

**ZONING BOARD OF APPEALS
MEETING AGENDA**

Thursday, October 16, 2014

7:00 p.m. ~ City Hall, Council Chambers, 323 W. Michigan Ave., Marshall, MI

CALL TO ORDER

ROLL CALL

CONSIDERATION OF MINUTES

Meeting minutes from August 21, 2014

APPROVAL OF AGENDA

PUBLIC COMMENTS FOR ITEMS ON THE AGENDA

There will be citizen comment time during each variance case being heard.

Citizens who wish to speak on other matters on the agenda may do so when called upon by the Chairman. Those people addressing the Board are required to give their name and address for the record and shall be limited to speaking for a maximum of five (5) minutes on a given matter.

NEW BUSINESS

1. **APPEAL #14.08** –Dimensional Variance from §156.324 MINIMUM NUMBER OF SPACES REQUIRED, filed by Goodwill Industries, 842 W. Michigan Ave, in the B-4 district, to exceed the maximum number of parking spaces from 72 to 92 for a new retail/office development.
2. Approve 2015 ZBA meeting dates and submission deadlines.
3. Receive and adopt City Council RRC resolution and Memorandum of Understanding.

OLD BUSINESS

None

PUBLIC COMMENTS FOR ITEMS NOT ON THE AGENDA

Citizens who wish to address the Board on items not on the agenda may do so at this time. When called upon by the Chairman, please state your name and address for the record. Members of the public shall be limited to speaking for a maximum of five (5) minutes.

REPORTS

Planning Commission: Current minutes can be found online at www.cityofmarshall.com

City Council Liaison

Board Members

Staff Reports

Reminders:

- October 22, 2014, 5:00 p.m., Open House Mark Stuart's Rental Rehab project, 121 ½ E. Michigan Ave. MSHDA presentation to follow at Schuler's 7:00 p.m.
- November 19, 2014, 4:00 p.m.-7:00 p.m., City Hall Training Room: Community Visioning Open House for Master Plan

ADJOURN

MINUTES
MARSHALL CITY ZONING BOARD OF APPEALS
Regular Meeting Thursday, August 21, 2014
7:00 P.M. – COUNCIL CHAMBERS

CALL TO ORDER

This meeting was called to order by Vice Chair DeGraw at 7:09 p.m.

ROLL CALL

Members Present: Board Member Byrne, Galloway, Karns, and DeGraw

Members Absent: Board Members Feneley and Beach

Staff Present: Natalie Dean, Director of Community Services

APPROVAL OF MINUTES

Motion by Byrne, supported by Karns, to accept the minutes of the July 17, 2014 regular meeting as submitted. On a voice vote; **Motion Carried.**

APPROVAL OF AGENDA

Motion by Karns, supported by Galloway, to approve agenda of the August 21, 2014 regular meeting as submitted. On a voice vote; **Motion Carried.**

AUDIENCE PARTICIPATION

No public comment.

NEW BUSINESS

APPEAL #14.07

Staff stated that the petitioner, Marshall Nursing & Rehabilitation, owner of 575 N Madison Street, would like to place a 720 square foot storage shed in the front yard of the property. According to the ordinance, accessory buildings are not allowed on any side of a parcel with street frontage. They are requesting this location due to its proximity to the parking lot to allow for easier deliveries and access to its contents.

J.C. Guyer, Building Consultant for Atrium Living Centers and representative for the petitioner, stated that this facility is in great need for additional storage. Currently, they are renting an off-site storage unit. They would like storage closer to their building to allow for on demand access to the equipment that will be stored. The proposed building will be 24'x30' with have two tone metal siding, concrete floor, overhead door, and one regular access door. It will have a 5' concrete apron. The 24' dimension of the building will run north-south, while the 30' dimension will run east-west.

DeGraw asked for the explanation as to why it cannot be placed at a different location on the property.

(unofficial)

Guyer stated that the rest of the parcel is grass and will not allow for easy transport of the equipment. They are planning on storing equipment such as beds and wheelchairs. All shipments come through the NE door to the maintenance area. The placement of the shed north of the building and west of the parking lot will allow access for delivery trucks and employees. There is a heavy grade between where the shed would be placed and the adjacent condominiums.

DeGraw asked if there was a plan for additional landscaping around the proposed building.

Guyer stated that the overall budget is \$18,000 and does not current account for additional landscaping.

Public Hearing Open

Dennis Barns, resident at 559 N Madison, expressed a concern that there may not be enough land between the proposed building and the legal property line for such a large shed. He also enquired if there are plans for a fence.

Guyer stated that the measurement from the west wall to the property line would be 30 feet. There is no plan for a fence right now.

Staff stated that no feedback was received in regards to this appeal.

Public Hearing Closed

Motion by Byrne, supported by Karns to approve Dimensional Variance from §156.221 ACCESSORY STRUCTURES AND USES for **APPEAL #14.07**, filed by Marshall Nursing & Rehabilitation, owner of 575 N. Madison St., to place a shed in the front yard.

Using the Dimensional Variance Worksheet, the board cited the following items pertaining to this variance:

- Strict Compliance with the specified dimensional standard(s) will deprive the applicant of rights commonly enjoyed by other property owners in the same zoning district, create an unnecessary burden on the applicant, or unreasonably prevent the owner from using the property for a permitted purpose. **Board Members discussed that the storage space will be used for items that are directly needed by the residents, and there is a present burden due to renting an offsite storage unit. The employees would have to drag items across grass, if the shed was placed anywhere else on the property.**
- The variance will do substantial justice to the applicant, as well as to other property owners, and a lesser variance than requested will not give substantial relief to the applicant or be consistent with justice to other property owners. **Board Members discussed that there aren't any comparable owners since this property is being used as a business. It is a larger lot with more yard space, but since it is a corner lot, most of that yard space has road frontage and would need a variance no matter where the shed is placed.**
- The need for the variance is due to unique circumstances peculiar to the land or structures involved that are not applicable to other land or structures in the same district. **Board Members discuss that the proposed location is the only one that makes sense. The back yard that would avoid a**

(unofficial)

variance is designated as resident use. The storage space should be close to shipping and receiving.

- The problem and resulting need for the variance has not been self-created by the applicant or the applicant's predecessors. ***Board Members discussed that the need for this variance is not self created.***
- The variance will not cause significant adverse impacts to adjacent properties, the neighborhood or the City and will not create a public nuisance or materially impair public health, safety, comfort, morals, or welfare. ***Board Members discussed that the building would not impact any neighboring residences. The items being stored will be beds and wheelchairs.***
- The alleged hardship and practical difficulties that will result from a failure to grant the variance include substantially more than mere inconvenience, or an inability to attain a higher financial return. ***Board Members discussed that the only other locations would then create shipping and access issued.***

Staff suggested an amendment that a 30' setback from the west lot line be required.

Amended Motion by Byrne, supported by Karns to approve Dimensional Variance from §156.221 ACCESSORY STRUCTURES AND USES for **APPEAL #14.07**, filed by Marshall Nursing & Rehabilitation, owner of 575 N. Madison St., to place a shed in the front yard as least 30' from the west property line. On a roll-call vote-ayes: Byrne, DeGraw, Galloway, and Karns; nays-None. **Motion Carried.**

OLD BUSINESS

None

PUBLIC COMMENT

None

REPORTS

Staff reported that there are two upcoming meeting that ZBA members are welcome to attend. On October 15, 2014, there will be a Planning Commission work session for the Master Plan Kick-Off. Also, on November 19, 2014, there will be a Community Visioning Open House for the Master Plan.

ADJOURN

Meeting adjourned at 7:45 pm.

