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BOYNE CITY

2015 PLACEPLAN: BOYNE ON THE WATER



Boyne on the Water: Action Plan

The Michigan Municipal League and Michigan State University School of Planning, Design, and Construction present this PlacePlan to Boyne City as a vision for improving its waterfront public space and a placemaking strategy to improving on the success of the downtown. The report includes a conceptual design for four distinct properties and connections between them, recommendations for policy updates that can support the design, and a discussion of funding opportunities.

While the full vision is likely to take several years to achieve, and the details may change as the community moves forward, the League and MSU provide the following as a short-term strategy for Boyne City and its residents and business owners to pursue in 2016.

Develop a Structure for Action

Collaboration and teamwork between community leaders through Main Street, Team Boyne and other initiatives is a notable strength for Boyne City. While those existing groups are a great resource for some components of Boyne on the Water, and should continue to be part of the effort, they have very full plates already and should not be relied on to lead the way. The project steering committee members provided many benefits to the PlacePlan process and their involvement should continue after the grant term ends. They have already expressed interest in continuing to meet and leading the implementation efforts.

The steering committee should continue to meet and communicate, although the roster of participants may change, evolving into the body that leads prioritization and implementation of the project components described in this report.

There were a number of engaged interest groups in the Boyne on the Water project that took a collaborative approach to the process and worked to bring partners to the table. The champions for the project are well-represented in the steering committee and will be key in helping to push the Boyne on the Water concept forward. Before proceeding into the next phase, however, it is important to confirm that all the right parties are adequately represented. For example, the nearby neighborhood residents may desire to designate one or more representatives. It will also be important for City staff to ensure that the City Commission, Parks and Recreation Commission, Planning Commission and Main Street committees have active liaisons established.

While shared responsibility is ideal, most volunteer committees fall apart without one or more participants stepping forward to do the dirty work of convening the group, taking meeting notes and reminding committee members of their commitments. The first of order of business at the next committee meeting should be to solicit volunteers for these assignments. Committee members should also develop a consensus about the frequency and timing of subsequent meetings.

Keep the Public Conversation Going

Boyne on the Water was a great way to get the community talking about placemaking and the untapped potential of the waterfront. The city and steering committee should keep momentum going and continue community discussions. Project leaders should explore:

- Opportunities to educate the public on the importance of placemaking and related topics in a formal or informal setting. For example, community forums on how to support local businesses

through local investing, educational placemaking presentations at public meetings or community events, or the community can host a low-key placemaking “happy hour” to get others into the conversation. League staff can provide examples and template content from other communities.

- Additional engagement activities on the PlacePlan or similar projects. The final design isn’t set in stone until the groundbreaking event. The city should strive for creating a productive and easy feedback loop with residents and stakeholders to discuss the progress of Boyne on the Water at citywide meetings and events. By the time permanent improvements are made, the goal is to have *all* concerns out of the way.
- Providing updates and soliciting input at standing community events, business networking lunches, and other activities.

Use Community Events and Programs to Test Ideas

Boyne on the Water gave residents the opportunity to dream about how they want to rethink their public spaces on the waterfront. Before making expensive, long-term improvements, the city can use “pop-up” or tactical placemaking to test the viability of ideas that came up through MSU designs and community input.

Pop-up placemaking is a temporary transformation of a place to experiment with creative ideas and promote further engagement. For more detail on this approach, see:

<http://placemaking.mml.org/how-to/berkeley-placemaking-2/>

<http://tacticalurbanismguide.com/>

<http://www.communitymatters.org/blog/5-small-town-stories-lighter-quicker-cheaper-community-action>

Plan for Major Capital Investments

After testing and refining ideas, as suggested above, the City and steering committee should evaluate which project goals can be achieved with low-cost solutions and which require major fundraising and/or capital investments. The latter should be evaluated for inclusion into the City’s capital improvements plan, the downtown development plan and the funding strategies of regional philanthropies, such as the Charlevoix County Community Foundation. See the report section “Implementation Funding Opportunities” for additional funding suggestions.

Table of Contents

Acknowledgements.....	5
Why Plan for Place?	6
Boyne on the Water Project History	7
Methodology.....	8
Community Input	9
Public meetings.....	10
Additional engagement activities	14
Boyne on the Water Design Considerations.....	16
Planning and Zoning Recommendations to Support Design Implementation	16
Making a Well-Rounded Place	17
Environmental Sustainability	22
Cultural Economic Development	23
Case Study: Leveraging Public Art for Community Branding.....	23
Entrepreneurship	24
Welcoming to All.....	24
Case Study: Gathering Over SOUP	24
Messaging and Technology.....	24
Case Study: Sharing the Love in Muskegon	24
Transportation Options.....	25
Education	25
Recommendations: Building on Local Strengths	Error! Bookmark not defined.
1. Build Capacity for Implementation	2
2. Focus on Programming	Error! Bookmark not defined.
3. Utilize Waterfront for Watershed Conservation Education	Error! Bookmark not defined.
Implementation Funding Opportunities	21
1. Crowdfunding for Public Spaces	21
2. Natural Resources Trust Fund.....	21
3. Transportation Alternatives	22
Appendices.....	25

Acknowledgements

MIplace Partnership

PlacePlans is supported by Michigan State University and the Michigan State Housing Development Authority as a component of the MIplace Partnership. The MIplace Partnership is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as placemaking. It is based on the concept that people choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles. The partnership helps communities create and strengthen those places. Learn more at miplace.org.

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Why Plan for Place?

Boyer City is one of nineteen cities participating in the PlacePlans pilot program, which began in 2012 as a collaboration between the Michigan Municipal League (League) and Michigan State University (MSU), with funding support from the Michigan State Housing Development Authority (MSHDA). PlacePlans assists communities with their efforts to carefully invest in key locations that will drive additional economic development and help them attract and retain residents and businesses.

The MIplace Partnership defines placemaking as the process of creating quality places where people want to live, work, play, and learn. Successful placemaking is a dynamic, strategic approach to community and economic development based on an individual community's strengths. PlacePlans is a joint effort between MSU and the League to demonstrate some elements of this process, working through and supporting the leadership of local governments, nonprofit organizations, and businesses.

The PlacePlan process is customized to each project and community, but each involves selection of a priority site in the community, an intensive community engagement strategy and direct work with key community stakeholders along the way. Products of the PlacePlan projects include conceptual designs, market studies, analysis of community assets and opportunities and better connections to state agency support tools. The goals are to positively impact each participating community's ability to leverage their place-based assets as economic drivers and to provide lessons large and small for other communities across Michigan. For more information about placemaking in Michigan and the PlacePlans program, visit placemaking.mml.org.

Connection to Statewide Initiatives

The MIplace Partnership (www.miplace.org) is a statewide initiative to keep Michigan at the forefront of the national placemaking movement. The Partnership helps communities create and bolster those places through education, technical assistance, and implementation tools. It is led at the state agency level by MSHDA, and coordinated through a public/private leadership collaborative known as the Sense of Place Council. MSU and the League, the partners on the PlacePlans program, are part of the Sense of Place Council.

