

Chapter 6 VISION, GOALS, OBJECTIVES & POLICIES



CHAPTER 6

VISION, GOALS, OBJECTIVES & POLICIES

VISION

Introduction

Following is a vision statement that describes Glen Arbor Township as residents in 2004 want it to be in the year 2025. The vision is organized into topic areas that separately focus on key elements of the community and the process of planning for and managing its future. What emerges when all sections are read together is a complete image of Glen Arbor as residents would like it to be in 2025 and beyond. Following the vision statement are goals, objectives and policies to chart a path for achieving the vision. These provide a clear direction for both short and long term decisions to achieve the vision.

When reading this vision, it is necessary to mentally “*transport*” yourself into the future. Thus, there are references “*back*” to the early 2000’s. This approach is intended to give the reader a clearer sense of the desired future. This statement was prepared based on a survey of local leaders and a Visioning Town Meeting conducted in 2003 and refined following subsequent Planning and Zoning Commission input and public input at two Town Meetings in the summer of 2004.

Proactive Planning and Sustainability

Glen Arbor has entered the third decade of the 21st century in a familiar position as one of the most desirable places to live and recreate within northern Michigan. Residents are reaping the benefits of planning and public commitments made years ago. The alluring characteristics of a north woods landscape of clean rivers and lakes, Great Lakes shoreline, fragrant trees, dunes, meadows and a small, compact village that have long attracted residents to Glen Arbor have not only been maintained over time, but enhanced.

Quality of Life: Impressions, Standards and Visual Character

When asked about Glen Arbor, residents use descriptive terms like “slow pace,” “quiet,” “attractive village,” “clean, clear water” and “beautiful forests and dunes.” Glen Arbor has a rustic beauty. The arts and a creative, active lifestyle also characterize Glen Arbor.

The most common landscape view in Glen Arbor Township continues to be forests, meadows, lakes and dunes. This is because settlement occurs in a compact pattern close to the village or as a linear residential neighborhood around the Glen Lakes which twinkle like a string of pearls at night. Even though the landscape has accommodated new housing, new rural

residences are seldom visible from scenic roads because of the retention of trees and other native vegetation.

The rural landscape does more than simply provide scenery. The benefits of nature to residents' mental well-being and the attraction for tourists are important. Woods, fields and swamps help with water filtration, maintaining biological diversity and provide habitat for wildlife. The Crystal River and tributary creeks as well as the Glen Lakes have natural vegetation along the shore to help protect water quality.

Glen Arbor is known as a walkable and bikeable community, providing safe connections, separate from roads when practical, between key activity areas such as the Homestead and Leelanau School, the village of Glen Arbor and major attractions at the National Park. Within the village, residential areas and the businesses are connected by sidewalks. As a result of its increased walkability, the more physically active Glen Arbor residents have enjoyed a greater level of health than was common early in this century. While most roads have paved shoulders that are used as bike lanes, some non-motorized trails go cross country, opening more of the scenic beauty of the Township and the National Park to enjoyment by residents and visitors.

New residential and commercial development in the Township is limited as most of the land in the Township remains in public ownership, reinforcing the north woods visual character. Nearly all of the private land in the Township has been developed.

Photo 6-1
Tourists Enjoying the Dunes



Quality of Life - Recreation

The Glen Arbor community has long held recreational opportunity as an important aspect of quality of life. The elderly and handicapped enjoy increased access to Township facilities and sites in the National Park compared to two decades ago.

Citizens enjoy fishing, canoeing and kayaking on a pristine Crystal River. Swimming and boating on Glen Lake is still of the highest quality. There is also improved boat access to Lake Michigan in Glen Haven.

Quality of Life: Education

The schools continue to provide an excellent K-12 education and students continue to score among the highest in the state on achievement tests. Opportunities for continuing education for all ages has been enhanced. The population is computer literate and uses the best available high-speed telecommunications.

Economic Development - A Glen Arbor of Opportunity

The village in Glen Arbor continues to seek compatible new businesses and has expanded beyond just a summertime economy. Tourism is still the primary industry, but businesses are somewhat more diversified since more of the population lives in the Township year around. The land devoted to commercial development in Glen Arbor is adequate to serve the residential population and tourists.

