

1. Agenda

Documents: [01- PLANNING COMMISSION AGENDA 08-21 .PDF](#)

2. Packet 1

Documents: [PACKET 2013-08-21 .PDF](#)

3. Packet 2

Documents: [SHAPEYPSIDRAFTMASTERPLAN-AUG-1 .PDF](#)

4. Packet 3

Documents: [FBC GUIDEBOOK - FINAL DIGITAL VERSION .PDF](#)

Agenda
Planning Commission
Council Chambers
Wednesday, August 21, 2013 - 7:00 P.M.

I. Call to Order

II. Roll Call

Roderick Johnson, Chair	P	A
Anthony Bedogne	P	A
Mark Bullard	P	A
Gary Clark	P	A
Phil Hollifield	P	A
Brett Lenart	P	A
Richard Murphy	P	A
Cheryl Zuellig	P	A

III. Approval of Minutes

- June 26, 2013

IV. Audience Participation

Open for general public comment to Planning Commission on items for which a public hearing is not scheduled.

V. Public Hearing Items & Presentations

- Joint presentation/work session with City Council on Shape Ypsi Master Plan draft

VI. Future Business Discussion / Updates

- August 28, 2013 Planning Commission meeting to r
 - Family Dollar PUD/site plan
 - Thompson Block PUD/site plan

VII. Adjournment

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**PLANNING COMMISSION
MEETING MINUTES
June 26, 2013
CITY COUNCIL CHAMBER
7:30 P.M.**

I. CALL TO ORDER

The meeting was called to order at 7:30 p.m.

II. ROLL CALL

Present: R Johnson, B. Lenart, G. Clark, M. Bullard, R. Murphy, P. Hollifield,
D. Lautenbach

Absent: C. Zuellig (excused) K. Weger (excused)

Staff: Teresa Gillotti, Community Development Director
Bonnie Wessler, Planner I
Nan Schuette, Executive Secretary

III. APPROVAL OF MINUTES – March 20, 2013 and April 17, 2013

Commissioner Lenart moved to approve the minutes of March 20, 2013 (Support: G. Clark) and the motion carried unanimously. Commissioner Lautenbach moved to approve the minutes of April 17, 2013 (Support: B. Bullard) the motion carried unanimously.

IV. AUDIENCE PARTICIPATION

None

V. PUBLIC HEARING ITEMS

1. Alley Vacation

Ms. Wessler, Planner I, presented her staff report stating that this is a request for an alley vacation located at the southern portion of the westernmost north-south alley between Maple, Prospect, East Cross and North River. The property owners to the north use the north part of

the alley for access to parking, ingress and egress. The property commonly known as the Thompson Block and the vacant lot at 107 E. Cross is currently separated by the alleyway and the applicant intends to combine these lots to further redevelop the Thompson Block.

The alley has been closed since 1984 by a barrier placed in the center of the alleyway, with rights of access reserved to the City to maintain, repair and construct any necessary utilities. The property owners to the north use the north part of the alley for access to parking, ingress and egress. Ms. Wessler reviewed the standards adding that since the alley is currently closed, some standards do not apply, and referred to these particular standards. Fire access will also be maintained, which is part of any site plan. She also added that a utility easement will be maintained if approved. Staff is recommending approval of the application.

Ms. Gillotti, Director of Economic Development added that the vacation is part of a plan for the redevelopment of the Thompson Block that would include the parcel to the east, which would likely become the parking area to help support the businesses and expected residential units when that building is redeveloped.

Commissioner Lenart moved to open the public portion of the hearing (Support: D. Lautenbach) and the motion carried unanimously.

Stewart Beal, Owner of the Thompson Block – stated that this is a critical piece of the redevelopment plans since he has already purchased the property located at 107 E. Cross and would like to combine the properties. In order to do a historic Planned Unit Development, if the alley is not vacated, he would be unable to do this. By vacating the alley, it would create 22 parking spaces overcoming parking issues and alleviate the need for a fee in lieu of parking, as well as using parking in Depottown. Chairman Johnson asked Ms. Gillotti if there would be any zoning issues and she responded that in using the PUD, it would basically be rezoning the Thompson Building, the alley portion and 107 E. Cross, using the historic PUD standard, which states that ½ acre of property is required and the intent of which is to restore historic property, and by doing this it would qualify for a PUD.

Michael Gelletly, 414 N. River – stated that he had two concerns – the alley from Maple and Cross is a higher elevation and might need a swale and if the property at 107 E. Cross becomes parking, that the alley is used for residents directly behind their property and not for a shortcut for those parking in the lot.

Irm Gelletly - she is the other owner next door and wonders if the parking lot would have to be screened and Chairman Johnson stated that it would be treated the same as all site plans with some kind of screening.

Commissioner Clark moved to close the public portion of the hearing (Support: P. Holifield) and the motion carried unanimously.

Commissioner Lautenbach moved that the Planning Commission approve vacation of the alley immediately abutting 400 N. River and 107 E. Cross with the following findings and conditions:

Findings:

The southern portion does not serve a vital function for the neighborhood, and its vacation will not negatively affect the health, safety, welfare, or traffic/freight patterns of the neighborhood.

Conditions:

1. The City shall retain and reserve within the entire former right-of-way an easement for installation and maintenance of utilities.
2. No vehicular connection between the vacated alley and the remaining north alley shall be permitted, to preserve the existing traffic patterns on Maple Street.

