JOINT MEETING

City Council, Planning Commission, Downtown Development Authority and Historic District Commission

September 23, 2014 – 6:00 p.m.

CITY COUNCIL
Marc Tall, Mayor
Ronald Beauchamp, Mayor Pro-Tem
Patricia Baribeau, Council Member
Ralph Blasier, Council Member
Michael Sattem, Council Member

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Patrick Connor, Vice Chairperson
Roy Webber, Secretary
Brian Black, Commissioner
James Hellermann, Commissioner
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Kelvin Smyth, Commissioner
Christine Williams, Commissioner

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Robert S. Richards, CMC, City Clerk
Ralph B.K. Peterson, City Attorney
Ed Legault, DDA Director
Carolyn Stacey, Library Director
Blaine DeGrave, Code Enforcement

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Jeffrey Slagstad, Trustee
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Tara Deno, Trustee
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Don Curran, Chairperson
Judith Fouts, Vice Chairperson
Ellie O'Donnell, Commissioner
Suzell Eisenberger, Commissioner
Karen Lindquist, Commissioner
Monte Morrison, Commissioner
VACANCY

Escanaba City Hall Council Chambers, Room C101, 410 Ludington Street, Escanaba, MI 49829

Meeting Agenda

Tuesday, September 23, 2014, at 6:00 p.m.

CALL TO ORDER
ROLL CALL
APPROVAL/ADJUSTMENTS TO THE AGENDA
CONFLICT OF INTEREST DECLARATION

NEW BUSINESS

1. **Presentation/Discussion – Michigan (MEDC) Redevelopment Ready Communities Program (RRC).**
   Explanation: Representatives from the Michigan Economic Development Authority will give a presentation on the City of Escanaba's selection into the Michigan Economic Development Corporation Redevelopment Ready Communities Program (RRC). The RRC Program is a statewide program that certifies communities as "development ready" based on effective policies, efficient processes and broad community support.

GENERAL PUBLIC COMMENT
COMMISSION/STAFF COMMENT AND ANNOUNCEMENTS
ADJOURNMENT

The City of Escanaba will provide all necessary, reasonable aids and services, such as signers for the hearing impaired and audiotapes of printed materials being considered at the meeting to individuals with disabilities at the meeting/hearing upon five days notice to the City of Escanaba. Individuals with disabilities requiring auxiliary aids or services should contact the City of Escanaba by writing or calling City Hall at (906) 786-9402.

Respectfully Submitted,

James V. O'Toole
City Manager

PURE MICHIGAN®
Michigan Economic Development Corporation

MICHIGAN REDEVELOPMENT READY COMMUNITIES PROGRAM

The Redevelopment Ready Communities® (RRC) Program is a state-wide certification program that supports communities to become development ready and competitive in today's economy. It encourages communities to adopt innovative redevelopment strategies and efficient processes which build confidence among businesses and developers. Through the RRC program, local municipalities receive assistance in establishing a solid foundation for redevelopment to occur in their communities – making them more attractive for investments that create places where people want to live, work and play.

Once engaged in the program, communities commit to improving their redevelopment readiness by undergoing a rigorous assessment, and then work to achieve a set of criteria laid out in the **RRC Best Practices**. Each best practice addresses key elements of community and economic development, setting the standard for evaluation and the requirements to attain certification. The program measures and then certifies communities that actively tap the vision of local residents and business owners to shape a plan for their future while also having the fundamental practices in place to be able to achieve that vision. The six RRC best practices include:

- Community Plans and Public Outreach
- Zoning Policy and Regulations
- Development Review Process
- Education and Training
- Redevelopment Ready Sites®
- Community Prosperity

Through the RRC best practices, communities build deliberate, fair and consistent development processes from the inside out. RRC provides the framework and benchmarks for communities to strategically and tactically ask "What can we do differently?" By shifting the way municipalities approach development, they're reinventing the way they do business – making them more attractive for investment and job growth to occur.

The RRC program also has an advisory council consisting of public and private sector experts to assist in guiding the development of the best practices, provide feedback and recommendations on community assessments, and consider new opportunities to enhance the program. In addition to Michigan Economic Development Corporation (MEDC) assistance, communities receive comments from multiple perspectives from experts working in the field, tapping into a broader pool of talent.

