

# ONEKAMA

*A Place of Great Beauty*



Request for Proposals

## Joint Master Planning

Village of Onkama & Onkama Township

*Planning Together to Benefit Our Community*

February 26, 2008

## Contents

	Page
1. Summary	2
2. The Place	2
3. Related Planning Efforts	3
4. The Need	4
5. Planning Together to Benefit Our Community	5
6. A Joint Master Plan – Goals and Scope	8
7. Submission Requirements	10
8. Selection Process	12
9. Cancellation of RFP	13
10. Other	13

Questions concerning this RFP may be directed to:

Tim Ervin  
Alliance for Economic Success/Manistee County Community Foundation  
[tervin26@charter.net](mailto:tervin26@charter.net)  
231-723-4325

## 1. Summary

This is a Request for Proposals (RFP) from qualified organizations to facilitate, manage and complete a community-driven process supported by best practice to develop a joint master plan encompassing Onekama Township and the Village of Onekama.

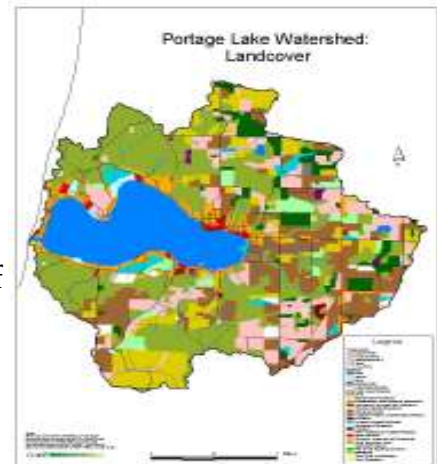
This collaborative initiative is the first of its kind for the Township and Village, and of great importance to Manistee County. At the request of the Township and the Village, the Manistee-based Alliance for Economic Success is helping to manage and administer this process, in collaboration with the Manistee County Community Foundation.

## 2. The Place

It is no surprise that the Native American translation for Onekama is a “Place of Great Beauty.” Onekama Township and the Village of Onekama share one of the highest quality natural resources in Michigan – Portage Lake and the Portage Lake Watershed – which, since 1871 have been connected to Lake Michigan by a channel at the Lake’s west end. These magnificent water resources, coupled with the rolling hills, beaches, dunes, forests, small businesses and permanent and seasonal residences create a look, feel and atmosphere that is remarkably special and bonds the Village and Township together in forming a plan for the future.

The resources of Onekama Township and the Village of Onekama (hereinafter referred to as “Onekama”) are rich and diverse. They include:

- **Water Resources.** The Portage Lake watershed, that includes 7,821 acres in Onekama Township, including the 2,116 acre Portage Lake, a natural lake formed by glaciers with a maximum depth of 60 feet. In addition to hosting all forms of quality water-related recreational activities, Portage Lake also provides a shallow draft channel for access to Lake Michigan and is considered one of Michigan’s prime ports for recreational fishing for migratory fish species. In addition, Onekama Township borders Lake Michigan on its west side.
- **People.** A population (2000 census) of 1,514 people that has grown 20% over the prior ten years, not including a growing



seasonal population, drawn to the area by Portage Lake and Lake Michigan.

- **Education.** A K-12 school district with over 400 students that is recognized for excellence and for aligning its programs and resources with community needs.



- **Businesses and Jobs.** Over 24 businesses that include a large commercial marina; distinctive dining; inns, motels, condos and B&B's; a golf course; orchards and other agricultural businesses; boutiques; service businesses and others.

- **Special Features.** A public library, a satellite office of West Shore Medical Center, the County Fairgrounds, historic buildings and sites, a growing community of artists, village and township parks, a harbor of refuge and other amenities.