The motion was supported by Commissioner Murphy. A roll call vote was taken and carried unanimously.

VI. OLD BUSINESS

1. Water Street Update

Ms. Gillotti gave a brief update on the Family Dollar stating that the city has a development agreement so everything is starting to move forward. Family Dollar has met the guidelines and done the survey work required as well as the Phase I environmental so the project is proceeding.

2. Master Plan Agreement and Process Update

Ms. Gillotti gave an update on Shape Ypsilanti and the various focus groups that had been held. She added that a draft will be forthcoming to the Steering Committee on June 28th and released to the public on July 16th. She invited all members to attend the council meeting on July 16th for a formal presentation of the entire draft. Commissioner Clark asked if staff had a percentage of the population of the city who attended the various focus groups and Ms. Gillotti provided that tracking information. Commissioner Clark also had questions on the cost of the contract, which Ms. Gillotti provided.

3. Recreation Master Plan Update

Ms. Wessler stated the draft is almost complete and should be released for public comment by the Recreation Commission at their July 11th meeting, to which everyone is invited. It will be released to the public for 30 days, after which time, it will come back for any changes prior to recommendation by City Council.

VII. NEW BUSINESS

1. 1510 Washtenaw

Staff report was presented by Ms. Wessler. She stated that the applicant is requesting site plan approval for the property located at the northwest corner of Mansfield and Washtenaw. The parcel is approximately 0.4 acres in size, with a 6,600 sq. foot one tenant building fronting on to Washtenaw. A narrow paved area surrounds the building to the north and west and the building is built to the west property line. The building was constructed in 1962 for Richardson's Pharmacy and an expansion almost doubling the size of the pharmacy was constructed in 1986. A variance was granted at that time to permit parking space dimensions of 10' x 19'. In recent years, it has been a dollar store and a discount grocer. The applicant is proposing four separate uses making it less non-conforming than previously and also added that the proposed alterations will not alter the footprint of the building or parking. The parking is constrained; there are currently 22 parking spaces located in the front of the building and while it requires 30, a waiver is required and recommended by staff to enable use of the site. It also requires a lot of landscaping waivers. There are no sidewalks to the east or west and no ramps to cross Mansfield so there are a number of options, which she reviewed.

The property is zoned B1 Neighborhood Business, which allows a variety of retail, service and office uses but does limit the size of each use to 3,000 sq. ft. and allows a total of 5,000 sq. ft for multi-tenant developments. The Planning Commission is authorized to permit an additional 1,000 sq. ft of building size for project consistent with the character and intent of the section. By changing from one 6,600 sq. ft use to four 1,500-1600 sq. ft uses, this represents a decrease in the non-conformity, but does require that Planning Commission permit a multi-tenant development 200 sq. ft. in excess of the current standard.

Staff is recommending approval although there are quite a few challenges.

A number of issues were discussed by board members, i.e. utility pole on the corner of Mansfield, ramps across Washtenaw, landscaping, signage and sidewalks. Questions were also asked of the applicant regarding all of these issues and his intent to address all of the issues.

Commissioner Murphy moved that the Planning Commission approve the site plan for 1510 Washtenaw with the following findings, waivers and conditions:

Findings:

1. The application substantially complies with the requirements of §122-127.
2. The use of four 1,500-1,600 square foot uses, although in excess of current requirements found in §122-351, is less nonconforming than the previous 6,600 square foot single use under 122-206(b)(2). The appurtenant parking is likewise found to be less nonconforming.

Waivers:

1. To accept the proposed amount of site landscaping, with the finding that the special characteristics of the site created conditions so that strict application cannot be applied.

2. To accept proposed Greenbelt landscaping, with the finding that the special characteristics of the site created conditions so that strict application cannot be applied.
3. To accept proposed maintenance, with the finding that the benefit intended to be secured by §122-712 will exist with less than the required landscaping or screening.
4. To accept parking space depths of 18 feet.

Conditions:

1. Relocate bike rack adjacent to pole sign to landscaped area near southeast entry
2. Applicant to submit signage plan or to update site plan with signage, subject to administrative approval.
3. A permit from the Michigan Department of Transportation (MDOT) may be required for work within the Washtenaw Avenue right-of-way.
4. Move southern curb line of parking area north to remove parking area from the Washtenaw Avenue Right-of-Way and provide screening between parking and right of way.
5. Provide concrete bus pad in Washtenaw Avenue ROW to AAATA specifications.
6. Provide for sidewalk on site, without crossing of Mansfield
7. Provide public access and maintenance easement for sidewalk at building frontage, to allow for potential connections to westerly properties.

VIII. COMMITTEE REPORTS

Non-motorized Committee - copies of the May 2nd and June 6th reports were included in packets.

VII. FUTURE BUSINESS DISCUSSION/UPDATES

Thompson Block PUD – possibly August

Chairman Johnson noted that Commissioner Lautenbach had resigned from the board and thanked him for his service to the city and his contribution to the board. Commissioner Lautenbach asked that it be noted for the record that all of the board members attending this meeting had facial hair of some kind. No comments were made.

VIII. ADJOURNMENT

Since there was no further business, Commissioner Clark moved to adjourn the meeting (Support: D. Lautenbach) and the motion carried unanimously. The meeting adjourned at 9:00 p.m.

