BLUEPRINT PETOSKEY



Photo by Andy Hayes, July 2006

2014 UPDATE OF THE 2009 CITY OF PETOSKEY MASTER PLAN

Adopted January 8, 2015

ACKNOWLEDGEMENTS

City Council (2014)
Bill Fraser, Mayor
Kate Marshall
John Murphy
Grant Dittmar
Jeremy Wills

Planning Commission (2014)
Gary Greenwell, Chairman
Dana Andrews
Dean Burns
Jim Holmes
Elizabeth Looze
Emily Meyerson
Rick Neumann
Cynthia Linn Robson
Eric Yetter

City Council (2009)
Ted Pall, MD Mayor
James Dittmar
William Fraser
Robert Johnson
Ronald Marshall, PhD
Dale Meyer (former Mayor)
Joe Baird (former)
Cynthia McWatters (former)
Jeremy Wills (former)

Planning Commission (2009)
Gary Greenwell, Chairman
Gordon Bourland
Dean Burns
William Fuller
Judy Hills
Ken Horrom
John Jorgensen
John Murphy
Bruce Platte
Laurie Kryzmowski (former)
Frank Wangeman (former)

Blueprint Petoskey Steering Committee
Planning Commission Members listed above and:

Gary Hunter
Jim Knibbs
Emily Meyerson
Rick Neumann
Pam Ovshinsky
Ted Pall
Rod Slocum

City Staff (2014)
Dan Ralley, City Manager ((former)
Amy Tweeten, Office of City Planner
Allen Hanson, Director, Department of Parks and Recreation
Michael Robbins, Director, Department of Public Works
Alan Terry, Director, Department of Finance
John Calabrese, Director, Department of Public Safety

Planning Assistance (Design Charrette)
ACP Visioning and Planning, Columbus, OH

City of Petoskey

Resolution

RESOLUTION OF ADOPTION
CITY OF PETOSKEY PLANNING COMMISSION

WHEREAS, The City of Petoskey Planning Commission approved the City of Petoskey Master Plan (Blueprint Petoskey) on January 15, 2009 that satisfied the statutory directive; and

WHEREAS, the Michigan Planning Enabling Act P.A. 33 of 2008 requires a master plan to be reviewed for possible updates every five years; and

WHEREAS, The City of Petoskey Planning Commission reviewed and made minor updates to the master plan and requested that City Council authorize the distribution of the updated plan to the required jurisdictions and agencies; and

WHEREAS, the City of Petoskey City Council authorized distribution of the updated plan at its October 6, 2014 meeting; and

WHEREAS, the Planning Commission held a public hearing on the updated plan at its December 18 meeting, after the required 43 day review period, where no public input was received; and

WHEREAS, the Planning Commission and City Council held a joint meeting to review the plan update on January 8, 2015.

NOW THEREFORE BE IT RESOLVED: That the City of Petoskey Planning Commission hereby adopts the City Petoskey 2014 Master Plan Update to specifically include the text and maps dealing with the subjects of community demographics, historic, cultural and natural resources, community utilities, facilities and services, transportation, housing and neighborhoods, economic development, land use, intergovernmental cooperation and implementation strategies; and all charts, tables, maps and graphics contained in the Master Plan report as published.

AND BE IT FUTHER RESOLVED: That this resolution be included in the Master Plan Report upon final publishing.

The foregoing Resolution was adopted by the City of Petoskey Planning Commission on the following roll call vote on January 8, 2015: Yes: 9 No: 0 Absent: 0

SIGNED: _____
Gary Greenwell, Chairman, City of Petoskey Planning Commission

ATTESTED: _____
Emily Meyerson, Secretary, City of Petoskey Planning Commission

City of Petoskey Resolution

RESOLUTION OF ADOPTION
CITY OF PETOSKEY CITY COUNCIL

WHEREAS, The City of Petoskey Planning Commission approved the City of Petoskey Master Plan (Blueprint Petoskey) on January 15, 2009 as required by the Michigan Planning Enabling Act P.A. 33 of 2008; and

WHEREAS, The City of Petoskey Planning Commission reviewed and updated the master plan as also required after five years by the Michigan Planning Enabling Act; and

WHEREAS, the City of Petoskey City Council authorized distribution of the updated plan at its October 6, 2014 meeting, which began a 43 day review period, during which no comments were received; and

WHEREAS, following the review period the Planning Commission held a public hearing on the updated plan at its December 18 meeting, where no public input was received; and

WHEREAS, the Petoskey City Council and Planning Commission held a joint meeting to review the plan update on January 8, 2015 at 7:00 P.M. in the Community Room at City Hall:

NOW THEREFORE BE IT RESOLVED: That the City of Petoskey City Council hereby adopts the City of Petoskey 2014 Master Plan Update of the 2009 Master Plan, including all revisions as made by the Planning Commission.

CONTENTS

		Page
Acknowledgements		i
Introduction		ii
Chapter 1	Issues and Opportunities	1-1
Chapter 2	Historic, Cultural, Natural Resources	2-1
Chapter 3	Community Utilities, Facilities and Services	3-1
Chapter 4	Transportation	4-1
Chapter 5	Housing and Neighborhoods	5-1
Chapter 6	Economic Development	6-1
Chapter 7	Land Use and Zoning Plan	7-1
Chapter 8	Intergovernmental Cooperation	8-1
Chapter 9	Implementation	9-1

FIGURES

CHAPTER 1		**PAGE**
FIGURE 1.1	Age Distribution 2000 and 2010	1-5
FIGURE 1.2	Residential Tenure Comparison	1-7
CHAPTER 2		
FIGURE 2.1	The Downtown and East Mitchell National Register Historic Districts	2-5
CHAPTER 3		
FIGURE 3.1	Service Area Map; Water	3-3
FIGURE 3.2	Service Area Map; Sanitary	3-4
FIGURE 3.3	Service Area Map; Electric	3-5
CHAPTER 4		
FIGURE 4.1	City of Petoskey Roadway Classification	4-4
FIGURE 4.2	Design Charrette Concept for West Mitchell Street	4-7
FIGURE 4.3	Trail System Map	4-10
FIGURE 4.4	Future City Roadway Circulation Improvements	4-11

CHAPTER 5

FIGURE 5.1	East Mitchell National Register Historic District	5-1
FIGURE 5.2	Residential Tenure Comparison	5-5

CHAPTER 7

FIGURE 7.1	Existing Land Use	7-2
FIGURE 7.2	Future Land Use	7-13

TABLES

CHAPTER 1 **PAGE**

TABLE 1.1	Emmet County Population Trends	1-3
TABLE 1.2	State and County Population Trends	1-3
TABLE 1.3	Emmet County 5-Year Population Estimates (2008-2012)	1-4
TABLE 1.4	Population Projections	1-4
TABLE 1.5	Population by Age Group, 2010	1-5
TABLE 1.6	Household Changes, 2000-2010	1-6
TABLE 1.7	Educational Attainment	1-7
TABLE 1.8	Occupation and Labor Force	1-8
TABLE 1.9	Class of Worker	1-8

CHAPTER 4

TABLE 4.1	Functional Street Classification	4-1
TABLE 4.2	Traffic Volume Data	4-2
TABLE 4.3	2011 AADTs on Non- Trunk-line Federal Aid Streets	4-3
TABLE 4.4	2013 ADTs on City Minor Arterial and Collector Streets	4-3
TABLE 4.5	PASER Rating System	4-5

CHAPTER 5

TABLE 5.1	Age of Housing Stock	5-3
TABLE 5.2	Existing Residential Front-Yard Setbacks	5-3
TABLE 5.3	Housing Structure Characteristics	5-4
TABLE 5.4	Comparative Median Home Values	5-7
TABLE 5.5	Residential Parcel Values (2014 Assessment Roll)	5-7
TABLE 5.6	Apartment Complexes in the Petoskey Area	5-8

CHAPTER 6

TABLE 6.1	Educational Attainment (Age 25 and over)	6-1
TABLE 6.2	Occupation and Labor Force (Age 16 and over)	6-2
TABLE 6.3	Class of Worker	6-3
TABLE 6.4	County and State Employment Rates, 2005 and 2014	6-3
TABLE 6.5	Chamber of Commerce Healthy Economy Action Team Survey Results	6-5

CHAPTER 7
TABLE 7.1 Future Land Uses As They Relate To Existing Zoning Districts 7-12

CHAPTER 9
TABLE 9.1 Implementation Strategies Timetable 9-4

EXHIBITS

EXHIBIT A City of Petoskey National Register of Historic Places Individually-listed properties

EXHIBIT B National Citizen Survey Benchmark Report, 2010

EXHIBIT C City of Petoskey National Rankings

EXHIBIT D US 31 Access Management Plan Figures

INTRODUCTION

This document is the five-year review and update of Blueprint Petoskey, was a multi-year process to update the City's Master Plan, which was adopted in 2009. The document includes statistics that encompass the Bay Harbor territory, however, the plan is for the area of the City exclusive of Bay Harbor due to the condition of the 425 Agreement that maintained the planning and zoning authority for this area with Resort Township. Therefore, while Bay Harbor is a valuable asset to the community, maps in this document do not incorporate the Bay Harbor territory.

The Blueprint Petoskey planning process was divided into three phases. This document is the product of the first two phases, the completion of a design charrette to gather community input on design preferences and the development of the plan elements. The final phase will be the development of a new zoning ordinance that incorporates both use and form-based regulations.

The community has undertaken many visioning and planning efforts on a larger regional basis in the 10+ years since the joint City-County Comprehensive plan was adopted. Blueprint Petoskey was an effort to pull these many efforts together, as well as gather additional input on community physical character, into a single planning document that gives specific direction for the City of Petoskey. Therefore, many of the goals, objectives and recommended actions in Blueprint Petoskey come directly from these other planning efforts. The following documents and corresponding lead agency or agencies were incorporated or consulted in the development of Blueprint Petoskey.

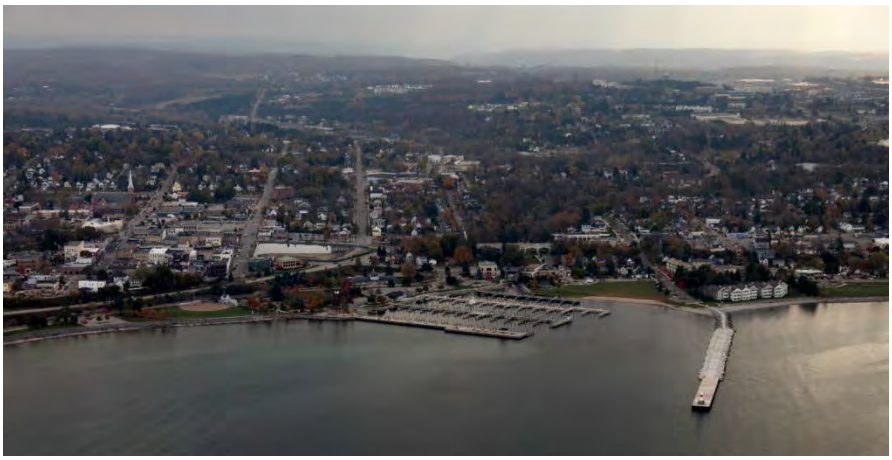
Emmet County/City of Petoskey Comprehensive Plan, 1997	Emmet County and City of Petoskey
Emmet and Charlevoix Community Cultural Community Plan, 1999	Emmet and Charlevoix Cultural Plan Steering Committee; Crooked Tree Arts Council
Emmet 20/20 Committee Documents Petoskey Area Open Space Task Force and Conservation Plan, 2004	Emmet 20/20 Townships of Bear Creek Resort; City of Petoskey; Little Traverse Bay Band of Odawa Indians
Emmet County Transportation Coordination Access Plan, 2005	Emmet 20/20 Community Transportation Team; Northeast Michigan Council of Governments
Protecting Little Traverse Bay's Watershed: An Action Plan, 2005	Tip of the Mitt Watershed Council
Blueprint Petoskey Design Charrette Report, 2006	Petoskey Planning Commission; ACP Visioning and Planning, Consultant

Emmet County Sub-Area Master Plan, July, 2007	Emmet County, City of Petoskey, Bear Creek Township, Resort Township, Little Traverse Bay Band of Odawa; Beckett & Raeder, Consultant
Petoskey Area-Wide Transportation Study, 2007	City of Petoskey, Bear Creek and Resort Townships, Emmet County, Little Traverse Bay Band of Odawa Indians, Emmet County Road Commission, North Central Michigan College, Northwest Michigan Council of Governments; Corradino Group of Michigan, Inc., Consultant
Petoskey Downtown Strategic Plan, 2012;	Downtown Management Board, City of Petoskey
City of Petoskey Parks and Recreation Master Plan 2013-2017	Parks and Recreation Commission; City Staff

Blueprint Petoskey covers nine planning elements including Issues and Opportunities, Historic, Cultural, Natural Resources, Community Utilities, Facilities and Services, Transportation, Housing and Neighborhoods, Economic Development Land Use, Intergovernmental Cooperation, and Implementation.

Chapter 1
ISSUES AND OPPORTUNITIES

The Issues and Opportunities element summarizes input from residents on what they value in the community, provides a statistical profile of the City of Petoskey and makes some projections for the future based on those statistics. The profile is an overview of the pertinent demographic trends and background information necessary to develop a comprehensive understanding of the past, present and future of the City. The information presented should act as a reference for deriving many of the key findings and recommended actions throughout the planning process.



City of Petoskey

Community Input

Phase I of the Blueprint Petoskey planning process included a three-day community design workshop or charrette in September of 2006. An average of 40 people participated in the workshops each night, with the first night having 75 participants.



Design Charrette

The outcome of the charrette was a set of 13 community design principles and redevelopment concepts for three specific sites within the City that incorporate the community input. The design principles are as follows:

1. The waterfront will be enhanced as the community's most important asset.
2. Development policies and practices will protect views of the lake.
3. Downtown – the historic, cultural and economic center of the community – will continue to be preserved and enhanced.
4. Future development will contribute to the unique sense of place, reflecting the culture and history of the community.
5. Future development will take cues from the best aspects of downtown with respect to mix of uses, quality pedestrian environment and scale of buildings.
6. New development and redevelopment will include high-quality pedestrian environments.
7. Redevelopment and infill development will be sensitive to their context relative to scale, character, and placement.
8. Streets and roads – especially at the gateways – will have high quality, context-appropriate design treatments.
9. A range of housing choices – both type and price – will be provided in the community.
10. Existing neighborhoods will be stabilized, revitalized and strengthened.
11. Recreation amenities – including parks, footpaths, sidewalks and bikeways – will be enhanced as the community grows and develops.
12. The City will continue to foster meaningful public and other stakeholder involvement in the planning for the future.
13. The City will create and institutionalize a new comprehensive plan and supporting regulations.

These principles and other charrette results will be incorporated into the various elements of this plan.

In 2010, the City undertook a National Citizen Survey™ to gauge resident opinions about community quality of life, service delivery, civic participation and any other local issues. The characteristics receiving the most favorable ratings were air quality, opportunities to volunteer and the cleanliness of Petoskey, while the least positive rating was for employment opportunities. The results of the survey are incorporated into the goals, objectives and strategies of this plan. The Benchmark Report of the survey is included as Exhibit B.

Population Trends & Forecasts

The relied-upon source of information for population data, including demographics, housing, and economic status is the U.S. Census Bureau. The Census Bureau has changed the means of obtaining the demographic, housing, social, and economic information from the Census long form to a sampling model known as the American Community Survey (ACS). Both sources are used in this document, however, readers must be aware that one source is an actual count (Decennial Census) and the other is

an estimate (ACS) with sample sizes and data quality variations that result in margins of error of varying percent depending on the subject (from less than 1% to more than 25%). The ACS five-year estimates (2008-2012) are the most recent data source and is therefore the primary data source used in this document, however, drawing conclusions from the data without knowing the margin of error should be avoided.

Population Trends

The City of Petoskey's population has remained stable for the past twenty years due to a conscious decision by community leaders to not continue an outward expansion into the adjoining townships. Therefore, the population growth in the area has occurred in the non-incorporated jurisdictions of Emmet County. The exception to this "no growth" policy is the 425 Conditional Transfer of Property Agreement the City and Resort Township approved in 1994 to add Bay Harbor to the Petoskey corporate limits. However, as Table 1.1 indicates, this property transfer has not resulted in a population increase over the past twenty years.

TABLE 1.1 Population Trends in Emmet County Communities

	1990	2000	2010	Population Change 2000-2010	Percent Change
City of Petoskey	6,056	6,080	5,670	-410	-6.7%
City of Harbor Springs	1,540	1,567	1,194	-373	-23.8%
Bear Creek Township	3,469	5,269	6,201	932	17.7%
Resort Township	2,068	2,479	2,697	218	8.8%

Source: U.S. Census Bureau, Census 1990, 2000, 2010.

TABLE 1.2 State of Michigan and Emmet County Population Trends

	1990	2000	2010	Population Change 2000-2010	Percent Change
Emmet County	25,040	31,437	32,694	1,257	4.0%
Michigan	9,295,297	9,938,444	9,883,640	-54,804	-0.6%

Source: U.S. Census Bureau, Census 1990, 2000, 2010

Population Distribution

The area of city residential development in recent years has been in Bay Harbor, with some in-fill development occurring in neighborhoods. As a predominantly resort or second home area, additional housing units have not added year-round population.

As the predominant land use, residential areas are spread evenly throughout the city. For voting purposes, there are four wards and each has a Census 2010 population of approximately 1,100 persons.

Population Estimates

Due to the geographic location of the City and previous decisions not to annex lands from adjoining townships, trends have shown a relatively constant population over the past 30 years. Expectations are that year-round residential growth will continue to be limited and the resort nature of the community makes forecasting difficult. The American Community Survey provides 1 year, 3 year and 5 year population estimates, with the 5-year data shown in Table 1.3.

TABLE 1.3 Emmet County Population 5-year Estimates 2008-2012

	2010 Census Population	Population Estimate 2008-2012
EMMET COUNTY	31,437	32,799
CITY OF PETOSKEY	5,670	5,710
BEAR CREEK TWP	6,201	6,186
RESORT TWP	2,697	2,712

Source: NWMCOG, compiling U.S. Census Bureau American Community Survey Profiles, 2008-2012 5 Year Data.

All indications are that the County will continue to see population increases. The amount of population growth within City limits will rely on the success of redevelopment of former commercial and industrial sites, or increased density of existing residential areas, as well as economic opportunities in the community. Changing demographics nation-wide are also a factor, as the Baby Boomers will be retiring at increasing rates. As shown in Figure 1.1, the City did experience an increase in the percent of residents in the 55+ age group from 2000 to 2010. The attractiveness of living in Petoskey for this demographic, as well as working families and single-headed households will be a key contributing factor as to whether population increases will occur within the city.

As the City is a service center for the region, population growth county-wide will impact City facilities and services. In an effort to provide some population estimates over the next 20 years, Table 1.4 was developed in conjunction with Emmet County, with the low and high estimates minus/plus three percent of the moderate population projections.
Given the Census 2010 data indicate a population decrease from 2000-2010, the low estimate is the most likely outcome into the next ten years - essentially there will be no or very little population growth.

TABLE 1.4 Petoskey Projected Population (2010 and 2020) Based on Average Rate of Change per Decade, 1980-2000

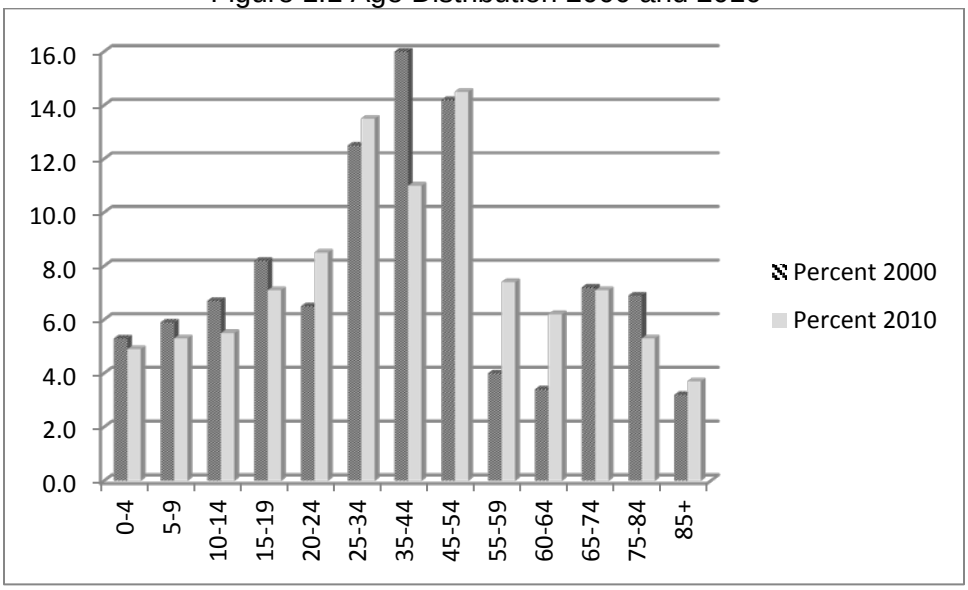
Year	Low	Population Moderate	High
2010	5,889	6,071	6,253
2020	5,880	6,062	6,244

Source: Emmet County Department of Planning, Zoning and Construction Resources.

Age, Gender, Race & Density of Population

The median age of Petoskey residents changed very little from 2000-2010, from 39 to 39.8 years, with 52.7% of the population female and 47.3% male in 2010.

Figure 1.1 Age Distribution 2000 and 2010



(Source: Census 2000 and Census 2010)

Table 1.5
Population by Age Group, 2010

Age Group	Petoskey Population	Percent	Emmet County Population	Percent
Under 5	277	4.9%	1,705	5.2%
5-19	1,015	17.9%	6,446	19.7%
20-44	1,872	33.0%	8,976	27.5%
45-64	1,595	28.1%	10,130	31.0%
65+	911	16.1%	5,437	16.6%

Source: U.S. Census 2010

Trends in age and gender distribution are important factors to consider when planning for future community needs such as housing, schools, parks and social services. The greatest change over the past ten years has been the 55-64 age group, which increased from 7.5% of the City's population in 2000 to 13.6% in 2010, a trend seen across the country. The largest decrease during this period was in the 5-19 school age group, with this school-age population decreasing by approximately 500 in the City and County combined over the ten-year period. Female residents continue to outnumber male residents by approximately 5%.

Race and Ethnicity

The racial composition of the City of Petoskey in 2010 was stated at 91.68% White with American Indian and Alaska Natives at 4.73% (an increase over 2000), Asians 0.37% and Black or African American 0.67%

Population Density
With an area of 6.2 square miles, the City population density in 2010 was approximately 915 persons and 408 households per square mile.

Household Characteristics and Trends
Following national trends, the City of Petoskey experienced a decrease in the number of persons per household between 2000 and 2010 (see Table 1.5). Assuming this trend continues, an increased number of residential units will be needed to house the same number of residents in addition to any increase in population.

Table 1.6 Household Changes 2000-2010

	2000	2010
Household Population	5,772	5,338
Number of Households	2,700	2,538
Average Persons per Household	2.14	2.10

Tenure
In Census housing terminology, tenure refers to how property is held or controlled – it is either owned (owner occupied) or rented (non-owner occupied). From 2000 to 2010, the percent of owner-occupied housing increased slightly from 52% to 52.8%. The amount of non-owner occupied or rental units is significantly higher than the County (25.8%) as a whole or other communities in the county (see Figure 1.2). The percent of occupied units continued to decrease from 81% to 75.6%, with an increase in vacant units identified as "vacant for seasonal, recreational or occasional use" from 14% to 14.9% of all units.

