



VILLAGE of KINGSLEY

Master Plan

May 21, 2007

Prepared by
Planning Commission
Village of Kingsley

R. Clark Associates, Inc.
Planners & Landscape Architects

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THANK YOU:

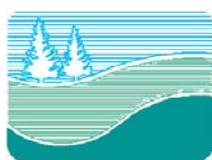
Thank you to the Village of Kingsley Planning Commissioners from 2005-2006 who helped in the creation of this Master Plan update.

The Master Plan subcommittee (Bonnie Baughn, Bob Torres, and Heather Smith) put in additional time and effort to ensure that this document reflects the vision of the citizens of Kingsley.

Linda Forwerck and Deb Nickerson took time from already packed schedules to compile survey data and review draft versions throughout this process.

Bob Torres and Linda Forwerck provided updated photos and Grand Traverse County provided the updated maps (thanks Ernie!).

MASTER PLAN REWRITE FACILITATED BY



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CHAPTER 1: INTRODUCTION

Perspective

The Village of Kingsley, Michigan is a small community located in southern Grand Traverse County and situated in central Paradise Township, a naturally beautiful area of rolling hills, farmlands, and woodlands. The qualities that make Kingsley special are the combination of friendly people, good neighborhoods and schools, local owner-operated small businesses, and the natural beauty of the surrounding area. Kingsley is a proactive Village; always striving to show progress in infrastructure, new business, appearance, and every aspect that would ensure a vibrant and thriving community.



Welcome to Kingsley entrance sign

Purpose

The purpose of this Master Plan is to provide a “blueprint” for managing the land use and future growth of the Village of Kingsley to ensure that Kingsley retains the characteristics that are important to the entire community. This Master Plan includes maps, photographs, and important information about the Village. The Master Plan provides the formal basis for land use and capital improvement decisions as well as the Village’s regulatory devices and ordinances. The authority to develop this Master Plan is provided through the Municipal Planning Act, P. A. 285 of 1931, as amended. During plan preparation, Village residents provided input via a stakeholders meeting, an interactive polling meeting and community wide survey. The resulting community input was combined with the public responses gathered during the 2000 planning process and additional land use data, evaluated, then utilized in this document.

A Master Plan is used to help guide future growth and development. It needs to be periodically evaluated and, as necessary, updated to reflect significant changes in the Village, development trends, and the public’s desire for change. Updating this plan as things change or goals are accomplished should not be regarded as a weakness in this plan or planning effort. A Master Plan is a ‘living’ document that needs to be used and modified regularly.

Village Government

The Village Council governs and conducts the business of the Village of Kingsley. The Council may appoint additional committees and hire staff as deemed necessary. A list of elected officials, committee members, and staff is provided in Appendix K.

Village Meetings

All official meetings are open to the public (with opportunities for public input) and citizens are encouraged to attend as often as possible. Meetings are held as indicated on the following schedule(s) unless holidays conflict. Additional meetings may be scheduled as necessary. All meeting notices are posted on the bulletin board located in the entrance of the KMP Building, 115 East Blair Street. Confirm meeting dates and times by contacting the Village Office.

Village Council

The Village Council is comprised of three Officers and six Trustees, who are elected every two years by the Village residents, as well as a clerk and treasurer who are appointed by the Council. Trustees have the authority to vote on decisions brought before the Council while the Village President chooses to vote only in the event of a tie. The Village Clerk and Village Treasurer do not have the authority to vote. Officers and trustees are paid a small stipend for each meeting they attend. The President is paid a nominal salary for the services he/she provides. It is the job of the Village Council to officially adopt all changes to the Zoning Ordinance. It is the Village policy to have the Planning Commission create draft language, hold a public hearing, and make recommendations to the Council regarding ordinance changes.

Meetings: The first Monday of each month at 7:00 P.M..
Location: KMP Building, 115 East Blair Street

Planning Commission

The Village Planning Commission is a committee appointed by the Village Council to write and implement a Master Plan and Zoning Ordinance and to review site plans. The Planning Commission is comprised of seven members who serve a 3-year term and vote on decisions to recommend to the Village Council. Planning Commissioners are paid a small stipend for each scheduled meeting they attend.

Meetings: The fourth Monday of each month at 7:00 P.M..
Location: KMP Building, 115 East Blair Street

Zoning Board of Appeals

The Village Zoning Board of Appeals is a committee appointed by the Village Council to hear and decide, upon appeal, any request for the interpretation of the Village of Kingsley Zoning Ordinance and/or to grant any variances of the Village of Kingsley Zoning Ordinance. The Zoning Board of Appeals must be comprised of three members (one Council member, one Planning Commissioner, and one citizen-at-large). The Council may appoint up to two alternates who serve a 3-year term. Zoning Board of Appeals members are paid a small stipend for each meeting they attend.

Meetings: Quarterly (as needed)
Location: KMP Building, 115 East Blair Street

Downtown Development Authority (DDA)

On February 10, 2003 by ordinance, the Village of Kingsley created a Downtown Development Authority (DDA). The DDA consists of the Village Council President and eight members with staggered four year terms. The DDA objectives are to encourage increased economic development in the Kingsley DDA district (see Map #1 on the following page) through public improvements (e.g. parking, sidewalks, and civic facilities). The goals of the DDA, as stated in the *Village of Kingsley Downtown Development & Tax Increment Financing Plan*, directly support the goals stated in this Master Plan and vice versa, thereby establishing a crucial interrelationship between the DDA, Village Council, and Planning Commission.

DDA/TIF PLAN GOALS	
1.	Maintain small town character
2.	Provide essential services for Kingsley residents in a compact village environment
3.	Improve pedestrian experience and diminish negative vehicular traffic impacts
4.	Downtown will be a place for active and passive recreation
5.	Downtown will provide an environment for housing of all types

Staff

Paid staff consists of one full-time Village Manager, a part-time Zoning Administrator, one full-time Office Assistant, and three full-time Department of Public Works (DPW) Technicians who are overseen by a DPW Foreman. The Village Manager reports to the Village Council and directly supervises/manages all staff including the clerk and treasurer.

Facilities

KMP Building. Elections, governmental meetings, and the Village of Kingsley Office, are at the KMP Building, 115 East Blair Street, Kingsley, MI. Kingsley, Mayfield Township, and Paradise Township emergency facilities are also housed at this location.



KMP Building where Village meetings are held

DPW Building. The Department of Public Works equipment and staff is located at 6426 North Summit City Road.

Public Water. Water is provided by three wells connected to two elevated tanks providing necessary water pressure and capacity for future growth. The newest of those tanks was completed in the summer of 2006. The public input process for updating the master plan indicated a high level of interest in protecting the community groundwater and working closely with Paradise Township to accomplish this task.



New DPW Building



Placing the base on the foundation for the new water tower

Public Sewer System. A new sewage processing plant became operational in 2005. The new Aero-Mod system is the first of its kind to be constructed in the State of Michigan. The new plant, an 80-acre parcel owned by the Village in Section 4 of Paradise Township at 6436 North Summit City Road (north of the Industrial Park), increases sewer capacity from 130,000 gallons per day (GPD) to 200,000 GPD with the potential for doubling that capacity within the next 40 years.

Municipal Parking Lot. Off-street parking for public use including Car Pool parking is located on East Blair Street across from the KMP Building.

Library Building. The library building is owned and maintained by the Village and operated by the Traverse Area District Library. Plans and fund-raising for a new library building at 215 S. Brownson are moving forward. The anticipated groundbreaking will be in 2008.

Fire and Police

The Grand Traverse County Fire Battalion 2 and the Kingsley Area Ambulance provide fire and emergency protection for Kingsley, Mayfield Township, and Paradise Township. Staffing includes a Fire Chief and volunteer Firefighters/Emergency Medical Technicians.

Police protection is provided through Grand Traverse Central Dispatch. Calling 231-922-4550 for non-emergencies or 911 for emergencies will result in the closest available County Deputy, State Police, or Conservation Officer being dispatched to answer the call. Ambulance service is provided through a special millage.

Regulations

The following regulations provide for the exercise of municipal powers by the Village of Kingsley to ensure the health, safety, and welfare of persons and property in the Village and to provide penalties for the violation of the provisions thereof. The following documents have been codified and are available for review at the Village Office or on-line.

- a. Ordinance (or General) Code - includes ordinances pertaining to administrative organization of the Village, streets, sidewalks and other public grounds, the water system, traffic regulations, fire regulations, utilities and municipal contracts, and regulations pertaining to health, nuisances, businesses and trades, and other matters.
- b. Zoning Ordinance – regulates land use and implements the goals and policies of the Master Plan. Zoning regulations have the force of law through P.A. 110.

In cases where the Village of Kingsley does not provide specific regulations, the Ordinances of Grand Traverse County may apply.



View from Kingsley Ridge

CHAPTER 2: COMMUNITY CHARACTERISTICS

Natural Environment and Land Use

Geologic Features

The rolling hills that surround and encompass Kingsley resulted from glaciers that once entirely covered the Northern Hemisphere during the Ice Age. As the glaciers melted, huge amounts of rock, soil, and other materials trapped by and frozen into the ice were dropped creating landforms called moraines. Melting ice caused torrents of water to spill from the ice that swept away everything within its path until it reached a level plain or an impoundment creating landforms called outwash plains.

The Port Huron Glacial Moraine encompasses the Village of Kingsley. The Manistee Moraine is located to the north near Traverse City. A glacial outwash plain lies between the two moraines and more outwash plains are located to the east and west. Over the course of thousands of years, the glacial features and debris weathered and eroded into the landforms and soils we enjoy today.

Soils

The United States Department of Agriculture Soil Conservation Service rates soils on their suitability for development based primarily on their ability to drain water and the degree of slope. In the Village of Kingsley limitations for urban development are due to very sandy soils and, in some locations, a high water table or steep slopes. This high water table is also the reason for Village sewer system.

The soil types that prevail in the Village of Kingsley are composed almost entirely of sand and include: the Kalkaska Series which are well drained and very sandy with nearly level-to-moderately sloping loamy sand and nearly level-to-very steeply sloping sand; the Croswell Series which are moderately well drained with a fairly high water table and gently sloping sand; and Montcalm-Kalkaska Series which are well-drained, acid, and gently-to-strongly sloping loamy sand.

Other soils of significance are about 80 acres of very poorly-drained mucks with a few freshwater marshes and ponds, and several isolated areas with sand that are severely eroded by the wind. The mucks (also known as hydric soils) are located primarily in the northwest section of the Village and around the Creek creating land best suited for wetland vegetation and wildlife. A general soils map is provided on the next page (Map #2). Please refer to the Soil Survey of Grand Traverse County for more specific soils information.

Vegetation

Prior to settlement by Europeans, the site of the Village of Kingsley was completely forested. According to Government Land Office data interpolated from the original surveys of Grand Traverse County, Kingsley's native landscape was comprised of beech and sugar maple trees with some cedar and black ash in small wetland areas. The land had to be cleared to make space for homes and cropland. Today the remaining undeveloped areas include wooded lands with second growth trees, wooded and marshy wetlands, and some open lands with grasses and shrubs. Surrounding the Village are rolling hills covered with farmlands and forests.



Sand Hill and railroad tracks

The beauty of the natural vegetation and hills within and outside the Village are valuable natural resources which provide the area's rural character and contribute to the residents' quality of life. The community has expressed a very strong interest in retaining these important natural characteristics.

Land Use

Land use is regulated by the Village of Kingsley Zoning Ordinance. Land areas are divided into the following zoning districts: Residential (R1 - Single Family, R2 - Mixed Residential, R3 - Mixed Residential, and R4 - Mobile Home Parks), Commercial (C1 & C2), Industrial, Forest/Parks/Recreation, Planned Unit Development, and Condominium Subdivisions. A map of the Village of Kingsley Zoning Districts is provided in Appendix M. The map on the facing page (Map #3) shows village parcels overlaid on an aerial map. A land use permit and Village approval must be acquired prior to development and/or land use change. The Zoning Administrator can provide additional Information regarding zoning districts and regulations, the land use permit process, requirements, and related fees.

