

I-94 Corridor Economic Development Plan 2008



Hartford
Township

I-94 CORRIDOR ECONOMIC DEVELOPMENT PLAN

2008

Adopted by:
City of Watervliet on
City of Hartford on
Watervliet Township on
Hartford Township on

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Executive Summary

EXECUTIVE SUMMARY

The I-94 Corridor provides unprecedented economic development potential for the Cities and Townships of Hartford and Watervliet. Currently, this area mainly contains agricultural uses, vacant land and interspersed residential and commercial lands. Over the next several years, with effective planning and the support of local property owners and citizens, this area can become the region's premier light and heavy industrial employment center.

Major Issues

- Recognizing the key strategic location of the I-94 Corridor for future economic development in Cities and Townships of Hartford and Watervliet.
- Updating the Master Plans of all communities to reflect the land use and road network necessary to serve future development within this area.
- Maintaining the integrity of Mill Creek and Pine Creek.
- Attracting quality economic development proposals to the area.
- Providing adequate public infrastructure to the area in order to attract businesses.
- Maintaining compatible uses to protect residential development on both sides of the project area.
- Keeping truck traffic to a minimum on Red Arrow Highway, by providing an

alternate means of transportation in and out of the project area.

Key Findings

- **Vacant Land:** The area is largely undeveloped and zoned for agriculture or industry at this time, with housing scattered throughout the study area.
- **Potential for Change:** With the construction of a main heavy haul thoroughfare, the area will see tremendous change over the next decade, from development of infrastructure to the development of new industrial and office parks.
- **Public Facilities:** Limited public facilities and utilities are currently present in the area. As interest increases in developing the area, public utilities will have to be installed. Once the main utility lines are in, laterals will need to be constructed by developers.
- **Emerging Opportunities:** This area, due to its proximity to an excellent transportation network, regional employment centers and well educated work force, is poised to become a key regional employment center.
- **Workforce Development:** While this area is centrally located to regional employment centers, the local workforce will need to be trained to provide a viable asset to potential businesses.



Executive Summary

Primary Recommendations

- Provide land uses that maximize economic development opportunities in the area for the future of the Communities, Counties and region.
 - Adopt design standards to increase the quality of development required in this area.
 - Adopt an ordinance that will require new development to utilize public water and sanitary sewer.
 - Create a marketing group to actively promote development in the region.
- Provide high quality infrastructure to allow businesses to locate to the area.
 - Create a development authority with members from all four jurisdictions and both Berrien and Van Buren Counties to manage the development area.
 - Expand the current and future pool of well-educated and prepared workers by focusing on skills demanded for creating and working in innovation-based business and industry.



INTRODUCTION

The I-94 Corridor Economic Development Plan represents a collaborative effort that spans the border of two counties and intersects four communities. The counties and municipalities have created and supported this collaborative effort for the benefit of the region. The cities of Hartford and Watervliet, and Hartford and Watervliet Township developed this plan for the future of the I-94 Corridor. The Corridor currently serves as the primary transportation route between Chicago and Detroit. Interstate 94 represents one of the most heavily traveled highways within the State of Michigan, allowing people and goods to easily commute between these prominent cities.

While individual communities and organizations may define and implement economic development differently, in the Hartford and Watervliet area common goals have emerged. The purpose for economic development planning is to forward policies, programs, and projects that encourage economic opportunity for all. This encompasses job creation, public and private sector investment in the communities, and an overall enhancement of quality of life. Many facets of life are impacted by economic development activities, jobs where people work, to the commercial and industrial tax revenues that help pay for schools, public safety, and roads.

PLANNING PROCESS

During the past several months, the participants involved in the I-94 Corridor Economic Development planning process have followed a rational sequence of steps to develop this document. This comprehensive planning process is made up of six steps and is continuous in nature. The steps include:

- Issues identification
- Vision
- Goal Setting
- Formulation of Foundation
- Establishing Organization
- Implementation

Such a process relies not only on the expertise of planners and engineers, but also on the input of experts from other fields, members of elected and appointed boards and commissions, and community residents at-large.

In addition to technical analysis of data by the planning team, study coalitions and public meetings were held to elicit issues and goals from municipal and county staff, elected officials, and residents regarding the future development of the I-94 corridor.

In addition to the data gathering, data analysis, and public input efforts; alternative growth and development scenarios were evaluated to set a framework to move from existing conditions to desired goals for the future. While technical data and information

Introduction

gathering results provided the foundation for the “Forethought” and “Existing Conditions” chapters of the plan updates, the “Development

and Design” and “Plan Implementation” chapters provide guidance for the corridor’s future decisions and actions.



Introduction

INSERT MAP 1 – REGIONAL LOCATION MAP





Public Participation

PUBLIC PARTICIPATION

In order for any plan to stand the test of time, citizens must support it. Public support for a plan and its concepts is built through a process of public involvement where citizens' viewpoints, questions and concerns are considered and taken into account. This plan seeks to build upon the interests of citizens in the communities.

To respond to the high level of citizen and community interest in this plan, numerous meetings were held with citizens, community leaders, property owners and individuals.

Citizens shared ideas throughout the planning process and offered suggestions to make this plan one that will be successful in the future. The successful implementation of the I-94 Corridor Plan will be a joint effort by the Cities, Townships and its citizens.

The Plan was developed through a community participation process and led by a project team comprised of representatives from two cities and two townships. The project team gave ongoing advice concerning the planning process, development of issues, and plan direction. The planning process commenced with a kick-off meeting with a team of community leaders to gain a perspective on the issues that face the corridor. Subsequently, town hall style meetings were held in order to receive input from the broader community, to test vision and goals statements, and to analyze

proposed future development alternatives.

After a preferred direction was agreed upon by the project team members, the consultants prepared the plan in draft form. After distribution and review of the draft, a final document was produced.



FORETHOUGHT

A vision is a mental image that empowers individuals and communities by providing a foresight to guide events.

This section provides an overview of the process used to create the vision for the future. This process consisted of three steps: (1) Issue Identification, assessing the "Corridor's strengths, weaknesses, opportunities and threats; (2) Creation of a Vision Statement for the future; and (3) Development of broad goals that will guide the implementation of a plan that reflects that Vision Statement.

Step 1 - Issue Identification: "Strengths, Weaknesses, Opportunities and Threats"

This step involved the assessment and organization of the existing conditions information and the results of the public information gathering processes. The following analysis presents these strengths and weaknesses for economic development efforts for the four communities. Public meetings, previous studies and assessments, and personal interviews were used to compile the opportunities and threats.

Strengths

1. Community Involvement and Capacity. The I-94 communities have the capacity to organize and facilitate economic development. Every community within the corridor has come together to work on developing a region-wide plan

to benefit the region as a whole.

2. Workforce. A capable workforce exhibiting a strong work ethic and high level of productivity.
3. Location. The corridor is located between Detroit and Chicago on a major east/west interstate.
4. Land. The majority of the land in the planning area is currently vacant or held in large agricultural parcels.
5. Rail. Rail transportation access for commercial and industrial users bisects the planning area.
6. Access. The development area has access to Interstate 94 at both the east of west ends. Red Arrow Highway, along the northern boundary of the area, also has direct access into the Cities of Watervliet and Hartford.
7. Cost of doing business. The low cost of doing business including very reasonable local taxes, cooperative local government and a strategic alliance for economic development.

Weaknesses

1. Infrastructure. The development area is lacking adequate infrastructure to support new business. Lack of a thoroughfare with municipal water and



sanitary sewer will not attract new business to the area.

2. Labor force. A small labor force primarily oriented toward blue collar skills, with limited education for serving new high growth industries and few technical or higher education facilities that would serve to change this or help retain younger workers.
3. Multiple jurisdictions. The development area is made up of four different governmental jurisdictions that function under separate rules.
4. Residential pockets. There are several residential pockets scattered throughout the development area that could impede growth.
5. Soils. The soils maps depict large areas that are not conducive for building construction within the development area.

Opportunities

1. The Corridor Planning team from all four jurisdictions is putting more focus on coordination of economic development, creating opportunities to build political coalitions, accomplish regional leveraging and establish a single point of contact for attracting new industry.

2. The region's extensive agricultural industry provides an opportunity to attract food processing or related industries.
3. The region offers an opportunity to build a more extensive tourism industry related to local wineries.
4. New technical services support for larger companies could take advantage of the area's inexpensive labor force and proximity to metro markets.
5. Speculative building development and marketing is very feasible given the availability of sites and relative ease of development in the area.
6. Completion of an interior thoroughfare will generate a combination of spin-off economic development opportunities including road construction activities for years to come.
7. Existing development of commercial uses along the periphery could attract additional activities to the area.
8. Politicians working together to develop a single plan for the area could open up grant and loan opportunities for development of infrastructure.

Threats

1. Lack of general guidelines/regulations to protect quality development that emerges within the corridor.
2. Without a development agreement, local jurisdictions could create conflicting goals, municipal turf-battles and competition for limited resources that could stifle economic development.
3. Financing of costly infrastructure.
4. Continued outflow of manufacturing jobs out of the region.
5. Aggressive marketing by competitors could leave this region lagging behind.
6. Lack of cooperation from other local and state government officials will prevent economic growth from occurring within the area.

Step 2 – The Vision Statement

After the strengths and weaknesses were identified, the next step involved utilizing consensus building to create a Vision Statement. Set in the future, a Vision Statement was developed to foretell the aspirations for the community in which we live and what we want it to look like physically, socially and environmentally

presents the I-94 Corridor's Vision for the Future.

The vision for the I-94 Corridor reflects an appreciation of its agricultural and industrial heritage and a respect for its natural resources. This vision also reflects the region's interest in embracing new opportunities. Public responses reflect these attitudes, for example the desire to embrace its current position as an agricultural leader and to protect the Mill Creek area, and the need for telecommunications technologies to allow rural communities to compete nationally and globally. This document is a regional economic development plan incorporating a variety of initiatives, from industrial and commercial development to agri-business resource based enterprises, including farming, forestry, recreation and heritage tourism. The I-94 Corridor project area, with the support of the State of Michigan and Southwest Michigan Planning Commission will have the ability to sustain itself in the changing economic landscape and to provide employment opportunities for the unemployed and underemployed.

The vision statement established to guide the I-94 Project Area is as follows:

- *Balance growth and development with the preservation of the region's natural resources and be in harmony with the residential growth within the two cities;*
- *Sustain and diversify the area's economy by promoting a climate for locally controlled businesses to succeed, to attract new businesses to the region, and to*

- support businesses in the creation and maintenance of stable jobs;*
- *Support the vitality of downtown areas and the reuse and redevelopment of underutilized or vacant commercial or industrial buildings and sites;*
- *Improve the quality of life for residents of the region and preserve community character; and*
- *Foster the principles and practices of strategic, comprehensive planning and collaboration-building within and among the communities and organizations serving the region.*

Step 3 - Community Goals

This section presents a strategy for the development area to create a unified economic and community development approach. This approach is a results-oriented process that focuses on strategies to enhance the region's economy while retaining the unique character of its communities and resources.