Glen Arbor leaders understand that a healthy tourism economy includes affordable housing. However, there is little space for higher density housing in Glen Arbor Township and septic waste disposal presents even more challenges. As a result, the Township has worked with adjoining jurisdictions to be sure this need is met and new businesses have built apartments above the retail shops helping to meet the need for housing for workers in tourist businesses.

Over the past twenty years, developers have worked with local officials to build or rebuild responsibly, fitting into the visual character of Glen Arbor, while protecting neighborhoods and sensitive environments. Where the visual character, sounds, dust, smells and level of activity of commercial development would not be compatible with residential neighborhoods and important views of open space, they were separated or buffered to minimize conflicts. Where commercial uses serve neighborhood residential needs, they were accommodated adjacent to residential neighborhoods, with architectural design and layout that fits the character of the neighborhoods.

Photo 6-2
The Glen Lakes from the Overlook on Stocking Drive



Photo by Mark Wyckoff

Village

Glen Arbor officials long ago recognized that the village is important to the vitality of the community. To remain vital and “alive”, the village must be a place where citizens and businesses want to be. In achieving that end, Glen Arbor leaders recognized they had a solid historical, cultural and visual heritage on which to build. Using that heritage as the foundation, a number of initiatives were undertaken which together have created the results evident today. The village has been retained and is continuously rejuvenated as the center for township residents and most of the business activity.

The downtown maintains its unique and appealing, northwoods visual character with new buildings that capture the human scale, level of detail and compact arrangement of structures from various periods. Structures and places of historical and architectural significance have been renewed and serve as reinforcing elements of visual character.

The village remains a small, vital, exciting and active place where sidewalks are lined with shops and full of people in the summertime. New commercial buildings have affordable rental units on the second floor. Improved on- and off-street parking helps reduce congestion, improves traffic safety and reduces the visual intrusion of the automobile on the character of the village.

Friendly, Cooperative Community

Glen Arbor business, citizen and township leaders long ago recognized that working together was critical to the long-term vitality of Glen Arbor Township. This characteristic of the people of Glen Arbor still remains strong today. Civic groups also play an important role, assisting in keeping Glen Arbor clean, attractive, and healthy with a sustainable environment and positive community spirit. Volunteer participation in community events is high, as is voter registration and voting rates.

Glen Arbor is a friendly and caring place to live and visitors feel the hospitality. The community is supportive of its citizens and helps provide constructive guidance. Members of all generations of the community share in its identity. Both cultural and natural resources are preserved through wide community support by citizens who understand the value of, and principles of preservation. Homes remain well repaired and cared for while village businesses have a quality, northwoods appearance.

Leaders work to encourage a high level of citizen involvement from both residents and nonresident property owners. In return, community leaders are responsive to the direction expressed by citizens. Leaders uphold the public's trust when enforcing regulations that protect the environment, implement the Future Land Use Plan and Zoning Ordinance and otherwise act to enhance the public health, safety and welfare.

Infrastructure

Good quality roads help move people and goods around the Glen Arbor community and access management has helped preserve the public investment in roads. Traffic safety has been improved by 4-way stop signs at M-22 and Lake Street and M-22 and M-109 along with marked pedestrian crosswalks.

By developing innovative approaches to handling sewage from small clusters of users that protects water quality, Glen Arbor has demonstrated the capacity to protect water quality on par with any small community in Michigan.

Intergovernmental Coordination

Glen Arbor Township has developed a close working relationship with the National Park Service, and works cooperatively to address common issues, such as traffic and access to natural resources.

Close coordination and cooperation with other jurisdictions has significantly contributed, not only to the success exhibited by Glen Arbor over the last twenty years in achieving its long term goals, but also to that of the entire

region as one of the most popular living, working and recreational areas in the entire State.

GOALS, OBJECTIVES & POLICIES

Introduction

The goals, objectives and policies that follow were based on the results of the visioning session held in Glen Arbor Township in August 2003 and a survey of local leaders. Goals, objectives and policies are organized by broad categories: General, Natural Resources, Residential Use Areas, Business Use Areas, Economic Base and Service Industry, Vehicular and Pedestrian Movement, Community Facilities, Governmental.

Goal: Goals are broad-based statements of intent and establish the direction for the Glen Arbor Future Land Use Plan. Goals could generally be thought of as the desired "ends" of successful implementation of the Future Land Use Plan.