According to geographic information systems data obtained from Grand Traverse County GIS Department, there are 747 acres of land in the Village of Kingsley (including Bobcat Commons and Village sewer but excluding transportation corridors). For property tax classification purposes, 300 acres (40%) are classified residential, 146 acres (20%) are classified tax exempt, 100 acres (13%) are classified commercial, 120 acres are classified as light-industrial (16%), the 80 acre sewer parcel has no zoning classification (11%), and 1 acre (<1%) is classified industrial (owned by Michigan Consolidated Gas). (Note: Do not confuse Zoning Districts with property tax classifications – they are not the same and they serve different purposes.) The tax exempt acres are comprised primarily of public lands: public school land (90 acres owned by Kingsley Area School) and public park land (49 acres owned by the Village of Kingsley) with the remaining acres utilized by community churches and the Village of Kingsley for public offices and services. The land for commercial and public use serves a much larger community and geographic area while consuming a very large portion (42%) of the land within the Village limits.

All the development in Bobcat Commons has been in the portion zoned commercial. Most of the land zoned residential has been developed or is scheduled for development, with the exception of the wetland area located in the northwest sector of the Village, Sand Hill, and the woodlands west of the Kingsley Heights. However, some of these environmentally sensitive areas may not be suitable for high-density urban development.

Watershed

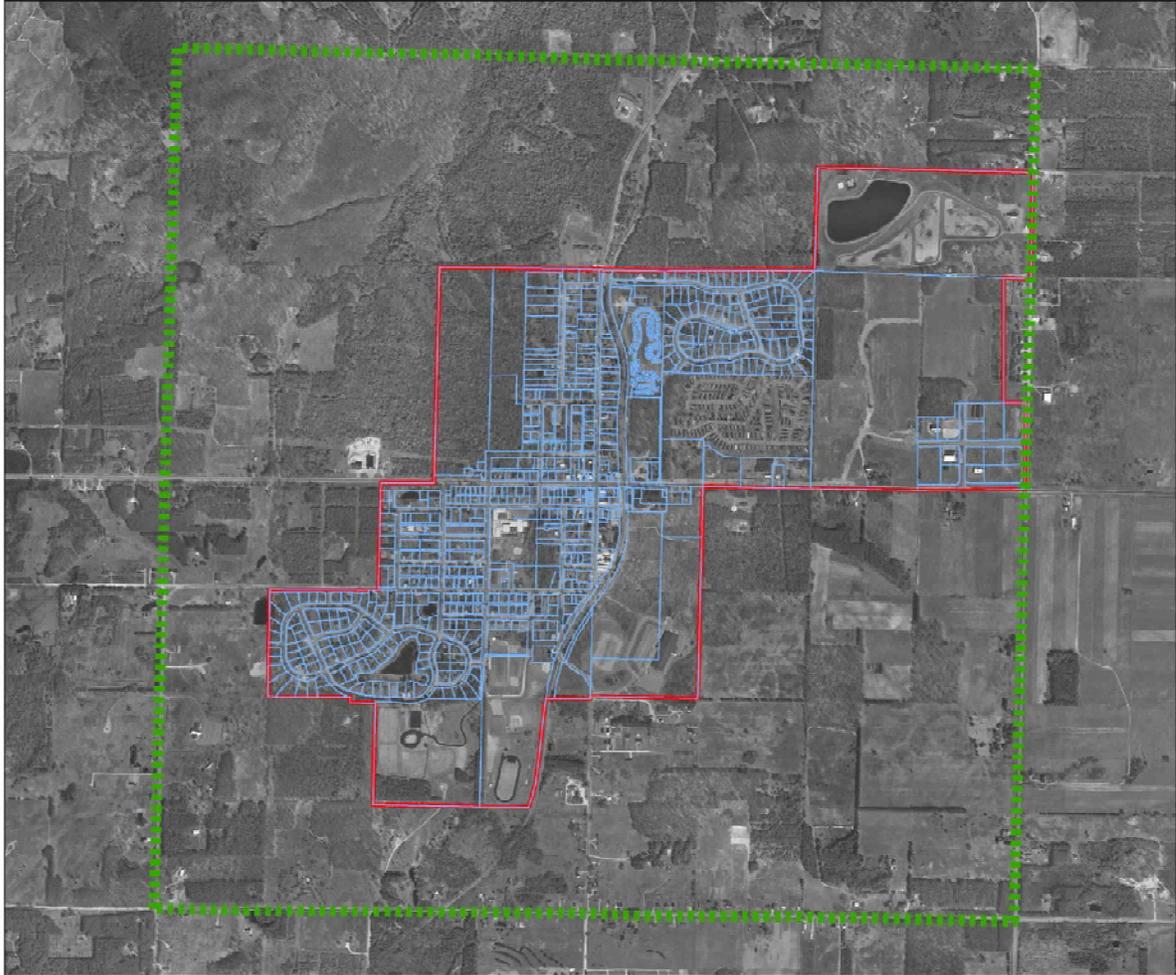
The Village of Kingsley is within the Boardman River Watershed. This means that all of the surface water derived from rain and snow that drains into the Creek and/or Swainston Creek drains into the Boardman River.



Kingsley's location within the Boardman River Watershed

Village of Kingsley
Parcel Overlay
Grand Traverse
County, Michigan

MAP #3



Legend

- - - - Growth Boundary
- - - - Village Boundary
- - - - Village Parcels



***NOTE. THE GROWTH BOUNDARY IS AN ARBITRARY LINE DESIGNED TO SHOW POSSIBLE AREAS WHERE EXTENSION OF INFRASTRUCTURE MAY MAKE SENSE. IT IS NOT DIRECTLY LINKED TO ENGINEERING CALCULATIONS FOR THE POTENTIAL EXPANSION OF EXSITING WATER/SEWER CAPACITY.**

This map is based on GIS data provided by Grand Traverse County. Grand Traverse County does not warrant the accuracy or reliability of any data provided for any purpose, in any form, and is not responsible for any errors or omissions in this map or any data provided by the data collector or user of the information.

August 22, 2006

The Boardman River drains into the Grand Traverse Bay (in Traverse City) which is part of Lake Michigan and the Great Lakes Watershed. Ultimately, the Great Lakes Watershed drains into the Atlantic Ocean.

History

In 1861 the Judson Kingsley and John Wall families, from Dekalb County, Illinois and New York respectively, were the first settlers in our area. Just before the Civil War in 1861 there were no roads or highways, just trails between settlements. In 1871, the railroad was constructed through Judson Kingsley's property. Judson Kingsley built a train station and opened the first post office in what was known as Kingsley Station. In 1874, Dr. Myron S. Brownson bought 1,000 acres adjoining the Wall's property and became their neighbor. In 1876, Judson Kingsley platted the land west of the old Hotel DeFrance as the "Village of Kingsley." In 1882, Dr. Brownson platted the land around Main Street as the "Village of Paradise." In 1893, land west of the railroad and both plats were incorporated as the Village of Kingsley.

Throughout the late 1800's the Village flourished with the lumbering industry being the predominant economic base and by 1894 the population grew to about 800. The business district was along Brownson Avenue, close to the railroad. There were three lumbermills, three hotels, a livery barn, a flour mill, livery stable, blacksmith,



Lumber was the main industry in early Kingsley



Downtown Kingsley (S. Brownson) 1963



Downtown Kingsley (S. Brownson) 2000

the Brownson Sanitarium, several churches, a school, and a variety of establishments offering food, drink, groceries, supplies, and other necessities. On July 4, 1894 an uncontrolled fire burned down most of the town while residents were in Manton or Fife Lake attending festivities. The town was rebuilt and another fire destroyed a full block in 1900. In the early 1900's the lumber industry collapsed and the economic base changed to farming with Kingsley as the center of the rural community.

Through the late 1950's and early 1960's, Kingsley was a thriving village center with a dry goods store, department store, meat market, grocery, seven gas stations, and two bars. On Saturday nights, entire families went to downtown Kingsley to buy weekly staples, shop, socialize, and catch up on the latest news and gossip. During the warm months, a free show was provided by the local merchants – spectators sat outdoors on wooden benches and the movie was projected onto a screen put up on the side of a building (on the site of the existing KMP Building).

By the late 1960's, farming had become less lucrative and road improvements made Traverse City more accessible. Gradually, Traverse City became the major employment and economic center for those residing in and near Kingsley. Currently, the dynamics of the Village are changing as new residential, commercial, and employment opportunities emerge.



Located near the railroad depot in Kingsley, the Hotel de France was a popular destination.



Social and Economic Characteristics

Social and economic characteristics can help us better understand the needs of the citizens of Kingsley. The following shows a comparison of a few key categories from the 1990 and 2000 census.

	<u>1990</u>	<u>2000</u>	<u>% Change</u>
<u>Population:</u>	784	1,469	87%
<u>Households:</u>	267	501	88%
with Children under 18 years old	189	238	26%
Married	133	282	112%
Single parent	40	75	87%
Renters	77	100	30%
<u>Income:</u>			
Average per capita	\$ 9,347	\$14,731	58%
Average household	\$23,750	\$40,768	72%
<u>Poverty Status</u>			
(1999 number below poverty level):			
Individuals	89	140	57%
Over 65 years old	18	12	33%
<u>Education:</u>			
High school diploma or higher	423	725	71%

The numbers in this chart are found in 2000 Census Data (www.americanfactfinder.com) and a "Pop-Facts" Report located in the appendix.

Employment

The Traverse City area provides employment for the majority of Village residents. The largest employer in the Village of Kingsley is the Kingsley Area School. The Pugsley Correctional Facility is another source for employment. There are limited employment opportunities available within the Village for public services and local small businesses. There is potential for approximately 1,000 new jobs as the industrial and new commercial districts develop within the next 5-12 years. Additional jobs may become available as the area develops.

Estimated Growth

Both Paradise Township and the Village of Kingsley continue to experience unprecedented growth. The Village of Kingsley almost doubled its population from 1990 – 2000 and is growing very rapidly compared to the Grand Traverse County's 21% population increase during the same period. Paradise Township also outpaced Grand Traverse County with a 67% increase in population. It is anticipated that both the Village and Township will continue to grow at the same rate during the next ten years. This will be due in part to the current nationwide trend towards living in a small city with neighborhoods, open spaces, sidewalks, and proximity to goods and services. Similarly, the Grand Traverse County Master Plan strongly recommends growth in Village Centers to prevent urban sprawl throughout the townships in an effort to preserve the natural beauty and resources of the area. The other factor influencing the anticipated rate of growth is the continued development of the industrial park and subsequent new jobs and the expansion of the Pugsley Correctional Facility. Regardless of the actual rate of future growth, the Village of Kingsley will feel development pressure. It is essential that the Village of Kingsley prepare and plan for growth if it hopes to retain the small town atmosphere and characteristics that are so important to the community.

POPULATION ESTIMATES FOR THE VILLAGE OF KINGSLEY AND PARADISE TOWNSHIP

<u>YEAR</u>	<u>1960</u>	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>[1996]</u>	<u>2000</u>	<u>2010</u>
Total Township	1,375	1,434	2,117	2,445	3,220	4,191	6,015**
Village	586	632	664	738	1,123	1,469	2,025**
Balance of Township	789	802	1,453	1,707	2,097	2,722	3,990**

- Note:
- [1996] data is from mid-decade census taken by Paradise Township and Village of Kingsley (high degree of accuracy).
 - ** Population Estimate by the Village of Kingsley based on new residential construction of 80 homes per year (26 Kingsley + 54 balance Paradise Township). These numbers were generated during the 2000 master planning process and remain unchanged
 - Data is from the US Census Bureau except as noted above.

Transportation

Public Transit

Airline service is available through Cherry Capital Airport in Traverse City with commercial passenger service provided by American, United Express, Northwest, and Delta airlines.