Shape Ypsilanti



DRAFT PLAN AUGUST 1, 2013

Acknowledgements

A special thanks to all who gave their time, energy and input to make this plan possible, especially

SHAPE YPSILANTI STEERING COMMITTEE

Rod Johnson, Planning Commission Chair
Richard Murphy, Planning Commission Vice-Chair
Phil Hollifield, Planning Commissioner
Pete Murdoch, City Council Member, Ward 3
Ricky Jefferson, City Council Member, Ward 1
Anne Stevenson, Historic District Commission, Ward 2
D'Real Graham, Recreation Commission
Leigh Greeden, DDA Chair & Eastern Leaders' Group Co-Chair
Bee Roll, Owner of Beezy's Cafe
Teresa Gillotti, City Planner at City of Ypsilanti

YPSILANTI CITY COUNCIL

Paul Schreiber, Mayor
Lois Richardson, Mayor Pro-Tem, Ward 1
Ricky Jefferson, Ward 1
Susan Moeller, Ward 2
Daniel Vogt, Ward 2
Peter Murdock, Ward 3
Brian Robb, Ward 3

CITY OF YPSILANTI PLANNING COMMISSION

Rod Johnson, Chair
Richard Murphy, Vice-Chair
Mark Bullard
Phil Holifield
Kelly Weger
Gary Clark
Brett Lenart
Cherly Zuelig
Daniel Lautenbach

CITY STAFF

Ralph Lange, City Manager
Nan Schuette, Executive Secretary
Teresa Gilloti, City Planner
Bonnie Wessler, Planner I
Emily Baxter, Planning Assistant

ALL WHO PARTICIPATED

Over 300 focus group and charrette participants
1,397 people who like Shape Ypsi on Facebook
128 twitter followers
1,387 people who visited ShapeYpsi.com
155 e-mail newsletter subscribers
All the people who shared in this plan in thought, word and deed

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Chapter 1: Small City, Unique History, New Plan

“After careful review of many recent local plans, the City requests that respondents set aside existing templates and consider instead new approaches to a hybrid policy/land-use plan for the City of Ypsilanti.”

–Request for Proposal, City of Ypsilanti, July 2012

The City of Ypsilanti is a small city of 4.3 square miles in southeastern Michigan. Located in Washtenaw County, it is within 15 miles of Detroit Metro Airport, 10 miles of Ann Arbor and 35 miles from Detroit. A distinctly urban place, its population density is one of the highest in Washtenaw County, at roughly 6.4 people per acre.

Ypsilanti is a historic community. It was the second city to incorporate in the State of Michigan, and has the fifth largest historic district in the state. Eastern Michigan University (EMU) was founded there in 1849. Transportation features prominently in Ypsilanti’s history, with the Chicago Road and Michigan Central Railroad driving the growth of the city’s various industries through the 19th and early 20th century. In the mid-20th century, the Willow Run plant and airport, I-94 and US-23 continued the city’s location advantages, while automotive plants in and around the city tied the city’s manufacturing economy to transportation as well.

EMU continues to be a major employer and economic driver. Eastern Michigan University (EMU) is the largest land owner in the City and the largest taxpayers are now rental property owners.

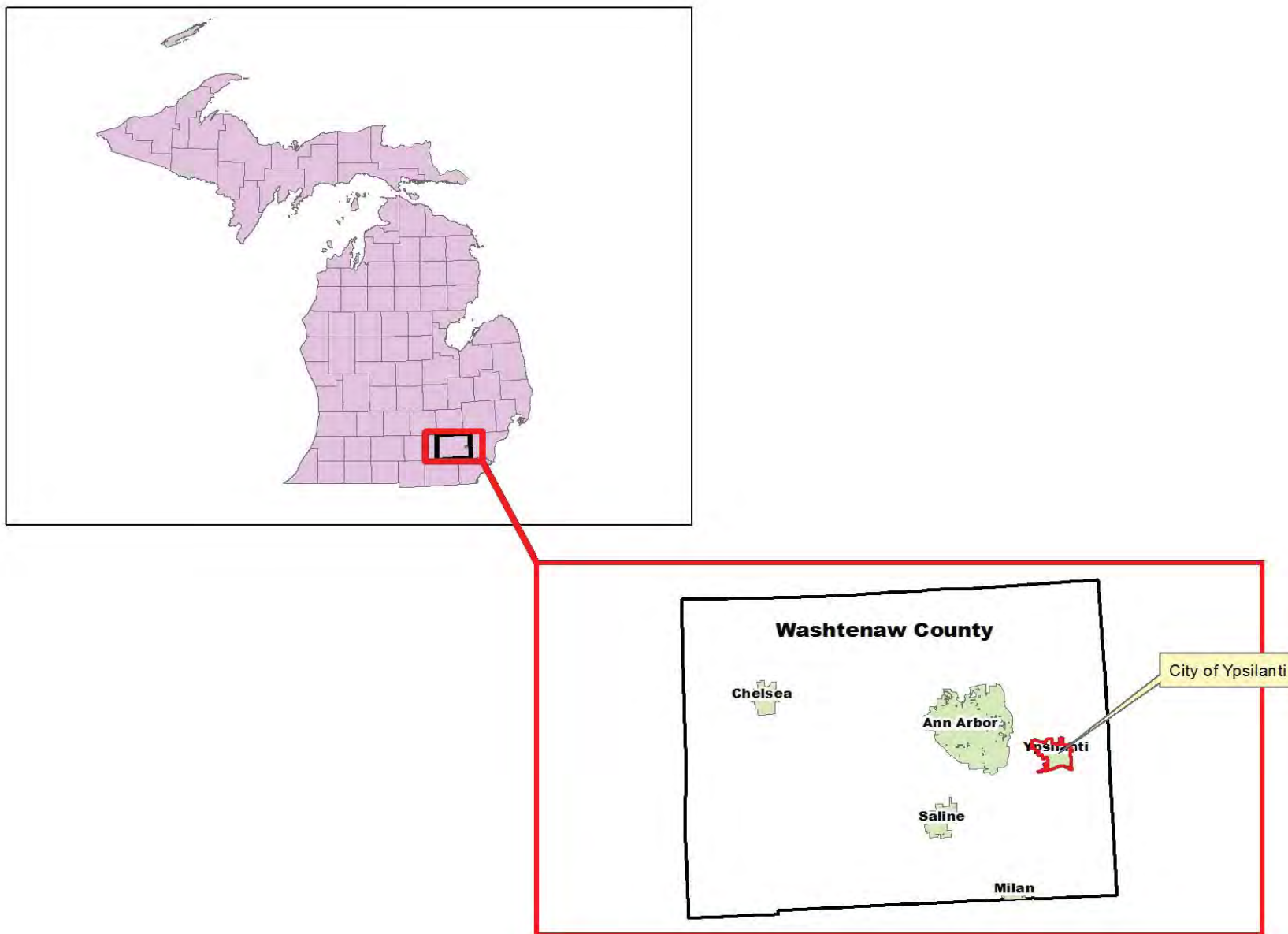
However, the City’s economy has fundamentally changed with the decline of the automotive industry and manufacturing. Since 2001, Ypsilanti has lost close to 1,600 manufacturing jobs. This economic shift has caused both a reduction in real and personal property tax revenue, and an increase in vacant or underutilized industrial spaces. No single industry has emerged to replace the jobs and taxes generated by the automobile industry.

