

Placemaking Execution – Think and Act Like a Developer

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Placemaking Execution – Think/Act Like a Developer

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Purpose of This Session

- Demographics are changing, markets are changing, and communities are changing. This is especially true for “place-based” development. So...should the planning-zoning system change as well?
- Research and practice show that *market-analyzed, stakeholder-engaged, charrette-facilitated, development-oriented processes* produce better projects, but can they also produce better master plans and codes?
- And if so, shouldn't this be a standardized approach to Michigan communities? This session will present a forum to discuss whether adapting a “developer”-focused approach is the future Michigan planning/regulatory model.

Some of the Barriers

1. Communities have limited Master Plans, outdated Zoning Ordinances and cumbersome processes that *prevent quality development and result in missed opportunities*.
2. They do so by *under-regulation* and by *over-regulation*.
3. They *don't accommodate new development* that the community often wants and needs.
4. They unwittingly get the kind of development that prevents the community from being *globally competitive* for talent, and quality jobs.



Problem 1 (a): Limited Master Plans

- Most Master Plans are old or outdated
- Not based on contemporary analysis of demographic changes or informed by recent market trends
- Focus primarily on land use and infrastructure and
- Fail to consider urban form and value of amenities (parks, trails, entertainment venues, well-equipped public spaces, good transit, etc.)
- Have no section on Placemaking
- Have no section on priorities for public investments
- Have no clear guidance on Plan Implementation

Problem 1 (b): Outdated Zoning Ordinances

- Most Zoning Ordinances are older and more outdated than Master Plans
- Most still have a strong Euclidean influence (stacking of uses)
- Few pay attention to Form
- Most cater to cars and not people, and require excessive parking
- Most limit density and mixed use in locations where they should be the highest
- Most permit by right, suburban development forms in downtowns and along key corridors which kill walkability and the ability to densify
- Most require by special use permit or other special approval, contemporary development forms that add interest to urban places
- Most make it difficult to build downtown and easy to build at the periphery of town
- Most are not sensitive to the time it takes to get through development review and approval

Problem 1 (c): Cumbersome Processes That Prevent Quality Development

- Review procedures that take a long time, are a disincentive for that type of development ever taking place
- Review procedures that require a lot of public review are a disincentive for that type of development ever taking place
- Review procedures that use sequential, instead of parallel review procedures take much longer review times

Problem 2 (a): Under-Regulation

- Regulations in Downtowns and key commercial corridors that allow suburban style development with parking in front as a “use by right”
- Regulations in Downtowns and key commercial corridors that allow one story buildings (instead of requiring 2-3 stories)
- Regulations that permit adult uses, pawn shops, liquor stores and party stores downtown as by right uses

Problem 2 (b): Over-Regulation

- Regulations Downtown that require on-site parking
- Regulations Downtown that require PUDs for mixed-use buildings
- Regulations Downtown that prohibit on sidewalk dining, street performers, bicycle parking, angle parking, or sandwich signs
- Regulations that do not permit “missing middle” housing, by only permitting single family homes, duplexes and garden apartments



Problem 3: Result is Low Quality Development or No Development

- Buildings with long economic lives, a lot of character and adaptable to many different uses are replaced with comparatively cheap buildings with short economic lives and little adaptability to other uses
- A vacant lot in a downtown full of 2-4 story buildings gets a one story building
- A key corridor or node gets a cement block or steel siding “dollar store” or a fast food restaurant with parking in the front
- An historic building with character gets torn down for one of the above

Problem 4: Communities Aren't Globally Attractive to Talented Workers

- Talented workers have skills that are in high demand. They can live anywhere they want. They will not choose your city or village unless it is a *high quality place with a lot of amenities*.
- Jobs increasingly locate where there are an abundance of talented workers.



Every Community Wants to Keep its Youth, But Communities are Driving them Away

- Today's Millennials want quality places to live, with lots of amenities and things to do FIRST. They go to these places and then look for jobs. People in many other age cohorts also want these things, and when they are present, everyone benefits and talent starts to aggregate, attracting new businesses and jobs.
- *The high quality Place has to come first!*



Placemaking to Create Quality Places is Required



- *Placemaking is the process of creating quality places where people want to live, work, play and learn in.*
- There need to be several of these in each region.
- Each community has be an authentic place, that builds on its unique assets, and it must understand its role within the region.
- Creating quality places is a constant process of Placemaking, that focuses on public spaces and the interface of private spaces with public spaces (building facades, setbacks, height and parking especially).

What Developers Want

- **All Developers**

- Predictability
 - Clear community *vision* for the area they are interested in
 - Clear *development regulations*
 - Development "*by right*" with few special approval procedures
- Reasonable Time Frames for Review and Approval

- **Best Developers**

- Evidence of Master Plans with broad stakeholder engagement and support
- Evidence the Planning Commission and Council are on the same page
- Evidence the community supports quality development
- Evidence the community will get approvals right, but in a reasonable time
- A real partnership

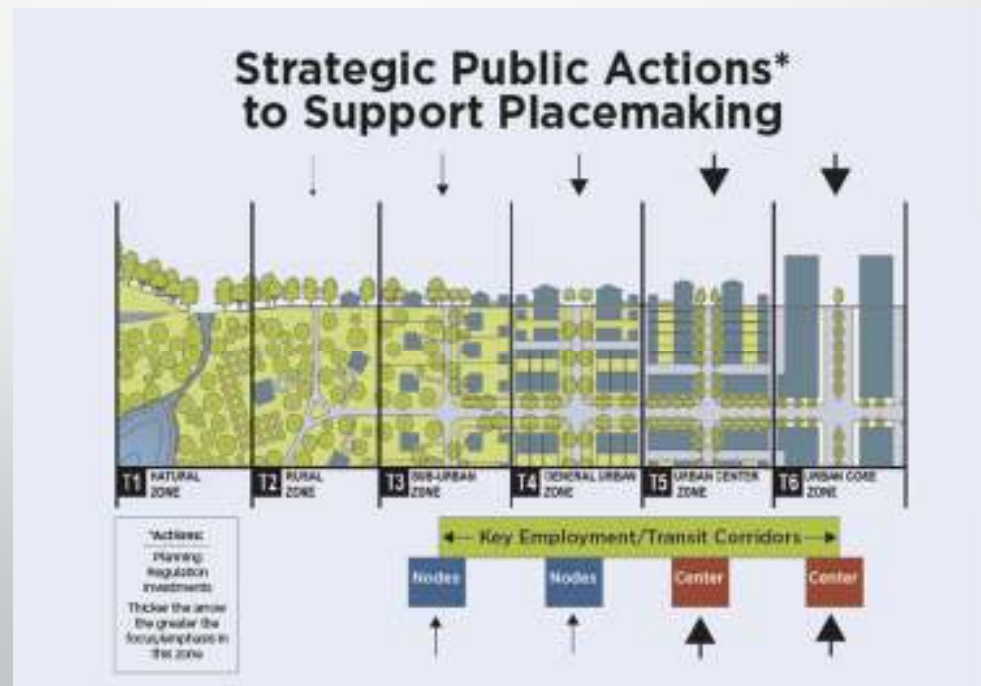


What Communities Must Ensure

- *Quality new development in conformance with Plans and Regulations*
- *Minimize negative impacts on adjoining property*
- *Concerns of disadvantaged persons are adequately considered*
- Both of the above require BEFOREHAND:
 - Engaged citizenry and businesses with basic knowledge of planning and zoning
 - Broad stakeholder involvement in creation and updating of Plans and Regulations
 - Well-trained and coordinated staff, planning commission and council