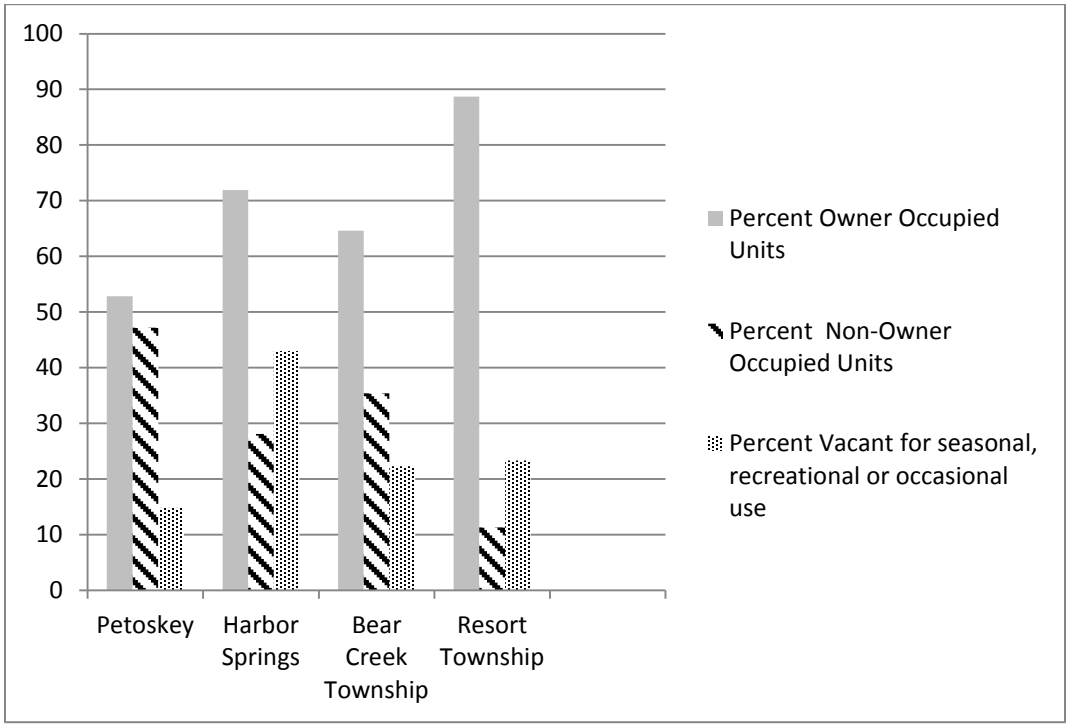
During the period 2010- 2013, 23 residential units have been constructed, 17 of the units have been single or two-family and one six-unit multiple family structure**.**

Income Levels
Based on the 2008-2012 American Community Survey 5-year estimates, the City's median household income was $42,056, 17% less than the county median income ($50,686). The United States Department of Commerce's Bureau of Economic Analysis also tracks per capita personal income at the county level. The data from 2012 indicates that Emmet County per capita personal income was $41,955, a 23.8 percent increase over 2005, and placing the county at 109.6% of the state per capita personal income.[1]

However, there is also a significant amount of poverty in the region that is masked by averaging income levels and concentrated within the City. According the 2008-2012 American Community Survey 5-year estimates, it is estimated that 9.1 percent of families have had income in the past 12 months below the poverty level.

[1] *U.S. Department of Commerce Bureau of Economic Analysis Personal Income and Per Capita Personal Income by County for Michigan 2001-2012; based on Census Bureau mid-year population estimates.*

Figure 1.2
Residential Tenure Comparison



(Source: U.S. Census 2010)

Educational Attainment

The residents of Petoskey are well educated with an estimated 94.4% of the population completing high school or higher and 38.2% holding a bachelor's degree or higher, an increase at the City and County level from the 2000 Census

Table 1.7 Educational Attainment (25 years and over)

	City of Petoskey (% of population)	Emmet County (% of population)	State of Michigan (% of population)
Less than 9th grade	1.8	1.8	3.5
9-12 grade, no diploma	3.9	3.9	7,9
High school diploma	24.5	24.5	30.7
Some College, No Degree	22.2	22.2	24
Associate Degree	9.5	9.5	8.4
Bachelor's Degree	24.1	24.1	15.7
Graduate or Professional Degree	14.1	14.1	9.8

Source: 2008-2012 American Community Survey 5-year estimates

The Public Schools of Petoskey are highly regarded and are a significant location factor for residential development. The 2012-2013 school year student body was 2,929 with a graduation rate of 94.9 percent. Of the students that graduated in the 2011-2012 school year, 66% went on to attend college within the first year after graduation; 46% attended four-year colleges 20% attended two-year colleges.[2]

Employment/Economic Development

Labor Force Characteristics
The City had 3,203 persons in its labor force, defined as the population either employed or available for work, including those in the military, employed, unemployed or actively seeking employment.

Table 1.8 Occupation and Labor Force (Population 16 and over)

Occupation	Number	Percent
Management, business, science, and arts occupations	1,215	42.6%
Service occupations	618	21.7%
Sales and office occupations	754	26.5%
Natural resources, construction, and maintenance occupations	106	3.7%
Production, transportation, and material moving occupations.	157	5.5%

Source: 2008-2012 American Community Survey 5-year estimates

The predominant industries in which City residents are employed are education, health and social services (29.3%), arts, entertainment, recreation, accommodation and food services (18.4%) and retail trade (10.9%, down from 19% in 2000).

Table 1.9 Class of Worker

Class of Worker	Number	Percent
Private Wage and Salary	2,258	79.2%
Government	350	12.3%
Self-employed in Own Un-Incorporated Business	242	8.5%
Unpaid Family Workers	0	0.0%

Source: 2008-2012 American Community Survey 5-year estimates

The City population of persons age 16 and over was estimated to be 4,791, with approximately 66.9% engaged in the labor force. The mean travel time for those in the workforce is 15.3 minutes, with the predominant transportation means for workers driving alone (64.9%, down from 71% in 2000), with 9 percent indicating carpooling and an increase to 15.4% walking to their place of employment.

National Recognition
The City of Petoskey and the surrounding area have received high rankings from national publications for many years as a great place to live and visit. When analyzing the issues and opportunities of the community, it is worthwhile to acknowledge this recognition in planning for the future. Rankings include everything from the best place to visit, to the best place outdoor town, to the best place to retire. For a listing of past rankings, see Exhibit C.

[2] Petoskey Public Schools, February 2014

Overall Community Goals and Objectives

Utilizing the basic community statistics and community input as a building block, the following goals and objectives have been established to provide direction to the comprehensive plan process. More specific goals, objectives and strategies will be developed for individual elements.

1. Guide development and redevelopment in a manner that will maintain high quality living and working environments for current and future residents;

2. Maintain the distinct character of the Petoskey Area through the preservation of open space, historic architecture and small town scale;

3. Encourage new business development that provides well-paying jobs, shopping and entertainment opportunities for residents and visitors of the Petoskey Area;

4. Promote the development of a transportation network that provides facilities for residents of all ages and abilities;

5. Encourage continued rehabilitation and revitalization of existing commercial areas and neighborhoods;

6. Preserve, protect and enhance open space corridors and environmentally-sensitive lands;

7. Explore opportunities for shared-services and consolidated facilities with adjoining townships;

8. Ensure housing choices for different age groups and income levels;

9. Provide high quality and cost-effective services to City residents, customers and visitors; and

10. Balance land use decisions for the best overall community outcome.

Chapter 2
HISTORIC, CULTURAL, NATURAL RESOURCES

The City of Petoskey and surrounding area have a wealth of historic, cultural and natural resources that are integral to defining what the community is today. While it is inevitable that human activity and development will impact these resources, how they are utilized and to what level they are protected will also determine the community's future.



An Historic Postcard of Downtown Petoskey

Historic and Cultural Resources

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.

Geologically, the area is 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 in the area were also instrumental to the economic history of the area.

During the pre-European settlement period (French missionaries began arriving in the area in the 1600s), the Ottawa people (ancestors of the Little Traverse Bay Bands of Odawa Indians) inhabited the area. The Ottawa people were historically a migratory people who traveled in the autumn from the Upper Peninsula and the northern tip of Michigan to the southern part of Michigan in the winter months. In the spring, they returned north to collect maple syrup, fish and plant crops. They also gathered fruits, herbs, medicines and other food products they could dry for use in winter. The migratory patterns of the Ottawa people ended once Europeans settled the area to take advantage of new food products and year-round work in the north.

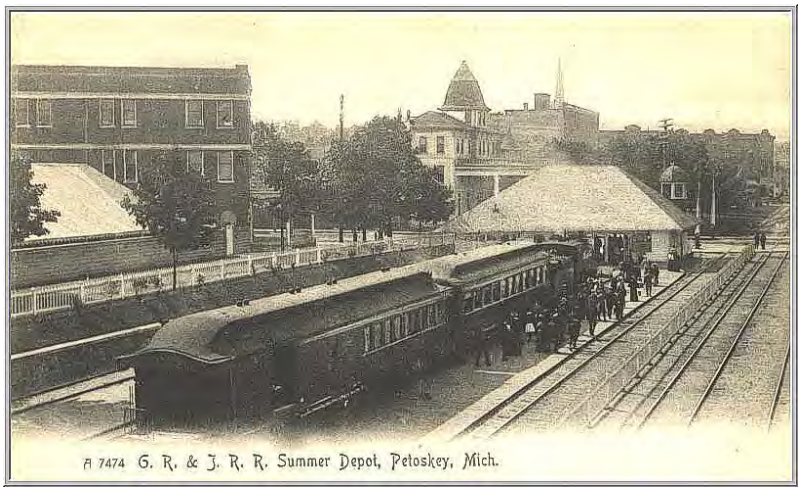
The Little Traverse Bay Bands of Odawa Indians (LTBB) received federal recognition as a tribe through reaffirmation in 1994. Today the tribe has nearly 4,600 members, a large number of which live in Charlevoix and Emmet Counties, the designated tribal homeland.

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”).

The City of Petoskey was originally 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 due to its Lake Michigan access. 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 Indian trading posts, with retail businesses and industry then developing. 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.

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 cities like Indianapolis, Cincinnati, Chicago and Detroit to the area's fresh air and resort atmosphere. The City of Petoskey and the Little Traverse Bay area were for many years the northern destination of the “Hay Fever Express.”

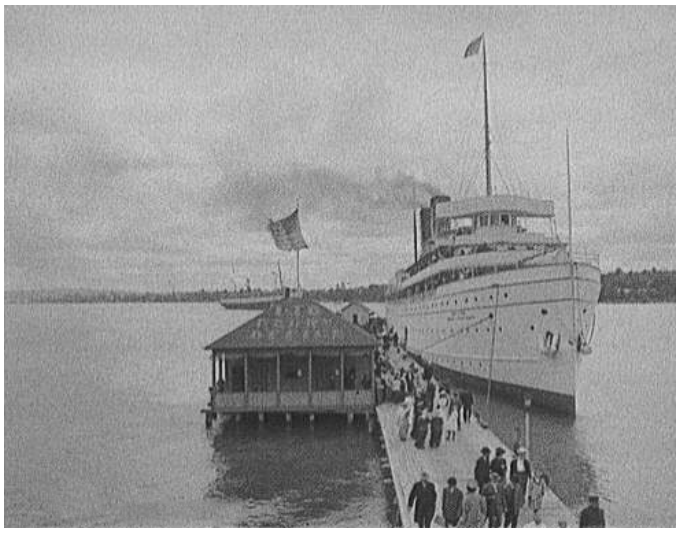


Grand Rapids and Indiana Railroad, downtown Petoskey



Grand Rapids and Indiana Northland Limited, Little Traverse Bay

Steamships like the Northland, the Manitou and the South American 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 trains, carriage, bicycle and on foot. Trains ran from Petoskey to Bay View, Harbor Springs, Conway, and Oden. Up to 90 trains moved in and out of Petoskey each day. Beginning at the turn of the century, the advent of the automobile virtually eliminated the use of trains and steamships as a primary means of transportation.



The Northland Steamship docked in Little Traverse Bay

In recognition of the unique and varied history of the City, two districts were listed on the National Register of Historic Places in 1986; the East Mitchell and Downtown National Register Historic Districts. The National Register of Historic Places is the nation's list of cultural resources worthy of preservation. The National Register is a program of the National Park Service, United States Department of the Interior and is a tool for the preservation of historic properties. Listed properties are given special consideration

when the federal government is planning or giving aid to projects and listed properties give private citizens and public officials' credibility when attempting to protect these resources. Listing in the National Register, however, does not prevent a private citizen from altering, managing or disposing of the property. In order to be listed in the National Register, a property is evaluated on several levels, including whether it is associated with events that have made a significant contribution to the broad patterns of the community, state or national history, is associated with the lives of significant persons, embodies the distinctive characteristics of a type, period, or method of construction, represents the work of a master, possesses high artistic values, represents a significant and distinguishable entity whose components may lack individual distinction; or has yielded, or may be likely to yield, information important in prehistory or history. In addition to the prestige of being listed on the National Register, an income producing property on the National Register is eligible for a 20 percent rehabilitation tax credit if the Secretary of the Interior Standards are followed for exterior improvements.

The East Mitchell National Register 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 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.



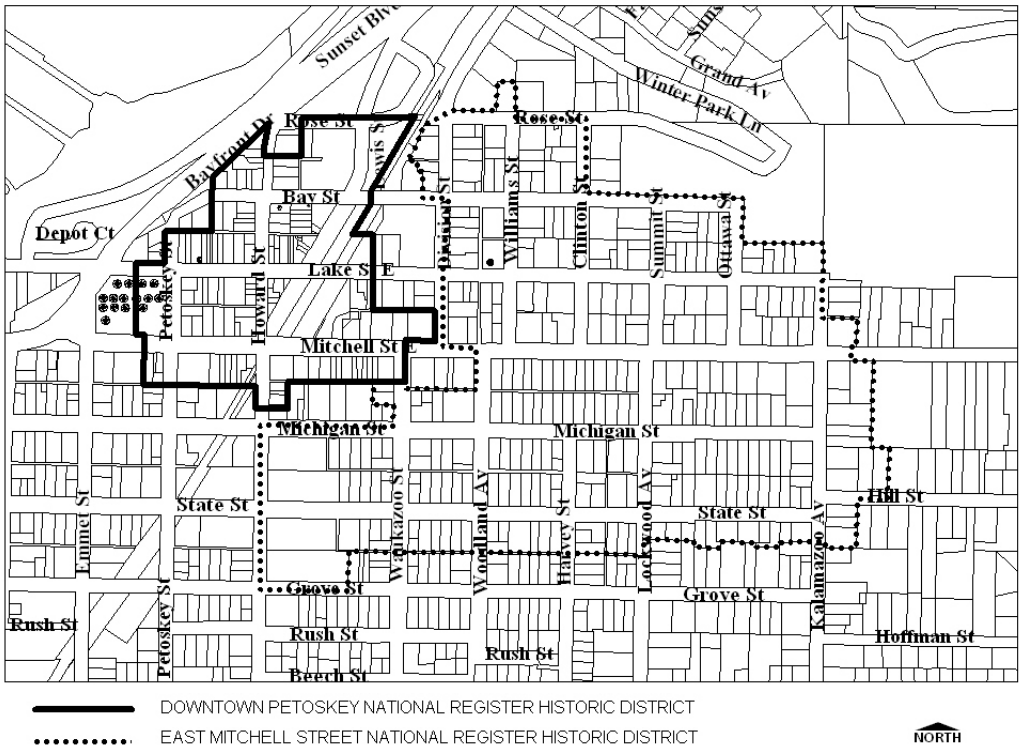
Residence, East Mitchell Historic District



Residence, East Mitchell Historic District

The residences are predominantly of frame construction and between one-and-one-half and two-and-one-half stories in height. Architectural styles include Victorian, Queen Anne, Shingle Style, 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 an historic public school are also included in the district.

Figure 2.1
The Downtown and East Mitchell National Register Historic Districts



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 old Grand Rapids and Indiana railroad depot), primary landmarks in the district, provide strong reminders of Petoskey's earlier history as a city, when hotel accommodations and rail service were major elements of the local economy.



East Lake Street, Downtown Historic District



Howard Street, Downtown Historic District

The Petoskey Downtown Historic District consists of commercial properties occupying portions of ten irregularly-shaped blocks in Petoskey's central business district contained by United States Highway 31, Petoskey Street, East Mitchell Street, and Division Street. The majority of the historic commercial structures range in date from 1879 to the 1920s, with later nineteenth-century "Commercial Palaces" and turn-of-the-century Classical Revival designs predominating. 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.[1]

There are also 23 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 Exhibit A.

[1] National Historic District Nomination Description, State Historic Preservation Office.



Saint Francis Solanus Church



The Former Chicago and Western Railway Station



The Former Zipp Lumber Building

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. To ensure that these resources are available for future generations, the community needs to make conscious efforts at preservation. These efforts can include ownership for the public trust or regulations that restrict what can and cannot be done to properties to alter their historic significance. In addition to the federal tax credit for commercial properties on the National Register, Michigan Local Historic District residential properties are able to receive a 25 percent tax credit for qualified rehabilitations.

Historic Resources Goals and Objectives

- Preserve the historic resources of the community for future generations;
- Ensure compatibility of new development with existing historic areas; and
- Encourage public and private funding for projects that honor the heritage of the community.

Strategies and Actions

1. Support the creation of a local historic district for the Downtown and investigate a local historic district for the East Mitchell National Historic Register district as well as other neighborhoods, to ensure historic integrity of the community is maintained;
2. Explore public purchase and private donation of façade easements and air rights for significant community structures;

3. Work with the Little Traverse Regional Historical Society to develop exhibits and events that promote community heritage;
4. Ensure community signage enhances the city's historic character;
5. Adopt a form-based zoning ordinance that incorporates architectural standards in historic areas;
6. Complete the Pennsylvania Park Trolley project;
7. Promote the use of federal and state rehabilitation tax credits;
8. Develop informational resources to promote/advocate for appropriate building renovations; and
9. Update the National Historic Register of Historic Places Multiple Resource Survey and explore the feasibility of additional National Register listings as individual sites or districts.

In 1999, representatives from Emmet and Charlevoix counties were brought together by the Crooked Tree Arts Center (CTAC) to develop a planning process to fully gauge area support and interest in a range of cultural issues. The process included a needs assessment and input from artists and arts organizations in addition to collecting public input. The result of that process was the Emmet and Charlevoix Community Cultural Plan that incorporates seven goals (see below). The cultural plan incorporates many objectives and strategies for each of these goals, the renovation of the Crooked Tree Arts Center (formerly the McCune Arts Center) in Petoskey into the bi-county area's primary performance venue was a direct result of the first goal. The Arts Center, located in the renovated Petoskey United Methodist Church since 1980, houses two art galleries; a 235-seat thrust stage theater; studios for dance, pottery, painting, and music lessons; offices and meeting rooms; and an outdoor patio for events.



Crooked Tree Arts Center

In addition to the Arts Center, the City is fortunate to have other cultural facilities in the immediate vicinity that can house musical, theatrical, and visual arts exhibits and performances.

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 and 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 Public Library
The Library facilities are used for dozens of programs for youth and adults, including movies, speakers, a travel series and performances.

Little Traverse History Museum
Located in the former Chicago and West Michigan Railroad depot, the museum, through its staff and volunteers, offers local history exhibits, 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. Throughout the summer, the Chamber of Commerce alone sponsors 9 events and holds concerts in Pennsylvania Park and the Farmer's Market weekly in the summer. The County Fairgrounds and North Central Michigan College also host numerous shows and events.

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. The College offers an annual speakers series that brings speakers from around the world.

Galleries
Downtown Petoskey is home to many art galleries that provide a wide array of art for purchase.

The Emmet and Charlevoix Community Cultural Plan identifies seven goals, many of which the City can assist to reach through specific policies and programs.

Cultural Resources Goals and Objectives

- Meet the cultural facilities needs of the bi-county region;
- Provide lifelong learning opportunities in the arts and culture;
- Increase participation in arts and cultural activities;
- Enhance the capacities of arts and cultural organizations;
- Increase advocacy efforts on behalf of arts and culture;
- Place and integrate works of art into public spaces; and
- Position the two-county region as a cultural destination.

Strategies and Actions

1. Work with the CTAC on the development of any needed ancillary facilities for cultural performances;
2. Develop ordinances to allow live-work spaces;
3. Assist in the dissemination of cultural event information, such as a web-based community calendar;
4. Promote use of existing parks and public facilities, such as existing waterfront amphitheaters, for cultural performances;
5. Work with the CTAC to identify locations and funding for public art throughout the community; and
6. Explore the possibility of a "percent for art" ordinance to provide annual funding for public art.

Natural Resources

The Petoskey area is abundant with natural resources; the natural beauty of the area sustains the resort and tourist economy as well as the housing market. The protection of these resources is therefore critical to the continued viability of the community.



Bayfront Park West and
Little Traverse Wheelway

Air Quality

As the destination of the historic "Hay-Fever Express", maintaining high air quality will continue to draw people to the area. Fossil fuels (coal, gasoline, natural gas, etc.), are the single largest source of air pollutants in the area caused by vehicle exhaust, heating, and to a lesser degree, industrial production. Any promotion of alternatives to use of fossil fuels will foster improved air quality. In addition, vegetation, specifically the planting of trees, in urban areas is important for improved air quality as well as sound buffers, and temperature and soil erosion reduction. The City of Petoskey has an active urban forestry program, budgeting approximately $200,000 annually to replace or plant new trees within the public right-of-way, as well as funding for other park land landscaping.

Groundwater

Groundwater is the source of all of the City's water supply. In 2013, the seven drinking-water production wells pumped 651 million gallons for 3,358 customers. Groundwater is part of the hydrologic cycle that begins as precipitation and makes it down into the subsurface soil and rock instead of running to surface waters, being evaporated or utilized by plants. Most precipitation that recharges groundwater moves only a few miles from the point of recharge to the point of discharge, where it feeds surface waters during dry periods. Land use therefore impacts both groundwater quantity and quality. Quality can be impacted by everything from fertilizer and pesticides applied to fields, golf courses and yards, leaking underground storage tanks, seeping into the ground and reaching the water table. Ground water quantity is impacted by increased demand by development that puts additional pressure on recharge areas. Development also increases the amount of impervious area, which results in more water running off to surface waters, decreasing the amount that reaches the subsurface for recharging.

Surface Water

Two of the City's greatest amenities, Little Traverse Bay and the Bear River are critical surface water resources.

Little Traverse Bay

At approximately 45 square miles, Little Traverse Bay is Lake Michigan's fourth largest bay. The land area of the Bay's watershed is approximately 174 square miles. The Bay receives water from both precipitation and Lake Michigan currents, as well as many tributaries from throughout the watershed. The view across the bay from Petoskey to Harbor Springs is one of approximately 3.5 miles and the depth in this stretch reaches 170 feet. The deepest parts of the bay are in excess of 200 feet.

Historically, the bay provided an important means of transportation that brought cruise ships from cities around the great lakes, while today, it is valued for its beauty and recreational possibilities. However, its scenic draw has led to increased threats from development pressure. As more and more land is converted to residential or commercial uses, the potential for water quality degradation is increased. Other pollutants that threaten the Bay's health today are nutrients and sediments from different human activities such as shoreline development, polluted runoff, stream bank erosion, and agricultural activities. Invasive species, both plant and animal, are also threats.

Bear River

Historically, the Bear River was extremely important to the community by providing fish and game, transportation for people and logs, and power to grind grain and turn saws. Today the river has a more important recreation role, including fishing, paddling and relaxation. The river is important to the overall Little Traverse Bay watershed as the bay's largest tributary, originating 12 miles away in Walloon Lake.



Bear River in Summer and Winter

The last mile of the Bear River's length through the City contains the steepest drop of any river in Michigan's Lower Peninsula. The majority of the land immediately adjacent to the river through this stretch is in public ownership. Upstream of the Lake Street dam that was part of a hydro-electric plant in the past, the river supports a native brook trout fishery, while a salmon and steelhead fishery lies downstream.

While there is no longer a large amount of industry and subsequent potential for industrial contaminants along the river, there continue to be threats impacting its water quality as well as the water quality of Little Traverse Bay, including stream bank erosion and storm water run-off that carries sediment and pollutants into the watershed.

Wetlands and Poorly Drained Soils

Wetlands and wet areas from poorly drained soils serve important environmental functions, including flood reduction through the absorption of rain and melting snow runoff that then slowly releases excess water into rivers and lakes, pollutant filtration, and recharge of groundwater supplies when connected to aquifers.

Several wetlands within the City filter water tributaries before they reach the bay or river, such as the wetland adjacent to the high school that flows through the Winter Sports Park, feeding the waterfall in Bayfront Park, and the "Russian Swamp" area next to the college that drains to the river.

