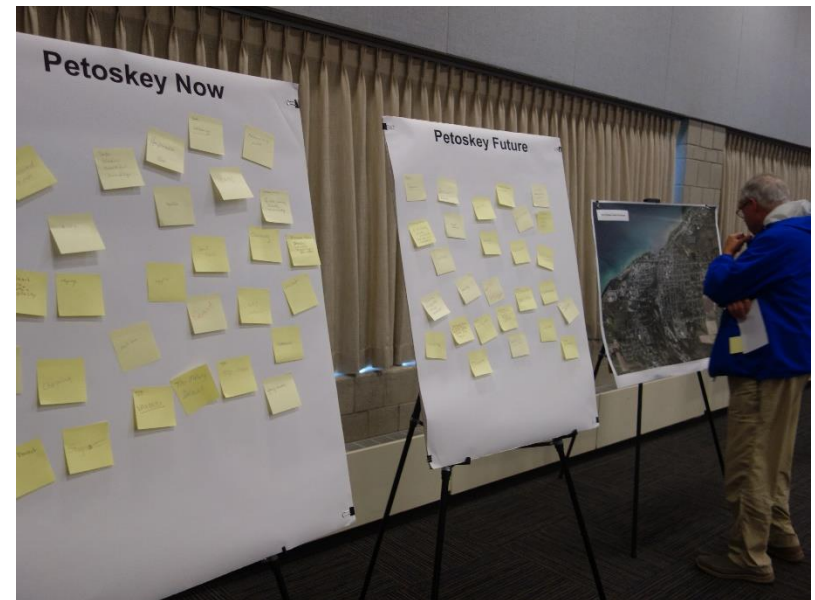
Livable Petoskey

Community Meeting on September 5, 2019

Petoskey Now/Petoskey Future

Participants were given two sticky notes. On the first they were asked to write one word or phrase to describe Petoskey now. On the other sticky note they used one word or phrase to describe the City's future.

Petoskey Today	Petoskey Future
Pedestrian oriented	Beautiful
Family oriented	Full of clean water
Friendly	Even more pedestrian & family oriented
Good place to grow up & grow older	Wholesome
Safe	Healthy
Family friendly community	Viable
Clean	Sustainable
Small town	Resilient
Welcoming	Safe
Hospitable	Family friendly community
Beautiful	Filled with green infrastructure
Resilient	Open communication
Undiscovered loose ends	Livability for all
Only scratching the surface	Growth inside the city
Beauty	Protect the water
Hospitality	Thriving
Hallmark movie	Growing
Cool!	Busier
Idyllic	Increased population
Quaint	Prosperous



Charming	Vibrant
Premier historic downtown	Four season downtown
Crowded	Progressive
Dying	Pure air & water
Fear of change	Thriving year-round
Stagnant	Super cool! (not super cold)
Historic	Progressive small town
Too many drugs	Smart city progress
Water-based	Diversity
Thriving	Easy to live in and get around
Walkable	Community garden spaces

Petoskey Now

Hospitality
 Clean
 Dying
 Resilient
 Safe
 Friendly
 Cool!
 Beautiful
 Quaint
 Hospitable
 Good place to grow up & grow older
 Only scratching the surface
 Pedestrian oriented
 Welcoming
 Idyllic
 Small town
 Historic
 Walkable
 Undiscovered loose ends
 Family friendly community
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 Protect the water
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 Easy to live in and get around
 Smart city progress
 Safe
 Resilient
 Busier
 Sustainable
 Full of clean water
 Thriving
 Healthy
 Livability for all
 Filled with green infrastructure
 Communiting garden spaces
 Prosperous
 Growth inside the city
 Increased population

Petoskey Future

Hospitality
 Clean
 Dying
 Resilient
 Safe
 Friendly
 Cool!
 Beautiful
 Quaint
 Hospitable
 Good place to grow up & grow older
 Only scratching the surface
 Pedestrian oriented
 Welcoming
 Idyllic
 Small town
 Historic
 Walkable
 Undiscovered loose ends
 Family friendly community
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 Super cool! (not super cold)
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 Protect the water
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 Easy to live in and get around
 Smart city progress
 Safe
 Resilient
 Busier
 Sustainable
 Full of clean water
 Thriving
 Healthy
 Livability for all
 Filled with green infrastructure
 Communiting garden spaces
 Prosperous
 Growth inside the city
 Increased population

Word sizes are not indicative of their frequency

Kickoff Meeting Feedback

1. What I value most about living in the Petoskey area is...	2. What I am most concerned about from a community standpoint over the 10-20 years is...	3. To address these issues, the City needs to...	4. My home is:
Small town architecture and businesses with lake views, surrounding natural areas	Big box developments replacing smaller local retailers. Loss of green space in and around town (need a greenbelt?) Do not want high skyline development in "the big hole" that would block Lakeview from Grain Train. H2O quality	Do green belt, green walkable corridor planning - as you have begun so well. Need more walkable, low traffic, no traffic connections in town	City of Petoskey
Fresh air, space to live, the lake	Crime, drugs, low wages	Increase wages, hourly wages. The City should have a mandatory minimum wage.	Bear Creek Township
Waterfront; Little Traverse Bay; Bear River; Clean fresh air	Drug trafficking from the [illegible] of Petoskey's casino culture	Eradicate the casino; the casino drags our community down; United Way must allocate funds for the working poor (i.e. utilities, rent assistance)	City of Petoskey
I live in Charlevoix County, but work in the City of Petoskey. I love the support, sense of community and drive to improve our area.	The number of ALICE and poverty population continuing to increase. As the cost of living increases, the struggling continue to struggle.	Look at affordable housing options, support transportation efforts and work to improve conditions for ALICE. (Increase wages? Funded support? Childcare?)	Other – Charlevoix County
Safe, clean, affordable and beautiful; parks/trails	Affordability; downtown retail core; water quality (both drinking & lakes); How will climate change change our economy? (Farms, skiing, snowmobiling, water)	Plan and follow it; they are doing a great job!	City of Petoskey

1. What I value most about living in the Petoskey area is...	2. What I am most concerned about from a community standpoint over the 10-20 years is...	3. To address these issues, the City needs to...	4. My home is:
Pedestrian movement, green spaces, education, healthcare	Affordable housing, service level pay/low pay for working	Support/expand affordable living locations; support higher paying job opportunities; protect waterfront accessibility	City of Petoskey
Intelligently run local government; proximity to water and woods	Affordability for younger and lower earning families	Encourage and/or develop affordable housing	City of Petoskey
The safety and sense of community we get to enjoy next to the most beautiful lake in the world	Climate change and how that is going to affect all aspects of living in a waterside community.	Add more green infrastructure and be flexible/ready to make changes based on what's happening around us	City of Petoskey
Access to outdoors and year round activities; Wide variety of educational, arts, and restaurants, especially for such a small town; Vibrant seniors community	Tendency to resist change and new ideas on the part of many boards; lack of good jobs; lack of housing and deteriorating condition of many homes; Line 5 and impact if it leaks	Continue and strengthen a proactive approach to green energy – and green in general; Proactively work with local developers on housing and downtown development	City of Petoskey
Beautiful walkable area and bay; Great bike trails and parks, walkways; nice people	Addiction, livable wages, quality of living green areas		City of Petoskey
The beauty; the friendliness of the people; the wonderful green organizations that are protecting our resources (water, land)	Keeping the downtown full of small shops instead of big box stores; the water and keeping it clean and healthy; low income housing; attracting young people here; deforestation; keeping good healthcare; strong educational systems		Resort Township
Beautiful waterfront and bike paths, many places to enjoy the	Ability of hospital to meet medical needs of all ages. Would	I don't know that the city has much control over the medical	Bear Creek Township