Respectfully submitted,

Lisa Huepenbecker

CASE #14.08
STAFF REPORT

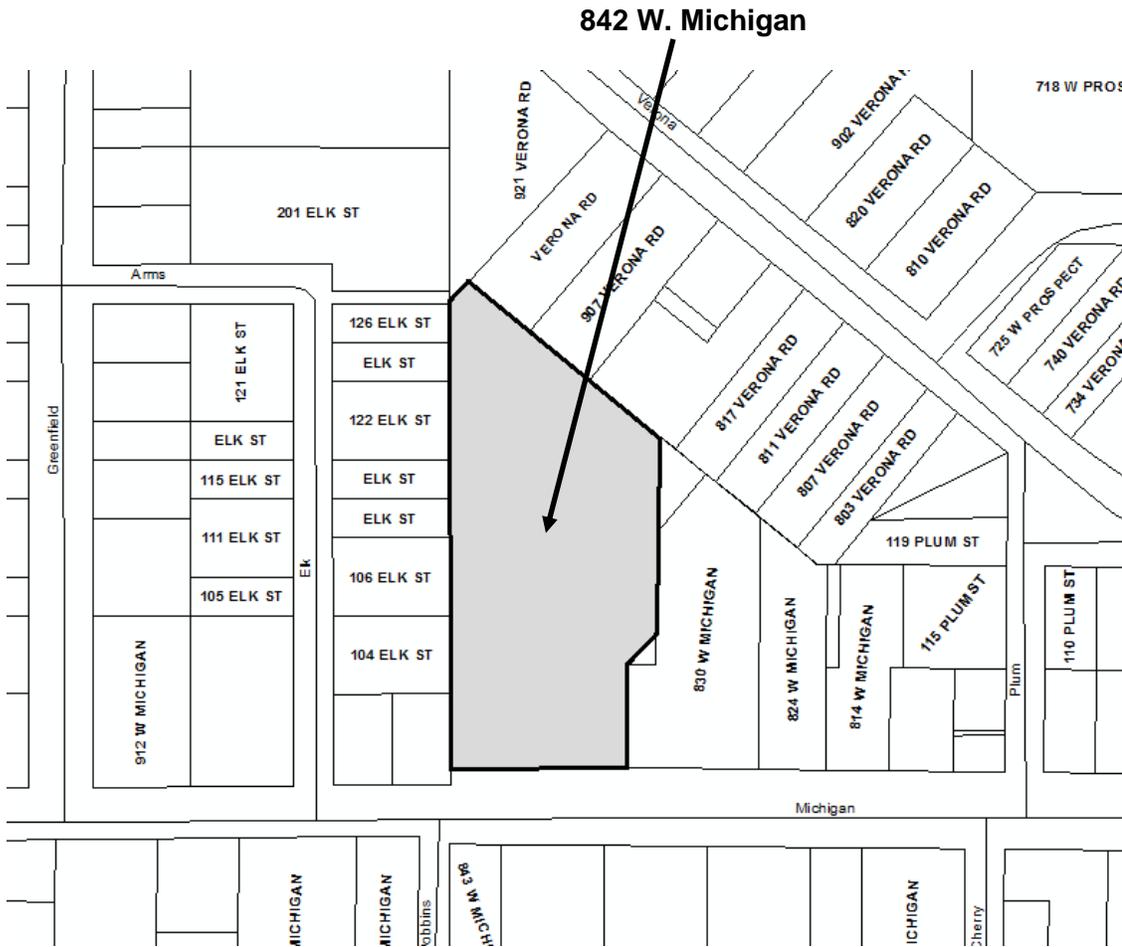
Location: 842 W. Michigan Ave.
Property Zoning: B-4 Regional Commercial
Owner: Goodwill Industries
Setback Distances §156.181 : 20 Front, 10/15 Sides, 25 Rear

VARIANCE HISTORY

There are no previous variances registered for this property

BACKGROUND

This case was noticed in accordance with the Michigan Zoning Enabling Act of 2006, section 125.3103: *Notice; publication; mail or personal delivery; requirements.* The newspaper published the notice on September 26, 2014; City Hall posted the notice on September 29, 2014; and notices were sent to all property owners within 300 feet also on September 26, 2014.



CASE #14.08
STAFF REPORT

Goodwill Industries would like to develop a retail store, as well as a workforce training center, at 842 W. Michigan. They have approached the Planning Commission with a conceptual site plan (September 10, 2014). One of the subjects discussed at the meeting was the amount of parking spaces presented by the applicant, which far exceeds the ordinance allotment for this size/use of building.

The applicant's attorney has presented this request as an "exception" request, stated in the ordinance as such:

§ 156.407 EXCEPTIONS.

The Zoning Board of Appeals (ZBA) shall have the authority to hear and decide requests for exceptions on which this chapter specifically authorizes the ZBA to pass. Any exception shall be subject to such conditions as the ZBA may require to preserve and promote the character of the zone district in question and otherwise promote the purpose of this chapter, including the following:

- (B) Permit the modification of the automobile parking space or loading space requirements where, in the particular instance, such modification will not be inconsistent with the purpose and intent of such requirements.**

For all intents and purposes, the "exception" wording in the ordinance allows the board to use the same standards it usually uses for dimensional variances. These standards are used to "promote and preserve the character of the zone district, etc."

The ordinance the applicant is seeking relief from is:

§ 156.324 MINIMUM NUMBER OF SPACES REQUIRED.

(B) *Maximum number of spaces permitted.* To minimize excessive areas of pavement that contribute to higher rates of stormwater runoff, exceeding the minimum parking space requirements of this section by more than 20% shall be prohibited. The Planning Commission may waive this provision to allow additional parking spaces upon determining that such parking is necessary, based on documented evidence, to accommodate the use on a typical day.

(D) *Schedule of minimum required parking by use.* The minimum number of off-street parking spaces by type of use shall be determined in accordance with the following schedule:

Retail stores, except as otherwise specified herein	One per 275 square feet of GFA
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For this particular development, 60 spaces would be allowed, with a 20% increase, making the total allowable spaces 72 spaces.

Although the Planning Commission has the ability to allow additional spaces, they suggested to the developer that he try to get a variance in order to guarantee the amount of parking requested is allowed. Since there is no final site plan submitted yet, the board should realize that the applicant is seeking a variance on the "amount of parking spaces allowed" only and not the location of those spaces which will be addressed with the site plan through the Planning Commission.

CASE #14.08
STAFF REPORT

The lot being considered for development is very nearly completely surrounded by residential land. The ordinance calls for double setback distances on either side (due to residential proximity), as well as a 10' greenbelt in the front (along W. Michigan Avenue). Obviously, the conceptual plan submitted does not meet the ordinance guidelines for location of parking. It is imperative the site is approved as a whole so organization of the site and its components should be left to the site plan process with Planning Commission.

CASE ANALYSIS

Dimensional Variances are outlined in §156.406 (A) and state that the overwhelming reason for the variance should be a finding of unnecessary hardship, as stated below:

(1) Strict compliance with the specified dimensional standard(s) will deprive the applicant of rights commonly enjoyed by other property owners in the same zoning district, create an unnecessary burden on the applicant, or unreasonably prevent the owner from using the property for a permitted purpose.

Staff Comment: Since the building is going to serve dual purposes (office and retail), the applicant's argument that more parking is needed makes sense. There are separate employee pools on either side of the building and most likely, a different customer base will be visiting the facility. Not having the appropriate amount of parking can deter clientele.

(2) The variance will do substantial justice to the applicant, as well as to other property owners, and a lesser variance than requested will not give substantial relief to the applicant or be consistent with justice to other property owners.

Staff Comment: If the need for parking is not met, either the business will lose clientele or customers will park in other, inappropriate areas which could qualify as an injustice to other property owners.

(3) The need for the variance is due to unique circumstances peculiar to the land or structures involved that are not applicable to other land or structures in the same district.