### 3. Related Planning Efforts

The recently updated draft Onekama Township Master Plan succinctly describes many of the challenges that face the Township and Village:

“The Township is entering a period of increasing growth. The Planning Commission expects this to continue. More and more people are moving into the area for a variety of reasons, such as the pristine, up-north environment, lack of congestion, reasonable real estate values, recreational opportunities and proximity to Portage Lake and Lake Michigan. With this growth comes challenges and oftentimes, conflict over how and where the growth should occur...there is a great responsibility to ensure that the attributes that make Onekama Township a great place to live are preserved for future generations. At this same time, a balance must be achieved with the need for a sustainable local economy.”

A Portage Lake Watershed Forever Plan was completed and submitted for approval by the Michigan Department of Natural Resources in January 2008. That planning process was supported by more than 50 businesses, organizations, agencies and individuals, reflecting the unity of the community about protecting and enhancing this resource because of its importance to the economic well-being and quality of life of the region. That plan, along with the existing Onekama Township Master Plan and Village of Onekama Zoning Ordinance, describe many of the important features of the area, as do a number of web sites.

In 2007 the Village of Onekama began to develop its first ever Master Plan but faced significant challenges in the early stages and put the plan on hold. However, valuable information was gathered through several community input sessions that should be considered in the development of the Joint Master Plan, including the importance of Portage Lake to Village residents.

#### **4. The Need**

Since 2003, when Governor Granholm formed a bi-partisan commission on land use, there has been increased statewide emphasis upon the need for local units of government to work together to develop and implement master plans, ordinances and other land use provisions to support the economic well-being and quality of life in Michigan. At local levels, collaborative land use planning and master planning is becoming increasingly prevalent in rural areas for a number of common reasons:

- Land use planning and master plans require technical expertise to develop and implement and the cost and availability of that expertise can often only be managed through a collaborative effort that shares resources.
- In general, local governments are increasingly seeking to work together to build economies of scale to make government more efficient.
- There is growing recognition that challenges involving land use planning and master plans do not stop at the border of governmental jurisdictions. Good governance suggests that collaboration to address issues, needs and opportunities that cross those boundaries should be done through joint, cooperative efforts.
- Michigan's economy and the chronic problems of unemployment in rural areas require that communities step up efforts and build capacities to develop community visions for the future and bring the correct plans and resources to their communities to attain those visions. Michigan's northwest Michigan communities will continue to be subject to new and intense development pressures and opportunities, requiring new and different capacities in planning for the future and leveraging resources to attain those plans.
- Public and private funders are directing resources toward communities where evidence exists of cooperative efforts that can effect real progress. Communities that demonstrate the ability to work together and achieve unity around their plans for the future are far more likely to receive financial assistance to help attain those plans.

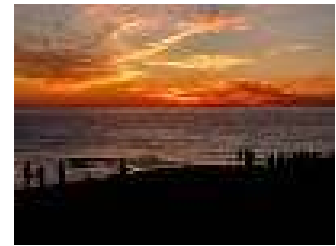
## 5. Planning Together to Benefit Our Community

After adopting resolutions to support joint master planning, many members of the Onekama Village Council, Onekama Township Board, their respective planning and parks and recreation commissions, and zoning board of appeals met informally on February 4, 2008 to lay the foundation for a collaborative master plan. The Township completed a draft Master Plan in 2007 but put the effort on hold to begin the joint planning process. The outcomes of the joint meeting, facilitated by the Alliance for Economic Success and Manistee County Community Foundation, are significant:

**A. What is going well?** Participants identified the initiatives and amenities in Onekama that are positive and “going well”, all involving the well-being of both the Village and Township. They included:

- Completion of the Portage Lake Forever Watershed Plan
- Recent passage of a school millage
- Federal funding to dredge the Portage Lake shallow draft channel
- North Pointe Park
- Cleaning of road ends
- A project to build a jetty at a Village boat ramp
- Potential waterfront lands acquisition, in Onekama and Pierport
- Recent grants to support the community
- A Community Foundation grant for community signage

- A Community Foundation grant to expand the Onekama Guild
- Glen Park
- The Village Park on Portage Lake
- Community Foundation endowments for the Watershed and other Onekama resources
- The annual State Energy Fair
- Substantially improved interest in “working together”
- Recent library improvements
- Paving of certain roads supported by a millage



