JOINT MEETING

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

May 20, 2015 – 6:00 p.m.

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Patricia Baribeau, Council Member
Ralph Blasier, Council Member
Michael Sattem, Council Member

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Suzell Eisenberger, Commissioner
Karen Lindquist, Commissioner
Monte Morrison, Commissioner
Elizabeth Keller, Commissioner

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

Meeting Agenda

Wednesday, May 20, 2015, 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) – Report of Findings.**
   Explanation: Representatives from the Michigan Economic Development Authority will make a presentation on the City of Escanaba's Report of Findings under a review conducted in accordance with 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.

2. **Presentation/Discussion – Michigan (MEDC) Redevelopment Ready Communities Program (RRC) – Mr. Peter Allen – Allen and Associates/Adjunct Faculty Member, University of Michigan Department of Architecture and Urban Planning.**
   Explanation: Recently, Mr. Peter Allen, along with his team, conducted an evaluation of Escanaba's downtown along with several signature buildings located within the downtown to determine what could be done to enhance preservation of the properties. Mr. Allen will make a presentation on his findings and talk about the emerging trends in downtown property use in Michigan.

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

NB# 1

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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 development 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 Regulations
- Development Review Process
- Recruitment and Education
- 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 investments that create places where talent wants to live, work and visit.

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 signal they have effective development practices such as well-defined development procedures, a community-supported vision, an open and predictable review process and compelling sites for developers to locate their latest projects. Through the program, MEDC provides evaluation support, expertise and consultation, training opportunities, and assist certified communities market their top redevelopment 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.

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

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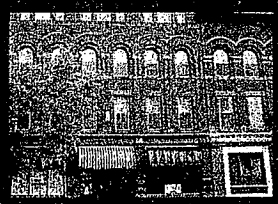
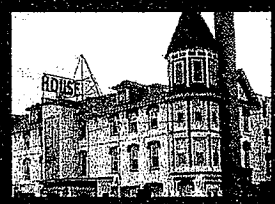
redevelopment ready
communities

Redevelopment Ready Communities®

Report of Findings





City of Escanaba

March 2015

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Executive summary

Redevelopment Ready Communities® (RRC) is a certification program supporting community revitalization and the attraction and retention of businesses, entrepreneurs and talent throughout Michigan. RRC promotes communities to be development ready and competitive in today's economy by actively engaging stakeholders and proactively planning for the future—making them more attractive for projects that create places where people want to live, work and invest.

In January 2014, the Michigan Economic Development Corporation (MEDC) announced the second open application round for communities interested in achieving RRC certification. MEDC received submissions from over forty communities across the state. Escanaba's application scored in the top tier and was selected to receive a full RRC assessment. We applaud the city's efforts in working to achieve RRC certification. The foundation of the evaluation is the RRC best practices. Developed by experts in the public and private sector, the best practices are the standard to achieve certification and designed to create a predictable experience for investors, businesses and residents working within a community. Communities must demonstrate that all best practice evaluation criteria have been met to receive RRC certification. The report of findings outlines recommended actions to meet each best practice criteria and each community must demonstrate how the required criteria is being accomplished.

Escanaba is the 19th community to be evaluated under the statewide RRC program and is on its way to becoming redevelopment ready. With a history of proactive planning and a strong community vision outlined in various planning documents, the city has positioned itself to strengthen local quality of life. Despite solid support for redevelopment projects, proactive planning efforts and community engagement, our evaluation found Escanaba still has work to do in order to receive RRC certification. In a time when businesses can locate anywhere in the world, a community that is dedicated to a proactive approach for redevelopment and straightforward procedures will stand out. While a spirit for redevelopment exists, a public participation plan formalizing the community engagement process must be finalized, available redevelopment sites need to be packaged and marketed and a unified marketing strategy must be established. The RRC certification is a statement to the private sector that Escanaba's development process is streamlined, predictable and user-friendly and these steps will help ensure the city's competitiveness and secure RRC certification.

Methodology

The basic assessment tool for evaluation is the RRC Best Practices. These six standards were developed in conjunction with public and private sector experts and address key elements of community and economic development. A community must demonstrate all of the RRC best practice components have been met to become RRC certified. Once received, certification is valid for three years.

Measurement of a community to the best practices is completed through the RRC team's research, observation and interviews, as well as the consulting advice and technical expertise of the RRC advisory council. The team analyzes a community's development materials, including, but not limited to: the master plan; redevelopment strategy; capital improvements plan; budget; public participation plan; zoning regulations; development procedures; applications; economic development strategy; marketing strategies; and website. Researchers observe the meetings of the community's governing body, planning commission, zoning board of appeals and other committees as applicable. In confidential interviews, the team also records the input of local business owners and developers who have worked with the community.

A community's degree of attainment for each best practice criteria is visually represented in this report by the following:

G	Green indicates the best practice component is currently being met by the community.
Y	Yellow indicates some of the best practice component may be in place, but additional action is required.
R	Red indicates the best practice component is not present or outdated.

This report represents the findings of the evaluation of the city of Escanaba's redevelopment processes and practices. All questions should be directed to the RRC team at RRC@michigan.org.

G = GREEN
Y = YELLOW
R = RED.

Best Practice 1.1—The plans

Best Practice 1.1 evaluates community planning and how the redevelopment vision is embedded in the master plan, downtown development plan, corridor plan and capital improvements plan. The master plan sets expectations for those involved in new development and redevelopment, giving the public some degree of certainty about their vision for the future, while assisting the city in achieving its stated goals. Local and city-wide plans can provide key stakeholders with a roadmap for navigating the redevelopment process in the context of market realities and community goals.

The Michigan Planning Enabling Act (MPEA), Public Act 33 of 2008, requires that the planning commission create and approve a master plan as a guide for development and shall review the master plan at least once every five years after adoption. Escanaba's master plan was adopted in 2006 and the city is currently working with a consultant to update the plan. As the update has not been completed, the evaluation focuses on the 2006 master plan. The revitalization of Escanaba's historic downtown and lakeshore is a focus of multiple planning documents, including the master plan, Northshore Redevelopment Plan and Downtown Development and TIF plan.

Goals include converting the underutilized waterfront and portions of Ludington Street into mixed-use areas, reorganizing the downtown into concentrated definable districts and developing a variety of housing types. Both the master and downtown plan outline specific projects and programs to unify the city, encourage economic viability and assist with regional competitiveness. Objectives identify initial actions and the primary parties responsible for implementation. Each project has an associated time frame, which serves as a benchmark for fiscal and planning purposes. The forthcoming master plan update should also incorporate these elements to meet the best practice criteria. The master plan identifies the zoning ordinance as the most effective implementation tool for many programs and projects, particularly for increasing the variety of housing types and reorganizing downtown districts, which would require zoning amendments. The city should plan to align priority projects in the six-year capital improvements plan (CIP) within identified priority redevelopment areas and target available resources to maximize return on investment.

Walkability is an important concept in sustainable design and has valuable economic, environmental and health benefits. According to walkscore.com, Escanaba is "somewhat walkable" and some errands can be accomplished on foot. The city is currently working to connect the city's bike path with Gladstone's proposed bike plan project. All recent planning documents highlight the importance of interconnected pedestrian-oriented facilities as an integral part of the city's transportation network.

Dwindling resources and increasing costs put pressure on local governments to make limited budgets work more efficiently. A comprehensive CIP is an essential tool for the planning and development of the social, physical, and economic wellbeing of a community, can be used as a tool to implement the master plan and provides a link between planning and budgeting for capital projects. Escanaba has adopted a six year CIP that is reviewed and updated annually and is available on the city's website. Capital projects are consistent with adopted plans and have been prioritized. Planning for future investment is not only a best practice for redevelopment readiness, but a CIP encourages project coordination internally and externally and assists with implementing the community vision established during the master planning process. Return on investment may be maximized by using local capital improvement funds, along with state and federal funding, to leverage private investment. Coordination with multiple agencies and community groups to focus funding is key to successful implementation.