Objective: Objectives are the stated "means" of achieving each goal, or the tasks to be carried out in the process of realizing goals.

Policy: Policies serve as a guide to decision-making that ultimately affects the outcome of various objectives. Decisions affected by policies ideally contribute to successful implementation of the Plan's goals and objectives. Many of the policies in this Plan will require regulatory or program changes at the County and local level in order to be implemented.

General

Goal: Develop and maintain a distinctive identity as a small, self-sufficient, highly desirable waterfront community with a broad base of economic activities within a uniquely beautiful area.

Objectives:

- Adopt and periodically update an environmentally sensitive yet imaginative Future Land Use Plan and a Zoning Ordinance that uses incentives to achieve key objectives of this Plan.
- Encourage land uses that create a visibly pleasing, coherent and workable environment while protecting the area's unique natural attributes and preventing pollution.
- Establish and maintain a close and cooperative relationship with the major public and private enterprises within the community so as to maximize the benefits the community derives from their presence while minimizing their adverse impacts.
- Encourage new development that will be consistent with the Future Land Use Plan, will enhance the quality of life in the community and will improve year-round economic conditions.

- Implement the Future Land Use Plan, Zoning Map and Zoning Ordinance and administer and enforce the zoning ordinance in a way that is fair, consistent, efficient and economical.

It is the Policy of Glen Arbor Township that:

- The Future Land Use Plan will be the guiding document for addressing land use and infrastructure issues in the Township.
- The Future Land Use Plan will be a “living” document, in that it will be actively utilized to make land use decisions and will be thoroughly reviewed at least once each five years and updated as needed.
- The Zoning Ordinance and Zoning Map will reflect the guidance of the Future Land Use Plan.

**Photo 6-3
Sand Dune**



Photo by Mark Wyckoff

Natural Resources

Fundamental Goal: Land use and infrastructure decisions in the Township shall be made in a manner that meets identified needs consistent with

local, County, State and Federal laws and gives high regard to protecting the quality of the area's unique natural resources and pristine environment.

Goal 1: The clarity and quality of the water and the condition of the banks and shores of rivers, lakes and streams are the same as or close as is feasible to pre-settlement conditions.

Objectives

- Watershed associations that encompass all lakes, rivers and streams in Glen Arbor Township will be encouraged to be maintained with the purposes of:
 - Monitoring the quality of the water and other ecological factors
 - Educating citizens regarding lake ecology issues such as fertilizer runoff, bank and shoreline protection, the need for safe septic systems, etc.
 - Developing watershed management plans to recommend solutions to water quality problems.
 - Monitoring any destructive, disruptive or illegal activities of lakeshore residents and visitors, and working with State, County and Township officials to identify and correct problems.
- Waterfront development occurs in a manner that does not completely block views of the water from public roads.
- Waterfront property owners on lakes and rivers will enjoy privacy while public access to the water is retained.
- Encourage natural greenbelt setbacks on all rivers, streams and lakes.
- Encourage landowners to provide natural vegetation buffer strips along all rivers, streams and lakes.
- Provide education and increased enforcement for the proper installation of erosion control techniques.
- Limit impervious surfaces (parking lots, driveways, roofs, etc.).
- Road and trail crossings of rivers and streams should be by bridges instead of culverts where feasible.

It is the Policy of Glen Arbor Township that:

- Each watershed planning group will be encouraged to continue to monitor water quality in each of the major water bodies for a variety of parameters that indicate the health of the lake for body contact, fishing, boating and water sports, appearance and odor. Results provided to the Township will be shared with the public on the Township web site.
- The Glen Arbor Township Planning and Zoning Commission will monitor the effectiveness of setback requirements and use of vegetative buffers for lake, river and stream shorelines and if necessary, strengthen regulations to protect water quality.
- The Glen Arbor Township Planning and Zoning Commission will review and where necessary, revise side yard setback and other provisions of zoning ordinances to maintain the space between structures along waterfronts so light and air flow easily between buildings, so views of the water can be

retained by adjacent structures and from a public road, so structures do not become too massive relative to the lot size and so that chance of rapid fire spread in dense areas is diminished.