Where to Target

- **Centers:** the Downtown
- Key **Nodes:** major transit stops; transportation junctions
- Key **Corridors:** linking important destinations (such as anchor institutions)



Five Essential Principles

1. Community must *put people ahead of cars* downtown, at key nodes and along key corridors – human scale design
 - a. Community must be walkable (complete and safe sidewalk system)
 - b. Community must be bikeable (complete and safe bicycle system; slow, with parking)
2. *Increase residential density* downtown, at key nodes and along key corridors
3. Must *allow mixed-uses* Downtown, at key nodes and along key corridors
 - a. Retail and personal service on first floor, second and third floor residential; office on second floor if building is 4+ stories
 - b. No on-site parking requirement
 - c. Encourage mixed-income units
4. Put *Building Form over Use* when it comes to regulation outside of Single Family Res.
 - a. Allow no one story buildings downtowns or at key nodes and probably not along key corridors
 - b. No parking in front of buildings
5. If over 5,000 population, must have *fixed route transit* from downtown to key locations, unless everything is compact

Lack of Supporting Infrastructure

- Missing infrastructure that can support density and mix of uses
 - Sidewalks
 - Rapid transit
 - Pedestrian friendly roads



National Center for Biking and Walking



National Center for Biking and Walking



Schindler



Schindler

Plans, Zoning, & Review Processes Must Be Adequate

- So if Master Plans, Zoning and Development Review Processes do not address the issues raised above, it will be very difficult to attract and retain quality development or skilled workers.
- What tools are available to help achieve this goal?

Main Street Program Will Help

The Main Street Four-Point Approach[®] is a community-driven, comprehensive strategy that encourages economic development through historic preservation in ways that are appropriate for today's marketplace. The four points include:

- **Design:** Enhancing the downtown's physical environment by capitalizing on its best assets including historic buildings, and creating an inviting atmosphere through attractive window displays, parking areas, building improvements, streetscapes and landscaping.
- **Economic Restructuring:** Strengthening a community's existing economic base while also expanding and diversifying it.
- **Promotion:** Marketing a downtown's unique characteristics to residents, visitors, investors and business owners.
- **Organization:** Involving all of the community's stakeholders, getting everyone working toward a common goal and driving the volunteer-based Main Street program.



Redevelopment Ready Communities Will Help

- The Redevelopment Ready Communities (RRC) Program is a state-wide certification program that supports communities to become development ready and competitive in today's economy. It encourages communities to adopt innovative redevelopment strategies and efficient processes which build confidence among businesses and developers. Through the RRC program, local municipalities receive assistance in establishing a solid foundation for development to occur in their communities – making them more attractive for investments that create places where people want to live, work and play.
- Once engaged in the program, communities commit to improving their redevelopment readiness by undergoing a rigorous assessment, and then work to achieve a set of criteria laid out in the RRC Best Practices. The six RRC Best Practices are:
 - Community Plans and Public Outreach
 - Zoning Regulations
 - Development Review Process
 - Recruitment and Education
 - Redevelopment Ready Sites
 - Community Prosperity



There is More You Can Do

- Target Market Analysis (TMA)
- Charrette-based Master Plans and Zoning Ordinances
- Form-based Codes (for at least the Downtown, key Nodes and along key Corridors)
- IN SHORT: Create *streamlined development review procedures* with more development “by right” that are tied to market-analyzed, stakeholder-engaged, charrette-facilitated, Master Plans and Form-based Codes

Target Market Analysis

- The TMA method differs from other methodologies:
 - Analyzes the WHOLE range of household types.
 - Analyzes the WHOLE range of residential building types:
 - Detached Single Family; Attached Single Family (Rowhouse, Townhouse); Attached Multi-Family (Apartments, Lofts, Live-Work)
 - The housing preferences of a wide variety of household types is found – to make a conservative estimate of POTENTIAL demand.
 - These housing types in URBAN street and block settings are often not available as new builds in the metro area.



Charrettes

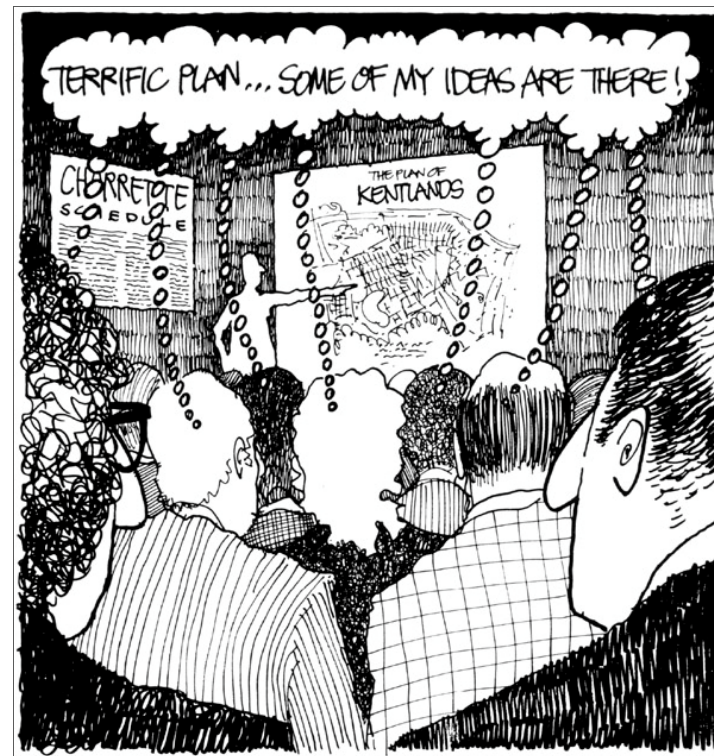
- Charrettes permit broad public participation, public and often developer approval in a much shortened time frame
- Recommend using facilitators trained through the National Charrette Institute

Charrette

The charrette is a multi-day, collaborative planning event that harnesses the talents and energies of all affected parties to create and support a feasible plan that represents transformative community change.