In parallel to PlacePlans demonstration projects, the League has developed a policy agenda, called Partnership for Place, which proposes to change the way local and state governments invest in and support quality places. It is built on the idea of a partnership between the state of Michigan and its municipalities that will support sustainable economic growth and invest in key places. The agenda focuses on four fundamental areas of action:

- Funding for the Future—Making sure that appropriate funds and tools are available to operate efficiently and work regionally in order to succeed globally.
- Michigan in Motion—Shifting from near-exclusive vehicular-based investment to alternative modes of transportation that will accommodate all users.
- Place for Talent—Partnering with the State to attract and retain talented workers in our communities through placemaking policies.
- Strength in Structure—Seeking out solutions to invest in infrastructure and development where it will produce the best results and target resources with maximum outcomes.

You can find more information about the Partnership for Place at placemaking.mml.org.

Boyne on the Water Project History

In 2014-2015, MSU and MML accepted applications to PlacePlans by invitation only. Boyne City was invited to apply due to its track record as an active participant in Michigan Main Street and the Redevelopment Ready Communities programs. In November 2014, the City proposed a waterfront design project with the stated goals of building “a vision for an underrealized and disconnected waterfront area that will engage audiences and create unique, memorable, and welcoming experiences for residents and visitors alike.”

MML convened a review team consisting of MSU faculty and state agency staff to consider all project applications. The team consistently rated Boyne City’s proposal highly for a variety of reasons, including:

- The community’s track record of collaboration to meet common goals through efforts like Team Boyne;
- Previous successes implementing state agency grants and programs; and
- Significant recent private-sector investments on the waterfront and throughout downtown.

In January 2015, MSU and MML formally engaged Boyne City in the PlacePlans program. Early project steps included joint development of a memorandum of understanding between MML and the City, a project plan and scope of work, and creation of a project steering committee. The ultimate scope of work was established as: “...the City has requested technical assistance from the MSU School of Planning, Design, and Construction (MSU) and the Michigan Municipal League (League) through the PlacePlans program. This assistance will create an inclusive civic engagement process to develop a new vision and conceptual design for the public properties on Lake Charlevoix that enhances their role both as social gathering places for the region, and as generators of additional economic development activity in downtown Boyne City.”

The steering committee subsequently led the creation of the project brand, communications plan and engagement process that are described in further detail in subsequent sections.

[[GRAPHIC: Aerial Photo of project area with outline]]

Methodology

Steering committee and community stakeholder roles

To produce a plan that reflected the true public vision and had a number of champions to lead it to implementation, the City convened a group of community leaders to serve as a steering committee. Creating a local steering committee allowed the city to raise project awareness, guide the PlacePlans process, and improve capacity for implementation. These local leaders were invaluable in effectively engaging the community, and helped to build a broad base that would offer varying perspectives in decision making.

At the start of the grant term, municipal partners convened a group of representatives from the City Council, parks and recreation commission, the Downtown Development Authority, the Chamber of Commerce, the business community, the arts community and others. The PlacePlans team also made contact with the local community foundation to ensure it was familiar with the project. The group met regularly to plan, market, and evaluate the project's public events; and the city manager and steering committee chair worked closely with League staff to facilitate meetings and manage tasks. Significant time was spent developing a unique brand for the project, "Boyne on the Water," which was used extensively to support marketing efforts and build awareness, interest, and excitement in the community.

The group further developed the project's direction by:

- Educating the broader community on placemaking and the Boyne on the Water concept;
- Planning and facilitating outreach and engagement activities;
- Guiding and participating in public events related to the project; and
- Documenting and promoting events, activities, and the project's progress to the community.

Public design process

In order to provide carefully considered planning and design recommendations for implementation of a redevelopment project in Boyne City, the PlacePlans team carried out the following process for gathering the necessary information and input:

- Reviewed local/regional land use plans and relevant data
- Inventoried assets that fulfill the MIplace Partnership's Placemaking Audit Tool
- Conducted interviews with stakeholders
- Held four community meetings:
 - Phase One: Community Visioning
 - Phase Two: Design Workshop
 - Phase Three: Preliminary Draft Review
 - Phase Four: Final Report and Presentation [FORTHCOMING]

- Facilitated local steering committee meetings at critical stages in the process

[[Graphic: timeline of planning process and milestone community meetings]]

National Charrette Institute's Charrette System

The PlacePlans team and local steering committee following many practices recommended by the National Charrette Institute's Charrette System. The Charrette System's objectives include creating a safe environment in which all members can participate in planning their community; planning for scenarios at the neighborhood scale; bringing an on-the-ground reality to community planning by creating demonstration projects that often turn into real catalytic development; and anchoring public involvement with realistic constraints.

Placemaking assessment tool

The design team also used the short form of the Placemaking Assessment Tool developed by MSU's Land Policy Institute¹ to identify potential placemaking strengths and areas for improvement. This tool is focused on high-level plans and policies that can support or hinder placemaking, and can provide a starting point for discussions on additional actions that support and build from the Boyne on the Water vision. A detailed version of the Assessment is appended to this report.

Community Input

The conceptual designs were developed and refined through the feedback of hundreds of in-person conversations over the course of the PlacePlans process, as well as additional online feedback and general awareness through traditional news and social media outlets.

¹ Available online at

http://landpolicy.msu.edu/uploads/files/Resources/Tools/MIplace_Partnership_Initiative/PlacemakingAssessment_Tool_LPI_updated_041515.pdf

Public meetings

Phase One: Community Visioning Kick-Off Workshop

At the onset of the Boyne City Waterfront PlacePlan Project, Boyne City High School hosted a kick-off community visioning meeting on May 19th, 2015. During the meeting, attendees were challenged to think about opportunities, discuss with others, and document their thoughts. This included what about Boyne City makes them proud, what they are sorry about, and what they would like to see in Boyne City (especially along the waterfront area) in the future. To encourage creative ideas over the long-term, the MSU design team posed questions such as “you’re in a hot air balloon over the site 15 years from now – what would you like to see?” Participants were provided white sheets of drawing paper and markers to encourage not only written comments, but an opportunity to share visuals. A summary of feedback received at this meeting is provided below:

Figure 1: Community Visioning Summary Findings

Proud

Scenic views and beauty of area

View of lake

Sunsets

Greenery – trees, vegetation, grass, open space

Well-maintained

Events, festivals, and programming

Farmers’ market

Sailboat races

Mushroom Festival

4th of July fireworks

Stroll the Street

Open to the public - Free

Multi-use functionality

Fishing

Walking

Boating

Baseball

Swimming

Open space recreation

Downtown and commercial activity

Shopper’s dock

Restaurants and stores

Inviting, quaint downtown

Existing features

Baseball field

Veterans’ Park

Sunset Beach
Pavilion
Boat launches
Chamber of Commerce building
Public marina

Sorry

Poor maintenance and cleanliness of lake and beaches
Peninsula beach area is major area of concern
Water quality is poor
Pollution, debris, and glass on beach
Not good for swimming
Missing/lacking features and resources
Marina is too small
No entertainment space
No fishing pier
Current development
Condos are an issue
Building height obstructs view of lake
"The Fence" around former industrial site
Poor connectivity and accessibility
Lack of continuous walkway along the entire length of the waterfront
Poor access to water

Vision

Increased connectivity and accessibility
Continuous pathway along waterfront
A multi-use boardwalk
More boat slips
More accessible points to get to water
Environmental stewardship
Clean water
Harmonious integration between man-made and natural
Grass, trees, flowers, gardens, native plants
More features and activities
Expanded marina
More benches and sitting areas
Fishing
Boating

Walking and running
Bicycling
Baseball games
Splash pad
Band shell/amphitheater/permanent performance space
Open space
New pavilion
People using the waterfront, families having fun

This overview of community input is not an exhaustive list of comments received by the PlacePlans team, but rather provides as a snapshot of the overall themes of comments provided by the nearly 70 community stakeholders in attendance at the kick-off. A more exhaustive listing of community input is included in the Appendix of this report.

