

LANSING'S VISION

Lansing is located at the heart of the Great Lakes region at an important crossroads in Michigan's Lower Peninsula. I-96 and I-69 meet here, as well as the Grand and Red Cedar Rivers. Lansing is within a two-hour drive of 90% of Michigan's population, including all its major markets including Detroit, Grand Rapids, Flint, Battle Creek/Kalamazoo, and Saginaw/Bay City/Midland. As the Tri-County region's central city, Lansing is of vital importance. Along with East Lansing, it serves as the economic, educational and cultural anchor for the region's 450,000 residents and 14,000 businesses. As Michigan's capital city, Lansing represents the state's 10 million residents and 759,000 businesses to the nation and to the world. Its surface, air and rail transportation make it a critical hub as well as a regular destination for business, education and travel.

Fulfilling these roles, and realizing Lansing's potential, will not be without effort. The Land Policy Institute at Michigan State University describes four keys to cultivating economic growth in the new economy as:

- Developing talent
- Fostering innovation
- Embracing diversity
- Enhancing environment

Lansing will, and must, address all four as it helps to shape the future.

The *Design Lansing* comprehensive plan focuses on environment. It provides the foundation for land use and infrastructure improvements between now and 2030. This master plan has a world-class vision and three principal goals.

The vision of this plan is for Lansing to become the premier Midwest city – a city of which Michigan residents are very proud, that is globally recognized and sought out by entrepreneurs, new residents and travelers.

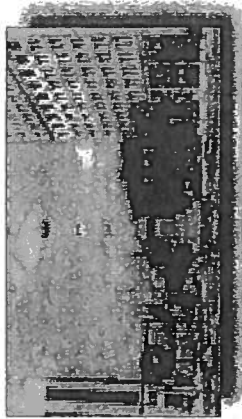
The three principal goals of this plan are:

1. To help guide Lansing, in leading communities across the metropolitan region, the state and the Midwest in sustainable development, placemaking, livability and stewardship to reflect the true essence of Pure Michigan's promise.
2. To utilize existing assets - the Capitol Complex, a downtown consistently experiencing re-investment, a concentration of higher education institutions, a wide array of arts and cultural venues and a diverse economic base - to stimulate collaboration among all who are interested in enhancing greater Lansing's competitiveness as a desirable place to live, start a business, work and visit.
3. To support the bonds of family and friendship with high quality neighborhoods and convenient shopping, diverse job centers and an extensive connecting network of green spaces, walkable/bikeable streets and excellent public transit.

Chapter 2 — The Youngstown 2010 Planning Process

Youngstown's Vision

The Youngstown 2010 Vision is a guiding document that sets out a framework for understanding and addressing the issues that Youngstown faces. It provides a community-based agenda for change organized around platforms:



- **Accepting that Youngstown is a smaller city.**

The dramatic collapse of the steel industry led to the loss of tens of thousands of jobs and a precipitous decline in population. Having lost more than half its population and almost all of its industrial base in the last 30 years, the city is now left with an oversized urban infrastructure. (It has been described as a size 40 man wearing a size 60 shoe). There are too many abandoned properties and too many underutilized sites. Many difficult choices will have to be made as Youngstown recreates itself as a sustainable mid-sized city. A strategic program is required to rationalize and consolidate the urban infrastructure in a socially responsible and financially sustainable manner.



- **Defining Youngstown's role in the new regional economy.**

The steel industry no longer dominates Youngstown's economy. Most people work in different industries today. The city must align itself with the present realities of the regional economy. This new positioning means support for a more diverse and vibrant economy founded on the current strengths within the city and region, such as the university, the health care sector, industrial clusters and the arts community.



- **Improving Youngstown's image and enhancing quality of life.**

Youngstown must become a healthier and better place to live and work. Over time people have grown accustomed to seeing rundown buildings and streets. Urban decay is a constant and demoralizing reminder of Youngstown's decline. It is important that Youngstown begin to "fix its broken windows" and support initiatives to improve neighborhoods, the downtown, the river, and the education system. The city must also begin dealing with difficult issues such as public safety and racism.