Instead, several sectors have potential to bring new vitality – small manufacturing and craft production, creative economy, renewable energy and food. Summer events are a regional draw, and more recent efforts such as the Krampus Festival, Mittenfest and the revamped Heritage Festival foster the growing arts and music communities. Solar Ypsi and other groups support renewable energy efforts. The Historic District has adopted guidelines for solar panels. A growing reputation among foodies also has helped Ypsilanti secure its place in the region for both every day and destination restaurants. Growing food in the City is supported by non-profits like Growing Hope and permaculture groups.

The City prides itself on its diversity. Ypsilanti has been a leader in civil rights, as the first City in Michigan to pass a living wage ordinance and an ordinance banning discrimination in housing, employment and public accommodation based on sexual orientation, gender identity/transgender status, or body weight. The U.S. Census analysis of 2010 population data ranked Ypsilanti as one of the top 5 Michigan Cities for gay couples.

At the same time, the City faces challenges. The tax base of the City is limited due to amount of property held by EMU and non-profits. Approximately 40% of the City’s land area is used by non-profits. The building stock, while historic and often a selling point for the community, can decline in value without upkeep. The foreclosure crisis and great recession of 2008 hit Ypsilanti, like many Michigan cities, with the loss of jobs and home values. The City has one of higher unemployment rates in Washtenaw County. The school district is currently merging with the adjacent district to

Map 1: Regional Context, City of Ypsilanti, Michigan



form Ypsilanti Community schools. Until the merged district is on its feet, the quality of schools will not have a positive impact on housing values. Finally, the City must pay about 10% of its current budget on bonds for the previous acquisition, building demolition, and environmental cleanup of Water Street, a redevelopment site assembled by the City over a decade ago.

The last Master Plan in 1998 assumed that industrial users would remain. The housing crisis and economic shifts that have taken place since have changed that assumption. This plan assumes growth on a micro-economic level. It concentrates on the assets of the people, businesses, buildings and infrastructure. It uses these assets to set the framework for future development, redevelopment and preservation in the community. The plan also lays the groundwork for form-based zoning in Ypsilanti, where the primary regulation is of the placement of buildings and use is second.

THE PROCESS & THE PLAN

In 2012, the City of Ypsilanti received funding to draft a master plan and zoning ordinance as part of the U.S. Housing and Urban Development Sustainable Community Challenge Grant given to Washtenaw County. While the City of Ypsilanti has a long history of planning (see table on opposite page), the last Master Plan was over a decade old. Due to the challenges facing the City, staff, elected and appointed officials requested that this process and resulting plan recognize both the good and the bad, set realistic goals, and emphasize policy as well as land use.

After selecting a consultant team to assist in the process, the City launched a community-driven process, called “Shape Ypsilanti”, to create the Master Plan in January 2013. The process utilized social media and a website separate from the City’s own to engage, educate and empower. Feedback from on-line sources was used as fodder for discussions and decisions at a series of events, varying in size from interviews to two rounds of focus groups to community-wide, 4-day charrettes in March and April 2013. Events were attended by over

300 individuals.