Best Practice 1.1—The plans *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
Y	The governing body has adopted a master plan in the past five years.	☐ Adopt an updated master plan in compliance with MPEA and Best Practice 1.1	15 months
G	The master plan identifies a strategy for redevelopment or the governing body has adopted a redevelopment plan.	✓	
G	The governing body has adopted a capital improvements plan.	✓	
G	The governing body has adopted a downtown plan, if applicable.	✓	
G	The governing body has adopted a corridor plan, if applicable.	✓	

Best Practice 1.2—Public participation

Best Practice 1.2 assesses how well the community identifies and engages its stakeholders on a continual basis. Public participation aims to prevent or minimize disputes by creating a process for resolving issues before they become an obstacle. Stakeholders are frequently engaged in the planning process and Escanaba demonstrates that public participation efforts are proactive. The city is currently updating the master plan and the planning process is intended to encourage citizen participation to ensure that consensus on the direction of the plan is achieved. The city has used traditional and proactive methods to engage stakeholders including council announcements, newsletters, bimonthly televised manager's calls, individual mailings, cable notification, newspaper advertising, online postings, social media, focus groups, community workshops and charrettes. Escanaba's city manager hosts a monthly "Java with Jim" gathering to receive feedback from community stakeholders. Results and outcomes are shared through social media posts, meetings, minutes posted online and within planning documents. Escanaba has achieved broad community participation during planning processes, leading to the creation of plans that define the community's vision and elicit widespread support.

While Escanaba demonstrates exceptional public engagement efforts, the city must draft a public participation plan, identifying interested and affected stakeholders and their unique communication needs. The public participation plan should serve as the city's best practices for obtaining input and acknowledge that public input in planning and policy development processes is crucial to building consensus and obtaining buy in from community stakeholders.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
	The community has a public participation plan for engaging a diverse set of community stakeholders.	☐ Draft a public participation plan as outlined in Best Practice 1.2	6 months
G	The community demonstrates that public participation efforts go beyond the basic methods.	✓	
G	The community shares outcomes of public participation processes.	✓	

Best Practice 2.1—Zoning regulations

Best Practice 2.1 evaluates the city's zoning ordinance to determine how well it regulates and implements the goals of the master plan. Inflexible or obsolete zoning regulations can discourage development. As the legal tool to implement the master plan, it is critical that zoning regulations align with master plan recommendations for land use. Implementation strategies described in Escanaba's master plan provide a framework to use the zoning ordinance as the instrument to transform the vision of the master plan into reality. Many of the tasks outlined promoting mixed use development and reorganization of the downtown require amendments to the zoning ordinance. Once the forthcoming master plan update has been adopted, the city should review the zoning ordinance to ensure the two are in alignment.

Escanaba's zoning ordinance and map are accessible online, on the city's website and via an online publishing service, allowing developers and other interested stakeholders to access information at any time. While special land use requirements and approval procedures are clearly defined and general review standards and conditions of approval are outlined in the ordinance, the zoning ordinance is somewhat difficult to navigate. When the zoning ordinance is updated, the city should consider streamlining text, adding graphics and including a use-matrix to clarify regulations.

Zoning is an essential tool for shaping inviting, walkable communities. Escanaba provides for areas of mixed use development in appropriate locations by right, including residential units above non-residential uses in the central retail commercial district on Ludington Street. Encouraging residents to live downtown can add to the 24-hour vitality of the area and increase the sense of community. To increase the variety and the amount of housing available in priority development districts and appeal to the needs of both baby boomers and millennials, additional areas should permit non-traditional housing types. The city should also revise the ordinance to provide for additional districts that permit mixed use by right to allow for flexibility in development types. Form based regulations that emphasize building form and primarily manage physical form, with a lesser focus on land use than traditional zoning, may be appropriate for the downtown, where the city has developed a vision to enhance community character.

By placing a high priority on creating walkable places and mixing uses, communities can increase the likelihood of walking and biking trips, reduce harmful emissions and increase social interaction. To be walkable, communities must have a non-motorized network of sidewalks and/or pathways and safe crossing areas. Escanaba's zoning ordinance outlines regulations for non-motorized systems, the installation of public sidewalks and bike racks. The city has adopted a complete streets resolution supporting non-motorized enhancements for all users and is working to implement the "Non-Motorized Master Plan" and "Recreation Plan."

Provision of adequate parking can be challenging in downtowns of all sizes. Escanaba's zoning regulations outline requirements for bicycle parking and access management standards have been developed, limiting the number of driveways, encouraging shared access and service drives to improve traffic safety and protect investment in roads. Rethinking parking design to appropriately manage supply and demand and better meet the needs of communities, developers and users is essential. Flexible parking regulations should be considered, including shared parking options, parking maximums, payment in-lieu of parking and waivers.

Stormwater runoff is a major cause of water pollution in developed areas. While Escanaba requires landscape plans for certain types of development, innovative green infrastructure standards should be incorporated when the zoning ordinance is updated. Many green infrastructure elements can be integrated into parking lot designs. Permeable pavements can be installed in sections and rain gardens and bioswales can be included in medians and along a parking lot perimeter. Benefits include urban heat island mitigation and a more walkable built environment. When the zoning ordinance is updated, standards for green infrastructure such as rain gardens, green roofs and bioswales should be included to help mitigate the effects of stormwater runoff.

Best Practice 2.1—Zoning regulations *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
Y	The governing body has adopted a zoning ordinance that aligns with the goals of the current master plan.	☐ Review master plan goals and zoning regulations to ensure zoning ordinance regulates for the master plan vision	18 months
Y	The zoning ordinance is user-friendly and accessible online.	☐ Add a use matrix or other element and streamline text to improve user-friendliness	18 months
G	The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.	✓	
G	The zoning ordinance includes flexible zoning tools to encourage development and redevelopment.	✓	
G	The zoning ordinance allows for a variety of housing options.	✓	
G	The zoning ordinance includes standards to improve non-motorized transportation.	✓	
Y	The zoning ordinance includes flexible parking requirements.	☐ Add flexible parking standards	18 months
Y	The zoning ordinance includes standards for green infrastructure.	☐ Incorporate green infrastructure standards into the zoning ordinance	18 months

Best Practice 3.1—Development review policy and procedures

Best Practice 3.1 evaluates the city's site plan review policies and procedures, project tracking and internal/external communications. The purpose of the site plan review process is to ensure that plans for specific types of development comply with the zoning ordinance. An efficient site plan review process is integral to becoming redevelopment ready and can assist a community in attracting investment dollars. Site plan review procedures and timelines should be communicated in a clear and concise manner to prospective developers and business owners. To do this, sound internal procedures need to be in place and followed. The framework for Escanaba's site plan review process is clearly documented in the zoning ordinance and regulations identify the planning commission as the party responsible for review.

The city of Escanaba has two staff members well versed in planning and zoning requirements that serve as intake professionals and are capable of completing preliminary reviews of plans submitted. The city manager serves as the zoning administrator and is the point person on development projects and coordinates the review of site plans. Developers and consultants can meet with staff involved with the site plan review process to discuss conceptual development project details, free of charge. Pre-application conferences are encouraged by staff, and applicants may also meet with the planning commission to elicit feedback and receive guidance. While the availability of pre-application meetings are outlined in the zoning ordinance, the availability of and clearly defined expectations for pre-application meetings should be posted online.

Documenting internal processes helps to ensure consistency over time, regardless of staffing. Streamlined, well documented site plan policies ensure a smooth and predictable experience when working with a community. The city has created a site plan review process flowchart that is available online. Timelines should be added to outline expectations for the applicant. The internal site plan review team meets with the developer, and outside agencies, such as MDOT and the Delta County building department are included when necessary. Projects are not formally tracked through the development process and the city should create a simple tracking mechanism. Tracking development projects allows for increased transparency and efficiency, keeps staff well informed, provides clarification as to the status of a project and can assist in measuring the results of the approval process.

Significant public opposition or concern can slow down the review and approval of a project and ultimately cost a developer time and money. Often, public concern arises out of limited or incorrect understanding of a project. By soliciting public input early in the process, well before required public meetings and hearing, neighbors can make their concerns known to the developer and decision makers. Escanaba encourages developers to meet with neighborhood stakeholders and the public is invited to city hall to review development plans. Notices that include a preliminary site plan are mailed out to adjacent property owners.