RRC certification formally recognizes communities for being proactive and business friendly. Certified communities clearly convey the importance of redevelopment. Through the program, MEDC provides evaluation support, expertise and consultation, training opportunities, and assist certified communities market their top redevelopment sites. When a community becomes a certified Redevelopment Ready Community, it signals that it has effective development practices and many more compelling sites for developers to locate their latest projects.

For more information email **RRC@michigan.org** or contact the MEDC at 517.373.9808.

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NB# 4
5/29/14

PURE MICHIGAN®

April 8, 2014

Mr. Blaine DeGrave
City of Escanaba
410 Ludington Street, P.O. Box 948
Escanaba, MI 49829-0948

Dear Blaine:

Thank you for your recent application to the Redevelopment Ready Communities® (RRC) program. On behalf of the Michigan Economic Development Corporation, I am pleased to welcome the City of Escanaba into the second class of communities to participate in the statewide program. Congratulations!

The RRC program assesses and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. The certification is a formal recognition that you have a vision for the future and the fundamental practices in place to get there. As a program participant you will receive a no cost, comprehensive assessment measuring your community and economic development practices to the RRC best practice standards. It is important for communities to review planning and development policies to promote vibrant places in our state where businesses and talent want to be. Without strong communities, we can't attract talent.

We applaud your efforts thus far, and the RRC team looks forward to working with you.

Sincerely,

Michael A. Finney

Michael A. Finney
President and CEO

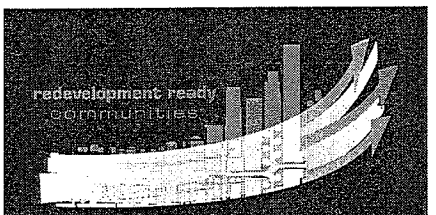
cc: The Honorable Marc Tall

redevelopment ready

Michigan Economic Development Corporation
300 North Washington Square | Lansing, MI 48913 | 888.522.0103 | michiganbusiness.org | michigan.org

REDEVELOPMENT READY COMMUNITIES®

Does your community plan for future investment? Welcome public input? Offer superior customer service? The Redevelopment Ready Communities® certification indicates that your community has worked hard to make reinvestment easy.



- Actively engage stakeholders to strategically plan for the future
- Work to remove redevelopment barriers for building deliberate, fair and consistent processes
- Communicate in a clear and concise manner with sound internal procedures
- Provide training opportunities to officials, board members and staff
- Identify, package and market sites prioritized for redevelopment
- Actively promotes and markets itself

Redevelopment Ready Communities® (RRC) is a statewide program that certifies communities who actively engage stakeholders and plan for the future. An RRC certification signals to business owners, developers and investors that the community has removed development barriers by building deliberate, fair and consistent processes. RRC looks to foster communities that creatively reuse space, embrace economic innovation and proactively plan for the future—making them more attractive for investments that create places where people want to live, work and play.

TECHNICAL ASSISTANCE PROVIDED

Communities in the program receive a no-cost, comprehensive assessment, report of findings and recommended strategies and support for implementation. Evaluations are conducted by the RRC team through interviews, observation and data analysis. Workshops, trainings, sample plans and ordinance language are a few of the tools and resources provided by the RRC program to assist communities.

RRC BEST PRACTICES

Developed by public and private sector experts, the RRC best practices are the standard for evaluation. Each best practice addresses key elements of community and economic development. To be awarded certification, a community must demonstrate all best practice components have been met. The RRC best practice training series is aimed at building capacity of local governments in communities eager to work toward and adopt RRC best practices. Each session is a deep dive in to certification requirements and provides examples of implementation steps and strategies to assist in accomplishing the criteria.

CERTIFIED COMMUNITIES

When a community becomes a certified Redevelopment Ready Community, it signals that it has effective development practices such as clear development procedures, a community-supported redevelopment vision, an open and predictable review process and compelling sites for developers to locate their latest projects. RRC certification says to a developer that a community integrates transparency, predictability and efficiency into their daily practices.

For more information, email RRC@michigan.org or contact the Michigan Economic Development Corporation at 517.373.9808.

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redevelopment ready communities®

Redevelopment Ready Communities®

Best Practices

revised July 2014

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Michigan Economic Development Corporation

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Looking for more info?

Some parts of the Best Practices have further explanation. If a word is in **blue,** hover your mouse over it and a yellow box will appear for more information. If a word is **blue and underlined,** it contains a hyperlink.

If you still have questions, feel free to contact the RRC team at **RRC@michigan.org**.