Engagement
High

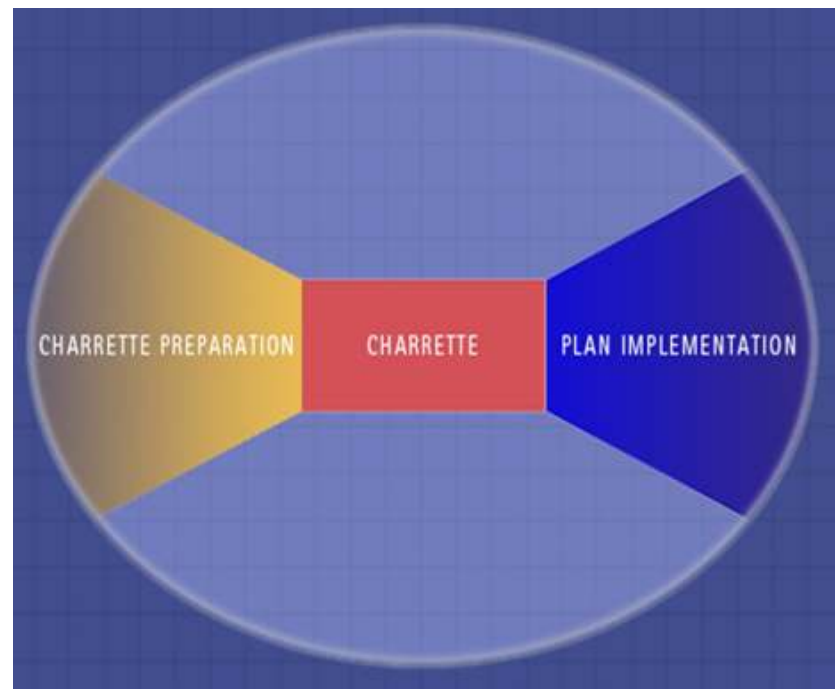
Low



Roger K. Lewis

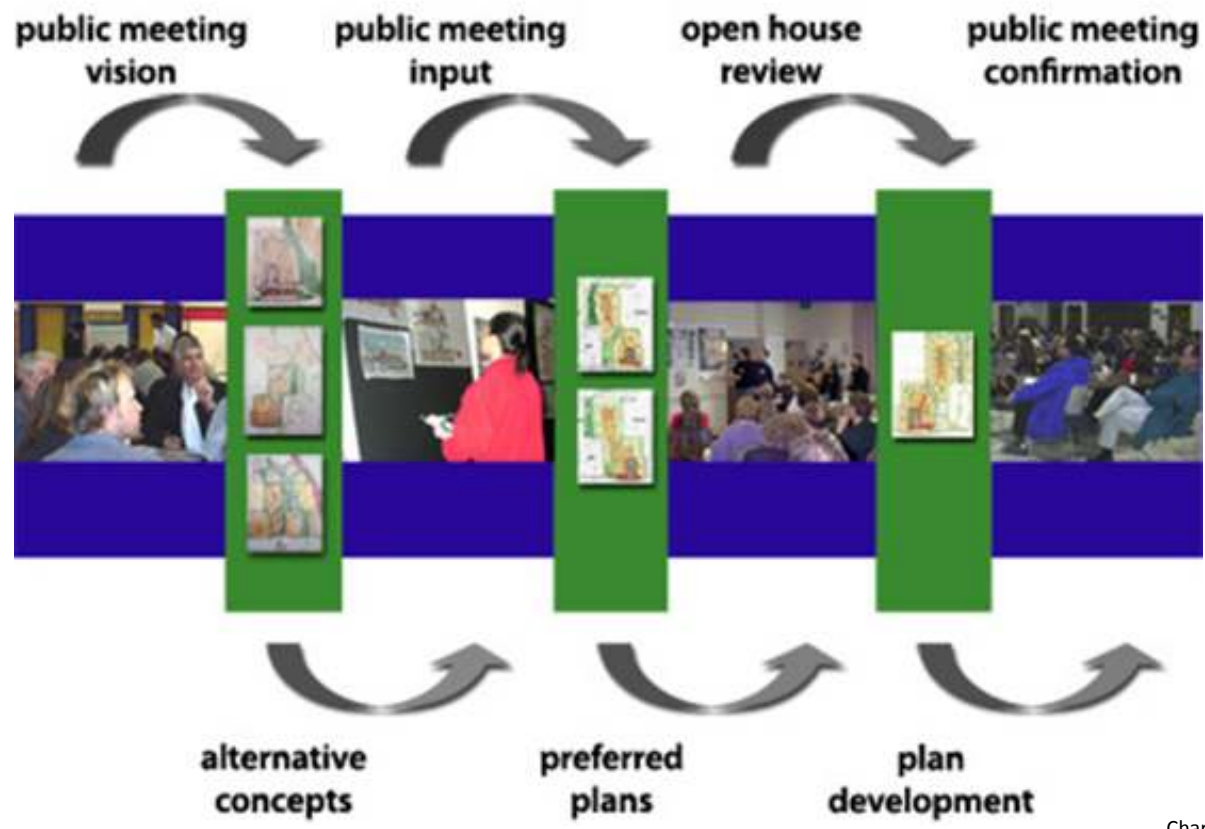
Vision-based Planning Process Linked to Implementation

- See Module 5 of Placemaking Curriculum for details



Charrette System™;
© National Charrette Institute

Charrette Feedback Loops





LCA Town Planners



Charrettes Provide Many Opportunities for Participation

- In charrette, everyone interested helps out in a team effort that incorporates their unique contribution
- Professionals provide design and strategic input
- Community members provide local information, feedback, and critique

Design (or Visual) Driven Process

- Visual alternatives is a key component
 - Representation of ideas
 - Develop best ideas graphically
- Stakeholders involved at key times



Fisher Station; Hoekstra

Visioning Process

- Charrette results in extensive visual images



View looking toward the proposed library on Front St.

Suttons Bay The Andrews University Plan



OCTOBER CHARRETTE: PRELIMINARY MASTER PLAN
SUTTONS BAY, MICHIGAN

“Consensus Vision” is Outcome of the Charrette



View looking East toward proposed Int.