Assessing public opinion and vision for the future of the region was accomplished through interviews, goal setting sessions, and public meetings. Public forums focused on defining community strengths and weaknesses, and identifying projects to strengthen economic development potential. The vision of the I-94 Corridor Plan is to effectively guide future development in a way that promotes maximum benefit to the current and future citizens, while recognizing the importance of property rights, environmental preservation and

stewardship, and the area's high quality of life. The goals listed below foster this vision and establish a framework for the plan's more specific recommendations.

A. Basic Principles

1. Recognize the prime importance of Interstate 94 to the area's economic future.
2. Take advantage of the benefits to the communities that Interstate 94 will have as a primary component of the region's transportation system.
3. Chart a future for the area that takes into account both the interests of the current communities and the long-term welfare of all of their citizens.

B. Orderly Growth

1. Guide each type of development to the most appropriate area by following the Future Land Use Map.
2. Discourage development that may be detrimental to long-term economic and environmental goals.
3. Minimize the cost of public facilities by promoting orderly and efficient development.
4. Only approve development proposals supported by public utilities.

C. Transportation

1. Provide a safe, efficient and cost-effective transportation system.
2. Control development densities within the corridor so that smooth flow of traffic is provided on the new thoroughfare and other collector streets.
3. Provide for the construction of additional major arterial and collector streets as development occurs to mitigate the increase in traffic generated by development in the corridor.
4. Properly locate and limit the number of access points to major arterial and collector streets.
5. Encourage pedestrian activity at appropriate locations in the corridor.

D. Economic Opportunities

1. Maximize the economic development potential of the corridor as a prime location for basic sector employment, such as corporate office and light industrial uses.
2. Take advantage of the potential for spin-off economic development from other major employment centers in the region, especially those opportunities for high-tech industry and corporate office centers.

3. Work to provide more basic sector jobs closer to the population centers.
4. Identify large parcels that are suitable for industrial development.
5. Protect sites identified for industrial use from encroaching on residential and retail development.
6. Identify and market parcels appropriate for economic development.

E. Resource Protection

1. Maintain the environmental quality of the area.
2. Protect water quality in the Mill Creek watershed.
3. Encourage development to accommodate and preserve the existing landscape where possible.

F. Community Character and Design

1. Enhance the aesthetic quality of the area through quality design.
2. Encourage public safety through the effective design of development.
3. Encourage development design that promotes community character.



Existing Conditions

EXISTING CONDITIONS

Regional Context

The I-94 Corridor is located in southwestern Michigan between Chicago and Detroit. The I-94 Corridor is approximately 5 miles long and runs through both Van Buren County and Berrien County. Municipalities located on the corridor are the cities of Watervliet and Hartford, and Watervliet and Hartford Townships. Major roadways along the corridor include the Red Arrow Highway, C.R. 687 and M 140. Map 1 shows the corridor in relation to communities in the region.

Between Chicago and Detroit, I-94 is a major route for both distribution of goods and commuters. The corridor is in close proximity to Interstate 80/90 which runs east and west across the United States. It is also in close proximity to US 31, a major north and south highway that runs from northern Michigan to southern Alabama.

The Red Arrow Highway runs along the north boundary of the development area. Red Arrow Highway, so named in honor and memory of the sacrifices made by the soldiers of the 32nd Division, was originally constructed to connect roads in Illinois and Michigan. This highway was one of the main east-west routes between Chicago and Detroit until the construction of Interstate 94 in the 1960's. The highway is still extensively used for local traffic, however the interstate system has had a dramatic impact on the local economies.

Land Use

Existing Land Use

In order to adequately and thoroughly plan for the appropriate future land uses within the study area, a clear understanding of the existing land use patterns and the relationship between these uses must be achieved. Such an understanding establishes the foundation on which decisions are made regarding any future land use proposals. See Existing Land Use Map on page 16.

Methodology

The existing land uses within this plan were obtained via a "windshield survey" which was conducted in December 2007. This type of visual survey is completed simply by driving along the public rights-of-way throughout the study area and classifying the existing land uses upon an aerial map. Due to the large study area and inaccessibility many parts of the area, the existing land use information was compiled by comparing the information obtained from the windshield survey with the most current aerial photography.

Preparation of the Map

A computer-generated base map for the study area was developed using the most current available aerial photography. This map was utilized as the base upon which the existing land uses were overlaid. The land use categories include agricultural, commercial / retail, industrial /



Existing Conditions

manufacturing, institutional, residential, multi-family residential, and vacant / forested. The map also includes street names, bodies of water, and parcel lines. The land use acreages were derived from this map.

Land Use Analysis

The study area encompasses a total of 1,992 acres, or approximately 3.1 square miles. The area is bounded by Red Arrow Highway to the north, by the City of Watervliet to the west, by Interstate 94 to the south, and by the City of Hartford to the east. The predominant land use within the area is vacant or forested land. The description and areas of each land use classification are as follows.

Agricultural

This classification includes land that is currently tilled, actively being farmed or producing agricultural goods. As previously mentioned, many of the existing productive agricultural areas cannot be seen from the public right-of-way. Therefore, many of these areas were identified via the aerial photography.



Within Watervliet Township, the agricultural uses are present primarily within the interior part of the area. There are little agricultural uses within the middle portion of the study area lying between North County Line Road / 70th Street and 67 ½ Street. A majority of the property lying east of 67 ½ Street and west of the City of Hartford is agricultural. As the second largest land use classification within the study area, this classification accounts for 541 acres or 27.1% of the total area.

Commercial / Retail

This classification includes offices, businesses other than industrial, and retail sales or services. There are no large multi-tenant commercial and retail developments located within the study area. However, a few “mom and pop” businesses and the Sunset Drive-In, an outdoor movie theatre, are present along Red Arrow Highway. The largest commercial / retail use within the study area is the County Line Nursery, a landscaping and supply business located at the southeast corner of Red Arrow Highway and County Line Road / 70th Street. A large multi-tenant commercial / retail development is located within the City of Watervliet immediately to west of the study area and northeast the Interstate 94 and M-140 interchange. This development currently includes a hotel, small strip center, and a fast food restaurant. Also, a gas station and convenience store is located immediately to the southeast of the study area and northwest of the Interstate 94 and County Road 687 interchange. This classification accounts for 61 acres or 3.1% of the total area.

Existing Conditions

Industrial / Manufacturing

This classification includes those properties where goods are fabricated, processed, stored or assembled. Hartford Manufacturing Company, which is a plastic recycling facility located along the south side of Red Arrow Highway west of 67 ½ Street is the only industrial / manufacturing site within the study area. This classification accounts for only 31 acres or 1.6% of the total area.

Institutional

This classification includes properties used for governmental offices, schools, churches, police and fire stations, hospitals, and other related uses. Only two institutional uses are located within the study area, New Life Harvest Ministries, a small church located at the southeast corner of Red Arrow Highway and 67 ½ Street, and the Michigan Department of Transportation truck rest area located off of Interstate 94. However, the Watervliet Middle and High School, the Watervliet Community Hospital and the Occupational Health Services facility are located immediately to the north of the study area west of Medical Park Drive and south of Red Arrow Highway. This classification accounts for only 1.6 acres or about .08% of the total area.

Residential

This classification includes single-family detached dwelling units. These uses are scattered throughout the study area and are present primarily along the public rights-of-way. A larger concentration of

single-family residences is located along Red Arrow Highway, North County Line Road / 70th Street and 66th Street. As the third largest land use classification, this classification accounts for 306 acres or 15.4% of the total area.

Multi-Family

This classification includes uses where two or more attached residential uses are present. Multi-family accounts for apartment complexes, condominium developments, and those structures which have been converted to a residential use from some prior use. There is only one apparent multi-family use within the study area located at the southwest corner of Red Arrow Highway and North County Line Road / 70th Street. This site was converted from a motel into a multi-family use. However, a newer apartment complex is located immediately to the north of the study area east of Medical Park Drive and south of Red Arrow Highway. This classification accounts for only 1.8 acres or less than .9% of the total area.

Vacant / Forested

This classification includes natural woodland and vegetated areas and comprises a majority of the southern half of the study area lying west of North County Line Road / 70th Street and a majority of the entire study area lying between North County Line Road / 70th Street and 67 ½ Street. According to the National Wetlands Inventory maps published by the U.S. Department of Interior Fish and Wildlife Service, many of these areas may include wetlands. As the largest land use classification within



Existing Conditions

the study area, this classification accounts for 1050 acres or 52.7% of the total area.

Transportation

Thousands of vehicles drive the I-94 Corridor daily. The average daily volume of traffic on the interstate is around 36,500. Traffic volume along Red Arrow Highway west of the City of Watervliet is approximately 14,312 and east of the City of Hartford is approximately 5,956. While there are significant traffic volumes along the northern and southern extent of the corridor, there is no internal roadway system is present that would allow this area to expand. Interstate 94 is designated a limited access highway which at the present has only two points of access, M-140 and C.R. 687.

The CSX Railroad runs through the middle of the development area. CSX Transportation operates Michigan's most



expansive trackage system, with lines to most prominent industrial cities in lower Michigan. CSX through its subsidiaries provides rail, intermodal and rail-to-truck transload services in the eastern United States. The CSX rail allows for direct connection to both Detroit and

Chicago. To the west of the City of Hartford there is a connector to the West Michigan Rail line that travels east and terminates in the Town of Paw Paw.

Utilities

In order to plan for future development, the existing utility and infrastructure in the surrounding area should be analyzed. Currently, the study area is served by public water and sanitary sewer systems on the east and west fringes of the development area.

On the Watervliet/Watervliet Township side, a 12" watermain exists along Red Arrow Highway, M-140 and into the Hospital complex along Medical Park Drive. On the Hartford/Hartford Township side, an 8" watermain exists along Red Arrow Highway and Center Street. In both instances, the watermain does not extend far enough into the study area to service new development and will therefore, need to be extended. Sanitary sewer along the study area fringes consists of 12" lines along Red Arrow Highway from the City of Watervliet to John Goff Road and a 12" sewer main along Medical Park Road. On the Hartford/Hartford Township side an 8" sewer main exists within Center Street and Red Arrow Highway just west of town. Similar to the watermain, the sewer mains will need to be extended to service properties within the study area requiring new gravity mains and multiple lift stations.

Sanitary sewer and water plant capacities are considered adequate for moderate growth based on information received from the municipalities.

Existing Conditions

However, the system capacities should be studied in detail based upon the actual needs of potential developments.

In order to thoroughly plan for appropriate future land uses throughout the City, a clear understanding of the existing land use patterns and relationship between these uses must be achieved. Such an understanding establishes the

foundation on which decisions are made regarding proposals for future uses of residential, commercial, industrial, and institutional or civic. The Existing Land Use Map and acreage tabulations, which are included in this section of the Plan, will serve as a reference for the City in its consideration of land use management and public improvements.



Existing Conditions

INSERT MAP 5 – EXISTING LAND USE



Existing Conditions

INSERT MAP – EXISTING ZONING MAP





CORRIDOR FOUNDATION

In attempting to define the future of the I-94 Corridor, three recurring elements were evident. Those elements include the corridor development pattern, addressing the multiple jurisdictions within the corridor, and continuity of regulations within the corridor boundaries. Each element is capable of addressing various issues and goals of the corridor. The elements individually represent necessary components of the plan and will promote the future success of the corridor.