Bay Area Transportation Authority (BATA) provides call-in-advance bus service to and from Traverse City on a regular schedule about six times per day, Monday through Friday.

The Michigan Department of Transportation (MDOT) owns the railroad tracks. Freight trains pass through the Village at regular intervals, usually after midnight.

Road Corridors

State highway M-113 bisects the Village of Kingsley and extends to federal highway US-131 to the east (near Fife Lake) and to state highway M-37 to the west (10 miles north of Buckley). Within the Village limits, M-113 becomes East/West Main Street. The M-113 road corridor is owned by the Michigan Department of Transportation (MDOT) and maintained by Grand Traverse County through a contract. At the north Village limits, Brownson Avenue becomes Garfield Road (county highway 611) and extends north to federal highway US-31 in Traverse City. Garfield Road is maintained by the Grand Traverse County Road Commission. The roads, sidewalks, and public parking within the Village limits are the responsibility of the Village of Kingsley and are maintained by the Department of Public Works.



Main Street (M-113) looking west



S. Brownson Streetscape project August 2006

Parks/Recreation

The types of recreation used in the Village are walking, bicycling, school facilities and/or events, Civic Center South, The Grove, and Brownson Park. The park and recreation facilities in the Village of Kingsley and the local area are described below including their location and proposed future plans. The Future Land Use map located in Appendix N shows the existing Village parklands.



Brownson Park

Brownson Park. This developed park is maintained by the Village and is located on South Brownson Avenue just south of Blair Street. The site was donated to the Village by the Brownson family in 1956. Park facilities include playground equipment and tennis courts. New playground equipment and a very popular 'Splash Pad' were added in 2005. A 9/11 Memorial, site furnishings, and a portable restroom were also added in 2005.



The Grove entrance sign

The Grove. This 7-acre site consisting of wooded land was donated to the Village by the Wynkoop family in 1892. It is located one block east of North Brownson Avenue and one block north of Main Street (M-113). Access is from Park Street. Playground equipment, a pavilion, grills, and a walking path are all slated for completion by the year 2007.



Civic Center South Park Complex - "for the southern half of Grand Traverse County"

Civic Center South. This 40-acre site consisting of wooded and open land was signed over to the Village in 1949 by the Michigan Department of Natural Resources and is located west of the school athletic fields. Access is from the south end of Clark Street. Since the 1980's the Village has been considering the feasibility of developing nature trails and sports fields on the site. Grant funding was received from Grand Traverse County, Rotary Charities, and the Oleson Foundation. This grant funding along with a local match and donations from Michigan Department of Natural Resources (MDNR), Grand Traverse County, Kingsley Village, Paradise Township, Mayfield Township, Fife Lake Township, Union Township, and a variety of volunteers and local businesses made the commencement of work possible. This regional park will serve the entire south end of Grand Traverse County with ball fields, soccer fields, disc golf, an archery range, and a combined tennis/basketball court that doubles as an ice skating rink in the winter. A playground, walking paths, restroom/concession building, and eventually a band stand will round out the improvements to this recreational facility.



Kingsley Community Playground

Kingsley Community Playground. This area with play equipment was built by the community for the children of Kingsley and is located in the center of the Kingsley Area Schools campus. Access is from Clark Street or Edwards Street

Madison Street Snowmobile Trail. An unofficial east/west route for getting across town on a snowmobile is posted along Madison Street and M-113 .

Ottaway Trail (future). This one-mile, multi-purpose non-motorized/motorized pathway will provide a safe alternative transportation route connecting the northern village limits, mobile home park, downtown area, schools, and southern village limits. The proposed trail begins at Eden Street and proceeds along the east side of the railroad tracks to Wolf Drive. It has been designated as the southern end of the TART Trail and will be the connector to the White Pine Trail. A twelve foot deed was donated in 2005 to facilitate trail connections.

The Creek Boardwalk (proposed). The Creek originates from underground springs near the Kingsley Area School and flows into Swainston Creek. The Soil Conservation Service has examined the site and will assist the Village in developing a plan for improving the Creek area and making it more accessible with a boardwalk while protecting the fragile wetland ecosystem and wildlife habitat.

Public Sites in the Area

Boardman Valley Snowmobile Trail. Groomed snowmobile trail with access from Mayfield.

Brown Bridge Quiet Area. Offers a loop trail along 1200 acres of nature preserve with scenic overlook for hiking, nature study, cross-country skiing, and non-motorized watercraft. Access is from Garfield Road just north of the Paradise Township boundary.

Grand Traverse Cycle Trail (ORV). An off-road vehicle trail with access from Mayfield.

Kingsley Area School Forest. This undeveloped 200-acre site is owned and used by the school for educational purposes and consists of mostly forested land including sand ridges, wetlands along Swainston Creek, and a nature trail. Access is from Garfield Road in Paradise Township just north of the Village of Kingsley.

Mayfield Pond Park. This developed 30-acre park includes a creek, pond, bridge, nature/hiking trails, picnic area, pavilion, and outdoor privies. The park is located in the Village of Mayfield and is owned and maintained by Paradise Township. Access is from Garfield Road.

North Country Trail. National Park Service hiking trail under development from North Dakota to Maine. Access is via Summit City Road (south) to Townline Road (east) to Dell Road (south).

Shore to Shore Trail. State trail stretching across the entire width of the upper Lower Peninsula linking Lake Michigan to Lake Huron with hiking and horseback riding. Access is from Mayfield.

Additional recreation opportunities are available nearby at various locations in or on

Manistee River (just south of Paradise Township in Wexford County)

Boardman River (near the north boundary of Paradise Township)

Fife Lake Township (east of Paradise Township)

Paradise Township (Pere Marquette State Forest in northern and southeastern locations)

Rotary Charity Property (Summit City Road, east of Mayfield)

State Forests/Campgrounds (in all the townships surrounding Kingsley)

Education and Schools

Public Schools

The Kingsley Area School District covers approximately 122 square miles in the southern half of Grand Traverse County and a small portion of northern Wexford County. The schools are located in the Village of Kingsley and serve students in grades K-12. The district's facilities consist of one elementary school, one middle school, and a high school building. The new high school opened for classes in the fall of 2001. A Dual Enrollment program is offered to high school students who wish to start earning college credits from Northwestern Michigan College while still in high school.

The academic programs are excellent and additional supplementary/remedial programs will be implemented when the older buildings are renovated. In addition to strong academics, Kingsley Area School has a very good sports program. A new track was constructed in 2000. The community takes great pride in the accomplishments of the school band and sports teams, including the most recent 2005 football State Championship.



Kingsley High School

Private Schools

St. Mary's of Hannah, a parochial school, serves grades pre-school through sixth. The school is located approximately five miles west of Kingsley on M-113.

Further Education

Education and training beyond high school are available in Traverse City at technical trade and vocational schools and Northwest Michigan College's 2-year degree programs. Bachelor's and Master's degree programs are offered through a variety of Michigan colleges and universities at the University Center campus of Northwest Michigan College.

Business, Industry, and Community Services

There are numerous small businesses in the Village providing most goods and services needed by the community. Most are owner-operated businesses with competitive prices. Parking for businesses located on Main Street (M-113) and Brownson Avenue is available on the street, on the premises of a few businesses, and at a municipal parking lot (East Blair Street). The commercial and industrial areas are located along Main Street (M-113) and North/South Brownson Avenue. The industrial park can accommodate approximately 25 light industrial enterprises. Bobcat Commons has experienced new commercial development.

Community services include a post office, a public library (a branch of Traverse Area District Library), a community resource center including the services of a community nurse (located at the elementary school), three churches, and the governmental offices of the Village of Kingsley.



Village Plaza businesses



Northland food store

Housing

The neighborhoods of Kingsley consist of primarily modest homes built on original platted lots, a mobile home park, two modern subdivisions with large homes and lots, an approved Planned Unit Development (PUD), and two apartment complexes. The potential for residential growth remains almost entirely within the subdivisions (about 100 additional homes) while fewer than 15 developable vacant lots remain within the original plats. The two apartment complexes (total capacity of 24 units) and mobile home park (total capacity of 198 units) are full. There is a lack of rental units and affordable housing. Typically there are about a dozen homes for sale in



Kingsley home in established neighborhood



Homes in Kingsley Heights

Kingsley. The Grand Traverse Master Plan stipulates that growth should occur in existing villages adjacent to existing infrastructure. Continuing the compact development pattern found in villages will help preserve the rural character surrounding Kingsley. Other development patterns become more acceptable when water and sewer are not available.

Water & Sewer Systems

The water and sewer systems are maintained by the Village of Kingsley Department of Public Works and funded by monthly service charges and new connection fees as described in the Policies section of this document. The water system consists of three wells and two elevated tanks. The sanitary sewer system consists of sanitary sewer lines, and a new sewer treatment facility located on an 80-acre parcel owned by the Village in Section 4 of Paradise Township (north of the Industrial Park).



Waste water treatment plant

Recycling & Waste Management

Recycling

Recycling dumpsters have been moved to a location within Paradise Township.

Refuse Disposal

Trash/garbage/rubbish disposal is available through several private enterprises.

CHAPTER 3: ENVISIONING THE FUTURE

2006 Vision Statements

A vision encompasses beliefs. Those beliefs must meet a community's goals and be a precise and practical declaration of expected outcomes. The following Vision Statements were compiled from data gathered at a stakeholders meeting, a public visioning session, and a mailed survey. A subcommittee held a series of meetings (posted and open to the public) to mesh the data together, compare and evaluate the current public responses against the public input from the 2000 planning process, and create the following vision statements.

1. Preserve (and/or regain) small town character by creating lively civic spaces, establishing community events, developing design standards for the downtown area, and encouraging new downtown businesses that will provide increasing opportunities to shop locally.
2. Promote a compact village center/environment within the Downtown Development Authority (DDA) district with emphasis on the 'Downtown Core' area as defined by the Zoning Ordinance and shown on the Future Land Use Map found in Appendix N.
3. Encourage communication and coordination with Paradise Township to plan for residential and commercial growth, promote small town character, and protect ground water.
4. Improve access, circulation, and safety into and through the Village for pedestrians and vehicles.
5. Continue to provide opportunities for recreation, including but not limited to connecting recreation trails with other pedestrian environments, establishing snowmobile trails, and providing a community center.
6. Support the goals expressed in the *Village of Kingsley Downtown Development & Tax Increment Financing Plan* and explore ways to establish an effective chain of communication between the DDA, Planning Commission, and Village Council in order to promote achieving the common goals.
7. Encourage the creation of a variety of housing options throughout the Village.

Goals & Strategies

Community Character & Economic Development

Issues:

There is strong support for preserving Kingsley's small town character which people feel is exemplified by having essential services available nearby and a friendly atmosphere. However, people also responded that they do not shop in Kingsley due primarily to limited choice and higher prices. When asked if architectural design standards should be created based on historical photos the response was not overwhelmingly favorable, yet 56 percent of respondents agree that a uniform appearance within the downtown district would be an improvement. This indicates that there is a connection between a 'Downtown' and the unique Kingsley identity that residents want preserved.

Goal:

Strengthen and preserve a Downtown Core

Strategies:

- Educate citizens on the Downtown Core boundaries as defined by the Zoning Ordinance and Future Land Use Map.
- Explore the opportunities that Form Based Codes (FBC) could provide for the Downtown Core.

Possibilities include:

- Educate the Planning Commission on FBC to determine the desirability of using the tool
- Establishing Downtown Core as a special District or Overlay Zone

- Creating design details block by block that address street character, pedestrian system, setbacks, etc.
 - Adopting guidelines to establish appropriate architectural character
 - Creating a hybrid Zoning Ordinance – FBC for the downtown with the balance remaining conventional zoning
- Create DDA grant funding for building façade ‘facelifts’ within the Downtown Core
 - Create a marketing campaign to ‘Shop Kingsley’

Goal:

Strengthen and preserve community character throughout the Village

Strategies:

- Adopt a village policy that supports the National Main Street four-point approach to historic preservation and economic development *OR become part of the Main Street Program*
- Adopt Zoning Ordinance standards for landscaping in all districts

Goal:

Establish village-wide functions to maintain a strong sense of community

Strategies:

- Meet with the DDA, Planning Commission, and Council to determine how events should be run and by whom
- Post an event calendar on the website

Transportation

Issues:

The intersection of M-113 and Garfield continues to be a major concern of citizens. People are also concerned with vehicular speed throughout the Village. Citizens are interested in the idea of considering light rail in the future, but the immediate need is for bicycle paths along the roadways.