Staff Comment: The lot is not really the issue in this case; however, the use of the structure on the lot is the issue. Any lot on which a mixed use is located could potentially have this issue.

(4) The problem and resulting need for the variance has not been self-created by the applicant or the applicant's predecessors.

Staff Comment: The applicant has a decent size lot located within the commercial center of the City (which is not easy to find). They are not trying to build an oversized structure on a small lot; therefore, staff does not believe the need for the variance is self-created.

(5) The variance will not cause significant adverse impacts to adjacent properties, the neighborhood or the city, and will not create a public nuisance or materially impair public health, safety, comfort, morals or welfare.

CASE #14.08
STAFF REPORT

Staff Comment: The increased parking in itself should not cause significant adverse impacts to the residential neighbors. Placement of that parking is what will affect the neighbors.

(6) The alleged hardship and practical difficulties that will result from a failure to grant the variance include substantially more than mere inconvenience, or an inability to attain a higher financial return.

Staff Comment: There will certainly be hardship on the developer if the variance is not granted. It is unclear exactly how the hardship would present itself if the exception were to be denied, but the developer has documented proof that more parking than is allowed by ordinance is necessary.

City of Marshall
Zoning Board of Appeals Variance Application
323 West Michigan ~ Marshall, MI ~ 49068

Residential \$50.00

Commercial \$100.00

Petitioner Name Goodwill Industries of Central Michigan's Heartland, Inc.

Address 4820 Wayne Rd., Battle Creek, MI 49015 Phone 269.788.6500

Property address for which you are seeking a variance: 842 W. Michigan Ave., Marshall, MI

Are you the owner? Yes No (If not, please attach owners contact information)

Current Zoning B-4 Current Use None. Planned Goodwill Retail Store
and Workforce Development Office

Zoning of abutting parcels B-4 & R-2

Plot Plan Attached NOTE: Current Preliminary Site Plan attached
According to ordinance, you must include a plot plan of the site, drawn to scale, with a north-arrow, all lot lines shown, street right of ways, any easements, any structures, setback dimensions, any parking areas, driveways, sidewalks, and any other site improvements.

Dimensional Variance or Use Variance
 Exception under Section 156.407(B)

Reasons for variance attached
Please see back of sheet for appropriate ZBA criteria.

Non-refundable Fees Paid

*The ZBA meets on the 3rd Thursday of each month. Application must be received by the date listed on the back of this sheet to be heard on the next scheduled meeting.

I understand that I am expected to attend the ZBA Public Hearing pertaining to this matter. If I am unable to attend, I will send a representative in my place. I understand that the application fee is non-refundable and does not apply to any future permits. Furthermore, if the variance is granted, I agree to obtain a permit before commencing work.

Signature of Petitioner Kenneth C Baue Date 9/22/14

Signature of Owner _____ Date _____

Questions concerning these requirements should be directed to Natalie Huestis, Planning & Zoning Administrator, at: (269) 789-4604

City of Marshall
Zoning Board of Appeals Variance Application
323 West Michigan ~ Marshall, MI ~ 49068

Residential \$50.00

Commercial \$100.00

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Dimensional Variance or Use Variance
 Exception under Section 156.407(B)

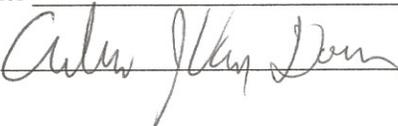
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Signature of Petitioner _____ Date _____

Signature of Owner  Date _____

Questions concerning these requirements should be directed to Natalie Huestis, Planning & Zoning Administrator, at: (269) 789-4604

SUPPLEMENT TO ZONING BOARD OF APPEALS EXCEPTION APPLICATION
FOR 842 W. MICHIGAN AVENUE, MARSHALL, MI

Background

The Applicant is in the process of acquiring the property located at 842 W. Michigan Avenue, Marshall, MI (the "Property") from Monarch Bank. As the board members are likely aware, the Property and both the primary building and residence situated thereon are currently vacant and in a significant state of disrepair. The Applicant is proposing to remediate this blight by acquiring the Property and redeveloping the same as a Goodwill Retail Center and related Work Force Development Center.

In furtherance of its aims, the Applicant has already requested and obtained a boundary line adjustment and partial re-zoning of the Property. Additionally, on September 10, 2014, the Applicant presented its conceptual site plan (the "Site Plan") to the Planning Commission and received preliminary, overwhelmingly positive, feedback from the Planning Commission. Currently, the Applicant is in the process of integrating the feedback it received from the Planning Commission and City Staff into the site plan for submission to be heard by the Planning Commission at the November, 2014 Planning Commission Meeting.

As can be seen by the enclosed Site Plan and as detailed below, the Site Plan calls for more parking spaces than are permitted as of right under Section 156.324(B) of the Zoning Ordinance. When this issue was discussed at the September 10, 2014, Planning Commission meeting, the Applicant was advised that the preferred methodology of addressing this issue is through an exception from the ZBA.

Request

The Applicant requests an exception from strict application of Section 156.324(B) (Maximum Number of [Parking] Spaces Permitted) of the Zoning Ordinance in connection with the Applicant's proposed conceptual site plan (the "Site Plan") and related redevelopment and repurposing of the Property.

Specifically, the Applicant is requesting an exception from strict application of Section 156.324(B) as follows:

- Maximum Number of Spaces Permitted: 72 spaces
- Number of Spaces Required by Site Plan: 92 spaces
- **Exception Requested: 20 spaces**

Analysis and Considerations

This application is an application under Section 156.407(B) requesting an exception to strict application of Section 156.324(B). Section 156.407(B) provides, in relevant part, as follows:

The Zoning Board of Appeals (ZBA) shall have the authority to hear and decide requests for exceptions on which this chapter specifically authorizes the ZBA to pass. Any exception shall be subject to such conditions as the ZBA may require to preserve and promote the character of the zone district in question and otherwise promote the purpose of this chapter, including the following:

* * *

(B) Permit the modification of the automobile parking space or loading space requirements, where, in the particular instance, such modification will not be inconsistent with the purpose and intent of such requirements.

Although Section 156.407(B) provides very little in the way of guidance and criteria to the ABA in deciding exception requests, the Applicant believes the requested exception is not inconsistent with the apparent purpose and intent of Section 156.324(B) and should be granted for the following reasons:

- Section 156.324(B) imposes a maximum number of parking spaces which may be located on a given site. The purpose of this Section appears to be to prevent site plan applicants from creating egregiously expansive and unsightly surface parking lots which effectively pave the entire site. In this case, the additional spaces requested will not result in “edge-to-edge” paving of the Property. In fact, the Property contains (and the Site Plan calls for the continuation of) a significant natural area on the North side of the Property (where the Property abuts the R-2 zone) as well as significant buffering in all required locations (including along the Western boundary where the Property also abuts the R-2 zone).
- The additional requested parking is the minimum required to support the Applicant’s proposed business to be conducted upon the Property. The Applicant’s **request for an additional 20 parking spaces (for a total of 92 parking spaces)** is based on the following:
 - Customer Traffic: The Applicant owns and operates a number of locations throughout central lower Michigan. The Applicant’s Delta, MI location is the location which is the most direct analogue (in terms of size, expected revenue, and expected customer count) to the location proposed in the Site Plan. Based on sales and customer count records from the Delta, MI location, the Applicant is expecting total customer traffic of at least 19,666 customers per month during its busiest months. This translates to 656 customers per day. That customer total divided by the 10-1/2 hours per day that the Applicant’s business on the Property is expected to be open to the public yields a parking need of at least **62 parking spaces for customers alone**.
 - Retail Staff: Applicant expects that the retail portion of the Applicant’s business operation on the Property will be staffed by 15 to 17 team members. As such, Applicant will need a minimum **15 parking spaces for retail staff**.
 - Work Force Development: In addition to the retail operation, the Property will also include a Work Force Development Center at which Applicant will be providing tax preparation, resume preparation, job search, job placement, and related office-based services. In all, Applicant expects the Work Force Development staff to consist of 2-3 staff members serving between 10-12 clients at any given time. As such, Applicant will need a minimum of **15 parking spaces to facilitate its work force development activities**.