Minimizing threats to the area's surface and ground waters requires a regional approach. The Tip of the Mitt Watershed Council has been working for many years with area municipalities to develop and implement the Little Traverse Bay Watershed Protection Plan. The overarching goal of the Little Traverse Bay Watershed Protection Plan is to protect and enhance the water quality and ecosystem integrity of Little Traverse Bay and its tributaries in a way that ensures all designated uses and attributes are restored, enhanced, and protected. Given the importance of these surface waters to the community, implementation of this plan is essential to protect our fresh water resources.

Climate

Located just north of the 45th parallel, the City is fortunate to have four distinct seasons, which are resources in themselves. Communities in northern latitudes from Canada to Scandinavia face similar issues that other climates do not. Due to these commonalities, they have come to be known as Winter Cities.

The Livable Winter Cities Association (LWCA) encourages northern communities to plan and design transportation systems, buildings, and recreation projects so that infrastructure is utilized during all four seasons, instead of using designs for southern climates.[2] The concept encourages communities to embrace winter and to maximize the opportunities the season has to offer instead of focusing on the negatives of the season. The LWCA differentiates between winter and frozen cities: A Winter City accommodates winter while a Frozen City simply tolerates it. To accommodate winter, the association believes that efforts need to be made to keep residents active during the shorter, colder days, to design energy efficient buildings and to limit chemical applications for snow removal.



Bayfront Park



Ignatius "Chief" Petoskey

[2] www.wintercities.com

The City of Petoskey has taken steps to enhance winter livability such as funding sidewalk and trail snow removal and partnering with Nub's Nob for reasonably priced ski and snowboard lessons, all of which promote activity for residents during the winter season. The Winter Sports Park, and its corresponding winter festival, is also a long-standing community facility that promotes enjoyment of the season. The park at one time had a toboggan slide and was home to the "bump-jumper" races - single ski blades (originally wood with metal along the bottom) with a seat attached. Continuing to improve the Winter City status as a resource will positively affect quality of life for residents. Suggestions on such enhancements include use of extra lighting in the downtown to counteract the long hours of darkness, building raised crosswalks to slow traffic and keep walking area dry, providing winter activities in additional parks as well as reinvigorating the Winter Carnival (originally dating from the late 1920s, promoting the mixed-use quality of downtown that minimizes travel distances in inclement weather, and incorporating sun angles and southern exposure into zoning ordinances.[3]

Parks and Open Space

The City's parks and open spaces are a tremendous asset for area residents and visitors, allowing appreciation of the areas resource amenities. The City has worked diligently to transform former industrial lands such as the former limestone quarry and lime kiln into lakefront public open space. 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 8,000 feet 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 an 800-acre forest preserve outside the City. Athletic facilities include seven baseball fields, six softball fields, 20 soccer-football fields, four basketball courts, 12 tennis courts, three playgrounds, two ice rinks, as well as 52 miles of sidewalks and multi-use trails . The City also offers regionally, in some cases through intergovernmental agreements, about 30 sports-recreation programs. In 2013, the participating residents were predominantly from Bear Creek Township (28.72%), City of Petoskey (22.3%) and Resort Township (12.5%).

Recent improvements to the Bear River Valley and acquisition of additional open space are some of the ways the City can increase citizen contact with and protection of the many natural resources the community has to offer. In addition, continuing to promote environmentally sound management practices at City facilities, such as the City's recent recognition as a "Michigan Clean Marina", are important steps to showing the City's commitment to resource protection. The City of Petoskey's 2013-2017 Parks and Recreation Master Plan is hereby incorporated into this document by reference and should be consulted for more detailed information.

The City continues to work cooperatively with the County, adjacent townships, the Tribe and the Little Traverse Land Conservancy to respond to the public's desire to protect open space both within and outside the City. The Open Space Taskforce report completed in 2004 included area resident and large-parcel landowner surveys that enforce other public input on the desire for local open space protection. In addition, the

[3] Norman Pressman, "Northern CityScape: Linking Design to Climate", 1995

survey indicates a willingness to pay for open space protection, with 56% of the citizen survey respondents favoring a locally-funded purchase of development rights program. The report detailed possible funding options for open space protection, however, identification of specific parcels for protection and possible public purchase continues to be explored. The City currently owns an 800 acre forest preserve outside the City limits that includes portions of the North Country Trail that is connected to Little Traverse Conservancy and State owned land. Given the interest of the region's residents in protecting open space, connecting existing public open spaces to create a green-belt of sorts is a worthy goal of future land purchases, as well as those with critical habitat and view sheds.

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 programs.

Topography and View Sheds



View of Bay from US-31



View of Bay from Petoskey Street



View of Bay from Ingalls Avenue

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 Blueprint Petoskey design charrette process. The top two design principles that came out of the public process were:

1. The waterfront will be enhanced as the community's most important asset; and
2. 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 the bay in the form of Bayfront and Magnus Parks, has further enhanced public views, as well as public access, to the waterfront. Any update of the City's zoning ordinance will need to balance both private property rights and "public" views for the best overall community outcome.

Sustainability

It is with the increased knowledge of human activity impacts on resources and the environment that the term "sustainable development" is used more often to explain how a community can and should develop in order to ensure future success. While there are differing views on what sustainability really means, when used in the planning context its broad definition is as follows:

> *Sustainability is the capability to equitably meet the vital human needs of the present without compromising the ability of future generations to meet their own needs by preserving and protecting the area's ecosystems and natural resources.*

The concept of sustainability describes a condition in which human use of natural resources, required for the continuation of life, is in balance with Nature's ability to replenish them. However, humans are depleting and degrading many resources faster than Earth's natural systems can replenish them, and human consumption continues to grow every year. [4]

As stated in the American Planning Association policy guideline on the topic, planning for sustainability requires a systematic, integrated approach that brings together environmental, economic and social goals and actions directed toward the following four objectives:

1. Reduce dependence upon fossil fuels, extracted underground metals and minerals;
2. Reduce dependence on chemicals and other manufactured substances that can accumulate in nature;
3. Reduce dependence on activities that harm life-sustaining ecosystems; and
4. Meet the hierarchy of present and future human needs fairly and efficiently.

While these objectives may sound like they are beyond the reach of a local comprehensive plan, all Blueprint Petoskey elements have incorporated strategies with

[4] American Planning Association Policy Guideline on Planning for Sustainability.

community sustainability as the overarching goal. Examples include promoting redevelopment within the existing compact City development area, promoting non-motorized forms of transportation by building sidewalks and trails, ensuring housing availability for all incomes and abilities, updating the storm water ordinance, protecting open space within Emmet County and coordinating/sharing resources with other jurisdictions.



Mackinaw City Wind Turbine Generators

Further actions such as actively promoting energy conservation and alternative energy sources should also be taken. The City should actively participate with others in the region to develop alternative energy sources such as geo-thermal and wind generation. Further actions could be taken by adopting Leadership in Energy and Environmental Design (LEED) Building Standards and Neighborhood Design, which would have immediate and measurable impacts on energy and other natural resources consumption.

Natural Resources Goals and Objectives

- Ensure that the community's natural resources are protected for current and future users;
- Promote community-wide energy efficiency and conservation;
- Provide high quality drinking water and clean air to all residents; and
- Increase awareness of the need for and methods of increasing community sustainability.

Strategies and Actions

1. Complete and implement the City's Wellhead Protection Plan;
2. Implement the City Parks and Recreation Master Plan, updating every five years;
3. Seek additional intergovernmental agreements with adjoining communities to protect open space;
4. Continue to implement the Little Traverse Bay Watershed Protection Plan in conjunction with the Little Traverse Bay Watershed Protection Project Advisory Committee and Tip of the Mitt Watershed Council;
5. Update the City's storm water, erosion control, and other natural resource protection ordinances;

6. Include view-shed protection areas in updated zoning ordinance;
7. Incorporate LEED Building and LEED-Neighborhood Design standards in updated zoning ordinance;
8. Incorporate Winter City considerations into updated ordinances, public works projects and park design;
9. Work with the Michigan Public Power Association (MPPA) and other jurisdictions to develop and utilize alternative, renewable energy resources;
10. Develop a City energy policy;
11. Accelerate neighborhood and corridor tree-planting;
12. Install state-of-the-art drinking water and waste water infrastructure;
13. Create development standards that preserve and protect views of Little Traverse Bay; and
14. Develop a City Sustainability Plan that incorporates goals, strategies and indicators of how the four sustainability objectives will be addressed.

Chapter 3
COMMUNITY UTILITIES, FACILITIES AND SERVICES

Community utilities, facilities and services provided by public or private entities are vital elements in a community's progress and well-being. Community facilities include local governmental buildings, educational institutions, maintenance buildings, and storage facilities. Services include police and fire protection, municipal water and wastewater, electric, natural gas, telephone and telecommunications.

The Community Utilities, Facilities and Services element reviews and evaluates the facilities and services provided by the City or other public or private entities in their present condition and adequacy to meet current demands. Goals, policies and programs were then developed to ensure current and future community needs are addressed.

Public Land

Excluding approximately 32 miles of street rights-of-way, the City owns about 1,100 acres of property, 92 percent of which is parkland. The City owns 36 buildings, seven gazebos, and six bridges, two of which were designed only for pedestrians, and a pedestrian tunnel.

Community Utilities

Water Production, Treatment and Distribution Systems

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. The Department of Public Works maintains approximately 80 miles of water-transmission and water-distribution pipelines. In 2012, 660,000,000 gallons of water were produced for 3,356 customers, some of whom were in Bear Creek and Resort Townships. Water-utility costs for 2013 have been budgeted at $2,100,500, with revenues estimated at $2,225,600.

Sanitary Sewer System

From a network of approximately 50 miles of collection pipelines, which also includes 24 lift-pump stations, the Department of Public Works treated 421,000,000 gallons of wastewater in 2012 at a certified secondary-stage reclamation plant that has a capacity of 2,500,000 gallons per day. The Department treats wastewater for 3,206 customers within and near the City and is the treatment contractor for the Springvale-Bear Creek Sewage Disposal Authority that has 500 customers. Treated wastewater from the City's reclamation plant is discharged into Lake Michigan, and treated stabilized bio-solids are land applied on area farm fields as fertilizer.



Figure 3.2 illustrates the City's sewer system boundary. Given the limitations of the existing treatment plant, future Township growth will require the construction of a new treatment facility or agreements with the Harbor Springs Sewer Authority.

City of Petoskey Waste Water Treatment Plant

Electrical Distribution

Through the Michigan Public Power Agency, a consortium of 17 of the State's 41 cities and villages that own and operate electric utilities, the City in 2012 purchased 111,362,905 kilowatts of electricity for $7,281,005 and received $10,579,229 in revenues from its resale. Operating and capital expenses in 2012 totalled $12,179,433. The City serves about 5,279 electric customers and owns entitlements to portions of power-generating plants near Kalkaska, West Olive, and Saint Claire, Michigan and Fremont, Ohio. The City owns three substations and approximately 65 miles of a complete distribution system, including facilities at the adjacent Bay View Association grounds and elsewhere outside the City, more than nearly half of which has been installed underground (Figure 3.3).

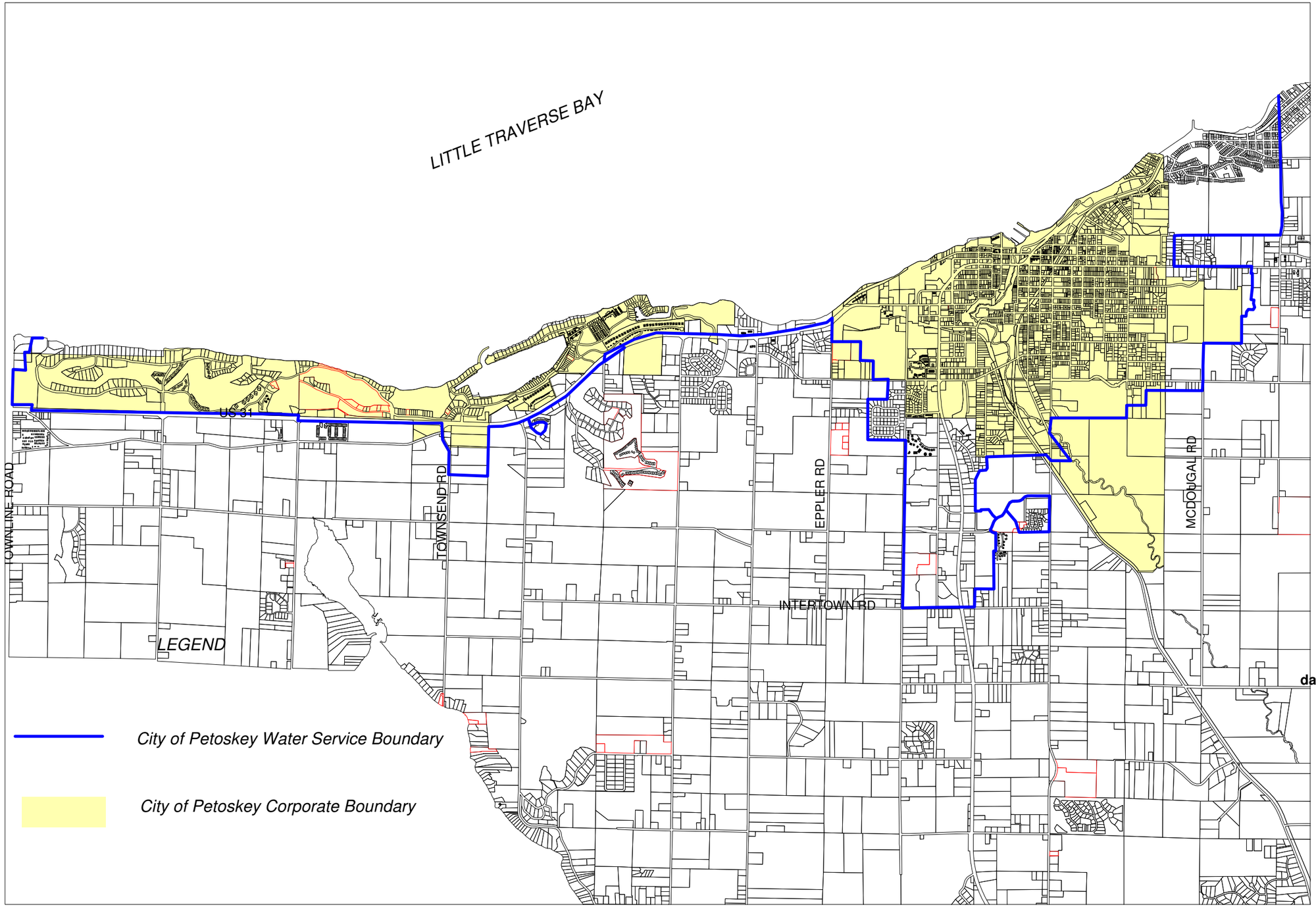
Storm Water System

Storm water runoff is an inevitable byproduct of urban development that impacts surface water quality. The City's storm water system is crucial to ensuring water quality in Little Traverse Bay, and has an increased challenge given the City's bluff location 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 that trap debris and sediment entering the system before discharging into Lake Michigan and the Bear River via 25 outfalls. The basins are cleaned 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. Given the age of much of the City's infrastructure, system upgrades occur in conjunction with street projects, however, reducing the amount of runoff to reach the bay, through system-wide management practices and development standards, is the best way to improve water quality.

BLUEPRINT PETOSKEY

FIGURE 3.1

City of Petoskey Water Service Boundary



Map created with emmet County and City data by the Office of City Planner for illustrative purposes only
(alt 6.30.14)

NORTH

Map Scale: 1" = 2000 Feet

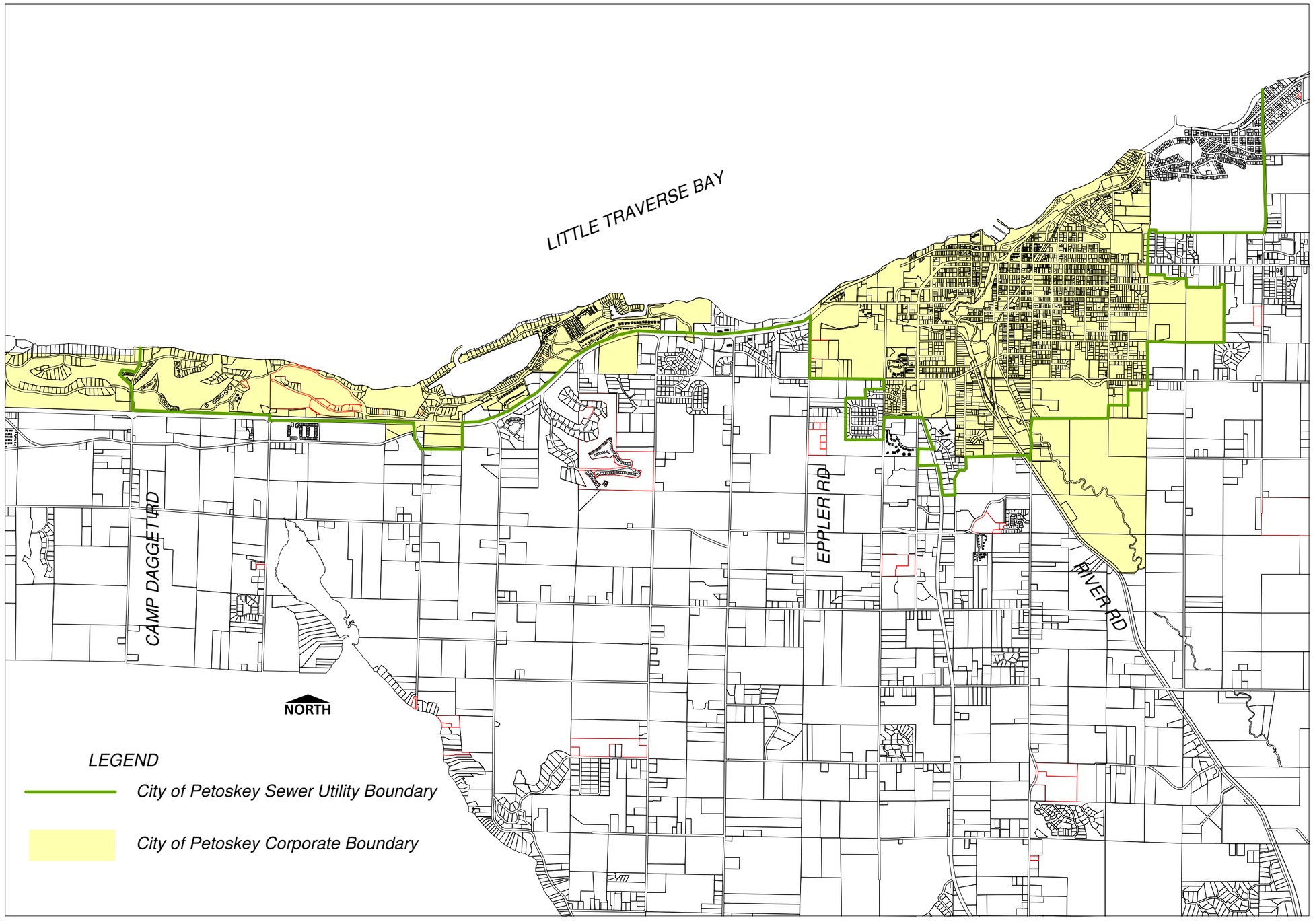


FIGURE 3.2

City of Petoskey Sewer System Boundary

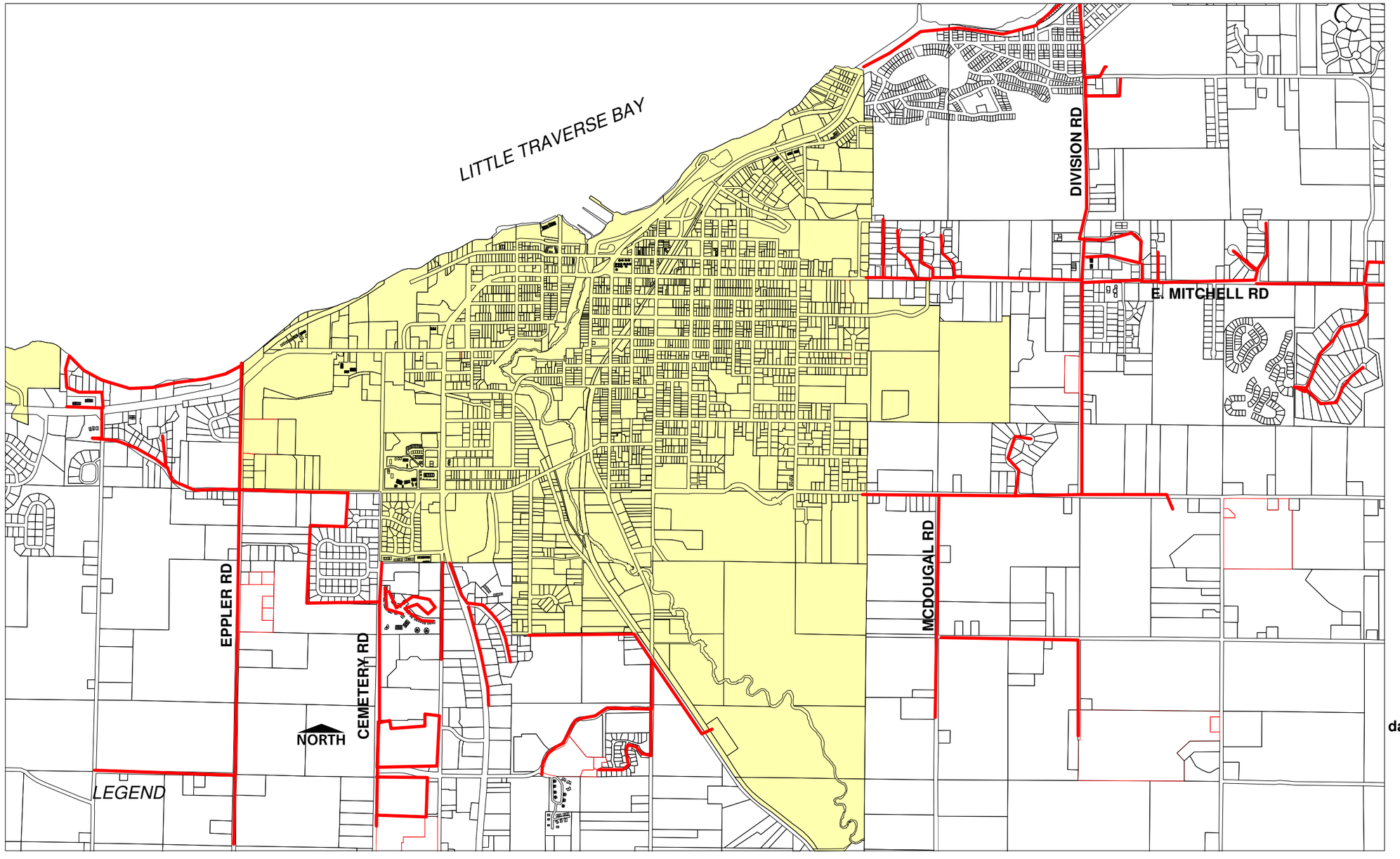
Map created with emmet County and City data by the Office of City Planner for illustrative purposes only (alt 6.30.14)

Map Scale: 1" = 3500 Feet

BLUEPRINT PETOSKEY

FIGURE 3.3

City of Petoskey Electric Utility Boundary



Map created with emmet County and City data by the Office of City Planner for illustrative purposes only
(alt 6.30.14)

Map Scale: 1" = 2000 Feet

City of Petoskey Electric Utility Boundary

City of Petoskey Corporate Boundary

NORTH

Natural Gas is provided by Great Lakes Energy and Detroit Edison.

Telecommunications
Cellular phone service is provided by AT&T and Verizon, with land line phone services provided through AT&T and Charter.

Streets
Approximately eleven miles of City-owned streets that are maintained by the Department of Public Works are classified as “minor arterials” and “collectors,” and 22 miles are classified as "local" streets. In addition, through a contractual arrangement with the Michigan Department of Transportation, the City maintains the portions of the State-owned US-31 and US-131 trunk lines that are within the City's corporate limits, and that totals approximately four miles. As part of its street system, the City also owns more than 25 miles of sidewalks, 4,200 parkway trees, 800 street lights, and four vehicular bridges.