Goal:

Find a solution for the speeding and intersection problems to make Kingsley safer

Strategies:

- Continue to work with MDOT to explore solutions at the intersection of M-113 and Garfield
- Implement solutions the engineer currently working with the DDA might propose

Goal:

Designate bike lanes along roads within the Village

Strategies:

- Create a committee to determine the feasibility of adding bicycle lanes to roads throughout the Village
- Create a Feasibility Diagram of roads where bike lanes will work
- Adopt a village-wide policy to compare road improvement plans to the Feasibility Diagram and incorporate bikes lanes

Goal:

Provide safe crossings for pedestrian/bicycle circulation

Strategies:

- Explore the feasibility of overpass structures across South Brownson and another over M-113

Recreation

Issues:

Citizens expressed high levels of satisfaction with the parks already provided by the Village; however, public opinion indicates the need for a community center. When asked, people responded that they would like to see more trails linking to other trail networks in the area. There is also a need for planning and managing snowmobile trails.

Goal:

Continue with plans already in the works for parks while focusing on snowmobile trail heads and connections as well as linking pedestrian trails to other area networks.

Strategies:

- Apply for grant money to start improvements in Grove Park. Physical fitness equipment at the children's playground and a 'World Trail' conditioning course are the first priorities
- Create a committee to study and map ORV & snowmobile trails and feasible connectors and safe routes, as well as parking for trailheads
- Continue to work on the Ottawa Trail project to connect TART to the White Pine Trail
- Investigate other opportunities for pedestrian trail connectors

Goal:

Provide a community gathering place for Village residents

Strategies:

- Hold a series of focus groups to determine the actual needs a community center could fill
- Determine if there is an existing or planned location that meets those needs
- Begin planning for a new structure if this is determined to be the solution

Government Coordination and Cooperation

Issues:

The majority of respondents indicate a concern for the future and feel that more intergovernmental cooperation and coordination between the Village of Kingsley and Paradise Township will help ensure a better future for both municipalities. Specific concerns relate to ground water protection, loss of small town character, and planning for residential growth. There is also a concern about communication and coordination between the DDA, Planning Commission, and Village Council.

Goal:

Strengthen the relationship with Paradise Township, and any other neighboring municipalities, to achieve joint planning initiatives

Strategies:

- Approach the Township about implementing a combined ground water protection plan and public outreach program
- Choose liaisons to attend Paradise Township meetings on Planning Commission and Board levels and invite Paradise Township to do the same
- Hold a combined meeting between the Village of Kingsley and Paradise Township to discuss planning for the growth/development of residential areas and ways to maintain community character.
 - Study the future housing needs for both the Village and Township and work on a strategic plan to accommodate residential development
 - Continue to collaborate on the location of a growth boundary ultimately creating one that corresponds to a feasibility study of where infrastructure realistically will go.
- Consider forming a joint planning commission with Paradise Township for issues facing both municipalities

Goal:

Increase communication between Kingsley's DDA, Planning Commission, and Council in order to ensure cohesive planning and project implementation

Strategies:

- Hold an annual meeting to review goals and strategies
- Establish a policy for presenting proposed projects to each other (DDA, Planning Commission, and Council)
- Establish a policy for notifying each other (DDA, Planning Commission, and Council) as goal items are achieved
- Continue to post accomplishments on the village website

Land Use Plan

The Land Use Plan is where the vision for the Village of Kingsley begins to take shape. This Plan offers direction on the types of uses and locations that will help Kingsley maintain a unique presence in northern Michigan while maintaining a small town atmosphere that is so important to the residents. The Plan branches off of and expands on the preferred vision (Managed Growth Based on the Town Center Concept) described in the Master Plan adopted May 2001. It is essential that the Village and Township find a way to work together to plan for future growth that benefits both municipalities and strives to maintain the surrounding character that residents cherish.

Residential

Single-Family

This Plan encourages the historic lot development pattern and size for the Village's mature residential sectors. For any larger tracts yet to be developed, the Plan encourages a mix of housing types and densities based on the availability of water and sewer, improved street access, careful consideration of the natural landscape, and need. The water and sewer that the Village has to offer is a major incentive for developers to build within or adjacent to the Village. This Plan encourages the extension of the historical development pattern. Higher densities and smaller lots allow for infill opportunities and are an appropriate development pattern in a Village where water and sewer are available. Both the Village and Township will need to work together to determine appropriate densities, growth boundaries, and extension of services in order to achieve the common goal of limiting sprawl and maintaining community character.

Mixed Residential

Mixed Residential areas have been designated to accommodate a variety of housing types – including single-family residences, townhouses, and duplexes – and encourage revitalization and redevelopment within close proximity to the Downtown Core.

One option for Mixed Residential areas are Planned Unit Developments (PUDs), which permit a greater degree of flexibility in the use, area, height, bulk, and placements of buildings, structures, and accessory uses than would otherwise be allowed. Ideally these would be Traditional Neighborhood Developments (TNDs) designed to emulate older platted neighborhoods including small lots, alley access, sidewalks, historic architecture, trees, landscaping, and parks with play areas for neighborhood children. PUDs are often the best development choice for land with environmentally sensitive or natural areas because housing can be clustered within the buildable areas at a higher density while preserving the sensitive areas.

While the Village's primary need is for new residential development, residential/commercial development are recommended for areas with frontage along Main Street. As growth and development expands to areas beyond the comfort level for human-scale traveling distances, PUDs allow for a mixture of neighborhood uses and services to be incorporated in a site plan.

Mobile Home

Areas identified for development of Mobile Home Parks (i.e., Manufactured Home Parks). The desire is for mobile home parks which are assets to the community and to protect the health, safety, and welfare of mobile home park residents and the surrounding community.

Potential Residential

Recognizing the potential for growth in and around the Village of Kingsley, areas have been identified for Potential Residential development. The Village of Kingsley and Paradise Township will need to work together to determine the appropriate residential development types for these areas.

Commercial

Downtown Core

The Downtown Core is described in the C-1 Section of the Zoning Ordinance and the Future Land Use Map found in Appendix N (it is also described in the DDA & TIF Plan - 12/15/03). Currently there is one block that truly gives off that 'Downtown' feel. The goal for the future is to expand that block (see DDA Plan) with pedestrian friendly sidewalk systems that link individual storefronts and tie the downtown to nearby public parking areas and neighborhoods. The Brownson Streetscape project is an excellent example of creating a pedestrian friendly environment. Commercial buildings in the Downtown Core should be built close together or share a common wall and be at least two stories high to allow for residential units on the upper floors. The design character envisioned for the Downtown Core encourages window shoppers to walk along a line of architecturally interesting (perhaps historical) looking storefronts that abut a wide sidewalk with streetlamps, benches, flowers, and other pedestrian friendly elements. Encouraging high quality site design, well-maintained buildings and yards, common open spaces, and architectural interest that complements the existing downtown block will improve the quality of life and economic opportunities in the Village. Residential uses above commercial are a key element in achieving a vibrant shopping district.

Highway Commercial

Uses that require larger lots and are incompatible with the Downtown Core due to parking needs or building design constraints are encouraged in the new commercial district (Bobcat Commons). With careful planning and cooperation from land owners/developers, the old and new commercial areas are choreographed into one cohesive business district emphasizing an historic theme throughout the Downtown Core.

Potential Highway Commercial

Recognizing the potential for commercial growth, the area identified Potential Commercial has been established to obtain commercial development which will complement the Highway Commercial on the north side of M-113. The intent is to establish a cohesive, unified corridor along M-113, regardless of jurisdictional boundary, as well as explore the potential for connection with existing infrastructure.

Parks

Areas intended for recreational facilities offering both passive and active opportunities for public use. These areas are typically natural or park-like settings frequently linked with trails. Areas that could be developed as parks have been identified as Potential Park.

School

Areas intended for public educational buildings and facilities. This includes school facilities such as elementary, middle, and high schools as well as athletic facilities. Additionally, areas identified as Potential School have been established in recognition of the possible need for future expansion.

Municipal

Areas planned for Village of Kingsley buildings and facilities. This designation includes government buildings.

Industrial

The community has a need for local jobs and this area, designated for light industry, has the potential of providing as many as 1,000 employment opportunities in as many as twenty-five different industries. This industrial park complex should be developed in such a way as to complement existing historic architecture, landscaping, and the goals of this Master Plan. Screening between dissimilar land uses should be required and the preservation of natural resources and topography should be encouraged. Uses should be restricted to those that will not jeopardize the integrity of the existing water and sewer systems.

Appearance is particularly important at the entrances of the Village, and the new commercial and industrial developments, as well as the Kingsley welcome sign, will offer the first impression of the Village on the east. The design of landscape and architecture (including building size and height) are elements that will require careful scrutiny by the Planning Commission.

The Battelle-Columbus Study (a comprehensive industry analysis in 1988) targeted the following industries for the Traverse Bay area:*

- Electronic Equipment and Instrumentation
- Commercial Printing
- Machinery, Industrial Equipment
- Biological Products (Pharmaceuticals)
- Food Products
- Medical and Dental Instruments & Supplies
- Data Processing and Administrative Activities
- Plastic and Composite Products
- Furniture and Fixtures
- Metal Fabricators
- Transportation Equipment
- Measuring and Controlling instruments

* Information from Visions South Grand Traverse, Strategic Plan for Community & Economic Development.

Potential Growth Boundary

A growth boundary has been shown on the Future Land Use map (as well as others included in this document). Often times a growth boundary is directly related to the ability to feasibly extend existing infrastructure while still maintaining a high level of service. In this case the growth boundary has been arbitrarily drawn in hopes that discussions will take place about where it makes sense to extend existing water and sewer. It is assumed that as development occurs the growth boundary will be adjusted to more accurately reflect the feasible extension of water and sewer. A goal of the Village will be to have a study done that takes into account topography, allowable densities, and the demand on existing water & sewer capacity so that knowledgeable development decisions can be made.

CHAPTER 4: IMPLEMENTATION

The Planning Commission, Village Council, DDA, and Village Staff are primarily responsible for implementing the Master Plan through ordinance adoption and enforcement, administrative procedures, and other programs. Property owners are involved in fulfilling the recommendations of the Master Plan by actual development of land uses and participating in land use decisions at official Village meetings. The measures necessary to implement the Master Plan are described below.

Public Hearing

Prior to official approval and adoption of this Master Plan, a public hearing must be conducted to present the Plan and to hear public comments. However, it is the authority of the Planning Commission to decide whether or not to incorporate ideas obtained during the public hearing. Frequently, the Master Plan is formally adopted directly following the public hearing. Once the Master Plan is adopted, actual work to implement the Plan may begin.

Adoption by Village Council

Although not required by law, the Master Plan should be adopted by the Village Council since only the Village Council has the authority to conduct business and budget funds for Village projects. By adopting the Master Plan, the Village Council confirms support for the ideas and concepts presented in the Plan.

Action Plan

Chapter 3, Envisioning the Future, identifies a series of actions recommended for implementation. These actions have been placed in the following table. It is envisioned that the Village Planning Commission, along with the Village Council, DDA, and staff, will prepare annual work programs based on this Implementation Table. The table should be updated as projects are completed, priorities shift, or new projects need to be added.