View looking north on the proposed bike trail

Suttons Bay The Andrews University Plan



urban advantage/steve price

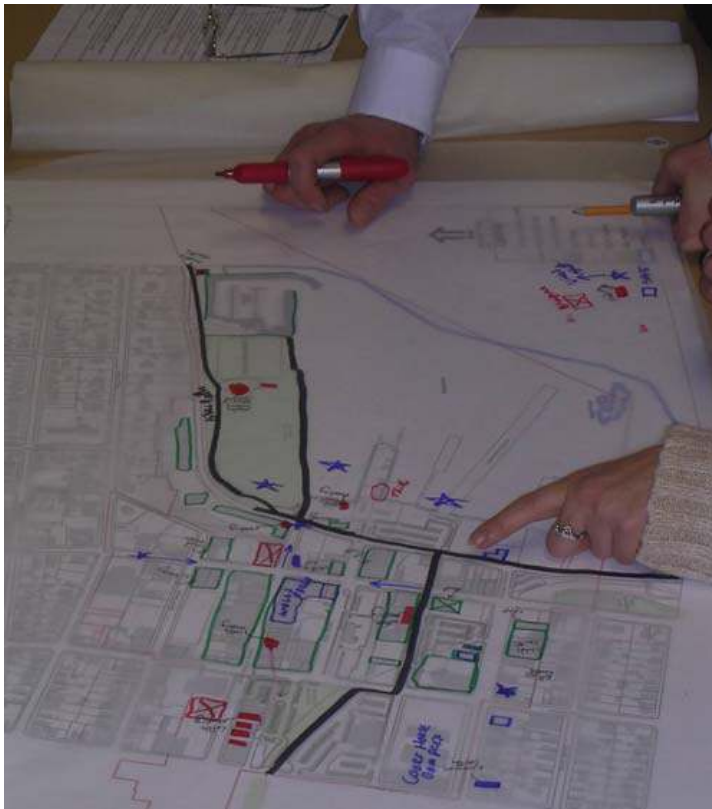


urban advantage/steve price



urban advantage/steve price

Strengths of a Charrette

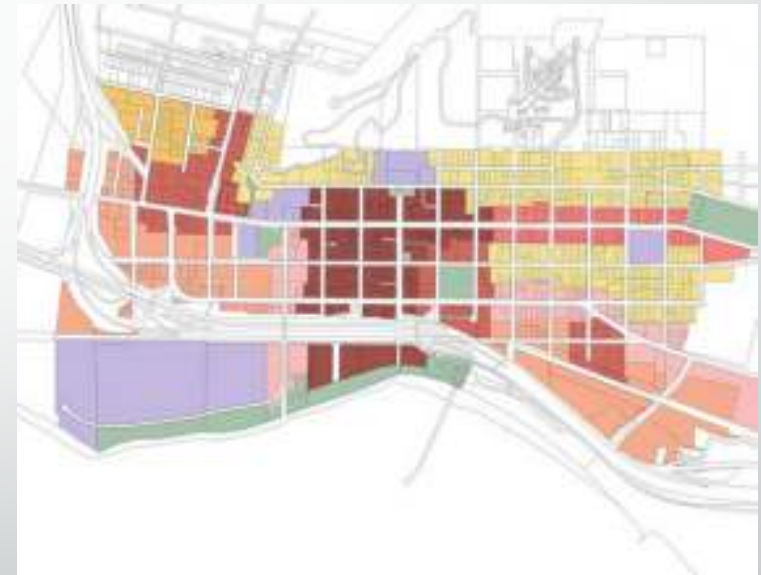


Marquette; Dennis Stachewicz

- Explores all aspects of project concurrently
- Reduces rework
- Shortens project timeline
- Involves the public in a collaborative process
- Generates support
- Produces a feasible plan

Form-Based Codes

- Form-Based Codes created with broad public consensus allow more development to be approved “by right”
- Form based codes are easier to use
 - Graphical
 - Prescriptive
 - Created with broad public support
 - Quicker administrative approvals
- Recommend preparation by persons trained by the Form-Based Code Institute (FBCI)



Definition of Form-Based Code

- **A form-based code (FBC) is a means of regulating development to achieve a specific urban form.**
- Create a predictable public realm by controlling physical form primarily, with a lesser focus on land use, through municipal regulations.



Communities to invest in. Communities to grow in.

Characteristics of Form-Based Codes Per FBCI

- Are drafted to **implement a community plan** based on time-tested forms of urbanism.
- The regulations and standards are presented in both words and clearly drawn **diagrams and other visuals**.
- Are keyed to a **regulating plan** that designates the **appropriate form and scale** (and therefore, character) of development, rather than only distinctions in land use types.
- Key Components of a FBC follow:



Communities to invest in. Communities to grow in.

Regulating Plan

- Essentially same as the Zoning Plan/Zoning Map for the Form-Based Code (FBC) with additional elements
- Provides concept/content of standards for each parcel – and how it relates to the street and adjoining parcels
- Coding by street frontage, district, or transect
- Variety of different ways to create it

Sample Regulating Plan/Map

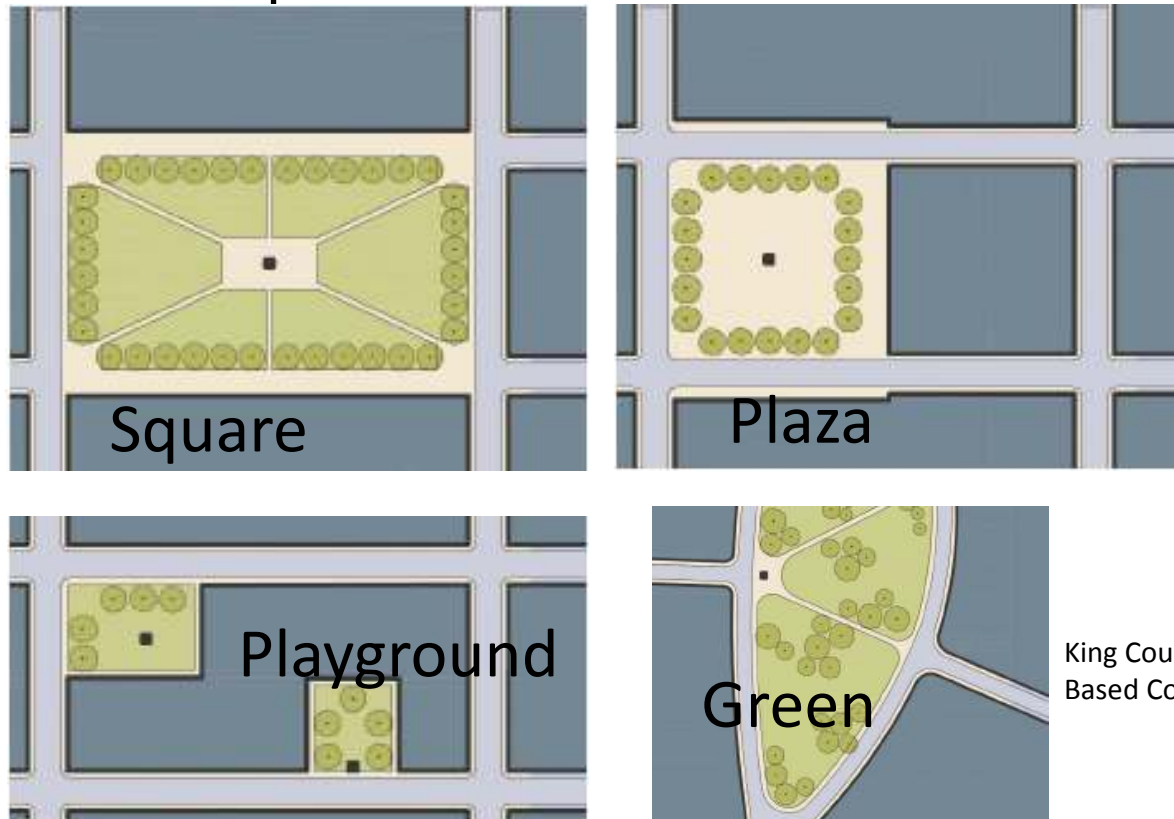
Frontage-Based Code

- Focus on the Street and the Street Frontage to Identify the different “districts”