- The Glen Arbor Township Planning and Zoning Commission will examine the setbacks of each existing principal structure on lots which front on Lake Michigan and compare to: FEMA floodplains, the current required setback in the zoning ordinance, and existing setbacks of adjoining principal structures. The Commission will then make a determination as to whether or not a deeper zoning setback should be established for property along Lake Michigan, and/or whether a system to average setbacks based on the setbacks of adjacent principal structures, or some other approach should be used instead.
- The Glen Arbor Township Planning and Zoning Commission will recommend adoption of changes in site plan review standards that promote bridged crossings of rivers and streams instead of culverts.
- The Glen Arbor Township Planning and Zoning Commission will recommend adoption of changes in the Zoning Ordinance to limit impervious surfaces in the Township.
- The Glen Arbor Township will work with watershed and lake associations to encourage landowners to limit the application of fertilizers containing phosphorus within 100' of lakes, rivers, drains and streams.
- Require all septic systems to be inspected prior to sale of homes and businesses and brought up to code if found substandard.

Goal 2: Groundwater in Glen Arbor Township is not contaminated nor threatened.

Objectives

- Sites of contaminated groundwater will be de-contaminated as required by county, state and/or federal authorities.
- Sites where groundwater is threatened with potential contamination will be closely monitored and threats removed as required by county, state, and/or federal authorities.
- Groundwater contamination violators will be required to restore contaminated sites and remove plumes of contaminated groundwater as required by county, state and/or federal authorities.
- Property and business owners will be provided educational opportunities to learn how to protect groundwater from contamination.
- Existing and future abandoned wells will be identified and properly capped.

It is the Policy of Glen Arbor Township that:

- Glen Arbor Township will urge the Benzie-Leelanau Health Department to conduct groundwater education programs for local officials and business owners.

- Glen Arbor Township will promote action by the Department of Environmental Quality to cap abandoned wells.
- Glen Arbor Township will urge the Benzie-Leelanau Health Department to work with the Department of Environmental Quality and County prosecutors to insure the clean up of sites of environmental contamination.
- Glen Arbor Township will adopt groundwater protection standards as part of its site plan review standards in the zoning ordinance.
- Glen Arbor Township will urge clusters of landowners with existing septic system problems or potential problems to explore shared alternative treatment systems.

Photo 6-4
Sleeping Bear Bay Glimmers on a Cloudy Day



Photo by Terry Gretzema

Goal 3: Wetland functions are preserved in Glen Arbor Township.

Objectives

- Wetland delineation by a certified wetland specialist will be required for each permit application of a property containing wetlands.
- Provide realtors, developers, builders, planning and zoning commissioners and elected officials with educational sessions on wetland preservation.
- Provide educational materials, including design guidelines, for new and existing property owners on the actions they can take to protect sensitive environments and water resources.

- Require that prospective buyers be informed of regulated environmental characteristics of their property.
- Ensure all new land divisions within the Township contain only land with sufficient area for a structure that can be built upon without disturbing wetlands or encroaching on natural features setbacks.

It is the Policy of Glen Arbor Township that:

- The Glen Arbor Township Board will adopt wetland and natural feature protection ordinances. These ordinances will:
 - Require properties on which there are wetlands to have wetlands delineated by a certified wetland specialist as part of the permit and site plan review process.
 - Require that in all subdivisions of land, wetlands and other sensitive natural features (such as endangered plant habitat) will be excluded from division and remain as designated open/conservation space.
 - Require that all land use permits indicate whether there are wetlands on the property, where they are and what measures are necessary to protect them.
 - Require a minimum 25' greenbelt and setback from wetlands and adhere to any other standards that are more restrictive.
 - Prohibit fill, dumping, excavation and foundation building within wetlands, sensitive natural features and the setbacks from natural features, unless there is mitigation of disturbed wetlands per State standards.
- The Glen Arbor Township Planning and Zoning Commission will work with the Conservation District, NWMCOG and other interest groups to prepare and distribute educational materials about Glen Arbor Township wetlands for residents and visitors.
- The Glen Arbor Township Planning and Zoning Commission will work with the Conservation District, NWMCOG and other interest groups to prepare and distribute design guidelines for property owners and developers on how to develop and manage properties in ways that protect wetlands.
- Property assessments will be adjusted downward on property that is largely unbuildable due to sensitive natural features such as wetlands.

Residential Use Areas

Goal 1: New residential development is of higher quality and is constructed in locations consistent with this Plan and the Township Zoning Ordinance.