- **A call to action.**

The people of Youngstown are ready for change. The city already has a large number of local leaders who want to involve others and make a contribution. The comprehensive plan must ensure that the excitement and optimism fostered through the visioning process is maintained and advanced. To that end, the city needs a practical, action-oriented plan and a process through which local leaders can continue to be empowered and the city's successes constantly celebrated.

Youngstown City Council unanimously adopted the Youngstown 2010 Vision by resolution at its February 19th, 2003 meeting. (See Appendix A for complete version of Youngstown 2010 Vision.)

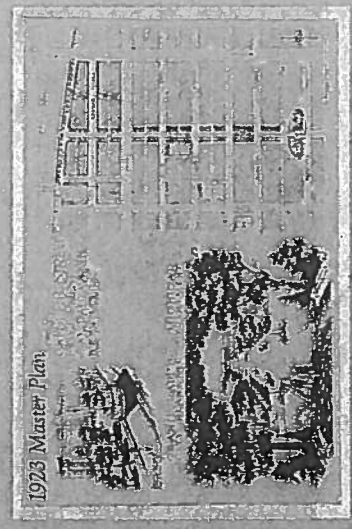
VISION

Camden is becoming the governmental, educational, health care and entertainment center of the South Jersey region. It has a thriving downtown, revitalized neighborhoods, a vibrant waterfront tourist industry, premier medical and higher educational institutions, specialized business and technology research organizations, and a bustling port facility. It is realizing its full potential as a great place to live, work, shop and play by achieving the aspirations of its people. Through self-determination and collaboration with regional and City stakeholders, Camden is being transformed through:

- Opportunities for home ownership and living wage employment, improved neighborhoods containing new homes, apartments and small businesses owned by City residents, and through parks and community gardens created from barren vacant lots together with walking and biking trails in a greenway being reclaimed adjacent to riverfront corridors.*
- New and refurbished school buildings ensuring that every child has the opportunity to participate in expanded pre-school, after-school, and recreational activities with expanded social services, health and day care facilities and improved community centers including increased public safety to eradicate drug dealers and arsonists.*

Realizing a bright and exciting future for Camden is guided by the following goals that define the major elements of the Master Plan.

- **Reinforcing Camden's Role in the Philadelphia-South Jersey Region.**
- **Improving Housing and Neighborhoods.**
- **Achieving a Dynamic Economy.**
- **Capitalizing on the City's Physical and Historical Assets.**
- **Maintaining and Improving the Environment.**
- **Integrating Camden's Transportation System.**
- **Achieving Improved Public Facilities, Education and Safety.**
- **Translating the Master Plan into Action.**



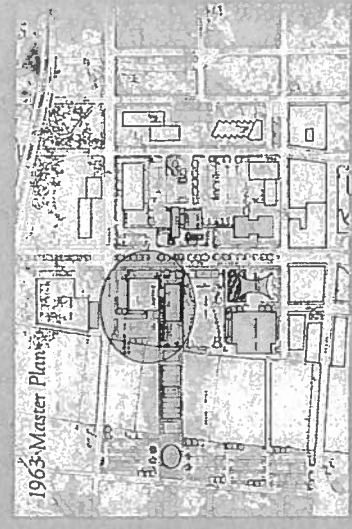
City of Grand Rapids Master Plans

This Master Plan is the city's third comprehensive land use plan. The city's first plan was developed in 1923 by Harland Bartholomew and the City Planning Department. The second plan was completed by J. Paul Jones, Planning Director, and his staff in 1963. Nearly forty years later this new Master Plan builds on past lessons learned and looks towards the future with great optimism. The four-decade time span between each plan provides an interesting perspective in changing planning philosophies and community goals as each clearly reflects the thinking of its time.