Implementation Table

PROJECTS	
Community Character & Economic Development*	
1	Establish C-1 as the Downtown Core – a special district as indicated on the Future Land Use Map
2	Prepare to implement Form Based Coding (FBC) in the Downtown Core district
	Educate Planning Commissioners on Form Based Code
	Decide if FBC fits the needs of the Village in the Downtown Core area
	Create design details block by block (street character/pedestrian system/setbacks)
	Create and adopt architectural guidelines
	Create and adopt FBC for the Downtown Core section
3	Establish grant funding for building façade facelifts that adhere to architectural guidelines - DDA
4	Create the 'Shop Kingsley' marketing campaign
5	Invite representatives from Boyne City in to explain the Main Street Program
	Adopt the National Main Street four-point approach
	OR
	Become part of the Main Street Program
6	Adopt landscape standards for all Zoning Ordinance districts
7	Hold a meeting between Planning Commission, Council, DDA to create a 'Social Committee'
	Determine financing, organization, marketing, etc
8	Plan at least one Village-wide function and post it on the Website
Transportation*	
1	Meet regularly with transportation officials until speeding and intersection issues are resolved
2	Adopt a village-wide policy to stripe roadways for bike lanes wherever feasible
3	Determine pedestrian crossing locations and include it on a map in this Plan
Recreation*	
1	Apply for grant money to improve Grove Park
2	Establish a committee to study & map ORV/snowmobile trails
3	Determine Ottaway trail route and implement trail construction
4	Schedule focus group meetings to discuss a community center
Government Coordination and Cooperation*	
1	Meet with the township to implement a ground water protection plan
	Establish a Wellhead Protection Team (representatives from the Village & Township)
	Determine management approaches for wellhead protection
	Adopt an emergency response policies and procedures
	Establish program for public participation and outreach/education
2	Choose a liaison to attend Paradise Township meetings – Planning Commission and Board
3	Create a Residential Task Force of key Village and Township representatives
4	Schedule an annual combined meeting of the Village Planning Commission, DDA, and Council
*The Village newsletter and website should continue to be used to update the residents on all Village business.	

Policies

Policies are explicit statements of expectation or intent regarding official Village business. They guide and determine acceptable procedures by describing a definite course or method of action as related to present and future decisions. Numerous policies are already in effect but have not been written and some need to be written (such as an Intergovernmental Agreement between the Village of Kingsley and Paradise Township). Written policies should be prepared for the following (as well as additional policies as needed) and inserted into this document:

- Intergovernmental Agreement
- Land Use Permit Process

Capital Improvements Plan

Capital improvements are all major physical facility and infrastructure projects over and above the Village's annual operating expenses. The preparation and updating of a Capital Improvements Plan (CIP) includes listing all new major public facilities to be built, substantially remodeled, or purchased in the community within the foreseeable future. The CIP establishes a schedule for each capital improvement project according to its priority in the community, and includes cost estimates and the sources of financing for each project. Usually the CIP covers a six-year program period which requires annual updating to reflect changing priorities and financial resources in the community.

The CIP should be developed with a clear understanding of community objectives regarding growth and land use as outlined in this Master Plan to assure that large-scale public expenditures are coordinated with long-term planning goals. It is the most effective tool for approving new public improvements. Activities should also be coordinated with similar activities in neighboring and overlapping jurisdictions. The Village should continue to update their CIP.

APPENDIX

Appendix A: Community Input Sources

Community Input Sources

For this Master Plan update the Planning Commission wanted to build on the data gathered in 2000. An interactive PowerPoint presentation was created based on the Community Input Questionnaire sent out in 2000. The questions were reviewed during a stakeholders meeting (9/14/2005 – 10 participants) and then shown to and reviewed by the public on October 12, 2005 (12 participants).

The Planning Commission felt that more public input was necessary due to the low turnout for the interactive polling meeting. A survey was sent out to all Village residents. Out of 554 surveys sent out, 93 were mailed back or dropped off at the Village office. The Planning Consultant then met with a subcommittee to combine the interactive polling and survey results, and compare them to the results from the 2000 questionnaire. The results from the data gathered in 2005 was combined under the following categories: General, Village Appearance, Commercial, Residential Housing & Economic Development, Overall, Village/Township, Water Quality, Museums & Community Centers, Transportation, and Trails. These categories matched those created by the Village Office when finalizing the survey prior to mailing. The Water Quality category got some citizens nervous about why those types of questions would need to be asked. The reason for this section was to help satisfy the Well Head Protection Plan the Village was trying to get approved by Michigan Department of Environmental Quality (MDEQ). MDEQ requires some public input regarding Wellhead Protection and water quality.

All the compiled survey information was then used to see where goals, strategies, actions needed to be altered, created, or deleted from the plan adopted in May, 2001 and was used as the basis for the ideas presented in this updated plan. The combined results from the interactive polling and mailed survey, as well as an abridged version of the 2000 Community Input Questionnaire and Questionnaire Results are found in this Appendix.

Public Input Opportunities

Stakeholders Meeting	September 14, 2005
Community-wide Visioning Session	October 12, 2005
Public Survey (mailing)	January 2006
Subcommittee Meetings (3 total-open to public)	Winter/Spring 2006
Neighboring Municipality Review Window	Sept. 15 - Nov. 19, 2006
County Review Window	Sept. 15 - Dec. 19, 2006
Public Hearing	December 19, 2006
Revisions - Public Hearing	May 21, 2007

Throughout the Master Plan updating process the potential changes were discussed at the Planning Commission's regular meetings, which are open to the public.

Appendix B: Combined Results from Community Survey and Public Meetings 2005/2006

Interactive Polling Provided by



R. CLARK ASSOCIATES, INC.
LANDSCAPE ARCHITECTS & PLANNERS
 3335 W. South Airport Rd., Suite 9B, Traverse City, MI 49684
 (231)941-8505 Fax (231)947-2748 real@charterinternet.com

Combined Data from 10/12/2005 Interactive Polling & Mailed Survey

Section 1 - General

1. I am answering these questions as:

	Responses	
	(percent)	(count)
1. A Village resident	87.23%	82
2. A Township resident	4.26%	4
3. A Village Planning Commissioner or Board member	4.26%	4
4. A Township Commissioner or Board Member	0.00%	0
5. Other	4.26%	4
Totals	100%	94

2. How long have you lived in the Kingsley area?

	Responses	
	(percent)	(count)
1. Less than one year	3.33%	3
2. Between 1 and 5 years	20.00%	18
3. Between 5 and 10 years	18.89%	17
4. Between 10 and 20 years	27.78%	25
5. Between 20 and 30 years	5.56%	5
6. Between 30 and 40 years	8.89%	8
7. Over 40 years	15.56%	14
8. No response	0.00%	0
Totals	100%	90

3. How long do you plan to stay in the area?

	Responses	
	(percent)	(count)
1. At least 5 years	7.95%	7
2. At least 10 years	4.55%	4
3. No plans to leave	67.05%	59
4. Too hard to tell	20.45%	18
Totals	100%	88

4. Which of these is most important to you when you think of Small Town Characteristics?

*mailed survey allowed more than one answer to be given

	Responses	
	(percent)	(count)
1. Friendly People	22.53%	41
2. Knowing neighbors & "almost everyone"	17.03%	31
3. Historic (old/quaint) buildings (residential & commercial)	6.59%	12
4. Essential services available – clustered, conveniently located and easily accessible for pedestrian/bicycle/automobile	23.63%	43
5. Small size (population under 2000)	12.09%	22
6. Small owner-operated businesses	11.54%	21
7. No fast food franchises, chain stores, or malls	6.59%	12
Totals	100%	182

5. Our 'small town character' needs to be preserved.

	Responses	
	(percent)	(count)
1. Strongly Agree	34.07%	31
2. Agree	40.66%	37
3. Neutral	14.29%	13
4. Disagree	9.89%	9
5. Strongly Disagree	1.10%	1
Totals	100%	91

6. Architectural design standards to help establish a Village 'identity' should be created based on historic photographs.

	Responses	
	(percent)	(count)
1. Strongly Agree	9.89%	9
2. Agree	31.87%	29
3. Neutral	38.46%	35
4. Disagree	16.48%	15
5. Strongly Disagree	3.30%	3
Totals	100%	91

Section 2 - Village Appearance

7. I am satisfied with the general appearance of the Village of Kingsley.

	Responses	
	(percent)	(count)
1. Strongly Agree	2.25%	2
2. Agree	35.96%	32
3. Neutral	16.85%	15
4. Disagree	37.08%	33
5. Strongly Disagree	7.87%	7
Totals	100%	89

8. Some level of landscape standards should be considered for all zoning districts to help maintain our community character.

	Responses	
	(percent)	(count)
1. Strongly Agree	28.26%	26
2. Agree	51.09%	47
3. Neutral	8.70%	8
4. Disagree	10.87%	10
5. Strongly Disagree	1.09%	1
Totals	100%	92

9. I am satisfied with the general appearance of my neighborhood.

	Responses	
	(percent)	(count)
1. Strongly Agree	25.27%	23
2. Agree	39.56%	36
3. Neutral	13.19%	12
4. Disagree	20.88%	19
5. Strongly Disagree	1.10%	1
Totals	100%	91

10. Establishing a greenbelt zone around the Village perimeter would help preserve rural character and protect natural beauty.

	Responses	
	(percent)	(count)
1. Strongly Agree	16.87%	14
2. Agree	37.35%	31
3. Neutral	32.53%	27
4. Disagree	10.84%	9
5. Strongly Disagree	2.41%	2
Totals	100%	83

11. Encouraging a uniform appearance within the downtown district would improve the general Village appearance.

	Responses	
	(percent)	(count)
1. Strongly Agree	22.22%	20
2. Agree	40.00%	36
3. Neutral	24.44%	22
4. Disagree	12.22%	11
5. Strongly Disagree	1.11%	1
Totals	100%	90

Section 3 - Commercial

12. Shopping locally needs to be supported to boost the overall economic health of the Village.

	Responses	
	(percent)	(count)
1. Strongly Agree	32.97%	30
2. Agree	56.04%	51
3. Neutral	8.79%	8
4. Disagree	2.20%	2
5. Strongly Disagree	0.00%	0
Totals	100%	91

13. There is not enough parking downtown.

	Responses	
	(percent)	(count)
1. Strongly Agree	20.88%	19
2. Agree	23.08%	21
3. Neutral	36.26%	33
4. Disagree	19.78%	18
5. Strongly Disagree	0.00%	0
Totals	100%	91

14. Is there community commitment to 'Shop Kingsley'?

	Responses	
	(percent)	(count)
1. Yes	13.64%	12
2. Don't Know	55.68%	49
3. No	30.68%	27
Totals	100%	88

15. The use of an historic architectural theme in downtown Kingsley would help maintain its small town atmosphere.

	Responses	
	(percent)	(count)
1. Strongly Agree	10.75%	10
2. Agree	45.16%	42
3. Neutral	26.88%	25
4. Disagree	10.75%	10
5. Strongly Disagree	6.45%	6
Totals	100%	93

16. Allowing new commercial businesses to occur within the downtown will encourage walking & shopping and enhance small town atmosphere.

	Responses	
	(percent)	(count)
1. Strongly Agree	31.87%	29
2. Agree	60.44%	55
3. Neutral	5.49%	5
4. Disagree	2.20%	2
5. Strongly Disagree	0.00%	0
Totals	100%	91

Section 4 - Residential Housing & Economic Development

17. Kingsley lacks affordable housing.

	Responses	
	(percent)	(count)
1. Strongly Agree	10.23%	9
2. Agree	20.45%	18
3. Neutral	32.95%	29
4. Disagree	31.82%	28
5. Strongly Disagree	4.55%	4
Totals	100%	88

18. It is the responsibility of the Village to provide adequate housing to accommodate anticipated growth.

	Responses	
	(percent)	(count)
1. Strongly Agree	1.11%	1
2. Agree	22.22%	20
3. Neutral	24.44%	22
4. Disagree	36.67%	33
5. Strongly Disagree	15.56%	14
Totals	100%	90

19. New residential development should resemble original Village plats.

	Responses	
	(percent)	(count)
1. Strongly Agree	6.90%	6
2. Agree	25.29%	22
3. Neutral	41.38%	36
4. Disagree	22.99%	20
5. Strongly Disagree	3.45%	3
Totals	100%	87

20. Kingsley's projected growth indicates that Paradise Township may be affected by overflow. The Village & Township should work together to plan for residential growth.