Community Facilities

City of Petoskey
City Hall and Fire Station
The City Hall and Fire Station Complex is housed in a 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 of the city. It also houses the City Council Chambers and community meeting rooms.



City Hall

Police, fire, and emergency-medical services are provided through a unified Department of Public Safety, whose sworn personnel maintain State certifications in all three disciplines. Full-time staffing includes a Director of Public Safety, four Public Safety Lieutenants, and 15 Public Safety Officers. In 2012, approximately 9,117 police calls, or "complaints," resulted in about 232 felony and 439 misdemeanour arrests; more than 326 traffic citations were issued; about 1,839 calls were handled as general assistance to the public; 403 complaints involved health, safety, and property-maintenance matters;

and 203 fire calls and 413 requests for emergency-medical assistance were answered. The Department operates nine pieces of fire equipment, eight patrol vehicles, and two boats.



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 establishes insurance rates. Only 15% 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.

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, water divisions. Due to space constraints and needed efficiency improvements, the City is looking to renovate or possibly relocate portions of the operation.

Petoskey District Library[1]

The new library facility completed in November, 2004 for approximately $5 million, owns 85,170 items. A District Library was established in 2009, with a boundary area of the City limits. In 2012, Resort and Bear Creek Townships approved a four year 0.4 mill operating millage to supplement the 1.81 mills paid by City property owners. The increased revenue will allow the library to be open on Wednesday, address deferred maintenance issues and purchase additional Library materials.

The library provides programming for youth and adults including literacy programs. In 2012, attendance at programs was 3,503 adults and 4,362 children. Circulation in 2012 was 124,884 items and there were 7,097 users.

The former library facility, at 451 East Mitchell Street, a gift of the Andrew Carnegie Foundation in 1908, has been restored into a public meeting space that is administered by the Crooked Tree Arts Center.

[1] Information from the Petoskey Public Library 2012 Annual Report



Petoskey Public Library

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. They include 8,000 feet of Lake Michigan shoreline, a four-mile-long linear park alongside the Bear River, a 140-slip marina, a 72-site campground, a winter sports complex, and an 800-acre forest preserve outside the City. Athletic facilities include seven baseball fields, six softball fields, 20 soccer-football fields, four basketball courts, 12 tennis courts, three playgrounds, two ice rinks, and 15 miles of non-motorized trails. The City also offers regionally, in some cases through intergovernmental agreements, about 30 sports-recreation programs. In 2013, the participating residents were predominantly from Bear Creek Township (28.72%), City of Petoskey (22.33%) and Resort Township (12.54%).

In 2006 the City acquired an 11,500 square foot facility to consolidate the Parks and Recreation maintenance operations. Other facilities maintained by the Parks staff include the Library and three Historical Society facilities' grounds.

Additional information on the City's Parks and Recreation Facilities and programs can be found in the Natural, Cultural, Historic Resources Element.

Little Traverse History Museum
Located in the 105 year old City-owned former Chicago and West Michigan Railroad Depot, the Little Traverse Regional Historical Society has been in existence for approximately 30 years.

Parking Lots
The City owns seven parking lots in the Downtown that are managed by staff of the Downtown Management Board.

Public Schools of Petoskey

As noted in the Emmet 20/20 Dialogue group summary report, residents feel strongly that quality education and schools are one of the most important characteristics of a healthy community.[2] The Public Schools of Petoskey have 9 facilities including five elementary schools (one of which is an accredited Montessori school), one middle school, one high school, and the Spitler administration building. The 2012-2013 school enrollment was 2,929 and per pupil foundation revenue was $6,966 with 68.8% of the general fund used for instruction.

The Public Schools of Petoskey score above state averages on the Michigan Educational Assessment Program (MEAP) tests in all core areas and in 2012-2013 exceeded the state average by 12%. Average scores on the ACT are slightly higher than the state (21.5 vs. 20) and Petoskey High School had three National Merit Scholars.[3]

North Central Michigan College

Created in 1958, the College offers associate degree programs in many areas and through the University Center partnership program allows students to complete the first two or three years of a bachelor degree program at substantial cost savings. North Central's enrollment reached 2,757 students during the Fall 2012 semester and 2,739 students during the Winter 2013 semester that ended in May. The enrollment numbers were down slightly from the previous year. Approximately 36 percent of North Central's students attend full time. Online courses were taken by 857 students; 124 students enrolled in hybrid courses, which encompass both online and classroom instruction.

The average (mean) age of students was 29.98, although 18-19 year olds comprised the largest single age category. Women account for 63.58 percent of all students at North Central.[4]

The College adds educational, cultural and recreational facilities to the community. The Petoskey campus has an approximately 180 acre natural area with trails that are open to the public, three Little League baseball fields used by the City Recreation Department to house tournaments, and the Student and Community Resource Center for recreation.

[2] Emmet 20/20 Summary of Top Ten Dialogue Group Responses.
[3] Public Schools of Petoskey Annual Report 2012-2013.
[4] Source: North Central Michigan College 2012-2013 Annual Report.



North Central Michigan College *(photo credit: Charlie MacInnis, November, 2011)*

In August of 2012 the Jack and Dorothy Harris Health Education and Science Center (on the right side of the photo above) opened, providing the College with 23,000 square feet of new space for science labs, classrooms and offices. Additional access to the college was also created through a partnership between the City and the Little Traverse Bay Bands of Odawa Indians who provided funding for the construction of the Atkins Road extension (top of photo above). Improving access to the campus has been a goal of the City for several decades and was achieved through this project.

Community Facilities, Utilities and Services Goals and Objectives

- Provide high quality community services and facilities to City residents, customers and visitors in a reliable, efficient, environmentally-sound, and cost-effective manner;
- Assure that the costs for new public services, facilities and utilities are distributed equitably; and
- Promote community-wide energy efficiency.

Strategies and Actions

1. Seek additional intergovernmental agreements with adjoining communities to provide the most efficient and cost-effective delivery of public services and facilities;
2. Update the City's Capital Improvement Program in order to effectively plan for facility improvements and manage debt capacity for large projects;
3. 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;
4. Update the City Storm Water Ordinance;
5. Expand the Sidewalk Plan to a Non-motorized facilities plan (including on-street bike routes), and continue maintenance and installation of plan facilities;
6. Develop a City energy policy that promotes the development and use of renewable energy resources; and
7. Install state-of-the-art drinking and waste-water infrastructure.

Chapter 4
TRANSPORTATION

As a regional system, transportation networks are largely impacted by factors beyond the local government control. However, because of the interconnectedness of transportation and land use, it is important for communities to evaluate and improve upon the components for which they do have control, while working with other local, state and federal agencies to improve the overall system. Much recent emphasis in the community has been put on the roadway network. However, the historical development of the community was driven by water and rail transportation, both of which continue to define the architecture and land uses of the City and surrounding area and also need attention.

Street Network

Functional Street Classification
The City street grid serves as the framework for current community access and circulation. Public streets throughout the community are classified through the Federal Highway Administration's National Functional Classification system as arterial, collector or local streets. The terms as defined by the Petoskey Zoning Ordinance are indicated in Table 4.1 below

Table 4.1
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., US-31 and US-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/ McDonald Drive, Anderson Road, 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 an individual property or homes (e.g. Morgan Street, Grove Street, Summit Street, Lockwood Avenue)

Within the City of Petoskey, there are approximately four miles of state trunk roads that are classified as principal arterials (US-31 and 131), eleven miles of minor arterials and collectors (e.g., E. Mitchell, Emmet, Sheridan, Howard, Jennings, Atkins, Arlington) and 22 miles of local streets. In general, arterials emphasize mobility for through traffic, while local streets emphasize land access, and collectors are a compromise between

the two. To maximize the primary transportation role of arterials as facilitating the movement of traffic safely and efficiently, access is limited. The City and Bear Creek Township worked with MDOT to develop an access management plan for US-31. The Planning Commission adopted the section of the plan through the City (segments 1-3) with modifications on July 21, 2011. Figures from the US-31 Access Management Plan are included in Exhibit D.

Traffic Volumes

According to the 2008-2012 American Community Survey, 64.9 percent of the City working population commuted to work by driving alone in a vehicle, a decrease from the 2000 Census (71%), with an increase in people walking to work from 11.4% to 15.4%. The average commute time was 15.3 minutes (13 minutes in 2000). As a regional service center, the City road network carried commuters from throughout the region to their workplaces.

Table 4.2 indicates the traffic volumes (average daily traffic (ADT) or estimated mean daily traffic volume) on some of the City's principal arterial streets. The Michigan Department of Transportation (MDOT) ADTs are estimated by factoring a short count using seasonal and day-of-week adjustment factors for an annual average. The data are not continuous counts, but are meant to illustrate a general trend for planning purposes.

Table 4.2
Principal Arterial Traffic Volume Data

Roadway Section*	**2006 ADT**	**2012 ADT**	**Percent Change**
US-31 West City Limit to Greenwood Road	16,300	15,500	-5%
US-31/US-131 at E. Mitchell St.	26,900	27,900	+3.7%
US-31 at Winter Park Lane	22,400	19,600	-12.5%
US-31 Winter Park Lane to E. City limit	21,100	22,000	+4.3%
US-131 Sheridan to 31-131 Intersection	24,100	20,800	-13.7%
US-131 South City Limit to Sheridan	11,500	11,700	+1.7%

**Approximate segments based on 2006 and 2012 ADT map comparison*

State data also indicates decreases in commercial traffic on US-31 and US-131 between 2006 and 2012 of 11% on Charlevoix Avenue, 15% on West Mitchell/Bay View Road, and 24.5% on Spring Street. Reasons for such decreases could be the economic downturn, or trucks finding alternative routes.

The MDOT also provided Annual Average Daily Traffic (AADT) counts for the Non-Trunk-line Federal Aid roads in the City from 2011 shown in Table 4.3.

Table 4.3
2011 Traffic Counts on Non- Trunk-line Federal Aid Streets

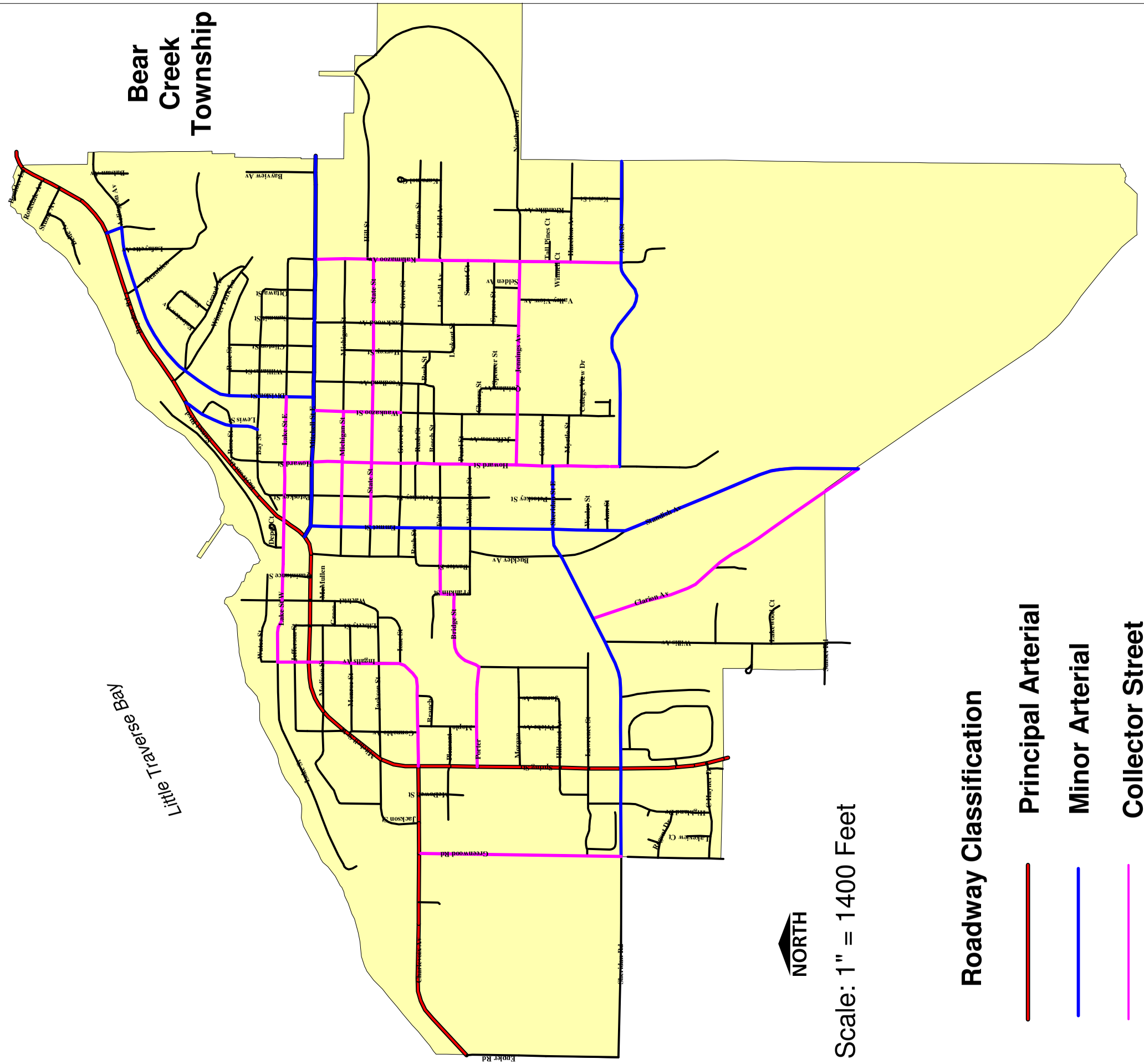
Roadway Section	Traffic Count
East Mitchell east of Howard	8,244
Arlington south of Winter Park	2,326
W. Lake at the river	3,574
Howard at Beech	1,991
Jennings east of Quinlan	5,442
Kalamazoo at Sunset	3,439
E. Sheridan at Howard	6,445

In order to better track road usage, the City began its own traffic counts during the summer of 2013, the results of which are shown in Table 4.4. One significant change during the period between the two counts was the construction of the Atkins Street extension. While the entire impact may not yet be made, it is shown in the decrease of traffic on Jennings Street. Use of the counters will help the City in tracking vehicle counts as well as speed, both of which are important indicators of economic activity and neighborhood quality.

Table 4.4
2013 Traffic Counts on City Minor Arterial and Collector Streets
(Average Annual Daily Traffic)

Roadway Section	Traffic Count*
Atkins west of Kalamazoo	2,467
Bridge between Franklin and the bridge	2,382
Clarion	1,241
Emmet between Washington and Sheridan	5,461
Emmet between State and Grove	4,942
Howard at Beech	2,077
Howard at Myrtle	4,175
Jennings east of Quinlan	4,530
Kalamazoo between State and Grove	5,678
E. Sheridan between Emmet and Buckley	4,460

**Counts taken months of August, September, October for full week, with only Tuesday, Wednesday and Thursday traffic used for averaging purposes with no seasonal factor applied.*


Bear Creek Township
Little Traverse Bay
Bayview Av
Walloon Av
State St
Michigan St
Howard St
Lake St E
Mitchell St E
Division St
Dixon St
Dixie Hwy
Lewis St
Dyer St
Dana Ct
Pleasant St
Park St
Grove St
Lindell Av
Hill St
Hoffman St
Northwood Dr
Hillcrest Ct
Pine Ridge Ln
Wilmot St
Fall Pines Ct
Sheldon Av
Spruce St
Jennings Av
Cherry St
Spencer St
College View Dr
Maple St
Cleveland Ave
Woodland Dr
Buckley Av
Clarion Av
Bridge St
Lansing St
Mitchell St W
Lake St W
Mullen
Jefferson
Madison St
Monroe St
Lincoln Av
Lewis St
Porter
Megan
Fairview Dr
Hillcrest Dr
Rogers Dr
Robert Dr
Jackson St
Greenwood Rd
Charlevoix Av
Sheridan Rd
Foster Rd
Hayes Ct
Hayes St
Hayes Rd
Wilson Av
Pinecrest Ct
Sunset Rd
Bayshore Dr
Roosevelt Rd
Shore Dr
Stover Rd
Ridge Rd
Bluff Rd
Bluff Ct
Bayview Ct
Bayview Cir
Bayview Ter
Bayview Pl
Bayview Ln
Bayview Rd

Road Conditions

The City works with the Northwest Michigan Council of Governments to inventory its federal-aid eligible roads through the Pavement Surface Evaluation and Rating System (PASER). The PASER system is an important tool for smaller government unit planning because it gives a picture of road conditions to prioritize candidates for timely maintenance and rehabilitation. Surface defects, cracking and potholes are all examined during a typical PASER evaluation. Paved roads are rated from one to ten based on their condition as detailed in Table 4.4 below. Roads are rated in segments, so one section of a roadway such as East Mitchell Street may rank as an eight, while another section may receive a two.

City of Petoskey minor arterial, collector and local streets are evaluated on an annual basis. According to the 2013 survey, 71 percent of streets were rated good or very good, and 29 percent were rated fair or poor. Two of the streets that received a rating of poor will be either reconstructed or repaved in 2014 (Arlington Avenue and Jennings Avenue).

Table 4.5
Pavement Surface Evaluation and Rating System[1]

Rating	Need
8-10 Very Good	Little or no maintenance required
5-7 Good	Capital preventative maintenance
3-4 Fair	Requires structural improvements
1-2 Poor	Reconstruction needed

Transit Service

Transportation services for those without access to, or those that choose not to use their auto for certain trips, is an important element in the City's overall transportation system and a mobility need that will continue to grow. Therefore, it is important that the City work with existing and potential users as well as existing and potential service providers.

In addition to transit provided by the schools, the two primary services that currently exist in the County are through the Friendship Center's para-transit service for the elderly and disabled and the Straits Regional Ride that operates in the four-county region of Emmet, Cheboygan, Otsego and Presque Isle. Other transit services are only available to a particular service population.

As a follow-up to the county-wide transportation coordination plan prepared by the Emmet County Transportation Team[2], the Friends Enhancing Emmet Transit (FEET)

[1] *Asphalt-PASER Manual – Pavement Surface Evaluation and Rating*. 2002. Wisconsin Transportation Information Center. Madison, WI.

group conducted further survey's and studies on transit need and system financing for Emmet County in 2012. The studies indicate that the need will continue to increase and that moving from a dial-a-ride to a limited fixed route system could be feasible, particularly if it were an expansion of the Straights Regional Ride system.[3]

With increasing energy uncertainty, transportation costs will likely become a more pressing issue. Instead of simply looking at how to get more cars around and through the City, the community will need to develop more transportation alternatives. In addition to a transit system, the City should be involved in promoting car-pooling or car-share car programs.[4]

Rail Corridors

The City of Petoskey and other coastal resort communities were historically well served by rail. The Chicago and North Michigan Railroad ran along the bay, serving Bay View, Petoskey and on to Charlevoix to the South and is now converted in the majority of this stretch to the Little Traverse Wheel Way. The former Grand Rapids and Illinois Railway (currently the Tuscola and Saginaw Bay Railway and the only active railway in the County) served the Penn Station and is still an active line for passengers to its intersection with Winter Park Lane, and an active freight line to its intersection with Fulton Street.



Passenger train at the end of the line, Arlington Park, August, 2007

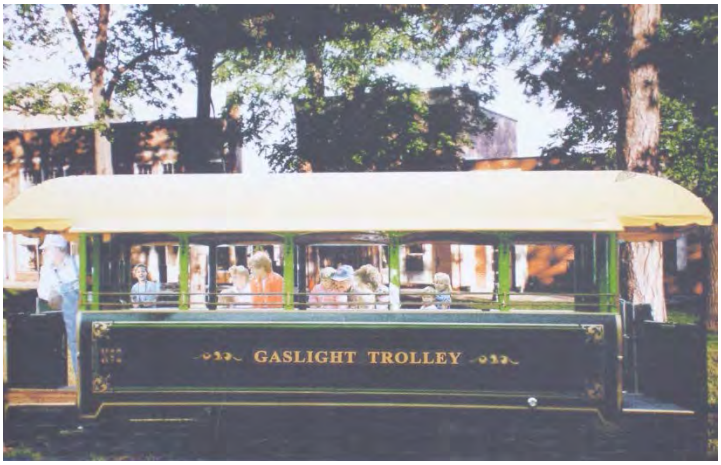
The City worked for decades to acquire the passenger rail-only right of way segment from the Michigan Department of Transportation (Emmet Street to the east City Limit), which was finally purchased in 2012. In 2014, the first phase of the Downtown Greenway Corridor will be developed, creating a multi-use trail from McDonald Drive to

[2] Emmet County Transportation Coordination Plan developed by the Community Access Transportation Team (CATT), a committee formed through the Emmet 20/20 Visioning process to address the need for public transportation within the community

[3] http://www.emmettransit.org

[4] For information on the City of Madison, WI car sharing program, go to www.communitycar.com.

Bay Street. Later Phases will extend the trail to Emmet Street and incorporate a trolley currently owned by the City. The corridor is seen as an important non-motorized link between Bay View to the north, downtown, and the Old Town Emmet Neighborhood to the south.



Proposed Gaslight Trolley for the Greenway Corridor

Aviation Service

Commercial air service for the City is provided at Pellston Regional Airport, 30 minutes north of the City and Cherry Capital Airport in Traverse City, 75 minutes south of the City. Private aircraft are also able to use the Harbor Springs Municipal Airport

Watercraft

Lake Michigan Cruise ships were one of the original modes of transportation for the resort population and commerce in the area. While there is no longer a shipping industry, there have been attempts at creating a Little Traverse Bay Ferry to shuttle people from the different coastal communities. This is a mode of transportation that could serve commuters as well as tourists and would be historically appropriate.

Pedestrian and Bicycle Transportation

Overall, the City of Petoskey is a highly walkable community and public input has indicated continued improvement of this system is desired. The City maintains 25 miles of sidewalks that connect most parts of the City, however, there are some areas that connections need to be made or improved. Due to the two state trunk highways that traverse the community, safe pedestrian crossings of these arterials also needs to be addressed. Pedestrian access was one of several considerations in development of the US-31 Access Management Plan through the city, with the West Mitchell Street portion currently under construction. Improvements include a new traffic signal with pedestrian activation at Ingalls Avenue and a second light at the realigned Connable Avenue with a shorter crosswalk than previously existed. There are also islands in the proximity of McLaren Northern Michigan, however, they will not be the landscaped islands envisioned through the design charrette process and shown in Figure 4.2 due to difficulties maintaining landscaping in the harsh highway environment.

