





SECTION V:LAND USE PLANNING AND ACQUISITION

A. Philosophy and Guiding Principles

The City's park system has evolved over more than a century, with acquisition of park parcels gradually building a system known for its diversity, preservation of green space and recreation opportunities. This chapter outlines the philosophy and guiding principles as well as the methods used to acquire land.

Acquisition is a term that describes the various methods of bringing parcels of land under public control, including outright purchase, lease, easement, swap, or other methods. Many factors are considered when evaluating potential acquisitions, such as economic and health benefits provided by green space, consideration of when the City has enough parkland, what types of land would complement existing parks, when the loss of tax base might outweigh the benefits, and how much funding should be allocated as part of the City budget.

In order to evaluate these questions, a series of criteria have been developed. These criteria are revisited according to the public input received during each PROS Plan update to reflect trends, current conditions, and park system needs.

B. History of Parkland Acquisition

Between 1988 and 2010, Ann Arbor Parks and Recreation acquired just over 347 acres. The land was valued at \$18 million, with just over \$13 million coming from acquisition millages. The remaining \$5 million was generated through grants, donations and other funding sources. The table below summarizes the parcels that were acquired during this period.

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<u>Use Group</u>	Total Acres	% of Total Acres	Total Value	% of Total Value	
Natural	254.59	73.21	\$15,019,291	81.27	
Active	51.37	14.77	\$ 750,978	4.06	
Neighborhood	13.08	3.77	\$ 1,329,224	7.19	
Museum	0.15	<.01	\$ 75,622	.40	
Linkage/Access	28.58	8.23	\$ 1,308,769	7.08	
Total	347.77		\$18,483,884		

The chart below is a summary of land acquired since 1988.

COMPLETED LAND ACQUISITION MILLAGE PURCHASES

		ACQUISITIONIMIE	Planning		Amount From	
Acquired Property	Acres	Total Costs	Area	Use	Millage	FY
Krause (Dolph Addition)	0.98	\$24,105	West	Access	\$24,105	88-89
Kimberly-Colony (Molin Nature Area)	7.2	\$85,113	South	Natural Area	\$45,000	88-89
Bird Hills Addition	31.25	\$622,000	West	Natural Area	\$622,000	89-90
Redwood Park	0.54	\$32,734	Southeast	Neighborhood	\$32,734	89-90
Bird Hills Addition	4.3	\$86,839	West	Natural Area	\$86,839	89-90
North Main @ Beakes (WCHS)	0.15	\$75,622	Central	Museum	\$0	90-91
Katz (SEA Park)	25.69	\$313,600	Southeast	Active	\$156,800	91-92
Black Pond Woods	26.76	\$1,211,127	Northeast	Natural Area	\$336,127	91-92
Worden (Stone School Park)	5.06	\$148,528	South	Neighborhood	\$148,528	91-92
Westover Lots (Dolph Add.)	0.55	\$32,104	West	Linkage	\$32,104	91-92
Belize Addition	0.37	\$71,000	Central	Neighborhood	\$33,401	91-92
Sias A&B (DhuVarren Woods/Traver Ck)	20.03	\$646,200	Northeast	Natural Area	\$354,514	92-93
Gunn (Huron Parkway Nature Area)	18.68	\$941,000	Northeast	Natural Area	\$464,005	93-94
Hawkins (Bandemer Add.)	8	\$675,000	River	River Access	\$393,725	93-94
Bader	1.7	\$174,570	Northeast	Neighborhood	\$174,570	94-95
WCRC Pit (NEArea Park)	24	\$150,000	Northeast	Active	\$150,000	95-96
Verle (Brown Park)	10	\$216,000	South	Natural/Access	\$216,000	95-96
S. Main (Cranbrook Add.)	1.14	\$20,000	South	Natural/Neigbor.	\$20,000	95-96
Evergreens Lots (10 Lots)	1.65	\$80,254	West	Neighborhood	\$53,540	95-96
Beechwood Lots (Kuebler-Langford)	0.89	\$70,636	West	Linkage	\$36,304	96-97
St Thomas (Bluffs)	20.01	\$1,100,000	West	Natural/Neigbor.	\$363,000	96-97
SEA Park Additions *	1.68	\$287,378	Southeast	Active	\$81,103	98-99
Hearthstone III addtion to Ponds Park	0.2	\$124,839	South	Neighborhood	\$124,839	98-99
Audubon Woods (Redbud Nature Area)	4.98	\$346,722	South	Natural	\$346,722	00-01
Scarlett-Mitchell Addition	25.07	\$1,111,253	Southeast	Natural	\$486,253	00-01
Bluffs Park Addition	17.77	\$1,507,037	West	Natural/Linkage	\$1,507,037	00-01
Huron Parkway ROW	13.11	\$26,924	Northeast	Linkage	\$26,924	01-02
Sunset Brooks	7.6	\$410,000	West	Natural/Linkage	\$410,000	03-04
Stapp (Traverwod)	8.1	\$550,000	Northeast	Natural/Linkage	\$550,000	03-04
Dolph Addition	18.2	\$1,274,000	West	Natural/Linkage	\$586,040	04-05
Brookside (4 lots)	0.96	\$151,084	South	Neighborhood	\$151,084	05-06
Evergreens Lot 108	0.2	\$39,300	West	Neighborhood	\$39,300	04-05
Evergreen Lot 118	0.2	\$57,247	West	Neighborhood	\$57,247	04-05
Evergreen Lot 120	0.2	\$49,668	West	Neighborhood	\$49,668	04-05
Onder	4.75	\$480,000	Northeast	Linkage	\$480,000	06-07
Andres (Evergreen addition)	0.5	\$150,000	West	Neighborhood	\$150,000	06-07
Girl Scouts (Hilltop Nature Area)	7.75	\$2,200,000	West	Natural Area	\$2,200,000	06-07
Zion Lutheran (Eberwhite Nature Area)	2.25	\$580,000	West	Natural Area	\$580,000	07-08
Narrow Gauge Way (Narrow Gauge Nature Area)	13.5	\$1,800,000	Northeast	Natural Area	\$1,800,000	07-08
Crary (Crary Park)	1.3	donation	Northeast	Neighborhood	\$0	07-08
Botsford (Conservation Easement)	10	\$312,000	West / Scio	Natural Area	\$156,000	08-09
219 Chapin (West Park Addition)	0.2	\$250,000	West	Neighborhood	\$250,000	09-10
Linkner (Scheffler Park Addition)	0.3	\$0		Natural/Linkage	\$0	09-10