	Responses	
	(percent)	(count)
1. Strongly Agree	40.22%	37
2. Agree	53.26%	49
3. Neutral	6.52%	6
4. Disagree	0.00%	0
5. Strongly Disagree	0.00%	0
Totals	100%	92

21. Multi-family units are needed to fulfill the need for affordable housing. (condominiums/townhouses/mixed commercial w/residential)

	Responses	
	(percent)	(count)
1. Strongly Agree	8.99%	8
2. Agree	31.46%	28
3. Neutral	24.72%	22
4. Disagree	16.85%	15
5. Strongly Disagree	17.98%	16
Totals	100%	89

22. Residential development or redevelopment to the highest density should be promoted.

	Responses	
	(percent)	(count)
1. Strongly Agree	5.62%	5
2. Agree	24.72%	22
3. Neutral	28.09%	25
4. Disagree	26.97%	24
5. Strongly Disagree	14.61%	13
Totals	100%	89

23. To promote a strong sense of place obligatory architectural and landscape design standards are needed for all large scale developments.

	Responses	
	(percent)	(count)
1. Strongly Agree	16.67%	15
2. Agree	53.33%	48
3. Neutral	17.78%	16
4. Disagree	8.89%	8
5. Strongly Disagree	3.33%	3
Totals	100%	90

Section 6 - Overall

24. Community events (public concerts, street dances, farmer's market, etc.) help maintain a strong sense of community.

	Responses	
	(percent)	(count)
1. Strongly Agree	43.82%	39
2. Agree	49.44%	44
3. Neutral	4.49%	4
4. Disagree	2.25%	2
5. Strongly Disagree	0.00%	0
Totals	100%	89

Section 7 - Village/Township

25. I worry that if the Village and the Township do not work together on future land use issues that our area will lose its small town character.

	Responses	
	(percent)	(count)
1. Strongly Agree	23.33%	21
2. Agree	55.56%	50
3. Neutral	15.56%	14
4. Disagree	5.56%	5
5. Strongly Disagree	0.00%	0
Totals	100%	90

Section 8 - Water Quality

26. The Village of Kingsley has safe drinking water.

	Responses	
	(percent)	(count)
1. True	93.75%	75
2. False	6.25%	5
Totals	100%	80

27. The ground water that supplies Kingsley's wells (drinking water) is completely within the Village boundaries and control.

	Responses	
	(percent)	(count)
1. True	50.82%	31
2. False	49.18%	30
Totals	100%	61

28. Because our groundwater/drinking water extends past the boundaries of the Village it is important to work with Paradise Township to truly protect it.

	Responses	
	(percent)	(count)
1. Strongly Agree	46.59%	41
2. Agree	45.45%	40
3. Neutral	6.82%	6
4. Disagree	0.00%	0
5. Strongly Disagree	1.14%	1
Totals	100%	88

29. Kingsley and Paradise Township should work together to create a ground water protection plan with an education component. (Educate the community on the importance of protecting ground/drinking water.)

	Responses	
	(percent)	(count)
1. Strongly Agree	47.31%	44
2. Agree	41.94%	39
3. Neutral	9.68%	9
4. Disagree	1.08%	1
5. Strongly Disagree	0.00%	0
Totals	100%	93

30. A ground water protection committee should be established to implement educational outreach and foster coordination between the Village and Township.

	Responses	
	(percent)	(count)
1. Yes	69.41%	59
2. Abstain	22.35%	19
3. No	8.24%	7
Totals	100%	85

31. Protecting our drinking water is a high priority.

	Responses	
	(percent)	(count)
1. Yes	89.53%	77
2. Abstain	9.30%	8
3. No	1.16%	1
Totals	100%	86

32. Kingsley should apply for grant money to do an abandoned well search and closure.

	Responses	
	(percent)	(count)
1. Yes	62.79%	54
2. Abstain	31.40%	27
3. No	5.81%	5
Totals	100%	86

33. Kingsley should adopt ordinance language that helps protect our ground water.

	Responses	
	(percent)	(count)
1. Yes	82.56%	71
2. Abstain	13.95%	12
3. No	3.49%	3
Totals	100%	86

34. The importance of quality drinking water should be reflected in our Master Plan.

	Responses	
	(percent)	(count)
1. Yes	88.89%	80
2. Abstain	10.00%	9
3. No	1.11%	1
Totals	100%	90

Section 9 - Museums & Community Centers

35. There is strong community support for learning about the history of Kingsley & an historic museum

	Responses	
	(percent)	(count)
1. Strongly Agree	5.62%	5
2. Agree	34.83%	31
3. Neutral	42.70%	38
4. Disagree	12.36%	11
5. Strongly Disagree	4.49%	4
Totals	100%	89

37. Historic buildings need to be restored and historic items preserved before it is too late.

	Responses	
	(percent)	(count)
1. Strongly Agree	10.87%	10
2. Agree	41.30%	38
3. Neutral	38.04%	35
4. Disagree	5.43%	5
5. Strongly Disagree	4.35%	4
Totals	100%	92

38. Collaboration between the Village & Paradise Twp. in establishing an Historical Society & Museum would benefit the entire area.

	Responses	
	(percent)	(count)
1. Strongly Agree	13.04%	12
2. Agree	39.13%	36
3. Neutral	39.13%	36
4. Disagree	6.52%	6
5. Strongly Disagree	2.17%	2
Totals	100%	92

39. A display of historical items at the new library will fulfill the need to preserve Kingsley's history.

*This question was not included in the interactive polling meeting - only the mailed survey

	Responses	
	(percent)	(count)
1. Strongly Agree	13.75%	11
2. Agree	51.25%	41
3. Neutral	25.00%	20
4. Disagree	8.75%	7
5. Strongly Disagree	1.25%	1
Totals	100%	80

40. A community center is needed for youth, teens and senior citizens.

	Responses	
	(percent)	(count)
1. Strongly Agree	35.23%	31
2. Agree	44.32%	39
3. Neutral	14.77%	13
4. Disagree	4.55%	4
5. Strongly Disagree	1.14%	1
Totals	100%	88

Section 10 - Transportation

41. Speeding on M-113 is a huge problem/concern.

	Responses	
	(percent)	(count)
1. Strongly Agree	32.94%	28
2. Agree	31.76%	27
3. Neutral	15.29%	13
4. Disagree	17.65%	15
5. Strongly Disagree	2.35%	2
Totals	100%	85

42. The intersection of Garfield & M-113 is dangerous for automobiles & pedestrians!

	Responses	
	(percent)	(count)
1. Strongly Agree	76.40%	68
2. Agree	20.22%	18
3. Neutral	3.37%	3
4. Disagree	0.00%	0
5. Strongly Disagree	0.00%	0
Totals	100%	89

43. Speeding is a concern in some neighborhoods.

	Responses	
	(percent)	(count)
1. Strongly Agree	45.88%	39
2. Agree	38.82%	33
3. Neutral	10.59%	9
4. Disagree	4.71%	4
5. Strongly Disagree	0.00%	0
Totals	100%	85

Section 11 - Trails

44. We need bicycle paths along the roads.

	Responses	
	(percent)	(count)
1. Strongly Agree	24.71%	21
2. Agree	38.82%	33
3. Neutral	23.53%	20
4. Disagree	10.59%	9
5. Strongly Disagree	2.35%	2
Totals	100%	85

45. Snowmobiles need designated trails, rules, enforcement of rules, and parking areas.

	Responses	
	(percent)	(count)
1. Strongly Agree	53.57%	45
2. Agree	32.14%	27
3. Neutral	5.95%	5
4. Disagree	8.33%	7
5. Strongly Disagree	0.00%	0
Totals	100%	84

46. Light rail is an option that needs to be considered for the future.

	Responses	
	(percent)	(count)
1. Strongly Agree	24.05%	19
2. Agree	24.05%	19
3. Neutral	39.24%	31
4. Disagree	8.86%	7
5. Strongly Disagree	3.80%	3
Totals	100%	79

Appendix C: Community Survey 2000

Community Input Questionnaire Questionnaire Results (2000)

The following questionnaire has been shortened for the 2006 update of the Master Plan. The deleted questions were less pertinent to the current public data

Primary Elements (What Would You Change?):

Unappealing (general impression of Village)
Poor condition of structures in business district
Poor maintenance of homes and yards
Junk
Speeding
M-113/Brownson intersection

General

1. *What do you like about Kingsley?*

(64) People (friendly, caring, neighbors, family)
(62) Small size
(33) Quiet/Peaceful/Safe/Clean
(19) Schools
(18) Location
(13) Natural beauty/Rural surroundings
(12) Availability/proximity of essential services
(11) Housing/Neighborhood

2. *How long have you lived/do you plan to live in Kingsley?*

Have lived here:

(28) Over 40 years
(24) 21 – 40 years
(21) 8 months – 2 years
(21) 3 – 5 years
(17) 6 – 10 years
(10) 11 – 20 years
(9) No response
(3) Lifetime

Apparently, most residents have no plans to leave but everyone did not answer this part of the question.

3. *Are you satisfied with the general appearance of the Village? Your neighborhood? Village:*

(70) Needs improvement
(48) Satisfied
(11) OK
(5) No response

Neighborhood:

(65) Satisfied
(44) Needs improvement
(12) OK
(7) No response

4. *What would you change?*

(55) Business
(37) Neighborhood
(28) Traffic
(21) Don't know/No response
(16) Landscape
(10) Nothing
(7) Roads/sidewalks
(4) Recreation
(2) Community involvement
(1) Village/Township governmental cooperation

****deleted #5 & #6**

7. *The existing Future Land Use Plan stipulates that Kingsley needs to maintain its “small town character.” What, in your opinion, is “small town character”?*

This was a tough question for people to answer. 35 did not respond at all. The overwhelmingly favorite response was the combination of “friendly” and “people” representing almost 50% of those who responded to this question.

These were the most frequently named Small Town Characteristics

Friendly people & Knowing neighbors and “almost everyone”
Historic (old, quaint) buildings (residential and commercial)
Essential services available (clustered, conveniently located, and easily accessible by pedestrian, bicycle, and/or automobile)
Small size (population under 2000)
Small owner-operated businesses
No fast food franchises, chain stores, or malls

Do you agree that our “small town character” should be preserved?

(109) Yes
(11) No
(5) No response
(2) Somewhat agree
(2) Already lost it
(1) Undecided

How can Kingsley grow larger and still maintain small town character?

About 30% didn't respond or didn't know. Another 12% said we cannot or that we have already lost it.
About 58% had ideas (listed below in order of frequency – most frequent first)

How to Maintain the Small Town Character of Kingsley

Planned growth (keep land use primarily residential)
Improve/strengthen/keep “Downtown”
Proper regulation of land use
Retain/encourage small owner-operated businesses (to serve local needs)
Strengthen community involvement/support/participation through school-, church-, government-, and business-sponsored events/activities.
Improve landscaping - flowers, plantings, trees, old-fashioned street lights
Retain/develop green spaces and parks
Create jobs for local citizens
Coordination/cooperation between Village/Township

****deleted #8**

9. *Would you enjoy learning about the history of the Village at a Kingsley Historical Museum?*

(95) Yes
(24) No response
(11) No
(7) Maybe

Business/Services

10. *Do you shop or utilize services in the Village? If yes, circle the services you use:**(top 10 kept)*

(125) Groceries
(104) Gasoline
(95) Bank/Credit Union
(94) Pharmacy
(86) Auto repair
(85) Auto parts
(85) Lumber company
(84) Restaurant
(82) Florist
(79) Car wash

11. *Would you like to have additional goods and/or services available? What kind?*

- (40) Hardware
- (35) Good/clean/quality family restaurant
- (23) No response
- (19) Fast food with drive up/thru service
- (13) Nothing – we go to TC
- (10) Gift/card shop
- (7) Clothing store
- (8) Dry cleaner
- (6) Convenience/party store
- (5) Sporting Goods
- **deleted some responses

**deleted #12

Housing

13. *Is adequate housing available in the Village?*

- (48) Yes
- (46) No
- (31) No response
- (8) Don't know

What type of additional housing is desirable?