For the foregoing reasons, the Applicant believes it is appropriate for the ZBA to grant the requested exception of an additional 20 parking spaces.

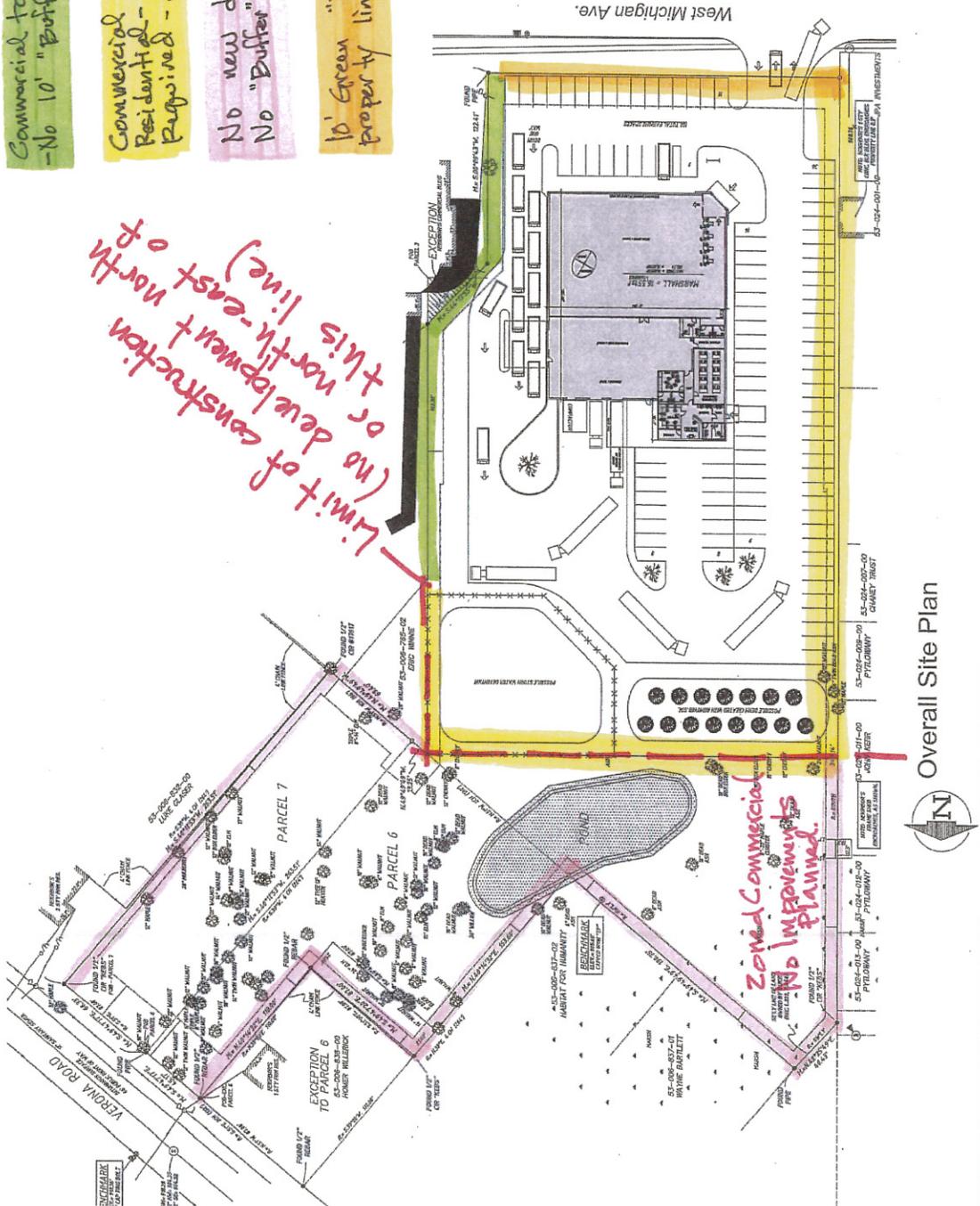
Commercial to Commercial
-No 10' "Buffer" requirement

Commercial to Residential - 10' "Buffer" Required - or fence

No new development
No "Buffer" required.

10' Green "Buffer" from
property line to pavement

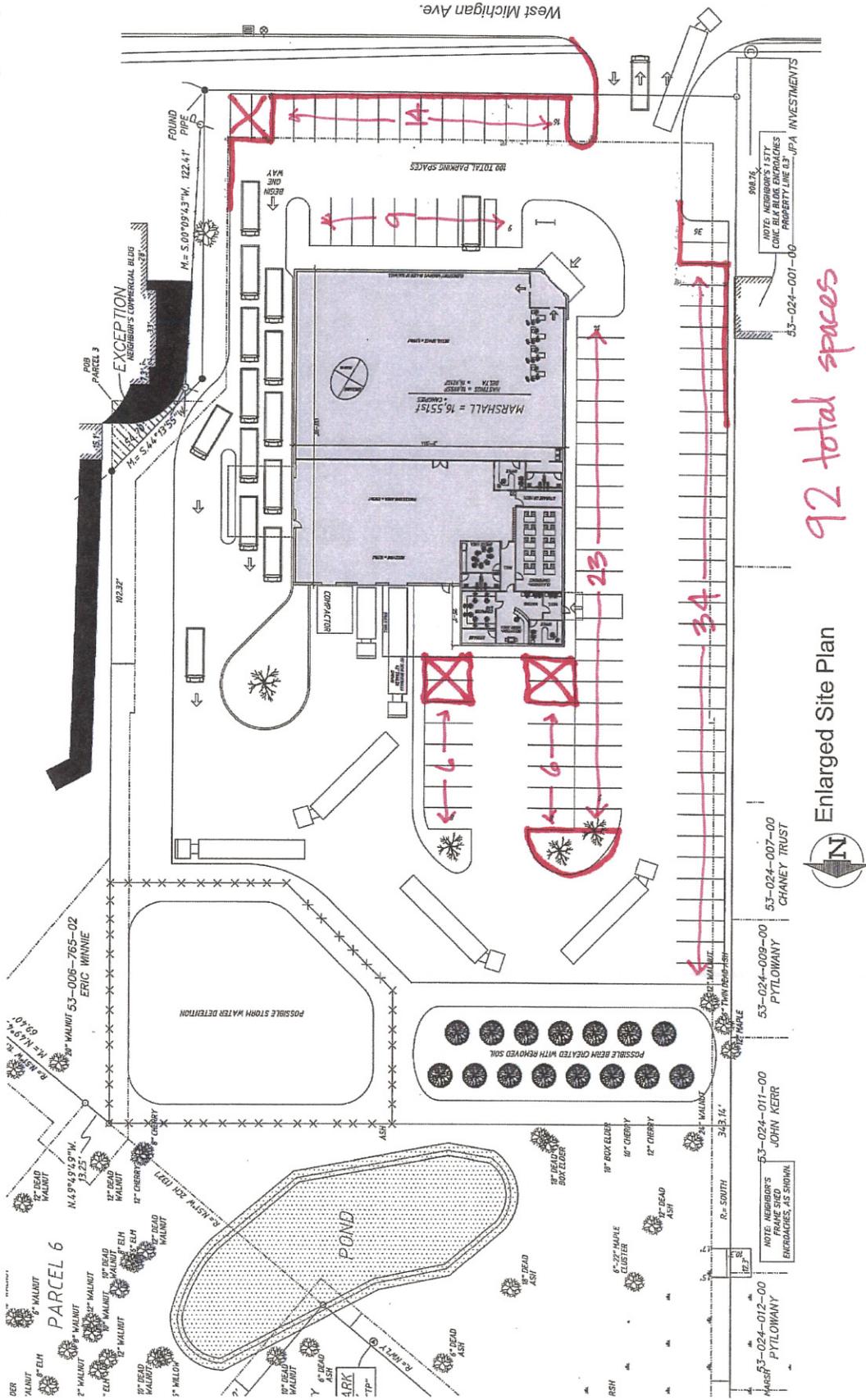
Limit of construction
(no development north
or north-east of
this line)



Zoned Commercial
No improvements
planned.