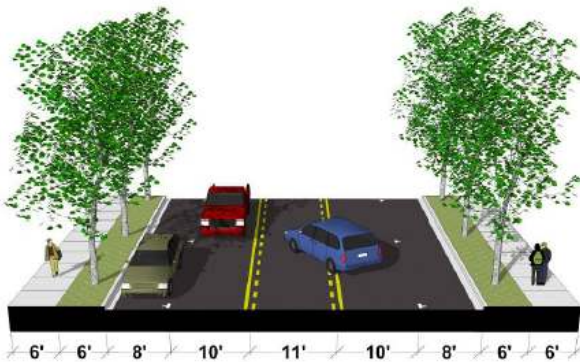
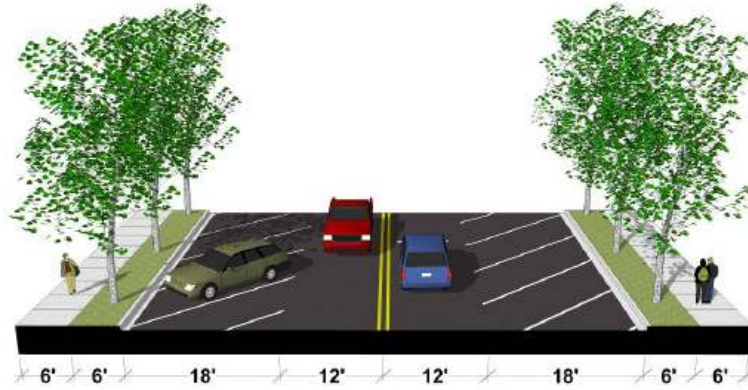
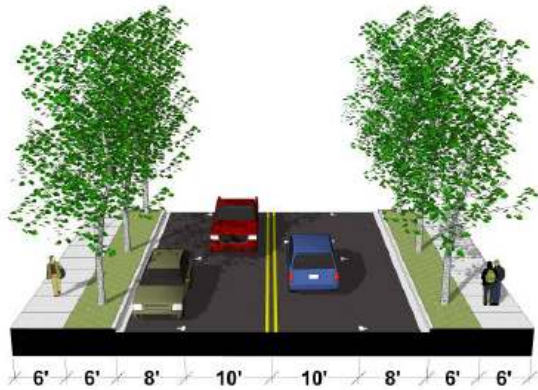
Public Space Standards

- Civic Space Standards



King County, Washington, Form-Based Code Pilot Project

Street and Block Standards



King County, Washington, Form-Based Code Pilot Project

Building Form Standards

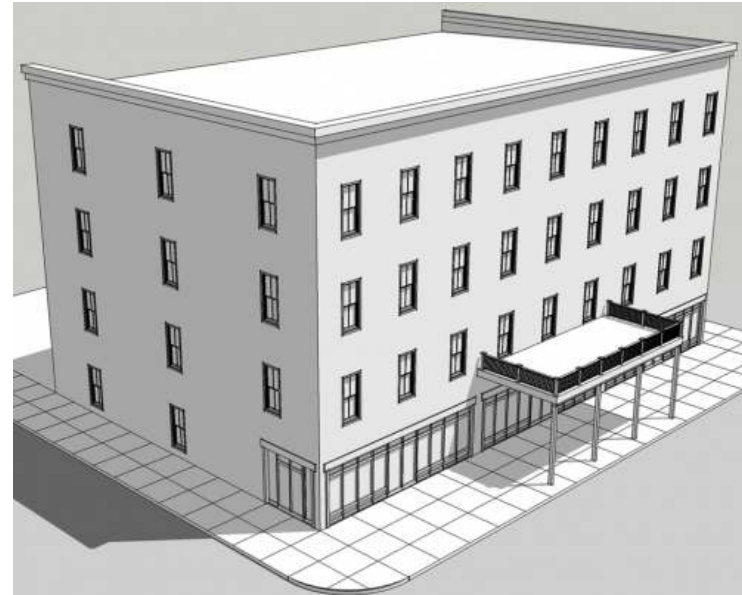


8.5 units per acre, single family house, 50x100 lot; PlaceMakers



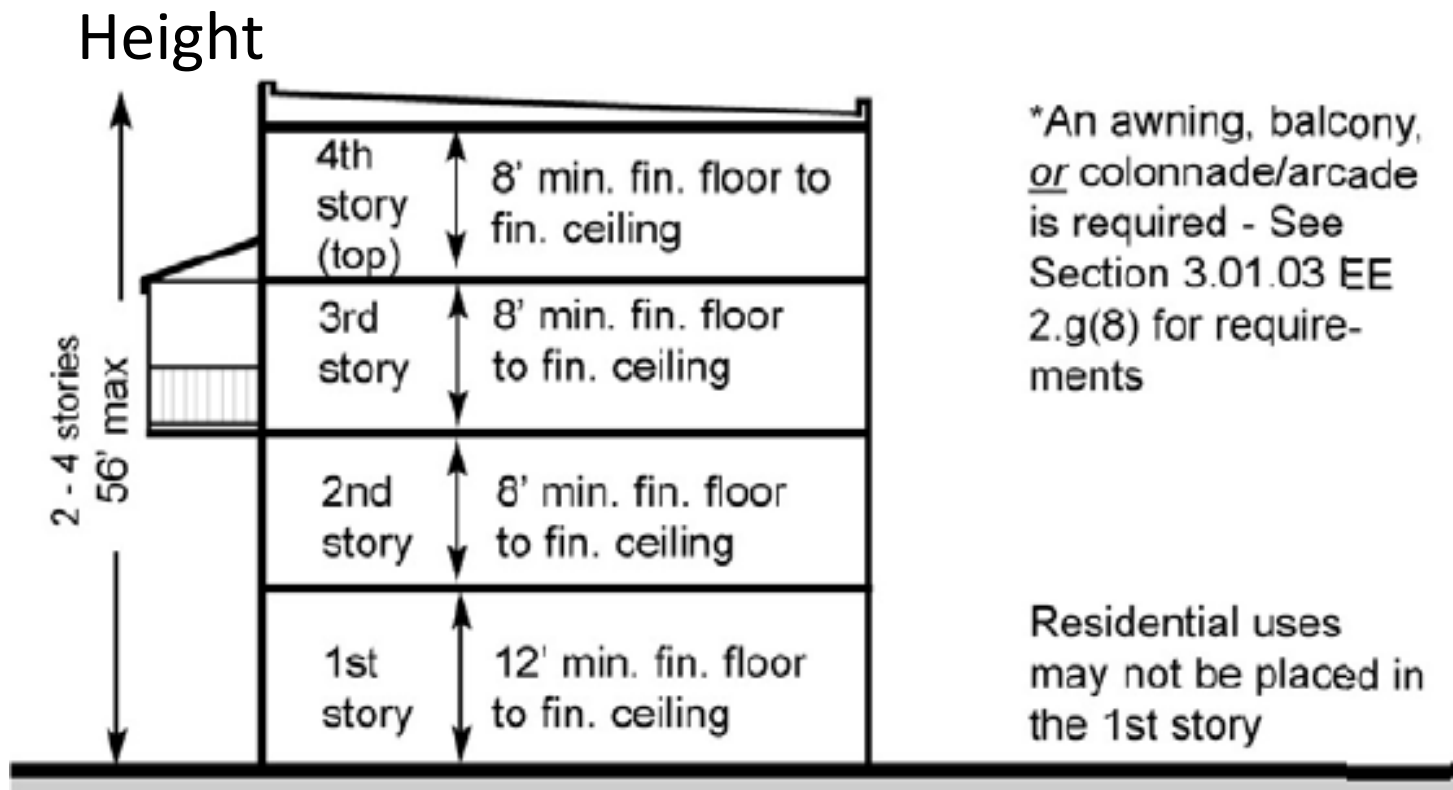
18 units per acre, townhouse; PlaceMakers