Master Plan

- 1923 City Beautiful Movement
- 1963 Urban Renewal
- 2002 Urbanism (New or Old)

City Beautiful Movement - Urban spaces were intended to reflect culture, art and beauty during the early part of the 20th century. The creation of city parks and gathering places was important. By virtue of the city's beauty and quality of life, an ever-increasing number of residents would be attracted to Grand Rapids. This school of thought combined with the wide-



spread use of mass transit (buses, interurban lines, rail) envisioned a green, walkable, dense, and transit-friendly city.

Urban Renewal - A number of ideas within the 1963 Plan sought to drastically change the landscape of the core-city. The general philosophy was "out with the old and in with the new". The central city was viewed as blighted and in need of modernizing. At the same time, the federal highway system was rapidly being developed. As a result, a number of historic and cultural resources were lost within the city and newly developed areas of the city were built for easy automobile access.

Urbanism (New or Old) - New Urbanism espouses the values of centuries-old traditional urban design to create, or re-create, communities. Ironically, many of the recommendations of the 1923 Master Plan closely reflect the values and ideas of Grand Rapids' citizens in 2002. The concepts of sense of community, civic space, walkability, mixed-use, transit-friendly design, housing variety and a reduced dependency upon the automobile are central to both plans.

1.3 - Guiding Principles

Early in 2000, Mayor John H. Logie appointed a 31-member steering committee to guide the preparation of the city's Master Plan. The Master Plan Committee selected a consultant team, helped to develop the planning process and worked with city staff and the consultants to maximize community participation and to shape the content of the Plan. In spring 2001, the Committee established the following guiding principles for their work. These principles influenced both the planning process and the content of the Plan; they also establish benchmarks for implementation.

Partnership

We make decisions and accomplish our plans in an open, inclusive and collaborative manner. We empower people to contribute their ideas, work toward consensus and take responsibility for achieving a shared vision of the future. We work in partnership with neighborhood businesses, investors, non-profits, institutions, schools, city government and surrounding jurisdictions to capitalize on the synergy of pooled resources and expertise.

Leadership

We count on our community leaders and decision-makers to contribute to our vision and work creatively and aggressively to make it a reality. Our leaders encourage the early involvement of affected parties in developing appropriate planning strategies. They help us focus on shared goals to manage change.

Choice

We honor the diversity of our community by providing choices in housing and neighborhood types, transportation modes, shopping and job opportunities and recreational and cultural offerings.

Economic Health

We understand that our city's ability to attract and retain business, jobs and households is the economic engine that drives investment in new development and the improvement and reuse of older areas of the city. Our city's economic health also determines our fiscal capacity to provide public investments and quality public services. We recognize the importance of broadening access to economic opportunity for all our citizens.

Balance

We recognize the importance of maintaining a balance between economic (and job) growth, neighborhood preservation and environmental stewardship. We are committed to protecting and improving the valued characteristics of our central city while encouraging change that will make the best use of vacant and under-used land and buildings. We support a balanced transportation system that offers attractive alternatives to automobile use.

Quality

We believe that quality in the design and maintenance of private development and the public realm makes a difference to the quality of our lives. We support design approaches that honor context, compatibility, authenticity and the human scale. We support maintenance strategies that keep our city clean, green and safe.

Access

We are committed to creating a pedestrian-friendly city that also provides convenient connections over longer distances. We support transit, but we also need a quality roadway system that minimizes negative traffic impacts. We manage parking so that its impact on the pedestrian scale and visual quality of our city is minimized.

Sustainability

We care about the environment, the availability of resources for future generations and the integrity of natural systems. We aspire to the Hannover Principles. (Page 105). The choices we make will protect natural resources, capitalize on existing infrastructure and honor the principles of Smart Growth. We support actions that conserve the cultural and physical heritage of our community.

• La Grande Vitesse by Alexander Calder on Calder Plaza.

