

Administrative Structure

The greatest strength of the existing organizational structure in the HARBOR Area Community is the extensive system of volunteers that serve the recreational needs. The volunteer system results in significant community involvement and a family-like environment for recreation. This volunteer system is embedded in the organizational structure of multiple non-profits and other groups that serve individual recreational activities, such as soccer, little league, sailing, etc. These organizations and groups have separate financial and management structures that also function appropriately with very little conflict. The proposals in this plan respect that structure and assume it will continue to the benefit of the community. The proposals in this plan also recognize that additional support in the form of communication and coordination might be offered to augment the capacity of these organizations.

EXISTING RECREATION PLANNING, MANAGEMENT, STAFF AND BUDGETS

Seven jurisdictions maintain separate recreation and community master plans within the HARBOR Area Community, including the City of Harbor Springs and Little Traverse, West Traverse, Pleasantview, Friendship, Readmond and Cross Village Townships. Harbor Springs Public Schools does not maintain a written facilities plan, per se, relative to the recreation facilities located on school properties that serve the broader community. Emmet County also maintains separate recreation and community master plans for the entire county including facilities located in the HARBOR Area Community.

Recreation planning and administration within the HARBOR Area Community is currently carried out by the individual jurisdictions either through the planning commission, zoning board or in some cases, specially appointed recreation committees; by the Harbor Springs Public Schools, to some extent; and by non-profit organizations and other volunteer groups.

Spending on recreation by each jurisdiction is supported by tax revenues. Spending on recreation by non-profit organizations is primarily supported by community contributions. Total tax revenue by jurisdiction is presented below:

Table 6. Tax Information						
Jurisdiction/facility	Total Taxable Value	Non-homestead Taxable Value	To Jurisdiction		H.S. School	
			millage	revenue	millage	revenue
City of Harbor Springs	187,663,406	125,055,437	5.9592	1,118,324	13.9911	1,749,663
Cross Village Township	44,990,864	30,021,882	0.9542	42,930	13.9911	420,039
Friendship Township	85,399,738	43,730,744	0.8633	73,726	13.9911	611,841
Little Traverse Township	226,034,440	135,467,792	0.9313	210,506	13.9911	1,895,343
Pleasantview Township	116,666,570	86,333,279	0.9452	110,273	13.9911	1,207,898
Readmond Township	64,499,575	35,214,210	1.8880	121,775	13.9911	492,686
West Traverse Township	272,004,503	170,113,741	1.1500	312,805	13.9911	2,380,078
Total	997,259,096	625,937,085		1,990,339		8,757,548

Note: To jurisdiction based on 2005 tax data, Schools data from L-4402 apportionment report, 2004

The current expenditures of public tax revenues on Recreation, by jurisdiction, is presented below:

Table 7. Annual Recreation Spending (2004)	
Jurisdiction	Expenditures
City of Harbor Springs	186,300
Cross Village Township	10,000
Friendship Township	2,700
Little Traverse Township	44,292
Pleasantview Township	0
Readmond Township	2,700
West Traverse Township	72,665
Harbor Springs Schools	85,000

Based on the annual recreation spending (2004) by each jurisdiction (with the school district included), the annual costs to property owners (based on taxable value) for funding recreation in the study area is presented below:

Table 8. Annual Recreation Costs to Property Owner					
Jurisdiction	Expenditures	100,000 TV	200,000 TV	300,000 TV	400,000 TV
City of Harbor Springs	172,300	97	194	291	388
Cross Village Township	10,000	28	57	85	114
Friendship Township	2,700	3	7	10	14
Little Traverse Township	44,292	21	43	64	85
Pleasantview Township	0	0	0	0	0
Readmond Township	2,700	4	9	13	18
West Traverse Township	72,665	28	56	85	113
Harbor Springs Schools	85,000	14	27	41	54

City of Harbor Springs

Governance: The City of Harbor Springs was incorporated as a city in 1932. The city is governed by a council, responsible for setting city policies and approving the annual budget. Each council member is elected. The day-to day administrative functions are carried out by the City Manager. The City Manager is appointed by the City Council.

City Council

Jean Jardine, *Mayor*
 Laura Kors, *Mayor pro-tem*
 Dennis Wiggins
 Jim Grogan
 Michael Heinz

City Staff

Ron McRae, *City Clerk*
 James T. Ramer, *City Attorney*
 Frederick W. Geuder, *City Manager*

Expenditures: In 2004, the City of Harbor Springs spent \$186,300 for recreation purposes. These costs include payroll, utilities, equipment rental, contract services,

operating supplies and capital expenses. This expenditure was offset by revenues of approximately \$14,000 from park rentals and concessions.