Building Form

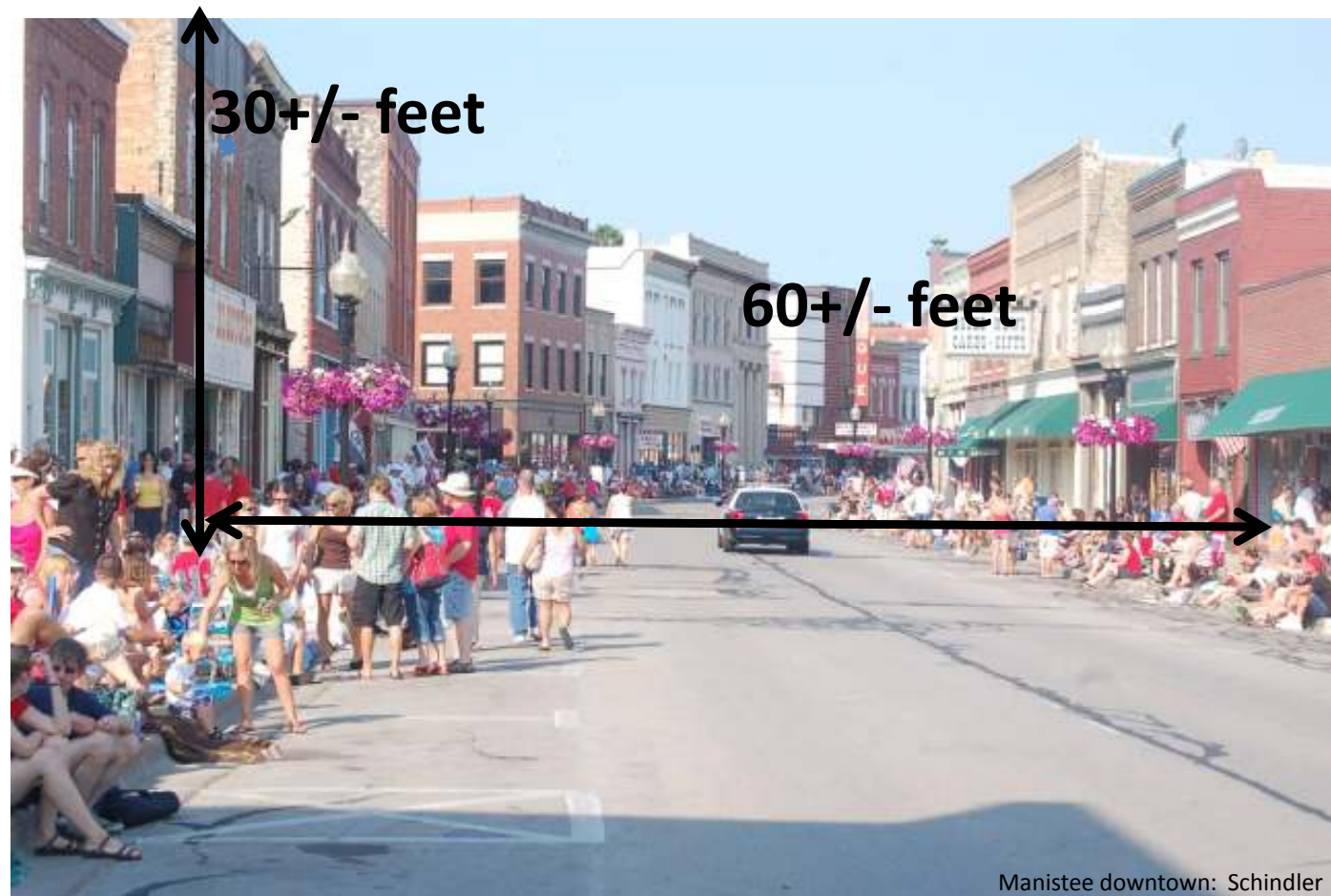


36 units per acre, apartments / flats; PlaceMakers

Building Form Standards



**Building
Height
to Street
Width
Ratio**

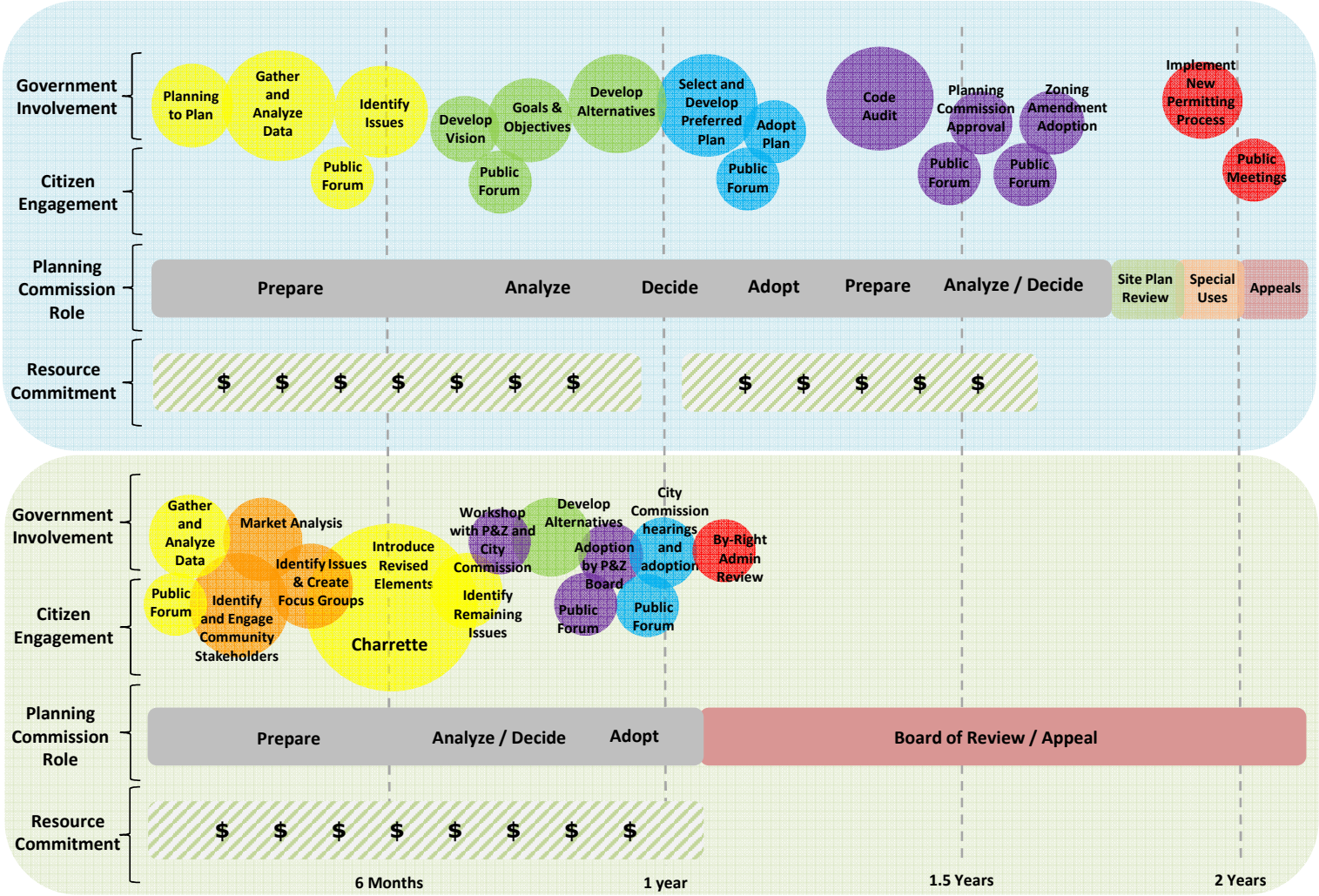