Overall, stakeholder interviews provided positive feedback, particularly with the personalized customer service provided by city staff. While Escanaba exhibits great customer service and responsiveness, there are opportunities for improvement. While city staff evaluates the site plan review process at various board and commission meetings, the city does not obtain formal customer feedback. The city should develop a customer feedback mechanism to determine the success of or issues with the site plan review process, and amend the process accordingly.

Best Practice 3.1—Development review policy and procedures *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
G	The zoning ordinance articulates a thorough site plan review process.	✓	
G	The community has a qualified intake professional.	✓	
G	The community defines and offers conceptual site plan review meetings for applicants.	✓	
G	The community has a clearly documented internal staff review policy.	✓	
G	The appropriate departments engage in joint site plan reviews.	✓	
Y	The community has a method to track development projects.	☐ Develop a simple tracking mechanism for development projects	6 months
G	The community promptly acts on development requests.	✓	
G	The community encourages a developer to seek input from neighboring residents and businesses at the onset of the application process.	✓	
Y	The community annually reviews the successes and challenges with the site plan review and approval procedures.	☐ Develop a customer feedback mechanism	6 months

Best Practice 3.2—Guide to Development

Best Practice 3.2 evaluates the availability of the community's development information. Land use planning and development is a process that involves a wide range of stakeholders. For the process to work effectively, everyone involved must know their roles and responsibilities. Development materials should be assembled to help citizens, developers and public officials gain a better understanding of how the development process in each community works. Contact information, meeting schedules and packets, relevant plans, application forms and submittal requirements are available on Escanaba's website. The city has also developed flowcharts to assist with navigating through various development processes.

It is important that developers understand review and permitting costs at the start of the process, so there are no surprises later. While Escanaba's fee schedule is readily available on the city's website, it was last adopted in 2004. The city should review the fee schedule annually during the budget process to ensure that fees and costs are fair to applicants and affordable by the community.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
G	The community maintains an online guide to development that explains policies, procedures and steps to obtain approvals.	✓	
Y	The community annually reviews the fee schedule.	☐ Review the fee schedule annually	3 months

Best Practice 4.1—Recruitment and orientation

Best Practice 4.1 evaluates how a community conducts recruitment and orientation for newly appointed or elected officials and board members. Numerous boards, commissions and committees advise city leaders on key policy decisions. An online application for open board and commission seats has been developed and vacancies are posted on the city's website and newsletter. While each board and commission has a dedicated page on the city's website with a description of responsibilities, a brief overview of the role of each group should be added to the application.

Assisting newly elected officials and appointees with learning basic information about the structure and processes of government and community and economic development is vital to them playing a part in the city achieving its goals and objectives. The city has compiled all documents for orientation packets online and the land development tools webpage includes rules of procedure, pertinent forms and applications, Michigan Municipal League handbooks and relevant planning, zoning and development information to provide to newly elected and appointed officials.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
G	The community sets expectations for board and commission positions.	✓	
G	The community provides orientation packets to all appointed and elected members of development related boards and commissions.	✓	

Best Practice 4.2—Education and training

Best Practice 4.2 assesses how a community encourages training and tracks training needs for appointed and elected officials, board members and staff. Trainings provide officials and staff with an opportunity to expand their knowledge and ultimately make more informed decisions about land use and redevelopment issues. Training needs are reviewed as part of the annual budget process and training is covered under a line item in each department's budget for professional development. Administration contacts both staff and officials about upcoming educational opportunities and encourages attendance. However, the city acknowledges that due to budget constraints and revenue cuts, training funds are typically the first funds to be scaled back or eliminated. Escanaba should partner with other communities and agencies to continue to offer training, and focus on webinars that can be attended remotely at low to no cost for the city.

Tracking training is a useful way to identify future training needs by documenting education received, identifying gaps and determining what training should be focused on in the future. Escanaba does not formally track individual training needs and attendance. A simple tracking mechanism should be developed to log training information. Turnover in officials and staff can create gaps in knowledge about development, which makes ongoing training essential.

Joint work sessions between boards and commissions are essential to foster communication and effectively address development issues. Collaborative study sessions are held between boards and commissions on a subject specific basis and attendees report back formally at regularly scheduled board and commission meetings. Administration also provides regular updates at various meetings to keep each group informed. The planning commission and DDA both present annual performance reports to the city council. The city also hosts monthly Delta County joint governmental meetings where numerous stakeholders discuss hot button issues and share information.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
G	The community has a dedicated source of funding for training.	✓	
Y	The community identifies training needs and tracks attendance of the governing body, boards, commissions and staff.	☐ Develop a mechanism to track training needs and attendance	6 months
G	The community encourages the governing body, boards, commissions and staff to attend trainings.	✓	
G	The community shares information between the governing body, boards, commissions, and staff.	✓	

Best Practice 5.1—Redevelopment Ready Sites®

Best Practice 5.1 assesses how a community identifies, visions and markets their priority redevelopment sites. Communities must think strategically about the redevelopment of properties and investments should be targeted in areas and properties that have the potential for positive future redevelopment. Focusing on the redevelopment and reuse of a single property can catalyze further development around it. Restoring buildings without a vision for the surrounding area is often insufficient to generate lasting change. The master plan identifies the downtown and waterfront as targets for redevelopment, with a focus on mixed use.

While Escanaba has established a vision for several priority districts, the city must research the individual parcels, gather background information, package and proactively market available redevelopment sites. The long-term vision and policy goals for redevelopment areas must be evaluated when determining options for property reuse. Community stakeholders should be given an opportunity to provide input on the redevelopment vision for priority sites. Stakeholder involvement can assist Escanaba with using redevelopment as a tool for creating a sense of place based on the city's unique assets, particularly for sites where redevelopment may be viewed as controversial.

The city must identify information that a developer would need to pursue a project on each site and bundle the materials in a property information package that includes available resources. Incentives can be used to strengthen and grow the community and regional economic base. Asserting what the city is willing to negotiate for specific sites will entice developers to spend their time and financial resources pursuing a project in Escanaba. Incentive information should be included in the property information packages when developed. The city should continue to collaborate with the local real estate community and Delta County Economic Development Alliance (DCEDA) on cross-promotional marketing of properties. Property information packages should be posted on the city's website.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
	The community identifies and prioritizes redevelopment sites.	☐ Identify and prioritize redevelopment sites	6 months
Y	The community gathers preliminary development research for prioritized redevelopment sites.	☐ Gather background information for specific priority sites	6 months
G	The community has development a vision for the priority redevelopment sites.	✓	
Y	The community identifies available resources and incentives for prioritized redevelopment sites.	☐ Identify available resources and incentives for priority redevelopment site	9 months
	A property information package for the prioritized redevelopment site(s) is assembled.	☐ Complete property information package for priority redevelopment site	9 months
	Prioritized redevelopment sites are actively marketed.	☐ Post property information package on city's website	9 months

Best Practice 6.1—Economic development strategy

Best Practice 6.1 evaluates what goals and actions a community has identified to assist in strengthening its overall economic health. Strategic economic development planning is critical to attract jobs and new investment in communities. Escanaba's master plan emphasizes building on existing infrastructure to rejuvenate the economy, with a focus on tourism, industry and retail. The plan outlines economic opportunities and challenges and has identified a vision for realizing a diversified economy. Specific economic development projects have been identified along with implementation steps, a timeline and responsible parties. The city annually reviews the strategy and its implementation steps.

Escanaba partners with the Delta County Economic Development Alliance (DCEDA) for business attraction, retention and expansion efforts. The DCEDA serves as a one-stop shop for businesses and site selectors and works with federal, state and local resources to coordinate formal incentive programs, including TIF, low interest loans and tax credits. The city should continue to collaborate with the DCEDA to drive job creation and retention and promote the city's priority redevelopment sites.