The following document is the resulting Master Plan, grounded in real challenges and opportunities. The plan is divided into the following chapters:

Chapter 2 – Guiding Values

Chapter 3 – Ypsilanti Now

Chapter 4 – City Framework

Chapter 5 – Transportation

Chapter 6 – Centers

Chapter 7 – Neighborhoods

Chapter 8 – Corridors

Chapter 9 – Districts

Chapter 10 - Redevelopment Areas

Chapter 11 - Implementation

The solutions were created by the community for the community. However, many of the requests brought forth - more police, cameras in high-crime areas, recreation and programs for youth, street maintenance and repair, better public schools - are not within the scope of this plan, as prescribed by State Law. These pressing issues can, and perhaps should, take precedence in allocating scant municipal resources over many of the projects and plans laid out in this document.

PREVIOUS PLANS REVIEWED FOR THIS PROCESS

Pre-World War II	1970's	1980's	1990's	2000's
Olmsted Brothers Park Plan	1971 Ypsilanti I, II, III		1993 Blueprints for Downtown	2001 Cross Street Neighborhood Improvement Plan
			1996 Comprehensive Economic Development Strategy Plan	2008 Recreation Plan
			1998 City Master Plan	2008 Downtown Blueprint
				2010 Non-Motorized Plan
				2012 Climate Action Plan
				Washtenaw County Consolidated Plan
				Washtenaw County Affordable Housing Needs Assessment
				Ypsilanti 2020 Task Force Report
				Relmagine Washtenaw Avenue Plan
				SEMCOG & Washtenaw County CEDS Plan

Chapter 2: Guiding Values

“What would you whisper into the ears of decision makers’, like City Council?”

-Instructions to participants in Guiding Values Focus Groups

Appointed and elected officials use the City’s Master Plan as a guide when making decisions with limited resources about land use, housing, transportation, equity, quality of life and sustainability. Traditionally, decision-makers reference the Master Plan when deciding what uses should be allowed on a parcel of land, whether and how a building can be constructed or an older building renovated; and how bicycle routes and streets are laid out. The City of Ypsilanti requested the guiding values for this Master Plan go beyond the usual scope of a land use plan and apply to budget decisions, allocation of resources and general policy for the City. This chapter provides a list of guiding values from the community and a decision-making rubric for City leaders, not only for land use but for overarching policy.

These guiding values are based on focus group sessions held in January and February 2013 and then presented to the public in the Discover Charrette in March of the same year. The sessions were held in different locations across the city. The over 50 participants represented Eastern Michigan students, business groups, historic preservation groups, real estate developers, arts groups, event organizers, churches, youth groups and residents from neighborhoods South of Michigan and on the west side of Ypsilanti. Two Saturday sessions were also held at a downtown restaurant for the general public.

The following ten values were mentioned by all the groups when they were asked what the guiding values should be for the City:

Safety comes first

The City is dedicated to being a secure place to live, study, work, visit

and play. While budgets for safety services are separate from the Master Plan, decisions about land use, housing, transportation, equity and sustainability should protect and enhance safety.

Diversity is our strength

Ypsilanti is a multicultural city with people from different races, sexual orientations, incomes and walks of life. The ability to be who you are attracts people to Ypsilanti. In decisions, the City will ask how actions welcome, provide opportunity for and sustain its diverse population.

Ypsilanti is sustainable

Every decision should foster the future, while replenishing resources – natural, economic and social. Efforts to make the city an environmentally sustainable place will continue. The financial viability of the city in 20 years should factor into decisions. Equity for everyone in Ypsilanti should also be considered.

Communication is key

Information, especially from the City, should be shared with all neighborhoods and groups in the manner that will reach them, be that on the web, in the mail or via flyers. Programs should reach out to all, giving everyone a chance.

Anyone, no matter what age or income, can find a place to call home in Ypsilanti

Housing options should match the needs of the people. Those needs will change as residents age, and move. The need for viable, safe, affordable homes for all will be factored into decisions.

Anyone can easily walk, bike, drive or take transit from anywhere in Ypsilanti and to anywhere else in Ypsilanti and beyond

The citizens of Ypsilanti want a complete transportation system with room on the roads for cars, buses, bicycles and pedestrians, including those in wheelchairs or with strollers. The City is committed to integration into the emerging regional transit system while enhancing the walkability of the community as an asset.

Ypsilanti is a great place to do business, especially the green and creative kind

The City of Ypsilanti will create a business environment that fosters the creativity and energy personified by City's best known businesses, while attracting new businesses and fostering locally grown enterprises. Green and sustainable businesses, like those that have already developed in Ypsilanti, will be encouraged.

Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape!

Ypsilanti has a wealth of beautiful places, historic buildings and fun activities. These assets will be built upon and shouted from the rooftops. Ypsilanti's image should match its vibrancy. Vibrancy comes from preserving, using, and enriching all places. While permanent uses may not be found for vacant buildings immediately, temporary or pop-up activities should be options.

Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti

The future of Ypsilanti and Eastern Michigan University are entwined. The City will plan and develop policies for Ypsilanti to be a home for the university itself, as well as its students, faculty and staff. The physical planning of the community and university should be coordinated, as well as efforts to welcome and integrate Ypsilanti as treasured part of the EMU experience.

We can only achieve our vision by building a community amongst ourselves and with our neighbors

Relationships are the key to success. While each group and neighborhood needs space for themselves, the City will thrive when we work together. The community includes not only those who live in the City, but those who work and study here and own businesses as well as Ypsilanti Community Schools, neighboring municipalities, the City of Ann Arbor and Washtenaw County.

The table on the following pages is a decision-making rubric for elected and appointed officials, with questions and measures for each guiding value. The chapter following the decision rubric explores the current state of the City in terms of safety, diversity and sustainability, the core values to which all of the others relate.