Development Pattern

It is important to establish a development pattern that will guide the future physical development of the I-94 Corridor. The need to direct potential development before it happens, as opposed to reacting to it, is important to promote orderly and efficient development. Four different development patterns were prepared as alternatives for the future development of the corridor. They were reviewed by the I-94 Corridor Project Team and a preferred direction was identified. The development patterns are detailed in the next section.

Corridor Cooperation

The situation under which this plan is being created is unique in Michigan. The I-94 Corridor Planning Team represents collaboration of two municipalities and two townships in two counties along a federal interstate and a county highway. While these collaborative efforts are a good initial

step, the same cooperation and determination that produced the planning process will be necessary to implement the product.

The participants in the process generally agreed that what is good for part of the corridor is good for the entire corridor and its surrounding community. This spirit of sharing and collaboration needs to be maintained as the corridor continues to develop. Friendly competition is positive and will help promote quality development, however, a “one for all and all for one” approach also needs to be maintained for the betterment of each community and the region.

Planning Regulations

Each of the jurisdictions currently develops under different regulatory laws and procedures. The existing regulations for the municipalities and the townships can substantially differ from one to another. The necessity to “level the playing field” across the corridor and across the jurisdictions lines is evident. Quality development within the corridor is a goal of the plan, and antiquated, inefficient, or uneven regulatory laws and procedures should not deter that goal.

Development Pattern Alternatives

During the planning process, a series of development pattern alternatives were presented to the I-94 Corridor Project Team and public. The alternatives were not presented as disparate solutions for

Corridor Foundation

the corridor, however, they collectively represented several different solutions to the numerous issues and goals that needed to be addressed. They were presented during a workshop.

Comments and reactions to the different alternatives and their elements helped to form the core concepts of the Future Land Use Map.



CORRIDOR ORGANIZATION

A growth and development policy must be established to address the future of the I-94 Corridor. The elements of development pattern, corridor cooperation, and planning regulations provide the growth and development policy for the corridor. These three elements will provide equity across the corridor for future development, as well as a stronger overall corridor image. They should be considered in unity as the organization within which future development of the I-94 Corridor will happen. The chapter on "Plan Implementation" will provide a compiled list of those action items necessary to create the organization outlined in this section.

Future Development Pattern

Future development within the corridor should be concentrated around the existing municipalities. There are numerous reasons for this development pattern but primarily developing in this manner makes more efficient use of resources including infrastructure. The corridor at present is lacking sufficient infrastructure to attract new business to the area. In order to provide a more efficient use of funds for the extension of infrastructure it will be necessary to develop from the east and west boundaries towards the center of the corridor.

Efficiency and Economy

The development temptation along a primary travel corridor like Red Arrow Highway is to "strip" develop along the length of the corridor. In particular, increased development along the corridor and at every intersection of similar routes is a modern day practice. This temptation must be overcome to achieve the desired goals and vision for the corridor as defined by this plan.

The ability to use initial infrastructure investments is a key component and benefit of focusing development, especially industrial, along the new thoroughfare planned to bisect this development area. The construction of a new infrastructure system along the new roadway provides a resource that should be utilized. Also, the new road should keep truck traffic off Red Arrow Highway to benefit the residential areas. The newly constructed water and sewer systems will provide the corridor an opportunity for those seeking to move their businesses to the area and provide an added tax base to fund the initial investment and extension of these services.

One Corridor

The creation of the I-94 Corridor Planning Team is evidence that the participants realize their common interest in the future development of the I-94 Corridor. Continued cooperation is the most important factor in the future success of the corridor. While competition among participants is expected, it should, first and foremost occur within the context of benefiting the corridor. In addition to "friendly" competition, there are other

Corridor Organization

corridor activities that should be accomplished in unity. These activities include marketing the corridor, protecting the scenic nature of the corridor, and regulating development within the corridor.

Marketing

Local Festivals



The assets of the corridor, in their entirety, should be marketed to prospective businesses and developers. A united effort to attract business will be necessary to develop the corridor in the manner prescribed by this plan. Each of the communities has unique characteristics that make it attractive to development. While these characteristics are important to the individual entities in the corridor, they provide an advantage to the entire area when combined. While competitive advantages exist within the corridor, it is the combined competitive advantage of the entire corridor that will assist in attracting significant development. Assets and characteristics that should be marketed address many of the goals of the Team and the plan. They include:

- Quality of Life
- Inter-jurisdictional Cooperation
- Strong Work Ethic
- Scenic Nature of Corridor
- Proximity of Corridor to:
 - Population Centers
 - Amenities
 - Transportation (Interstate, Rail, Airports)
- Traffic Volumes

Recreational Opportunities (Paw Paw River and Mill Creek, Paw Paw Lake, Hartford Speedway, and various trail systems).

Scenic View Corridor

The I-94 Corridor is not currently littered with signage and billboards. It is a goal of this plan to protect the scenic nature of the corridor and its communities. One method in which this can be accomplished is to have the corridor officially designated as "scenic." There are several ways of obtaining this, including state or federal designation. The designation of a scenic highway will have multiple implications for future development. The aspects that are regulated by the designation can include:

- Land uses and density of development;
- Land and site planning;
- Outdoor advertising (billboards);
- Attention to earthwork and landscaping; and
- Design and appearance of structures and equipment.



The Michigan Department of Transportation has a “scenic byways” program established for the state. Similarly the U.S. Department of Transportation, Federal Highway Administration, and National Scenic Byways Program establishes “America’s Byways,” a national designation. Currently, there are only three American Byways designated in Michigan. The potential for official designation should be investigated and pursued as a method to protect the scenic and historic nature of the corridor along Interstate 94 and Red Arrow Highway.

Development Regulations

The difference in planning regulations across the corridor provides an unstable environment to address development within the corridor. To level the playing field and potentially make development within the corridor simpler, a unified or compatible series of development regulations should be adopted. The adoption of planning regulations should begin with the approval of this plan by all jurisdictions as a part of their long-range planning efforts. The acceptance of this plan will signify the continued dedication to the corridor, as well as establish the general planning and development framework for the corridor.

Zoning

To implement the recommendations of this plan, appropriate zoning regulations need to be implemented. Ideally, each jurisdiction would have similar zoning regulations to manage development within the corridor. One manner in

which zoning could be implemented on a corridor-wide basis is the creation of a new zoning code, which could address the limits of the corridor.

A more efficient manner of managing growth and development within the corridor may be the creation of an “I-94 Corridor Overlay” district. The overlay district should be designed to regulate development similar to a typical zoning category. Elements covered by an overlay district could include use, height, bulk, and mass of buildings, setbacks, design, parking, and amenities. The overlay district would be prescribed for all development for certain areas in which the regulations would apply. The cities and townships could adopt the overlay district, regardless of their underlying zoning regulations.

Additionally, the resource protection overlay district could incorporate floodplain and scenic protection overlay ordinances. Each of the overlay elements could be tailored to address the specific issues and goals identified in this plan.

Formalize Coalition

Under Michigan State statutes the ability to form regional planning commissions exists. An inclusive commission, with equal representation of those impacted could be formed to oversee the future development of the Corridor. The different jurisdictions represented in this planning study did not desire the loss of decision making power that would occur with the creation of a regional commission. Specifically, those involved

Corridor Organization

valued the ability for the individual entities to make decisions regarding land use and development for themselves. However, they did see the importance of continued involvement of the group that was responsible for the creation of the corridor plan.

The participants felt that the I-94 Corridor Planning Team should incorporate as an entity to enhance its legitimacy and permanency. The planning team should assist in coordinating the implementation of these goals and recommendations and annually report to this membership the status of these efforts. The Planning team should serve as a resource and provide support, as requested, to the local jurisdictions through a unified marketing effort that complements each community's individual effort.

Additionally, the I-94 Corridor Planning Team will remain and have an advisory role to the municipalities within the corridor. The team will be responsible for the review of planning and development proposals within the corridor and make recommendations to the appropriate governing body. Any actions taken or recommendations made on a development proposal would be advisory in nature and carry no legal authority. The planning team

would adopt this plan as their guiding document. The goal of the team is to better assure equality across the corridor and design quality in the regulation of development.

A detailed process of formalizing the I-94 Corridor Planning Team can be found in the "Plan Implementation" chapter, in this plan.

The ability to accommodate and manage future growth within the corridor is the basic premise of this planning effort. Specifically, the planning process was engaged to protect the assets that the corridor has and to attract development that enhances the economy and the physical nature of the corridor. The three most important elements that need to be addressed in achieving the vision for the future are a sustainable development pattern, cooperation among represented entities, and providing balanced development regulations across the corridor. The policy recommendations that have been outlined in this chapter include corridor cooperation efforts, and subsequent planning regulations that address these elements.





DEVELOPMENT AND DESIGN

The I-94 Corridor is poised for growth. The manner in which that growth occurs is important to the future viability of the corridor and its communities. The previous sections of this plan set forth the policies to guide development for the I-94 Corridor in the future. This section of the plan will define where and how development should occur. A goal of the plan is to promote orderly and efficient growth – essentially, where growth should occur to maximize the investment and minimize the impact on the corridor. Another goal of the plan is to maintain and enhance the beauty of the corridor to protect the visual and physical aspects that make the corridor scenic. This section will provide guidance for the placement and design of development within the corridor and design of amenities so they enhance the corridor.

Future Development

Each of the communities has collectively identified appropriate areas within the corridor for the development of commercial and industrial land uses. An order-of-magnitude cost estimate has been created to allow the estimating of future utility extensions to serve the corridor. It should be noted that these estimates are conceptual in nature.

Appendix A shows an average estimated cost per linear foot of extension for various utilities.

Design Guidelines

The Guidelines in this Manual serve four major purposes:

1. To ensure an orderly, high quality development process.

As the I-94 Corridor experiences continued renewal, it is essential that each subsequent project reinforces the area's overall design and development program and contributes to the overall image and character of the area. These Guidelines will ensure that all development projects are of a high quality by maintaining uniform standards for all owners and tenants to follow.

2. To protect and enhance major public investments in the area.

The Communities within the I-94 Corridor Economic Development Area have made a tremendous commitment to the revitalization of the area as expressed in this manual. This public investment is intended to lead the way for future private investment within the Corridor.

3. To encourage both small and large scale private investment.

The private commitment has been forthcoming, and it is the Team's intent to protect all past, and future investment. These Guidelines assure that development opportunities on all

Development and Design

sites will not be compromised by subsequent incompatible development of the surrounding parcels.

4. To minimize development costs by eliminating guesswork and reducing potential development problems.

The Team realizes that any major rehabilitation or new construction project requires predevelopment expenditures that are incurred prior to receiving project

approval. It is the intent of these Guidelines to minimize guesswork as to the Corridor's intent regarding all aspects of development within the I-94 Economic Development Area. By offering clear planning and design parameters, these Guidelines should serve to reduce guesswork and reduce predevelopment costs.



Development and Design

General Guidelines

The general character of the I-94 Corridor should be campus or park-like, with emphasis on the natural characteristics of the project area.

No building structure or improvement thereon may be used for other than allowable uses under the present land use, as indicated by the Master Land Use Plan.