DRAFT

Phase Two: Design Workshop

In July 2015, the steering committee hosted a Design Workshop on the waterfront at Sunset Park to gauge stakeholders' feelings towards possible design concepts. While developing the design, designers followed several key themes taken from the kick-off meeting. These were:

- Respect the scale of the parks and connecting spaces
- Sustainable design practices
- Connectivity to the surrounding area, especially the downtown
- Historical reflection
- Setting for activities
- Year-round opportunities
- Family-oriented
- Opportunities for all ages and abilities
- Cohesive design
- Public art
- Multiple-use facilities and areas
- Beautification
- Consider maintenance needs
- Think security
- Think green
- Support facilities; ex. restrooms
- Increase/maintain access to the water, both physical and visual
- Naturalize the area, especially the water's edge
- Ballfield and Veterans Memorial are important
- Improve access from the lake side
- Continuous pathway, as much along the water's edge as possible
- Improve swimming and water-based activity
- Add shade
- Consider a stage or bandshell
- Green energy
- Areas for festivals and events
- Expand public marina
- Create a unique place
- Better fishing opportunities
- Re-think how parking is handled
- Consider bicycle access and parking
- Respect the current plans for the pavilion and new city hall

Based on this design feedback, the PlacePlans team shared two potential design concepts. These designs broke down into two types:

1. **Greenspace Preservation and Enhancement:** A design of each of the sites that encourages large amounts of grass and greenspace that takes advantage of the opportunity for natural development along the Boyne City Waterfront.
2. **Dense Development:** A waterfront concept that incorporates many large pedestrianized areas, boardwalks, walkways, promenades, and additional opportunities for various facilities rather than open greenspace.

After all of the images and concepts were introduced, some participants provided feedback on short, one-page feedback sheets. Nearly all participants placed sticky notes on dozens of images to note what they liked, disliked, and what they thought could be improved. Nearly 440 notes were placed on images and each recorded individually to ensure that citizen feedback was included in the final planning processes. Common feedback developed around the following areas:

1. Ensuring that community access to the waterfront is preserved. Community comments coalesced around the idea that both views of Lake Charlevoix and access to the water through features like beaches and kayak launches needed to be included in the plan.
2. Making sure that the scale and the development included in the project took into consideration Boyne City's character as a small community. The kinds of development that may make sense in a Chicago or Detroit riverfront may not work in Boyne. The comment "less is more" was repeated by several residents.
3. Creating an active waterfront that provides time and space for both large community events and leisurely activity. Comments expressed a desire to both create an environment that could attract visitors while simultaneously not creating an environment in the warmer months which becomes so chaotic that it drives permanent residents away.

Phase Three: Preliminary Draft Review

On September 15, 2015, at the high school, the PlacePlans team presented a single draft design predicated on the feedback from phase two. Members of the community joined the design team for interactive roundtable discussions after the presentation. After the event, the steering committee developed and distributed a web survey and informally collected feedback through personal conversations. The design team utilized this feedback to refine the designs and develop the recommendations in this report.

Phase Four: Final Presentation

On November 17, 2015, the PlacePlans team presented the final design concept to the community at the St. Matthew's Parish Hall and introduced several recommendations for maintaining the momentum of the project and engaging the community. The final design and recommendations are detailed in the following sections.

Additional engagement activities

The steering committee assisted in arranging stakeholder interviews in advance of the visioning session and in advance of the design workshop. These were important meetings to hear the unique

perspectives of homeowners associations, the Friends of the Boyne River, the garden club, high school students, the yacht club, the disabilities network, the senior center, the business community, and several others.

In addition to identifying and arranging these small group meetings with stakeholders, the steering committee actively promoted public events and led engagement initiatives. They developed the unique brand “Boyne on the Water” for the project with a local artist developing a logo. The group created a map handout with information about the project that also solicited input for the visioning session. These maps were distributed at local businesses, were available online, and were sent home with students through the schools.

The steering committee actively promoted events and provided an online alternative for input through members’ extensive social media networks, e-newsletters, email blasts, post cards, posters, and related promotional efforts. Events were also covered in the local press, with the design workshop and pop-up placemaking event drawing television coverage. Following the design workshop, additional feedback alternatives were also available online.

The project team undertook a pop-up placemaking demonstration simultaneously during the design workshop, which was held outdoors on-site at one of the parks within the project scope. The pop-up sought to activate the park space and draw attention to the design charrette. It was a great opportunity to help the community see how the space could be used, and to think openly about the potential of the lakefront. Activities included games, art, books, areas to relax, water table and children’s toys, and snacks and refreshments. The pop-up drew attention all day long and added interest and energy to the event. Importantly, it also serves as a great backdrop for press and television to tell the story of how a great public space can be brought to life through placemaking.

Boyne on the Water Design Considerations

The Boyne City waterfront is guided by several basic design characteristics. First, the parks directly along Lake Charlevoix are dedicated to public open space that retains views to the water while supporting a variety of recreational activities. Second, the areas east of Front Street and Lake Street include the downtown and mixed use of retail, businesses and residential. Third, the streets themselves provide appropriate vehicular access while at the same time convey a small town pedestrian feel and character. Finally, a boardwalk/walkway extends along the shore of Lake Charlevoix. Together, the waterfront is preserved for future generations to enjoy while also creating a place that is uniquely Boyne City.

The Boyne City waterfront consists of four parks, each with their own distinct character, facilities and activities, although they all share physical and visual access to Lake Charlevoix.

Peninsula Beach Park – The dominant features of this park are the open green lawn area that provides for a wide range of free play, unobstructed views to the lake and a staging area for community wide events; and the continuation of the current swimming beach. The current beach would become more of a neighborhood facility to complement the proposed new community beach in The Open Space Park. A playground and shaded sitting areas have also been included. A basketball court would also be added and parking lots would be updated. The lakefront boardwalk/walkway would start here in Peninsula Beach Park and a pedestrian promenade with a gazebo on the water's edge would connect the lakefront walkway to the city sidewalk system and the pedestrianized Front Street where access to the waterfront is not available. Areas of public art, updated signage and wayfinding as well as additional low key landscaping would complement the design.