Overall Site Plan

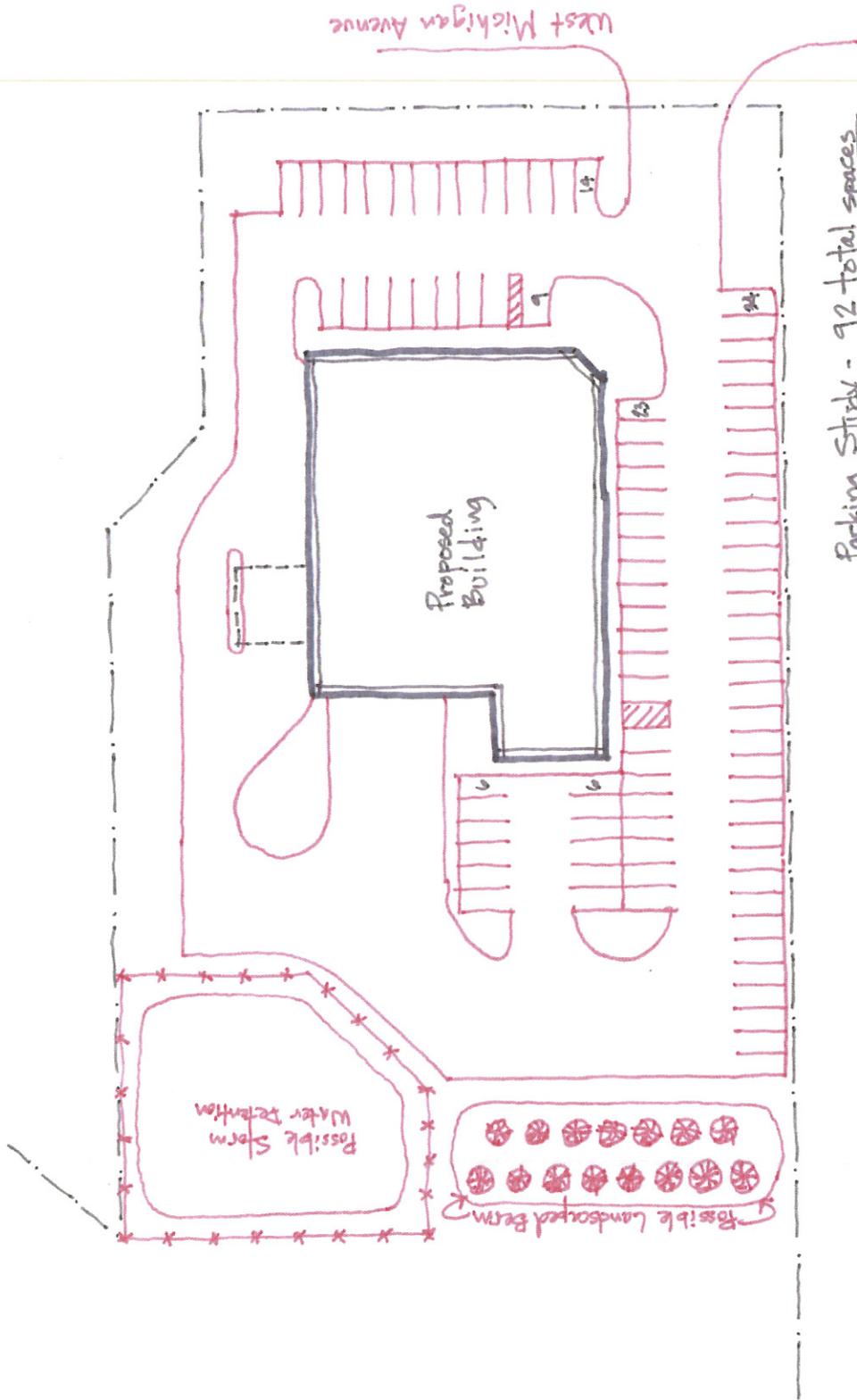
Preliminary Site Submittal for
Proposed Goodwill Store
Marshall MI



92 total spaces

Enlarged Site Plan

Preliminary Site Submittal for
Proposed Goodwill Store
Marshall, MI



Parking Study - 92 total spaces

GOODWILL - MARSHALL



The City of Marshall Zoning Board of Appeals will hold a public hearing on Thursday – October 16, 2014, at 7:00 p.m. IN THE COUNCIL CHAMBERS OF TOWN HALL located at 323 West Michigan Avenue, Marshall, MI 49068, to hear public comments on Dimensional Variance from §156.324 MINIMUM NUMBER OF SPACES REQUIRED for APPEAL #14.08 –filed by Goodwill Industries, 842 W. Michigan Ave, in the B-4 district, to exceed the maximum number of parking spaces from 72 to 92 for a retail/office development.



The Zoning Board of Appeals under certain circumstances may grant a variance to the Zoning Regulations upon presentation of sufficient evidence to support the variance request.

Any property owner, their representative, or any interested person is invited to attend the meeting to be held as noticed above. Written response can be sent to or hand delivered to the attention of the Zoning Board of Appeals, 323 W. Michigan Ave., Marshall, Michigan 49068. Please direct any questions to Natalie Dean (269) 781-3985 ext 1505.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a City program, service, or activity should contact Natalie Dean at the Public Services Building, 900 S. Marshall Ave. by calling (269) 781-3985 x1505 or emailing ndean@cityofmarshall.com 3 days prior the scheduled meeting or event.

OWNER/OCCUPANT
104 ELK ST
MARSHALL MI 49068

OWNER/OCCUPANT
105 ELK ST
MARSHALL MI 49068

OWNER/OCCUPANT
106 ELK ST
MARSHALL MI 49068

OWNER/OCCUPANT
111 ELK ST
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OWNER/OCCUPANT
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119 PLUM ST
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126 ELK ST
MARSHALL MI 49068

OWNER/OCCUPANT
201 ELK ST
MARSHALL MI 49068

OWNER/OCCUPANT
718 W PROSPECT
MARSHALL MI 49068

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725 W PROSPECT
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740 VERONA RD
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MARSHALL MI 49068

OWNER/OCCUPANT
921 VERONA RD
MARSHALL MI 49068

OWNER/OCCUPANT
935 VERONA RD
MARSHALL MI 49068

ZBA 2015 SUBMISSION DEADLINES

Application & Plans must be received by:

For the ZBA meeting date:

December 29, 2014	January 22, 2015
January 26, 2015	February 19, 2015
February 23, 2015	March 19, 2015
March 23, 2015	April 16, 2015
April 27, 2015	May 21, 2015
May 25, 2015	June 18, 2015
June 22, 2015	July 16, 2015
July 27, 2015	August 20, 2015
August 24, 2015	September 17, 2015
September 21, 2015	October 15, 2015
October 26, 2015	November 19, 2015
November 23, 2015	December 17, 2015

PUBLIC NOTICE

The City of Marshall Zoning Board of Appeals will hold its regular meetings, held on the third Thursday of every month in the year of 2015 at 7:00 p.m. in the Council Chambers of Town Hall at 323 W. Michigan Ave., on the following dates:

Meeting Dates

January 22, 2015

February 19, 2015

March 19, 2015

April 16, 2015

May 21, 2015

June 18, 2015

July 16, 2015

August 20, 2015

September 17, 2015

October 15, 2015

November 19, 2015

December 17, 2015

If the ZBA has no business to conduct, then there shall be no meeting.