Little Traverse Township

Governance: Little Traverse Township is governed by a five-member Township Board consisting of a supervisor, treasurer, clerk, and two trustees, all of whom are elected representatives. The Township Supervisor and the Zoning Board are responsible for coordinating recreation issues in the township. The Township's recreation plan was updated and adopted by the board in 2005 and is an MDNR approved plan.

Township Board

William Dohm, *Supervisor*
Lynda Arman, *Clerk*
Connie Shepherd-O'Neill, *Treas.*
Wayne Allerding *Trustee*
Ken Garver, *Trustee*

Zoning Board

Joe Chattaway, *Chairman*
Jean Beckley
Ed Shepherd
Marty VanBerlo
John Johnson

Expenditures: In 2004 (April 2004 - March 2005), Little Traverse Township spent \$44, 292 for recreation purposes. These costs include office and operating expenses, contractual services with the City of Harbor Springs, boat launch services, capital outlays and other miscellaneous expenses.

West Traverse Township

Governance: West Traverse Township is governed by a five-member Township Board consisting of a supervisor, treasurer, clerk, and two trustees, all of whom are elected representatives. The Township Supervisor, Planning Commission and Recreation Committee are responsible for coordinating recreation issues in the township. The Township has been working on an update to the recreation plan.

Township Board

Bob Sandford, *Supervisor*
Eva Lauer, *Clerk*
Kristi Hollingsworth, *Treasurer*
Sophy Carpenter, *Trustee*
Sam DeCamp, *Trustee*

Recreation Committee

Carolyn Sandford
Paul Repasky
John Riggs

Planning Commission

Jim Bartlett, *Chairman*
Paul Mooradian, *Vice Chairman*
Joey Arbaugh, *Secretary*
Pete Wallin
Ann Wilderom
Eva Lauer
Richard Horan

Expenditures: In 2004, West Traverse Township spent \$72, 665 for recreation purposes, primarily resulting from a special millage for Thorne Swift Nature Preserve.

Pleasantview Township

Governance: Pleasantview Township is governed by a five-member Township Board consisting of a supervisor, treasurer, clerk, and two trustees, all of whom are elected representatives.

Township Board

William Wiechmann, Supervisor
Debra Bosma, Clerk
Maureen Barkley, Treasurer
Les Bosma, Trustee
Robert Wurst, Trustee

Expenditures: In 2004, Pleasantview Township had \$0 recreation expenditures.

Friendship Township

Governance: Friendship Township is governed by a five-member Township Board consisting of a supervisor, treasurer, clerk, and two trustees, all of whom are elected representatives. The Township Supervisor, Planning Commission and Recreation Committee are responsible for coordinating recreation issues in the township. The Township is working on an update to the recreation plan completed in 2001.

Township Board

Dale Scott, *Supervisor*
Janell VanDivner, *Clerk*
Marie Ward, *Treasurer*
Alfred Major, *Trustee*
Frederick Troup, *Trustee*

Planning Commission

Denise Simon, *Chairman*
Cynthia Donahey
Bo Trufant
Jen Gelb
Wilbur Kurburski
Fred Troup

Recreation Committee

Caroline Kurburski
Wilbur Kurburski
Rob Parson
Hugh Melling
Dale Scott
Greg Putalik

Expenditures: In 2004, Friendship Township spent \$2,700 on recreation-related expenses.

Readmond Township

Governance: Readmond Township is governed by a five-member Township Board consisting of a supervisor, treasurer, clerk, and two trustees, all of whom are elected representatives. The Township is considering an update to a recreation plan completed in 2001.

Township Board

Diana Call, *Supervisor*
Elizabeth McCormack, *Clerk*
Roland Krause, *Treasurer*
Les Arnold, *Trustee*
Harriet Jackson, *Trustee*

Planning Commission

Robert Cardinal, *Chairman*
Art Call
Susan Glass
Les Arnold
Lance Talcott
Scott Ward
Anton Peterson
William Sutton
Sherry Swiss

Expenditures: In 2004, Readmond Township spent approximately \$2,700 on recreation-related expenses.

Cross Village Township

Governance: Cross Village Township is governed by a five-member Township Board consisting of a supervisor, treasurer, clerk, and two trustees, all of whom are elected representatives. The Township Supervisor and Recreation Committee are responsible for coordinating recreation issues in the township. The Township is considering an update to a recreation plan completed in 2001.

Township Board

Howard Wood, *Supervisor*
Jene Reck, *Clerk*
Marie Krupa, *Treasurer*
Stephen Keller, *Trustee*
Katherine Schlappi, *Trustee*

Recreation Committee

Dick Selvala

Expenditures: In 2004, Cross Village Township spent approximately \$10,000 on recreation-related expenses.

Harbor Springs Public Schools

The Harbor Springs Public Schools play an important part in any discussion of recreation within the Harbor Springs Area Community. Obviously, the schools provide athletics facilities and organized recreation programming in the community. However, in the context of the Focus of this recreation plan, they play an equally important, yet different role.