1. What I value most about living in the Petoskey area is...	2. What I am most concerned about from a community standpoint over the 10-20 years is...	3. To address these issues, the City needs to...	4. My home is:
area's natural resources/beauty. Has been a great place to raise a family.	be great to have pediatric services and high risk services available so there would be less need to be transferred to Grand Rapids for care; I am concerned about the number of empty stores downtown – would hate to see the demise of a once vibrant downtown shopping district	aspect of the area – except maybe to encourage more services/specialists that could deal with issues that often result in transfer of patients to other facilities; Encourage storefront owners to bring in interesting shops – charge more affordable rents?	
A safe, relatively clean and environmentally pure environment that allows for easy access to and interaction with nature	Controlling growth so that the balance between nature and development is maintained. Constant growth is not sustainable and should not be a goal, yes it is enticing to many people from previous generations; poverty and ALICE rates	Carefully examine all development so that it adheres to master plan guidelines	City of Petoskey
Livability, blue water and clean air, modest traffic	Too few younger folks in the area to support burgeoning retirees, resort population; We need a solid core of year-round livable wage jobs to support young families	Limit AirBNB's; build infrastructure to support knowledgeable, creative economy, as well as manufacturing and agriculture	Bear Creek Township
Great historic small town. People come here to get relief from the cities. Lake is a great asset as well as abundant recreational areas.	Overdevelopment – destroying Petoskey we [illegible] to save it. Traffic in summer is [illegible] difficult. Workforce for jobs that are seasonal with low wage will	Move slowly with changes. Engage the public more on changes. Staff needs to listen to the people who live here. Some increased patronage downtown	City of Petoskey

1. What I value most about living in the Petoskey area is...	2. What I am most concerned about from a community standpoint over the 10-20 years is...	3. To address these issues, the City needs to...	4. My home is:
	be a problem for business expansion. Affordable housing is a problem everywhere. We do not need excessive tall buildings	would help. Focus on keeping neighborhoods strong. [illegible] how zoning changes [illegible] neighborhoods. Need a local historic district downtown.	
Love walking from my home to downtown, go to waterfront; see all the families out enjoying parks and pretty flowers and gardens; seeing many younger people starting businesses	Finding homes, apartments for people to live in City – affordable housing units; renewable energy to be done by 2030 or earlier; worried about pot stores – too many in town – I want to leave grandchildren a safe clean place to live; be an example for others	Take on these problems head on; listen to younger people; master plans are great as new people fill jobs; they don't start all over	City of Petoskey
Beautiful Lake Michigan; parks and green space; safe and walkable community	Line 5 oil spill; climate change; affordable housing; drug addiction, treatment and prevention	Help shut down Line 5; Pursue alternative green energy	City of Petoskey
Being connected in the community – arts network, restaurants, positive and active people, many opportunities to be involved; fabulous library; trails for hiking, biking, winter activities; our beautiful environment	Opposition to change/development without consideration of how that change can be positive; downtown landlord not invested in wellness of community; avoiding addressing issues that turn people away; parking issues, poor sidewalk maintenance in winter, empty storefronts		City of Petoskey
Access to nature/green space; walking downtown	Flight of business from downtown; lack of desirable housing near downtown	Be more accepting of development of downtown;	City of Petoskey

1. What I value most about living in the Petoskey area is...	2. What I am most concerned about from a community standpoint over the 10-20 years is...	3. To address these issues, the City needs to...	4. My home is:
		assist businesses on start-up more	
Walkability; attention to detail; the people – polite, kind, compassionate, involved, entrepreneurial; thriving Petoskey, conscious capitalism movement	Resilience; millennial and Gen Z – friendly; digital transformation – “smart” cities; sustainability – resources, triple bottom line; progress – enable redevelopment, gig economy workers, advance collaboration across stakeholder groups	Leverage foresight; set an aspirational 2030-2040 vision; involve young stakeholders; involve futurists, scenario planning; attract and retain young talent/leaders; adopt circular economy thinking and behavior	City of Petoskey
Small town character, charm, scale, views, water, nature	Development, climate change, housing, maintaining unique character	Review zoning status, develop historic district, invest in renewable energy infrastructure	City of Petoskey
Beauty – waterfront, river valley, downtown bike trail; recreational opportunities; reasonable cost of living and taxes; great and diverse school choices	Lack of growth (commercial) and housing to increase tax base; and attract a happy qualified workforce; if we want to survive, we need to change	Get rid of the NIMBY contingent	City of Petoskey
Sense of community; friendliness; sophisticated level of thinking and professionalism, especially for a rural community; high quality amenities (library, parks, schools, hospitals, arts centers, etc.); strong non-profit network; strong human services network	Housing, housing, housing (housing shortage will become more prevalent at all price points); aging population; growing gap between haves and have nots; vacant storefronts – decline in retail (national trend); decay in CBD	Promote downtown housing; loosen zoning restrictions to promote more housing development; tax incentives for multi-family housing; fill the hole with an economically viable project that grows the local economy; adjust master plan to allow greater height in some areas (let the city be a city); adjust master plan to match	Bear Creek Township Other – Business in downtown Petoskey

1. What I value most about living in the Petoskey area is...	2. What I am most concerned about from a community standpoint over the 10-20 years is...	3. To address these issues, the City needs to...	4. My home is:
		trends that promote more downtown CBD living	
The community feel and inclusivity, feeling like we belong	Being over-reliant on tourism and being afraid of change, not willing to take the steps forward that we need to because it's "not how we've always done it"	Be open to new ideas and be willing to take the calculated risks to ensure the continued prosperity and forward movement	
The diversity of both the people as well as the environment	Overpopulation and destruction of our natural resources	Regulate pollution. Use greener means of energy.	Other – Presque Isle
Water resources; green space; awareness that natural resources rule the economy	Climate change – ability for Petoskey to adapt and proactively prepare for potential impacts of climate change; protection of water and natural resources, which ensures economic vitality; protect vital green space, along with shoreline habitat	Develop a climate resiliency plan; implement Tip of the Mitt Watershed Council's Little Traverse Bay Watershed Management Plan; limit development, utilize brownfields responsibly and adhere to zoning to maintain character of Petoskey	Resort Township Other – representing Tip of the Mitt Watershed Council
The natural beauty and fresh water; four season outdoor recreation; arts and culture activities superior for a small town; educated and engaged population; safe neighborhoods and low violent crime	Not being able to grow my small business; an aging population that needs services that will not be available; downtown vacancies leading to a drop in property values; general cost of living increases	Place a greater emphasis on commercial development where appropriate and greater density downtown to combat sprawl. We need a more diverse tax base. Combine government services with surrounding townships for savings to all taxpayers (police, fire, EMS, ER, etc.)	City of Petoskey



Three Assets & Three Challenges

Meeting attendees were asked to identify three aspects of the area or specific locations within Petoskey that they consider to be assets, and three that they consider challenges to address going forward.

Asset 1	Asset 2	Asset 3	Challenge 1	Challenge 2	Challenge 3
Green space, water views	Historical buildings	Hospitality	Sprawl	Housing -all levels	Brain drain
Lake Michigan	Community buildings	Bike trails	Vacant storefronts downtown	Building development in the "hole"	Water pollution
Waterfront	Downtown	Trails/parks	Livable-wage jobs	Housing	Childcare

Asset 1	Asset 2	Asset 3	Challenge 1	Challenge 2	Challenge 3
Bayfront-bike path, bayfront park	Library	Love the upgrades to Emmet St & old RR trans areas & Bear River walkway	Affordable housing	Family friendly restaurants	Many empty storefronts
Library	Year round outdoor activities	Wide variety of restaurants, arts, classes year round	Access to goods (retail)	Affordable housing	[sic] Poor representation in Lansing & DC on environment, energy, preservation
Parkland/waterfront	Walkable downtown	Thriving business community	Housing	Jobs (that pay a livable wage)	Bringing more young people/families to the area
Water	Small town character	Parks	Development	Sustainability	Jobs/employment/housing
Natural resources	Good infrastructure	Safe and friendly	Affordable housing/childcare	Transportation	Safe activities for tweens and teens/indoor alternatives to drugs
Downtown business district	Access to greenspace		Flight of business from downtown	Lack of forward thinking	
Walkways	Education/schools	Healthcare	Parking	High cost property/rental prices	
Collaboration efforts	Beautiful area	Availability to shops & needs	ALICE population increasing	Too many empty buildings	The pit/hole
Parks	Waterfront	Walkability of city	High end stores downtown (more)	Improved parking	Long term employees (downtown)
Variety of restaurants & stores downtown	Safe environment	Waterfront parks	More apartments & houses for workers	Keeping employees long term	The hole - but how are those new businesses going to find employees?
Waterfront	Library	NMC	Stopping drug trafficking	Library civility	No swimming pool like Harbor Springs

At United Way, A LIVABLE PETOSKEY MEANS...