Consolidated Plan & Development Approval Processes

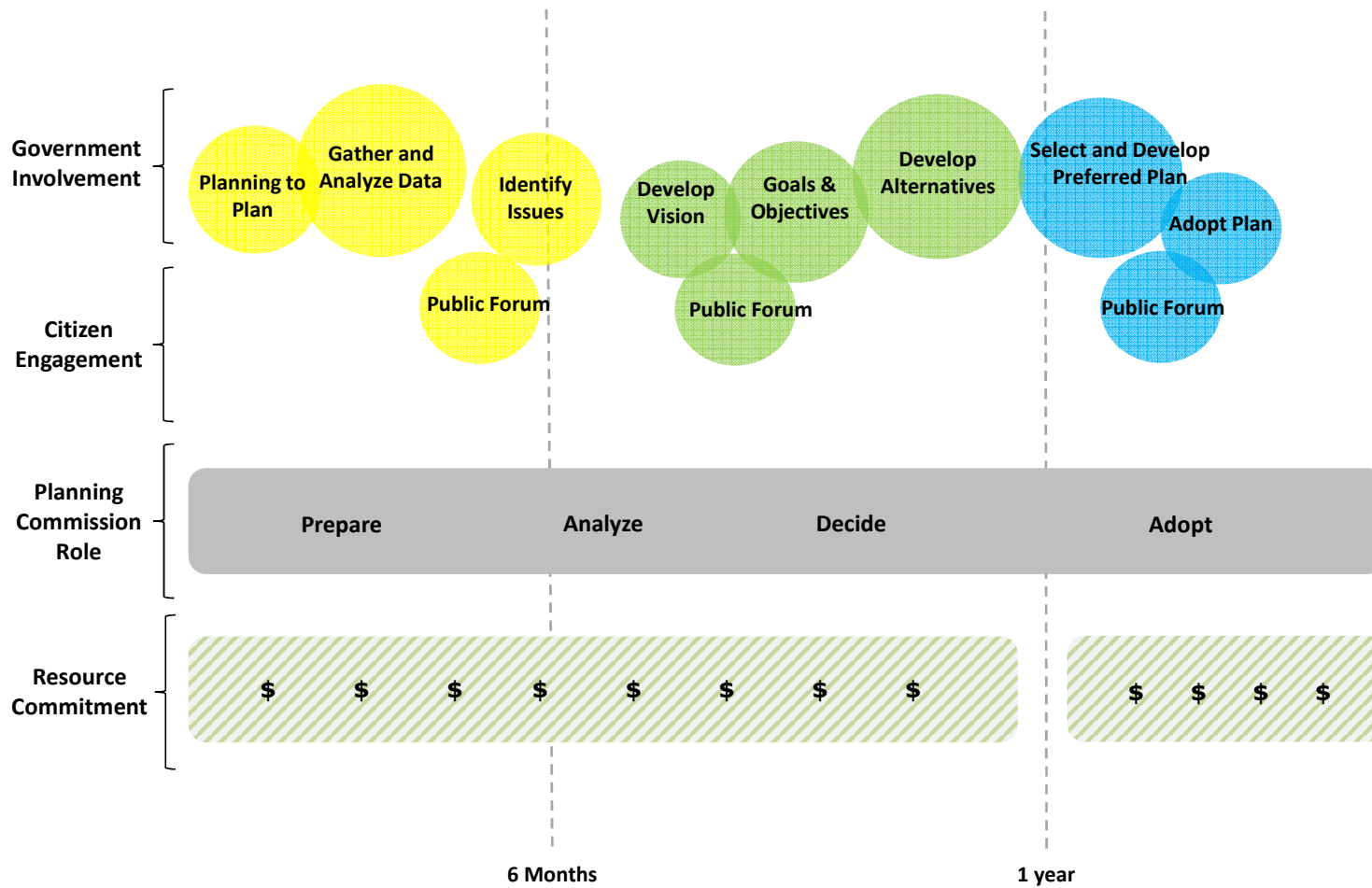
- Comparison of Conventional Planning/Regulatory Process to
- Form Planning/Coding Process