All real estate and all buildings, structures, improvements, appurtenances, signs, lawn, landscape, sidewalks, driveways, parking areas and entrances thereon must at all times be maintained in a safe, clean and good condition.

All utilities from property line to building must be located underground and concealed from view. Unless physically impossible, all utility lines in the right-of-way must be located underground.

An enclosure for the temporary storage of refuse, garbage and waste must be maintained at the rear of each site, not visible from the public right-of-way. This enclosure can be integral to the building or structure or detached.

No outside storage will be permitted unless specifically approved.

The building height, character, and style must be in response to individual site characteristics, yet the structure must conform to and maintain the context of the surrounding area.

No commercial statements of the occupants' products or services will be allowed as a part of the building façade or elevation.

Building roofs must be uncluttered. Any mechanical equipment that may be located on the roof must be completely concealed with materials that match the exterior facades of the building.

Cooling towers, roof top and ground-mounted mechanical units, and/or ventilating fans are to either be integrated into the design of the structure or screened from view (according to the screening standards as set forth in these guidelines).



Development and Design

General Guidelines – Site

No excavations or excavating work will be permitted on any site except excavations for the purpose of constructing buildings or improvements on such real estate. No soil, sand, gravel, minerals, aggregate or earth materials may be removed from the site except as part of such excavations made for the purpose of constructing buildings and improvements on the site.

Developers are encouraged to design aesthetic water elements that function as storm-water retention areas, as part of their overall site engineering plans.

- Open bodies of water, either strictly aesthetic or used in coordination with storm water retention requirements, shall be a minimum of six (6) feet in depth so as to prohibit the possibility of stagnation and shall also include an actuating device. This does not apply to wetland construction.
- Fountains: Any fountains or other water effects which are specifically approved may be lighted. Those fountains which are exposed to view from the public right-of-way shall include only white lights.
- Adequate storm drainage facilities must be designed in accordance with applicable local ordinances and must be submitted as part of the required submittal procedure.

Within the required set-back area from the streets, there must be maintained on each site, only paved walks, paved driveways or lawns and landscape. The surface of the remainder of each site that is not covered by buildings, by lawns, or any landscape (natural vegetation) must be treated so as to be dust-free.

Sites adjacent to residential areas must be developed with a landscape berm including landscape elements such as shrubs and trees. The berm must be a minimum of five (5) feet in height and must not exceed a 1:4 slope for turf areas and 1:2 for established ground cover areas.

Adequate loading and unloading areas must be provided as required by applicable local ordinances and must be separated from the parking areas. These areas shall be designed as a part of the building and screened with walls and/or landscape (to the standards as set forth in these Guidelines).



Development and Design

Materials and Finishes

Appropriate Materials and Finishes

Appropriate materials and finishes should be selected for appropriateness, ease of maintenance and durability. Initial costs should be balanced with the cost of maintenance.

Metal buildings must have masonry wainscoting on all sides of the building at a height of not less than 1/3 of the total building height.

Inappropriate Materials and Finishes

The Following materials are not to be used in new or renovated buildings because of inappropriate design, maintenance, or appearance:

- imitation special "rock work"
- imitation masonry of any kind
- corrugated fiberglass/plastic material
- stucco, if treated with an exaggerated texture
- imitation wood siding
- mirrored or reflective glass at the first-floor level
- coarsely finished, "rough-sawn" or rustic materials, such as: wood shakes, shingles, barnwood, and stained rough-sawn plywood
- "asphalt" siding
- poorly created or rustic woodworking and finishing techniques
- "antiqued" or imitation old brick (not to include old brick)
- astro-turf

Color

Color can dramatically affect the visual appearance of buildings and must be carefully considered in relation to the overall design intent of the building. Color can also affect the apparent scale and proportion of buildings, by high-lighting architectural elements such as doors, windows, fascias, cornices, lintels and sills.

Dominant Building Color

Much of the existing color in the I-94 Economic Development Area derives from the primary building finish materials themselves, such as brick, stone, and terra cotta.

The dominant color of buildings must relate to the inherent color of the primary building finish materials.



Development and Design

White is the brightest of colors and must be used with careful consideration of its glare and effect on surrounding buildings. Large areas of intense white color will not be allowed.

Subdued colors are generally encouraged as the dominant color of a building. Bright colors that do not relate to the surrounding buildings are not allowed.

Accent colors may be effective in high-lighting the dominant color by providing contrast or by harmonizing with the dominant color. The accent color may be a brighter, more intense, more subdued, lighter or darker color. The accent color is a very small percentage of the entire building (generally including trim, window sills, door frames, etc.).

Exterior Lighting

Nighttime illumination of buildings is important in creating an interesting and safe business environment. In addition, it can serve to highlight building design features, add emphasis to prominent entrances and plazas, and to create an ambiance of vitality and security.

Exterior lighting must relate to the design elements of a building. It should be designed to highlight architectural divisions, elements and details.

All exterior lighting shall be designed as part of the overall architectural concept. Fixtures, standards and all exposed accessories must be harmonious with the building design and visual environment. Obtrusive lighting elements are strictly forbidden.

All lighting within the development must not escape and light adjacent properties. Downlighting is strongly encouraged. It is strongly encouraged to provide L.E.D. fixtures in order to provide for a more "Green" environment.

Landscape

Landscape consists of plant materials such as trees, flowers, ground covers, and other natural materials such as soil, stones, gravel and mulches which provide the planting medium and ground surface. A strong landscape design concept will visually tie together the diverse built environment and introduce a softer, natural element into the hard surrounding elements. It also will provide diversity, contrast and color in the street scene.



Development and Design

Landscape must be compatible with the shape, topography, and architectural characteristics of the site. The architecturally compatible scale of planting and buildings is especially important.

Landscape must be used to relieve the appearance of solid, unbroken elevations.

Landscape must be compatible with the character of adjacent private landscape if the quality of the adjacent landscape meets the standards of these guidelines.

Each landscape plan must provide for all the functional aspects of suburban landscape such as drainage, erosion prevention, and wind protection, provision of sod, sound absorption, dust abatement and reduction of glare.

Plant materials must be tolerant to urban conditions, resistant to diseases and insect infestation. Plant materials must be maintained in excellent health and appearance at all times, by a regular maintenance and care routine. Artificial plant material is not allowed.

Plants must be selected and maintained so they achieve a desired height and size within a reasonable period of time after planting (5 years). Trees and other plant materials shall be of adequate size when planted. Trees shall have a minimum 3" caliper at the time of planting.

All free-standing trees on the parcels with a 4" caliper or more at three feet above grade may not be removed from the site unless specifically approved.

Existing vegetation and prairie grasses shall be maintained whenever possible.

The use of materials such as crushed rock, lava rock, redwood bark chips, pebbles and stone or masonry slabs must not be used in place of live plant materials in landscape areas. These materials may be used as a bedding material for planting areas, providing they do not become the main visual element.

Erosion control measures will be required so as to maintain the natural topsoil layers of the site. If necessary, an erosion control plan must be submitted during final documentation.

Chain link fencing is not allowed in the I-94 Economic Development Area without specific approval. Barbed wire is strictly prohibited.

No type of fencing is allowed in the front or side yard. Only fencing that is absolutely necessary based on security will be approved in the rear yard.



Development and Design

Buffers and Screens

All parking and storage areas must be screened from view from public streets and adjacent properties. Specific landscape regulations are supplemented by the following guidelines:

Landscape material must be used to obscure the view of any parking or storage area adjacent to a public street, pedestrian area, or adjacent private property.

Landscape screen plant materials must be large enough at time of planting (five (5) feet tall for screening of storage areas and three (3) feet tall for screening of parking areas), and capable of growing to the height and density desired within a reasonable period of time (2 years).

Parking areas must be screened from public view using perimeter walls, wrought iron fencing and/or berms in conjunction with landscape. This landscape buffer must be at least ten feet in width. The cars must be completely screened from view.

There must be maintained on each site, facilities for parking, loading and unloading, sufficient to serve the business conducted therein without using adjacent streets.

All parking, loading and unloading areas must be screened from view of all public streets and adjacent properties.

All waste material, debris, refuse or garbage must be kept in an enclosed building or properly contained in a closed container (dumpster) designed for such purposes and housed in a refuse enclosure or within a building. No trash, refuse, or garbage shall extend above the height of the refuse enclosure.

Refuse enclosures are to be constructed of material compatible with the building and in such a way that they are at least ninety (90) percent solid and must have a concrete floor.

Hardscape

Hardscape consist of paved areas other than roadways, mainly used for pedestrian circulation or outdoor gathering spaces.

Materials may consist of concrete brick pavers, concrete, or asphalt in the case of walking/ biking trails.

All hardscape elements will be designed and built to a commercial standard and fit within the architectural style at each development.



Development and Design

Murals

Wall murals are not permitted in the I-94 Economic Development Area unless specifically approved.

If approved:

Wall murals must be used only to enhance the environment and/or streetscape. Murals for advertising/signage purposes are not permitted.

Murals must not disrupt the setting of a historic building or other wise distinctive environment.

The surface for walls used for murals must be prepared to reduce the need for maintenance and assure long-term beauty. Wall murals are not to be pointed/constructed on brick walls. The work must be done by a professional artisan

Wall murals must be maintained in good visual condition throughout the life of the mural. This is the responsibility of the party that had the mural constructed and/or the building owner. If the mural is not properly maintained to the satisfaction of the Design Review Committee, it is the responsible party's task to have the mural entirely removed (sandblasting is not an acceptable alternative for mural removal on brick buildings, but rather a chemical solution is to be utilized).

Storage

No materials, inventory, goods in process, semi-manufactured items, finished products, plant equipment including machine parts, trucks, trailers, bulldozers, back-hoes, etc., or other personal property shall be kept, stored or accumulated on any portion of the site except in areas completely enclosed by a solid wall, uniformly painted solid fence (enhanced by landscape) or other enclosure as specifically approved.

The height of stored materials must not exceed that of the enclosing wall or fence.

Any wall or fence enclosing an outside storage area must be maintained in good condition and constructed of the same materials or painted to match the color of the main building.



Development and Design

Signage

Signs are among the most noticeable visual elements of the urban environment. Signs communicate information about the businesses in an area, the nature and quality of a community's physical environment.

A well-designed sign can reinforce the architectural style of the place of business, the type of business, and its orientation.

Types of Signs Allowed:

The following types of signs are allowed subject to review based upon the regulations set forth in these guidelines:

Free-standing Signs

- Height limit. Free-standing signs are limited to low profile signs which may not exceed a height of ten (10) feet.
- Design. Free-standing monument signs with solid or enclosed bases are permitted. Signs supported by a single pole (two pole signs are more appropriate) without enclosed bases are also permitted provided that the exposed pole's height does not constitute more than 50% of the sign's total height (i.e. the height of the open area beneath a sign cannot exceed 50% of the sign's total height). Additionally, single pole signs are considered appropriate in cases where a single pole is used in conjunction with a horizontal cross-bar to support hanging signs on one side of the pole, subject to the projection and clearance provisions (8'6" clearance from grade and no more than 36" horizontal projection).
- Size. Free-standing (monument) signs shall be limited to a maximum of ninety (90) square feet in area unless the building to which the sign applies has no other signage, in which case a one-hundred (100) square foot sign is allowed. However, in no case may the area of a free-standing sign exceed a total of one (1) square foot for every three (3) feet of frontage occupied by the business or enterprise, or 5% (five percent) of the front building façade to which the sign applies, whichever is more restrictive.