The city is actively participating in the central Upper Peninsula's Regional Prosperity Collaborative and is a partner in the newly formed Superior Trade Zone (STZ) that will collaboratively focus on reinvigorating economic development and job creation in the central Upper Peninsula. All units of government in Delta and Marquette counties are participating. The STZ business plan embraces economic development strategies built upon regional strengths and support for existing and emerging industry clusters. The STZ is focusing on public-private collaboration on a regional scale to support economic development efforts and includes the development of strategic priorities and action items. Escanaba's economic development strategies should be reviewed during the master plan update to ensure alignment with current regional objectives and amended as necessary.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
G	The governing body has approved an economic development strategy.	✓	
G	The governing body annually reviews the economic development strategy.	✓	

Best Practice 6.2—Marketing and promotion

Best Practice 6.2 evaluates how the community promotes and markets itself. 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. Marketing and branding should frame what sets a community apart from others. Escanaba does not currently have a community marketing strategy that identifies specific opportunities and strategies to attract businesses, talent and real estate development. Development of marketing strategies should be coordinated with the DDA, the commerce center and other tourism providers. Enhanced marketing efforts can assist with sharing the established vision, values and goals outlined in the master plan. The marketing strategy should also include specific approaches to promoting prioritized redevelopment sites. Coordinated marketing strategies strive to strengthen the image of the community, heighten awareness and promote the city. Escanaba must market the city with the intent of positioning the community as an attractive place to live, work and invest.

Visitors to a community's website need to be able to find accurate information quickly and the importance of a user-friendly website cannot be overstated. The city's website is somewhat difficult to navigate. The website includes pages where pertinent planning, zoning and economic development information is assembled, but the information is overwhelming and can be difficult to locate and search for. Reorganizing the website can improve ease of use and allow information to be easily accessed at any time. Council and board/commission meeting packets, agendas and minutes are posted on the website and are up to date. Property information packages should be uploaded to the website when completed. Escanaba has a community Facebook page that is updated on a regular basis with various announcements and events. The Facebook page link is available on the city's website and the DDA and chamber should also link to the pages. While Escanaba's Twitter account is updated regularly, it is nearly impossible to find, as it is listed under the city treasurer's name and could easily be mistaken for a personal account. The city should consider exploring additional digital platforms for marketing and communication purposes and creating a social media policy to ensure consistency in messaging.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
	The community has developed a marketing strategy.	☐ Develop a unified marketing strategy as outlined in Best Practice 6.2	12 months
Y	The community has an updated, user-friendly municipal website.	☐ Reorganize municipal website to improve the user experience	12 months

Conclusion

The RRC program assists communities in maximizing their economic potential by embracing effective redevelopment tools and best practices. The city must find a balance between removing unnecessary delays and hurdles, while preserving the integrity of the community's vision and goals, positioning the city for success. Escanaba has exhibited a strong commitment to improving their redevelopment readiness and is working diligently to meet the best practice criteria and achieve the Redevelopment Ready Certified Community® designation. Next steps for the city include the governing body adopting a resolution of support to proceed with the RRC program. Escanaba will need to continue to implement actions toward achieving certification. Staff has attended the RRC Best Practice trainings and is required to submit quarterly progress reports to inform the RRC Team of progress made in terms of implementing the necessary steps to meet the RRC best practices. Once Escanaba has met all of the best practice criteria, the city will be a certified Redevelopment Ready Community®.

3122-150105

Supporting Downtown Revitalization – The Tale of Two Cities

UM/ULI Real Estate Forum

November 20, 2013

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Redevelopment Ready Communities (RRC) Program

RRC Best Practices:

- Community Plans & Public Outreach
- Zoning Policy & Regulations
- Development Review Process
- Education & Training
- Community Prosperity

redevelopment ready communities®

redevelopment ready SITES

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Public & Private Partners

- City of Grand Rapids
- City of Holland
- City of Plainwell
- City of Southfield
- City of St. Ignace
- Ingham County
- Grand Traverse County
- MSHDA
- MAP
- MML
- MHBA
- MSA
- Michigan State University
- Wayne State University
- Carlisle Wortman
- Clearzoning
- Connect Michigan
- Gillespie Group
- Hinman Company
- HRS Development
- Huntington National
- LEAP
- Lormax Stern
- Peter Allen & Associates
- RDS Management
- ULI
- University of Michigan
- SGA & LOCUS

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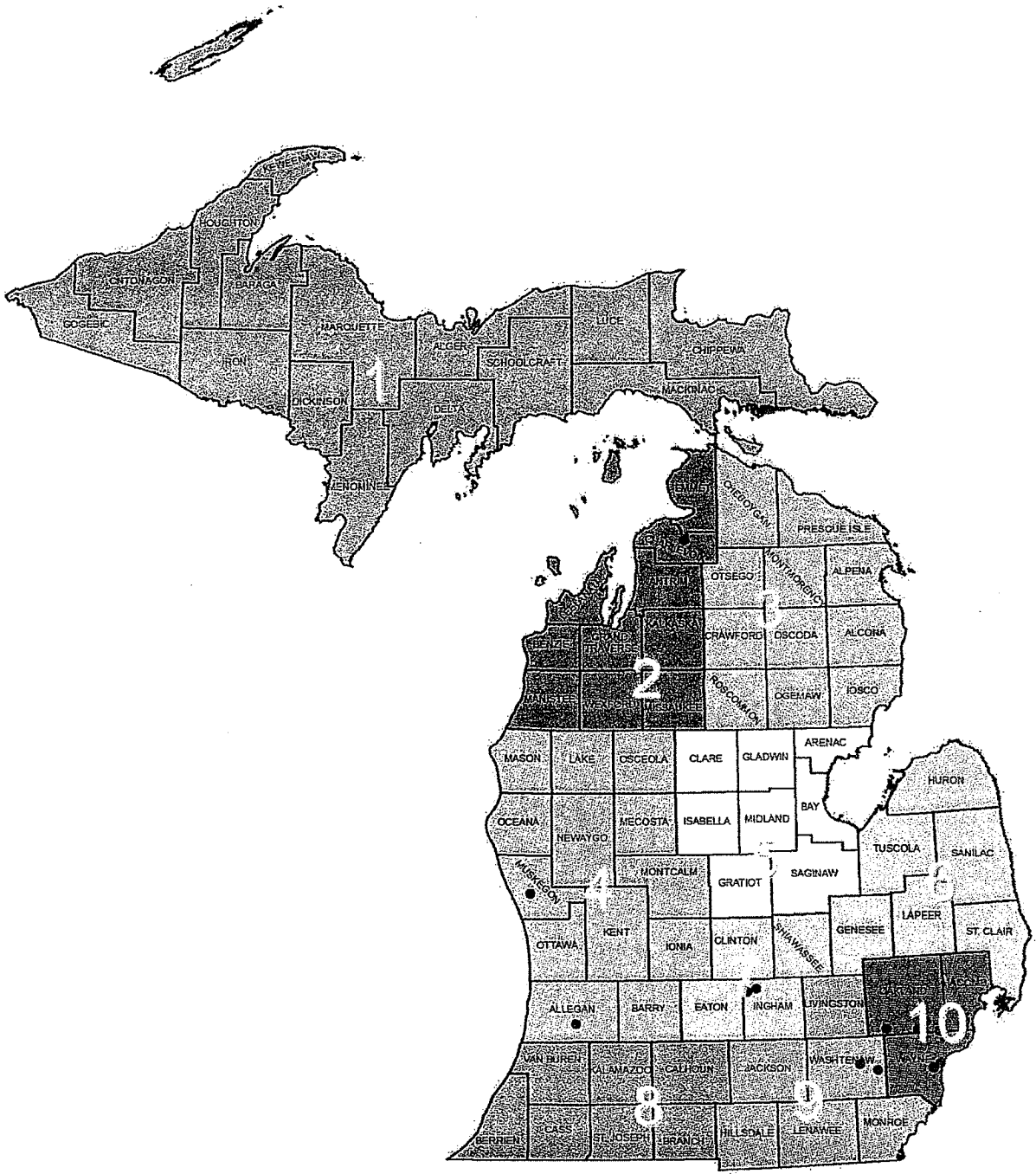

REGIONS

1 *Upper Peninsula Region*

2 *Northwest Region*
Boyne City, Charlevoix County

3 *Northeast Region*

4 *West Michigan Region*
Allegan, Allegan County
Muskegon, Muskegon County

5 *East Central Michigan Region*

6 *East Michigan Region*

7 *South Central Region*
East Lansing, Ingham County
Lansing, Ingham County

8 *Southwest Region*

9 *Southeast Michigan Region*
Ann Arbor, Washtenaw County
Ypsilanti, Washtenaw County