DECISION MAKING RUBRIC

When making decisions, City of Ypsilanti officials, staff and citizens will ask if the option chosen furthers at least one, if not several of the values below, while not damaging the others.

Guiding Value	Questions	Measures
Safety comes first	Does this action protect or enhance safety? Is natural surveillance, where people can see what is going on in public places from private ones, created? Are public spaces, private spaces and semi-public spaces easily known, so the average person knows where the street ends and someone's property begins? Are public spaces (parks, streets, parking lots) well lit? Do regulations allow for, if not encourage, activity in public spaces? Are the places for emergency vehicles clear, accessible, and placed to best help first responders do their job?	• Trend in crime rates (up or down and location) • # of functioning street lights • Enforcement of parking lot lighting requirements • Response time of emergency services • # of pedestrians in centers and public spaces • Ordinances require natural surveillance • Ordinance require clear marking (fences, landscaping) of public and private space
Diversity is our strength	Does this action welcome and/or sustain Ypsilanti's diverse population? Does this action welcome new groups to Ypsilanti? Does this action reward one group over another? Are policies flexible enough to allow and encourage diversity?	• Changes in ethnic mix, city-wide and by neighborhood • Changes in diversity of ages • Provision of city services in languages other than English • # of buildings with universal design (accessibility measure)
Ypsilanti is sustainable	Does this action replenish resources? Does this action make Ypsilanti a more environmentally sustainable place? Does this action improve the financial viability of the city in 20 years? Does this action create job opportunities for all residents? Does this action sustain equity amongst residents and businesses?	• Trend in greenhouse gas emissions • # of kilowatts produced by renewable energy installations • Trend in budget deficits • Trend in unemployment rate

Guiding Value	Questions	Measures
Communication is key	Does this action help communicate with everyone in the community? Were all members of the community told about deliberation of this action in an accessible way? How will the results of this action be shared with the community in an accessible way? Is communication infrastructure maintained and enhanced? Is the City maintaining relationships to communicate to groups throughout the City?	• Trends in attendance by the public at meetings • Trends in social media chatter about upcoming municipal decisions • Budget devoted to communication including printing, mailing, social media participation and website update. • # of website hits • Increase in voter participation
Anyone, no matter what age or income, can find a place to call home in Ypsilanti	Does this action preserve, improve and/or create viable, safe, affordable homes? Does this action preserve/create variety in housing units in terms of size (square footage and/or # of bedrooms) and ownership/rental type? Will this action result in the continued maintenance and care of existing residences? Do residents, especially young adults and seniors, have the ability and/or resources to maintain their homes? Will this action preserve or create housing that is needed?	• Changes in mix of types of housing • Trends in the # residential building permits by building type (single-family, 2-5 unit, 5+ unit) • Trends in renovation of existing homes • Trends in maintenance code violations • Trends in seniors aging in their homes or moving within Ypsilanti • Trends in young professionals and pre-family households
Easily walk, bike, drive or take transit from anywhere	Does this action preserve or create a complete transportation system with room on the roads for cars, buses, bicycles and pedestrians? Does this action reward those taking a short trip within the City, rather than those passing through? Does this action help Ypsilanti be part of the regional transportation network?	• # of miles of bicycle paths and sidewalks created to complete system • Restoration of two-way traffic to Hamilton, Huron, Cross and Washtenaw • Time and budget dollars for maintenance of streets and sidewalks • Budget and staff time towards securing service at Depot Town and AAATA/RTA commuter rail and/or other regional transit

Guiding Value	Questions	Measures
Great place to do business, especially green and creative	Does this action create a business environment that fosters creativity? Does this action attract new businesses? Does this action foster locally grown enterprises?. Does this action encourage green and sustainable businesses?	• Trends in growth of businesses (tax dollars, # of employees) • # of new businesses • Increase in revenue of locally grown businesses • # of green/sustainable businesses
Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape!	Does this action preserve, use and/or enrich all places? Does this action enhance Ypsilanti's reputation as a great place? Does this action bring people to visit great places in Ypsilanti?	• Volunteer hours/personnel hours/budget devoted to preservation • Volunteer hours/personnel hours/budget devoted to marketing Ypsilanti to the region • Trends in #'s of visitors
Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti	Does this action help Ypsilanti be a home for the university itself, as well as its students, faculty and staff? Does this action integrate Ypsilanti as part of the EMU experience? Does this action support EMU's integration into the City?	• Continuation or increase in joint programs between the City and EMU • Synergy or differences in landscaping and style of buildings at border of City and EMU • Trends of # of students, faculty and staff living in the City
Build a community amongst ourselves and with our neighbors	Does this action build community within the City? Does this action foster relationships with school districts, neighboring municipalities, the City of Ann Arbor and Washtenaw County?	• # of joint meetings between government bodies, community groups, etc. • Continuation or increase in joint programs with groups, Ypsilanti Community Schools and/or other municipalities • # of local groups and institutions working together to support each other's efforts • Vehicle, like COPAC, functions effectively for inter-neighborhood communication

Chapter 3 - Ypsilanti Now

“There are three sides to every story in Ypsilanti.”

– unsolicited advice e-mailed to the Consultant Team from a former City resident

The following chapter lays out the latest facts about the City of Ypsilanti - the people, the buildings, the economy and the transportation network (roads, buses, bicycle lanes and sidewalks). Each section ends with policy implications that have influenced the Master Plan and should be factored into future decisions.