FIGURE 4.2
Design Charrette Concept for West Mitchell Street





Little Traverse Wheelway



Quarry Trail

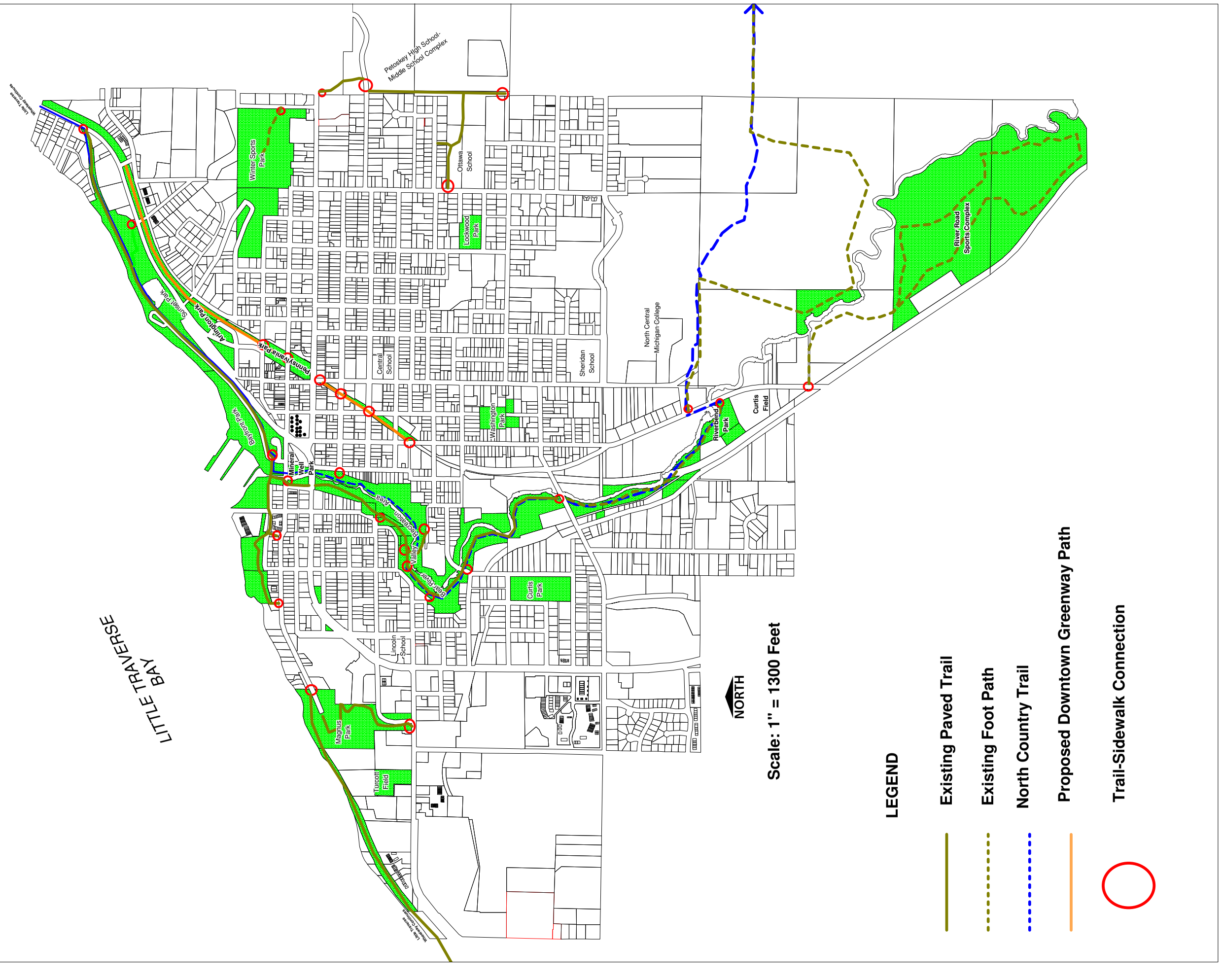
The Little Traverse Wheel Way is a heavily utilized bike and pedestrian trail covering 26 miles and linking the communities of Charlevoix, Petoskey and Harbor Springs.

There are two segments within the City limits, a 2 mile segment through Bay Front Park that is maintained year-round and a 5 mile segment adjacent to Bay Harbor. The final 1.5 mile segment of the trail between Magnus Park and East Park in Resort Township was completed in the fall of 2008, and an additional connector between East Park and Bay Harbor below the bluff was completed in the fall of 2013.

The City is in the process of developing an additional multi-use trail along the Grand Rapids and Illinois Railroad right of way while promoting passenger rail and trolley use of the rail lines. The City also improved the Bear River Valley to incorporate a multi-use trail on one side, while keeping the other side natural. Figure 4.3 illustrates the current trail system with potential connections to create a complete loop of the City.

BLUEPRINT PETOSKEY

FIGURE 4.3
CITY TRAIL SYSTEM



Map created with Emmet County and City data by the Office of City Planner for illustrative purposes only.

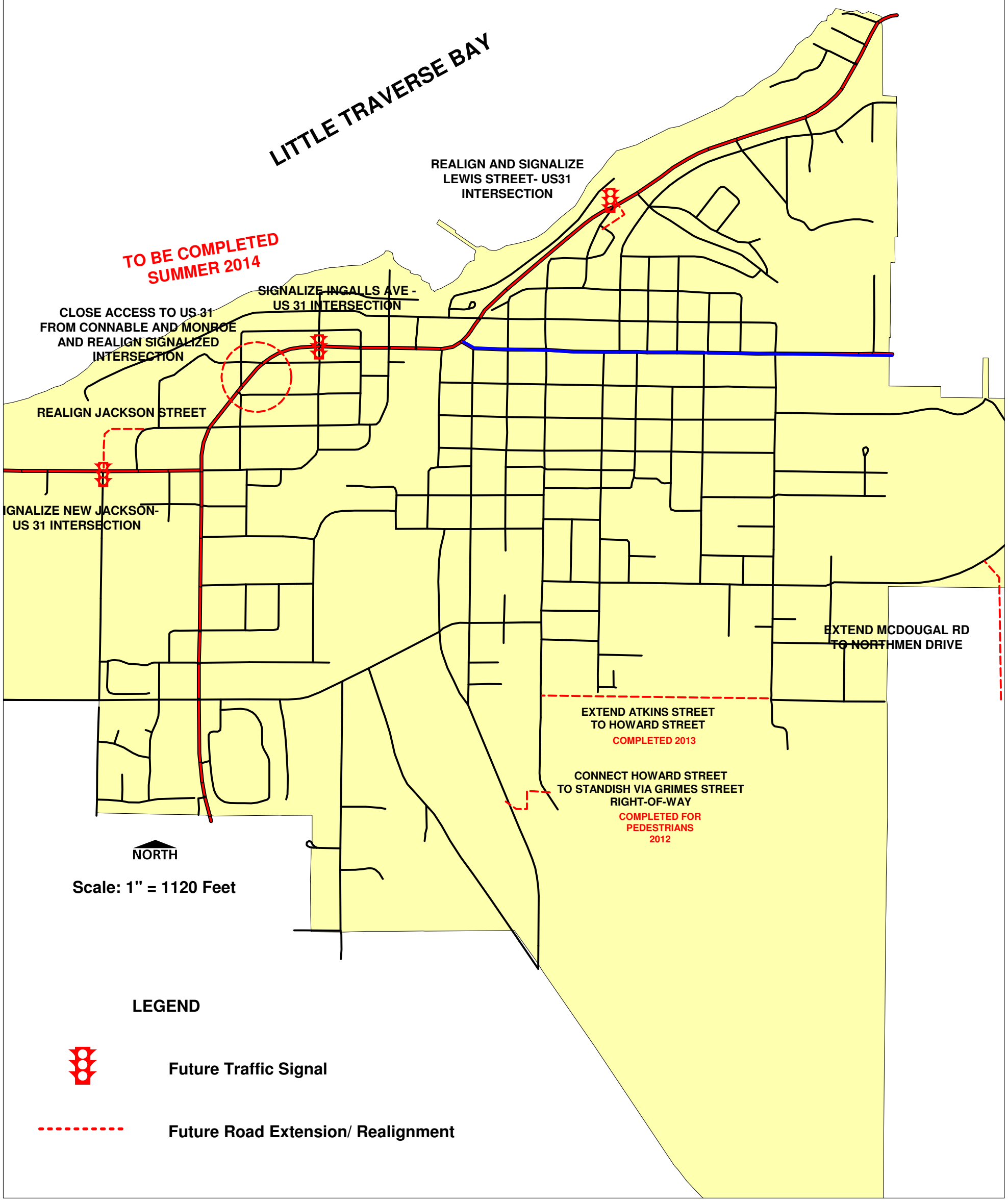


FIGURE 4.4
FUTURE ROADWAY CIRCULATION IMPROVEMENTS

Map created with Emmet County and City data by the Office of City Planner for illustrative purposes only. (alt_6-2014)

Additional Planning Efforts

The City of Petoskey continues to work with the Emmet County Road Commission, Little Traverse Bay Bands of Odawa Indians and adjoining townships to implement the 2007 Petoskey Area-Wide Transportation Study. The group has successfully identified and funded important local street projects that need upgrades to improve community mobility, while protecting the area's rural, residential and commercial areas. The study has resulted in several major projects within the City limits, including the extension of Atkins Street between Kalamazoo Avenue and Howard Street and access management improvements along West Mitchell Street (completion in summer of 2014). The proposed access and circulation improvements in the City are shown in Figure 4.4.

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

Goals and Objectives

- Provide an overall transportation system that enhances the community's social, economic and natural capital;
- Provide a transportation system that promotes healthy living;
- Provide a system of arterial and collector streets that will provide safe and efficient access to regional highways for local, commuter and visitor traffic;
- Provide safe and efficient local streets within neighborhoods;
- Utilize the remaining Tuscola and Saginaw Bay rail corridor to the greatest extent possible;
- Provide safe and efficient pedestrian and bicycle transportation facilities for the purposes of promoting energy conservation and public health;
- Work with neighboring communities to improve regional transportation systems including rail, air, road and trail components;
- Provide roadway extensions within existing rights-of-way where connection will improve accessibility and safety;
- Require all new streets, public and private, to be designed to provide safe and efficient access by City maintenance and public safety vehicles;
- Consider the needs of pedestrians and bicyclists in all roadway improvement projects, including roadway surfaces, safety intersection design, roadway width and sidewalks;
- Preserve sufficient public street right-of-way to allow for needed street updates and improvements;
- Continue to participate in regional efforts to provide para-transit (elderly/disabled) and other transit services within Emmet County;
- Support installation of intersection traffic controls to improve safety and enable adequate access to major arterials;
- Preserve existing, active railroad corridor for freight service south of Washington Street and enhance the corridor north of Washington Street for passenger rail and multi-use purposes;
- Continue to work with neighboring communities on the Emmet County Local Roads Study; and
- Utilize road maintenance and repair work best management practices to minimize potential adverse impacts to water resources.

Strategies and Actions

1. Expand the Sidewalk Plan to a Non-motorized facilities plan (including on-street bike routes), and continue maintenance and installation of plan facilities;
2. Explore possibilities of an Atkins Street extension to Standish Avenue;
3. Continue improvement of the Howard Street - Standish Avenue connection in the Grimes Street right-of-way;
4. Realign Jackson Street to intersect with Greenwood Road at Charlevoix Avenue and signalize the intersection;
5. Work with the Emmet County Road Commission and Petoskey Public Schools to have McDougal Road extended north to intersect with Northmen Drive;

6. Continue development of the Downtown Greenway Corridor plan;
7. 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;
8. Continue to work on and promote the circular-trail system connecting City Parks, North Central Michigan College and the High School-Middle School campuses;
9. Continue to explore possibilities of a Little Traverse Bay ferry for commuters and visitors;
10. Work with area organizations, schools and businesses to continue and expand Smart Commute Emmet from a week-long event to an all-year promotion;
11. Install bike racks community wide;
12. Develop an incentive program to promote use of North Central Michigan College parking lot for downtown employees during the summer;
13. Work with schools to develop a “walking school bus” for children as an alternative to having parents drive children to school; and
14. Continue to Work with the Petoskey Area-wide Transportation Study working group toward implementation of the study report.

Chapter 5
HOUSING AND NEIGHBORHOODS

As the predominant land use in the community, ensuring high quality residential areas is an essential component of the Master Plan. The housing and neighborhoods element establishes goals, policies and programs to assure that there is an appropriate mix of housing types to meet present and future community needs and that existing neighborhoods are protected and enhanced.

Existing Conditions

Existing residential areas provide a rich diversity of housing styles and sizes. Half of the City's housing stock was built before 1960 which contributes significantly to the community character. The residential historic district, the East Mitchell National Register Historic District, is a 23 block area with 87 contributing structures adjacent to the Downtown Historic District. The district has many residential architectural styles including Italianate, Queen Anne, Shingle, Colonial Revival, Bungalow, and Tudor Revival. There is currently no local historic district in this area to regulate exterior changes, so the community relies on home owners to maintain the historic integrity of the neighborhood.

Figure 5.1
East Mitchell National Register Historic District





Residence Ward 1



Residence Ward 3

There are also 23 individually listed National Register properties scattered throughout other neighborhoods, as well as many other neighborhoods with older housing stock, specifically, areas adjacent to Emmet Street, the Rosedale neighborhood, and west of the river along Jackson Street and Wachtel Avenue. While creating a rich architectural fabric, the aged housing stock does also present challenges for the community.



Residence Ward 4

Table 5.1 Age of Housing Stock

Construction Period	Structures Constructed	Percent of Total Housing Inventory
1939 or earlier	1,173	32%
1940 to 1959	601	16.5%
1960 to 1969	181	5%
1970 to 1979	459	13%
1980 to 1989	350	10%
1990 to 1999	588	16%
2000 to 2010	275	7%
	3,627	

Source: Census 2000; City of Petoskey and Emmet County building permit data.

In order to allow continued use of these older, often large structures, the City had zoned many areas in multiple family districts to allow use for more than one dwelling unit. The zoning has allowed the creation of rental units that the community needs, however, issues that result from absentee landowners who buy properties strictly for investment purposes are now affecting some neighborhoods. Inadequate building maintenance is the main issue that impacts neighborhoods, however, insufficient tenant screening and parking are also affecting the decisions of owner-occupants to stay in these areas and improve their property.

A further challenge faced by the older residential areas is their non-conforming nature with respect to Zoning Ordinance yard dimensional standards. Often, under the current ordinance, improvements to older structures require variances. If it is truly the wish of the community to have these areas upgraded, dimensional standards will have to be closely examined to see what is actually in place and what are reasonable standards given existing conditions. A sample survey of 914 houses throughout the City was undertaken to get an idea of how many structures are currently in compliance with the front-yard setback requirements in the R1, R2, R3 and RM2 residential zoning districts; all four districts require a 25 foot front-yard setback. The survey resulted in the following breakdown of existing setbacks:[1]

Table 5.2
Existing Residential Front Yard Setbacks

Front Yard Setback	Number	Percent
Less than 10 feet	130	14%
11-15 feet	174	19%
16-20 feet	203	22%
21-25 feet	152	17%
More than 25 feet	255	28%

According to the sample, 33% of the houses had front yard setbacks of 15 feet or less and over half did not meet the current code front yard setback requirement of 25 feet.

[1]Setbacks estimated from scaled, digitized aerial photos; Not physically measured.

When looking at the sample by ward, the fourth ward had the largest number of setbacks 15 feet or less (55%), while the first and second wards had the largest number of setbacks 21 feet and greater (53% and 51%, respectively). In order to determine other existing setbacks and how they compare to current requirements, physical measurements would have to be taken. The samples illustrate, however, that to keep infill development consistent with existing housing, setback standards may need to vary by neighborhood.



Residence Ward 2



Residence Ward 2

Housing Type and Tenure

The majority of housing in the City is one unit detached (54%), with the majority of new units in multi-unit buildings.

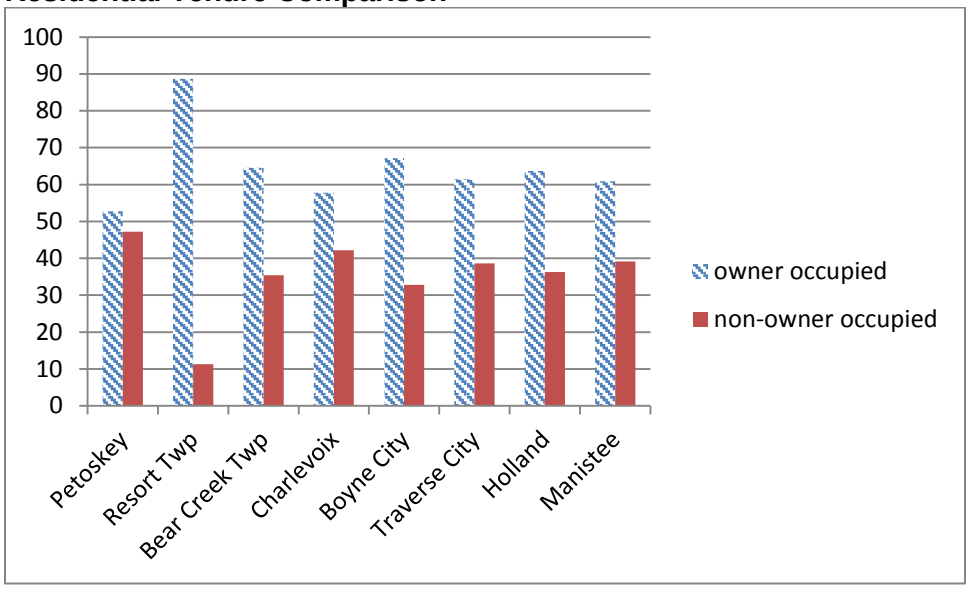
Table 5.3 Housing Structure Characteristics (2008-2012)

Units in Structure	Percent
1-unit, detached	54.2%
1 unit, attached and 2 unit	12%
3-4 units	7%
5-9 units	11.3%
10-19 units	8.3%
20 or more units	7.2%

Source: 2008-2012 American Community Survey 5- Year Estimates

The nature of the community as a regional service center for surrounding resort and tourist communities results in many partial-year residents as well as creates a need for a large amount of rental housing. According to the 2010 Census, 24.4% of the City's housing units are categorized vacant, 60% of which are vacant due to seasonal or recreational use (15% of all housing units). The percent of owner-occupied housing has remained constant at 52.5%, which is lower than the County (74%), but as the regional service center it is expected that a large amount of workforce housing would be located in the City. Table 5.2 illustrates land tenure statistics for Petoskey and surrounding townships as well as other communities for comparison. Interestingly, Bear Creek Township saw a 95% increase in rental units from 2000-2010.

Figure 5.2
Residential Tenure Comparison



(Source: U.S. Census 2010)

Emmet County building permit data indicates that between 2000 and 2013, 294 residential units have been constructed in the City, 55% of the units have been single family and 45% duplex or multiple family structures**.**

The numbers indicate that many of the rental properties are in converted single-family units. From a neighborhood scale perspective, reuse of existing structures is often preferable to large apartment complexes, however, the large number of converted single family homes to rental units creates several neighborhood issues. Among the many issues are inadequate property maintenance by under-funded or absentee landlords, tenant problems that arise from insufficient management of units, inadequate parking for tenants, and the lack of involvement in neighborhood organizing or improvement efforts.



Apartment Building

The ratio of owner to non-owner occupied housing may be correct for community needs, however, it is important to ensure that the units meet safety and appearance standards for neighborhood impact. The City adopted the International Property Maintenance Code in 2010, which has led to improvements to rental as well as owner-occupied buildings. The code implementation has also resulted in demolition of certain structures that had delayed maintenance too long. The amount of multiple-family zoning in the community lends itself to further division of existing structures to additional rental units, so the zoning of some neighborhoods may need to be reevaluated in order to ensure any further increase in densities is compatible with other revitalization efforts.



National data is indicating that there will be increased demand for attached, multi-unit housing units with both the aging and millennial populations. Examples of the type of housing product that are expected to be in demand are the condominiums recently completed on West Lake Street.

Housing Value and Rent

According to the 2008-2012 American Survey 5-year estimates, the median owner-occupied housing value in the City was $190,800 compared with $120,700 reported in the 2000 Census. While the Census data indicates that median values increased, the City then experienced a 20% decrease in taxable value from 2010-2012[2] which impacted the ability to provide the same level of service to citizens. Table 5.4 provides American Community Survey estimates for the median values of owner-occupied housing units from 2008-2012.

Table 5.4
Comparative Estimated Median Owner-Occupied Home Values

Community	Median Home Value Estimates
City of Petoskey	$190,800
Bear Creek Twp.	$182,400
City of Charlevoix	$168,200
City of Harbor Springs	$205,300

Source: 2008-2012 American Community Survey 5- Year Estimates; Margins of error range from +/-$6,550 to +/-$26,283

In order to get more accurate data than the 5-year ACS, the 2014 property assessments were analyzed to better understand City housing values. The City has 3,332 residentially assessed parcels, 47 percent are homestead and 53 percent are non-homestead.[3] While not as accurate a measure as median values due to the effect of extremely high and low values, Table 5.5 provides a summary of average assessed and

Chapter 2 [2] City of Petoskey 2014 Annual Budget.

[3] Residentially-assessed properties include multiple-family dwellings up to four units; larger apartment buildings are assessed as commercial properties.

taxable values in the City. The City core and Bay Harbor parcels were then averaged separately to lessen the effect of the Bay Harbor values. Approximately one quarter of the City's territory is tax exempt.

Table 5.5
Residential Parcel Values 2014

	City-wide	City Core (2282 parcels)	Bay Harbor (1050 parcels)
Average Assessed	$120,310	$75,493	$217,712
Average Taxable	$105,491	$66,508	$190,213
Estimated Average Market Value*	$240,620	$150,987	$435,424

Source: City of Petoskey 2014 Assessment Roll
*Market Value approximated at twice the assessed value.

According to the ACS 5-year survey estimate, 65 percent of owner-occupied homes are mortgaged, with a median monthly mortgage payment of $1,452, a significant increase over 2000 ($965). The generally accepted definition of affordability is for a household to pay no more than 30 percent of its annual income on housing. Using this standard, City homeowners continue to fare well; 71 percent of homeowners spend less than 30 percent of their income on home ownership costs (compared to 75% in 2000), while renters are more likely to spend a higher percent of income on housing costs (48% of renters spend 30% or more on housing costs).

Housing Demand and Supply

As previously noted, single family detached is the most common housing type in the community and many of the older single family structures have been converted to rentals for one or more units. Within the City, there are relatively few multiple family complexes, but there have been more constructed in the adjoining townships. The majority of new housing developments have been high-end condominiums, many tailoring to the partial year residents. This market for retirees/empty nesters is filling a need driven by demographic changes, however, at the opposite end of the spectrum, the area service workers are needing to live further and further from the City to find affordable housing.



Harbor Village

Table 5.6 illustrates the larger multiple family developments in and near the City; those with income subsidies or age restrictions are noted.

Funding for development of multiple housing in communities of population 20,000 or less is available through the USDA Rural Development loan and loan guarantee programs. Rural Development also offers rent subsidies, loans and grants to low income families and farm workers in rural areas, as well as loans and loan guarantees for single home purchases as well as grants and loans for home repairs. Since the recession and foreclosure crisis in 2008, the State of Michigan, through the Michigan State Housing Development Authority (MSHDA), developed several programs to help homeowners stay

out of foreclosure, along with other types of financial assistance. Locally, the City has worked with the Northwest Michigan Community Action Agency (NMCAA), to provide funding for owner-occupied home improvements. Census estimates of the number of families and individuals that have incomes that place them below the poverty level indicate that 9.1% of families and 14.7% of all persons fell below this level, while the county was at 7.2% and 10.9%, respectively.[4]

Table 5.6
Apartment Complexes in the Petoskey Area

NAME	NUMBER 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

*Within the City of Petoskey

Community Input

Through the design charrette process, a list of 13 design principles were developed. The stabilization, revitalization and strengthening of existing neighborhoods was one of those principles, in addition to incorporating high-quality pedestrian environments in all developments and providing a range of housing choices – both type and price – in the community. The Charrette Report should be consulted for a full summary.

As neighborhood enhancement and revitalization was identified as a priority through the Blueprint Petoskey process, the City developed its first neighborhood-level plan in 2013 in the Emmet Street area. The Old Town Emmet Neighborhood Plan incorporated further public input into what residents and property owners of this area wanted protected, enhanced or changed. Implementation of the plan (available on the City website) will require active resident involvement in addition to private and public investment.

Housing and Neighborhoods Goals, Objectives, Strategies and Actions

The following goals, objectives, policies and programs are developed to ensure that there is an adequate supply of housing and the desired mix of housing types to meet projected demands. The policies and programs are further intended to stabilize, enhance and protect existing neighborhoods.

Chapter 3 [4] 2008-2012 American Community Survey

Housing and Neighborhoods Goals and Objectives

- Maintain and preserve high quality, safe residential neighborhoods;
- Ensure a range of housing types and price levels to address the demands of various age groups, household types and income levels;
- Ensure any infill development or redevelopment is compatible with and enhances existing residential areas;
- Continue to improve and expand the pedestrian amenities of the City; and
- Maintain and enhance neighborhood tree canopies and streetscapes.