- Community Pool/Rec Center
- Ban single use plastic bags or charge 10 cents

At the Friendship Center, A LIVABLE PETOSKEY MEANS...

- More affordable housing for senior citizens
- Excellent living at affordable prices – not everyone in Petoskey is rich
- The people are nice. If you need help there is always someone to help no matter what
- Housing that senior people can afford
- Affordable housing
- Safe, drug-free, low income apartments/ housing
- Low income housing
- Be careful with the HOLE and our view
- Affordable housing
- More affordable housing for senior citizens

Comments provided on the Livable Petoskey Website

2/12/2021

Value: The water, the downtown, and the environment. This is a place where we want our kids to grow up and where we are happy to build our life.

Pressing Issues: I think Petoskey needs to prepare for growth. The biggest challenge facing Petoskey is going to be managing an incredible surge in population growth while maintaining its best qualities. It looks like the Petoskey area will increase in population by 2-3 times its current population within the next 20 years. We need to be preparing for that growth in addition to tackling current housing and energy issues.

Address Issues: Allow for more high density housing downtown. Emphasize attributes of the city that show it is prepared for a zero-carbon, urban future. Allocate more space for critical resources to manage our growth. Allow for more development of all types within downtown

2/16/2021

Value: Being open to change.

Pressing Issues: Housing, childcare, retaining young people

Address Issues: Change zoning to allow for 1st floor residential in the immediate downtown area. Rezone commercial and industrial properties to allow for more dense residential. (Emmet and over by football stadium etc...)

Value: I consider Petoskey an "arts community" and that's what i love about it. Petoskey is full of creative, innovative people.

Pressing Issues: The arts are often overlooked, undervalued, and underfunded - especially since they are such a big part of our community! Not only are they a draw for visitors, but a draw for families looking for a place to call home. The arts attract professionals to our area to live and raise families. Years of research show that the arts are closely linked to academic achievement, social and emotional development, and civic engagement. Involvement in the arts produces gains in math, reading, cognitive ability, critical thinking, and verbal skills. Arts learning can also improve motivation, concentration, confidence, and teamwork! Can you imagine the benefits if every member of our community had access to arts education and experiences?

Address Issues: Funding for the arts in our community - on par with recreation, sports, etc. Public art installations

Value: 1) Close access to Lake Michigan and other lakes and waterways and opportunities for low carbon footprint outdoor recreation 2) Walkable 3) Preservation of historic nature of downtown and neighborhoods 4) Good city services 5) Well meaning population proud of the city

Pressing Issues: 1) enhancement and preservation of historic structures and nature of town 2) increasing income inequality (includes access to affordable housing, negative impact of housing segregation due to income imbalances, negative outcome of focus on big ticket draws to the area vs. insuring and maintaining high standards of quality of

Comments provided on the Livable Petoskey Website

living for all income segments to achieve a balance of workers, retirees, ownership, entrepreneurs) 3) Poor access to local mental health care providers (the closure of the Lockwood Unit exacerbated a statewide problem in the city and region) 4) Continued business flight from downtown and immediate areas while unplanned sprawl continues in surrounding townships 5) Racism

1) a) Incentivize occupancy of ground level businesses, get rid of parking meters (I heard a rationale re: meters, that they kept the parking situation fluid. I think fluidity could be achieved, as it is in many cities, by tire marking and signage or other methods that would not require more man hours and would be reasonable and less prohibitive) Pass ordinances that require building owners to rent to businesses and keep street level businesses full. b) Offer low/no interest loans and other incentives (matching funds?) to owners of historic properties in order to focus on rehabilitation vs replacement or remodeling. Incentivize trade workers who specialize in historic structure rehab. Keep and distribute list of trade workers who specialize in historic preservation & rehabilitation. 2) Mix low income housing with higher income housing. Make lower income housing as handsome and appropriate to nature of the look of existing structures. Encourage neighborhood mixing social and planning events that address and overcome pre-existing barriers 3) The intent of the Mental Health act as envisioned by President John Kennedy was to make it feasible for people with chronic and/or periodically incapacitating mental health issues (Mental Illness, Addiction, Developmental Disabilities) to live in home or as close to home and loved ones as possible. What can be done in Petoskey to make this a reality and to successfully integrate members of the community with these issues into the fabric of the community in constructive ways? As the state administered community mental health boards have by-and-large failed at this mission (more people with chronic mental health issues are currently housed and treated in the state and county jails than in mental health programs) how can our community be at the cutting edge of integrating the treatment, living arrangements and meaningful occupation of our friends, family members and neighbors who are beset by these problems? Tough issues but I see promise in the way the Harbor Hall has been ! integrated in the city. 4) There seems to be a basic conflict between the various business community interests, city leaders, business owners, and landlords that has exacerbated an alarming exodus of businesses in the Petoskey area and particularly from downtown. I am not sure what the dynamics or particulars of this "elephant-in-the-room" are, but I do not see other towns in the area having the same problems And though I am sure there are other problems just as "sticky", they don't seem to have the same difficulties filling spaces in their premier historic downtown business districts as Petoskey is having. It would seem to me that something that moves and transforms the nature of how these dynamics play out and are tremendously self defeating needs to be researched and invested in. 5) As a long time community member who moved here from a very racially diverse city (with its own problems with race) I was initially and continue to be alarmed at the level of overt racism that is expressed in groups of people in this city. It is heartbreaking in many instances, and I think it stands in the way of a fully realized welcoming and progressive city that includes and welcomes all people who could enrich the town culturally and socially.

Address
Issues:

Comments provided on the Livable Petoskey Website

Value: That the natives are recognized and not being killed off.
Pressing Issues: Our kids don't have much to look forward to for events during covid.
Address Issues: Allow me to utilize the road with the round-about, next to the waterfall for a drive by Easter Bunny Run 2021. They stay in their vehicles, I hand them bags and I'm dressed up as the Easter lady

2/17/2020

The land is alive with beauty and grace. It is still possible to create a responsible way of life for settlers and natives alike, despite the centuries of exploitation of humans and resources in favor of an elite few.

We need to redress the relationship of settlers to the indigenous people of this land. We need to prepare for an influx of climate migrants and re-orient developmental regulation to favor innovative, small, responsible forms of living in relationship to the land. We need to provide housing for the working class people who keep this region afloat and prioritize real lives here over entertainment activities for the wealthy settler class.

Vacate those in power whose primary way of relating to this land and her people is making money off it. We need to make our lives in relationship to the land and its human and other-than-human inhabitants. Give land and political power to the tribe.