- (17) Affordable single-family
- (17) Inexpensive/mid-range apartments/duplexes
- (16) Affordable rentals (\$400 - \$500/mo)
- (12) Senior citizen
- (10) Low income housing
- (7) Townhouses/condos
- (6) Single family
- (4) Subdivision with large homes
- (3) Hotel/Motel

Due to ill-defined terms, we obtained these opinions during interviews with some residents:

\$75,000-\$100,000 Affordable/Reasonable/Mid-Range Home (based on an annual income of around \$30,000)

\$50,000 - \$70,000 Inexpensive, Low Income Home (based on annual income from "service" jobs)

Recreation

14. *What types of recreation do you utilize in Kingsley?*

- (40) Walking
- (33) Brownson Park
- (26) School facilities/events
- (25) Bicycling
- (28) None/socializing/watching videos
- (22) No response
- (7) Rollerblading
- (8) Fitness center
- (2) Snowmobiling

**deleted #15

Transportation

16. *Would you use an off-road trail/pathway (no automobiles allowed) to reach various destinations within Kingsley?*

- (84) Yes
- (25) No
- (15) No response
- (5) Maybe

17. Do you travel outside of Kingsley to go to work or school, conduct business, or shop? (Circle all that apply)

- (77) Shop
- (51) Conduct business
- (47) Work
- (7) No response
- (5) School
- (2) No
- (2) Medical care

How many trips and what distance do you travel daily? Weekly?

Most trips are via personal automobile to Traverse City. Other destinations were: Cadillac, Manton, Manistee, Suttons Bay, Fife Lake, South Boardman, Buckley, and Elk Rapids.

Daily?

- (55) At least 1 round trip
- (9) 2 or more round trips

Weekly?

- (28) 1 – 4 round trips
- (23) 5 – 7 round trips

**deleted #18 & #19

20. Would you use light rail (passenger train) services if they were available? To what destination would you travel? How often?

- (49) Yes
- (44) No
- (18) Maybe/Don't know
- (14) No response
- (8) Depends on cost/accessibility/speed

Destinations: Traverse City, Cadillac, Grand Rapids, Connection to Amtrak, Muskegon, Ann Arbor, Flint, Royal Oak, Detroit, Alma, Downstate, Chicago, Ski hills, Turtle Creek Casino.

21. Are sidewalks and roads adequate and properly maintained?

<i>Sidewalks</i>	<i>Roads</i>	
(74)	(77)	Yes
(30)	(17)	No
(10)	(8)	So-so/OK
(19)	(31)	No response

Some are looking forward to the improvement of S. Brownson

** deleted additional comments on roads/sidewalks

22. Are parking needs adequately fulfilled and properly maintained?

- (59) Yes
- (34) No
- (15) Not enough downtown
- (10) No response

**deleted various responses

23. Do you have any traffic concerns?

Specific Concerns:

- (80) M-113 & Brownson - dangerous, need stop light (for certain hours), left-turn arrow
- (39) Speed limit not obeyed – Whispering Pines, Fenton, Clark, Schools, S. Brownson, N. Brownson, mobile home park, and M-113

**deleted various responses

Additional Comments: Too much traffic too fast; Afraid to walk along M-113; Traffic is heavier and faster; Can't see by Eatery; Going down the hill too fast; Need bike paths; Don't allow semi's/logging trucks on Brownson; Extremely busy; Too many big trucks on Whipple Street

**additional comments were deleted.

Appendix D: Main Street Program



Main Street

Revitalizing Your Commercial District

The Main Street Four-Point Approach™ to commercial district revitalization

THE FOUR POINTS

The National Trust Main Street Center offers a comprehensive commercial district revitalization strategy that has been widely successful in towns and cities nationwide. Described below are the four points of the Main Street approach which work together to build a sustainable and complete community revitalization effort.

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

Read more about the [Eight Guiding Principles](#) that complement the four points.

Is the Main Street Approach Right for You?

Is the Main Street Approach right for you? When should you consider doing Main Street?

The Main Street Approach is a terrific and effective framework for addressing commercial district revitalization. But how do you know if Main Street is right for your downtown or neighborhood business district or if your community is ready to take on Main Street? You'll first need the right attitude toward revitalization and some nuts-and-bolts ingredients in order to make the program successful. Consider the following.

1. Is your commercial district a traditional business district? While any commercial district could achieve success using the Four Points, Main Street is intended for traditional business districts. You should have a good concentration of older or historic buildings remaining to give yourself a base of structures to work with. Newer, low density automobile-oriented commercial developments, strip shopping centers, or enclosed shopping malls may want to borrow techniques from the Main Street Approach, but they really aren't appropriate for consideration as a Main Street district.
2. Do you have a decent concentration of businesses remaining in your commercial district? You're much more likely to have success with Main Street if you have a core of businesses remaining in your commercial district. This gives you an economic base on which to build.
3. Are you committed to addressing Main Street's revitalization in a comprehensive and incremental way? To be successful, stakeholders need to understand and be committed to the importance of working simultaneously in each of Main Street's Four Points. The community also needs to understand that the program achieves success incrementally, and that initially making smaller changes in the commercial district will lead to larger achievements and more sophisticated projects over time.
4. Do you have a broad base of support for a local Main Street program? You need a balance of public and private participants — and funding — in order to make the program succeed. That means that in addition to the traditional participants in Main Street revitalization — business and property owners and city officials — non-traditional participants need to be engaged in the revitalization effort, too. It is absolutely essential that your Main Street program be as inclusive as possible with a broad and varied cross-section of the community committed to assisting and supporting the program.
5. Can participants agree? The first hurdle is agreeing whether or not to pursue a Main Street program. To be successful, local stakeholders must believe in the value of a consensus-driven program and reject the traditional notion that one or two people should call all the shots on Main Street. While this requires good processes and sometimes lengthy discussions to reach agreement, the result is a lasting and positive change on Main Street that the entire community feels good about.
6. Do you have adequate human and financial resources to implement a successful Main Street program? Average local program budgets vary, but you'll have to be able to raise money for [Main Street's operation](#) and for revitalization projects. Similarly, you'll need the ability to recruit and retain staff and volunteers who are interested in Main Street revitalization projects. It's not unusual for a local Main Street program to have 40-60 active volunteers among its board, committees, and projects. (Fortunately, implementing Main Street's Four Points leads to lots of diverse activities that can attract a variety of individuals.) For staffing, you'll need to have the resources to hire and retain an [executive director](#) for the program to assist with revitalization efforts. In smaller communities/commercial district, a part-time director is an option.
7. Does your community value historic preservation? Retaining and reusing your commercial district's existing building is an important cornerstone of the program. Local stakeholders need to be receptive to "recycling" existing businesses for new economic uses and to being respectful of the traditional architecture and overall character of the traditional business district.

If you can answer "yes" to each of these questions, then you're likely to have great success with the Main Street Approach and you should proceed with creating your own local program, and visit the [Getting Started](#) section. If you are not fully confident that your community meets the above descriptions, then you have a couple of options. One is to continue your education and organizing efforts until you can answer "yes" to each question. The other option is to incorporate Main Street however you can into your revitalization efforts. You can borrow pieces of the Main Street Approach even if your community isn't ready to do a comprehensive Main Street program. We encourage you to take the parts that fit your community best at this time.

Appendix E: Land Use Permits

LAND USE PERMITS

Land use is regulated by the Village of Kingsley Zoning Ordinance. Land areas are divided into the following zoning districts: Residential (R1 - Single Family, R2 - Mixed Residential, and R3 - Mixed Residential), Commercial, Industrial, Forest/Parks/Recreation, Planned Unit Development, and Condominium Subdivisions. For additional information about zoning districts and regulations, please see the Village of Kingsley Zoning Ordinance or the Zoning Administrator. A land use permit and Village approval must be acquired prior to development and/or land use change.

Land Use Permits are issued by the Village of Kingsley Zoning Administrator. A packet of Land Use Permit information is available at the Village Office. After completing the application(s) and acquiring all the necessary information, applicants may contact the Village Office to arrange an appointment with the Zoning Administrator.

After obtaining a Land Use Permit, a Building Permit must be obtained from the Grand Traverse County Construction Code office before construction can begin.

Why are form-based codes effective?

The focus on building and street design in form-based codes allows graphics and photos – instead of lengthy, repetitive text – to explain the details of zoning requirements. In turn, these codes are much more democratic instruments, because they are more readily understood by residents who are not otherwise involved in land use or development professions.

■ Pictures tell the story

Form-based codes can greatly reduce discussions about the meaning of zoning terms and arguments over the interpretation of code language, allowing everybody involved in a public participation process to focus their time and energy on the essence of the regulations, rather than on “word-smithing.” Using form-based codes, a picture really can be worth a thousand words.

■ Easy-to-find information

Another improvement offered by form-based codes is that they contain all relevant information in a concise format. By contrast,

conventional codes usually include this information in several different sections of the code, sometimes even in side documents that may not be readily apparent or available to the inexperienced user.

By consolidating information and using a simple pictorial style that avoids jargon and complex, repetitive language, form-based codes offer a much more accessible format.

■ Great for mixing uses

Another key characteristic of form-based codes is the way they treat different use types. Since the dawn of zoning, conventional codes were built around the concept of separating uses. They seldom allow uses from a different category (retail, single-family, multi-family, office, etc.) within the same zoning district.

When uses from different categories are proposed by project developers, extra processes and additional hearings are often required. In contrast, form-based codes assume a mix of uses, especially in neighborhood or town centers.

■ Better, faster, cheaper process

This clarity of format and intent can lead to a shift in approval processing from a hearing-heavy process to one that is largely administrative. Simply put, if all the details are discussed and clarified when the code is developed, and if they are accurately represented in a format that leaves no doubt as to the requirements, then a “build-by-right” approach is possible.

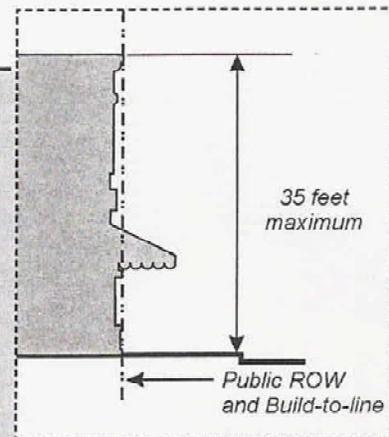
This means the review of a project application follows procedures similar to those for obtaining building permits. If the proposed project meets all of the code’s requirements, the application can be approved administratively.

Obviously, this reduces time, expense and uncertainty for the developer, but it also reduces processing and hearing costs for the jurisdiction involved. This can free up staff time for more proactive planning.

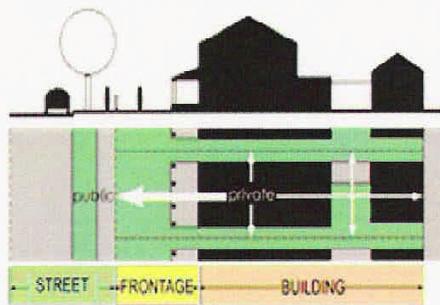
▼ *Form-based codes use pictures to tell the story.*

New state law authorizes use of form-based codes

Like many unconventional ideas, form-based codes were met with considerable skepticism in many communities, and at times it was argued that they were not even a legal means of regulating land use. To clarify that issue, the California legislature weighed in by adopting legislation specifically authorizing form-based codes. Assembly Bill 1268 was signed into law in July 2004, resulting in very clear language in the state’s General Plan Guidelines and the statutes governing zoning that allow form-based codes.