Strategies and Actions

1. 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;
2. Revise the East Mitchell National Historic Register District to incorporate boundary corrections;
3. Update the zoning ordinance to reflect the existing development patterns and to ensure that building additions, infill development and use changes enhance the historic integrity of surrounding neighborhoods through superior architectural quality, sufficient landscaping, pedestrian amenities and buffering for any residential development;
4. Develop a housing plan that addresses the needs of the service industry including part-year employees, young families and the elderly;
5. 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;
6. Continue to utilize the International Property Maintenance Code to improve properties and eliminate blight;
7. Develop landlord resources such as tenant screening assistance, revolving loan fund for building improvements, and management assistance;
8. Develop a program for residents who wish to establish neighborhood associations;
9. Allow the use of existing houses for home-based businesses that don't negatively impact predominantly residential areas;
10. Continue to work with MDOT to improve pedestrian amenities along US-31 and 131;
11. Continue to implement and update the City Sidewalk Plan and expand it to a Non-motorized facilities plan (including on-street bike routes);
12. Work with organizations such as the Northern Homes Community Development Corporation and the Northwest Michigan Community Action Agency to develop affordable housing ownership options within the City;
13. Consider allowing the creation of accessory residential units for owner-occupied dwellings in all residential districts;
14. Fund street tree replacement at an accelerated rate to enhance the tree canopy of neighborhoods;
15. 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;

16. Encourage the addition of upper story residential units to single-use commercial areas such as Bay Mall and Crestview Commons;
17. Create preservation guidelines for residential structures, similar to the Downtown Design Guidelines, to encourage proper renovation of significant architectural character;
18. Continue to work with housing agencies to provide incentives for homeowner renovations;
19. Explore the use of ordinances that allow clustered housing units to create affordable housing options; and
20. Work with the Emmet County Land Bank Authority on acquisition of strategic properties for affordable and market rate housing that will help stabilize neighborhoods.
21. Implement the Old Town Emmet Neighborhood Plan and create additional neighborhood-level plans.

Chapter 6
ECONOMIC DEVELOPMENT

Many factors contribute to the economic development of a community, many of which extend far beyond the community's boundaries. In order to address economic development on a regional level, this element includes information on the extended, regional community in addition to the specific data on the City of Petoskey.

Labor Force Analysis

The residents of Petoskey are well educated with 38.2% of the population receiving degrees at or higher than the bachelor's level according to the 2008-2012 American Community Survey 5-year estimates, compared with 25.5% state wide. Given recent economic research completed on the global economy of the future, this is an important asset the City of Petoskey holds over other areas of the state.[1]

Table 6.1
Educational Attainment (25+ years)

Attainment Level	City of Petoskey (% of population) 2000	State of Michigan (% of population) 2000	City of Petoskey (% of population) 2008-2012 estimate*
Less than 9th grade	3.9	4.7	1.8
9-12 grade, no diploma	8.9	11.9	3.9
High School Diploma	26.4	31.3	24.5
Some College, No Degree	19.4	23.3	22.2
Associate Degree	10.3	7.0	9.5
Bachelor's Degree	18.3	13.7	24.1
Graduate or Professional Degree	12.7	8.1	14.1

Source: 2000 Census and 2008-2012 American Community Survey 5-Year Estimates; Margin of Error ranging from +/-1% to +/-5.3%
**Full data not provided at state level for the 2008-2012 estimates*

The Public Schools of Petoskey score above State averages on the Michigan Educational Assessment Program (MEAP) tests in all core areas and in 2012-2013 exceeded the state average by 12%. Average scores on the ACT are slightly higher than the State (21.5 vs. 20) and Petoskey High School had three National Merit Scholars.[2]

The Public Schools of Petoskey had an enrollment of 2,929 in the 2012-2013 school year, with an 18 students per teacher ratio district-wide. Per student foundation revenue was $6,966 with 68.8% of the general fund used for instruction. The district attendance rate was above 90% for all schools and the high school dropout rate was 5.65%. 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 (2012-2013) received college

[1] See research completed by Charles Ballard in "Michigan's Economic Future", Thomas Friedman's "The Earth is Flat", and Richard Florida's "Rise of the Creative Class".
[2] Public Schools of Petoskey Annual Report 2012-2013.

credit. Petoskey's ACT composite score was 21.5, compared to the State at 20 and the Nation at 19.5. Approximately 184 high school juniors and seniors take part in dual enrollment opportunities with colleges and universities or at North Central Michigan College.[3] In addition to the public schools, there are several private schools throughout the County including St. Francis Xavier, Harbor Light Christian, Montessori, and Concord Academy.

The presence of the North Central Michigan College (North Central) in the City is another economic development asset. North Central is an accredited community college that offers academic, economic and cultural opportunities. The school offers classes that may lead to certification, an associate's, a bachelor's or an advanced degree from the University Center. Through North Central's unique University Center relationship with six universities (Central Michigan, Ferris State, Lake Superior State, Lawrence Technological, Michigan State and Spring Arbor), bachelor and masters programs from these schools are available through classes and resources here in Petoskey.

North Central's enrollment reached 2,757 students during the Fall 2012 semester and 2,739 students during the Winter 2013 semester that ended in May. The enrollment numbers were down slightly from the previous year. Approximately 36 percent of North Central's students attend full-time. Online courses were taken by 857 students; 124 students enrolled in hybrid courses, which encompass both online and classroom instruction. The College is a cost effective resource for retraining workers. In addition to traditional resources, students and local companies have access to training in Computer Numerical Control (CNC) machine tool operating and programming through North Central's Mobile Digital CNC Training Lab.

Employers/ Employment Levels

According to the 2008-2012 American Community Survey 5-Year Estimates, the City had 3,203 persons, or 66.9% of its population in the labor force.[4] Seventy-five percent (75%) of families with children between 6 and 17 years of age have all parents in the labor force.

Table 6.2
Occupation and Labor Force (Population 16 and over)

Occupation	Number	Percent
Management, business, science, arts occupations	1,215	42.6
Service	618	21.7
Sales and Office	754	26.5
Natural resources, construction, and maintenance	106	3.7
Production, transportation, and material moving.	157	5.5

[3] Lynn Slanec, Public Schools of Petoskey, March, 2014

[4] *Defined as the population either employed or available for work, including those in the military, employed, unemployed or actively seeking employment.*

Table 6.3
Class of Worker

Class of Worker	Number	Percent
Private Wage and Salary	2,258	79.2%
Government	350	12.3%
Self-employed in Own Un-Incorporated Business	242	8.5%
Unpaid Family Workers	0	0.0%

Source for 6.2 and 6.3: 2008-2012 American Community Survey 5-Year Estimates

The United States Department of Labor, Bureau of Labor Statistics tracks employment rates at the county level. Table 6.4 illustrates the change in unemployment at the county and state level from 2005 to 2014. As the table indicates, both the county and state's labor force is decreasing, with continued high unemployment rates following the recession. Emmet County has a higher unemployment rate than the region as a whole and has the second highest rate among the ten-county region.

Table 6.4
County and State Employment Rates

	Emmet County Labor Force	County Percent of Labor Force Unemployed	State of Michigan Labor Force	State Percent of Labor Force Unemployed
2005	20,352	7.6%	5,097,457	6.7%
2014	18,524	12.5%	4,730,000	8%

Source: U.S. Department of Labor, Bureau of Labor Statistics, 2006; March 2014

The mean travel time for those in the workforce is 15.3 minutes and means of transportation for most workers is driving alone (64.9%), however 9 percent indicated they carpooled and 15.4 percent walked to their place of employment, an increase over the 2000 Census numbers. Increasing energy costs may lead to more carpooling or requests for public transportation.

Economic Base Analysis

The Petoskey Region has a diverse employer base, including recreation and service sector through several facilities including Nub's Nob, Boyne Highlands and Boyne Mountain and Bay Harbor, manufacturing, health care, public education, and retail. Unfortunately, the area has also experienced several recent plant closings including Continental Structural Plastics, Northern Die Cast and Up North Industries, which means fewer well-paying manufacturing jobs.

The predominant economic sectors in which City residents are employed are education, health and social services (29.3%), retail trade (10.9%) and arts, entertainment, recreation, accommodation and food services (18.4%). According to the Petoskey Regional Chamber of Commerce, the Petoskey area's largest employers (alphabetically) are Bay Harbor Co., Bay Bluffs Medical Care Facility, Circuit Controls Corporation, Home Depot USA, Inc., Little Traverse Bay Bands (LTBB) Gaming Administration, Inc. (Odawa Casino), Lowes Home Centers, Inc., McLaren Northern Michigan, Moeller Aerospace Technology, and Wal-Mart Stores, Inc.

The hospital is an extremely important economic asset and holds the potential for further economic development in the medical arena. The 202 bed regional referral center serves 24 counties in northern Lower Michigan and the eastern Upper Peninsula and has approximately 1,700 employees. The medical staff includes over 160 physicians from nearly all medical and surgery specialties- cardiology, neurosciences, oncology, orthopedics, maternal and child health, mental health, plastic and reconstructive surgery, renal dialysis, and surgical services among others. As McLaren Northern Michigan is the regional leader for heart and vascular disease, as well as cancer treatment, strategies should be taken to continue focus on the healthcare industry as one that will continue to be critical to the area's economic future.



A survey completed by the Petoskey Area Chamber of Commerce Healthy Economy Action Team in 2006 provided input from 133 area businesses; fourteen percent of which had home-based businesses. As Table 6.5 illustrates, availability of a qualified workforce over the next five years is indicated as the top concern of the businesses, as nearly 92% of respondents plan to sustain or increase their employee numbers over this time. The Chamber tried to repeat the survey in 2013 but received insufficient responses for comparison.

Table 6.5
Chamber of Commerce Healthy Economy Action Team Survey Results

Over the next five years, the issues that I expect will pose the greatest challenges to my business will include: (respondents could choose more than one answer)	
Utility Services (i.e. gas, electric, water, etc.)	8%
Technology Services (i.e. broadband, telephone, wireless, etc.)	29%
Real Estate Issues (availability of land, cost of property, zoning, etc.)	33%
Taxes	46%
Availability of a Qualified Workforce	52%
Workforce Performance	29%
Tourism Activity	25%
Marketing and Advertising my Business	29%

In the next five years, the number of employees in your business will likely:	
Increase Significantly	4%
Increase	42%
Stay the Same	50%
Decrease	3%
Decrease Significantly	2%

Downtown/ Retail Areas

Downtown Petoskey is a vital part of the regional economy and has unique needs and issues to maintain its vibrancy. The City updated the 2007 Downtown Blueprint, as many of the recommended actions had been taken, into the 2012 Downtown Strategic Plan. The biggest issue facing downtown continues to be the redevelopment of the 200 block of East Lake Street (former Petoskey Pointe). With a new owner there is renewed hope for a development that will complement downtown, while hopefully also provide an opportunity for structured parking. Other strategies included in the plan are continued business retention, downtown marketing and promotions, and development of upper story residential units. There will continue to be ideas on how to keep downtown relevant as it has been said that a downtown revitalization is never complete.



Downtown Petoskey

The Downtown Strategic Plan will be implemented by downtown businesses and property owners, the Downtown Development Authority/ Downtown Management Board and its committees, and City staff.

Industrial Sites

With industry state-wide and regionally being scaled back, there are existing industrial facilities and sites available, but given location and transportation systems, the types of businesses that will likely be drawn to the region aren't compatible with existing facilities. The current industrial area along the Bear River, while in close proximity to rail, will need to be reexamined for its role in the economy's future. Continued cleanup and redevelopment of existing sites will be the only community option for future businesses.



Michigan Maple Block, Standish Avenue

Brownfield Redevelopment

The City has been successful in assisting with the cleanup and redevelopment of several brownfield sites including the Petoskey Manufacturing Company, Petrolane and Petoskey Ford sites. In addition, the City's Sheridan Street garage has gone through cleanup and the former City landfill capped. Funding sources from the Michigan Department of Environmental Quality (MDEQ) and the U.S. Environmental Protection Agency have been utilized to accomplish these cleanups. As previously discussed, there are several industrial sites along the Bear River that will likely have environmental issues to address in conjunction with redevelopment including the Continental Structural Products property and an additional Petoskey Manufacturing Company site on Buckley Avenue.

Infrastructure

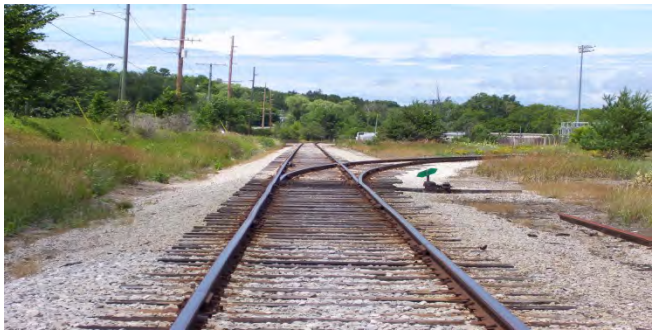
Road Network

The City is served by US-31 and US-131, which provides linkages from the north and south, as well as connections to the interstate system.

Rail Network

Historically, the City has a vast rail system. Much of this infrastructure has been discontinued or converted into recreational use. However, rail infrastructure does remain in the City both for passenger and freight service. The railway was

recently purchased by Federated Railways, Inc., which has plans to upgrade the lines from Ann Arbor to promote passenger rail.



Clarion Road Rail Spur, constructed in 1991

The Clarion Road spur was added in 1991 to improve freight access for industrial users. Currently, only Petoskey Plastics utilizes rail freight for its resin delivery, however, the availability of freight service, limited to south of Fulton Street, could be important to any potential future industrial users.

Air Transportation

The City is served by Pellston Regional Airport and the Harbor Springs Municipal Airport, both of which are critical pieces of the economic development infrastructure. Pellston is served by Northwest Airlink, a commercial provider offering flights to Detroit several times daily, and is utilized by Federal Express and UPS for freight services. The airport had 11,642 general aviation arrivals and departures and 3,005 commercial arrivals and departures in 2005.

The Harbor Springs Municipal Airport, located west of the City on M-119, is owned by the City of Harbor Springs and managed by the Harbor-Petoskey Area Airport Authority, with representatives of the cities of Harbor Springs and Petoskey, and the townships of Bear Creek, Little Traverse, Pleasantview and West Traverse. The airport not only provides passenger service, but is an important asset to McLaren Northern Michigan for emergency transport and organ delivery.

Water Transportation

Historically, the areas lakes and rivers were integral to the manufacturing and tourist economies. Today, water transportation is primarily for recreational purposes, with area marinas providing the needed infrastructure. The recently upgraded marina now has 144 slips for seasonal and transient boaters. A certified Clean Marina, the facility continues to experience great demand.

Communications

In today's economic times, the availability of Broadband services is an increasingly important infrastructure to offer both residents and business. Broad-band connectivity offers businesses opportunities such as real-time commerce, on-line training, remote access to information, and better customer support. For many businesses, the cost of broadband services is easily offset by improved efficiencies and expanded opportunities.

Currently, this infrastructure is available by private carriers such as Charter and AT&T, but access in the rural area needs improvement to enhance the region's economic potential. The Northern Lakes Economic Alliance continues to work with communities and agencies to improve and expand the area's telecommunications infrastructure so that high-speed Internet access (Broadband) and other advanced telecommunication services are available to the northern Michigan region.

Public Utilities
The City is served by municipal water, sewer and electric services. The water system continues to be upgraded with a recent acquisition of an additional well east of the City.

Child Care
Given the trend to two-income families, child care is an increasingly critical community economic development service or infrastructure. Within the Petoskey Zip Code, there are 29 state registered day care facilities, down from 47 in 2008. Ensuring that this "soft" infrastructure is readily available will continue to be an important economic development issue.

Business and Industry Development
As a regional issue, economic development requires a coordinated, regional effort at business retention, expansion and recruitment. Several area agencies have missions that include business and labor force assistance.



North Central Michigan College

Offering degrees that relate directly to many northern Michigan businesses, including health care, the College has also established the Institute for Business and Industry Training (IBIT) to offer specialized training to area businesses to prepare dislocated workers for new jobs as well as to retrain existing employees. Training is provided in the areas of project management, word processing, electrical wiring and troubleshooting, programmable logic controllers, blueprint reading, computer skills, robotics and employee supervision. The College facilities also provide recreational opportunities for the larger community.

Service Corps of Retired Executives
The Service Corps of Retired Executives (S.C.O.R.E.) is a non-profit, volunteer organization dedicated to informing and educating businesses for growth and success. They provide free consultation to meet the needs and objectives of their clients. Workshops may also be utilized by both new and existing businesses, to transform dreams into reality. Both working and retired professionals volunteer their time to assist new and existing businesses with accounting, finance, marketing, and management, in order to create an organized business plan.

Petoskey Regional Chamber of Commerce
The voice of the business community, the Chamber of Commerce is focused on ensuring a climate where businesses can thrive. The Chamber's Mission is to help businesses in the Petoskey region succeed while protecting our community's quality of life and fostering responsible growth. The Chamber provides advocacy for its 780 members and the larger community on pending legislative issues, information on pending infrastructure projects, government relations as well as implements programs and social events. Offerings such as "Chamber University" provide educational programs intended to increase business profitability. Topics such as workforce training and human resource issues, marketing and promotions, customer service, and market changes are covered. Leadership and mentoring programs are offered to foster the growth of community leaders through advice, encouragement, and experiential learning. Volunteer opportunities, as well as special networking events, are used to build relationships between local business owners, professionals, and the community.

Staffing the Downtown Management Board, the Chamber is also critically involved in ensuring Downtown Petoskey remains the regional service, retail and social center of the community.

Northern Lakes Economic Alliance
The Northern Lakes Economic Alliance (NLEA) serves as a resource center for local companies by providing information or referrals on business-related matters. The NLEA, which serves a four-county region, provides long-term business assistance services to companies that are starting up, expanding, or relocating to the Northern Michigan region. In addition to helping private businesses, farmers, and entrepreneurs, the NLEA takes part in community development, working with communities across the county to identify projects that will have a positive economic impact to that community. These projects help businesses locate to an area and possibly expand in order to increase their market potential. Examples of projects that the NLEA helps to facilitate include improvements to roads, water, sewer, natural gas, electric, and telecommunications.

In addition to packaging and writing grant applications, grant administrative services are provided. This includes conducting environmental reviews, holding public hearings, creating community development plans, monitoring for state and federal compliance, processing payment requests, and coordinating activities with the grantor, grantee, client, business, contractors, and project engineers.

Charlevoix-Emmet Intermediate School District (Char-Em ISD)
The ISD serves 11,450 students throughout eleven public school districts, six private schools, and three public academies in Charlevoix and Emmet Counties. The ISD offers an array of alternative programs and services to accommodate diverse student needs, including career and technical education, a technology consultant, business services,

enrichment programs, teacher consultant services, special education, and early childhood education. Specific to economic development, the career and technical education services offer academic preparation, work site experience, career counseling and partnerships between business and education. The ISD prepares students to enter the workforce through the use of career days, development of vocational education programs, job development, placement and job coaching, as well as job shadowing and mentoring.

Northwest Michigan WORKS!
Northwest Michigan Works (NMW) provides services in Emmet County to help both job seekers and employers match their needs through a wide array of programs and incentives, including self-serve resource rooms, adult and youth training programs and workshops, readjustment services and welfare reform programs. In addition to the programs and workshops, NMW offers career advisors that will assess job interests, skills, and career planning as well as state-wide jobs information and resume posting options. NMW also provides financial assistance to those wishing to further their education.

State Economic Development Programs
The State of Michigan Economic Development Corporation (MEDC) and Michigan State Housing Development Authority (MSHDA) are the two state agencies primarily charged with promoting state economic development objectives. MEDC is a corporation formed by state government that is responsible for delivering economic development services statewide, including grants, loans, technical assistance, business development tools, community assistance programs, training, speakers and promotional materials.

MSHDA is the agency to administer Community Development Block Grants from the U.S. Department of Housing and Urban Development (HUD), as well as other funding sources developed by the federal government as a result of the housing crisis of 2008 and its aftermath (Federal Stimulus). Programs administered by MSHDA include housing related activities and community development including downtown revitalization. In 2012, MSDA invested $159,313,050 in communities for single and multiple family loans, credit certificate programs and property improvement programs.[5]

In addition, the Michigan State University Extension (MSUE) works with the Northern Lakes Economic Alliance in our region to provide resources from the land grant college such as technology transfer, tourism development, training for community and economic development, technical support, overall economic development plans, community cash flow analysis, financial support, and community economic analysis tools.

Economic Development Goals and Objectives

- Maintain and enhance Downtown Petoskey as the regional economic and cultural center of the community;
- Promote economic development that protects, enhances, and keeps relevant the community's natural, historic, social and cultural resources;
- Train and maintain a skilled workforce that can adapt and succeed in changing economic times;
- Develop infrastructure that will support technologically advanced companies;

[5] MSHDA 2012 Annual Report

- Promote and support the area's hospitality industry;
- Maintain the City as a second home and resort destination;
- Ensure that the City continues to attract and support a wide range of residents including families, retirees and young adults;
- Support education and lifelong learning;
- Ensure adequate transportation infrastructure to support regional economic development and industry retention;
- Ensure that existing industry has sufficient area to expand in place; and
- Retain existing business and industry whenever possible.

Strategies and Actions

1. Implement the 2012 Downtown Strategic Plan;
2. Revise the zoning ordinance to allow home-based businesses that are not detrimental to neighborhoods;
3. Revisit zoning ordinance regulations on day-care facilities;
4. Work with area local governments to develop community-wide broadband communications;
5. Work with the Chamber of Commerce to support further development and growth of small, entrepreneurial businesses and retention/attraction of young professionals;
6. Work with McLaren Northern Michigan and Northern Lakes Economic Alliance to promote medical-related business opportunities;
7. Work with the Crooked Tree Arts Council and area arts groups to grow the arts community into a larger tourist draw (e.g., Stratford, Ontario's focus on theater);
8. Work with Northern Lakes Economic Alliance on business and industry retention efforts;
9. Develop Winter City events to increase activity for the tourist economy.
10. Create redevelopment concept plans and feasibility studies for former industrial sites that will enhance neighborhoods with a mix of housing, and business incubator spaces;
11. Complete a Housing Plan to ensure there is sufficient workforce housing to maintain the service economy;
12. Continue to upgrade infrastructure and streetscapes of neighborhood commercial areas while protecting the predominantly residential character;
13. Work with educational institutions to ensure quality local education and life-long learning opportunities;
14. Construct roadway projects that will improve access to the North Central Michigan College and McLaren Northern Michigan;
15. Continue to develop a multi-modal transportation system including improvements to roads, trails, sidewalks and rail infrastructure that will support and enhance economic development;
16. Continue to work with the Harbor Springs Airport Authority and Pellston Regional Airport to ensure access to area for business and visitors; and
17. Improve understanding of the role of public transportation for economic development purposes.

Chapter 7
LAND USE AND ZONING PLAN

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. 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 over 75 percent of its land area in residential uses, including parklands and quasi-public uses such as schools, churches and McLaren Northern Michigan. Residential land uses are divided into single family and multiple-family, which includes any structure with 2 or more units. Approximately 20 percent of the land area is commercial, and 3 to 4 percent industrial. However, much of the land classified industrial is currently vacant or underutilized. The existing land uses are illustrated in Figure 7.1.

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. The East Mitchell National Register Historic District is a residential neighborhood that provides important architectural resources to the City, helping to define the community character. Architectural styles include Victorian, Queen Anne, Shingle Style, Colonial Revival, Radford-type, Bungalow, and "period" designs, dating from the later nineteenth-century through the period between the wars.

Other historic residential neighborhoods (e.g., the Emmet Street and Rosedale neighborhoods) also have architectural and site characteristics that should be protected, complemented and enhanced by any infill construction. Historically platted lot sizes were generally 45 feet by 150 feet (6,750 square feet), while newer platted lots are wider (often 66-100+ feet) to accommodate ranch-style attached garages. The need to accommodate attached or sizeable detached garages in the older neighborhoods is an important consideration to maintain attractiveness to homeowners in today's frequent two-plus car households.

Continued demographic changes such as the aging population will benefit from the residential mix in the City's neighborhoods. Allowing residents to "age in place", where there is an availability of different housing types in the same neighborhood so that people don't have to relocate as they get older, 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 as well as young adults returning to live with parents for economic reasons should be encouraged. As protection of existing residential structures is important to maintain neighborhood integrity, allowance of home-based businesses that are compatible with the residential character should also be allowed.



Residence within the East Mitchell Historic District



Residence Ward 4

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 should be encouraged in neighborhoods with close proximity to commercial areas in order to decrease the need for automobile dependence as well as to help support neighborhood commercial areas.



Riverview Terrace



Harbor Watch

Most residential areas are within a five-minute walk of a park or public open space, however, some physical barriers such as US-31 make access more difficult. The availability of high quality recreation areas has been identified as critical to quality of life for Petoskey residents.