Total 347.77 \$18,483,884 \$13,775,513

C. Proposing Land for Acquisition

Potential parkland acquisitions are identified in various ways, with a process that has been developed through staff and public input. In each scenario, land owners submit applications, after which a team of staff reviews the merits of the parcel. PAC is then provided the property information and the staff summary review and recommendations. If the land is seen as meeting the criteria developed to evaluate land for public benefit, PAC may recommend the purchase to City Council. Three ways in which land may be brought before PAC include the following:

- 1. Staff periodically researches land parcels to identify sites that meet particular objectives, such as floristic quality, connectivity, or balancing needs within the system. Staff may contact landowners to provide information to them regarding the City's program if they are interested in selling their land. This is a strictly voluntary process.
- 2. Property owners may nominate their land to be considered for purchase.
- 3. Occasionally, through the City development review process, land is identified as potential parkland. Land then may be acquired through developer contribution, purchase or a combination of several methods.

Land transfers may be at no cost or may be for considerations other than cash.

All land acquisition must have both an independent real estate appraisal report to establish fair market value and an environmental assessment before land can be purchased per City Council resolution. If the cost of an appraisal exceeds the value or the property history is well known, the appraisal or environmental assessment may be waived. The City often applies for grant funding to offset the purchase price, in which case there generally additional review requirements. All purchases and acquisition of land rights require City Council approval.

D. Acquisition Criteria

The following criteria are considered for all potential acquisitions:

1. City-wide System Balance/Geographic Distribution as well as Open Space Convenient to Each Neighborhood

Acquisition of sites for facilities to serve area-wide current or future demand for activities like basketball, ice and in-line skating, soccer, swimming, softball, and tennis must be considered as well as providing parks convenient to each neighborhood. The current standard is provision of neighborhood parks within ¼ mile of each residence. Opportunities in areas considered to be deficient (in terms of parkland) are considered as the City attempts to meet access and availability standards.