STAFF REPORT

To: Chair Fenely and board members
From: Natalie Dean, Director of Community Services
Date: October 16, 2014
Subject: Receive and adopt City Council RRC resolution and Memorandum of Understanding

City Council held a work session on July 21, 2014, where Jennifer Rigterink, MEDC representative, presented Council and other community members with information on the Redevelopment Ready Communities (RRC) Program. Staff applied for Marshall to be accepted into the program and in March of 2014, the application was accepted for participation, along with 17 other communities. Among the other participants accepted in 2014 are Battle Creek, Kalamazoo and Jackson.

In order to begin the RRC program, the MEDC required a signed resolution from City Council to participate in the program, as well as the signed Joint Memorandum of Understanding. Both of these documents were approved and signed by City Council on August 18, 2014. **The Planning Commission and ZBA are now required to “adopt the resolution and MOU”.**

In addition to moving the MOU and resolution through its required processes, staff has begun to draft a Public Participation Plan for the City. This is a mandatory portion of the RRC best practices and is referred to on page 7 of the “Best Practices” document. A Public Participation Guide has been enclosed. The Public Participation Plan is being drafted at Planning Commission level now and will be presented to the ZBA when appropriate.

Attachments:

- RRC Resolution
- RRC Memorandum of Understanding
- RRC Best Practices

CITY OF MARSHALL, MICHIGAN
RESOLUTION NO. 2014-20

RESOLUTION AUTHORIZING THE CITY OF MARSHALL TO APPROVE AND FULLY PARTICIPATE IN THE MICHIGAN ECONOMIC DEVELOPMENT CORPORATION (MEDC) REDEVELOPMENT READY COMMUNITIES PROGRAM AND APPROVE THE MEMORANDUM OF UNDERSTANDING

WHEREAS, the Michigan Economic Development Corporation (MEDC), selected the City of Marshall as one of the communities to participate in the Redevelopment Ready Communities Program; and

WHEREAS, the expectation of the program is to complete a comprehensive review of the City of Marshall's development processes as established by the City of Marshall, to make improvements in transparency and effective communication; and

WHEREAS, the program includes evaluating the strong partnerships with the all committees related to development, including the Marshall Area Economic Development Alliance (MAEDA), the Downtown Development Authority (DDA), the Local Development Finance Authority (LDFA), and the Planning Commission; and

NOW, THEREFORE, it is resolved as follows:

1. The Marshall City Council is willing to participate in the MEDC Redevelopment Ready Communities Program, which will involve interaction with MAEDA, DDA, LDFA and the Planning Commission.
2. The Marshall City Council authorizes the City Clerk to sign future documentation related to the program as provided by the MEDC, in order to fully participate in the program.
3. This resolution shall take effect upon authorization by the Marshall City Council.
4. All resolutions and parts of resolutions are, to the extent of any conflict with this resolution, rescinded.

A copy of this Schedule as amended from time to time, shall be maintained by the Marshall City Clerk.

AYES, Council members: Mayor Dyer, Mankerian, Metzger, Miller, Reed, Revore, and Williams.

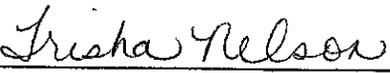
NAYES, Council members: None.

ABSTAIN, Council members: None.

RESOLUTION DECLARED ADOPTED.

CERTIFICATE

The foregoing is a true and a complete copy of the resolution adopted by the City Council and the City of Marshall at a regular meeting on August 18, 2014. Public notice was given and the meeting was conducted in full compliance with the Michigan Open Meetings Act (PA 267, 1976, as amended). Minutes of the meeting will be available as required by the Act.



Trisha Nelson, City Clerk



Redevelopment Ready Communities® Joint Memorandum of Understanding

This Memorandum of Understanding ("MOU") by and between the Michigan Economic Development Corporation ("MEDC"), 300 North Washington Square, Lansing, Michigan and City of Marshall ("Community"), 323 West Michigan Avenue, Marshall, Michigan, jointly referred to as the "Parties" and individually as the "Party" is effective as of August 25, 2014 ("Effective Date").

The Community is interested in applying to the MEDC under the Redevelopment Ready Communities® Program ("Program") to become certified as a Redevelopment Ready Community ("RRC") and receive assistance from the Program in promoting sites within the Community.

The MEDC is interested in evaluating the Community and making recommendations for the Community to become certified as a RRC under the Program and help market the Community to the public for redevelopment purposes.

Therefore, the above entities have come together in a strategic collaboration to achieve the above stated goals. This collaboration is based on the following understandings:

Community Responsibilities

1. Identifying a primary Program contact who will serve as the lead contact and provide overall technical support for all aspects of this project on behalf of the Community.
2. Provide adequate staff personnel to attend trainings, perform research collection and assessment of current practices of the Community, respond in a timely manner to MEDC questions, and to implement the needed strategies to achieve certification of the Program after the evaluation.
3. Within thirty (30) days of this MOU, complete the Pre-Evaluation document and provide supporting information as required by the MEDC.
4. Provide monthly updates to the Community's elected governing body on status of Program progress.
5. Within fourteen (14) days of receiving the draft Community Assessment Report and Evaluation Findings, provide comments and any additional documentation, and schedule the report out presentation for the Community's elected governing body.
6. Within thirty (30) days of the Community Assessment Report and Evaluation Findings presentation, provide a resolution adopted by the Community's elected governing body that supports the Community's intent to implement the needed strategies to achieve certification if necessary to meet the Program best practices.
7. Within one hundred eighty (180) days, complete implementation of the needed strategies to achieve certification, if necessary, to meet the Program best practices.

8. Provide documentation that the Community meets the Program best practices as determined by the MEDC prior to being awarded certification.

MEDC Responsibilities

1. Provide general training on the Program.
2. Provide general technical support to the primary Program contact of the Community in collecting the information necessary to complete the Pre-Evaluation document and implementation of the best practices.
3. Evaluate the information from the Pre-Evaluation documents.
4. If necessary, make recommendations of steps to meet the best practices as identified by the MEDC.
5. Once the Program evaluation is completed, the MEDC will coordinate with the RRC Advisory Council to receive input in certifying the Community as a RRC.
6. If certified as a RRC, assist the Community in marketing to the public up to three sites as redevelopment ready.
7. Prepare a license agreement between the Community and the MEDC for Community's use of the RRC logo.

This MOU sets forth the intent of the Parties only and does not, and is not intended to, impose any binding obligations on the Parties nor shall it be the basis for any legal claims or liabilities by or among the Parties. Any liability of the Parties, whether in contract, tort or under any other legal or equitable theory, arising out of or in connection with this MOU shall be explicitly excluded. Neither Party shall be entitled to claim compensation for any expenses or losses incurred in bad faith if the intention of this MOU cannot be reached entirely or in part.

This MOU constitutes the entire agreement between the Parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all Parties, by the issuance of a written amendment, signed and dated by all the Parties.

This MOU may be signed in multiple copies and in counterparts which, when taken together, shall constitute the executed MOU. Faxed or scanned copies shall be considered an original.

This MOU is effective until the three year anniversary of the date the Community is certified as a RRC, unless terminated earlier. However, either Party may terminate the MOU by providing notice in writing to the other Party thirty (30) days in advance of the termination.