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 US-31 and US-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 has created new challenges to the downtown, but it continues to be valued as the historic, cultural and economic center of the community. The Downtown Petoskey 2013-2017 Strategic Plan (and the preceding Downtown Blueprint) acknowledges the changes in the competitive market place and identifies strategies to build upon the downtown's existing strengths in order to keep downtown a vital center. The recommended strategies in the downtown plan are incorporated into this document by reference.



Downtown Petoskey

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 Corner Grocer

It is important that these areas maintain their compatibility with the predominantly residential neighborhoods through appropriate buffering and landscaping.

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. Continued commercial development in Bear Creek Township to the south has resulted in major tenant changes, eliminating two grocery stores. The former Oleson's Plaza has been successfully redeveloped into the Kilwin's Candy Kitchen, while the former Glen's Grocery was converted to a hobby store. It is likely that refurbishing or redevelopment of these plazas will continue, and it is recommended that any redevelopment incorporate improved pedestrian accessibility and an increased mix of uses to include residential.

Along the two major entry corridors there is a mix of commercial from the hotel/resort economy oriented area of Spring Street to the more regional businesses such as automobile dealerships and furniture stores along Charlevoix Avenue. Future infill or redevelopment of these areas will likely remain in regional commercial uses, however, increasing the mix of uses to include residential and improving corridor appearance and non-motorized accessibility will be a priority. West Mitchell Street is a unique area as the connector between McLaren Northern Michigan and downtown and is in close proximity to residential neighborhoods. For these reasons, this area was identified as one of the redevelopment concept sites through the design charrette detailed below.



Oleson's Plaza

Industrial

The industrial area of the City runs along the Bear River which historically had a significant role in industry. Generally defined as the area around Standish, Buckley and Clarion Avenues, there are only a few remaining manufacturing operations, with many storage and light industrial uses.

Looking to the future, it is unlikely that industry will locate in the City in any significant manner. The reasons for this are primarily location and access to markets, however, the lack of available large tracts of land for industrial uses is another reason. While considered several years ago, the development of a City industrial park is unlikely. However, light industry and smaller-scale startup manufacturing may be appropriate in some of the currently vacant buildings and land due to the availability of rail service. Every effort should be made to retain existing businesses by working to ensure they have the ability to expand in place. However, there is currently a larger area than

needed zoned for heavy industrial uses which should be reclassified into a mixed-use area that allows light industry, commercial and residential development to take advantage of access to the Bear River Valley.

Parks, Open Space and Public Lands
As previously noted, the City has an abundance of public lands used for parks, recreation, public facilities and open space which is highly valued by residents. The 2013-2017 Parks and Recreation Plan provides a detailed description of these facilities and future plans for these areas and is incorporated by reference into this plan.

A growing interest in urban agriculture is a land use issue that has received mixed support in the City. While having livestock in all residential areas may not be desired, there may be areas which would not create conflicts with adjoining properties. As a measure to improve health and decrease use of fossil fuels, allowing limited urban agriculture is something worth exploring further.

As the City is fully built out, redevelopment or additional jurisdictional transfers are the only potential for growth. Therefore, focusing on desired building form in addition to future land uses for possible redevelopment areas is of critical importance. During the Blueprint Petoskey Design Charrette process, three potential redevelopment sites were selected to illustrate participants' preferred design principles on potential redevelopment sites. The three sites included a potential downtown infill site (Michigan Street lots), a vacant former industrial site adjacent to a residential neighborhood (Hankey Lumber, now Grulers), and a principal arterial corridor (West Mitchell Street).

Both site-specific redevelopment concepts incorporated a mix of uses and site details that complemented existing conditions. The Michigan Street site included ground floor retail and upper floor residential and office spaces in buildings of scale and architectural design similar to existing downtown buildings. The Hankey Lumber site, within the Emmet Street Neighborhood, incorporated primarily residential uses with some smaller office and live-work uses consistent with a predominantly residential neighborhood.



Both the Michigan and Hankey concepts incorporated additional green space into the sites because enhancing community recreational amenities was identified as a needed element of redevelopment.



The West Mitchell Street concept illustrates improvements to the corridor connecting the McLaren Northern Michigan campus to the historic downtown that includes traffic calming measures such as streetscape landscaping, islands and smaller building setbacks that also serve to improve the pedestrian environment of this important

corridor. The measures are meant to achieve the community desires for walkability and improved access control to West Mitchell Street (US-31).



ZONING PLAN

With the exception of a few potential redevelopment areas, the City land use mix will likely not change to a great extent. Therefore, the City will be adopting a zoning ordinance that regulates use and form of redevelopment to ensure that it is complementary and compatible with existing uses. The City has historically had a mix of land uses in each neighborhood, which was allowed through its pyramidal zoning structure. The current community focus on walkability will continue to promote a mix of uses, however, the form of development will be more closely regulated through the zoning ordinance to enhance adjacent areas.

Through the Blueprint Petoskey Design Charrette process, the community has begun to identify what it values in the physical form of the community, that is, what makes Petoskey unique. Moving from this planning document into the zoning ordinance, more documentation on specific neighborhood characteristics worth protecting or problems that need addressing will be collected and assessed. Within each land use category on the Future Land Use Map, such as mixed residential, there will likely be multiple neighborhood-specific regulation zones. How regulations can be crafted to encourage new development that enhances existing neighborhoods will be the driving principle behind the new ordinance. As noted on the Future Land Use map, the new 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 nine (9) land use categories that are illustrated on Figure 7.2: parks and open space, single family residential, multiple family residential, mixed residential, neighborhood mixed use, corridor mixed use, urban core mixed use, public/quasi-public and industrial.

The single family land use category covers those neighborhoods of the City that were developed as single family neighborhoods and have maintained this as the dominant land use with very little conversion of structures for more than one living unit. These areas may be considered for accessory living units and home-based business, however, the predominant character will be of single-family detached neighborhoods. Through the development of the zoning ordinance, more detail will be given to individual neighborhoods based on unique characteristics.

Parks and open space are areas open to the public for recreation and enjoyment of natural areas.

Public/Quasi-Public includes land and facilities owned and operated by government or not-for-profit organizations.

Multiple Family areas are those sites developed for large-scale, multi-unit residential buildings such as apartment or condominium complexes without a mix of other residential structures.

Mixed residential areas are neighborhoods that have a mix of single-family detached structures, homes converted into multiple units and smaller scale multiple-unit residential buildings. The mixed residential areas are in proximity to the larger employment centers such as the hospital and downtown and provide a range of housing types for different ages and incomes. These areas may also be considered for urban agriculture, such as the creation of the community gardens on Sheridan Street. Through the development of the zoning ordinance, more detail will be given to individual neighborhoods based on unique characteristics.

The Corridor Mixed-Use category is the land use along Spring Street (US 131) and Charlevoix Avenue. These areas provide a mix of regional and resort commercial businesses as well as residential development in multiple family and mixed-use buildings. While the areas are sidewalk-accessible, the businesses are predominantly automobile-oriented and larger scale due to their regional nature than in the neighborhood mixed-use or urban core mixed-use areas.

The Neighborhood Mixed-Use areas are older commercial districts or industrial areas, such as those identified in the Design Charrette, that abut residential neighborhoods and could face redevelopment in a near to medium range time period. A mix of uses that complements adjacent neighborhoods is allowed and improvements that promote the pedestrian orientation encouraged. Neighborhood commercial nodes that enhance residential areas are also included in this land use category. Through the zoning ordinance, more detail will be given to individual neighborhoods based on unique characteristics.

The 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 retail with offices and residential above, with parking either off-site or completely hidden from street frontages. Redevelopment will be consistent with existing structures (see Michigan Street concept).

Due to the pyramidal structure of the existing City of Petoskey Zoning Ordinance, it is difficult to equate the zoning map with existing or proposed land uses. Two examples are the existing uses in the I2 Industrial district range from single-family residential to heavy industrial and the uses in RM-2 district include parks, hospital facilities, single and multiple family dwellings. The new zoning ordinance will also allow a mix of uses, however, the number of uses in the proposed mixed-use categories will not necessarily include all the uses currently allowed and dimensional standards may change. Table 7.1 below indicates how the future land use categories relate to the current zoning districts.

Goals and Objectives

- Stabilize, revitalize and strengthen residential neighborhoods through the preservation of the unique character and quality of the City's neighborhoods and housing stock;
- Provide sufficient areas for all types of business;
- Ensure sufficient areas for existing industry to expand in place;
- Ensure that infill development and redevelopment are consistent with and complementary to the community's historic form; and
- Preserve and enhance downtown Petoskey as the historic, cultural and economic center of the community.

Strategies and Actions

1. Develop and adopt a zoning ordinance that incorporates community-wide form standards and architectural standards where needed;
2. Work with existing businesses to identify needs and expansion possibilities;
3. Continue to implement the 2013-2017 Downtown Strategic Plan;
4. Continue to upgrade community infrastructure such as utilities and streetscapes; and
5. Investigate the creation of a local historic district for all or parts of the East Mitchell National Register Historic District and other neighborhoods to ensure historic integrity of neighborhoods is maintained.

Table 7.1
FUTURE LAND USES AS THEY RELATE TO EXISTING ZONING DISTRICTS*

FUTURE LAND USE	EXISTING ZONING DISTRICTS
PARKS AND OPEN SPACE	Single Family Residential (R1, R2) Multiple Family Residential (RM2) Industrial (I2) Business Industrial (B3B) Park Reserve (PR)
SINGLE FAMILY	Single Family (R1, R2)
MULTIPLE FAMILY	Multiple Family (RM1, RM2)
MIXED RESIDENTIAL	Single Family (R2, R3) Multiple Family (RM1, RM2) Industrial (I1,I2)
NEIGHBORHOOD MIXED USE	Business (B1, B3) Office Service (OS) Mixed Use Corridor (B-2B)
CORRIDOR MIXED USE	Business (B3, B3-A, B3-B) Planned Unit Development (PUD)
URBAN CORE MIXED USE	Business and Office (B2, OS) Transitional Business District (B-2A)
PUBLIC/ QUASI PUBLIC	Single Family (R1, R2) Multiple Family (RM3) Business (B3) Industrial (I2) Park Reserve (PR)
INDUSTRIAL	Industrial (I1, I2)

*Existing district regulations including height, bulk, setbacks, and uses will all be re-evaluated through the new zoning ordinance development process.

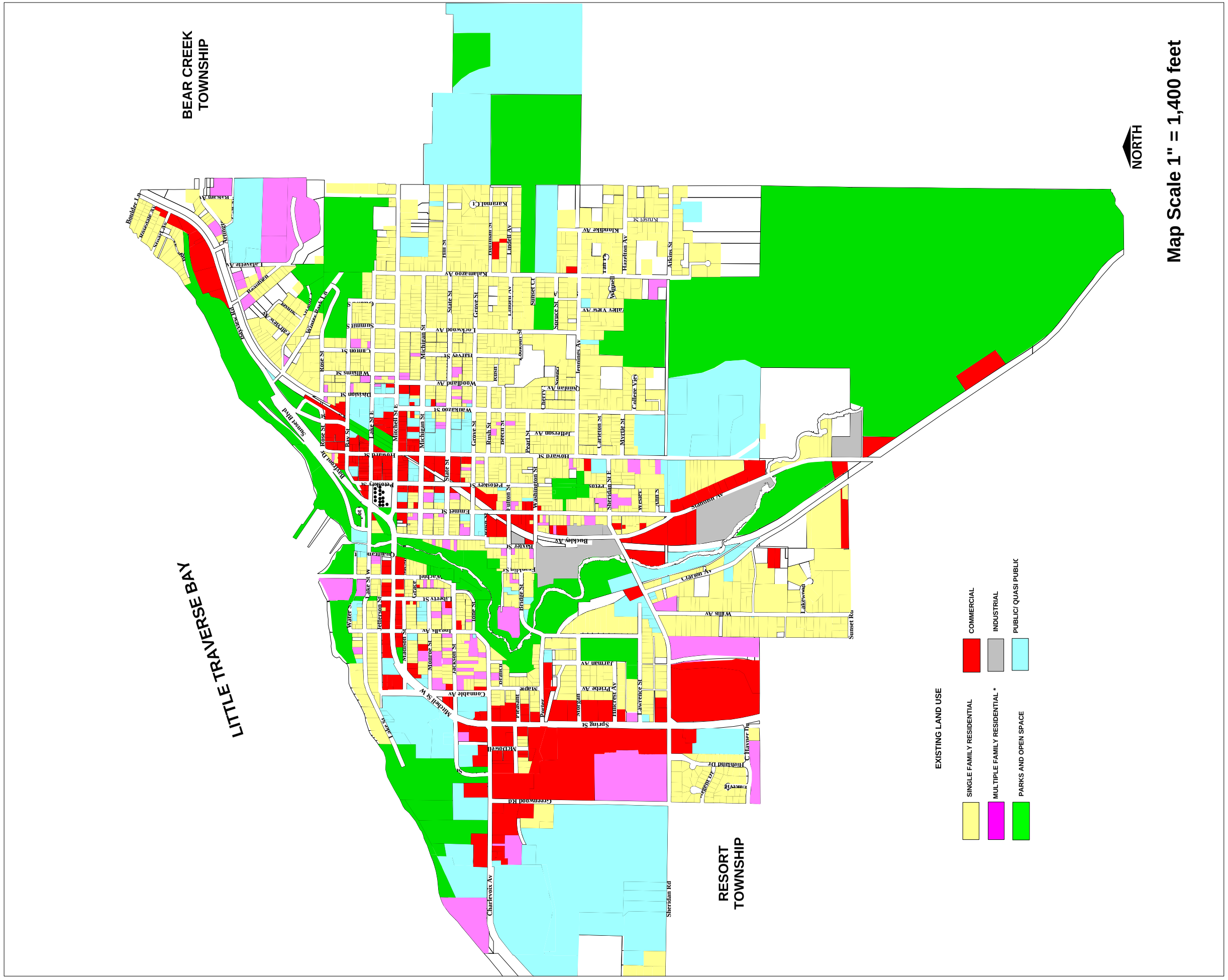


FIGURE 7.1
EXISTING LAND USE

Map created with Emmet County data by the Office of City Planner for illustrative purposes only.

1.16.2009

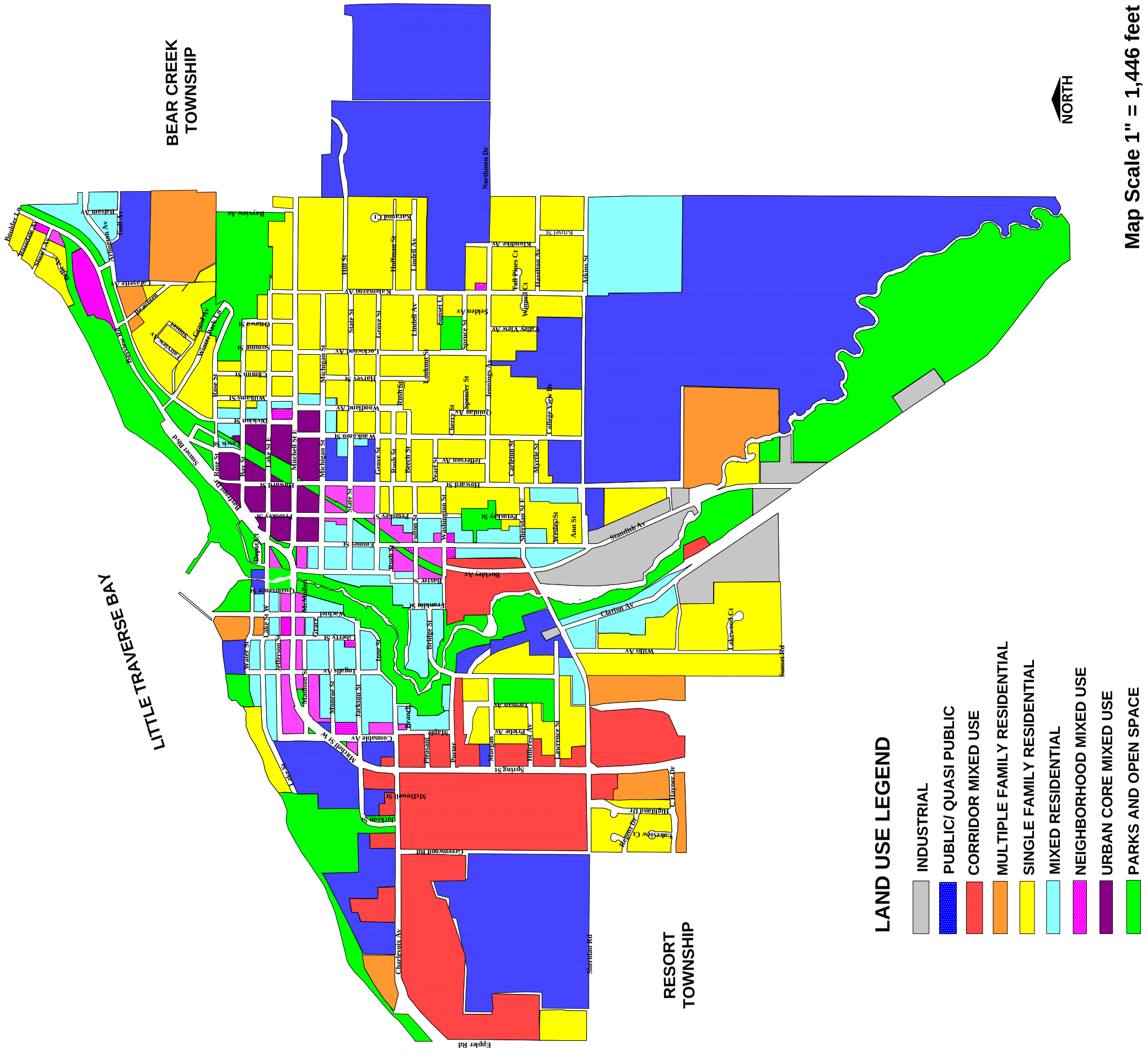


FIGURE 7.2
FUTURE LAND USE

Map created with Emmet County data by the Office of City Planner for illustrative purposes only.

1.15.2009

Chapter 8
INTERGOVERNMENTAL COOPERATION

Intergovernmental cooperation is becoming more of a necessity with decreases in state funding to local governments. While funding is certainly a pressing reason for governments to work together, the reality is that the impacts of planning and development do not end at jurisdictional boundaries. Whether the issue is traffic, storm water runoff, loss of open space, crime, water and sewer service or housing costs, impacts are felt regionally and therefore many issues are better suited to regional planning and coordination.

The City of Petoskey has maintained good working relationships with neighboring jurisdictions and has formed many cooperative partnerships and agreements for the betterment of the larger community.

Economic Development

Harbor-Petoskey Area Airport Authority

The Authority was incorporated as a Michigan Municipal Corporation in 1989 by the City of Harbor Springs, City of Petoskey, Bear Creek Township, Little Traverse Township, Pleasantview Township and West Traverse Township. Each municipality has one appointed member on the Authority Board of Directors. The Authority was created to ensure the continued viability of the airport for economic development purposes.

Northern Lakes Economic Alliance

The City contributes annually to this regional economic development organization for the assistance it provides in business recruitment and retention, grant packaging, writing and administrative services.

Emmet County Economic Development Corporation

As economic development is regionally beneficial, the City has chosen to utilize the County's Economic Development Corporation for business recruitment and incentive packaging. The Emmet County EDC also serves as the County and City's Brownfield Redevelopment Authority, which provides a financing mechanism to remediate contaminated properties.

Emmet County Brownfield Authority

The City has worked with the Emmet County Brownfield Redevelopment Authority as a funding mechanism for clean-up of environmentally distressed property. The former Petoskey Manufacturing property on West Lake Street used tax increment financing through the LBRA for cleanup and eventual redevelopment. The Emmet County Brownfield Redevelopment Authority was created January 14, 1999 by the Emmet County Board of Commissioners. The purpose of the Authority is to promote the revitalization of environmentally distressed areas in the County with the goals of spurring redevelopment of underutilized sites; reducing threats to human health and the environment; creating jobs; and encouraging spin-off development. The Emmet County Brownfield Redevelopment Authority accepts and reviews Brownfield Redevelopment Plans for qualifying properties throughout Emmet County.

Emmet County Land Bank Authority
The Emmet County Land Bank Fast Track Authority (ECLBA) was created by the Emmet County Board of Commissioners on April 7, 2009, and then formed an intergovernmental agreement with the Emmet County Treasurer and received approval by the Michigan Land Bank Fast Track Authority in May, 2009. The purpose of the Authority is to acquire, assemble, dispose of, and quiet title property to foster the development of the property and to promote economic growth and the Authority is guided by policies and procedures for property acquisition and disposition. The ECLBA has worked with the City and non-profit organizations to eliminate blight and assist in development of affordable housing.

Clarion Road Rail-Truck Transfer
The rail-truck transfer was a City, County and State cooperative project constructed in 1991 to assure continued freight rail service to the area. Additional work was completed on the facility in 2013 to better serve Petoskey Plastics, the main user of the rail spur.

Parks, Recreation, Open Space and Trails
The City has worked with the County, area townships, and the State of Michigan to protect community open space and develop trails throughout the community. The City has worked cooperatively with the Public Schools of Petoskey since 1977 on shared use of facilities, which resulted in the 1997 Educational and Recreational Facilities Master Plan for southern Emmet County, which was a joint project of North Central Michigan College, Public Schools of Petoskey, Emmet County and the City. The plan formed the groundwork for joint projects such as locating additional tennis courts at the High School-Middle School Campus, improvements to baseball fields and construction of Bates Park on College property. The Little Traverse Wheelway project began in the early 1970s, the final segment in the City was constructed in 2008, with trail completion in 2013. A 23 ¼ mile trail within two counties, funding for maintenance, amenities, and periodic reconstruction will be an on-going obligation without a current dedicated source.

The City also worked with area communities on the Open Space Taskforce to evaluate resident interest in protecting farm land and open spaces. Implementation of the taskforce report will require regional efforts at land purchases, purchase of development rights or a transfer of development rights program. One funding mechanism for implementation was recently approved by the Local Revenue Sharing Board which distributes a percentage of Odawa Tribe gaming revenues. The Board has agreed to disburse 25 percent of the available funds to the local units impacted by the casino operations (Bear Creek and Resort Townships, Emmet County and the City of Petoskey) for infrastructure and land acquisition and improvement projects.

The City's Joint Parks and Recreation Commission is made up of 7 members, five appointed by the City Council and one each from Bear Creek and Resort Townships to review recreation programs. The City provides park and recreation programs and services to area townships, in some cases through intergovernmental agreements. In 2013, the breakdown of participants in recreation programs from Bear Creek Township (28.72%), City of Petoskey (22.33%) and Resort Township (12.54%).

Intergovernmental Agreements

Bay Harbor 425 Agreement

In 1994, an agreement for the conditional transfer of government jurisdiction of former Resort Township territory to the City of Petoskey was approved. The fifty (50) year agreement conditionally transferred the Bay Harbor associated properties to the City with the City providing municipal services with the exception of planning, zoning and some parks maintenance services. The two jurisdictions share tax revenues, with the City returning a maximum of 2 1/2 mils to the Township.

Utilities

The City has franchise and service agreements to provide water service in Resort and Bear Creek Townships, a contractual agreement with the Springvale-Bear Creek Sewage Disposal Authority for the treatment of wastewater and a franchise and service agreement to provide sewer services in Resort Township.

The City is a member of the Michigan Public Power Agency (MPPA), a consortium of 13 municipal electric utilities primarily for the purpose of jointly acquiring wholesale power. The City then has franchise and service agreements to provide electric distribution in Bear Creek and Resort Townships. The City also participates in mutual aid programs with other utilities through the Michigan Municipal Electric Association (MMEA).

Recycling

In 2014, the City renewed a five-year intergovernmental agreement to participate in the Emmet County Curb-side Recycling program. The County administers the program through their Department of Public Works and bills the City based on number of households participating. The system is beneficial to all units within the county because the program is more economical with more users and the availability of the service increases recycling county wide.

Northwest Michigan Community Action Agency

The City works with the Northwest Michigan Community Action Agency for administration of grant funding for housing and neighborhood improvement programs.