Sunset Park – The dominant features of this park are the unobstructed views to the lake as one walks or drives down Water Street, the new proposed marina and a new proposed kayak launch. The lakefront boardwalk/walkway continues through the park with numerous sitting areas along the way, as well as naturalized shoreline treatments where feasible and a small event stage. A sitting area and pier have been included adjacent to the new condominiums at the end of Water Street. A new pedestrian bridge and updated vehicular bridge design over the Boyne River add character to the park and Lake Street. Several small bumpouts have been included along the river for fishing access. The Chamber of Commerce building is proposed to be updated and a modest patio/sitting area with a fireplace added. . Sitting areas have been added adjacent to the restroom building. A new kayak launch area is proposed that would also be accessible for physically challenged individuals. Implementation of the new marina is included in the design as are updated parking opportunities. Areas of public art, updated signage and wayfinding as well as additional low key landscaping would complement the design.

Veterans Park – The dominant features of this park are the new pavilion, renovated playground, event stage, picnic area, splash pad, vast open green space with unobstructed views to the lake, a modest expansion to the Veterans Memorial and the proposed new City Hall complex. The open lawn areas and adjacent parking support the Farmers Market and community wide functions. The existing ballfield has been left as is. Parking along the lake west of the ballfield has been improved to support the ballfield and sunset viewing. The roadway and other parking areas are proposed to be updated. The lakefront boardwalk/walkway extends all through the park and the shoreline is proposed to be naturalized where

feasible. Areas of public art, updated signage and wayfinding as well as additional low key landscaping would complement the design.

The Open Space Park – The dominant features of this proposed park are a major new beach and open lawn areas with unobstructed views to the lake. A modest amount of parking has been included on the extreme north and south edges of the park with naturalized stormwater management elements between the parking and the lake. Several sand volleyball courts have also been included. Modest support facilities including restrooms, a children’s playground and an ice skating area with a fireplace have been located adjacent to the south end of the park. The ice skating area doubles as several pickleball courts for summer and shoulder-season use. A fishing pier has been added that could also serve as temporary docking space for boaters to tie up and utilize retail establishments such as the supermarket. The boardwalk/walkway along the lake ends at this park and a pedestrian promenade connects it to the city sidewalk system with a crosswalk across Lake Street. The lakefront boardwalk/walkway should be connected to other existing and proposed trails in the area. It should also be designed to support both pedestrian and bicycle use. Areas of public art, updated signage and wayfinding as well as additional low key landscaping would complement the design.

Planning and Zoning Recommendations to Support Design Implementation

1. Preserving Public Access to the Waterfront

Throughout public input sessions both at the kick-off meeting and the Design Workshop, Boyne City stakeholders expressed an overriding concern about a lack of access to the waterfront from both a recreational and leisure standpoint and that development along the waterfront could block the iconic view of Lake Charlevoix that so many come to Boyne City explicitly for. The disconnected nature of both public and private areas along the waterfront where residents are at various times able to access and then are blocked from their lake could be a reason for this shared concern. Access to the waterfront is intrinsic to the identity of Boyne City and this plan should seek to encourage waterfront development that improves these spaces for public access, not development that creates isolation or blocks the community from their lakeshore. Two planning steps that could assist in furthering this vision are as follows:

- Adopt a Complete Streets plan that makes the waterfront more accessible from all parts of the community for people walking, biking, and rolling, in addition to driving.
- Review city plans and ordinances for barriers to LEED-ND development and incorporate LEED-ND qualifications into local ordinances to encourage development that protects greenspace along the waterfront and encourages the development of environmentally sustainable projects that will enhance the community’s connection to the lakeshore.

Additional Info: LEED-ND

According to the U.S. Green Building Council, the certification organization for LEED developments, “LEED, or Leadership in Energy & Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices. To receive LEED certification, building projects satisfy prerequisites and earn points to achieve different levels of certification.” The LEED-ND program (which stands for “Leadership in Energy & Environmental Design – Neighborhood Development”) allows these very environmentally sensitive design measures to apply beyond one structure and into an entire

neighborhood. Throughout public comment, Boyne City residents expressed a desire to maintain the natural features and lakeshore accessibility that they love while enhancing the ability for residents to enjoy parts of the lake that currently can be less attractive due to past polluting activities and access.

In concert with public feedback, ensuring that the local watershed and the lake are protected through site design for habitat or wetland and water body conservation would be an example of a key way to design a more environmentally friendly community throughout Boyne's waterfront. Rather than focusing on one building or structure, LEED-ND's neighborhood focus would give Boyne a rating structure to measure efforts throughout the waterfront and could allow for a more sustainable connection between developments Downtown and along the waterfront. Including features like pervious pavements, reducing overall space devoted to parking, enforcing a Green Building Ordinance, and enhanced stormwater management, Boyne can create a more sustainable and environmentally friendly waterfront. Boyne City residents value their access to the waterfront and the positive reputation that Lake Charlevoix has. By following the sustainable practices on a measureable, neighborhood-wide level such as LEED-ND lays out, these points of pride can be enhanced.

2. Assess and Manage Parking Needs

Another key topic that was discussed in several public input sessions was the desire to keep much of the waterfront green and open while continuing to provide parking access. One need that could stand to risk this would be excessive land devoted to parking. The waterfront and the downtown are not mutually exclusive when considering parking needs. In the short term, the city should amend its zoning ordinance to minimize required parking along the waterfront and allow for shared parking agreements. This will allow for less space devoted to parking and asphalt along the waterfront and more space devoted to public greenspace.

In the longer term, as the public spaces are developed and become more significant attractions, a parking study would be in order. The study should include the following considerations:

1. Survey Stakeholders

The first step to conducting a successful parking study is to survey stakeholders with regard to their parking needs and perceived problems. The agency conducting the survey should ask questions that address whether or not parking demand increases on weekends and/or are there periods of time during the day when a reduced supply of on-street parking meets parking demand. Following stakeholder interviews, the agency could inventory the number of on- and off-street parking spaces, whether spaces are publicly or privately owned, and counts of vehicles parked. These numbers will help show current demand and potential demand of parking in the future.

2. Research Land Uses in Study Area

The second step to carrying out a parking study is to research and record the types of land uses within the study area. For each single use on a single lot, the following necessary information should be gathered: the size of the lot in acres; the number of usable square feet in the building; and all uses supported by the building.

3. Analyze Results

Occupancy of current parking facilities (per defined area) will determine on average how much parking is available. The duration of a vehicle in a particular space will provide the agency a better understanding of the parking market (the need for short-term versus long-term parking). With regards to the turnover, this will help determine how many cars can use a space in a given period of time.

If conducted properly, the interviews, surveys and research will provide an accurate outlook on the parking needs within the downtown and waterfront areas. However, an effective placemaking effort should include strategies to reduce parking demand. This can be accomplished by coordinating waterfront and downtown parking by providing maps to the nearest parking lot throughout the area, advertising lots as community parking lots rather than lots explicitly associated with downtown or the waterfront, by encouraging employers downtown to avoid using on-street facilities in order to leave such spaces available to visitors, and to establish shared-parking agreements with adjacent businesses who might have different peak hours for employee parking needs.