*Please Note: not all web browsers are compatible with the features in this document. For optimal viewing and functionality please download the document to your desktop.

Does your community plan for future investment?
Welcome public input? Offer superior customer service?
The **Redevelopment Ready Communities®** certification indicates that your community has worked hard to make reinvestment easy!

Redevelopment Ready Communities® (RRC) is a statewide program that certifies Michigan communities who actively engage stakeholders and plan for the future. An RRC certification signals to business owners, developers and investors that the community has removed development barriers by building deliberate, fair and consistent processes. RRC looks to foster communities that creatively reuse space, embrace economic innovation and proactively plan for the future—making them more attractive for investments that create places where people want to live, work and play.

Through RRC, communities commit to improving their redevelopment readiness by agreeing to undergo a rigorous assessment, and then work to achieve a set of criteria laid out in this document. Developed by public and private sector experts, the RRC best practices are the standard for evaluation. Each best practice addresses key elements of community and economic development.

Evaluations are conducted by the RRC team through interviews, observation and data analysis. After the evaluation, a community is presented with a report of findings outlining recommended strategies for implementation on any missing best practice criteria. It is important to note, a community may choose alternate approaches to accomplish missing certification requirements. To be awarded certification, a community must demonstrate all of the RRC best practice components have been met.

When a community becomes a certified Redevelopment Ready Community, it signals that it has effective development practices such as clear development procedures, a community-supported vision, an open and predictable review process and compelling sites for developers to locate their latest projects. RRC certification says to a developer that a community integrates transparency, predictability and efficiency into their daily practices. Once certified, the Michigan Economic Development Corporation will assist in the promotion and marketing of up to three Redevelopment Ready Sites®. These packaged sites are primed for new investment because they are located within a community that has effective policies, efficient processes and broad community support.

Some parts of the Best Practices have further explanation. If a word is in **blue,** hover your mouse over it and a yellow box will appear for more information. If a word is **blue and underlined,** it contains a hyperlink.

If you still have questions, feel free to contact the RRC team at **RRC@michigan.org**.

Best Practice One: Community Plans and Public Outreach

1.1—The Plans

Best practice 1.1 evaluates community planning and how a community's redevelopment vision is embedded in the master plan, capital improvements plan, downtown development plan and corridor plan. Comprehensive planning documents are a community's guiding framework for growth and investment. The information and strategies outlined in the plans are intended to serve as policy guidelines for local decisions about the physical, social, economic and environmental development of the community.

The master plan is updated, at a minimum, every five years to provide a community with a current and relevant decision making tool. The plan sets expectations for those involved in development, giving the public some degree of certainty about their vision for the future, while assisting the community achieving its stated goals. An updated master plan is essential to articulating the types of development the community desires and the specific areas where the community will concentrate resources. Coordination between the master plan and redevelopment strategies, capital improvements plan, downtown plan and corridor plan is essential. It is also important that planning documents are actionable for implementation and have benchmarks for monitoring progress.

Evaluation criteria	Expectations
The governing body has adopted a master plan in the past five years.	☐ The **master plan** reflects the community's desired direction for the future. ☐ The master plan is accessible online.
The master plan identifies a strategy for redevelopment or the governing body has adopted a redevelopment plan.	☐ The redevelopment strategy/plan identifies priority redevelopment sites, neighborhoods, and/or districts. ☐ The redevelopment strategy/plan contains goals/actions, implementation steps and tools for the identified priority redevelopment sites, neighborhoods, and/or districts. ☐ The redevelopment strategy/plan includes a timeline that identifies responsible parties and benchmarks. ☐ Progress on the redevelopment strategy/plan implementation, barriers, and accomplishments is **annually reported** to the governing body.

1.1—The Plans *continued*

Evaluation criteria	Expectations
The governing body has adopted a capital improvements plan.	☐ The **capital improvements plan** details a minimum of six years of projects and improvements and is reviewed annually. ☐ The capital improvements plan coordinates projects to minimize construction costs and impacts. ☐ The capital improvements plan coordinates with the master plan, redevelopment strategy/plan and budget. ☐ The capital improvements plan is accessible online.
The governing body has adopted a **downtown** plan, if applicable.	☐ The downtown plan identifies development area boundaries. ☐ The downtown plan identifies projects, and includes estimated project costs and a timeline for completion. ☐ The downtown plan contains mixed-use and pedestrian oriented development elements. ☐ The downtown plan addresses transit oriented development, if applicable. ☐ The downtown plan coordinates with the master plan, redevelopment strategy/plan and capital improvements plan. ☐ The downtown plan is accessible online.