**B. What are the benefits of joint planning?** Attendees focused on the expected benefits of a joint master plan. They included:

- Engaging the community in creating a clear vision for the future that unites all interests
- Establishing community unity around a master plan and shared priorities that provides a context for zoning ordinances, individual plans, projects and initiatives
- Creating a “force”, through collaboration and unity, for bringing financial resources to the community



- “Packaging” the community in a way that creates identity and focus for attracting businesses, families and others
- Fostering a plan that considers options and opportunities for jobs and economic development and includes focus and incentives for desired options
- Developing a plan that encompasses all elements of the community, including arts and culture, education, business, recreation and other quality of life factors
- Achieving an economy of scale/greater efficiency to reduce government operation costs
- Completing a forward-looking land use plan that will evolve to meet changing needs and opportunities
- Building understanding, dialogue and problem solving at a community level

**C. What are the anticipated issues?** The group identified future needs and issues, all affecting both the Village and Township:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>-Downward trend in tourism, attributed to the economic downturn</li> <li>-Decreasing property values</li> <li>-Need for protecting and sustaining the natural environment</li> <li>-Decrease in school-age children and young families, increased aging population</li> <li>-Poor state of Michigan’s economy</li> <li>-Potential for blight if an effective plan is not implemented</li> <li>-People and organizations that are opposed to change</li> <li>-The need to recognize that everything is interrelated – must</li> </ul> | <ul style="list-style-type: none"> <li>establish a big picture plan that provides context for actions and activities</li> <li>-Continued development pressures</li> <li>-Need for more recycling</li> <li>-Street repair</li> <li>-Need for jobs, particularly those that provide a living wage</li> <li>-Increasing taxes</li> <li>-Low Lake Michigan lake levels</li> <li>-Need to control storm water management</li> <li>-Sewer infrastructure</li> <li>-A “not in my backyard” perspective about development</li> </ul> |
|---|--|

**D. Who should be involved?** Participants felt that all interests should be involved in the joint master plan process, including:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>-Permanent and Seasonal Residents</li> <li>-The general population</li> <li>-Village and Township officials, including planning commissions</li> <li>-External, exceptional facilitator/manager of the process</li> </ul> | <ul style="list-style-type: none"> <li>-The Portage Lake Forever Watershed organization</li> <li>-Civic organizations</li> <li>-Nonprofit organizations</li> <li>-Little River Band of Ottawa Indians</li> <li>-Agricultural interests</li> <li>-Businesses</li> </ul> |
|--|--|

- Onekama Consolidated Schools and School Board
- Realtors and land developers
- Faith-based organizations
- Individuals and organizations with technical expertise, including those that may exist “outside” the area

- State Agencies, such as M-DOT, MDEQ and MDNR
- Public safety agencies
- Utility companies
- Everyone!

**E. What are the risks?** The group also talked about the potential and perceived risks of a joint planning process. They included:

- Concerns over loss of identity
- Concerns over loss of control or “turf” issues
- Potential inability to reach agreement among and between township and village interests
- Inconsistencies in terminology and approaches between the township and village in plans and ordinances
- A perception that a joint plan will be overly restrictive or prescriptive, creating “more government”
- The level of commitment in the community to a joint plan
- The need to have an effective, community-based outreach and communication program that engages all interest, welcomes questions and debate and seeks to educate the community about the process, its benefits and why all should participate
- Creating and maintaining focus and the “big picture” context for the master plan discussions




---

**Note:** Participants in the February 4, 2008 meeting included: Roland Clement, Helen Mathieu, Rudy Gross, Marie Lou Millard, Jim Millard, Jim Wisneski, LaVonne Beebe, Dave Combs, Alice Hendricks, Dan Behring, David Meister, Evie McNeil, Tom Gerhardt, Joanne Hilliard, Ken Bauer, Suzzane Schwing, Bob Blackmore, Jim Mrozinski, Bob Wendt, Rudi Milasich, Laura Heintzeman, Renee' Ihlenfeldt, Philip Joseph, Kim Lagerquist, Helen Mathieu, Mike Acton, Tim Ervin