Joint Planning

The US-131 Corridor plan adopted by Emmet County was a joint planning effort between Resort and Bear Creek Townships, the Little Traverse Bay Band of Odawa Indians, the County and City to develop a plan for this important southern entry into the community.

Transportation Infrastructure

As a member of the small urban group for the County, the City works with the Emmet County Road Commission and the Friendship Center to prioritize projects that receive Michigan Department of Transportation funding through the Federal Transportation Alternatives Program (TAP).

As a follow up to the Petoskey Area Transportation Study, the City works with neighboring townships, the Little Traverse Bay Bands of Odawa, and the Michigan Department of Transportation to identify and prioritize future road improvements. The City also worked with the Township of Bear Creek, Emmet County, the Emmet County Road Commission, and the Michigan Department of Transportation on an access management plan for US-31. Recommendations from the plan were then incorporated

into improvements on West Mitchell Street and will be incorporated into future work on Charlevoix Avenue.

Networks Northwest (Formerly Northwest Michigan Council of Governments)
Networks Northwest works with communities in the 10-county region as a planning resource to provide workforce development, economic development, and regional planning services. Networks Northwest is currently working on a regional prosperity planning process called, "Framework for Our Future: A Regional Prosperity Plan for Northwest Michigan" that will provide information, tools, and step-by-step action guides to help local governments obtain resources through programs looking for connections to larger, more regional goals. It is intended to help communities in Northwest Lower Michigan determine how and whether they want to voluntarily address regional issues at the local level.

Public Safety
The Charlevoix-Cheboygan-Emmet Central Dispatch Authority has been providing efficiencies in emergency response since the early 1990s.

The Department of Public Safety participates in many intergovernmental efforts including mutual aid agreements with the Emmet County Sheriff Department and the Resort-Bear Creek Fire Department. The City provides to the Townships specialty firefighting services such as aerial equipment operations, manufacturing and provision of breathing air packs, fire training, and arson investigation assistance while the Townships provide station backup and staffing assistance.

The Department of Public Safety partners with the Public Schools of Petoskey through the Teaching, Educating and Mentoring (TEAM) program. This program replaced the DARE program and is provided to students in the school district at no cost.

The City also participates with the Emmet County Sherriff's Department on a dive team for rescue and recovery, special weapons and tactics (SWAT), accident reconstruction services and provides investigating personnel to the Straights Area Narcotics Enforcement Task Force (SANE).

Public Facilities
Petoskey District Library
A District Library was established in 2009, which encompasses the area of the Petoskey City limits. In 2012, Resort and Bear Creek Townships approved four-year, 0.4 mill operating millage to supplement the 1.81 mills paid by City property owners, and are now contractual areas for the District.

Joint Building Authority
The City and County have a Joint Building Authority that provides a financing mechanism for capital improvements such as new public buildings or parking structures.

Public Schools of Petoskey
The cooperation between the School District and City has resulted in several City facilities located on school district-owned property and district facilities used for City programs.

Areas of Possible Increased Coordination/Cooperation

Joint Planning Commission

In December of 2003, the Joint Municipal Planning Act (JMPA) was enacted to provide for joint land use planning and the joint exercise of certain zoning powers and duties by local units of government through the creation of a joint planning commission. The City could therefore form a joint commission with Resort or Bear Creek Townships or both as most planning and development creates impacts across municipal boundaries that are better addressed at a larger scale for purposes of economic development, transportation, resource protection, etc.

Corridor Tax Increment Financing Authority (TIFA) for US-131 and US-31

In December of 2005, the Corridor Improvement Authority Act became effective which allows the creation of tax incremental financing districts in business corridors in addition to those already allowed for downtown areas to correct and prevent deterioration of these areas. The creation of such a district is suggested for the US-131 Corridor that would incorporate cooperation between Bear Creek Township and the City of Petoskey, but could also be considered for the Charlevoix Avenue corridor.

Regional Transportation System

While automobile traffic will remain the predominant mode of transportation into the future, roadway improvements are a costly and often unpopular solution. The lack of public transportation has been identified as a major issue by area businesses and North Central Michigan College and will become more significant with the aging population. The larger community needs to move forward on recommendations for public transportation that have been included in the Local Roads Study as well as work done by Friends Enhancing Emmet Transit (FEET), who are working toward a comprehensive transit system.

Housing Authority

The issue of housing affordability is clearly important for the entire region. As a primarily resort and tourist economy, there is a large portion of the population in the service sector for whom housing costs are causing them to move farther and farther from their places of employment, perpetuating sprawl. Therefore, while each community may want to develop programs of their own, a regional solution is truly needed.

Shared Facilities

The City shares its Curtis Avenue property with the Allied EMS for housing of ambulances.

Intergovernmental Cooperation Goals and Objectives

1. Improve efficiency of government services, equipment and facilities through coordinated planning, construction and maintenance with adjacent communities;
2. Achieve efficiency in utility provision through the coordination, construction and maintenance of infrastructure and identification of service areas;
3. Coordinate planning between local jurisdictions, the Little Traverse Bay Band of Odawa Indians, Petoskey Public Schools, North Central Michigan College, Emmet County and the State of Michigan;
4. Improve regional participation in recreation program cost allocation, open space preservation and trail development and maintenance; and
5. Work with other governmental units to preserve the “Petoskey experience”.

Strategies and Actions

- Expand the use of shared facilities and the coordination of services provided by local governments and educational institutions;
- Continue to work jointly with area communities and agencies to develop a regional multi-modal transportation system that minimizes overlap of services and includes transit, auto and non-motorized facilities;
- Continue to support regional organizations that enhance the area's quality of life;
- Expand the use of intergovernmental utility service agreements when new or existing development in one jurisdiction may be most efficiently and cost-effectively served by another entity's facilities;
- Explore the formation of a regional housing authority; and
- Explore the creation of a regional recreation and/or trail authority.

Chapter 9
IMPLEMENTATION

The Blueprint Petoskey process began by asking the residents what they want to preserve, enhance or change about their community over the next 10-15 years. This input was then developed into eight plan elements, each with many recommended goals, objectives, strategies and actions. This final chapter is a compilation of the programs and specific actions that will need to be taken in order for the plan to become a living document.

Plan Adoption
The Master Plan will be adopted through the required process pursuant to the Michigan Planning Enabling Act (Act 33 of the Public Acts of 2008, as amended) with adoption by resolution of the Planning Commission.

Plan Monitoring, Amendments and Updates
The City should regularly evaluate its progress towards achieving the recommendations of the plan. All decisions on development proposals, public investments, regulations, incentives and other actions of the City should be evaluated against the recommendations of the plan.

Changes and amendments to the plan may be necessary from time to time and will require much the same process as the original plan adoption. The plan must be reviewed by the Planning Commission at least once every five years to determine whether amendments are necessary or whether a new plan should be developed.

Specific Implementation Tools
The City utilizes many ordinances to regulate development and construction in order to protect the public health, safety and welfare of its residents and the community's overall quality of life. In order to meet the goals and objectives established in this plan, several of these ordinances will need to be updated and new ordinances adopted to achieve the desired future for the community.

1. **Zoning Ordinance**

   The third phase of the Blueprint Petoskey will be the creation and adoption of a new zoning ordinance. In order to address the community's concerns about the compatibility of infill and redevelopment with the existing character, the new code will have building and site form standards as well as land use regulations. Other specific issues the ordinance will need to address are home-based businesses, accessory dwelling units, live-work units, architectural standards in historic areas, view shed protection areas, LEED building and neighborhood development standards, winter city design considerations and day care facilities locations. The Zoning Ordinance rewrite and adoption will occur in 2009-2010.

   2014 Update:
   Rather than completely rewrite the zoning ordinance, several sections have been updated to address existing issues and future redevelopment, including the addition of form requirements to the B-2 Central Business District, new districts (B-2A and B-2B) in the areas identified on the Future Land Use Map as

"Neighborhood Mixed Use, and a new definitions chapter. Other sections such as parking and landscaping are undergoing further review and revision.

2. **Land Division**
The City Land Division Ordinance will need to be updated to coincide with current State language in 2009.

3. **Rental Inspection Ordinance**
Due to the large percent of non-owner occupied dwelling units within the City, the adoption of a rental inspection ordinance would serve to ensure that rental units meet a minimum living standard requirement for tenants. Development of the ordinance should begin as soon as the Master Plan is adopted.

2014 Update:
The City considered a Rental Inspection Ordinance, but ultimately decided to adopt and enforce the International Property Maintenance Code that applies to owner-occupied and rental properties equally, as well as commercial properties. Enforcement of this ordinance has resulted in safety and aesthetic improvements to many properties throughout the City. Enforcement has also resulted in some houses being demolished that were beyond repair and creating blight in the neighborhood. Along with enforcement of the ordinance, the City has worked with the Northwest Michigan Community Action Agency to provide funds for home-owner improvements.

4. **Blight Ordinance**
Adoption of a blight ordinance that incorporates several property issues that negatively affect adjacent properties such as trash, long weeds and grasses and dilapidated buildings would simplify enforcement. A new blight ordinance should be adopted as soon as the Master Plan is completed and approved.

2014 Update:
The City's Nuisance Ordinance was updated in 2010 to clarify several of the neighborhood issues identified through the Master Plan process such as abandoned vehicles, tall grasses and weeds, and encroachments into the public right-of-way. Enforcement of these issues is the responsibility of the Department of Public Safety. In addition, a brochure with information on common residential property maintenance concerns and code requirements was created.

5. **Storm Water Management and Erosion Control Ordinances**
The City's Storm Water Management and Erosion Control Ordinances need to be updated to protect and improve surface water quality and promote best practices of storm water management. Updates to these two ordinances, as well as other natural resource protection ordinances, should begin as soon as possible.

2014 Update:
The Tip of the Mitt Watershed Council had asked that the City hold off on creating a new ordinance until the Emmet County Gaps Analysis was complete. The report is now complete and the City is seeking funding for a SAW Grant from the Department of Environmental Quality to develop a storm water asset

management and master plan. The City did not receive funding in the first round, but it is possible the project could be funded in 2015 or 2016.

6. **Historic Preservation Ordinance**
The Downtown Petoskey Blueprint recommends the adoption of a Local Historic District for the Downtown National Register District in order to protect the integrity of the historic structures. Support for this type of regulation should be cultivated as part of the Downtown Blueprint Implementation. Creation of a local district in the East Mitchell National Register Historic District should also be explored at the neighborhood level once the Master Plan is adopted.

7. **Sign Ordinance**
Periodically review and update the sign ordinance to ensure signage enhances the City's historic character.

Table 9.1 is a detailed list and estimated timeframe for the plan actions that the City intends to complete or consider in order to implement the comprehensive plan. As a part of the five-year Planning Commission review, progress that has been made since adoption of the master plan ordinance is noted below the implementation timeframe estimated dates with a "c" if complete, "p" if progress has been made, and "np" if no progress has been made. Many, if not most, of the actions will require coordination and collaboration with other entities, and further refinement of implementation responsibilities.

Table 9.1
Implementation Strategies Timetable
With 2014 Status Updates

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
1	Historic, Cultural, Natural Resources	Explore public purchase and private donation of façade easements and air rights for significant community structures	City Staff, Downtown Management Board, State Historic Preservation Office	2011-2013 NP
2	Historic Resources/ Housing and Neighborhoods/ Economic Development	Promote the use of federal and state rehabilitation tax credits to encourage historically accurate rehabilitation projects	City Staff, Downtown Management Board, State Historic Preservation Office	On-going P
3	Historic, Cultural Resources/ Economic Development	Work with the Little Traverse Historical Society to develop exhibits and events that promote community heritage	City Staff, Historical Society, Chamber of Commerce, Crooked Tree Arts Council	On-going P
4	Historic, Cultural Resources/ Economic Development/ Transportation	Develop the Greenway Corridor Plan improvements through Pennsylvania Park to include use of a passenger trolley and a multi-use trail	Michigan Department of Transportation (MDOT), City, Downtown Management Board	2014-2016 P
5	Historic and Cultural Resources	Develop/ compile informational resources to promote/ advocate for appropriate historic building renovations.	City Staff	2011 P
6	Cultural Resources/ Community Facilities	Work with the Crooked Tree Arts Council (CTAC) on the development of any needed ancillary facilities for cultural performances	CTAC Staff, Planning Commission, City Staff	2010-2020 P

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
7	Cultural Resources/ Economic Development	Assist in the dissemination of cultural event information such as a Web-based community calendar	City, Chamber of Commerce, Convention and Visitors Bureau, Area Hospitality Businesses, Library, Schools	On-going C
8	Cultural Resources	Work with the CTAC to identify locations and funding for public art throughout the community	City Staff, Crooked Tree Arts Council, Civic Groups, Chamber of Commerce	2009-2011 NP
9	Cultural Resources	Explore the possibility of a "percent for art" ordinance to provide annual funding for public art	City, Crooked Tree Arts Council	2012-2014 NP
10	Natural Resources	Complete and implement the City's Wellhead Protection Plan;	City Staff	2009-2010 P
11	Natural Resources/ Community Facilities	Implement the City 2008-2012 Parks and Recreation Master Plan and update every five years	City Staff	2012, 2017 C
12	Natural Resources/ Intergovernmental Cooperation	Seek additional intergovernmental agreements with adjoining communities to protect open space	City, Bear Creek, Resort Townships	2009-2011
13	Natural Resources/ Community Utilities, Facilities and Services	Continue to implement the Little Traverse Bay Watershed Protection Plan in conjunction with the Little Traverse Bay Watershed Protection Project Advisory Committee and Tip of the Mitt Watershed Council	City, Home and Business Owners, Watershed Council, other governmental jurisdictions	On-going P
14	Natural Resources/ Community Facilities	Incorporate Winter City considerations into updated ordinances, public works projects and park design	City Staff	On-going P

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
15	Natural Resources/ Economic Development/ Community Utilities, Facilities and Services/ Intergovernmental Cooperation	Work with the Michigan Public Power Association (MPPA) and other jurisdictions to develop and utilize alternative, renewable energy resources	City Staff, Northern Lakes Economic Alliance, Northwest Michigan Council of Governments, NCMC	2009-2013 P
16	Natural Resources/ Community Utilities, Facilities and Services/ Economic Development	Develop a City energy policy	City, Chamber of Commerce, Northern Lakes Economic Alliance	2009-2010 NP
17	Natural Resources/ Housing and Neighborhoods	Accelerate neighborhood and corridor tree-planting to enhance the tree canopy of neighborhoods; Use native species where feasible	City staff	On-going
18	Natural Resources/ Community Utilities, Facilities and Services/ Economic Development	Install state-of-the-art drinking water and waste water infrastructure	City	2013-2016 P
19	Natural Resources/ Community Utilities, Facilities and Services/ Economic Development	Develop a City Sustainability Plan that incorporates goals, strategies and indicators of how the four sustainability objectives will be addressed in the City	City staff, Planning Commission, Citizens	2009-2010 NP
20	Community Utilities, Facilities, Services/ Intergovernmental Cooperation	Seek additional intergovernmental agreements with adjoining communities to provide the most efficient and cost-effective delivery of public services and facilities	City staff	On-going P
21	Community Utilities, Facilities, Services	Update the City's Capital Improvements Program in order to effectively plan for facility improvements and manage debt capacity for large projects	City Staff, Planning Commission	Annually C

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
22	Community Utilities, Facilities, Services/ Transportation/ Housing and Neighborhoods	Update the sidewalk maintenance and installation plan	City Staff	2009-2010 C
23	Community Utilities, Facilities, Services/ Transportation/ Housing and Neighborhoods	Implement the sidewalk maintenance and installation plan	City Staff	On-going P
24	Transportation	Extend Atkins Road westerly to connect to Howard Street	City, College	2010-2015 C
25	Transportation	Connect Howard Street to Standish Avenue via the Grimes Avenue right of way or other route that would not require an additional river crossing for access to traffic from the south	City	2012-2016 P
26	Transportation/ Economic Development	Realign Jackson Street to intersect with Greenwood Road at Charlevoix Avenue and signalize the intersection	City, Northern Michigan Regional Hospital, MDOT	2010-2015
27	Transportation/ Economic Development	Create a US 31 Corridor Improvement Authority under P.A. 280 of 2005 to develop and implement a plan for landscaping, traffic calming and pedestrian crossing improvements to the West Mitchell Street Corridor. Also explore an Authority along the Charlevoix Avenue and Spring Street Corridors	City, Bear Creek Township, Resort Township, Emmet County, Emmet County Road Commission	2010-2012 P
28	Transportation	Extend McDougal Road north to intersect with Northmen Drive.	City, Public Schools of Petoskey	2010-2015 NP

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
29	Transportation/ Community Utilities, Facilities, Services	Develop/ maintain a roadway pavement standards program based on functional classifications. Evaluate the program with respect to necessary programming and budget on a regular basis	City Staff	On-going P
30	Transportation/ Economic Development/ Cultural Resources	Explore possibilities of a Little Traverse Bay ferry for commuters and visitors	Chamber of Commerce, City	2012-2013 NP
31	Transportation/ Natural Resources	Work with area organizations, schools and businesses to create events such as "Walk or Bike to School Day" and "Bike to Work Week" to promote alternatives to automobile travel. The Traverse City Smart Commute Week is an example and provides a cookbook for other communities to follow.	City, School District, Top of Michigan Trails Council, Chamber of Commerce, Major Employers, NCMC	2009-2010 C
32	Transportation/ Natural Resources	Install bike racks community wide	City	2009-2013 P
33	Transportation	Develop an incentive program to promote use of North Central Michigan College (NCMC) parking lot for downtown employees during the summer	Chamber of Commerce Downtown Parking Division, NCMC	2010-2011
34	Transportation/ Natural Resources	Work with schools to develop a "walking school bus" for children as an alternative to having parents drive children to school	School District, City, Parents	2009 P

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
35	Transportation/ Natural Resources/ Economic Development/ Intergovernmental Cooperation	Continue to work jointly with area communities to develop a regional multi-modal transportation system	All area governments and existing transit providers	2009-2030 P
36	Transportation/ Natural Resources/ Community Utilities, Facilities, Services	Designate on-street bike routes	City	2009-2010 P
37	Housing and Neighborhoods/ Economic Development	Develop a housing plan that addresses the needs of the service industry including part-year employees, young families and the elderly	City, Northern Homes CDC, Chamber of Commerce	2009-2010 NP
38	Housing and Neighborhoods/ Historic Resources	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	City, Neighborhood Residents	2010 NP
39	Housing and Neighborhoods	Develop landlord resources such as tenant screening assistance, revolving loan fund for building improvements, and management assistance	City, Realtors, Landlords	2011 NP
40	Housing and Neighborhoods	Develop a program for residents who wish to establish neighborhood associations	City	2009-2010 P

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
41	Housing and Neighborhoods/ Transportation	Work with the MDOT to improve pedestrian amenities along US 31 and 131	City, MDOT	2009-2012 P
42	Housing and Neighborhoods/ Economic Development	Promote and facilitate the development of residential uses of upper stories in the Urban Core/ Central Business District	City, DMB	On-going P
43	Housing and Neighborhoods/ Economic Development	Work with organizations such as the Northern Homes Community Development Corporation to develop affordable housing ownership options within the City	City, Northern Homes Community Development Corporation, Habitat for Humanity, Banks	2009-2012 P
44	Economic Development	Implement the 2007 Petoskey Downtown Blueprint	City, Downtown Management Board, Downtown Businesses and Property Owners	2009-2013 C
45	Economic Development/ Intergovernmental Cooperation	Work with area local governments, businesses and organizations to develop community-wide broadband communications	Area governments and schools, communications providers, Chamber of Commerce, Northern Lakes Economic Alliance	2009-2012 P
46	Economic Development	Work with the Chamber of Commerce to support further development and growth of small, entrepreneurial businesses and retention/attraction of young professionals	City, Chamber of Commerce	On-going P
47	Economic Development	Work with Northern Michigan Regional Hospital, area physicians and Northern Lakes Economic Alliance to promote medical-related business opportunities	Northern Michigan Regional Hospital, Area Physicians, Northern Lakes Economic Alliance, County Economic Development Corp.	On-going NP

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
48	Economic Development/ Cultural Resources	Work with the Crooked Tree Arts Council and area arts groups to grow the arts community into a larger tourist draw (e.g., Stratford, Ontario's focus on theater)	CTAC, Little Traverse Civic Theater, Great Lakes Chamber Orchestra	On-going
49	Economic Development	Work with Northern Lakes Economic Alliance and the Chamber of Commerce on business and industry retention efforts	City Staff	On-going P
50	Economic Development	Develop Winter City events to increase activity for the tourist economy	City Staff, DMB Board, Chamber of Commerce Staff and Committees	2010 P
51	Economic Development/ Housing and Neighborhoods	Create redevelopment concept plans for former industrial sites that will enhance neighborhoods with a mix of housing and business incubator spaces.	City, Planning Commission, property owners	2010-2013 NP
52	Economic Development/ Housing and Neighborhoods	Continue to upgrade infrastructure and streetscapes of neighborhood commercial areas while protecting the predominantly residential character.	City	On-going P
53	Economic Development/ Intergovernmental Cooperation	Work with educational institutions to ensure quality local education and life-long learning opportunities	City, Petoskey Public Schools Staff, North Central Michigan College Staff	On-going P
54	Economic Development/ Transportation	Construct roadway projects that will improve access to the North Central Michigan College and Northern Michigan Regional Hospital	City	2010-2020 P
55	Economic Development	Work with North Central Michigan College on development of a university center at the Petoskey campus	City, NCMC, Chamber of Commerce, Northern Lakes Economic Alliance	2009-2010 C

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
56	Economic Development/ Transportation	Continue to develop a multi-modal transportation system including improvements to roads, trails, sidewalks and rail infrastructure that will support and enhance economic development	City, County, Townships, LTBB Odawa Indians	On-going P
57	Economic Development/ Transportation	Continue to work with the Harbor Springs Airport Authority and Pellston Regional Airport to ensure access to area for business and visitors	City, County, Area local Governments and Businesses	On-going P
58	Land Use	Develop and adopt a zoning ordinance that incorporates community-wide form standards and architectural standards where needed;	City Staff, Planning Commission and City Council	2009-2010 P
59	Land Use/Economic Development	Work with existing businesses to identify needs and expansion possibilities	City, Northern Lakes Economic Alliance, Chamber of Commerce	On-going P
60	Intergovernmental Cooperation	Expand the use of shared facilities and the coordination of services provided by local governments and educational institutions	City, Bear Creek and Resort Townships, County, County Road Commission, Public Schools of Petoskey, NCMC	On-going
61	Intergovernmental Cooperation	Continue to support regional organizations that enhance the area quality of life such as the Chamber of Commerce, Harbor-Petoskey Area Airport Authority, and Northern Lakes Economic Alliance	City	On-going P

	Plan Element(s)	Recommendation	Responsible Parties/ Participating Partners	Implementation Timeframe
62	Intergovernmental Cooperation	Expand the use of intergovernmental service agreements when new or existing development in one jurisdiction may be most efficiently and cost-effectively served by another entity's facilities.	City, Bear Creek and Resort Townships, LTBB Odawa Indians	On-going
63	Intergovernmental Cooperation	Establish a District Library	Public Library, City, Townships	2009-2010 C
64	Intergovernmental Cooperation	Explore the use of a joint corridor TIFA with adjoining townships for US 31 North and South and US 131 South	City, Bear Creek and Resort Townships	2010-2013 P
65	Intergovernmental Cooperation	Explore the formation of a regional housing authority	City, Bear Creek and Resort Townships	2009-2011 NP
66	Intergovernmental Cooperation	Explore the creation of a regional recreation authority	City, Bear Creek and Resort Townships	2011-2012 NP
67	Land Use/Economic Development/ Housing and Neighborhoods	Adopt New Zoning Regulations	City	2009-2010 p
68	Land Use	Update Land Division Ordinance	City	NP
69	Housing and Neighborhoods	Adopt Rental Inspection Ordinance	City	P
70	Housing and Neighborhoods	Adopt Blight Ordinance	City	P
71	Natural Resources/ Economic Development	Update Storm Water and Erosion Control Ordinances	City	P
72	Housing and Neighborhoods/ Historic Resources	Adopt Local Historic District Ordinance	City	NP
73	Historic, Cultural, Natural Resources/ Economic Development	Review and Update Sign Ordinance	City	P