Objectives:

- Maintain high quality residential development throughout the Township.
- Maintain a system of pedestrian and auto-free paths or lanes that connects residential areas with public facilities and with the village of Glen Arbor.

It is the Policy of Glen Arbor Township that:

- All new residential development shall occur in areas planned for such use, and shall conform with the requirements of the Zoning Ordinance.
- All Health Department requirements for well and septic waste disposal must be met at all times.
- Apartments (either free-standing buildings or over businesses) should continue to be permitted in the village Business District, or in Commercial Resort Districts.
- Where parcel size is large enough, new residential development should be clustered to protect sensitive natural features or open space, and an incentive in the form of limited higher density and/or exceptional design should be used to encourage cluster development.

**Photo 6-5
Tree Covered Road**



Photo by Terry Gretzema

Goal 2: Land is not divided into parcels of such size and shape that they negatively affect transportation, the environment, provision of services by local governments and rural character.

Objectives:

- All land divisions are reviewed and approved by the Township.

- Appropriate land division standards prevent the creation of unbuildable lots or those that create traffic hazards, harm the environment, limit existing residential, commercial, or forestry activities, create premature public service burdens or contribute to the destruction of rural character.
- Density based zoning will be permitted on large lots to cluster development on a portion of the parcel and leave the rest in permanent open space.

It is the Policy of Glen Arbor Township that:

- Support efforts to revise the Land Division Act to provide greater local control of land division and permit platting on a faster basis with adequate public protections than is presently permitted.
- The Township will maintain appropriate zoning standards which permit rural clustering rather than relying simply on a large minimum lot size to protect rural character.
- All new land divisions will be reviewed to ensure each lot has sufficient buildable area to meet local zoning and Health Department regulations prior to approval.

Goal 3: Residential development fits the scenic, rural character of Glen Arbor Township.

Objectives:

- New residential subdivisions, site condominium projects and individual land divisions maintain permanent open space where there are sensitive environments, as well as provide greenway, trail and wildlife corridor opportunities along roadsides and water bodies.
- Residential development is designed to protect roadside vegetation and scenic quality.
- Design guidelines (such as the **Grand Traverse Bay Region Development Guidebook**) are used to educate landowners about how residential development can protect scenic quality through vegetative buffering and other techniques.
- Preservation of open space and the natural environment is encouraged through coordination of County and Township planning and zoning efforts that discourage inappropriate land fragmentation.
- Utility lines are placed underground where feasible or relocated in separate corridors away from roads.
- Lighting is down directed and minimized to preserve viewing of the night sky.

It is the Policy of Glen Arbor Township that:

- The Township Planning and Zoning Commission will prepare residential development standards that set aside open space and employ vegetative

buffers along roadsides and where there are sensitive environments (such as wetlands, dunes and hillsides), along greenways and potential trail and wildlife corridors. These standards will be incorporated as part of site plan review, cluster ordinances, conservation subdivision regulations, site condominium regulations and planned unit development regulations.

- The Township will adopt, implement and maintain, coordinated zoning, site condominium, subdivision, private road and lot split regulations to ensure safe access to all properties.
- The Glen Arbor Township Planning and Zoning Commission will help develop and distribute design guidelines that illustrate for property owners how to manage roadside areas of their properties to enhance scenic quality. This would include guidelines on vegetation, access control, signs, hillside and shoreline development.
- The Glen Arbor Township Planning and Zoning Commission will enforce regulations for lighting that encourage shaded down-directed lights and limit or prohibit upward-directed lights.

**Photo 6-6
New Home**



Photo by Terry Gretzema

Goal 4: Provide for a broad range of housing opportunities that respond to the varying economic, family and lifestyle needs.

Objectives:

- Increase the supply of affordable housing within and adjacent to Glen Arbor Township.

It is the Policy of Glen Arbor Township that:

- The Township will permit residential units above commercial and office uses in the village, and work with adjoining units of local government and the County to ensure an adequate supply of affordable housing in a wide variety of dwelling types within the area.

Goal 5: New residential development enhances the village and is compatible with historic sites.

Objectives:

- Encourage rehabilitation of existing older homes, reinforcing and strengthening the character of residential neighborhoods.
- Encourage new residential development that creates a sense of place and achieves harmony with existing development.
- Establish guidelines for protection of historic sites and structures in the Township.