Conventional Planning / Regulatory Process

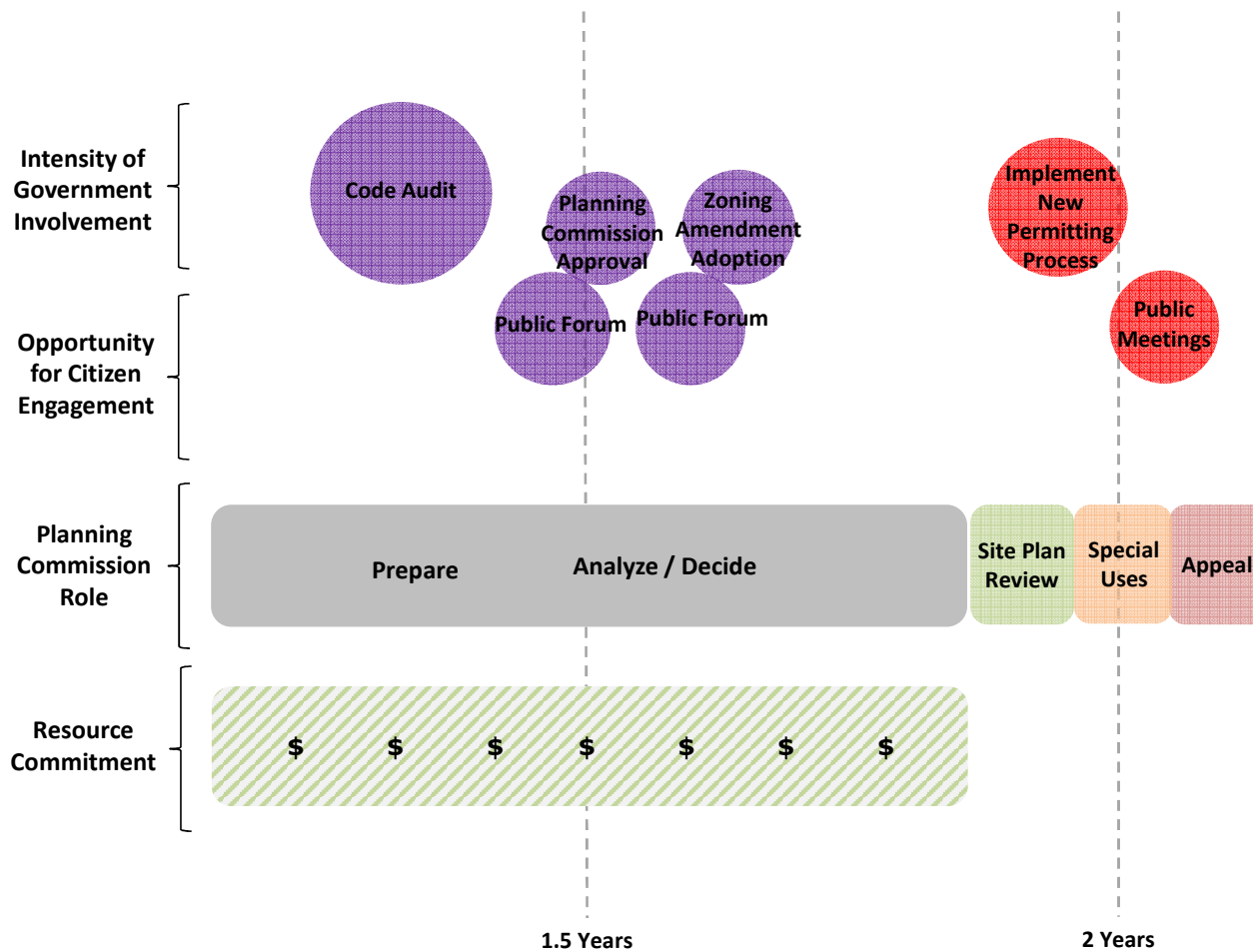


Form Planning / Coding Process

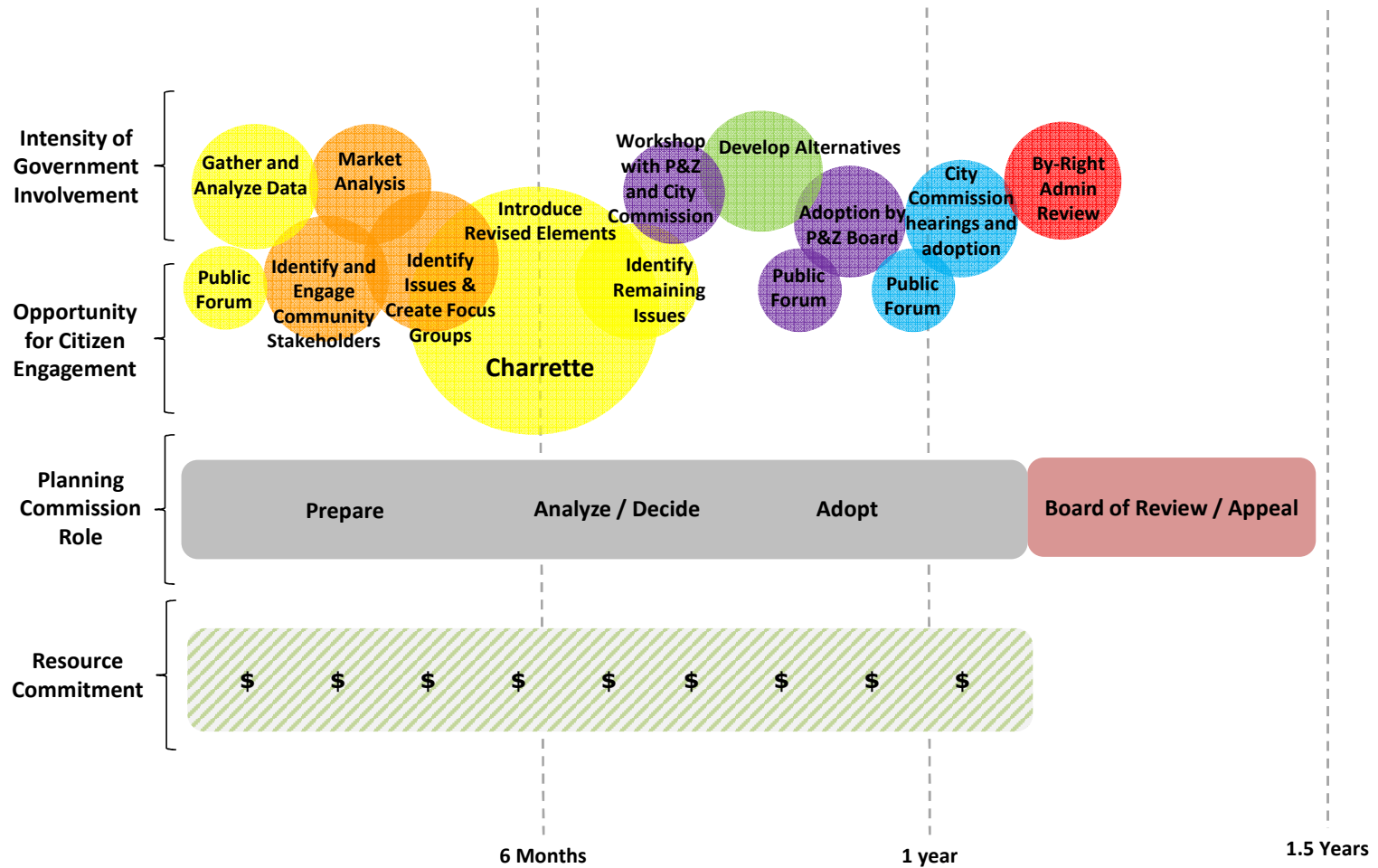
Up Close: Conventional Planning / Regulatory Process, 1st Half



Up Close: Conventional Planning / Regulatory Process, 2nd Half



Up Close: Form Planning / Coding Process



Questions From the Audience

- Please identify your name and the community you are from.
- Thanks!

For more
information visit:
www.MIplace.org

Questions For the Audience

- Six questions follow.
- Please raise your hands in response to the option that best fits your opinion on each question.

Question 1

- Do you think there would be stronger stakeholder buy-in to a new Master Plan if a Charrette-based process were used instead of a more traditional process?
 - Yes
 - No
 - Don't know

Question 2

- Do you think there would be stronger stakeholder buy-in to a new Form-Based Code than to a more traditional Zoning Ordinance?
 - Yes
 - No
 - Don't know

Question 3

- Do you think a Master Plan and Zoning Ordinance project can be combined into one process?
 - Yes
 - No
 - Don't Know

Question 4

- If a Form-Based Master Plan/Code provides enough detail, do you think a municipal entitlement/permitting process can be conducted with by-right / administrative review?
 - Yes
 - No
 - Don't Know

Question 5

- Do you think the consolidated process described above will result in higher quality development in your community?
 - Yes
 - No
 - Don't Know

Question 6

- Do you think the streamlined Plan and Development Review process described above will be better received by developers in your community?
 - Yes
 - No
 - Don't know
 - Why?

Thank You!

- Enjoy the rest of your conference in beautiful Marquette!!!
- Jim Tischler, tischlerj@Michigan.gov
- Mark Wyckoff, Wyckoff@msu.edu