2. Natural Resource Protection

Decisions such as whether to preserve undeveloped or "natural" parkland and how to manage it by assessing its environmental integrity and potential to support a well-functioning ecosystem are considered. Natural Area Preservation staff evaluates how each natural area

compares with others in terms of ecological significance, including such measures as biological diversity, presence of rare or unusual species, presence of invasive exotic species, and other factors.

3. Open Space and Green Space Imagery/Aesthetics

Acquisition evaluations include a consideration of vistas of trees, the river, and parks to provide visual relief from urban infrastructure.

4. Enhance Access and Linkage

Land that facilitates non-motorized transportation from urban areas and neighborhoods to other parks, as well as connectivity along the Huron River and creeks, including wildlife corridors, is considered. Parcels that would improve access or that contain unique natural or historic features adjacent to an existing park are a consideration.

5. Protection of the Huron River, Watersheds and Water Quality

Protecting watersheds by incorporating fragile or important watershed features into the park system helps protect the overall health of the Huron River watershed and can help ameliorate flooding potential. Acquisitions along the Huron River and its tributaries that protect or enable better public use of this asset are a high priority.

6. Recreation Value and Suitability for Intended Use

When a specific need is identified to enhance recreation opportunities or provide better balance of park or recreation facilities, sites well-suited to satisfy that need are considered. A flat, well-drained field is a good example of site suitability for athletic fields, and the having land that is buildable is crucial for certain types of amenities. Sites are also considered for their appropriateness to adjacent land use.

7. Method of Acquisition/Direct Costs

This criterion provides the opportunity to rate a site's value relative to how it will be acquired. Acquisition opportunities with grants, donations from neighborhood associations, gifts, and bargain purchases would rate higher than market rate purchases. Dedications, easements, and leases may also be preferable to outright purchase. Certain parcels of land may require a faster decision-making process because there is a high potential for development or purchase by another agency for non-public use that would lead to a loss of desirable land.

8. Provides for Future Needs/Anticipates Growth

As the City is growing, future needs for residents must be anticipated and accommodated. A site that addresses future City growth and recognizes other agency plans and impacts would rate highest in this category.

9. Long-Term Development and Maintenance Costs

Excessive development and maintenance costs that a potential acquisition site requires would be a factor in the perceived value of the acquisition. Sites requiring minimal anticipated development and/or maintenance costs would rate higher in this category.

E. Property Acquisition Options for Parkland

There are many tools available to secure land for public park and open space use. The following are the most common. Any single acquisition may involve more than one of these methods.

1. Outright Acquisition of Parcels

In many cases, the City may opt to purchase property outright and maintain full ownership and rights of a piece of land. Bluffs Park is an example of an outright acquisition.

2. Bargain or Charitable Sale (Less Than Fair Market Sale)

A landowner may choose to sell to the City at a price less than the full market value of the property. Marshall Park is an example of land that was sold to the City for park use at less than market value.

3. Outright Donation (Fee Simple Transfer)

Outright donation involves the provision of public land at no cost to the City. The donor may receive tax benefits in the form of federal income tax deductions, potential estate tax benefits, and relief from property taxes. Many neighborhood parks in Ann Arbor were donated as a part of the development review and approval process. Crary Park and parts of Scheffler Park are examples of park donations by individuals.

4. Donation by Will (Bequest)

A gift of land made through a will entitles the donor to retain full use of the land during his or her lifetime. The donor is responsible for real estate and income taxes for the property during his or her lifetime. The Leslie Science Center site was bequeathed to the City in the Leslie's will.

5. Installment Sale

An installment sale allows an agency or organization to purchase property over a period of years. The use of the land and the responsibility for payment of property taxes until the sale is complete are negotiable terms of the agreement. The seller benefits financially by spreading the income and the taxable gains over several years.

6. Purchase of Development Rights/Conservation Easement

Purchase of Development Rights (PDR) is primarily used to protect farmland and allows owners of farmland or open space to retain their land for agricultural or open space purposes while receiving payment equal to the difference between that land's value if sold for development and if sold for agriculture. This technique has frequently been used in Michigan and is a major tool in the preservation of agricultural land and open space around Ann Arbor.

Protecting land through easements or deed restrictions may not necessarily include public access or other public uses. The landowner retains title to the property, but retains certain development rights in the property. Easements typically restrict dumping, mining, paving, and development of residential houses, while allowing traditional agriculture or open space uses of the property. The restricted land can be sold, gifted, or bequeathed to the next generation of landowners, but the restriction remains with the land to the new owner. An example of this type of purchase is the Botsford Property, located just outside the City limits, and was acquired in partnership with Scio Township.