Value: The lack of high inner city lifestyle! I prefer a more smaller community family oriented lifestyle as is here!
Pressing Issues: 1- The "HOLE" - 2- Add in More ART and beauty around town 3- Re-add Native American Language and History classes to the schools * 4- AFFORDABLE HOUSING! - * 5- LIVEABLE WAGE JOBS 6- Allow Cannabis shops and industry into town and residents 7 - Add in Roof Top Gardens & create more (not just hungry hollow) community gardens 8- Do NOT add Roundabouts to roads! They are NOT as safe as is said, they are confusing and a waste of space and non efficiency!
Address Issues: 1- The Hole - I've stated for YEARS that the city needs to take control of that property! Turn it into an out door Amphitheatre! Roman step style will keep it safe from erosion! Bring in local bands and music (&others) music on the bay and during shopping, use it for theater for the schools put on plays and such there, winter use it for ice skating and rent skates, summer have a night or two a week for roller skating and rent skates! Have a concession stand for revenue! Have movie nights on the bay! Big screen and show movies! Allow the music and such to be community free, but charge for skate rentals, concessions, etc! NO ONE has anything like this! Grand rapids did once! Rosa parks for le! They USED to do "Blues on the mall" every Wed night sponsors by local radio stations and businesses! It brought business to restaurants and bars etc! It was some of the funnest times of my teen years to go hang with friends at! Good music! Etc! You want ! to set Petoskey apart from anywhere else up here, you do that and SEE the DRAW it will bring to us! 2- Add more Art and Beauty all over town! I went to WA state this past fall and they had sculptures, murals, paintings, art everywhere you looked!! Garbage cans, sides of buildings, sculptures on

corners, it didn't matter if it was a run down area, down town seattle, suburbs etc! Everywhere you went art was there! It was amazing! It added a whole different perspective to things! Even windows that has been busted or broken due to the riots were painted in stunning murals of love, unity warmth, culture etc!!! We would do well to incorporate such here! 3- If your all about incorporating CULTURE into Petoskey you can begin with the Local Natives! Re-add their Language classes to school! My kids were looking at taking those courses in school but we found out you pulled them due to funding just prior! I'm sorry but we live in an Indigenous community around here despite the 95.3% white in your statistics! The percent there is deserves to have such things offered to their students who attend Petoskey public schools! You MAKE funding stay available even if it's a class of 50 or 2! - Also this adds into the ART aspect, allow the Indigenous artists in our community to sculpt, paint murals etc and place them around town, at the bay etc! 4- Affordable Housing! I read thru all the numbers, statistics etc! But you people need to make and find more ways of creating Affordable Housing! If not building it, then regulate landlords and prices to maintain affordability! This goes with Businesses costs as well! I've known MANY wonderful businesses who've left Petoskey because of the OUTRAGEOUS RENTAL COSTS of even business buildings! You want diversity in business and people! Allow us to survive up here even if we aren't filthy rich! Give us the chance to build a business without paying over half profit into just rent alone! 5- Liveable wage jobs! I'm not sure how Petoskey would go about this! BUT someone has to! It goes right along with affordable housing! If we don't have jobs that pay us fair liveable wages how the hell can we afford the costs of living up here! Which is what is being seen! Of course we have the elites and wealthy that separate us but their numbers don't count when it's the rest of us who uphold the businesses and revenues for the city by our blood sweat and tears! We deserve better pay from businesses, better benefits included so we CAN survive in a higher cost bracket society! 6- Touching back on BUSINESSES! - Petoskey needs to wake up to the Progressiveness of the future! We need to stop being so conservative led! And allow Cannabis industry and businesses to come within our town! Not just (Belle tires LUME, who was only allowed to squat there north side of town because they made an agreement with the tribe on their lands) - But actually allow people to bring in cannabis shops! Again I'll reference WA state! HIGHLY PROGRESSIVE of a state I was impressed! They have cannabis shops on every corner in every town like breweries are here in Michigan! And they have found ways to make it work within the community, thy have no issues around school zones or kids! They don't have any of these conservative fear mongering going on and have since shown the revenue it brings in and as well as allowed for more people to become more progressive as well! I wish I could MOVE from MI to WA after seeing just how progressive they are as opposed to us here! We would se! rve well to get with the times! The earlier on we are in the market the better too as we can help found the national market as well as here in MI bring about another industry that creates jobs for countless people and brings money in that way too! Time to get with the times folks! 7- You spoke of Gardens and trees etc! How about incorporating MORE than just the ONE hungry hollow garden into the city!? You know have MULTIPLE gardens in multiple sections for neighbors and the community! As well as how about gather some down town businesses and start roof top gardens! Imagine roof top gardens along

Comments provided on the Livable Petoskey Website

lamp light district even!!! Amazing!! Bring in more fresh produces spices herbs etc to local eateries, to even the local schools food programs! Like Nathan ages has done with his food program in Boyne city schools! GENIUS!! 8 - The round abouts spoke of on certain roads! Have you personally ever drove them!? Now how many idiots on the road that your trying to keep people safe from, how are you to expect them to safely navigate one of these ridiculous round abouts!? They are far more confusing and a danger then your so called statistics state! Most people HATE them! They taken up too much space and are far from efficient! Worst thing you can do is add more of those ridiculous islands in the middle of a road and the round abouts! These are just Some of the ideas I felt necessary to add in after reading all 122 pages! Thank you! Feel free to contact me if you want more input or help in gaining more community input! I'd very much like to see these things changed in our community and I'm not the only one! And the biggest concern is I want to see that HOLE an amphitheatre for the community and our City!!!! Couldn't you just IMAGINE!??? It would be stunning!!!! And fun!!! And add in an element we NEED here!! Thank you. -

Value: Petoskey is a great town, safe, green, clean and generally friendly. The waterfront, bear river, parks and green spaces are It's jewels, as well as its walkability. The downtown Is wonderful but seems to struggle, and from what I am hearing it largely has to do with high commercial rent. Sad, as an empty store front generates no income. And there seem to be many.

Pressing Issues: 1) To continue the friendly atmosphere, dog parks should be scattered throughout. Every park should have a dog friendly fenced area perhaps maintained by a neighborhood or businesses. 2) Affordable housing is non existent. Zoning should allow for the establishment of tiny home community concepts which could help address this issue. Might want to consider 3 or 4 concept base clusters..all with their own dog and/ green park / garden/ picnic areas/ sidewalks: 55 plus communities geared toward our aging population, as well as the snowbirds; single and small family communities; low income subsidized. These ideally could be situated in prior heavy industrialized corridors which are being converted to lighter use; specifically the Standish Avenue corridor. There is also the Washington Park area that could incorporate a tiny home cluster. Might also want to think about the Winter Sport Park Area..the old deer park. Keep the clusters small..3 to 20 ma! x and manageable. 3) Rent control, though not popular for landlords, might be necessary to help revitalize the downtown area and keep rentals at a level affordable for businesses and downtown workers. 4) More senior housing in general is sorely needed. Affordable, pet friendly with light services and green common areas. The Bear River Corridor has a tremendous amount of opportunity for residential development.

Address Issues: As noted above.

Comments provided on the Livable Petoskey Website

Value: Walkable access to shops and parks, as well as wooded areas and access to the lakes.
1.Housing. Desirable downtown neighborhoods have conformed to single-family only dwellings, more of which are seasonal. I would like to hear discussion about removing single-family zoning in the city. When I moved here, we had several homes on our block that were divided into multi-family housing, now there are none, as they've been converted to up-scale single-family home, many of which remain vacant most of the year. I have benefited from this with an increase in my home value, but at the detriment to the stability of a diverse, thriving community. 2. Water stewardship. I'd like to hear the city make a resolution against the building of a tunnel for line 5 and to advocate for its removal (if it hasn't already). I'd also like us to work more with the Watershed Council on educating the community on the effects of lawn chemicals that end up in the lake.

Pressing
Issues:

Address
Issues: stated above

Value: Nature. Small town...the fact that you don't have to drive too far to have all you need. Forests and lakes nearby.

Pressing
Issues: Green energy and a clean environment. What goes on now is probably not sustainable. Our beaches ...as everywhere in Michigan...are heavily polluted by plastics.

Address
Issues: Work to have green energy. Move things where people can access them (to vote, for example, almost everyone has to drive because it isn't in town). Reduce use of electricity: all the lights along the roads past the Middle School and High school and at the buildings themselves every night all night long are unnecessary....at best, motion detectors are all that are needed. This creates light pollution. I used to be able to observe the sky from that location at night, now there is too much LED lighting.

3/26/2021

Value: Keep Petoskey Green w/o cementing or destroying natural areas! Plant more trees, even more!

Pressing
Issues: No

Address
Issues: Keep talking to residents & environmentalists

4/12/2021

I'm responding to your message regarding public comments for Petoskey's Master Plan.

I'm a single mother with three children and who's recently relocated to Petoskey from Ohio. I chose Petoskey for the same reason many residents do: job opportunities, excellent public schools, the availability of a diverse range of extracurricular activities and natural settings - just an overall improvement of quality of life and opportunities for all of us.