POPULATION

Like many of Michigan’s older industrial towns, Ypsilanti saw rapid mid-century population growth, followed by more recent declines (Figure 1). The city has a sizable African-American population, though as you can see in Map 3, it is relatively segregated by neighborhood. This industrial heritage has also left the city’s population vulnerable to the past decades of deindustrialization, with pockets of the highest poverty and unemployment in Washtenaw County.

The historic core of Ypsilanti was a mature industrial town of nearly 7,500 people by the beginning of the 20th Century, with population changing only modestly over the next 30 years. However, the industrial mobilization of World War II and the auto industry’s post-war boom were reflected in population growth, with the census reporting a peak of 29,538 residents in 1970.

Since that time, the city’s population has shrunk to 19,435 in 2010—only slightly higher than the city’s 1950 population. Population forecasts by Southeast Michigan Council of Governments show the city’s total population remaining steady at around 22,000 for the next quarter century.

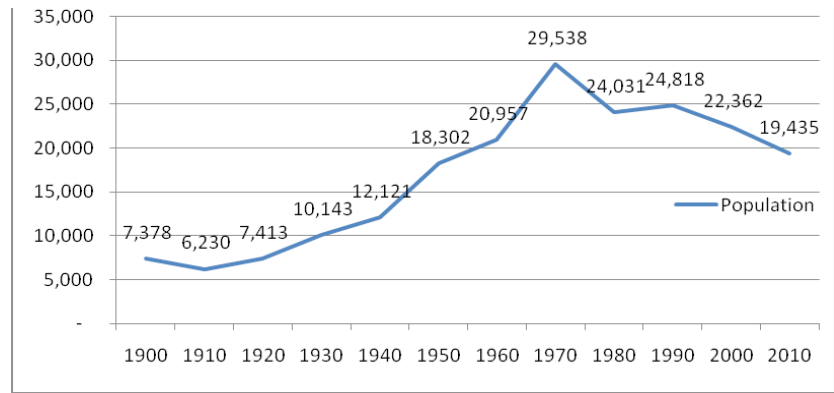
Ypsilanti, like the nation as a whole, has seen household sizes decline over time. Societal trends, including delaying marriage and childbearing, have led to more householders living alone or as married couples without children. In Ypsilanti, the household size has declined from 2.38 in 1990 to 2.29 in 2000 to 2.06 in 2010. Rental households had fewer average residents than owner-occupied households: 1.96 compared to 2.28. Also, the enrollment numbers of Eastern Michigan University have increased (see Figure 2) influencing the lower household size as most students tend to live alone and/or do not have children.

While a declining total population is popularly attributed to migration, this trend in reduced household size can explain some of the change in total population. For the 8,026 occupied housing units in 2010, the drop in average household size from 1990’s 2.38 residents to 2010’s 2.06 residents would account for a population loss of 2,568 residents. This number accounts for 48% of the actual reported drop in population of 5,383 residents in that time. A continued trend of reduced household size will mean a continued loss of population, even while the number of housing units remains the same.

Age, Educational Attainment & University Influence

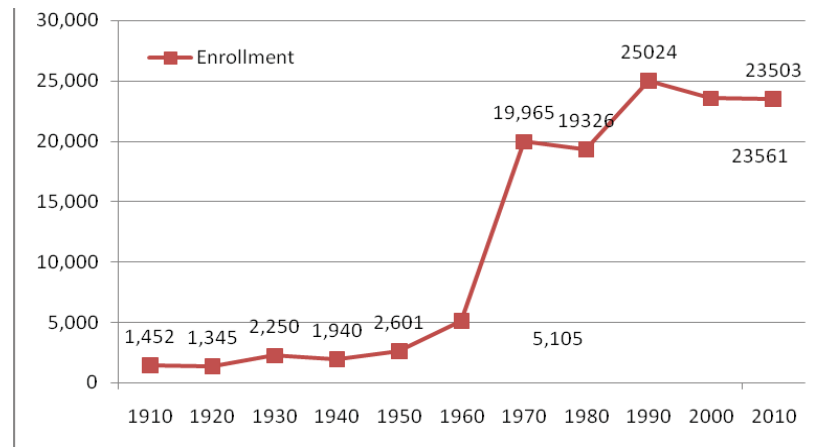
When analyzed at a City level, the City of Ypsilanti has a younger population (see figure 3) than its neighbors, the region and the state of Michigan overall. However, when broken down by census tract, younger populations are clustered around the Eastern Michigan campus (Map 2).