10 *Detroit Metro Region*
Eastpointe, Macomb County
Ferndale, Oakland County
Lathrup Village, Oakland County
Lincoln Park, Wayne County
Novi, Oakland County
River Rouge, Wayne County
Roseville, Macomb County
Southfield, Oakland Country

Redevelopment Ready Communities® Program

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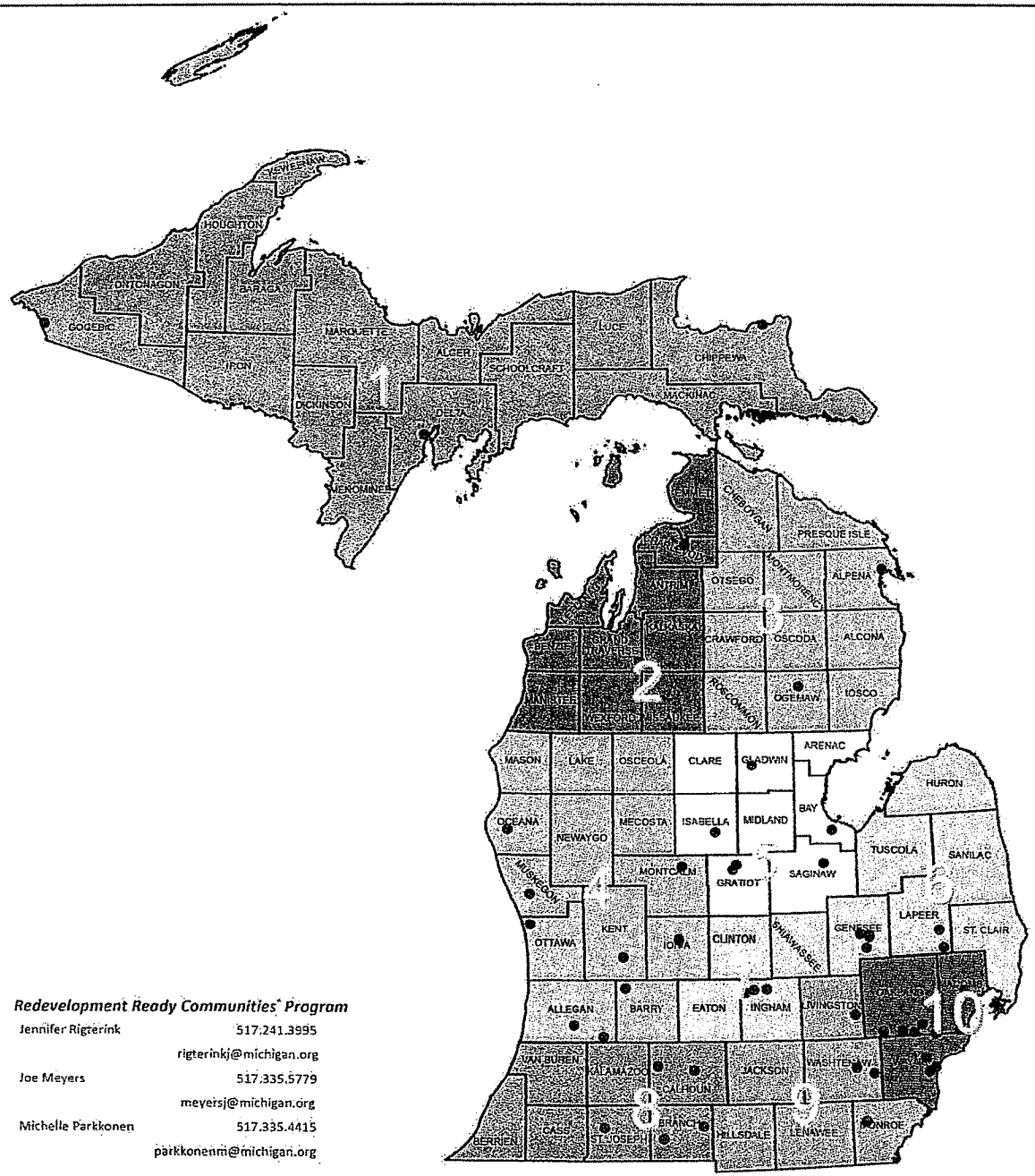
redevelopment ready communities®



1 *Upper Peninsula Region*
Gladstone, Delta County
Ironwood, Gogebic County
Sault Ste. Marie, Chippewa County

2 *Northwest Region*
Boyne City, Charlevoix County
Fife Lake, Grand Traverse County

3 *Northeast Region*
Alpena, Alpena County
Rose City, Ogemaw County

4 *West Michigan Region*
Allegan, Allegan County
Muskegon, Muskegon County
Cascade Township, Kent County
Edmore, Montcalm County
Ionia, Ionia County
Middleville, Barry County
Plainwell, Allegan County
Shelby, Oceana County
Spring Lake, Ottawa County

5 *East Central Michigan Region*
Alma, Gratiot County
Bay City, Bay County
Gladwin, Gladwin County
Mt. Plesant, Isabella County
Saginaw, Saginaw County
St. Louis, Gratiot County

6 *East Michigan Region*
Almont, Lapeer County
Burton, Genesee County
Flint, Genesee County
Grand Blanc, Genesee County
Imlay City, Lapeer County

7 *South Central Region*
East Lansing, Ingham County
Lansing, Ingham County
Meridian Township, Ingham County

8 *Southwest Region*
Bronson, Branch County
Battle Creek, Calhoun County
Marshall, Calhoun County
Quincy, Branch County
Three Rivers, St Joseph County

9 *Southeast Michigan Region*
Ann Arbor, Washtenaw County
Ypsilanti, Washtenaw County
Brighton Township, Livingston County
Dundee, Monroe County

10 *Detroit Metro Region*
Eastpointe, Macomb County
Ferndale, Oakland County
Lathrup Village, Oakland County
Lincoln Park, Wayne County
Novi, Oakland County
River Rouge, Wayne County
Roseville, Macomb County
Southfield, Oakland County
Dearborn, Wayne County
Farmington, Oakland County
Macomb Township, Macomb County

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Communities engaged in the Redevelopment Ready Communities® Program

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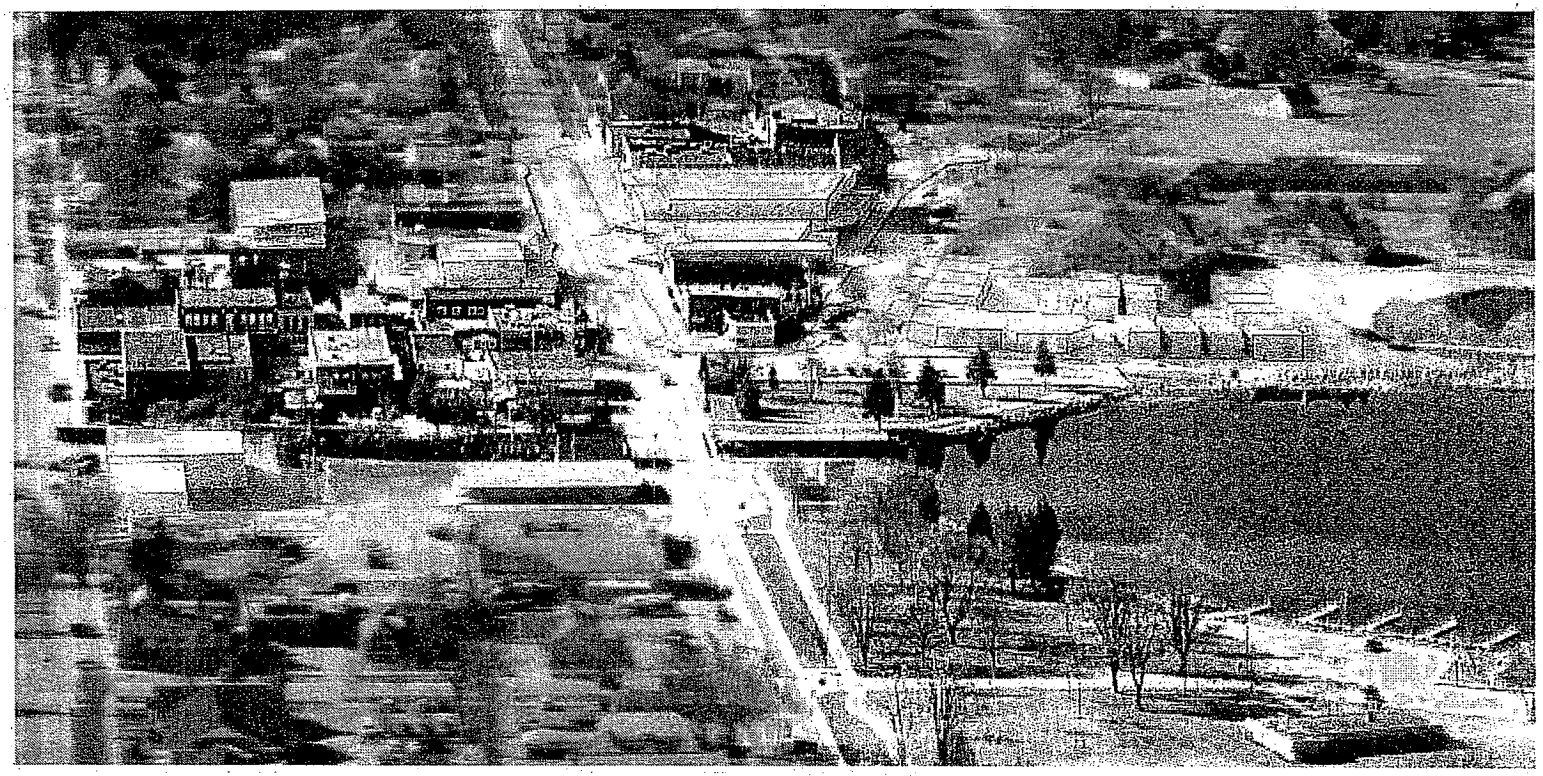
Revised October 2013