## 6. A Joint Master Plan - Goals and Scope

This RFP is seeking proposals that respond to the goals of the Village of Onekama and Onekama Township to:

■ **Complete a Joint Master Plan through a collaborative, community-driven process that unites the community around a vision, community goals and a Master Plan that will result in action and implementation to attain the vision and goals.**

■ **Use the Joint Master Plan process to develop capacities in the community and an infrastructure that will assist in managing the processes to develop and implement the Master Plan.**



■ **Develop a plan through a process that recognizes cross-jurisdictional issues and opportunities involving adjacent townships, Manistee County the State of Michigan and others.**

The scope of work from respondents to this RFP to attain these goal should address the following objectives:

### **A. Existing Information.**

- To research, compile and make use of all existing relevant plans, reports and other material to support the process, including but not limited to the existing Township Master Plan (Volumes 1 and 2), the existing draft Township Master plan; the existing Village Ordinance and the Portage Lake Forever Watershed Plan.

- To research and identify applicable “best practices” that should be used in the process and in the Joint Master Plan.

**B . Community Participation, Communication and Education Plan.** To research, identify and develop methods and practices to involve, inform and educate all interests in the community in the process.

### **C. Plan Infrastructure**

To suggest options for building community capacity including leveraging community leadership and technical expertise in the development and implementation of the Joint Master Plan. Creative ideas for how to address these

needs in the context of joint master planning, perhaps in a non-traditional manner, and recommendations for how these groups could be integrated into, or complementary to, a joint planning commission are sought. Two community Teams are recommended:

**1. Community Leadership.** To identify and engage community leadership to help guide and implement the process and provide community-based leadership and outreach. This team will consist of such representatives as:

- Township Board /Supervisor
- Township and Village Planning Commissions
- Village of Onekama Council/President
- Onekama Consolidated Schools
- Onekama businesses
- Agricultural interests
- Permanent and seasonal residents
- Natural resources/recreational interests
- Culture and arts interests

**2. Technical Assistance.** To build and engage technical advisors that will provide specific expertise and talent throughout the process. Advisors may include individuals who have expertise that is of strategic importance to the development of the Joint Master Plan which may include, but not be limited to: land use planning; ordinances; economic development; natural resource management; smart growth practices; and others. Advisors may resident in or out of the Onekama area. For example, representatives from Federal or State agencies with specialized expertise may be members of the Technical Assistance Team.

**D. Creating a Unified Vision.** To lead a process to create a unified vision for the community that considers options and the differentiating qualities and identities of the community and provides context for the Master Plan.

**E. Developing a Community-Driven Joint Master Planning Process.** To develop the master plan with full participation that reflects best practice and establishes goals and strategies toward the community visions for the future. Those strategies must include clear implementation plans that establish desired outcomes, roles and responsibilities, a schedule, funding requirements and an identification of existing or potential sources of public and private financial and technical resources. With the visions of the community, the plan should include goals reflecting the needs, issues and priorities of the community which may include but not be limited to:

- Land use and land development, including consideration of smart growth principles and practices and the needs of different populations
- Natural resource management and protection
- Economic development
- Capital improvements/infrastructure
- Open space preservation
- Universal accessibility
- Managing competing and conflicting uses
- Community sustainability
- Community competitiveness
- Quality of life
- Financial and human resources required to administer and implement the Plan as well as ordinances and other results from the Plan

The plan should identify how the plan will be collaboratively implemented and include a recommended organizational structure for implementation and administration, including ordinance development, administration and enforcement. The plan should also estimate the level of effort and involvement that will be required of the community.