I purchased a small home within city limits last fall and am in the final stages of renovating the home for my family. As the costs of living in Petoskey are much higher than in rural Ohio or Michigan, I've

Comments provided on the Livable Petoskey Website

committed to whatever extra work and resourcefulness that I'll have to take on to sustain these additional costs.

One of the ways in which I've considered absorbing some of those extra costs is to rent my home short term to vacationers on weekends or any times that we're visiting or vacationing out of town. I've learned only recently that Petoskey does not give me that opportunity. I'd like to be a part of the discussion that explores allowing more residents to have that extra income opportunity. I'd like to know what concerns the City has and am hopeful that they're willing to engage in on-going discussions with the community about allowing the option under certain restrictions. I'd like to know that the City would support those who rent responsibly - especially in cases where its vital to their residence in this wonderful - yet costly community.

Thank you,

Dottie Landis

APPENDIX B

INDIVIDUALLY LISTED PROPERTIES ON THE NATIONAL REGISTER OF HISTORIC PLACES

Appendix B

The National Register of Historic Places is the official list of the nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archaeological resources. Listing on the National Register places no restrictions on what a non-federal owner may do with their property, unless the property is involved in a project that receives Federal assistance in the form of funding or licensing.

Historic resources may be listed individually, in groups or districts, and as multiple resources in an entire community. After a city-wide survey and evaluation in 1984, Petoskey's multiple historic resources were listed in 1986 as two districts and 35 individual sites outside the two districts. The Petoskey Downtown Historic District is comprised of 104 commercial and institutional structures, and the East Mitchell Street Historic District includes 294 residential structures. The individually listed resources are the following:

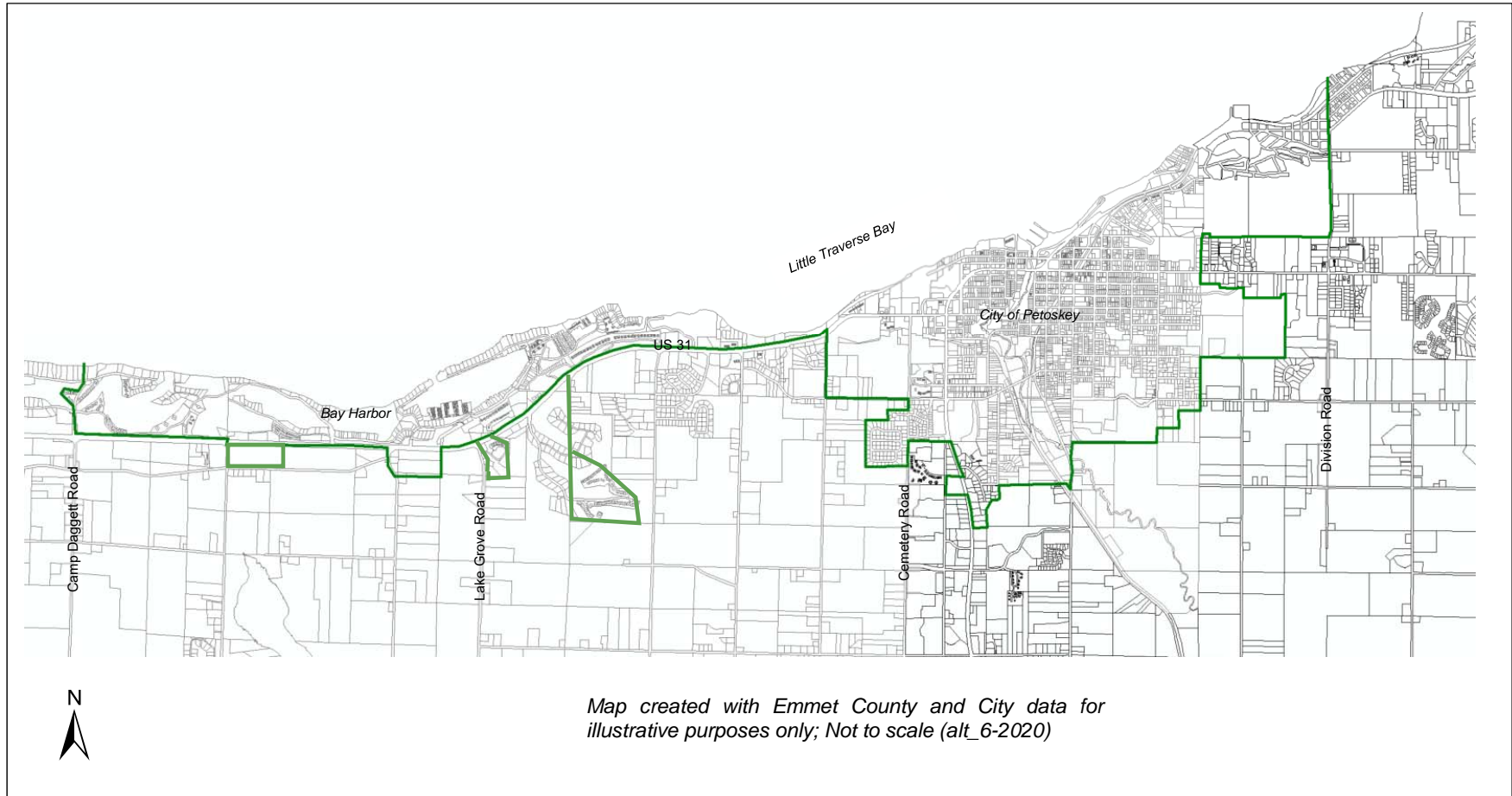
Residential Properties		Commercial Properties
Frank Schapler House 106 East Lake Street	I.N. Debenham House 1101 Emmet Street	George T. Zipp Lumber Company 616 Petoskey Street
Meyer Fryman House 211 Michigan Street	Elias Meyers House 912 Baxter Street	Shafer's Grocery 1018 Emmet Street
George McManus House 121 State Street	Frank Leshner House 122 East Sheridan Street	Hosman and Wheeler Meat Market Third Ward Polling Place, 621
Jacob VanZolenburg House 203 State Street	A. Malin House 54 Bridge Street	Public Facilities
Stout House 606 Grove Street	J.M. Wells House 203 West Lake Street	Public Works Utility Building 100 West Lake Street (portion of fire station)
J.B. Allen House 822 Grove Street	Isaac Bartram House 508 Wachtel Avenue	Mineral Well Park 100 Block of East Lake Street
G.W. Olin House 610 Kalamazoo Street	George Schantz House and Store 534 Wachtel Avenue	Mitchell Street Bridge US-31 over Bear River
George and Eugene Markle House 701 Kalamazoo Street	W.S. Carmichael House 301 Jackson Street	Fourth Ward Polling Place (Demolished) 209 Washington Street
Gerhard Fochtman House 1004 Waukazoo Avenue	Jacob Miller House 307 Jackson Street	Churches
T. Chalmers Curtis House 1004 Lockwood Ave	John Kabler House 415 Jackson Street	Grace Methodist Episcopal Church 625 Connable Street
Philip Rehkopf House 918 Howard Street	Sarah Pennington House 719 Maple Street	Seventh Day Adventist Church (former); 224 Michigan Street
John Nyman House 915 Emmet Street	Ingalls Avenue	Trinity Evangelical Church 219 State Street
Bert and John Hobbins House 1024 Emmet Street		Zion Evangelical Lutheran Church (former) Petoskey Mennonite Church (former)