SoBo Lake Front

Boyne City, Michigan



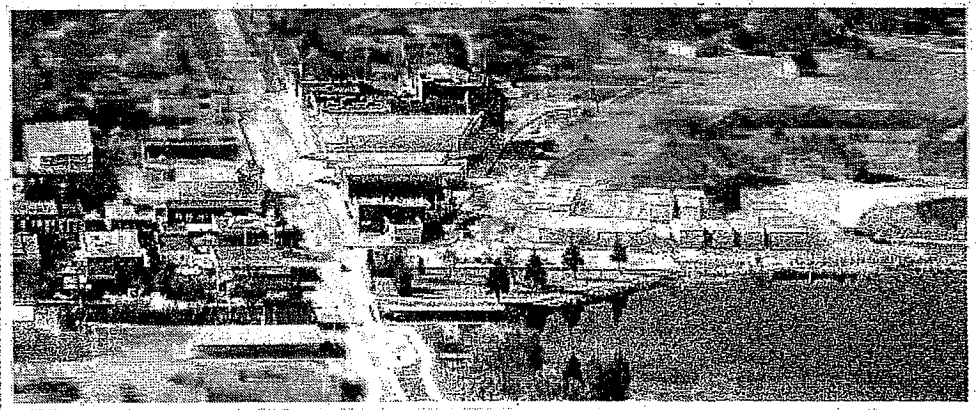
MEDC Fellows | Peter Allen & Associates

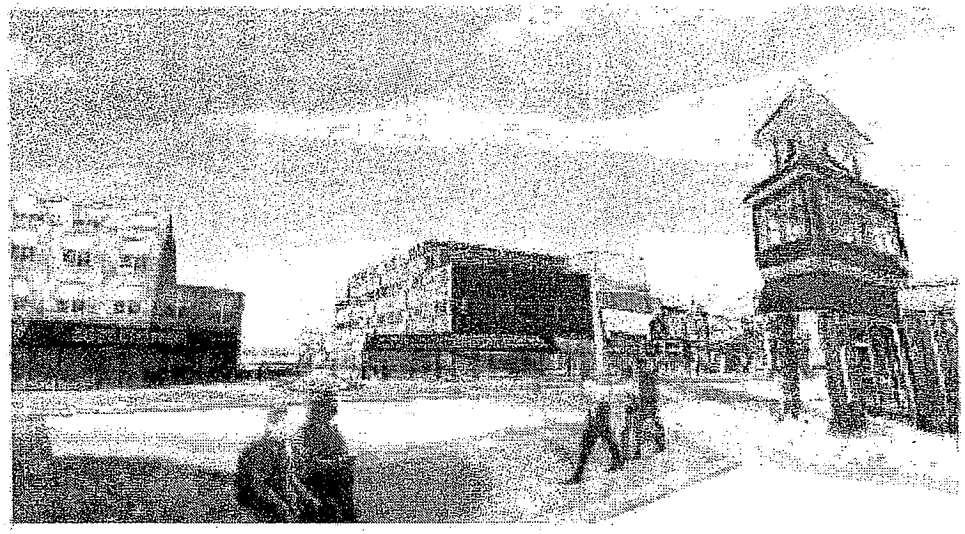
May, 2013

BOYNE CITY

PROJECT DEVELOPMENT

- $13 million new construction
- Three phases
- Integrates natural parks and recreation success with central business district success
- New construction development activates all adjacent sidewalks with retail frontage





PROJECT UPDATE

In Boyne City we analyzed the South Boyne (SoBo) corridor of S Lake Street between the Sportsman's Bar and the Boyne Theatre. While our recommendation encompassed the entire block, the 118 S Lake Street and 118 B S Lake Street properties are the catalyst sites for the development. As such, both properties are listed jointly and several parties have expressed interest in purchasing and developing the sites. Our vision for the sites include a single development of 23,000 SF with five 1,500 SF retail units on the street level, nine 2 bedroom units at 1,300 SF, and four 1 br units at 750 SF. Our main points of contact have been Hugh Conklin and Lori Meeder of Boyne City Main Street.

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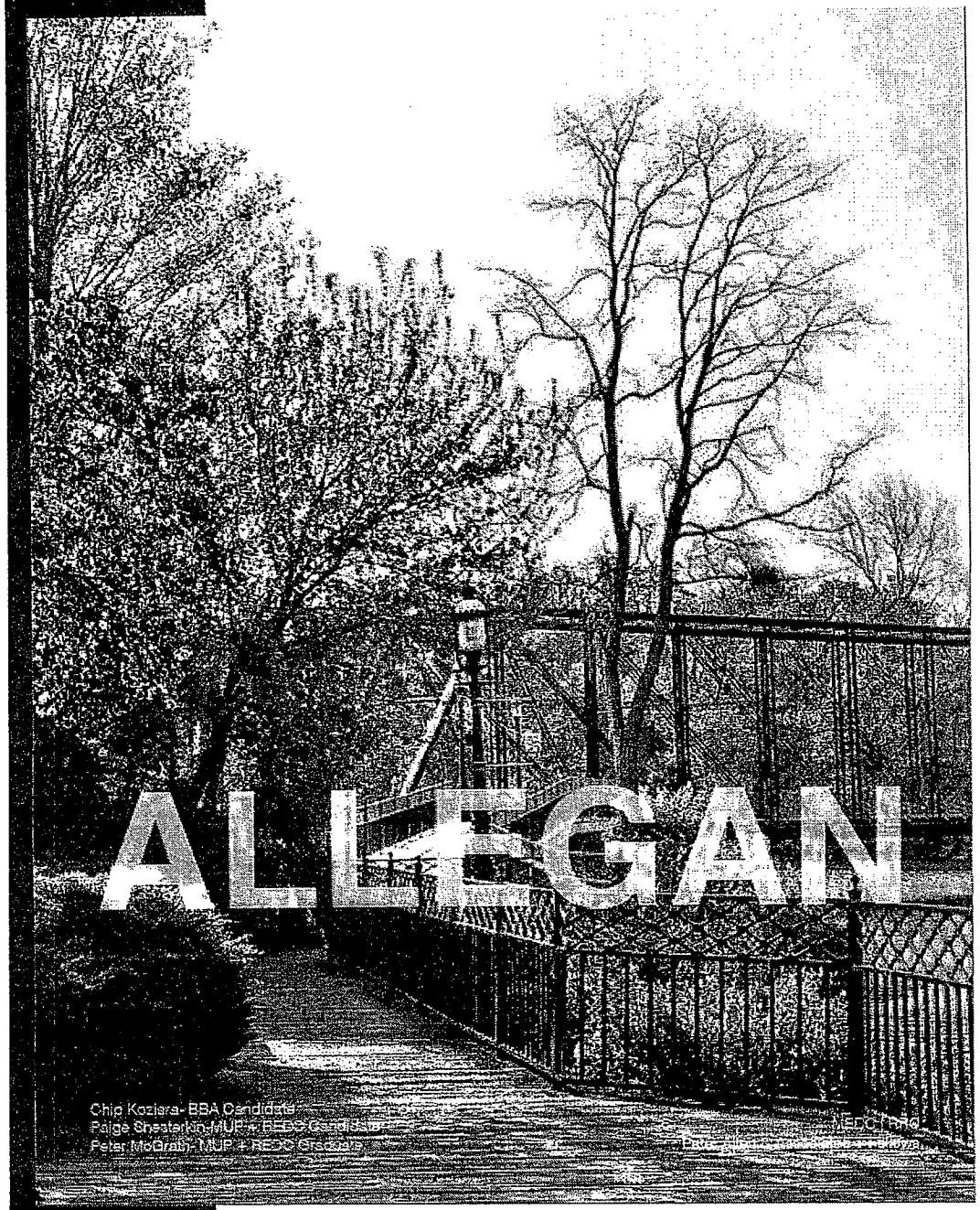