1.1—The Plans *continued*

Evaluation criteria	Expectations
The governing body has adopted a corridor plan, **if applicable.**	☐ The corridor plan identifies development area boundaries. ☐ The corridor plan identifies projects, and includes estimated project costs and a timeline for completion. ☐ The corridor plan contains mixed-use and pedestrian oriented development elements. ☐ The corridor plan addresses transit oriented development, if applicable. ☐ The corridor plan coordinates with the master plan, redevelopment strategy/plan and capital improvements plan. ☐ The corridor plan is accessible online.

1.2—Public Participation

Best practice 1.2 assesses how well a community identifies its stakeholders and engages them, not only during the master planning process, but on a continual basis. A public participation plan is essential to formalize those efforts and outline how the public will be engaged throughout the planning and development process.

Public participation is the process by which a community consults with interested or affected stakeholders before making a decision. It is two-way communication and collaborative problem solving with the objective of being intentionally inclusive, and the goal of achieving better and more acceptable decisions. Public participation aims to prevent or minimize disputes by creating a process for resolving issues before they become an obstacle.

The best plans and proposals have the support of many stakeholders from businesses, residents, community groups and elected and appointed community officials. Public engagement should be more frequent and interactive than only soliciting input during the master plan update and public hearings.

Evaluation criteria	Expectations
The community has a **public participation plan** for engaging a diverse set of community stakeholders.	☐ The plan identifies **key stakeholders,** including those not normally at the visioning table. ☐ The plan describes public participation methods and the appropriate venue to use each method. ☐ If a third party is consulted, they adhere to the public participation plan.
The community demonstrates that public participation efforts go beyond the basic methods.	**Basic methods** ☐ **Open Meetings Act** ☐ Newspaper posting ☐ Website posting ☐ Flier posting on community hall door ☐ Postcard mailings ☐ Attachments to water bills ☐ Local cable notification ☐ Announcements at governing body meetings **Proactive practices** ☐ Individual mailings ☐ Charrettes ☐ One-on-one interviews ☐ Canvassing ☐ Community workshops ☐ Focus groups ☐ Social networking ☐ Crowd-sourcing ☐ Community tracks success of various methods.
The community shares outcomes of public participation processes.	☐ Community participation results are communicated in a consistent and transparent manner.

Best Practice Two: Zoning Regulations

2.1—Zoning Regulations

This best practice evaluates a community's zoning ordinance and how well the ordinance regulates for the goals of the master plan.

Zoning is a key tool to implement plans in a community. Inflexible or obsolete zoning regulations can discourage redevelopment and investment. Outdated regulations force developers to pursue rezoning or variance requests, disturbing project timelines, increasing costs and creating uncertainty. Communities should look to streamline ordinances and regulate for the kind of development that is truly desired. In addition, zoning is an essential tool for shaping inviting, walkable communities.

Evaluation criteria	Expectations
The governing body has adopted a zoning ordinance that aligns with the goals of the current master plan.	☐ The community has reviewed the master plan's zoning plan to determine if changes to the zoning map or ordinance text are necessary to implement master plan vision. ☐ The community has reviewed zoning district intent statements to reflect master plan land use recommendations.
The zoning ordinance is user-friendly and accessible online.	☐ The **zoning ordinance** portrays clear definitions and requirements. ☐ The zoning ordinance is available in an electronic format at no cost. Hard copies are available for review at convenient locations.
The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.	☐ The community allows mixed use in areas of concentrated development by right. ☐ The community understands form-based zoning and has reviewed their zoning ordinance to consider how form-based zoning might help them achieve community goals. ☐ Zoning for areas of concentrated development include the following placemaking elements, where appropriate: » Build-to lines » Open store fronts » Outdoor dining » Ground floor signage standards » **Public realm standards** » Other pedestrian-friendly elements