Source: Michigan Bureau of History, 1990

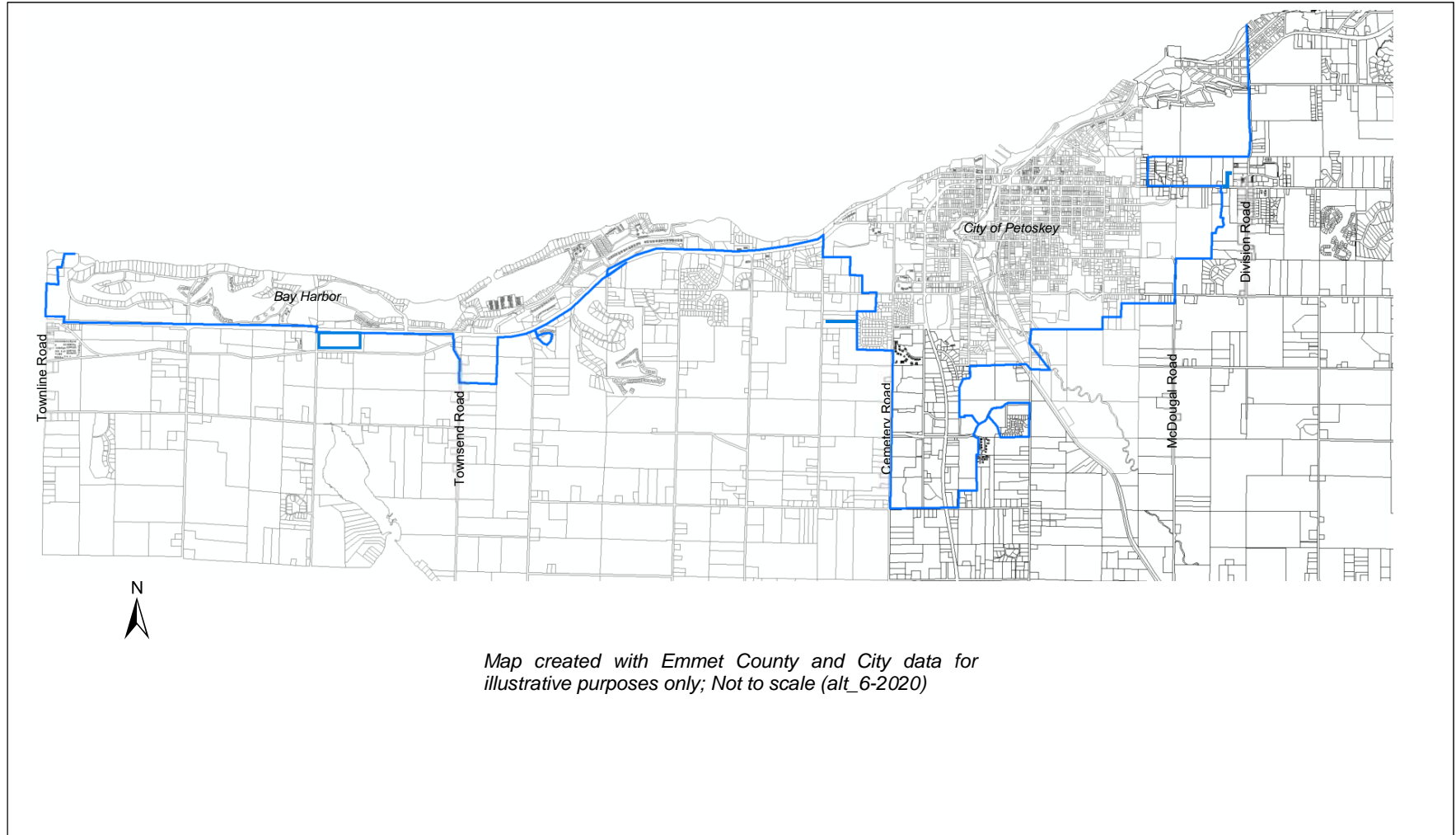
APPENDIX C

UTILITY SERVICE AREA MAPS

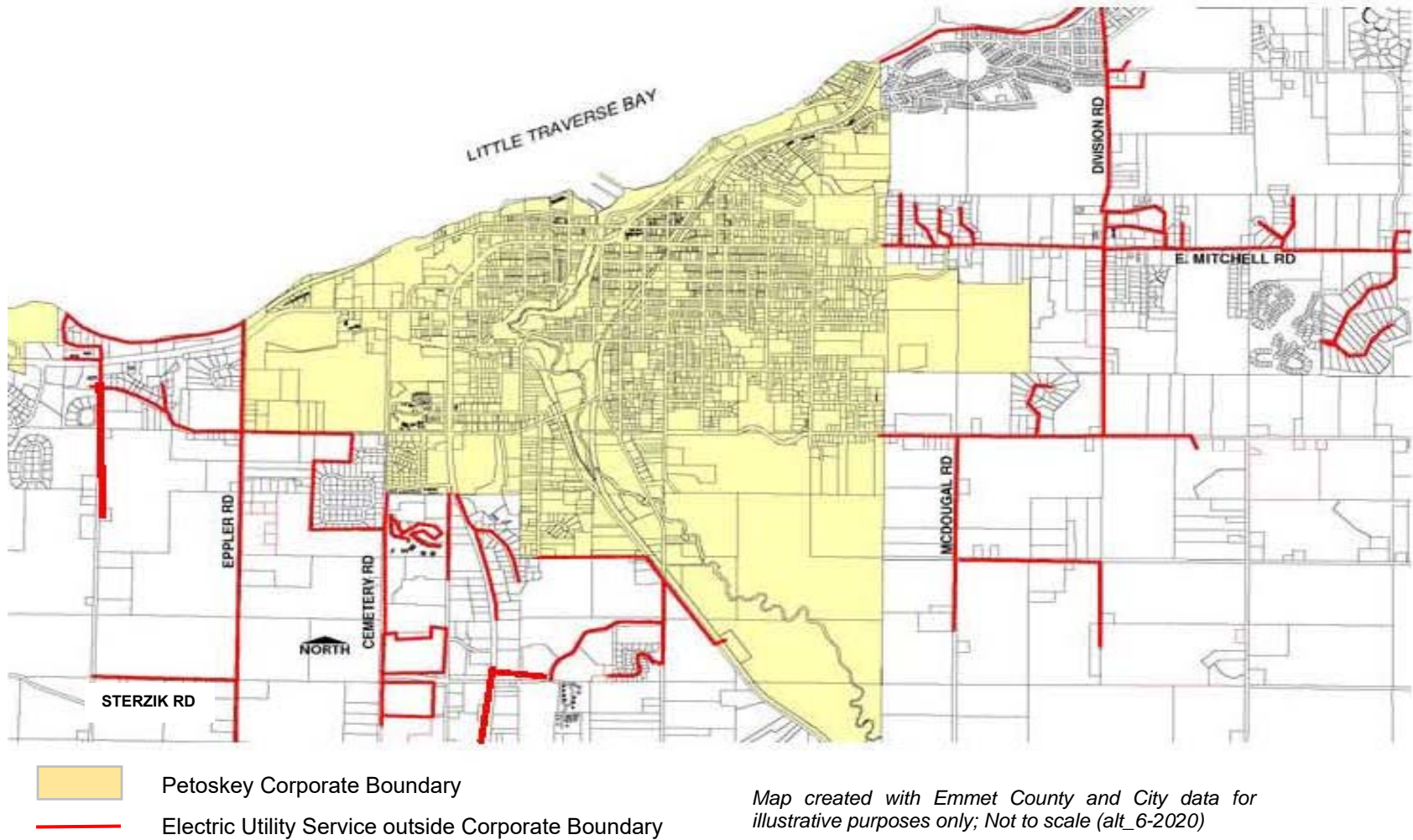
SEWER UTILITY SERVICE AREA



WATER UTILITY SERVICE AREA



ELECTRIC UTILITY SERVICE AREA



APPENDIX D

SIDEWALK CONSTRUCTION TOP PRIORITY RANKING (Updated 9/2020)