By eliminating parking minimums, adopting shared parking agreements, exploring pricing on-street and off-street parking in a variable way, and reducing requirements for parking for individual developments, Boyne City can create a more vibrant, walkable, and dense core that will compliment waterfront development and allow more space along the waterfront to be devoted to human-scale use rather than asphalt and parking spaces.

3. Encouraging Year-Round Activity on the Waterfront

Many associate Northern Michigan with four season opportunities, from boating and enjoying the beach in warmer weather to snowmobiling and skiing in the winter. Oftentimes public parks become less active outside of summer, but as Boyne City has proven with its nearby winter attractions, public space need not be busy only in warmer months. For a community to have a truly vibrant and active public space, activity should be thought of in this “four-season” perspective focusing on both permanent installations and those which are more sensitive to the time of year. Both can complement each other and offer a waterfront that has both hallmarks that Boyne City residents can come to expect on a regular basis and seasonal events that draw in visitors to see all that Boyne has to offer.

When thinking of four-season activity, it’s important to understand what might fit well into each season. Events such as outdoor music festivals, food truck rallies and permanent food trucks, along with other themed events, work well in the spring and summertime and can help to activate the waterfront along with Boyne City’s long running little-league baseball program with its key location on the waterfront. Many communities have enhanced activities in the fall with Harvest Festivals, expanded offerings at local Farmer’s Markets due to the harvesting season, and other similar events designed around this theme of the season.

Communities throughout Michigan have found ways to remain busy and active in the wintertime (e.g. see Walloon Lake case study). From pop-up marketplaces around the holidays which enhance commercial and pedestrian activity in December to permanent installations like ice rinks, winter can be a vibrant season in cold-weather communities. Some communities in the state hold annual festivals, like Detroit’s “Winter Blast” which features snow-shoeing, free skating, chili cook-offs, and a large snow slide built in their main downtown park to draw residents from around the region outdoor to enjoy the

season (Detroit Winter Blast: <http://www.winterblast.com/>). With the ongoing plans around building a permanent, year-round farmer's market, these events that have been so successful in other communities relevant to their specific season stand to be enhanced by permanent community-based commercial activity right in the heart of Boyne City's waterfront.

Case Study: Project for Public Spaces – How to Keep Cold Weather Cities Cool

Project for Public Spaces (PPS), a major supporter of placemaking efforts, chronicled why some communities that have cold weather a majority of the year remain vibrant while others do not. "A lack of vision—not freezing temperatures, cloudy skies, early sunsets or deep snow—is the biggest problem facing cold weather cities." By chronicling efforts in communities from as large as New York City to as small as Manchester, New Hampshire, PPS displays how efforts like winter markets, skating rinks, and cold-weather themed festivals can ensure that communities retain vibrant public spaces long after regular warm weather has disappeared.

Source: <http://www.pps.org/blog/how-to-keep-cold-weather-cities-cool/>

Case Study: Walloon Lake Waterfront

Not far from Boyne City, the Village of Walloon Lake is an example of proactive year-round waterfront activity. Beyond the public marina, parkspace, outdoor seating, and other waterfront features that keep the Downtown and lakeshore of the Village active in the summer, the addition of features like an ice skating rink and a wintertime marketplace of popup shops in the colder months have helped ensure that the community is active year-round. The community's close proximity to Boyne City provides a real example of low-cost activation strategies that have assisted in keeping the waterfront a destination in all months. Features like pop-up shopping can have low overhead, provide a reason to visit waterfronts in colder months, and provide opportunities for small businesses to grow and develop in the community. The success of these features in a community such as Walloon Lake stand as a testament to their applicability in similar Northern Michigan Communities.

More Information: http://www.planningmi.org/downloads/novdec_planner_final.pdf



Img: Walloon Village Christmas Market

Implementation Funding Opportunities

1. Crowdfunding for Public Spaces

Crowdfunding is a method for funding both private and public developments that is growing in popularity in Michigan. It relies on relatively small investments by a large number of individuals, usually through a web portal. “Donation” or “reward” crowdfunding involves donations with no expectation of financial return by the donor, while “investment” crowdfunding positions donors as investors with an expectation of financial return. More information on both approaches is available at crowdfundingmi.com.

Boyne on the Water is well-positioned to take advantage of donation crowdfunding, given the project’s focus on the public realm and the high level of public interest the project has generated. Making a donation to support a short-term physical transformation in part of the project area would be the logical next request to those who have participated in the visioning and design process. In particular, MEDC, MML and MSHDA are supplying a state funding match to public space projects through the Public Spaces, Community Places program. From [MEDC’s website](#), here are several types of projects eligible for funding under that program that would be a match for Boyne on the Water:

- Public Plaza Development
- Access to Public Amenities (Riverwalks, Canoe Livery, Pier Enhancements)
- Park Enhancements
- Bike Paths & Non-Motorized Infrastructure
- Bandshells & Amphitheaters
- Public Wi-Fi
- Place Branding & Event Implementation
- Any other project that activates public space or a community place

A crowdfunding campaign may be sponsored by a local unit of government (the city, DDA, or county) or by a 501(c)3 non-profit. In any case, the project proposed should have a realistic expectation of hitting crowdfunding goals: while Patronicity will help project sponsors craft their outreach campaign, the sponsoring organization should select projects that local residents and businesses will rally behind and contribute to monetarily. Nearly 50 campaigns have been successfully completed through the program, providing good case studies of successful asks.

2. MDNR recreation grants

The Michigan Department of Natural Resources administers several annual grant programs for development of recreation facilities. The opportunity for the waterfront trail to connect to regional trails positions it to seek funding as a trail segment.

The city could apply to any of three DNR-administered programs for “development” funds for this purpose; all have annual application deadlines of April 1, with awards announced late in the calendar year. (e.g. April 1, 2016 application for funding that could be used for the 2017 construction season.)

- Michigan Natural Resources Trust Fund: maximum \$300,000 award for development projects, with separate category for applications under \$50,000; local match of at least 25% of total project cost
- Michigan Recreation Passport: maximum \$45,000 award; local match of at least 25% of total project cost
- Federal Land and Water Conservation Fund: maximum \$100,000 award; local match of at least 50% of total project cost

For all three programs, the City must have an up-to-date five-year recreation plan and include the proposed project in its Capital Improvement Plan. The facilities funded must all be located on publicly-owned property, and operate for recreational use in perpetuity.

3. Transportation Alternatives

The federally-funded Transportation Alternatives Program, commonly known as TAP, supports a wide range of projects that are a fit within the Boyne on the Water vision. Some examples from [MDOT's list of "competitive projects"](#) include:

- pedestrian and bicycle facilities
- streetscape improvements, especially those that are located in traditional downtowns and receive input and support from citizens, local businesses, etc.
- projects that provide views of scenic areas
- water quality projects that will have a positive effect on important watersheds or water bodies
- project receiving a high level of public input from multiple partners
- project that is part of a statewide initiative such as placemaking and/or part of an economic development or community improvement initiative.

In order to maximize the competitiveness of a proposal for this grant, the city and steering committee must identify connections to one or more of the regional trail legs under development.