Best Practice Two: Zoning Regulations

2.1—Zoning Regulations *continued*

Evaluation criteria	Expectations
The zoning ordinance includes flexible zoning tools to encourage development and redevelopment.	☐ The ordinance provides standards for flexible development and preserves sensitive historic and environmental features. ☐ Conditional or special land use and conditional zoning approval procedures and requirements are clearly defined. ☐ Industrial districts permit related non-industrial uses that serve **new economy-type businesses.**
The zoning ordinance allows for a variety of housing options.	☐ The zoning ordinance allows for **one or more** of the following non-traditional housing types: » Accessory dwelling units » Attached single-family units » Stacked flats » Co-housing » Live/work » Residential units above non-residential uses » Mixed-income housing » Corporate temporary housing » Housing for those with special needs
The zoning ordinance includes standards to improve non-motorized transportation.	☐ The community understands the benefits of walkable and transit oriented development and has included related zoning standards where appropriate. ☐ The community understands the benefits of **connectivity** and has **ordinance requirements** that accommodate pedestrian activity within and around development. ☐ The community encourages the provision of bicycle parking through ordinance or guidelines. ☐ The ordinance provides for pedestrian lighting, traffic calming and streetscape elements.

2.1—Zoning Regulations *continued*

Evaluation criteria	Expectations
The zoning ordinance includes flexible parking standards.	☐ The **ordinance considers:** » Availability of on-street and public parking » Interconnected vehicle passage between lots » Shared parking agreements » Parking maximums or waivers » Electric vehicle charging stations » Bicycle parking
The zoning ordinance includes **standards** for green infrastructure.	☐ The ordinance considers: » **Rain gardens**, bioswales and **other treatment techniques** » Green roofs » Rain barrels » Landscape regulations that encourage or require use of native, non-invasive species » Pervious pavement ☐ The community recognizes the benefits of street trees and parking lot landscaping to mitigate the impacts of heat island effects.

Best Practice Three: Development Review Process

3.1—Development Review Policy and Procedures

This best practice evaluates the community's site plan review policies and procedures, project tracking and internal/external communication.

The purpose of the site plan review process is to assure plans for specific types of development comply with local ordinances and are consistent with the master plan. Streamlined, well-documented site plan policies and procedures ensure a smooth and predictable experience when working with a community. It is essential for a community's site plan review team to also coordinate with permitting and inspections staff.

Unnecessary steps and layers or unclear instructions increase time and expenses associated with development. Community leaders should look to simplify and clarify policies, operate in a transparent manner and increase efficiency to create an inviting development climate that is vital to attracting investment. To do this sound internal procedures need to be in place and followed. Tracking projects internally across multiple departments can alleviate potential delays. Offering conceptual site plan review meetings is one more step a community can take to show investors they are working to remove development barriers and cut down on unexpected time delays.

Evaluation criteria	Expectations
The zoning ordinance articulates a thorough site plan review process.	☐ The responsibilities of the governing body, staff, zoning board of appeals, planning commission and other reviewing bodies are clearly documented.
The community has a qualified intake professional.	☐ The community identifies a project point person and trains staff to perform intake responsibilities including: » receiving and processing applications and site plans » maintaining contact with the applicant » facilitating meetings » processing applications after approval » coordinating projects with permitting and inspections staff ☐ Staff understands the importance of excellent customer service.
The community defines and offers **conceptual site plan review** meetings for applicants.	☐ The community has clearly defined expectations posted online, and an internal requirements checklist to be reviewed at conceptual meetings.
The community has a clearly documented internal staff review policy.	☐ The review process articulates clear roles, responsibilities, and timelines. ☐ Administrative review standards are clearly articulated.

3.1—Development Review Policy and Procedures *continued*

Evaluation criteria	Expectations
The appropriate departments engage in **joint site plan reviews.**	☐ The joint site plan review team consists of the following representatives, as applicable: » Planning department » Department of Public Works • *traffic* • *water, sewer* » Building department » Fire » Police » Community manager or supervisor » Historic District Commission » Economic development » Transportation department » County » Consultant » Assessor
The community has a method to track development projects.	☐ The community demonstrates they have and use a **tracking mechanism** for development projects during the site plan review process. ☐ The community demonstrates they have and use a tracking mechanism for permitting and inspections.
The community promptly acts on **development requests.**	☐ The community does not require governing body approval for permitted uses. ☐ The community follows its documented procedures and timelines. ☐ The community has easy to follow flowcharts of development requests that include timelines. ☐ Community development staff coordinates with permitting and inspections staff to ensure a smooth and timely development process.
The community encourages a developer to seek input from neighboring residents and businesses at the onset of the application process.	☐ The community **assists the developer** in soliciting input on a proposal before site plan approval as detailed in the public participation plan.