IN WITNESS WHEREOF, the Parties hereto have caused this MOU to be executed by their respective authorized representatives.

Trisha Nelson
 Trisha Nelson, Clerk
 City of Marshall

8/19/2014
 Date

 Jennifer Nelson, Senior VP & General Counsel
 Michigan Economic Development Corporation

 Date



Redevelopment Ready Communities®

Best Practices

Program Overview	3
Best Practice One: Community Plans and Public Outreach	
1.1—The Plans	4
1.2—Public Participation	7
Best Practice Two: Zoning Regulations	
2.1—Zoning Regulations	8
Best Practice Three: Development Review Process	
3.1—Development Review Policy and Procedures.....	11
3.2—Guide to Development.....	14
Best Practice Four: Recruitment And Education	
4.1—Recruitment and Orientation.....	15
4.2—Education and Training	16
Best Practice Five: Redevelopment Ready Sites®	
5.1—Redevelopment Ready Sites®	17
Best Practice Six: Community Prosperity	
6.1—Economic Development Strategy	19
6.2—Marketing and Promotion.....	20

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.	<ul style="list-style-type: none"> <input type="checkbox"/> The master plan reflects the community’s desired direction for the future. <input type="checkbox"/> The master plan is accessible online.
The master plan identifies a strategy for redevelopment or the governing body has adopted a redevelopment plan.	<ul style="list-style-type: none"> <input type="checkbox"/> The redevelopment strategy/plan identifies priority redevelopment sites, neighborhoods, and/or districts. <input type="checkbox"/> The redevelopment strategy/plan contains goals/actions, implementation steps and tools for the identified priority redevelopment sites, neighborhoods, and/or districts. <input type="checkbox"/> The redevelopment strategy/plan includes a timeline that identifies responsible parties and benchmarks. <input type="checkbox"/> Progress on the redevelopment strategy/plan implementation, barriers, and accomplishments is annually reported to the governing body.

Best Practice One: Community Plans and Public Outreach

1.1 —The Plans *continued*

Evaluation criteria	Expectations
<p>The governing body has adopted a capital improvements plan.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The capital improvements plan details a minimum of six years of projects and improvements and is reviewed annually. <input type="checkbox"/> The capital improvements plan coordinates projects to minimize construction costs and impacts. <input type="checkbox"/> The capital improvements plan coordinates with the master plan, redevelopment strategy/plan and budget. <input type="checkbox"/> The capital improvements plan is accessible online.
<p>The governing body has adopted a downtown plan, if applicable.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The downtown plan identifies development area boundaries. <input type="checkbox"/> The downtown plan identifies projects, and includes estimated project costs and a timeline for completion. <input type="checkbox"/> The downtown plan contains mixed-use and pedestrian oriented development elements. <input type="checkbox"/> The downtown plan addresses transit oriented development, if applicable. <input type="checkbox"/> The downtown plan coordinates with the master plan, redevelopment strategy/plan and capital improvements plan. <input type="checkbox"/> The downtown plan is accessible online.

Best Practice One: Community Plans and Public Outreach

1.1—The Plans *continued*

Evaluation criteria	Expectations
The governing body has adopted a corridor plan, if applicable.	<ul style="list-style-type: none"><input type="checkbox"/> The corridor plan identifies development area boundaries.<input type="checkbox"/> The corridor plan identifies projects, and includes estimated project costs and a timeline for completion.<input type="checkbox"/> The corridor plan contains mixed-use and pedestrian oriented development elements.<input type="checkbox"/> The corridor plan addresses transit oriented development, if applicable.<input type="checkbox"/> The corridor plan coordinates with the master plan, redevelopment strategy/plan and capital improvements plan.<input type="checkbox"/> The corridor plan is accessible online.

Best Practice One: Community Plans and Public Outreach

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		
<p>The community has a public participation plan for engaging a diverse set of community stakeholders.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The plan identifies key stakeholders, including those not normally at the visioning table. <input type="checkbox"/> The plan describes public participation methods and the appropriate venue to use each method. <input type="checkbox"/> If a third party is consulted, they adhere to the public participation plan. 		
<p>The community demonstrates that public participation efforts go beyond the basic methods.</p>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <p>Basic methods</p> <ul style="list-style-type: none"> <input type="checkbox"/> Open Meetings Act <input type="checkbox"/> Newspaper posting <input type="checkbox"/> Website posting <input type="checkbox"/> Flier posting on community hall door <input type="checkbox"/> Postcard mailings <input type="checkbox"/> Attachments to water bills <input type="checkbox"/> Local cable notification <input type="checkbox"/> Announcements at governing body meetings </td> <td style="vertical-align: top; width: 50%;"> <p>Proactive practices</p> <ul style="list-style-type: none"> <input type="checkbox"/> Individual mailings <input type="checkbox"/> Charrettes <input type="checkbox"/> One-on-one interviews <input type="checkbox"/> Canvassing <input type="checkbox"/> Community workshops <input type="checkbox"/> Focus groups <input type="checkbox"/> Social networking <input type="checkbox"/> Crowd-sourcing </td> </tr> </table> <p><input type="checkbox"/> Community tracks success of various methods.</p>	<p>Basic methods</p> <ul style="list-style-type: none"> <input type="checkbox"/> Open Meetings Act <input type="checkbox"/> Newspaper posting <input type="checkbox"/> Website posting <input type="checkbox"/> Flier posting on community hall door <input type="checkbox"/> Postcard mailings <input type="checkbox"/> Attachments to water bills <input type="checkbox"/> Local cable notification <input type="checkbox"/> Announcements at governing body meetings 	<p>Proactive practices</p> <ul style="list-style-type: none"> <input type="checkbox"/> Individual mailings <input type="checkbox"/> Charrettes <input type="checkbox"/> One-on-one interviews <input type="checkbox"/> Canvassing <input type="checkbox"/> Community workshops <input type="checkbox"/> Focus groups <input type="checkbox"/> Social networking <input type="checkbox"/> Crowd-sourcing
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<p>The community shares outcomes of public participation processes.</p>	<p><input type="checkbox"/> Community participation results are communicated in a consistent and transparent manner.</p>		

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
<p>The governing body has adopted a zoning ordinance that aligns with the goals of the current master plan.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> 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. <input type="checkbox"/> The community has reviewed zoning district intent statements to reflect master plan land use recommendations.
<p>The zoning ordinance is user-friendly and accessible online.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The zoning ordinance portrays clear definitions and requirements. <input type="checkbox"/> The zoning ordinance is available in an electronic format at no cost. Hard copies are available for review at convenient locations.
<p>The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The community allows mixed use in areas of concentrated development by right. <input type="checkbox"/> The community understands form-based zoning and has reviewed their zoning ordinance to consider how form-based zoning might help them achieve community goals. <input type="checkbox"/> Zoning for areas of concentrated development include the following placemaking elements, where appropriate: <ul style="list-style-type: none"> » 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
<p>The zoning ordinance includes flexible zoning tools to encourage development and redevelopment.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The ordinance provides standards for flexible development and preserves sensitive historic and environmental features. <input type="checkbox"/> Conditional or special land use and conditional zoning approval procedures and requirements are clearly defined. <input type="checkbox"/> Industrial districts permit related non-industrial uses that serve new economy-type businesses.
<p>The zoning ordinance allows for a variety of housing options.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The zoning ordinance allows for one or more of the following non-traditional housing types: <ul style="list-style-type: none"> » 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
<p>The zoning ordinance includes standards to improve non-motorized transportation.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The community understands the benefits of walkable and transit oriented development and has included related zoning standards where appropriate. <input type="checkbox"/> The community understands the benefits of connectivity and has ordinance requirements that accommodate pedestrian activity within and around development. <input type="checkbox"/> The community encourages the provision of bicycle parking through ordinance or guidelines. <input type="checkbox"/> The ordinance provides for pedestrian lighting, traffic calming and streetscape elements.