One of the goals in providing for the development and management of trails is to provide safe non-motorized routes to schools for children. In determining where to locate the proposed routes, how to design them and where other factors might come into play (crossing guards, bike racks, etc.), it will be critical to consult and plan with the public schools. Secondly, the schools own and manage a number of recreational facilities used for both school and non-school programming. These facilities, in some instances, can be considered open space. Decisions on how best to link these facilities with other community recreation assets and the residential areas where people live will have to be made. The public schools again will be an important partner in these decisions.

Other Community Organizations

A number of other community organizations are very involved with the acquisition, management and development of trails and open space in the Harbor Springs Area Community. In addition to those listed below, there are multiple groups providing advocacy and education relative to specific aspects of community recreation.

HARBOR, Inc.: The Harbor Area Regional Board of Resources, Inc. (HARBOR, Inc.) is a citizen based, non-profit, Michigan Corporation. The organization is the result of a grass-roots effort by concerned citizens and members of local governments and associations who share a common goal of coordinating growth in the greater Harbor Springs Community.

The mission of HARBOR, Inc. is to bring together the Greater Harbor Springs Community by providing a platform for cooperation and communication; by encouraging participation through education and discussion; by facilitating the understanding and implementation of multiple plans and proposals; and by promoting, protecting, and maintaining the common vision for the Greater Harbor Springs Community. From a recreation standpoint, HARBOR, Inc. has played a key role in facilitating a dialogue regarding recreation within the community and coordinating trail extensions within the HARBOR Area Community.

North Country Trail Association (NCT): The North Country Trail traverses over 4,600 miles from the Adirondacks of New York State to the plains of North Dakota. Portions of the trail pass through Little Traverse, Pleasantview, Readmond and Cross Village Townships. These portion of the NCT are managed by the Harbor Springs Area Chapter of the North Country Trail.

Top of Michigan Trails Council: The Top of Michigan Trails Council is a non-profit advocacy and facilitator group to promote trail construction and use in eight counties - Charlevoix, Cheboygan, Emmet, Presque Isle, Alpena, Otsego, Antrim and Montmorency.

The Little Traverse Conservancy: The Little Traverse Conservancy is a land conservancy with significant preserves in the HARBOR Area in addition to other areas in northern Michigan. The mission of the Little Traverse Conservancy is to protect the natural diversity and beauty of northern Michigan by preserving significant land and scenic areas, and fostering appreciation and understanding of the environment.

The conservancy was founded in 1972 and has grown steadily since that time. With significant open space holdings where recreational, educational, and scientific use is encouraged, the conservancy will be an important partner in any discussions about acquiring new open space and developing trails to link recreational assets.

PROPOSED RECREATION PLANNING, MANAGEMENT, STAFF AND BUDGETS

The details of the proposed administrative structure for the HARBOR Area Community are described in greater detail in Chapter 6 - Action Plan. However, in brief, this plan recommends an Administrative Structure for cooperative agreement throughout the seven jurisdictions that are generally served by the Harbor Springs Public Schools. The proposed administrative structure and plan proposal are not meant to replace the complex system described in the previous section. Rather, it is intended to fill the gaps that have been identified in multiple community surveys, various separate plans and numerous public meetings in the areas of **trails, open space and an umbrella system**.

ADOPTION OF MULTI-JURISDICTIONAL PLAN

This plan can be adopted by each jurisdiction separately or jointly. The focal areas of this plan are ones that have historically been difficult or impossible to achieve separately; therefore, this section outlines a joint adoption process. The option to adopt separately was outlined in a document prepared in June 2006 (see *Appendix*). The action program recommends joint implementation.

Joint adoption of the plan could result from the formation of a regional Recreation Authority that is limited in scope to the areas identified above and further detailed in Goals & Objectives; and Plan Proposals. This entity, *The HARBOR Area Recreation, Trails and Open Space Authority* would adopt the joint plan and proceed to implement the plan recommendations.

What does this mean collectively?

- The regional recreation entity (with the newly adopted plan) would guide/implement the specific plan proposals.

- The regional recreation entity would have a board made up of representatives from all participating jurisdictions plus other community members as appropriate. The board adopts bylaws which govern its operation.
- From a funding standpoint, DNR funds would be available to the regional recreation entity for the specific plan proposals. Private donations, public funds and other funding sources would also be available to fund the plan's implementation.
- Individual jurisdictions could maintain separate plans for all other recreation facilities that serve their individual population and apply to DNR for funding of those facilities.
- Current DNR guidelines emphasize cooperative planning; therefore funding requests would be more competitive.
- Each jurisdiction elects to participate by voting to pass the articles of incorporation of the joint organization. Each jurisdiction can continue to draft and maintain separate plans and agreements dealing with other facilities.