It is the Policy of Glen Arbor Township that:

- The Township will encourage new residential development to be consistent with the existing character of homes in the Township.
- The Township Planning and Zoning Commission will develop and promote design guidelines for residential development that identifies local architectural character.
- The Township will encourage rehabilitation of older homes and direct landowners to County and State programs designed to assist with this goal whenever warranted.
- The Township Planning and Zoning Commission will continue to work with local interest groups to assist in protecting historic structures within the Township.
- The Township Planning and Zoning Commission will support efforts to develop design guidelines for historic preservation within the Township.

Goal 6: Encourage improvements to existing development and new development along roads that will preserve the rural and scenic character that supports the tourist economy of Glen Arbor Township.

Objectives:

- Ensure that as road improvements are made, rural roads remain rural in character (instead of taking on a suburban appearance, such as occurs by cutting all trees within the right-of-way).

- Consider encouraging the County Road Commission to use the authority under the Natural Beauty Roads Act to designate and protect roads with special scenic beauty.
- Promote guidelines such as those in the **Grand Traverse Bay Region Development Guidebook** regarding access, signs, land division and rural character.
- Limit the frequency of driveways along scenic roads (with a rural character that supports tourism) and heavily traveled roads (to promote safety) by encouraging compact and cluster development.

It is the Policy of Glen Arbor Township that:

- The Planning and Zoning Commission develop a system of “Rural Roads” which are to be maintained into the future for their scenic/aesthetic attributes, including:
 - Encourage the use of setbacks and vegetative screening along rural scenic corridors.
 - Limits on the number of driveways and ensure proper spacing between driveways by working closely with the Leelanau County Road Commission and Michigan Department of Transportation.
 - Prepare rural road design guidelines and ordinances.
- The existing Heritage Route designation should be fully utilized to preserve the rural character of land adjacent to M-22/M-109 and to help finance non-motorized trails along the road.

**Photo 6-7
Boone Docks Restaurant**



Photo by Mark Wyckoff

Business Use Areas

Goal: Businesses grow while retaining the character of the community.

Objectives:

- Except for existing marinas and existing resorts, commercial activities are located in the village, convenient to residents and visitors.
- Commercial development is coherent, visually pleasing and provides for safe and efficient traffic flow.
- Mixed uses are encouraged within the village Business District.
- On-street parking is expanded in and adjacent to the busiest commercial areas.
- Off-street public parking is available to reduce congestion on busy streets and improve safety.
- Public toilet facilities are available in the village to meet the needs of shoppers and visitors during the summer tourist season.

It is the Policy of Glen Arbor Township that:

- Commercial activity that fits the character of the community will be encouraged.
- The amount of land zoned for commercial development should continue to reflect a balance with the limited residential development area.

- Except for existing resorts and marinas, commercial areas should be compact and within the village, so that strip commercial development does not destroy the visual character of the community and create congestion.
- Commercial areas should continue to be located where they are convenient for visitors and residents while protecting the character of the community and the environment.
- Commercial development and redevelopment should be designed to provide for safe and efficient traffic flow with a limited number of driveway accesses and shared parking lots wherever feasible.
- Locations for off-street parking will be sought and existing streets will be more efficiently used for parking.
- Public restrooms will continue to be provided in the village.
- Sign ordinances will continue to prohibit off-premises advertising.
- Readable, non-garish signs will be strongly encouraged for use by individuals and businesses in Glen Arbor Township. Wood signs and down-directed lighting are strongly encouraged.
- A dark, night sky will be preserved in Glen Arbor Township.
- The conversion of single family, owner-occupied residences to short-term rental use should be studied and regulations adopted if warranted, to prevent nuisances on adjoining residential properties.

Economic Base and Service Industry

Goal: Maintain and broaden the tourist and service economic bases of Glen Arbor Township.

Objectives:

- Businesses catering to both tourists and year around residents locate in Glen Arbor Township.
- Private sector businesses and public entities, such as the Township, County and National Park Service collaborate on planning for business development.
- Existing and new commercial development contributes to the quality of life of the community, consistent with the Future Land Use Plan.