7. Life Estate

A life estate is where a property is purchased but the seller retains the right to occupy the property (usually a residence) as long as he or she is living and able to occupy the property. The drawbacks include the limited use of the property and the unknown duration of the life estate. Responsibility for maintenance, insurance, taxes, and utilities are negotiated as a part of the agreement. A life estate agreement was a part of the purchase of the Leslie Science Center site and portions of the Farmers Market site.

8. Scenic Easement

A scenic easement is the acquisition by purchase, dedication, or other means of the right to an unhindered view at a particular location or over a certain area of land. This may include purchasing development rights restricting advertising signs or other obstacles at strategic locations to protect views. Scenic easements can be considered for floodplains along major rivers where the combination with flood protection reinforces their benefit to the public. Scenic easements may also be used to preserve aesthetic values of wetlands, promote recreation, preserve natural areas, and protect water quality. The Michigan Natural Rivers and Scenic Roads designations are examples where views are protected in a form of scenic easement.

F. Alternative Methods of Acquiring Property

1. Transfers of Property from Other Public Agencies

On occasion, public agencies will declare land they control to be excess and can offer it to another agency at a bargain price if it remains in public use. In other cases the agency may decide to sell their property on the open market.

2. Exchanges of Property with Other Agencies or Individuals

The City has use agreements with other agencies to utilize under used or excess land.

Examples include Mary Beth Doyle and Olson Parks, leased from the Water Resources Commission, and Forest Park, leased by the City to the Washtenaw County Park and Recreation Commission.

3. Multiple, Alternating or Sequential Uses of City and/or Other Public Properties

Examples are playgrounds on subsurface water storage sites or on County Drain Commission lands, game courts on school parking lots, street closings and relocations (as in Wheeler Park and in Sugarbush Park at Lexington), and unbuilt street right-of-way (as in Placid Way Park or Tuebingen Park).

4. Tax Foreclosures

Property where the owner has defaulted on taxes may become available; however, in the Ann Arbor market, tax sale parcels that would make desirable parks are rare.

G. Parcels Donated through Parkland Dedication

The City of Ann Arbor provides park and recreation resources to enhance the quality of life and its environment for its residents. In order to achieve this mission, numerous financial and administrative "tools" are employed. One of these tools is the identification of guidelines for parkland dedication designed to help provide new neighborhoods with sufficient recreation space close to home. Dedication does not necessarily meet all neighborhood parkland needs, however, the parkland guidelines aid in providing park spaces in an equitable manner by all developers of residential property.

During the City's review of residential development plans - a final plat of a subdivision, a planned unit development, or a site condominium – each developer is asked to dedicate land for parks and recreation purposes to serve the immediate and future needs of the residents of the development in question. These donations are not mandatory in the absence of state enabling legislation but rather are a discretionary contribution by the petitioners.

The 1981 PROS Plan established a rationale for dedication of land in new residential developments based on the ratio of households in the City to acres of neighborhood-scale parkland. The ratio then was 4.9 acres of neighborhood parkland for every 408 households or 1,000 new residents or .012 acres of neighborhood park per household. This amount of new parkland was felt to be the minimum amount to maintain the existing level of service for neighborhood parks. With each subsequent update of the PROS Plan, the formula for neighborhood parkland was adjusted to reflect changes in demographic and land acquisition patterns. The current formula was updated based on 2000 Census data and an average of current land values.

In December 1985, City Council adopted an amendment to the Zoning Ordinance that allowed developers to donate land for parks and still receive the dwelling unit density that would be allowed before the dedication in terms of gross lot area. This amendment effectively reduced the cost of parkland dedication to developers. Large-acreage developments could accommodate an on-site park and still achieve a density of dwelling units as though the park did not exist. The parkland is counted as part of the open space required by the Zoning Ordinance. The amendment has made negotiating for parkland much easier as a part of larger developments. Smaller developments of under 15 acres have less flexibility in site layout and often have difficulty providing an adequate park site while still building the maximum permitted number of dwelling units. There have been some instances where

the dedication of land or cash in lieu of land has been inadequate, but generally the new developments are provided parkland through this process.