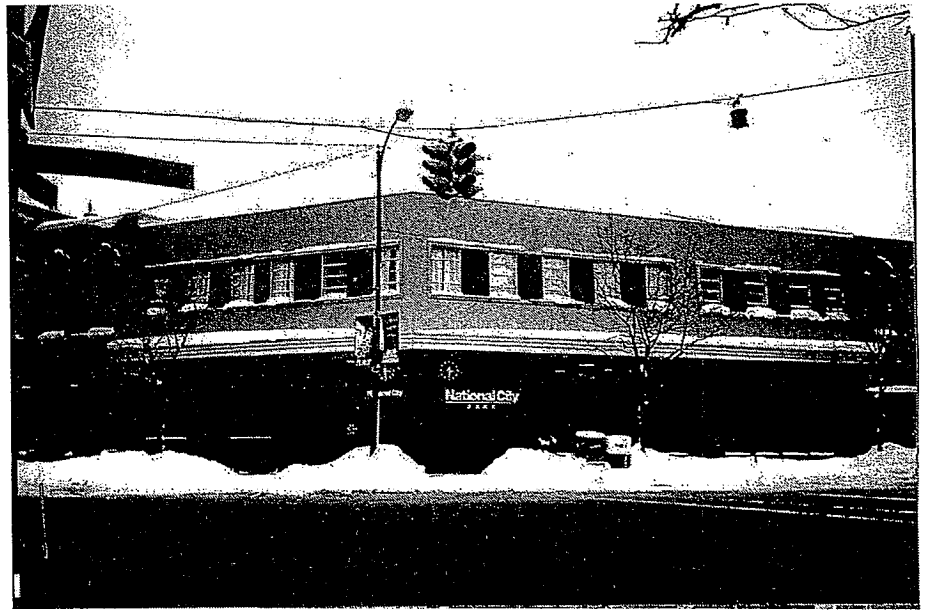

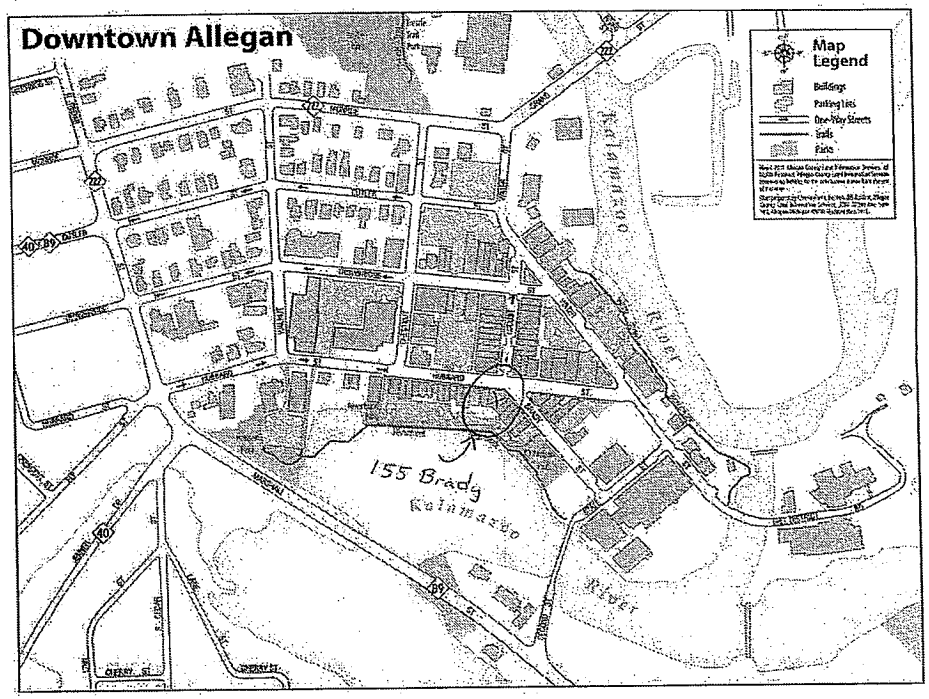

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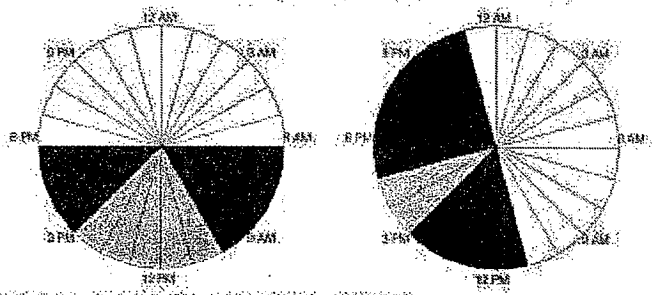
ALLEGAN

PROJECT DEVELOPMENT

In Allegan we were tasked with converting the old 14,520 SF National City bank site into a mixed use development that was initially slated to house the new Allegan City Hall. After consulting west Michigan developer Guy Bazzani, our project expanded greatly to include redeveloping the upper levels of six additional buildings that are adjacent to the original bank site owned by the city, ramping up the scope of our analysis to seven buildings, 9,680 SF of retail in the bank building and 24,990 SF of residential space between all the buildings.



SCHEDULE OF ACTIVITY CLOCKS. Demonstrate potential density of activity based on the type of retail occupying ground level spaces. From the left, this clock illustrates the diverse schedule of activity with residents commuting and a bakery; the right clock illustrates a lunch or evening casual dining venue.

PROJECT UPDATE

We convinced the city's stakeholders to put food oriented retail on the street level and river level of the bank building instead of a new City Hall, as the bank building could accommodate as many as five 1,500 SF retail spaces. The upper levels of the seven building development would be organized as a condominium association and redeveloped as a group to achieve greater economies of scale at an estimated cost of $3.7 million. The development would contain approximately fifteen 2 bedroom units and four 1 bedroom units at 1,300 and 700 SF, respectively. A central elevator in the bank building provides accessibility to the upper floor residential units. The owners of the adjacent buildings attended the presentation and were eager to explore this proposal in greater depth. We have been in contact with Robert Hilland, Allegan's City Manager, as well as Guy Bazzani, who agreed in principle to be the developer of the site.