Window Signs. Permanent window signs may be placed in or upon any first-floor window, provided that no more than 50% of the total transparent area of the window is obscured. Windows on or above the elevation of the second floor level shall not be permitted.



Development and Design

Wall Signs. Wall signs may be placed upon a building provided that they meet the size, material, content, location and other standards of these Guidelines. Wall signs shall be placed so as to utilize existing architectural features of a building without obscuring them. Wall signs shall be oriented toward pedestrians or vehicles within close proximity.

Projecting Signs. No single projecting sign may exceed eighteen (18) square feet in area or may project more than thirty-six (36) inches from the face of the building to which it is attached. Projecting signs must have at least eight feet six inches (8'6") of ground clearance. Additionally, projecting signs cannot be higher than the building to which they are attached. They may not extend beyond the applicant's property, except those which are proposed to be placed over public right-of-way and in these instances they must be approved by the local jurisdiction.

Awnings. Awnings are permitted provided they blend with the architecture of the building and do not obscure details of the building. Awnings should serve as an accent to the building's design but must not be the dominant architectural feature. Awnings are counted as signage if they have lettering or other graphics conveying a commercial message or name of a business or product sold in the building to which the awning is attached.

- **Signage Area.** Only twenty percent (20%) of any one face of an awning may be used for signage regardless of the size of the building façade to which the sign applies.
- **Material.** Only canvas or vinyl coated canvas will be permitted. Material should be high quality, colorfast and sunfade resistant. Vinyl or plastic materials are not considered appropriate.
- **Color.** Awning colors are generally limited to a single field color with a single contrasting color for lettering and logos. However, if the awning is striped in a traditional manner, either with vertical stripes along the entire awning or horizontal stripes along the valance, two field colors may be used. Corporate colors may be used only if they conform to color requirements as presented in these Guidelines. At no time is an awning to ever be painted.
- **Illumination.** Illuminated (back-lit) translucent awnings or translucent letters on opaque backgrounds are not appropriate and are not permitted. Canvas awnings illuminated in the traditional manner with incandescent downlighting are permitted.



Development and Design

- Entrance Canopies. Entrance canopies may be used only if they lead to a bona fide business entrance and if they are compatible with the architecture of the building.
- Location of Awnings. Awnings must be located in a traditional manner above doors, windows, or walkways, provided said walkways lead to a bona fide entrance. All other locations are prohibited. Free-standing awning signs are prohibited.

Neon Signs. Neon or like material used to draw attention to a business or building in any manner, including (but not limited to) neon text, logos or outline of a building's architectural features, is considered signage and shall be regulated according to the provisions of these Guidelines as follows:

- Size. All other size requirements set forth in these Guidelines must be adhered to.
- Location. Neon signage must be located within a building and displayed through a window rather than being attached to the exterior of the building. If the neon signage is located within five (5) feet of the front window, it is considered signage and will be regulated as such by these Guidelines. Neon located five (5) feet back from the window is considered interior lighting and is not regulated. The neon sign must be designed to be compatible with the space in which it is located, and have a sense of balance and proportion.
- Content. Neon signage may include the name of the business, and possibly include a description of use in conjunction with the name. Graphics and symbols may be permitted and should be traditional in design.
- Prohibited Neon Signs. Message/sales promotion signs are prohibited in neon. Neon may not flash, move alternate, or show animation.

Changeable Copy Signs. Changeable copy signs may only be used in conjunction with theaters, entertainment facilities, non-profit art galleries, or similar exhibit facilities. Use for any other reason must be specifically approved. If allowed, the background must be opaque and only the letters must light.

Directory Sign. Directory signs shall be permitted to provide information for multi-tenant projects. Multi-tenant projects, either commercial or residential, may have a maximum of thirty-six (36) square feet of signage to serve as a directory for the project. The contents of such signs shall be limited to the name of the multi-tenant structure, its street address, and the names and unit numbers of the tenants of the project. Signs shall be located in the common area of the project



Development and Design

and oriented toward a central pedestrian path or common parking area. Directory signs may not be oriented for off-site viewing. No telephone numbers, rental information, or sales information shall be permitted on the directory sign.

Menu Display. Menus for restaurants may be displayed on the inside of windows of a restaurant or inside a wall mounted or free-standing display box. Free-standing display boxes shall be designed and constructed to withstand wind and may be located only on private property. The maximum size shall be two (2) square feet and shall be included in the calculation of total wall or window signage. If a display box is used, it must be constructed to coordinate with the building design, must contain a clear face which would protect the menu from the weather and must not extend over public property. Menu boards for fast food restaurants may have a maximum size of twenty (20) square feet and shall be included in the calculation of total wall or window signage.

Design Standards

All regulated approved signs must comply with the following design standards:

Size Requirements. The total area of all permanent signs on one building face, including window signs, wall signs, projecting signs, and hanging signs, shall not exceed ninety (90) square feet per building face or one-hundred (100) square feet per building face if used in conjunction with a free-standing sign, regardless of the number of businesses occupying the building. If additional signage is necessary, the "Design Review Committee" may grant additional signage, but in no case may the total signage area exceed 5% (five percent) of the building face to which the sign is attached.

Area of Sign. The area of a sign shall include the entire area within any type of perimeter or border which may enclose the outer limits of any writing, representation, emblem, figure, or character. The area of the sign having no perimeter or border shall be computed by enclosing the entire area within a parallelogram, circle, or triangle of the smallest size sufficient to cover the entire area of the sign and computing the area of that parallelogram, circle, or triangle. The area of the second side of a two-sided sign shall not be included when calculating signage area unless the sides diverge more than thirty (30) degrees. Where a sign has more than two (2) faces, the total area of the third face and all additional faces shall be included in determining the area of the sign. All existing signs, whether conforming or non-conforming shall be counted in establishing the permitted area of size of all new signs to be allowed on the property.



Development and Design

Illumination

Externally Illuminated Signs. Light fixtures for externally illuminated signs must be simple in form and mounted so they do not obscure building ornamentation. The light fixtures should emphasize the continuity of the building surface and should not clutter the building in an unorganized manner. Spot lights and flood lights shall be directed only at the sign surface. Light shall not be directed off the property. No exposed light sources are allowed, and all light sources must be shaded to contain light rays to the sign. Colored lighting is prohibited.

Internally Illuminated Signs. Internally illuminated signs shall be limited to individual letters not to exceed eighteen (18) inches high. Individual pan-channel letters with a plastic face or individual cut-out letters (i.e. letters routed out of the face of an opaque cabinet sign) are permitted. Cut-out letters shall have a maximum stroke width of 1 ½ inches. Variations in stroke width may be reviewed and approved. The light source for internally illuminated signs must be white.

Signs Prohibited

Portable signs are not permitted in the I-94 Economic Development Area.

No sign of any type may have a size greater than one-hundred (100) square feet in the I-94 Economic Development Area.

No sign of permanent construction (a sign expected to last more than thirty (30) days may be placed upon vacant or unimproved parcels in the I-94 Economic Development Area.

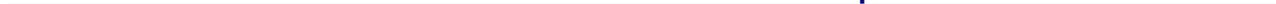
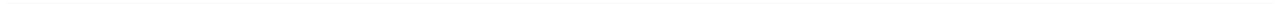
Any sign not expressly permitted in these Guidelines shall be prohibited unless otherwise reviewed and specifically approved.



Development and Design

INSERT FUTURE LAND USE MAP





Plan Implementation

PLAN IMPLEMENTATION

Introduction

The Economic Development Plan is essentially a statement of goals, objectives, and action plans designed to accommodate future growth and redevelopment. The Plan forms the philosophical basis for the more technical and specific implementation measures that will follow after adoption of the Plan. The Plan will have little effect upon future planning unless adequate implementation programs are established. This section identifies actions and programs, which will be useful in the implementation of the Plan goals.

Putting the plan into action occurs through private development applications, municipal investments and improvements, private partnerships that serve as community catalysts to organize citizens and private funds, and local businesses starting, growing, and changing. The decisions that put the plan into action come from a variety of sources – both public and private – and from a variety of perspectives – regulatory, fiscal, and strategic.

The many partners, tools, and strategies involved in all aspects of plan implementation are outlined in this Section. The implementation matrix matches the strategy with a primary implementation partner(s) and implementation tools.

Implementation Partners

The Cities and Townships – The Cities and Townships primary role in implementation of the Plan will be through regulation of private development and programming of capital improvement programs. Community cooperation in planning and implementation of this plan should occur through formalized partnerships and cooperative agreements. This will include routine meetings between area jurisdiction officials to coordinate specific plans and projects.

The Development Industry - The development industry is the primary agent for implementing the Plan. Development interests must understand that not only must their individual projects be structured consistently with the goals and vision of the Plan, but that each element of any individual project adds to the collective vision for the corridor. It is not enough to internalize the goals of the Plan within an individual project, but projects must relate to the common public realm throughout the entire corridor. By achieving this relationship between the public realm and the private realm, and among the Cities, Townships, Counties and the State, the vision of the corridor will begin to emerge.

Citizens and Community Organizations – Citizens and the four communities are the “keepers of the vision”. A plan is something that is implemented over time, and stakeholders in the corridor



Plan Implementation

must be vigilant in tracking the individual success and shortcomings of projects in meeting the Plan's goals. It also means evaluating the Plan itself, and continuously testing the validity of the Plan in achieving the public interest as development occurs. In this role, citizens and community organizations should partner with development interests and the cities and townships to promote and conduct outreach to attract development that can successfully implement the vision.

I-94 Corridor Economic Development Authority

A recommendation of this Plan is the creation of the I-94 Corridor Economic Development Authority. The authority would be the primary organization responsible for the implementation of the Plan. The board would also act as a united corridor representative in the review of development proposals within the corridor. The authority would be an organization with representation from each of the jurisdictions within the corridor. The general responsibilities of the authority shall include:

- a) Providing the organizational structure for implementation of the I-94 Corridor Economic Development Plan. This organization should have an executive director with funding for a staff position and implementation of the plan.

- b) Acting as the I-94 Advisory Board to the communities and entities involved in development activities within the corridor.
- c) Establishing and managing the marketing program for the corridor. This may be done through the authority or another entity known as the I-94 Corridor Association. Such a new organization would involve membership of the authority as primary members with private memberships available to organizations, businesses, individuals, and others. Funds to support the marketing component could be included in the new I-94 Corridor Association or placed within the new marketing organization if this concept is adopted by the authority.

To ensure the success of the plan and its elements a staff position should be created under control of the I-94 Corridor Authority. The staff position will be responsible for the implementation of the I-94 Corridor Economic Development Plan and its ability to guide and enhance future development of the corridor. Additionally, the staff position will be responsible for marketing the corridor to development and businesses.



Plan Implementation

Institutions – Institutions provide stability and landmarks within the corridor. These institutions should not only be physical focal points in the community, but social magnets that foster a complete, full-service corridor. In this role, existing and future institutions should not only embody the physical development patterns that are in the Plan, but engage in the active community partnerships that created this planning vision.