Making a Well-Rounded Place

While the bulk of this report is focused on proposed changes to the built environment and public space design, creating a quality place requires examining more than just physical design. The League has identified eight assets that each thriving community must build and promote in today's global competition for residents, visitors, and businesses. Physical design is only one of the eight. A brief summary of the other seven follows.

Environmental Sustainability

Placemaking is strongly connected to environmental concerns because of the critical role that Michigan's waterways, parks, and green spaces play in defining our communities. Whether through access to healthy local food, recreational trails, streets that prioritize walking and biking, or clean air and water, the environment is a vital part of healthy vibrant communities. Young educated workers consistently express preferences for living and working in communities that value the environment and communicate those values.

Case Study: Burlington, Vermont Waterfront Development

Burlington, a small city in Northern Vermont, adopted a waterfront plan in 1990 (updated in 1998) that had an overarching theme expressed in the document's introduction. "The 1990 Plan described and integrated, comprehensive strategy for the redevelopment of the City's urban waterfront in a manner that would ensure public use and enjoyment of the area." The plan included a detailed listing of projects and their costs, size, timeline, etc. to ensure that development would occur in an organized fashion and in a budget-conscious manner. Elements included greater access to the nearby downtown, the enhancement of Lake Champlain, the creation of an 11 acre major urban park, and other developments designed to create a welcoming and public waterfront. Today the Burlington Waterfront is considered one of the most publicly accessible and beautiful community waterfronts in the Northeast and it was a commitment to planning with a timeline and an understanding of the cost, but also a care for the public good, that allowed this development to be so successful. By following many of these methods, Boyne City can ensure that development along Lake Charlevoix mirrors the accessibility of Lake Champlain.

Source:

<https://www.burlingtonvt.gov/sites/default/files/CEDO/Waterfront/Waterfront%20Revitalization%20Plan.pdf>



Img: www.sheeheyvt.com

Cultural Economic Development

Arts and culture are essential components of a thriving, knowledge-based economy. A healthy creative sector attracts and retains residents and businesses, and produces economic benefits including jobs, a stronger tax base, downtown and neighborhood revitalization, and tourism.

Case Study: Leveraging Public Art for Community Branding

Developing effective community branding and organizing cultural events can be an effective way to increase resident quality-of-life and increase tourism. A group of city leaders and concerned residents came up with the St. Joseph, MI, Public Art project to re-energize the community. A theme is selected each year and local artists paint and decorate unique sculptures, which are placed around the downtown. Past themes include Horses on the Beach, Beach Bears, Hot Cars, Cool Beaches, and more. The Public Art initiative has helped increase downtown storefront occupancy, tourism, downtown foot traffic, and an overall change in attitude among local residents.²

² "St. Joseph Public Art," Michigan Municipal League: Placemaking, 2014, accessed June 11, 2014, <http://placemaking.mml.org/st-joseph-public-art/>.

Entrepreneurship

Growing jobs by ones and twos is key to creating strong local economies in the 21st century. Local communities are fueled by small start-ups and growth on main street and economic gardening strategies aimed at developing the talent and potential that already exists right at home. Also central to success are social entrepreneurs, who act as change agents within a community, seizing opportunities others miss to create social value rather than profits. This type of entrepreneurial activity resonates especially with students and Millennials looking to apply their optimism, energy, passion and skills for a positive, tangible impact, as well as Baby Boomers looking for new business opportunities.

Welcoming to All

Successful 21st century communities are inclusive and welcoming to all, embracing diversity and multiculturalism as a competitive advantage. These types of communities are most attractive to new businesses, and today's fluid, mobile, and global workforce seeks out places that embrace people of all ages, religions, ethnicities, national origins, and races.

Case Study: Gathering Over SOUP

Hosting events that bring diverse groups of people together is one way to encourage a welcoming community. Detroit SOUP is a local crowdfunding potluck where attendees make a donation of \$5 and listen to pitches from people doing great things in the community. Throughout the evening, attendees talk, ask questions, share ideas, and support each other. At the end of the night, people vote for their favorite pitch and the winner goes home with all of the money raised at the door as seed funding for their concept.³ Giving people an opportunity to gather and support each other can help bridge cultural divides and promote a more welcoming community.

Messaging and Technology

People communicate, connect, and engage differently today than they did ten years ago, or five years ago, or last year, or even last month! Rapidly evolving Internet and communication technologies are allowing people to share information in the virtual world in unprecedented ways. Communities that use cutting-edge strategies in their approach to branding, engagement, and communication with new demographics, businesses, cultural institutions, and philanthropic communities are ahead of the game.

Case Study: Sharing the Love in Muskegon

Some Michigan communities are getting creative with messaging, and even letting residents do some of the work. In an effort to promote Muskegon, a group of young professionals designed a logo and slogan for the community, "Love Muskegon," and started boosting the city's online presence. The open-sourced logo was widely dispersed throughout the community, which sparked events, photo opportunities, and gave residents an excuse to "have a love affair" with their city.⁴

³ "Detroit SOUP," Michigan Municipal League, 2014, accessed June 11, 2014, <http://placemaking.mml.org/detroit-soup/>.

⁴ "Love Muskegon," Michigan Municipal League, 2013, accessed June 23, 2014, <http://placemaking.mml.org/love-muskegon/>.

Transportation Options

Thriving regions offer a range of transit options, from walking and biking to buses and other modes of transit. Developing effective transportation options is a necessary tool for all communities interested in attracting and retaining residents, workers, and businesses. Research shows that people across the nation are choosing communities that offer various modes of transportation, with easy access to the places they live, work, and play. Multimodal transit can be as complex as rail systems and as simple as trails and bike paths.

Education

Education is critical to competing in a global, 21st century economy, and centers of education are vital anchor institutions within communities. From K-12 schools to community colleges, and technical schools to state universities, educational institutions bring innumerable benefits to a community. They are the hub not only for learning, but sports, entertainment, arts and culture, healthcare, and recreation, and serve as engines of economic development. Vibrant communities successfully collaborate with a full range of educational institutions to develop intellectual, human, and physical capital. Collaboration can be as simple as sharing physical facilities such as ballparks and swimming pools, or as complex as formal town-gown strategic plans.

Appendices

[[Items will be provided to city staff and steering committee for review as available, and attached to final report]]

- Additional potential activities
- Additional concept images
- MSU Land Policy Institute Placemaking Assessment (Short Form)
- Case studies

APPENDIX: Potential activities in or near waterfront public space

The concept of “a thousand nights” is that a vibrant and attractive community should offer one-thousand nights of fun in a ten year period. The “one-thousand” is based on the idea that recent college graduates want to be out-and-about twice a week, fifty weeks of the year (they get two weeks to vacation!) This number assumes they have ten carefree years during which they can get out 2x week, which calculates out to 1,000 nights.

Since repeating activities is acceptable, a community may want to start with 100 nights to fill a year. Activities can be big, planned events like an Oktoberfest; or very small, unplanned fun that just happens, like wandering by a fishing pier and watching joyful kids catching fish. Though it's called "1,000 nights," daytime counts too. The activities should vary widely to appeal to a range of interests. Make sure to think "4-season" and include activities with a wide range of costs, including numerous free options.