## **7. Submission Requirements**

Only complete responses will be considered. Respondents must submit 10 (ten) copies of their response in hard copy. Responses are to be limited to no more than ten pages, excluding attachments which should be not more than 20 pages. Responses must be in a font size of not less than 11 point, with no less than a one inch margin at the top, bottom and side of each page. Submissions must be received at the following location by no later than 5 p.m. on March 21, 2008:

**Alliance for Economic Success**  
**ATTN: Village of Onekama/Onekama Township Joint Master Plan**  
**11 Cypress Street**  
**Manistee, Michigan 49660**

---

Submission are to include:

### **A. Organization**

The name of the organization and the contact name of the person responsible for the submission. Include the address, phone and fax numbers, email address and web page address if available. Include a summary of the organization and its mission and goals, if available.

## **B. Project Team**

The name and qualifications of the project manager and any other key individuals or organizations to be involved in the project. If other organizations would be involved, please include background information about their qualifications. Attach a resume, including professional licenses or certifications, as well as a description of the experience of individuals to be involved with similar projects.

## **C. Project Experience**

Describe the experience of the organization(s) with projects that have similar goals, particularly experience involving joint master plan development involving rural townships, cities, or villages. Provide at least three references for prior similar projects involving your organization.

## **D. Management Approach**

A narrative that describes:

- The management approach that your organization will use for this community-driven project, including integrating the Leadership and Technical Assistance Teams into the management and implementation of the project.
- Your approach for community education, engagement and communication.
- Your methods and processes for accountability involving progress and costs
- Approaches for cost management and containment, including add-ons and contingencies
- Schedule management
- Quality control

## **E. Scope of Work**

A narrative that describes your scope of work to respond to the goals and anticipated work elements described earlier in this RFP (See Section 4. A through 4. E) and the anticipated role and level of effort of the local community.

## **F. Project Schedule**

A Project Schedule, including significant milestones, with an estimated completion date during 2008.

### **G. Project Budget**

A project budget, including a budget for major elements of the proposal. Please provide a budget for:

- Personnel (direct and indirect)
- Fringes
- Contractual Services
- Supplies and Materials
- Travel
- Indirect Costs (overhead)
- Other

## **8. Selection Process**

Several factors are important selection considerations, including cost. It should be recognized by respondents that, to date, the Manistee County Community Foundation has awarded a grant of \$12,500 to support this work. The parties involved with this RFP recognize that some level of additional funding will be required to satisfactorily complete this project.

A seven-person subcommittee will review proposals and make recommendations to the Onekama Township Board and Village of Onekama Council on "finalists." That subcommittee will consist of three representatives from the Village and Township and a member of the general community. Those finalists will then be interviewed as part of a joint meeting involving the Village Council and Township Board. At that time, finalists will be asked to provide a brief presentation of their proposals and be prepared to answer a series of questions. Following those interviews, the Village Council and Township Board will jointly make the final decision on a contractor.

Selection criteria are as follows:

	<b>Points</b>
Qualifications to effectively meet the goals of this project	15
Results and references involving similar projects	15
Management Approach	20

Project Scope of Work	20
Project Budget and Schedule	30
Total	100

The schedule for section will be **approximately** as follows:

Deadline for Submissions	March 21, 2008 (This is a firm deadline.)
Screening and Review of Submissions by Five-Person Screening Committee	April 4, 2008
Notification of “Finalists” to Participate in Interviews	April 8, 2008
Public Interviews with “Finalists”	April 15, 2008
Contractor Selection - All Respondents Notified of Results	On or before April 25, 2008

Work begins immediately after completion of satisfactory contractual agreement.

### **9. Cancellation of RFP**

This RFP may be canceled or any or all bids or proposals may be rejected in whole or in part. Proposals that do not comply with all requirements set forth in this RFP are subject to disqualification.

### **10. Other**

Respondents will be informed about the decision made to retain a contractor. Respondents will not be provided with details involving the ranking of their proposal or the relative ranking of respondents.

Questions concerning this RFP may be directed to:

Tim Ervin  
Alliance for Economic Success  
(231) 723-4325  
[tervin26@charter.net](mailto:tervin26@charter.net)