It is the Policy of Glen Arbor Township that:

- Glen Arbor Township encourages diverse businesses to locate in appropriate locations in the Township that meet the needs of both a seasonal and year around population.
- As the opportunity presents itself, Glen Arbor Township will develop and maintain private/public partnerships to foster business growth in appropriate locations.
- Glen Arbor Township will cooperate with the establishment of businesses or upgrades in existing businesses when located consistent with the Future Land Use Plan and Zoning Ordinance.

- The overwhelming bulk of commercial development in the Township will continue to be located in Glen Arbor village.
- Existing resorts and marinas will continue to be well maintained and upgraded as necessary to provide quality tourist services while minimizing negative impacts on abutting property.
- The Township will cooperate as appropriate, with adjoining units of local government and the County in monitoring the need for industrial development and in siting such facilities in the area given that there are no suitable locations, nor the necessary infrastructure to support such development in Glen Arbor Township.

Vehicular and Pedestrian Movement

Goal: Maintain a safe and simple circulation system to move automobiles, bicyclists and pedestrians.

Objectives:

- Transportation improvements including changes in traffic signs, road and intersection improvements, non-motorized circulation path development and parking improvements will be made consistent with this Plan.
- Off-street parking will be provided in new development in the village.
- Additional on-street parking will be provided in or near busy shopping streets.
- Non-motorized paths will be developed to help separate pedestrians, bicyclists, in-line skaters and cross-country skiers from roadways.

It is the Policy of Glen Arbor Township that:

- The Township will work with the Leelanau County Road Commission and Michigan Department of Transportation to fix inadequate traffic signs and unsafe intersections.
- Off-street parking will continue to be required of new businesses in the village and existing streets should be more efficiently utilized for parking.
- Non-motorized paths should be provided for safer pedestrian circulation in the village, to connect the village with residential areas, other businesses and area attractions, and to serve as a recreational facility for walking, running, biking, in-line skating and cross-country skiing.

Photo 6-8 Path to the Water



Photo by Terry Gretzema

Community Facilities

Goal: Limited public facilities will be improved to provide maximum possible use and enjoyment to visitors and residents.

Objectives:

- Quality fire and emergency services will continue to be provided at a high level of service for a rural community.
- Public restrooms will continue to be provided in Glen Arbor village during the summer season.
- An adequate Lake Michigan boat launch will be developed in Glen Haven.
- The appearance of public facilities will fit the visual character of the community.

It is the Policy of Glen Arbor Township that:

- The analysis of the need for public facilities in the Future Land Use Plan shall be used as a guide for the future development or rehabilitation of public facilities.
- Existing public buildings will be upgraded as necessary and re-used where needed to meet future needs.
- Public facilities will be designed or upgraded to fit the visual character of the community.

- Public restrooms serving summer season visitors will be provided in the village in facilities consistent with the character of the Township.
- An appropriate location will be found near Glen Haven for a public boat launch to provide access to Lake Michigan.
- The Township will locate future public buildings within walking distance of the village residents where ever possible.
- Wherever feasible, public agencies will utilize existing, available sites or buildings instead of building on undeveloped land outside of the village.
- The Township will promote the development of path/sidewalk systems to link public areas to residential areas.

Photo 6-9
Tennis Courts are Rarely Empty During the Summer



Photo by Terry Gretzema

Governmental

Goal: Glen Arbor Township has a cooperative and supportive working relationship with neighboring townships, Leelanau County, the state and the National Park Service.

Objectives:

- Glen Arbor officials periodically meet with officials from neighboring townships and the County to identify and address issues of mutual concern.
- The Sleeping Bear Dunes National Lakeshore administration and Glen Arbor Township develop a close working relationship based on mutual interests and mutual respect that results in the best possible service to their respective constituencies.

It is the Policy of Glen Arbor Township that:

- Glen Arbor Township officials interact mutually with other jurisdictions and agencies as needed.
- Glen Arbor officials and staff of the Sleeping Bear Dunes National Lakeshore regularly meet to discuss issues of common interest to both parties.
- Glen Arbor Township and the Sleeping Bear Dunes National Lakeshore establish a set of goals, objectives and, where feasible, policies to deal with issues of mutual concern.
- Glen Arbor Township officials seek the assistance of elected officials at various levels of government to represent or help support the Township when cooperative intergovernmental efforts fail.

John f:\winword\glen arbor\Final feb 05\Chapter Six V G & O – Feb 05.doc