Ideas generated in other communities, many of which are already happening in your community, include:

1. Ice skating
2. Interactive fountain/splash/water feature that can be played in, even temporary
3. Outdoor fireplace to sit and snuggle
4. Marshmallow roasting
5. Hot chocolate stand (expansion opportunity for an adjacent business?)
6. Local restaurants' food carts that offer a few of their menu items
7. Cross country ski rental
8. Hands-on educational programs, demonstrations, exhibits by environmental organizations, museums, the library, etc.
9. Bird watching club
10. Bike rentals and racks
11. Kayak rentals
12. Scuba diving lessons, expeditions
13. Chili cook-off
14. Community block party, barbeque battles
15. Local "Top Chef" contest
16. Fall Harvestfest, pumpkin carving; Oktoberfest
17. "Taste of" event featuring local restaurants
18. Outdoor cooking classes
19. Buy-and-decorate cupcakes, cookies
20. Library book club meetings
21. Kids story time, maybe even with dress-up props
22. Author book signing event
23. Poetry slams
24. "Little Free Library" or book cart with magazines, books, puzzles, board games for loan or for sale
25. Outdoor eating with moveable furniture
26. Music performances, planned and unplanned (buskers)
27. Artists in action, painting, sculpting
28. Art classes/demonstrations
29. Strolling history tour
30. Art walk, sculpture/public art/murals; perhaps pursue Detroit Institute of Art "Inside Out" program and have art viewing/discussion groups
31. Hands-on art for kids, sidewalk chalk out for kids
32. Yoga classes
33. Fencing

34. Karate
35. Family fitness classes
36. Walking club start/finish
37. Turkey trot, 5k start/finish
38. Mom's club, mom-to-mom sales
39. Parade start/end
40. Honor system fruit/veggie stand in association with Farmer's market (city of Brighton model)
41. Watering station for pets
42. Juggling and stilt lessons, clubs, demonstrations
43. Music classes, guitar lessons
44. Impromptu music jams
45. Battle of the Bands
46. Recycling program for special items (Rx, batteries, etc.) maybe in conjunction with Farmer's Market
47. Central place for community drives/drop-off (i.e. canned goods collection at the holidays, toys for tots)
48. Outdoor games (chess, ping pong, etc.)
49. Swing or ballroom dancing club
50. Dance lessons (swing to hip-hop)
51. Flashmobs by local dance troupes
52. Outdoor movies
53. Wi-fi access
54. Meeting space for community groups
55. "Adopt the Park" program; groups/schools, etc. assigned to clean up the plaza for a week at a time
56. Major defining feature that could be a "photo-op"
57. Quiet spot, meditation garden
58. Knitting/quilting club
59. Student photography exhibition featuring waterfront and community
60. Designated graffiti space where space is intended for younger people (i.e. basketball courts...)
61. School/church choir practice
62. School band practice
63. Cheer practice
64. Holiday carolers
65. Santa visits
66. Live reindeer pen
67. Pep rallies
68. Formal posting site for hunting counts
69. Formal posting site for biggest catches
70. Christmas tree lighting (have an ornament decorating station at local stores for a few weeks before so people can put their own art on the tree)
71. New Year's Eve ball drop

72. Egg hunt
73. Memorial Day service
74. Veteran's Day service
75. St. Patrick's Day parade
76. Valentines' Day sweets stroll
77. Labor Day barbeque/community pot-luck
78. Martin Luther King Day service; diversity programming
79. Halloween parade
80. Puppy parade/pet adoption drive
81. Garden club perennial exchange
82. Annual "clean sweep" program, volunteers meet there then do seasonal clean-up/beautification projects in the area
83. Fishing derby, fly fishing lessons, demonstrations
84. Build-and-race model boats, cars, planes, etc.
85. Civil war reenactment, other live fantasy games
86. Model train village and demonstration
87. Ladies night downtown, babysitting available, shops stay open late, performance/entertainment in the plaza
88. Water balloon fight on last day of school
89. Blessing the backpacks before school starts
90. Multi-denominational services, rotate a daily message
91. Community garage sale
92. Face painting
93. Lego building club
94. Robot club, build them and drive them around the park
95. Snow fort contest
96. Snow ball fight
97. Outdoor toy chest for kids with all-season toys
98. "Soup" style micro-funding program (monthly pot-luck where people pitch ideas and winner takes home the \$\$\$)
99. Chair massages
100. Rowing club

APPENDIX: Placemaking Assessment

Purpose of the Assessment Tool

There are three main purposes for this Placemaking Assessment Tool.

1. To help neighborhoods and communities understand the scope of what might be involved in different types of placemaking. The text that follows in this introduction section should help communities decide which of four different types of placemaking they are prepared to pursue.
2. To help communities think about placemaking in the context of larger efforts of strategic planning for the community and region. Placemaking is a vital part of strategic planning for economic development.
3. To help neighborhoods and communities determine their capacity to do effective placemaking at the present time, and determine what to do to become more effective in the future.

Placemaking Defined

“Placemaking is the process of creating quality places that people want to live, work, play and learn in.” What is critical to understand is that placemaking is a process, it is a means to an end; the end is the creation and ongoing maintenance of quality places. People know and understand what quality places are when they are in them. They tend to be walkable, provide the opportunity for people to gather, are welcoming, have amenities such as places to sit and art or fountains to look at, and are surrounded by

interesting buildings. Quality places also provide for economic, social and cultural exchange among people, businesses and institutions.

Plans Reviewed in the Development of this Assessment

In developing this assessment specifically for the City of Boyne City, general web searches and reviews of city websites and community organizations were completed. In addition to these more cursory reviews, the following plans were reviewed before beginning on the development of the Boyne City PlacePlan:

- City of Boyne City Master Plan (2007)
- Boyne City Waterfront Master Plan (2006)
- Draft Recreation Plan (2015)
- Trail Town Master Plan (2014)
- Development Plan and TIF Plan (2010)

DRAFT

City of Boyne City Assessment

Table 4. Short Assessment	Yes	No	Source	Comments
Does your community encourage art in public spaces through coordination with local arts organizations, schools and external funding opportunities?	X		Master Plan, Built Environment Pg. 6.7	This plan includes an extensive focus on Public Art with an entire section devoted to potential projects, including a focus primarily on the waterfront.
Does your community plan and put on festivals, fairs, or outdoor concerts?	X		Boyne Area Chamber of Commerce.	Boyne City actually seems to have a very large amount of festivals with the chamber listing a few dozen.
Does your community provide public space for a Farmers' Market?	X		Boyne City Main Street/DDA	Boyne City has a year round market that takes place in 2 locations, depending on the season.
Does your community intentionally make its institutional buildings (government offices, libraries, schools, etc.) a focal point in the community, maintained well and landscaped, oriented toward the streets and pedestrian traffic, and complemented by amenities, such as bike racks, lighting, benches, etc.?	X		Master Plan, Transportation Pg. 9.1	This section calls for "institutional areas [which are] predominantly oriented to the pedestrian." While only a casual reference, the spirit of this benchmark is clearly in the plan.
Does your community engage in cooperative, historic preservation efforts through coordination with historic preservation boards, education to increase public awareness and build support, and maintaining a historic resources inventory that is consistent with or more extensive than that maintained for your community by the Michigan State Historic Preservation Office?		X	Boyne City Master Plan	While the plan discusses the importance of historic preservation, the sort of robust public awareness and support program described here is not mentioned in the plan.
Does your community have an active arts organization?	X		Boyne Arts Collective	The Boyne Arts Collective appears to be such an organization.