Businesses – Businesses will provide for the long-term sustainability of this Plan. Through entrepreneurial activity, creativity and developing niches, and a community ethic, businesses can harness the market demand for the shift in development patterns that this Plan represents. In this role, businesses should be assured that investment in the types of business and development patterns will be an investment that is supported by the community over the long-term perspective embodied in the Plan.

State and Federal Agencies – State and Federal Agencies will play important roles in the implementation of this plan. Government agencies can provide invaluable information and help through the lengthy process of creating a development authority. These agencies can also provide technical support services when attempting to obtain both loans and grants.

Implementation Process

During the process of preparing the Plan there has been significant evidence of a

broad based coalition that is dedicated to plan implementation. The first step in accomplishing the goals of the Plan is to begin formalizing that support.

In order for the citizens of the four local units of government to support the Plan, they need to understand the Plan. That includes not only what the goals of the Plan are, but perhaps as importantly, what is not included.

A Task Force should be appointed to work for project implementation. The Task Force should include representatives from each local unit including the Counties. While it is important that the Task Force be open and undertake a public process, the primary goals of the Task Force relate to governmental organizational infrastructure. As such, the Task Force should focus on a small and effective group rather than a large and public group.

The first Task Force effort should involve the preparation of materials to explain the goals of the project to local citizens. Brochures and other material may be advantageous. A well informed electorate that understands the purpose of the Plan will applaud this unique undertaking as the way that government should work; cooperatively toward common and mutually beneficial goals. An effort should be made to utilize local media in addition to holding special neighborhood meetings in all jurisdictions.



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Once there is a broad understanding of the goals of the Plan, support for the undertaking should be formalized by the municipalities involved. The attached or similar "Resolution of Support" should be considered by the elected bodies of the local governments that will be included in implementation. This includes; The Cities of Watervliet and Hartford, both Townships of Watervliet and Hartford along with Berrien and Van Buren Counties.

It would be desirable for other local community organizations to also adopt a "Resolution of Support". The area schools, business organizations, medical services and others that will benefit from economic development can join the effort by formally demonstrating their support.

With the "Resolution of Support" adopted by the elected bodies of the local units of government, the Task Force should be adequately funded so that it may work effectively for project implementation. Costs will be incurred in developing the agreements and contracts that will be necessary to continue to move forward in developing the project area.

The primary Task Force effort is to establish the governmental organizational structure necessary to implement the Plan. Depending on choices made, this could be a two step process.

Tax Increment Funding (TIF) can be an important tool for financing future capital improvements and infrastructure. Tax increment financing redirects future increases in tax revenue created by growth in the tax base. It does not affect or change the amount of taxes paid by any business or individual. It takes the increased tax revenue generated by increases in the taxable value and makes it available to the Authority for necessary improvements.

Several different State statutes may be available to create a TIF Authority. These include the Brownfield Redevelopment Act 381 of 1996 and the Local Development Financing Act 281 of 1986. Both of these statutes allow multiple local government jurisdictions to join together to create a TIF District. Local governments that join together to create a TIF Authority are required to be in the same county. This requirement would mean that two TIF District could be created; one for the City and Township of Watervliet, located in Berrien County, and one for the City and Township of Hartford, located in Van Buren County.

Both statutes mandate an extensive process that is complicated and time consuming. While it is likely that much of the work to create a TIF Authority can be accomplished by the Task Force, it will be necessary to utilize the services of a municipal attorney and possibly a consultant to complete the effort. Prior to the establishment of a TIF District the State statutes require the consent of the State of Michigan.



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However, one or both of the townships may find it difficult or impossible to meet the definition of "Urban Township" under the Local Development Financing Authority Act. In that event it may be possible to pursue TIF funding using the Conditional Land Transfer Act 425. Governmental authorities that might be transferred to the City under any 425 Agreement could ultimately reside with the UCA Authority.

Special legislation may be a desirable alternative to consider instead of creating two separate TIF Districts. A single TIF District that includes all four jurisdictions would ease the administration of the District and simplify coordination. However, it appears that is not possible under current enabling legislation.

Whether a TIF District is created or not, the Cities of Watervliet and Hartford and the Townships of Hartford and Watervliet can enter into a cooperative agreement under the Urban Cooperation Act of 1967. If the decision is made to proceed with TIF funding, these efforts can be undertaken at the same time. One does not necessarily need to precede the other.

Under the Urban Cooperation Act (UCA), each of the parties to the joint exercise of authority must be able to exercise that authority separately. A city or township can not do something under a cooperative agreement that it can not do on its own.

The contract between the units must include several specific provisions, including;

- d) the purpose of the agreement and how governmental power will be exercised,
- e) The duration of the interlocal agreement and how it may be rescinded,
- f) The organization and structure of any separate legal or administrative entity that may be created,
- g) The manner in which the parties will provide financial support,
- h) The manner in which funds may be disbursed by any entity that is created, and
- i) A method for the allocation of revenues.

Other provisions are also required under the Statute. In short, except for TIF financing, the local units can agree to cooperate on any local government function including economic development.

If TIF Districts are created and TIF Authorities are established, those TIF Authorities can be joint parties with the Cities and Townships in the Urban Cooperation Act entity. The TIF Authorities could contract with the UCA Authority to undertake their activities eliminating duplication. The UCA contract would then be a six party agreement. The Counties could be



Plan Implementation

brought in with a seven or eight party agreement.

Purpose

The UCA Agreement should anticipate funding for the capital improvements anticipated to implement the Plan. The UCA Authority could be empowered to create special assessment district(s) for infrastructure. Bonding against a future revenue stream creates advantages for the private sector even if the private sector ultimately pays most or all of the cost of the improvements through a special assessment.

There are at least two sources for this advantage of public bonding. First, the interest cost on the bonds is lower for public issues because the interest paid is not subject to federal taxes. Second, because the debt is public, the private sector that is paying the special assessment doesn't need to generate the capital for the infrastructure up front.

The UCA Agreement also needs to anticipate the other factors necessary to implement the Plan. Additional issues that should be addressed include;

1. Zoning and land use, what authority is transferred to a new entity under the UCA Agreement and what is retained by the local jurisdictions. Ideally there would be no need for municipal reviews within the TIF District.
2. Plan and code reviews, what authority is transferred and what is retained.

3. Other service delivery issues, who will plow the streets, pick up the garbage; provide police or fire services and other municipal items.
4. Design Guidelines, if the Design Guidelines recommended in this Plan are to be adopted, that could be accomplished by the UCA entity rather than the local units of government.

Once a UCA Agreement is drafted, it is subject to a public review. Each elected body that is considering the Agreement must hold at least one public hearing. If the Agreement is approved by a majority vote of the governing body, then the Agreement is eligible for a petitioned referendum if sufficient petitions are submitted within 45 days after the approval.

Once adopted, the Agreement is subject to State review and approval. Depending on the provisions included in the Agreement, that review and approval could include various State Departments in addition to the Governors' approval.

Implementation Matrix

The following strategies are intended to guide the implementation of the I-94 Corridor Economic Development Plan. The strategies detailed in this section are the direct result of the goals identified in this plan. As such, they are organized into three major categories of the plan: development pattern, one corridor, and planning regulation. Specific strategies are provided for each category within a



Plan Implementation

responsibility and phasing plan. There are three suggested phases: Short Term (0-2 years), Medium Term (2-5 years) and Long Term (5+ years). For those strategies that should become policies or practices of the Authority and others, an “on-going” category has been established. The primary responsibility for each particular strategy is indicated by the following code:

| | |
|--------|---------------------------------|
| (A/M) | Authority or Municipalities |
| (ICC) | I-94 Corridor Coalition |
| (E/AO) | Elected and appointed officials |
| (C) | Citizens |
| (D/LO) | Developers and land owners |
| (B/I) | Businesses and industries |
| (OGA) | Other government agencies |
| (O/ZO) | Ordinance/Zoning Overlay |

The organization of the strategies into implementation time frames suggests that some strategies are more important than others or should occur in a logical sequence. This is an intended consequence of the matrix in that the I-94 Corridor needs to prioritize future development and improvements. To adequately address those priorities, certain strategies and policies need to

be implemented immediately. Those strategies to address issues that have an immediate impact on the growth and development of the corridor are recommended for earlier implementation than those pertaining to the longer-term viability and health of the corridor.

Federal, State and Local Funding

Federal and State grants are much smaller in both number and dollar amount and are more competitive than during in their peak between the 1950's through the mid 1980's. There are still programs in place, as shown in the following table, however these are generally specific in nature. Proper planning in advance is generally the key to success in securing these grants. The granting agency is often particularly interested in innovative projects that stretch the grant dollars or present a concept that is transferable to other communities. Projects that involve two or more neighboring municipalities often receive priority for funding, such as a shared trail system or a mutual road improvement.



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I-94 Economic Development Plan Matrix

| Action | Responsibility | On-going | Short-Term 0-2 years | Mid-Term 2-5 years | Long-Term 5 + years |
|--|------------------------|----------|----------------------------|--------------------------|---------------------------|
| Development Pattern | | | | | |
| Encourage development that is cost effective and makes use of resources and existing investments. | A/M, ICC, D/LO | X | | | |
| Adopt regulations to protect resources, physical and visual, from development encroachment. | A/M, ICC, E/AO, OGA | | X | | |
| Encourage continued development of the Tourism industry such as the Paw Paw Lake and the Hartford Speedway as a development piece of the corridor. | A/M, ICC, D/LO, OGA | X | | X | |
| Start infrastructure improvement in and around the east and west end of the economic development area. | A/M, ICC, D/LO, OGA | X | X | | |
| Work with State and Federal development partners for infrastructure improvements. | A/M, ICC, E/AO, OGA | X | X | | |
| Develop a relationship with State and Federal agencies on plan implementation | A/M, ICC, E/AO, C, OGA | X | X | | |
| Work with the CSX Railroad on developing a rail spur. | A/M, D/LO, OGA | X | | | |

| Action | Responsibility | On-going | Short-Term 0-2 years | Mid-Term 2-5 years | Long-Term 5+ years |
|---|-----------------|----------|----------------------------|--------------------------|--------------------------|
| One Corridor | | | | | |
| Adoption of the I-94 Corridor Economic Development Plan by all cities, townships and both Berrien and Van Buren Counties. | A/M, ICC | | X | | |
| Formalize the I-94 Corridor Coalition as a corridor advisory body with existing membership of the I-94 Corridor Study Committee. | A/M, ICC | X | X | | |
| Local unit government to meet early in the process with the Drain Commission, Road Commission, MDOT, County Governments, etc., to establish roles and responsibilities for plan implementation. | A/M, ICC, E/AO, | X | X | | |
| All jurisdictions come together to create State approved authority for implementation of economic development tools. | A/M, ICC, E/AO, | | X | | |