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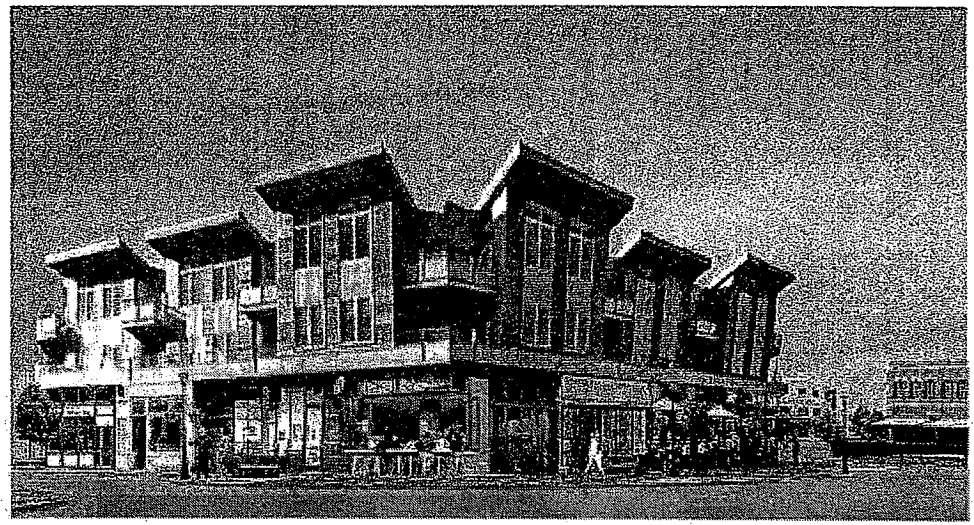
MUSKEGON

PROJECT DEVELOPMENT

- 3 floors, 21,000 square-foot mixed-use building
- 20 market-rate housing units;
- Ground floor destination retail, and restaurant space.
- Public plaza on remaining block to feature programmed events and outdoor dining.



PROJECT UPDATE

Financially the development depends on support from the Muskegon business community. By doing so, the Muskegon business community will be able to achieve the triple bottom line—investing in community, investing in the built environment, and investing in their talent pool.

Stakeholders from Muskegon Area First and Downtown Muskegon Development Corporation have been actively pursuing retailers for the ground floor retail spaces- all local West Michigan retailers. Furthermore, these organizations have engaged potential developers that could carry out this vision and proposal.

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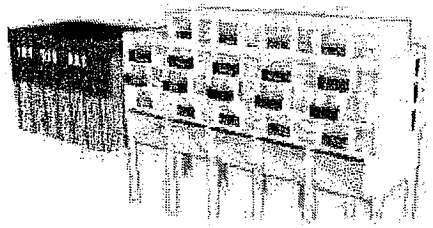
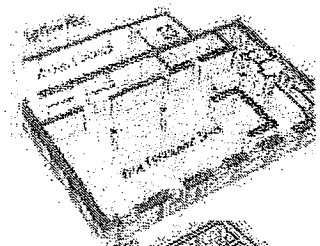
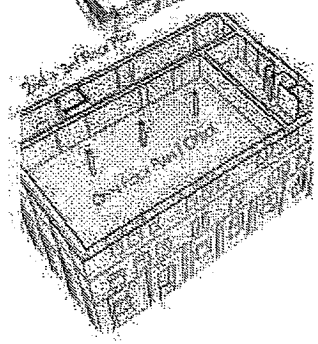
YPSILANTI

PROJECT DEVELOPMENT

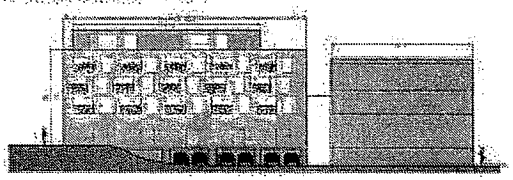
- Development of 82,000 square feet
  - Townhouses and apartments
  - 100 units of 1- and 2-bedroom housing options
    - From 727 square feet to 875 square feet.
- Targeted at young professional and empty-nester demographics
- Originally designed to meet condominium specs
  - Current market trends dictate rental leasing units
- Proposed project is approximately $2.3 million over the feasible budget.
  - Implementation of an active commuter rail stop at Depot St. will most likely make this project feasible







REHABILITATION OF CITY HALL



SECTION REHABILITATION OF CITY HALL

PROJECT UPDATE

Proposal I: Located at 1 South Huron Street. The current City Hall building sits in the heart of the historic downtown of Ypsilanti. The downtown is home to an increasingly popular restaurant and cafe scene and is the new home of many renters occupying upper stories of other historic buildings. Redevelopment of the site can help to transform the downtown into a vibrant 24/7 community. Proposal II: Located at 220 North Park Street: a historic neighborhood surrounding the site is well maintained and should be preserved with additional development proposed.

Despite being unfeasible at this time, The City should pursue development of both sites, as the nearby Depot Town station is likely to be opened within a few years and to transform Ypsilanti by offering access to a new type of commuter.

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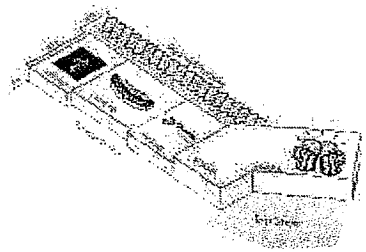
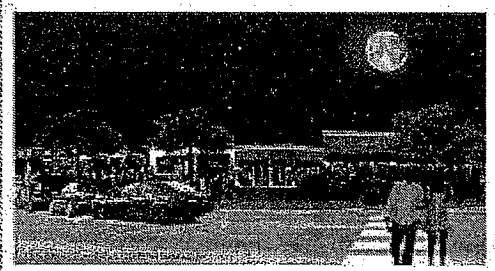
ROSEVILLE

PROJECT DEVELOPMENT

Roseville: Redesign Utica Junction and bring back downtown

- Floor area: 19150 sq ft
- Program: 1 brew pub(8200sqft)+1 cafe(3250sqft)+2 restaurants(4200/3500sqft)
- Total cost: $2,600,000
- Vacant lot along Utica+historic buildings along Gratiot





PROJECT UPDATE

The Roseville team presented this proposal August 7, 2013. At this time, the stakeholders involved anticipate the final document to share with individuals that can move the project forward.

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The Real Estate Development Feasibility Chart

The steps below represent the risks for the development of new or rehabilitated real estate. The order follows the steps required to properly conduct the feasibility process.

1 Economic Growth

Stabilized completion may take 3 - 5 years

- Regional and local economy
- "Paths of growth"
- "Good deals in bad markets"

2 Environmental

Contamination is an opportunity

- Toxic waste, LUST
- Abestos, radon & lead paint
- Significant natural features
- Brownfield opportunities

3 Market Research

Opportunities under your nose

- Blind pipeline
- MXD
- Pre-lease/Pre-sell requirements
- Booking niches of creative class and empty nesters
- Land assembly

4 Architecture and Design

Does my property reflect timeless and flexible design?

- Curb appeal & quality
- Site planning
- Density & Setback
- Efficiency & "WOW" factor
- Partner with architect
- Solar Potential

5 Construction

How soon? How much?

- On time & on budget
- Rehabilitation vs. new construction
- Tenant improvements
- Partner with General Contractor

6 Political Approvals

What do NIMBYs and politicians want to see?

- Zoning / site planning
- Identify stake-holders and gain support

7 Social and Community Goals

What does the community want to become?

- Sprawl vs. Smart Growth
- Master planning
- Triple bottom line (EES)

8 Equity & Loans

The bank is your friend

- Proforma vs trailing 12 months
- 75% loan-to-value ratio
- Only active partners, balance is debt

9 Taxes

Should I do real estate for tax reasons?

- State & Federal taxes
- Low income & historic tax credits
- 1031 tax deferred exchange

10 Sales and Leasing

Am I serving my customer 100%?

- Rental rates / sales prices
- Absorption rates
- Actual vs pro forma NOI

11 Property & Asset Management

My tenants are my partners. How can I help them grow?

- Vacancy
- Rollover of anchor leases
- Gross effective income
- Operating expenses
- NOI

12 Legal Relationships

Handshakes & trust are as important as contracts

- Negotiations and contracts
- Partnerships agreements
- Joint ventures

13 Personal and Family

You can make... or lose a lot of money

- Goals and sides assessment
- Risk tolerance
- Personal financial planning

Development Success

Objectives / Benchmarks

- Before tax and after tax cash returns of at least 2 times money market rates
- Overall IRR of 15 - 20%
- Upvaluing opportunities yield best R.O.I.s
- Psychic Income

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A. ALFRED TAUBMAN DP ARCHITECTURE + URBAN PLANNING

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Questions?

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