Best Practice Two: Zoning Regulations

2.1—Zoning Regulations *continued*

Evaluation criteria	Expectations
<p>The zoning ordinance includes flexible parking standards.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The ordinance considers: <ul style="list-style-type: none"> » 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
<p>The zoning ordinance includes standards for green infrastructure.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The ordinance considers: <ul style="list-style-type: none"> » 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 <input type="checkbox"/> 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.	<input type="checkbox"/> 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.	<input type="checkbox"/> The community identifies a project point person and trains staff to perform intake responsibilities including: <ul style="list-style-type: none"> » 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 <input type="checkbox"/> Staff understands the importance of excellent customer service.
The community defines and offers conceptual site plan review meetings for applicants.	<input type="checkbox"/> 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.	<input type="checkbox"/> The review process articulates clear roles, responsibilities, and timelines. <input type="checkbox"/> Administrative review standards are clearly articulated.

Best Practice Three: Development Review Process

3.1—Development Review Policy and Procedures *continued*

Evaluation criteria	Expectations
<p>The appropriate departments engage in joint site plan reviews.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The joint site plan review team consists of the following representatives, as applicable: <ul style="list-style-type: none"> » Planning department » Department of Public Works <ul style="list-style-type: none"> • <i>traffic</i> • <i>water, sewer</i> » Building department » Fire » Police » Community manager or supervisor » Historic District Commission » Economic development » Transportation department » County » Consultant » Assessor
<p>The community has a method to track development projects.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The community demonstrates they have and use a tracking mechanism for development projects during the site plan review process. <input type="checkbox"/> The community demonstrates they have and use a tracking mechanism for permitting and inspections.
<p>The community promptly acts on development requests.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The community does not require governing body approval for permitted uses. <input type="checkbox"/> The community follows its documented procedures and timelines. <input type="checkbox"/> The community has easy to follow flowcharts of development requests that include timelines. <input type="checkbox"/> Community development staff coordinates with permitting and inspections staff to ensure a smooth and timely development process.
<p>The community encourages a developer to seek input from neighboring residents and businesses at the onset of the application process.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The community assists the developer in soliciting input on a proposal before site plan approval as detailed in the public participation plan.

Best Practice Three: Development Review Process

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.	<ul style="list-style-type: none"><input type="checkbox"/> The site plan review team meets to capture lessons learned and amend the process accordingly.<input type="checkbox"/> The community’s permitting and inspections staff meets with the development team to capture lessons learned and amend the process accordingly.<input type="checkbox"/> The community obtains customer feedback on the site plan approval and permitting and inspections process and integrates changes where applicable.

Best Practice Three: Development Review Process

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
<p>The community maintains an online guide to development that explains policies, procedures and steps to obtain approvals.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The guide includes: <ul style="list-style-type: none"> » 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 <ul style="list-style-type: none"> • <i>clear explanation for site plans that can be approved administratively</i> • <i>permit requirements and applications</i> • <i>instructions for online forms</i> <input type="checkbox"/> Community accepts credit card payment for fees
<p>The community annually reviews the fee schedule.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> 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 deci-

sions 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.	<ul style="list-style-type: none"> <input type="checkbox"/> Board and commission applications outline expectations and desired skill sets for open seats. <input type="checkbox"/> The applications are accessible online.
The community provides orientation packets to all appointed and elected members of development related boards and commissions.	<ul style="list-style-type: none"> <input type="checkbox"/> The orientation packet includes all relevant planning, zoning and development information.

Best Practice Four: Recruitment and Education

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.	<input type="checkbox"/> 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.	<input type="checkbox"/> The community manages a simple tracking mechanism for logging individual training needs and attendance. <input type="checkbox"/> 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.	<input type="checkbox"/> 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.	<input type="checkbox"/> Training participants share information with those not in attendance. <input type="checkbox"/> The community holds collaborative work sessions. <input type="checkbox"/> The community conducts joint trainings on development topics. <input type="checkbox"/> 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.	<input type="checkbox"/> The community maintains an updated list of high priority sites to be redeveloped.
The community gathers preliminary background information for prioritized redevelopment sites.	<input type="checkbox"/> Information to consider: <ul style="list-style-type: none"> » 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.	<input type="checkbox"/> The vision includes desired development outcomes and specific development criteria. <input type="checkbox"/> Community champions for the redevelopment site are identified. <input type="checkbox"/> High controversy redevelopment sites may require additional public engagement.

Best Practice Five: Redevelopment Ready Sites®

5.1—Redevelopment Ready Sites® *continued*

Evaluation criteria	Expectations
<p>The community identifies available resources and incentives for prioritized redevelopment sites.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> 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. <input type="checkbox"/> The community gathers financial support from other partners for projects including: <ul style="list-style-type: none"> » Development authorities » Chamber of commerce » Land bank » Private funders » State agencies » Others
<p>A “Property Information Package” for the prioritized redevelopment site(s) is assembled.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The “Property Information Package” includes or identifies: <ul style="list-style-type: none"> » 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
<p>Prioritized redevelopment sites are actively marketed.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> 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 de-

velopment 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
<p>The community has an approved economic development strategy.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The economic development strategy is part of the master plan, annual budget or a separate document. <input type="checkbox"/> The economic development strategy connects to the master plan and capital improvements plan. <input type="checkbox"/> The economic development strategy identifies the unique economic opportunities and challenges of the community. <input type="checkbox"/> The economic development strategy contains goals/actions, implementation steps and tools for the identified opportunities and challenges. <input type="checkbox"/> The economic development strategy identifies responsible parties and includes benchmarks. <input type="checkbox"/> The economic development strategy coordinates with a regional economic development strategy, if applicable. <input type="checkbox"/> The economic development strategy is accessible online.
<p>The community annually reviews the economic development strategy.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The community annually reports on the stated benchmarks and amends the strategy as needed.

Best Practice Six: Community Prosperity

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
<p>The community has developed a marketing strategy.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The marketing strategy identifies marketing opportunities and specific strategies to attract businesses, consumers and real estate development to the community. <input type="checkbox"/> The marketing strategy objectives strive to create or strengthen an image for the community, heighten awareness about the community, and attract and retain businesses. <input type="checkbox"/> The community is coordinating marketing efforts with local, regional and state partners. <input type="checkbox"/> The marketing strategy includes specific approaches to market the community’s prioritized redevelopment sites.
<p>The community has an updated, user-friendly municipal website.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The community’s website is easy to navigate and find information. <input type="checkbox"/> The community’s development information is grouped together. <input type="checkbox"/> The community’s website contains or links to the following information: <ul style="list-style-type: none"> » 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



Dear Downtown Owner,

On Wednesday, October 22, 2014,
the City of Marshall would like to invite you to an
opportunity to explore MSHDA's Rental Rehabilitation
Program.

5pm Stuart Building Apartment Open House

121 West Michigan—Walk through the 2 upper-level
apartments owned by, Stuart Building, LLC. Mark and
Deb Stuart have completed upper-floor apartments from
vacant space using MSHDA grant funds.

7pm Downtown Meeting at Schuler's

115 South Eagle—Join MSHDA and Mark Stuart to hear
how downtown owners with upper floor vacant space
can participate in the Rental Rehabilitation Program.

Light Refreshments and cookies will be available.

RSVP BY OCTOBER 6, 2014 :
Please RSVP to the City of Marshall, Lisa Huepenbecker,
at: 781.3985 x1501 or by email at:
LHuepenbecker@cityofmarshall.com