1. Formula for Land Dedication through Development

The process used to devise the goal for neighborhood park acreage was to inventory the neighborhood parkland that exists in Ann Arbor and project that ratio forward to new development. The rationale is that future residents should be as well served in their neighborhoods as current residents, and current residents should not bear the full cost of providing neighborhood parks for future residents.

The current formula is composed of the following variables:

- 18.3 acres of parkland exist per 1,000 residents (based upon 2,088.37 total park acres divided by a population of 114,024 from the 2000 US Census)
- 639 acres is considered neighborhood parkland
- Divide 639 acres by 114,024 residents to equal 5.60 acres per 1000 residents.
- Based on a household size of 2.2 people per dwelling unit, 450 households generate 1,000 residents
- Total neighborhood park acreage per 1,000 population, or 450 households, is 5.60
- The current total acreage of neighborhood parkland per dwelling unit is .0124 (5.60 acres divided by 450 dwelling units)

Therefore, to maintain the existing amount of neighborhood parkland, .0124 acres of neighborhood park/dwelling unit is needed to keep pace with the existing amount of land available.

An example of how this calculation is applied based on a hypothetical development of 120 new dwelling units would look like this:

120 dwelling units x .0124 acres = 1.49 acres of neighborhood parkland needed to maintain ratio

The parkland calculation for group quarters such as fraternities, sororities, cooperatives, and senior citizen housing is calculated similarly: The total number of new beds will be divided by the 2.2 persons per household to figure an equivalent number of dwelling units. Day care centers and private schools may be asked to contribute cash in lieu of land if on-site facilities and open space are not sufficient for the recreational needs of the students. Because each of these proposals is unique, they need to be evaluated case-by-case with on-site facilities and special needs of the residents considered.

Proposed park dedication sites are conveyed to the City either by warranty or trustee's deed. The subdivider or developer is responsible for conveying good merchantable title to such sites, along with a complete legal description for the recording of said deed with the Washtenaw County Register of Deeds. The subdivider or developer is responsible for payment of all real estate taxes to the date of conveyance including any agricultural roll back taxes that might be extended or levied against such sites for any tax years or periods prior to the time of conveyance. The developer is also responsible for furnishing title insurance.

2. Contributions in Lieu of Land - Justification for Land Cost

Land costs vary considerably. Whether they are located in the central business district or outlying neighborhoods, the suitability of the land for development, the proximity to utilities, and the quality of natural features play a role in the cost of land. In order to derive a fair land value for the purposes of cash contributions, the land costs from appraisals performed on land both in and outside of the City were averaged so that center city land cost would not unfairly raise the cost for all developers. The average over the past five years has been approximately \$12,000 per acre for greenbelt purchases, and for in-City parkland has been \$200,000 per acre. If combined, the average cost for parkland purchase is \$55,000. This number is used to calculate contributions in lieu of land. The formula then would be as follows using the example above:

120 dwelling units x .0124 acres = 1.49 acres of neighborhood park land needed to maintain ratio 1.49 acres x \$50,000/acre = \$74,500

3. Criteria for Requesting Dedication and a Cash Contribution

There will be situations in site plan subdivisions or planned unit developments (PUDs) when a combination of land dedication and a cash contribution in lieu of land are both desirable. These occasions will arise when:

- a. Only a portion of the land desired as parkland is proposed by the developer for a park. The balance can be made up through a cash contribution equal to the value of the additional amount of land that would have otherwise been dedicated.
- b. A major part of the local park or recreation site has already been acquired and only a small portion of land is needed from the development to complete the site. The remaining portions should be requested by dedication, and a cash contribution in lieu of the developer's remaining contribution should be requested.

4. Credit for Private Open Space and Recreation Areas

When subdivisions or developers provide their own open space for recreation areas and facilities, it has the effect of reducing the demand for local public recreational services. Depending on the size of the development, a portion of the park and recreation area in subdivisions or planned unit developments may, at the option of the City Council, be provided in the form of "private" open space in lieu of dedicated "public" open space. The extent of the private recreation space to be credited should be based upon the needs of the projected residents and in conformance to the total park and recreation land for all citizens in the general area. Open space which may be required due to zoning setback and building separation regulations may not be "counted" as fulfilling parkland needs, but parkland dedicated to the City may be included in the required open space for a development.