3.1—Development Review Policy and Procedures *continued*

Evaluation criteria	Expectations
The community annually reviews the successes and challenges with the site plan review and approval procedures.	☐ The site plan review team meets to capture lessons learned and amend the process accordingly. ☐ The community's permitting and inspections staff meets with the development team to capture lessons learned and amend the process accordingly. ☐ The community obtains customer feedback on the site plan approval and permitting and inspections process and integrates changes where applicable.

3.2 —Guide to Development

This best practice evaluates the accessibility of a community's planning and development information.

Development information and applications must be assembled to help citizens, developers and public officials gain a better understanding of how the development process in the community works. Documents should be updated regularly and provide a general overview of development processes and steps necessary to obtain approvals and should be readily available online.

Evaluation criteria	Expectations
The community maintains an online **guide to development** that explains policies, procedures and steps to obtain approvals.	☐ The guide includes: » Relevant **contact information** » Relevant meeting schedules » Easy to follow step-by-step **flowchart** of development processes » Clear approval **timelines** for reviewing bodies » **Conceptual meeting** procedures » Relevant ordinances to review prior to site plan submission » Site plan review **requirements and application** » Rezoning request process and **application** » Variance request process and **application** » Special land use request process and **application** » Fee schedule » Special meeting procedures » Financial assistance **tools** » Design guidelines and related processes • *clear explanation for site plans that can be approved administratively* • *permit requirements and applications* • *instructions for online forms* ☐ Community accepts credit card payment for fees
The community annually reviews the fee schedule.	☐ The fee schedule is updated to cover the community's true cost to provide services.

Best Practice Four: Recruitment and Education

4.1—Recruitment and Orientation

This best practice evaluates how a community conducts recruitment and orientation for newly appointed or elected officials and board members.

Diversity on boards and commissions can ensure a wide range of perspectives are considered when making decisions on development and financial incentives. Communities should seek applicants with desired skill sets and establish expectations prior to new officials and board members becoming active.

Evaluation criteria	Expectations
The community sets expectations for board and commission positions.	☐ Board and commission applications outline expectations and **desired skill sets** for open seats. ☐ The applications are accessible online.
The community provides orientation packets to all appointed and elected members of development related boards and commissions.	☐ The **orientation packet includes** all relevant planning, zoning and development information.

4.2—Education and Training

This best practice assesses how a community encourages ongoing education and training and tracks training needs for appointed or elected officials, board members and staff.

Planning commissioners, zoning board of appeals members, the governing body and staff make more informed development decisions when they receive adequate training on land use and development issues. Turnover in officials and staff can create gaps in knowledge, which makes ongoing training essential to the efficient functioning of a community's development processes.

Evaluation criteria	Expectations
The community has a dedicated source of funding for training.	☐ The community has a training budget allocated for **elected and appointed officials and staff.**
The community identifies training needs and tracks attendance of the governing body, boards, commissions and staff.	☐ The community manages a simple tracking mechanism for logging individual training needs and attendance. ☐ The community identifies trainings that assist in accomplishing their stated goals and objectives.
The community encourages the governing body, boards, commissions and staff to attend trainings.	☐ The community consistently notifies its elected/appointed officials and staff about training opportunities.
The community shares information between the governing body, boards, commissions and staff.	☐ Training participants share information with those not in attendance. ☐ The community holds collaborative work sessions. ☐ The community conducts joint trainings on development topics. ☐ The community annually meets to review planning, zoning, economic and redevelopment benchmarks.

Best Practice Five: Redevelopment Ready Sites®

5.1—Redevelopment Ready Sites®

This best practice assesses how a community identifies, visions and markets their priority redevelopment sites. A priority redevelopment site is a site targeted by the community for investment.

Identified redevelopment ready sites assist a community to stimulate the real estate market for **obsolete, vacant and underutilized property.** Developers look to invest in communities that have a vision for the community, and a vision for priority sites. Communities that have engaged the public and determined desired outcomes for priority sites create a predictable environment for redevelopment projects. A community which takes steps to reduce the risk of rejected development proposals will entice hesitant developers to spend their time and financial resources pursuing a project in their community. If a priority redevelopment project is deemed controversial, additional visioning sessions should be held to ensure community support. To encourage redevelopment, it is essential that communities actively package and market sites prioritized for redevelopment.