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| | | | | | |
|---|--------------------------|---|---|---|--|
| Create a position that is devoted to the implementation of the I-94 Corridor Economic Development Plan. | A/M, ICC | | X | | |
| Publicize Success to promote community awareness. | A/M, ICC, C, OGA | X | | | |
| Develop immediate and long-term recruitment, training, and retention needs of current and future employers. | A/M, ICC, OGA | X | | X | |
| Create a web-based site that provides site information about the corridor to potential developers. | A/M, ICC | X | X | | |
| Create incentive programs to attract new business to the corridor. | A/M, ICC, E/AO OGA, | X | X | | |
| Establish links with educational institutions and work with existing companies to develop training programs to support upgrading of employee skill levels | A/M, ICC, E/AO, B/I, OGA | X | | X | |
| Develop and coordinate policies to help implement the plan, coordinate with funding strategy. | A/M, ICC, E/AO | X | X | | |

| Action | Responsibility | On-going | Short Term 0-2 years | Mid-Term 2-5 years | Long-Term 5+ years |
|---|----------------------------------|----------|----------------------|--------------------|--------------------|
| Planning Regulations | | | | | |
| Adopt zoning regulations or create overlay district for entire corridor. | A/M, ICC, E/AO, OGA, O/ZO | | X | X | |
| Update the Master Plans of all communities to reflect economic development activities within the corridor | A/M, ICC, E/AO, OGA | | X | | |
| Use guidelines within the I-94 Corridor Economic Development Plan to guide the design of development. | A/M, ICC, C,D/LO, B/I, OGA, O/ZO | X | X | | |
| Update Action Plan every five years or as needed and continue to seek buy in from key local stakeholders. | A/M, ICC,O/G | | | X | X |



Plan Implementation

Key Funding Sources Federal, State and Local

| <i>Funding Legislation/ Source</i> | <i>Program Name</i> | <i>General Description of Program</i> | <i>Comments</i> |
|------------------------------------|--|--|--|
| Federal | Community Development Block Grant (CDBG) Program: administered by Michigan Economic Development Corporation | Flexible program developed to replace categorical grants. Eligible projects include property acquisition, installation or repair of public facilities (roads, water, and sewer lines, etc.) building rehabilitation and preservation, and planning activities. | Projects must meet one of three national objectives: (1) benefit low and moderate income persons; (2) aid in the prevention of slums or blight; and (3) meeting community development needs having a particular urgency. |
| Federal | Public Works and Economic Development Program: administered by Michigan Economic Development Corporation | Program designed to help support the construction or rehabilitation of essential public infrastructure and facilities. | Grants for the expansion of infrastructure to attract new industry. |
| Federal | Research and National Technical Assistance | Oversees three technical assistance programs (National, Local and University Center) that promote economic development and alleviate unemployment, underemployment, and outmigration in distressed regions. | Grants for research and national technical assistance projects to promote competitiveness and innovation in urban and rural regions. |
| Federal | Equity Act; Transportation Enhancement Program: administered by MDOT | Funding for the development and construction of non-motorized facilities. | Eligible to all government entities that receive fuel tax revenues. Match levels are 80% federal and 20% local. |
| Federal | Congestion Mitigation and Air Quality Improvement Program: administered by MDOT and Southwest Michigan Planning Commission | Program goal is to reduce traffic congestion and enhance air quality. Eligible projects include bicycle and pedestrian facilities and bicycle safety planning. | Funds are available to counties designated as non-attainment areas for air quality. Match levels are 80% federal and 20% local. |
| Federal | State and Community Highway Safety Grants: administered by MDOT | Funding for pedestrian and bicycle safety projects through the Section 402 Formula Grant Program. | Michigan is eligible to obtain these grants via MDOT's recently adopted Strategic Highway Safety Plan. |



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| | | | |
|----------------|--|--|--|
| Federal | Sate Routes to School Program: administered by MDOT | Funding available for construction of new bicycle lanes, pathways, and sidewalks to and from schools. Also, for Safe Routes Education. | A school based planning process must be completed as a prerequisite for funding. This is 100% federally funded. |
| Federal | Local Technical Assistance Program: administered by the Economic Development Administration, U.S. Department of Commerce | Technical assistance programs (National, Local and University Center) that promote economic development and alleviate unemployment, underemployment, and outmigration in distressed regions. | Technical assistance is used to provide information, data, and know-how in evaluating, shaping and implementing specific projects and programs that promote economic development in economically distressed regions. |
| Federal | Section 202 Housing Program: administered by Michigan State Housing Development Authority | Loan programs to provide funding for senior citizen and handicapped housing. New construction, rehabilitation and congregate housing are all eligible. | Only non-profit corporations and cooperatives may be sponsors. |
| Federal | Water and Sewer Loan and Grant Program: administered by USDA | Funding available to help rural communities develop water and waste disposal systems. | Available to communities with populations under 10,000. |
| Federal | Research and Evaluation Program: administered by the Economic Development Administration, U.S. Department of Commerce | Program funds research and national technical assistance projects in urban and rural regions. | Can be utilized for innovative economic or infrastructure development activities. |
| State | The 21 st Century Jobs Fund: administered by MEDC | Fund is geared to help grow high-tech economy by investing in basic research. | Mainly available to universities and private entities. Geared toward the commercialization of products. |
| State | Coastal Zone Management Grants: administered by MDEQ | Grants offer assistance to enhance Michigan's coast. | |
| State | Michigan Natural Resources Trust Fund: administered by MDEQ | Grants for the acquisition and development of land and facilities for outdoor recreation. | Submittal of a 5 year recreation plan is necessary as part of the application. |
| State | Land and Water Conservation Fund: administered by MDNR | Program provides grants for the development of land for outdoor recreation. | Grant requires submittal of a recreation plan and 50% match from the applicant. |



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| | | | |
|--------------|---|---|---|
| State | Recreation Trails Program Grant: administered by MDEQ | Grant for the maintenance and development of trails and related facilities. | Applicant must develop partnership with a DNR division. |
| State | Recreation Improvement Fund: administered by MDNR | Fund for the operation, maintenance and development of recreation trails. | Similar to the RTPG, MDNR and community are joint applicants. |
| State | Interpreting America's Historic Places: Planning Grant | Planning Grants for the support historic places. | Grant can be utilized for a single site, a series of sites or a neighborhood. |
| State | Capital Access Program: administered by MEDC | Assist small businesses with capital needs. | Non-restrictive loan sizes or terms. |
| State | Industrial Development Revenue Bond: administered by MEDC | Financial assistance to economic development projects. | Used for the purchase of land, building and equipment related to manufacturing. |
| State | State Revolving Fund: administered by MDEQ | Low interest loans for municipalities to fund wastewater treatment system improvements, storm water treatment projects, and non-point pollution control projects. | Municipality must submit a "Project Plan" in order to be considered. |
| Local | Revenue Bonds | Revenue bonds are negotiable bonds issued by the community and payable only from the net revenues of the project being financed. | Usually issued to finance public improvement. |
| Local | Special Assessments | Fee levied by the community within a district for the financing of a local improvement that is of benefit to the landowners who must pay the assessment. | |
| Local | General Obligation Bonds | Negotiable bonds issued by the community and payable from the ad valorem taxes on all taxable property. | Typically used to fund public improvements. |
| Local | Tax Abatement | Taxpayer is granted a stay of paying a tax for a short or long term, for a total or percentage of the tax. | Tax abatement is usually available for personal and real property. |





Appendix "A" – Preliminary Cost Estimate



Appendix "B" – Interlocal Agreement



Appendix "C" – Partnerships for Change RFP



Appendix A

Preliminary Cost Estimate New Road

| <u>Item</u> | <u>Price/Ft</u> |
|---|--------------------------|
| Clearing | \$ 7.50 |
| Machine Grading | \$ 15.00 |
| Storm Sewer/Detention Ponds | \$ 52.50 |
| Sanitary Sewer/Lift Stations and Services | \$ 86.00 |
| Water Main and Services | \$ 61.50 |
| Curb and Gutter | \$ 20.00 |
| Pavement Section | \$ 95.50 |
| Sidewalks | \$ 35.00 |
| Restoration | \$ 11.00 |
| Private Utilities | \$ 20.00 |
| Bridges/Culverts/Environmental | \$ 75.00 |
| Water System/Sewer System Improvements | \$ 57.00 |
| Engineering/Contingency (25%) | <u>\$134.00</u> |
| TOTAL | \$670.00 Per Foot |

Preliminary Cost Estimate Existing Roads

| <u>Item</u> | <u>Price/Ft</u> |
|-------------------------------|--------------------------|
| Removals | \$ 22.00 |
| Machine Grading | \$ 15.00 |
| Sanitary Sewer and Services | \$ 68.00 |
| Water Main and Services | \$ 62.00 |
| Pavement Section | \$ 46.00 |
| Restoration | \$ 16.00 |
| Engineering/Contingency (25%) | <u>\$ 58.00</u> |
| TOTAL | \$287.00 Per Foot |

**Preliminary Cost Estimate
Summary**

| <u>Road</u> | <u>Cost / Foot</u> | <u>Length (Feet)</u> | <u>Total</u> |
|-----------------------------------|------------------------|----------------------|---------------|
| "New Road" | \$ 670.00 | 26,500 | \$ 17,755,000 |
| John Goff Road | \$ 287.00 | 2,400 | \$ 688,800 |
| County Line Road | \$ 287.00 | 4,400 | \$ 1,262,800 |
| 67 ½th Street | \$ 287.00 | 3,600 | \$ 1,033,200 |
| 66th Street | \$ 287.00 | 4,100 | \$ 1,176,700 |
| 65th Street | \$ 287.00 | 4,600 | \$ 1,320,200 |
| Red Arrow Water Main Extension | \$ 77.00 | 18,500 | \$ 1,424,500 |
| | | TOTAL | \$ 24,661,200 |

Appendix B

INTERLOCAL AGREEMENT ESTABLISHING GIS AUTHORITY

(MICHIGAN URBAN COOPERATION ACT 1967)

This agreement is entered into this ____ day of _____, 2004 between the following municipal corporations:

The Township of Birch Run
The Township of Blumfield
The Charter Township of Bridgeport
The City of Frankenmuth
The Township of Frankenmuth
The Township of Fremont
The Township of James
The Township of Jonesfield
The Township of Kochville
The Township of Lakefield
The Village of Merrill
The Township of Richland
The Charter Township of Saginaw
The City of Saginaw
The County of Saginaw, Michigan
The Saginaw County Board of Road Commissioners
The Township of Spaulding
The Township of St. Charles
The Township of Swan Creek
The Township of Thomas
The Township of Tittabawassee
The Township of Zilwaukee
Michigan State University Extension, as ex officio member

RECITALS

1. The County of Saginaw has begun the development of a Geographic Information System for the County of Saginaw. This Geographic Information System, or (“GIS”) constitutes a valuable tool for various governmental functions, including by illustrations but not limitations: planning and zoning; telecommunications; data processing resources and services; taxation and assessment; and infrastructure development.
2. The parties desire to cooperate in providing GIS services for the municipalities who are parties to this agreement, as well as third parties, and to share the costs of the GIS services on an equitable basis.

3. It is the desire of the parties to maintain control over the GIS system for the benefit of the parties and their respective citizens.

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

1. **ESTABLISHMENT.**

The parties hereby agree to establish a Geographic Information System Authority which shall be known as the "Saginaw Area GIS Authority" (Hereafter referred to as "Authority"). Pursuant to MCLA §124.507, the Authority is established as a separate public body corporate.