Codes: Form-Based



Form-Based Codes: The end of zoning as we know it??

Jeff Schommer & Peter Harmutuck, CharretteCenter
Minneapolis, MN
February, 2005

What are form-based codes? Below are five definitions.

"A form-based code is one that envisions and encourages a certain physical outcome -- the form of the region, community, block, and/or building. The code may or may not include illustrations as part of its technical format.

Form-based codes are a different type from conventional codes that are based primarily on use, process, performance or statistics -- none of which envision or require any particular physical outcome."
-- Placemakers on the SmartCode Listserv

"For the purposes of the Zoning Ordinance, a 'form-based code' means:

'a code based primarily on 'form' -- urban form, including the relationship of buildings to each other, to streets and to open spaces -- rather than based primarily on land use."
-- City of Palo Alto, CA Context Based Design Document.

"A form-based code is a land development regulatory tool that places primary emphasis on the physical form of the built environment with the end goal of producing a specific type of 'place'."
-- Definition from the City of Farmers Branch, TX

"The new codes, (Peter Katz) says, focus less on what's forbidden and more on what's desired--the kind of town or city that people indicate they want."
-- Neal Peirce, [ZONING: READY TO BE REFORMED?](#) Washington Post Writers Group.

"Design is more important than use' embodies the underlying philosophy behind the Form-Based Code (Ferrell & Madden, 2002). Form-Based Codes represent multi-disciplinary codes that connect the design of circulation and public space networks to the design of building form (Altman, et al, 2003). A community's physical form--namely, its buildings, streets, and public spaces--signifies its most defining characteristic (Dover, 2003) as they shape the public realm (Katz & Ferrell, 2003). Asserting more control over a community's form could lead to improvements in the way the community functions (Ferrell & Madden, 2002). This increased control includes the fostering of pedestrian-friendly mixed-use developments, and a range of housing types."
-- Jason T. Burdette, [Form-Based Codes: A Cure for the Cancer Called Euclidean Zoning?](#)

"Paul Crawford, FAICP, of Crawford Multari & Clark presented the following principles for form-based codes:

- Work from a defining spatial pattern, such as the Transect or a system of neighborhoods, districts, and corridors
- De-emphasize land use in favor of building form and typology
- Emphasize mixed uses and mixed use housing
- Focus on the streetscape and the public realm
- Conduct a design-focused public participation process"

-- Megan Lewis, AICP [Form-Based Zoning](#) report from 2004 APA conference.

Appendix G: Smart Growth Principles

Principles of Smart Growth:

- Mix Land Uses
- Take advantage of compact building design
- Create housing opportunities and choices
- Create walkable communities
- Foster distinctive, attractive communities with a strong sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Strengthen and direct development toward existing communities
- Provide a variety of transportation choices
- Make development decisions predictable, fair, and cost-effective
- Encourage community and stakeholder collaboration in development decisions.

Expanded Principles from www.smartgrowth.org

- [Create Range of Housing Opportunities and Choices](#)
Providing quality housing for people of all income levels is an integral component in any smart growth strategy.
- [Create Walkable Neighborhoods](#)
Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.
- [Encourage Community and Stakeholder Collaboration](#)
Growth can create great places to live, work and play — if it responds to a community's own sense of how and where it wants to grow.
- [Foster Distinctive, Attractive Communities with a Strong Sense of Place](#)
Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.
- [Make Development Decisions Predictable, Fair and Cost Effective](#)
For a community to be successful in implementing smart growth, it must be embraced by the private sector.
- [Mix Land Uses](#)
Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.
- [Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas](#)
Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities quality of life, and guiding new growth into existing communities.
- [Provide a Variety of Transportation Choices](#)
Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth.
- [Strengthen and Direct Development Towards Existing Communities](#)
Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe.
- [Take Advantage of Compact Building Design](#)
Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.

Appendix H: Resources

Documents

(Note: The following documents are available for review at the Village Office.)

Focus 2020: A County Master Plan, Grand Traverse County, MI, 1996

Future Land Use Plan, Paradise Township, 2000 (revision)

Future Land Use Plan, Village of Kingsley, 1996

Small Community Planning Guidelines, Peninsula Township/R. Clark Associates/Gourdie Fraser & Associates, Inc., 1994

Soil Survey, Grand Traverse County Michigan, USDA Soil Conservation Service, 1990 (revision)

Strategic Plan for Community and Economic Development, Visions South Grand Traverse, 1993

Traditional Town Center Handbook, R. Clark Associates, Inc., 2001

Zoning Ordinance, Village of Kingsley, 2000 (amended)

Codified Ordinances, On-line Village of Kingsley website

New Designs for Growth Development Guidebook (2006)

Village of Kingsley Downtown Development & Tax Increment Financing Plan, 2003

People

Tino Breithaupt, Economic Development Corporation

Donna Wilson, New Designs for Growth (Traverse City Chamber of Commerce)

Jim Wiesing, Michigan State University Extension, Grand Traverse County

John Sych, Grand Traverse County Planner

Appendix I: Issued Permits

Grand Traverse County Construction Code Office							
Number of Permits Issued by Township for:							
New Residential							
	2005	2004	2003	2002	2001	2000	1999
Acme	20	20	29	22	27	40	58
Blair	124	102	94	61	58	48	92
City of TC	48	48	57	24	26	15	
East Bay	85	93	109	74	66	74	80
Fife Lake	0	3	1	10	13	8	11
Garfield	110	103	114	112	93	122	131
Grant	9	16	14	12	8	12	7
Green Lake	60	67	59	61	32		
Long Lake	86	104	119	109	76	73	85
Mayfield	18	14	24	16	13	11	15
Paradise	44	47	26	37	44	35	56
Peninsula	48	43	46	55	38	61	59
Union	2	5	2	1	1	3	2
Whitewater	32	30	23	27	11	28	36
SUBTOTAL	686	695	717	621	506	530	632
New Mobile Homes							
	2005	2004	2003	2002	2001	2000	1999
Acme	1	4	0	4	0	0	2
Blair	37	33	26	30	45	42	50
City of TC	0	0	2	0	1	0	
East Bay	5	17	8	24	42	26	41
Fife Lake	1	0	0	5	6	14	12
Garfield	13	12	19	21	35	34	53
Grant	1	2	6	5	2	7	7
Green Lake	4	8	17	13	5		
Long Lake	4	2	1	8	12	11	6
Mayfield	9	12	7	6	9	4	8
Paradise	13	14	18	22	23	27	26
Peninsula	0	1	0	2	1	1	0
Union	1	1	2	1	1	2	1
Whitewater	4	1	3	3	3	2	3
SUBTOTAL	93	107	109	144	185	170	209
TOTAL RESIDENTIAL*	779	802	826	765	691	700	841
*Combined residential and mobile homes							
New Commercial							
	2005	2004	2003	2002	2001	2000	1999
Acme	7	1	3	11	11	6	9
Blair	14	4	11	12	8	8	7
City of TC	11	23	6	17	23	15	
East Bay	11	17	13	18	8	11	14
Fife Lake	2	0	0	0	0	2	0
Garfield	24	12	19	26	22	31	34
Grant	1	0	0	0	0	0	0
Green Lake	3	8	3	3	5		
Long Lake	2	0	1	5	3	3	4
Mayfield	2	1	0	1	0	0	0
Paradise	7	3	5	2	2	3	4
Peninsula	0	1	1	1	0	3	7
Union	0	0	0	0	1	0	0
Whitewater	1	1	0	0	2	0	1
TOTAL	85	71	62	96	85	82	80

Appendix J: Michigan Watersheds



Appendix K: Kingsley Village Staff & Boards

VILLAGE COUNCIL (Terms expire in September)

	TERM	EXPIRES
Rodney Bogart - President	(4 yrs)	2009
Nate Alger - Trustee	(4 yrs)	2011
James King - Pro Tem	(4 yrs)	2011
Chris McPherson - Trustee	(4 yrs)	2009
Everett Pierce - Trustee	(4 yrs)	2009
Neil Smith - Trustee	(4 yrs)	2009
Dick Wooters - Trustee	(4 yrs)	2011
Karen Send - Clerk	(Appointed - Jan. 1, 2007, Term ending Dec. 2009)	
Deb Nickerson - Treasurer	(Appointed - Sept. 30, 2007, Term ending Dec. 2009)	

PLANNING COMMISSION (Terms expire in February)

	TERM	EXPIRES
Heather Smith - Chair	(3 yrs)	2008
Nate Alger - Council Member**	(2 yrs)	2009
Doug Duffing - Commissioner	(3 yrs)	2010
Scott Hinson - Vice Chair	(3 yrs)	2009
Donna Martin	(3 yrs)	2010
Robert Torres - Commissioner	(3 yrs)	2008
Dawn Willman	(3 yrs)	2009

**Goes in conjunction with Village Council Term

ZONING BOARD OF APPEALS (Terms expire in December)

	TERM	EXPIRES
Gabe Bogart- Chair	(3 yrs)	2009
Heather Hartl	(3 yrs)	2009
Donna Martin	(3 yrs)	2007
Jim Shaw	(3 yrs)	2008
Neil Smith	(3 yrs)	2007
Alternate - Vacancy	(3 yrs)	2009

DOWNTOWN DEVELOPMENT AUTHORITY (Terms expire in April)

	TERM	EXPIRES
Rob Bach	(4 yrs)	2010
Lisa Bandlow	(4 yrs)	2007
Rodney Bogart**	(1 yrs)	2007
Ron Martin	(4 yrs)	2008
Lars Mitchell	(4 yrs)	2008
Jan Nickerson	(4 yrs)	2007
Everett Pierce	(4 yrs)	2009
Jennifer Sheehan	(4yrs)	2009
Brent Walton	(4 yrs)	2010

**Goes in conjunction with Village Council Term

Adam Umbrasas - Village Manager	Date of Hire: 02-05-07
Russ Casselman - Zoning Administrator	Date of Hire: 05-01-05
Ed Nickerson - DPW Foreman	Date of Hire: 06-01-05
Terry Almquist - DPW Department	Date of Hire: 11-07-95
Jeff Bennetts - DPW Department	Date of Hire: 05-24-04
Deb Nickerson - Office Assistant	Date of Hire: 03-19-03

Appendix L: Quick Census Facts

Pop-Facts: Census Demographic Quick Facts Report

Prepared For:
Project Code: 05007

Order #: 964016329
Site: 01

Trade Area: PLA, (see appendix for geographies), aggregate

Description	Total <i>PLA</i>	%
Population		
2000 Census	1,469	
1990 Census	784	
Growth 1990-2000	87.37%	
Households		
2000 Census	501	
1990 Census	267	
Growth 1990-2000	87.64%	
2000 Population by Single Race Classification		
White Alone	1,429	97.28
Black or African American Alone	4	0.27
American Indian and Alaska Native Alone	12	0.82
Asian Alone	0	0.00
Native Hawaiian and Other Pacific Islander Alone	0	0.00
Some Other Race Alone	11	0.75
Two or More Races	13	0.88
2000 Population Hispanic or Latino		
Hispanic or Latino	26	1.77
Not Hispanic or Latino	1,443	98.23
2000 Tenure of Occupied Housing Units		
Owner Occupied	401	80.04
Renter Occupied	100	19.96
2000 Households by Household Income		
Income Less than \$15,000	78	14.63
Income \$15,000 - \$24,999	107	20.08
Income \$25,000 - \$34,999	92	17.26
Income \$35,000 - \$49,999	96	18.01
Income \$50,000 - \$74,999	115	21.58
Income \$75,000 - \$99,999	29	5.44
Income \$100,000 - \$149,999	13	2.44
Income \$150,000 - \$249,999	2	0.38
Income \$250,000 - \$499,999	1	0.19
Income \$500,000 or more	0	0.00
2000 Average Household Size	2.90	
2000 Average Household Income	\$40,768	
2000 Median Household Income	\$33,817	
2000 Per Capita Income	\$14,731	



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