UPDATE 9-2020

APPENDIX D
NON-MOTORIZED FACILITIES PLAN TABLE 3
TOP PRIORITY STREETS FOR SIDEWALK CONSTRUCTION

STREET	SEGMENT LENGTH IN FEET (APPROX)	HIGH PRIORITY AREA						LOW PRIORITY AREA**	TOPO OR R.O.W ISSUES	STREET SCORE
		1/4 MILE SCHOOL (Value 1.5)	LEADING OR ADJACENT TO A PARK (Value 1)	RESIDENTIAL NEIGHBORHOOD* (Value 1-2)	COLLECTOR/ MAJOR STREET (Value 1)	NO SIDEWALKS (Value 1.5)	IMPORTANT CONNECTOR (Value .5)			
LOCKWOOD (South of Spruce)	290	X	X	X		X	X		\$	5.5
PEARL	244	X		X		X	X	X	\$	4.5
BEECH	590	X		X		X			\$	4
BRIDGE (North side)	70		X	X	X					4
CARLETON	600	X		X		X				4
FULTON	700	X		X		X			\$	4
JEFFERSON AVE	230	X		X		X	X		\$	4
MYRTLE	600	X		X		X			\$	4
PETOSKEY (Sheridan to Washington Park)	332	X	X	X		X		X	\$	4
RUSH	960	X		X		X			\$	4
WINTER PARK LANE	1670		X	X		X	X		\$	4
SELDEN	279	X	X	X		X		X	\$	4
BEAUBIEN	870			X		X				3.5
CURTIS (S. of Morgan)	840		X	X		X				3.5
JENNINGS (Lockwood to Waukazoo)	1100	X		X	X		X		\$	3.5
LAWRENCE	1210		X	X		X				3.5
MAPLE	540	X		X	X				\$	3.5
SHERIDAN	1810	X		X	X				\$	3.5
SPRUCE (Lockwood to Selden)	431	X	X	X						3.5
WAUKAZOO (Cherry to Jennings)	440	X		X	X				\$	3.5
HOFFMAN (Kalamazoo to Karamol Ct.)	950	X		X		X		X		3
LINDELL (Kalamazoo to Karamol Ct)	950	X		X		X		X		3

*Predominantly single family neighborhood +1; predominantly multiple family, or low income housing +2

**Undeveloped or low density residential, dead-end street, one block street, industrial area

APPENDIX E

TRAFFIC CALMING METHODS AND EXAMPLES

Traffic Calming Methods

Traffic speed is a frequent concern in Petoskey neighborhoods. This appendix provides a summary of different traffic calming techniques that may be used, but are not appropriate in all situations. Consideration for roadway category, slope, cost, enforceability and impact on emergency vehicles must all be taken into consideration with each method. Additional information on traffic calming can be found at <http://www.pps.org/reference/livememtraffic/> and http://safety.fhwa.dot.gov/speedmgt/traffic_calm.cfm.

Road Narrowing

The wider a travel lane, it has been shown that drivers will tend to drive faster. That is why recent street projects have narrowed the pavement width to create areas for sidewalks and tree lawns. As an example, the reconstruction of Atkins Street reduced the travel width from a 37 foot roadway with no sidewalks to a 28 foot roadway with sidewalks that continues to allow two travel lanes and on-street parking. On-street parking can itself act as a traffic calming method as cars have to slow down to allow on-coming traffic to pass safely.

Atkins Street Before



Atkins Street After



Bump-outs/ Neck-down curb extensions



Bump-outs or curb neck-downs are effective tools for slowing traffic at intersections and mid-block locations where there is significant pedestrian traffic. This method eliminates parking close to an intersection, makes pedestrians more visible and shortens the pedestrian crossing distance. The area can be used to provide additional green space or tree canopy, benches or other streetscape amenities such as bike racks. Neck-downs have been used in Downtown Petoskey, and at the intersections of Michigan and State with Emmet (above), as well as along Emmet Street at the Downtown Greenway Corridor. Bumpouts are typically the width of a parking space, but could be as small as 4 feet.

Mid-block Deflector Islands or Mid-block pedestrian islands/ crosswalks

This measure works very well on streets with long blocks or slope. They cause drivers to deflect their travel paths on otherwise straight streets, requiring them to slow down. They can also slow traffic entering a neighborhood, and may also serve as a



pedestrian refuge area on wide streets. If a block is unusually long, such as the 1000-1100 block of Emmet, it may be appropriate to install a pedestrian crossing island, both to slow traffic and to provide a safe crossing area for pedestrians. These have been used several places within the City including two on Atkins Street.

Chicanes

This tool realigns an otherwise straight street to form an S-curve, designed as a series of lateral shifts rather than a continuous curve. They can be accomplished by taking stretches of curbs and angling them out on one side, then doing the same further down the street on the alternate side. If parking demand is high, parking lanes alternating back and forth along the block can be an inexpensive measure to accomplish the same effect. As shown in the figure below, a combination of islands and chicanes were used on the hill portion of East Mitchell Street as a straight curbed island alone would not have caused vehicles to slow. Observing traffic using the brakes as they enter the City or go down the hill indicates that these measures have had their desired effect.



Psycho-Perception Measures

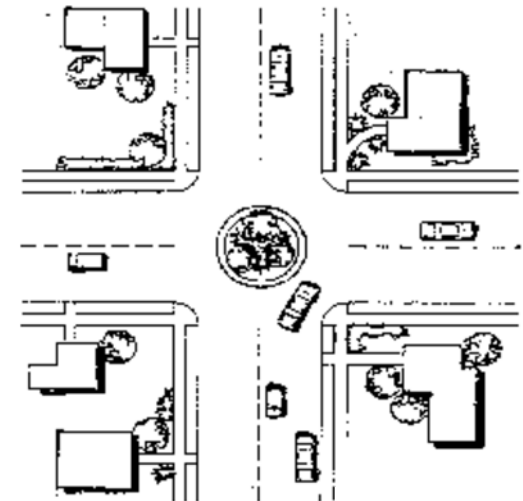
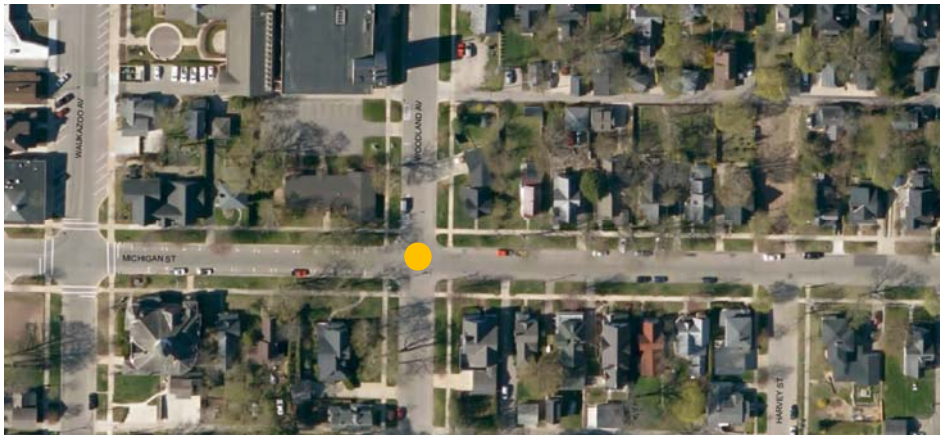
Measures such as edge striping, adding bike lanes, parking lanes, street trees and instant feedback signs are examples of things that make the driver perceive the need to slow down. Tree planting is one of the most inexpensive and effective methods to improve a streetscape, particularly if the timing of tree planting is coordinated with removal of overhead power lines.

Stop signs

While many residents request additional stop signs to be installed, this is not always appropriate for a collector thoroughfare street and does not always slow traffic between intersections. Vehicles may stop and then speed up between stop signs, or simply roll through stop signs instead of coming to a complete stop.

Residential Traffic Circles

Because of the issue with stop signs, some communities are instead – or in addition- installing residential traffic circles, which are essentially miniature roundabouts. Again, as a physical barrier, they require approaching traffic to enter at a slow speed and yield to any vehicle already in the circle. The intent is to keep traffic flowing in a counter-clockwise direction. The raised circle in the middle is relatively small, typically no more than 16' – 24' in diameter for residential roads 25' – 36' in width and with relatively low traffic volumes. An example of an intersection that has sufficient width and could benefit from this type of traffic calming tool is Woodland Avenue and Michigan Street as illustrated below.



www.ite.org

Speed Humps/ Raised Crosswalks

Speed humps are devices used to reduce vehicle speed and volume on residential streets, but are not placed on major roads. They are combined with warning signs and have pavement markings to enhance visibility. Humps are placed across the road to slow traffic and are often installed in a series of several humps in order to prevent cars from speeding before and after the hump. They can be made of asphalt or rubber, and may have gaps for the wheelbase of buses or emergency vehicles.