2. **PURPOSE AND OBJECTIVES.**

Geographic information is critical to maintaining efficient and effective government operations. Decisions require the support of accurate, timely and integrated information about land based issues and other factors. Geographic Information Systems (GIS) consist of automated applications; telecommunications; data processing resources and services; member and community educational programming which uses GIS; the support elements such as funding, personnel, facilities, contracts, training and related services; tabular data and information associated with geographic land based issues.

Maximum benefits and effective use of GIS can only be fully realized through coordinated efforts and sharing of resources. The Authority shall monitor, evaluate and make recommendations to the Authority Board on the needs, direction, priorities, standards, funding and responsibilities for GIS projects and initiatives within the County of Saginaw.

The objectives of the Authority shall include the following:

1. Advise Authority members on issues, problems and opportunities related to GIS planning.
2. Establish a forum at the County level to identify opportunities and to develop and promote initiatives for the application of GIS.
3. Identify, recommend and communicate adequate planning, standards and quality controls for the implementation and operations of GIS in the countywide and local governmental units within the County of Saginaw.
4. Assist Authority members in coordinating the management, application and sharing of GIS resources and services.
5. Inform users of geographic information about the status of GIS activities.
6. Promote the training and use of GIS services and resources.
7. Engage in educational programs regarding GIS for the benefit of the members and the Saginaw County community at large.

3. **ORGANIZATION.**

Each participating unit of government shall appoint a representative and alternate representative to the Authority. These representatives shall constitute the Authority Board of Trustees in accordance with the By-Laws of the Authority. Each representative shall serve a term of three (3) years. Notwithstanding the above, the initial Board of Trustees shall be composed of staggered terms, as set forth in the attached Schedule 1, with one-third of the Board of Trustees members' terms expiring 1, 2 and 3 years respectively.

The representative may be removed by the appointing governing body at will, during or upon expiration of the board member's term. The Board of Trustees shall annually elect a chairman, vice-chairman, and secretary-treasurer. The Board of Trustees shall have the power to conduct the day-to-day business of the Authority. The Board of Trustees shall meet at least four (4) times per year and shall provide minutes of its meetings to each participating member's appointed representative and alternate.

4. FINANCES.

The Board of Trustees shall annually prepare a proposed budget for the review by each member unit of government prior to approval by the Board of Trustees. The proposed budget shall show the projected revenues and expenses during the next fiscal year (January 1 thru December 31), and shall be in a form determined by the Board of Trustees.

Budgets and budget amendments shall be reviewed and approved by the Board of Trustees. If for any reason the expenditures exceed the revenue during any fiscal year, the Authority may require a contribution from all member units of government in proportion to the number of tax parcels of a unit of government in comparison to the total number of tax parcels which are contained in all units of government which are members of the Authority. The number of tax parcels shall be determined as of the Tax Day (December 31) of the immediately preceding year.

5. POWERS

The Authority is hereby authorized to do all things which are necessary to implement the purposes, objectives and provisions of this Interlocal Agreement, including all of the following:

- a. Accept conveyances of real and personal property from any other governmental unit and from private third parties;
- b. Sue and be sued in its own name and plead and be impleaded;
- c. Enter into contracts and other instruments necessary, incidental or convenient to the performance of its duties and the exercise of its powers, including, but not limited to, other interlocal agreements for the joint exercise of powers;
- d. Solicit and accept donations, grants, labor, loans, and other aid from any person, or the federal government, the State of Michigan, or a political subdivision of the State of Michigan, or any agency of the

- federal government, the State of Michigan, a political subdivision of the State of Michigan, or an intergovernmental entity created under the laws of the State of Michigan;
- e. Procure insurance against loss in connection with the property, assets, or activities of the Authority;
 - f. The Board may employ legal and technical experts, other officers, agents, or employees, permanent or temporary, paid from the funds of the Authority. The Board of Trustees may delegate to one or more members, officers, agents or employees any powers or duties which it considers proper.
 - g. Contract for goods and services and engage personnel as necessary and engage the services of private consultants, managers, legal counsel, engineers, accountants and auditors for rendering professional financial assistance and advice payable out of any money of the Authority;
 - h. Study, develop and prepare the reports or plans the Authority considers necessary to assist it in the exercise of its powers under this Interlocal Agreement and to monitor and evaluate the progress under this Interlocal Agreement;
 - i. Do all other things necessary or convenient to achieve the objectives and purposes of the Authority or other laws that relate to the purposes and responsibility of the Authority;
 - j. In its discretion, the Authority may contract with others, public or private, for the provision of all or a portion of the services necessary for the management and operation of the Authority. The Authority may adopt a code of ethics for its trustees , officers, and employees;
 - k. The Board of Trustees shall fix, and GIS shall collect charges, rates, rents or fees where appropriate and to promulgate rules and regulations related thereto.

6. GIS MAP OWNERSHIP.

By execution of this agreement, the County of Saginaw hereby transfers to the Authority its interest in the Core Base Map, and all modifications or enhancements, , together with all associated equipment, licenses and software which is presently owned and under the control of the County. The base map, together with all modifications and enhancements to it, and derivative products, shall continue to be subject to the terms of this Agreement. The Authority shall retain ownership of the core base map and all such derivative products.

7. COPYRIGHT.

All publications, compilations or derivative works used or produced by the Authority shall remain the property of the Authority. All such publications, compilations or derivative works which are released to a third-party must include the following copyright notice:

COPYRIGHT (insert appropriate year) Saginaw Area GIS Authority.

Any third-party which uses the Authority Base Map, or other publications, compilations or derivative works shall, in writing, recognize the Authority's ownership.

The Authority shall establish rules and procedures for the sale, lease, copying, transferring or other use of the Authority's property. A Member Municipality shall comply with the Authority's established rules and procedures if it sells, leases, copies or otherwise uses the GIS data or derivative work for the benefit of a third party.

8. TERM OF AGREEMENT.

The parties hereby agree to be bound by the terms of this Agreement. Each unit of government shall continue to be bound by this Agreement until such unit of government specifically terminates its participation.

9. TERMINATION OF MEMBERSHIP.

Termination shall be accomplished by delivery of a written notification of termination to the Board of Trustees at least 90 days in advance of the end of the Authority's fiscal year. No assets shall be distributed to any terminating unit of government unless the Authority discontinues its operations entirely. Notwithstanding the above, upon termination of membership, a Member shall be entitled to receive that Member municipality's GIS data in a format which will enable the terminating Member to utilize its GIS data, subject to the copyright of the Authority. The cost of preparing and transferring the data shall be the responsibility of the terminating Member.

10. ADDITIONAL MEMBERS.

Any unit of government which is located within the County of Saginaw may become a party to this Agreement and a member of the Authority at any time in the future. Such future participating units of government shall join, subject to the terms of this Agreement and subject to any reasonable requirements of the Authority, including the financial contributions which are established from time to time by the Authority.

The Board of Trustees may admit ex officio members on terms and conditions which are provided in the by-laws of the Authority. Ex officio membership shall be a limited membership, with no voting rights. However, an ex officio member may be a member or chair of a committee, with full membership participation, including the right to vote on matters which are recommended to the Board of Trustees for final decision.

11. CONTRACTED SERVICES.

Services may be provided to non-member units of government or other entities on a contract basis. Any such contract shall be approved by the Board of Trustees.

12. TERMINATION AND DISSOLUTION.

Dissolution of the Authority which is created pursuant to this Agreement shall require a two-thirds (2/3) vote of the members. Upon dissolution, the assets of the Authority, after payment of all just debts and expenses, including expenses of dissolution, shall be transferred to the County of Saginaw, Michigan. Each Member Municipality shall be entitled to receive its GIS data in a format which will enable the Member Municipality to utilize its GIS data.

13. NOTICE.

All notices which are required under this Agreement, or under the By-Laws of the Authority, shall be provided either by certified mail, postage pre-paid and return receipt requested, or by personal service.

14. ASSIGNMENT.

This Agreement may not be assigned, transferred or any way disposed of by any party without first having obtained the written approval of all other parties.

15. GOVERNING LAW.

This Agreement and all actions arising under it shall be governed by and subject to the laws of the State of Michigan.

16. LIABILITY.

All liability, loss or damage as a result of claims, demands, costs or judgments arising out of activities of the Authority will be the sole responsibility of the Authority and not the responsibility of the governmental units. Nothing in this Agreement will be construed as a waiver of any governmental immunity, as provided by statute or modified by court decisions, by either the Authority, its agencies, or employees, or any governmental unit which is a party to this Agreement.

17. SEVERABILITY PROVISIONS.

If any provision of this Agreement or the application to any person or circumstance is, to any extent, judicially determined to be invalid or unenforceable, the remainder of the Agreement, or the application of the provision to persons or circumstances other than those to which it is invalid or unenforceable, is not affected and is enforceable.

IN WITNESS, the parties have executed this Agreement this _____ day of _____, 2004.

CERTIFICATION OF ADOPTION

[Township of Birch Run]

Saginaw County, Michigan

The foregoing Interlocal Agreement of the Saginaw County GIS Authority was adopted by the Board of Trustees of the Township of Birch Run at a meeting duly held on the _____ day of _____, 2004.

EARL R. SCHLEGEL, Supervisor

AMY COOK, Clerk

REQUEST FOR PROPOSALS

The *Partnerships for Change Pfc Sustainable Communities Program* was developed by the Land Information Access Association (LIAA), Michigan Municipal League (MML) and Michigan Townships Association (MTA) with assistance from the Michigan Association of Planning (MAP), and Michigan State University Extension (MSUE). The overall mission of the program is to foster new and expanded cooperation between cities, townships and villages in developing and carrying out local land use policies that contribute to the preservation of cultural and natural resources. Wherever possible, these policies should encourage urban redevelopment and discourage inefficient, low-density development. Administered by LIAA, *Pfc Sustainable Communities* has been funded by grants from the Americana, C.S. Mott, Frey, and W.K. Kellogg Foundations, as well as the Department of Environmental Quality Coastal Management Program, MML and MTA. A full program description is available for download at www.partnershipsforchange.cc.

There are two key requirements for participation in the *Pfc Sustainable Communities* program:

1. A commitment to adopting new policies and/or programs that provide additional protections for critical natural and cultural resources and/or urban redevelopment.
2. A commitment to cooperative planning with one or more neighboring municipalities as a means of developing and adopting these policies and programs.

To be considered for a grant of services in this round, multi-jurisdictional partnerships must submit an application no later than Wednesday, April 30, 2008. You may mail applications to:

Partnerships for Change Sustainable Communities
Land Information Access Association
324 Munson Avenue
Traverse City, MI 49686.

You may also submit applications, as Adobe Acrobat .pdf documents, to partnerships@liaa.org.

Topics of Special Interest

The *Pfc Sustainable Communities* program encourages creative intergovernmental cooperation to address planning and land use issues as a means to preserve and sustain natural and cultural resources and to encourage urban redevelopment. Cooperative planning and land use management across jurisdictions can increase efficiencies and reduce redundancies. Coordinated planning can also reduce uncertainties and inconsistencies across borders providing better, more consistent protections for natural resources and some cultural resources.