In general, a substitution of private open space for dedicated parks will imply a substantially higher degree of improvement and the installation of recreational facilities, including equipment, by the developer as part of the contribution. Detailed plans of such areas, including specifications of facilities to be installed, must be approved by the City, and before credit is given for private recreation areas, the subdivider or developer must guarantee that

these private recreation areas will be permanently maintained for such use by the execution of the appropriate legal documents.

5. Dedicated Park Site Preparation

The City may ask that the parkland site be rough graded per plans prepared by Parks and Recreation. The City reserves the right to deny parkland gifts which are not satisfactory for development of active recreational facilities, based upon needs or facility deficiencies identified in the PROS Plan.

Where appropriate, sites are requested to be dedicated in a condition ready for full service of electrical, water, sewer, and streets (including enclosed drainage and curb and gutter) as applicable to the location of the site and its proposed use.

Design considerations for dedicated neighborhood parkland shall follow the criteria developed to assess any acquisition. Generally, the idea behind requesting the dedication of land is to provide neighborhood park opportunities for residents of the new development so that they are served to a comparable level as existing neighborhoods.







H. Land Acquisition Outside of Ann Arbor City Limits: The Ann Arbor Greenbelt

In November 2003, residents of Ann Arbor approved a ballot proposal commonly known as the Parks and Greenbelt Millage. The purpose of this millage is to provide funds to preserve and protect open space, farmland, natural habitats, and the City's source waters inside and outside the City limits. In May 2004, the Ann Arbor City Council adopted Chapter 42, "Open Space and Parkland Preservation," of the Ann Arbor City Code, providing a framework for the purchase of conservation easements and fee simple properties within the Greenbelt District (see map below).

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The Greenbelt Advisory Commission developed scoring criteria to rank the applications received. The scoring criterion focuses the selection of applications based on the following parameters:

- > CHARACTERISTICS OF THE LAND: type of agricultural land or mature forests, parcel size, road frontage, wetlands and/or floodplain, groundwater recharge and natural features.
- > CONTEXT: proximity to City limits and other protected land, adjacent zoning and land use, scenic and/or historical value, proximity to Huron River or tributary.
- ➤ ACQUISITION CONSIDERATIONS: matching funds, landowner contribution, recreation potential.

The Greenbelt's priorities for land preservation are broken down into three major priority areas which are discussed in more detail below: 1) creating large blocks (1,000 acres or greater) of protected farmland; 2) protection of Huron River Watershed; and 3) leveraging City dollars through grants and Partnerships.

FARMLAND PRESERVATION: Agricultural land traditionally has been the most threatened land by development within the Greenbelt District. This has been due not only to the sale of individual

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parcels for development, but also by a need for large blocks of land to sustain agricultural production. Although there is currently little development pressure in the area, due to the real estate market and overall economic conditions, the Greenbelt Program continues to focus on forming 1,000-acre blocks (or larger) of protected farmland in order to make agriculture viable for future producers in the Ann Arbor area. In addition, recognizing that the Greenbelt's mission and direction is solely the protection of land, the Greenbelt has identified the protection of farms that are producing foods for local markets as a priority.

HURON RIVER WATERSHED: The protection of the Huron River is another top priority for the Greenbelt Program. The Huron River is an important recreational and natural resource in the Ann Arbor area. Over the last decade, the City has focused on protection of the land along the Huron River within the City limits. The Huron River is also part of a larger effort with Washtenaw County Parks and Recreation to establish a Border-to-Border trail through the county.

PARTNERSHIPS: The Greenbelt Advisory Commission acknowledges that Washtenaw County programs and some townships within the Greenbelt that have passed millages or dedicated funds to land preservation will play a critical role in maximizing the Greenbelt impact on the land preservation. The Greenbelt Advisory Commission recognizes that these partnerships are also key to providing management for lands outside the City limits and to continuing the goal of developing a regional park, open space, and farmland system throughout Washtenaw County.

The City of Ann Arbor's Greenbelt program is a charter member of "Preserve Washtenaw," a consortium of Washtenaw County's programs focused on land preservation. Preserve Washtenaw includes all private (land conservancies) and public agencies actively protecting land in the county, through purchase (or donation) of conservation easements, or through the outright purchase of land. Active participation in Preserve Washtenaw meetings will be a key vehicle for identification of partnership opportunities to implement the objectives of the Greenbelt.