APPENDIX F

HOUSING AFFORDABILITY DEFINITIONS

Defining “Affordable”

What is affordable housing? What’s workforce housing? The answer isn’t simple! There aren’t “official” definitions for many of the terms we use to talk about housing. Some general parameters, based on regional housing strategies, state and federal subsidies, and working definitions in other communities, are listed below.

Please note that these have not been “approved” by any agency. They are provided for reference only.

Term	What is it?	What incomes does it serve?	Sometimes referred to as...
Affordable housing	Housing that costs 30% or less of a household’s budget.	All	<i>Low-income housing</i> <i>Workforce housing</i> <i>Attainable housing</i> <i>Supportive housing</i>
Workforce housing	Housing that is affordable to parts of the workforce earning, low-, moderate-, and entry-level incomes such as teachers, police officers, medical technicians, construction workers, office workers, and retail and restaurant staff. Generally these occupations earn up to 120% of the area median income (AMI). Work-force housing may include both rentals and homeownership opportunities, and is generally located near employment centers. It may be either subsidized or unsubsidized.	There’s no “official” income level. Depending on the market, it may include incomes up to 150% of area median income.	<i>Affordable housing</i> <i>Attainable housing</i>
Attainable housing	Homes that are deemed “affordable” to a group of people within a specified income range. Often, it’s used interchangeably with “workforce housing.”	There’s no “official” income level, but it is often inter-changeable with “workforce housing,” so may include incomes up to 150% of area median income.	<i>Affordable housing</i> <i>Workforce housing</i>
Low-income housing	Rental or for-sale housing that is made affordable, through public or other subsidies, to low- and moderate-income households. Deed restrictions or other controls limit the resale price or rent for a specified number of years. Affordability may be guaranteed for periods of time ranging from 10 years to perpetuity.	60% of area median income (rental) (see chart) 80% of area median income (ownership housing) (see chart)	
Market-rate housing	Unsubsidized housing sold at full market value	All	

Supportive housing	A combination of housing and services intended to be a cost-effective way to help people live more stable, productive lives - in particular, those facing complex challenges such as homelessness or very low incomes, and/or serious, persistent issues that may include substance abuse or addiction, mental illness, and HIV/AIDS. Supportive housing can be coupled with social services like job training, life skills training, alcohol and drug abuse programs and case management to populations in need of assistance, including the developmentally disabled, those suffering from dementia, and the frail elderly.	Supportive housing often serves lower-income households – that is, 60% of area median income or less (see chart)	<i>Affordable housing</i>
Transitional housing	Transitional housing provides housing generally for a limited time period. Stays can be from two weeks to twenty four months. It provides people with help after a crisis such as homelessness or domestic violence.		

Income Levels

How “affordable” a home is depends on how much it costs in relation to a household’s income. To categorize and determine affordability levels in the context of income, funders and others use an income measure known as “area median income” (AMI), which is the household income for a median (typical) household in the region.

Public housing subsidies are often directed towards households within certain income brackets, which are categorized as low-income, very low-income, or extremely low-income, based on a comparison with the AMI. Different subsidies may be available for different income levels.

Charts showing income levels by county in Northwest Lower Michigan are available at the Housing Summit and online.

Low-income households	Households earning 80% or less of the area median income (see chart).
Very low-income households	Households earning 50% or less of the area median income (see chart).
Extremely low-income households	Households earning 30% or less of the area median income (see chart).

APPENDIX G

PLAN IMPLEMENTATION PARTNERS

Plan Elements	Responsible for Implementation		
	City Staff	City Boards and Commissions	Other Partners
Community Identity	Office of City Manager Office of City Planner Parks and Recreation Department Downtown Office	City Council Planning Commission Downtown Management Board Parks and Recreation Commission Historic District Study Committee	Little Traverse Bay Historical Society Little Traverse Bay Bands of Odawa Indians Petoskey Regional Chamber of Commerce
Community Engagement	Office of City Manager Office of City Planner Parks and Recreation Department Downtown Office	City Council Planning Commission Downtown Management Board Parks and Recreation Commission	Public Schools of Petoskey MSU Extension Michigan Municipal League Michigan Association of Planning
Public Health and Safety	Office of City Manager Public Safety Department Parks and Recreation Department Public Works Department Downtown Office Office of City Planner	City Council Planning Commission Parks and Recreation Commission Downtown Management Board	Health Department of Northwest Michigan McLaren Northern Michigan Office of Emergency Management Community Mental Health Harbor Hall Public Schools of Petoskey Char-Em United Way
Recreation Opportunities	Office of City Manager Parks and Recreation Department Office of City Planner Downtown Office	City Council Parks and Recreation Commission	Public Schools of Petoskey Bear Creek and Resort Townships YMCA Health Department of Northwest Michigan McLaren Northern Michigan Tip of the Mitt Watershed Council Top of Michigan Trails Council Little Traverse Conservancy North Country Trails Association Top of Michigan Mountain Bike Association Friendship Centers of Emmet County Petoskey Area Visitors Bureau Petoskey Regional Chamber of Commerce Sporting goods retailers Service Clubs

Arts & Culture Opportunities	Office of City Manager Parks and Recreation Department Downtown Office Office of City Planner	City Council Parks and Recreation Commission Downtown Management Board	Crooked Tree Arts Center Great Lakes Center for the Arts Little Traverse Historical Society Little Traverse Civic Theater Service Clubs
Environmental Stewardship - Resource Use Reduction	Office of City Manager Parks and Recreation Department Public Works Department Office of City Planner Finance Department	City Council Parks and Recreation Commission Planning Commission Downtown Management Board	Emmet County Department of Public Works Michigan Public Power Agency (MPPA) Groundworks Center for Resilient Communities Top of Michigan Trails Council Tip of the Mitt Watershed Council
Climate Resilience and Natural Resource Management	Office of City Manager Parks and Recreation Department Public Works Department Office of City Planner	City Council Parks and Recreation Commission Planning Commission	Tip of the Mitt Watershed Council Groundworks Center for Resilient Communities North Central Michigan College CAKE/CISMA Emmet County Conservation District University of Michigan Biological Station
Infrastructure Optimization	Office of City Manager Public Works Department Parks and Recreation Department Finance Department Office of City Planner Downtown Office	City Council Parks and Recreation Commission Planning Commission Downtown Management Board	Bear Creek and Resort Townships Bear Creek Sewer Authority Emmet County Road Commission Emmet County MPPA Groundworks Center for Resilient Communities Tip of the Mitt Watershed Council
Transportation and Mobility Options	Office of City Manager Public Works Department Parks and Recreation Department Office of City Planner Downtown Office	City Council Planning Commission Downtown Management Board	Emmet County Townships around Little Traverse Bay Emmet County Road Commission MDOT Public Schools of Petoskey North Central Michigan College Groundworks Center for Resilient Communities Top of Michigan Trails Council

Neighborhoods for All	Office of City Manager Office of City Planner Public Works Department Parks and Recreation Department Public Safety Department Finance Department	City Council Parks and Recreation Commission Planning Commission	Emmet County (Brownfield and Land Bank Authorities) Little Traverse Bay Housing Partnership Housing North Northern Homes CDC Northern Michigan Community Action Agency Service Clubs
Local Economy Assets and Opportunities	Office of City Manager Office of City Planner Parks and Recreation Department	City Council Parks and Recreation Commission Planning Commission Downtown Management Board	Chamber of Commerce McLaren Northern Michigan North Central Michigan College
Redevelopment and Infill Development	Office of City Manager Office of City Planner	City Council Parks and Recreation Commission Planning Commission	MEDC Developers