Evaluation criteria	Expectations
The community identifies and prioritizes redevelopment sites.	☐ The community maintains an updated list of high priority **sites** to be redeveloped.
The community gathers preliminary background information for prioritized redevelopment sites.	☐ Information to consider: » Market analysis, feasibility study or target market analysis » Existing structure and previous uses **report** » Known environmental and/or contamination conditions » Soil conditions » Natural features map » GIS information including site location, street maps and utility locations
The community has developed a vision for the priority redevelopment sites.	☐ The **vision** includes desired development outcomes and specific development criteria. ☐ Community champions for the redevelopment site are identified. ☐ High controversy redevelopment sites may require additional public engagement.

5.1—Redevelopment Ready Sites® *continued*

Evaluation criteria	Expectations
The community identifies available resources and incentives for prioritized redevelopment sites.	☐ The community determines the level of support it will give to a project, based on the project meeting the community's vision and desired development outcomes. ☐ The community gathers financial support from other partners for projects including: » Development authorities » Chamber of commerce » Land bank » Private funders » State agencies » Others
A "Property Information Package" for the prioritized redevelopment site(s) is assembled.	☐ The "Property Information Package" includes or identifies: » Vision statement and any specific required development criteria » Planned public infrastructure improvements as identified in the CIP » Property survey » GIS information including site location and street maps » Water, sewer, broadband and other utility locations, capacities and contact information » Property tax assessment information » Current or future zoning » Deed restrictions » Existing building condition report » Previous uses » Traffic studies » Known environmental and/or contamination conditions » Soil conditions and natural features map » Current property owner » Market analysis or feasibility study results » Demographic data, at community and block group levels » Surrounding **amenities** » Available financial incentives
Prioritized redevelopment sites are actively marketed.	☐ The "Property Information Package(s)" are accessible online.

Best Practice Six: Community Prosperity

6.1—Economic Development Strategy

This best practice assesses what goals and actions a community has identified to assist in strengthening its overall economic health.

Today, economic development means more than business attraction and retention. While business development is a core value, a community needs to include community development and talent in the overall equation for economic success. The goal of the economic development strategy is to provide initiatives and methods that will encourage diversity of the region's economic base, tap into opportunities for economic expansion and help to create a sustainable, vibrant community.

Evaluation criteria	Expectations
The community has an approved economic development strategy.	☐ The economic development strategy is part of the master plan, annual budget or a separate document. ☐ The economic development strategy connects to the master plan and capital improvements plan. ☐ The economic development strategy identifies the unique economic opportunities and challenges of the community. ☐ The economic development strategy contains goals/actions, implementation steps and tools for the identified opportunities and challenges. ☐ The economic development strategy identifies responsible parties and includes benchmarks. ☐ The economic development strategy coordinates with a regional economic development strategy, if applicable. ☐ The economic development strategy is accessible online.
The community annually reviews the economic development strategy.	☐ The community annually reports on the stated benchmarks and amends the strategy as needed.

6.2—Marketing and Promotion

This best practice assesses how a community promotes and markets itself to create community pride and increase investor confidence. It also evaluates the ease of locating pertinent planning, zoning and economic development documents on the community's website.

Community marketing and promotion can take many forms, but the goal is to create a positive image that rekindles community pride and improves consumer and investor confidence. Communities must develop a positive, promotional strategy through marketing campaigns, advertising and special events to encourage investment. Marketing campaigns can assist with sharing the established community vision, values and goals. Developing a brand to promote a consistent identity can position a community for future success. A community's website is an important marketing tool and must be well-designed to provide information to the public and build a positive image.

Evaluation criteria	Expectations
The community has developed a marketing strategy.	☐ The marketing strategy identifies marketing opportunities and specific strategies to attract businesses, consumers and real estate development to the community. ☐ The marketing strategy objectives strive to create or strengthen an **image** for the community, heighten awareness about the community, and attract and retain businesses. ☐ The community is coordinating marketing efforts with local, regional and state partners. ☐ The marketing strategy includes specific approaches to market the community's prioritized redevelopment sites.
The community has an updated, user-friendly municipal website.	☐ The community's website is easy to navigate and find information. ☐ The community's development information is grouped together. ☐ The community's website contains or links to the following information: » Master plan and amendments » Capital improvements plan » Downtown plan, if applicable » Corridor plan, if applicable » Zoning ordinance » All components listed in the "guide to development" » Online payment option, if applicable » Board and commission applications » "Property Information Packages" for the identified priority redevelopment site(s) » Economic development strategy