Table 4. Short Assessment	Yes	No	Source	Comments
Does your community have public spaces (plazas, parks, institutional building entry areas or front lawns, wide sidewalks, or downtown street parking spots) that could be transformed into small sites for temporary or extended recreation or commercial activities?	X		Master Plan, Built Environment Pg. 6.1.	The theme of quality public spaces occurs throughout this section.
Does your community have buildings or sites of historic significance, either on an historic registry or not?	X		Master Plan, Land Use Pg. 5.14	This section calls for a “Historic Mixed Use” zoning district emphasizing the importance of these historic structures.
Does the community’s Master Plan include standard, creative or tactical placemaking as strategies for community improvement?		X	Master Plan	The term “placemaking” is not used in the master plan.
Does your community have a business organization (Chamber of Commerce, Visitors and Convention Bureau, Downtown Business Association, etc.) that has expressed an interest in placemaking or downtown improvements?	X		Michigan Municipal League (http://placemaking.mml.org/boyne-city-main-street/)	Boyne City Main Street is a major community organization that has placed a high emphasis on placemaking, specifically within the Downtown.
Does the Master Plan include the creation of quality public spaces as a goal, objectives and strategies?		X	Master Plan, Built Environment Pg. 6.1	The master plan does not seem to follow the traditional goal -> objective -> strategy model.
Does your Master Plan encourage the development of 3 rd Places/Spaces in dense areas of the community for social gathering opportunities with a strong sense of place?		X	Master Plan	Third spaces are not mentioned in the Master Plan.
Has the community adopted a capital improvement plan, coordinated with the Master Plan, with a six-year minimum projection and reviewed it annually?		X	Boyne City: City Master Plans, Studies and Reports	This section of the City website does not mention a new or revised CIP.

Table 4. Short Assessment	Yes	No	Source	Comments
Total this page (sum of the number of Yes and No responses):	8	5		

Table 4. Short Assessment Question	Yes	No	Source	Comments
Does your community have a sign ordinance that permits decorative banners, and appropriate temporary signs to advertise festivals or other activities?	X		Code of Ordinances Secs. 42-61, 42-106 and 42-91.	These signs are permitted for the most part by right but some (such as sandwich boards) require review.
Are there any codes that specifically enable placemaking, such as allowing sidewalk seating for restaurants, or public gathering permits for outdoor activities by right?	X		Code of Ordinances 10.20.Q	Allows for outdoor seating in the CBD, but seems to ban outdoor seating for alcoholic beverages with additional requirements located under conditional use section.
Does your community permit food trucks or carts on public property?		X	Zoning Ordinance	No such permitted use could be located.
Does your community's Zoning Ordinance permit related commercial activities near recreation and heritage sites (rivers, lakes, parks, trails, historic districts, etc.), such as kayak or canoe rentals, bike or Segway rentals, walking tours, etc.?	X		Code of Ordinances, 9.20	The Waterfront Marina District (WMD) allows for these sorts of accessory uses.
Does your community's Zoning Ordinance permit community gardens or small urban farms?		X	Code of Ordinances Sec. 12.30	There is a discussion of "garden centers" in a commercial sense being conditional uses, but no explicit mentioning of community gardening/farming.
Does your community have an active garden club, which may include a Master Gardener education program that devotes efforts toward plantings in civic spaces?	X		Boyne Area Chamber of Commerce	Boyne Valley Garden Club

Table 4. Short Assessment Question	Yes	No	Source	Comments
Does your community have, or is it in the development stages of an entrepreneurship incubator, innovation incubator, kitchen incubator, or similar program?	X		Northern Lakes Economic Alliance	The Northern Lakes Economic Alliance offers such programs, although the City does not appear to have a formal incubator space currently.
Does your community have, or is it planning to develop fiber cable, broadband, or community Wi-Fi?	X		Petoskey News: http://articles.petoskeynews.com/2012-11-28/fiber-optic-project_35418158	
Does your community have, or is it planning to develop a Bus Rapid Transit (BRT) line or smaller-scale bus/trolley along a major corridor or fixed route? If so, where will it run?		X	No documentation located	No documentation could be found via the Charlevoix County Transit System.
Is your community implementing complete streets?	X		Master Plan, Sustainability Pg. 3.13	Term used is “complete transportation.”
Do your community’s economic development officers understand and practice private- public partnerships as an investment strategy for new development and redevelopment?	X		Master Plan, Sustainability	Public/private partnerships are mentioned in several areas of the Sustainability section.
Is Low Impact Development (LID) the default approach for stormwater management?		X	Master Plan, Code of Ordinances	LID is not mentioned in the Master Plan or the city ordinances.
Does your community have a green building ordinance, or require submission of a LEED-ND checklist for proposed projects?		X	Master Plan, Community Environment Pg. 8.6	Plan calls for “ways to encourage LEED certification” but an ordinance for LEED-ND could not be found on the municipal website.
Do your community codes permit green roofs and living walls on buildings?		X	Code of Ordinances	No such permitted use could be found.

Table 4. Short Assessment Question	Yes	No	Source	Comments
Does your community employ Charrette-type public planning sessions for its key centers, nodes and key corridors, or other methods, including through a Community Involvement Plan? (this question relates to the Redevelopment Ready Community Best Practice Review Process)	X		Master Plan, Pg. ii.	Plan discusses 20 public meetings held during the development of the Master Plan and public meetings being held for several other plans (such as the Waterfront Master Plan).
Does your community engage in activities to promote community interaction between merchants and residents in mixed-use areas?	X		Boyne City Main Street	The activities of Boyne City Main Street seem tailor made to increase interaction between merchants and residents in and around downtown via festivals and other events.
Does your community have, or help organize, ride-share, car-share, or bike-share programs?		X	Master Plan, Transportation pg. 9.10	"Shared ride opportunities and potential new markets for operators have not been explored."
Does your community participate in a Main Street program, at either the Associate, Selected, or Master level?	X		Michigan Main Street Center	Boyne City is a Michigan Main Street Master Community.
Does your community have high standards for the type and quality of building materials used on all public buildings (especially no to cement block, split block, corrugated metal, vinyl siding, and yes to brick, rock, and cut stone)?	X		Code of Ordinances, Article XXII	Article XXII has design standards relating to structures in all of the zoning districts.
Is your community enrolled in the Redevelopment Ready Communities Program? (this question relates to the Redevelopment Ready Communities Best Practice Review Process)	X		Boyne City Redevelopment Ready Communities Community Assessment Report	Boyne City completed an RRC evaluation in March 2014.
Total this page:	13	7		
Total from both pages:	21	12		