Figure 1: Total Population, Ypsilanti City 1910-2010



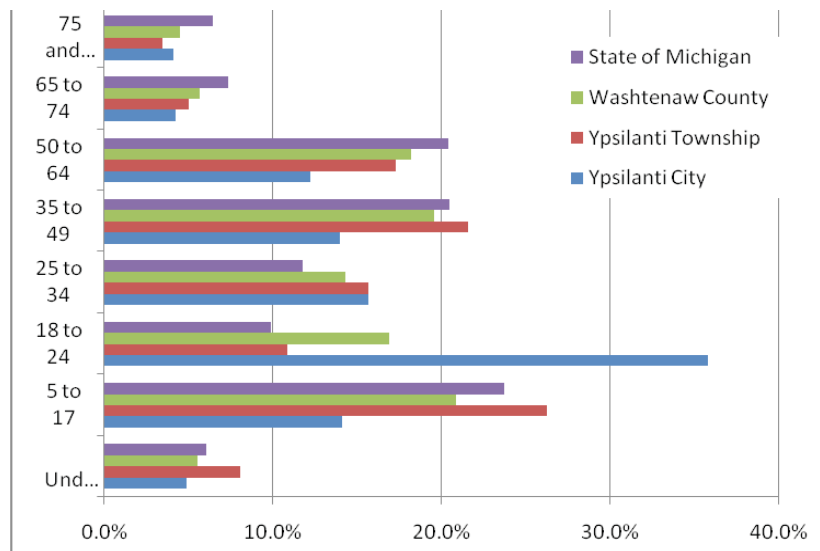
Source: U.S. Census

Figure 2: Eastern Michigan Enrollment, 1910-2010



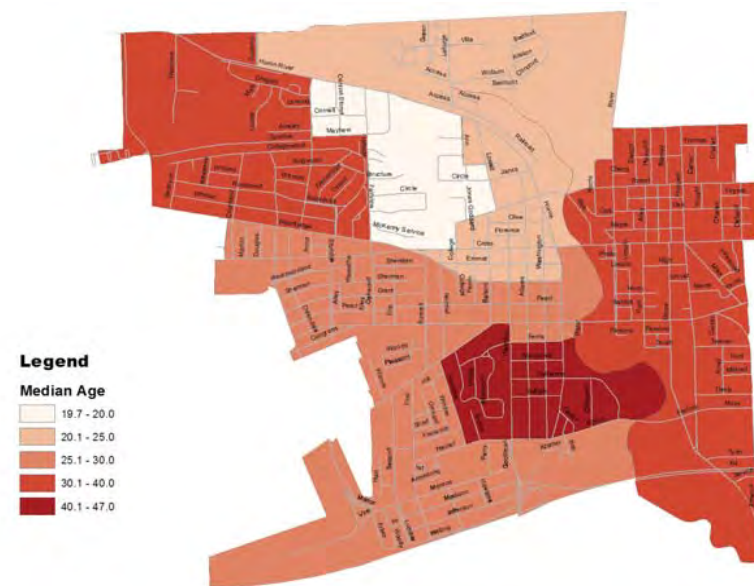
Source: Eastern Michigan University

Figure 3: Age, Ypsilanti City & Adjacent Communities 2010



Source: U.S. Census

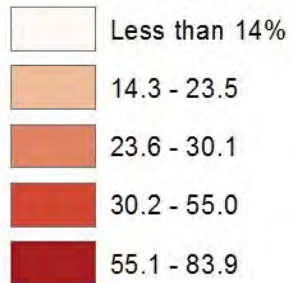
Map 2: City of Ypsilanti Median Age, 2010



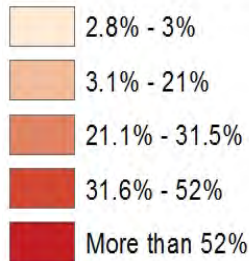
Map Created by Shape Ypsilanti
Source: U.S. Census 2010, Last Updated: 5/29/2013

Maps 3-11: Minority, Education & Income, Michigan, Census Tracts of Ypsilanti & Neighboring Municipalities

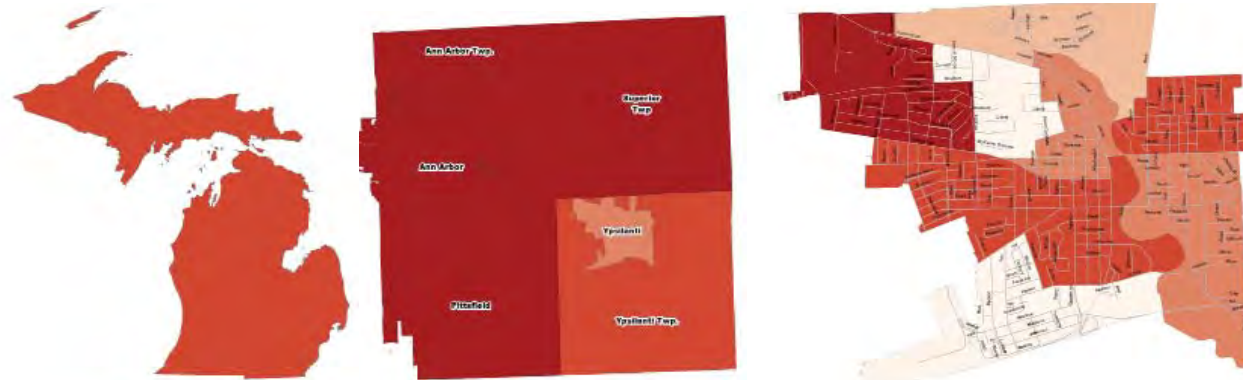
Percent Minority



Percent With 4-Year Degree



Per Capita Income



Maps Created by Shape Ypsilanti
Source: U.S. Census 2010
Last Updated: 5/29/2013

The same pattern emerges for educational attainment. Ypsilanti's population overall has a relatively high level of educational attainment, especially compared to the region and state. However, Maps 3-11 show a large geographic disparity, with residents holding a college degree ranging from 53.28% in the northern part of the city to 2.8% in the southwest portion. With the current emphasis on education as the key to individual and community prosperity, this education gap has troubling implications for the city's ability to fully participate in the "new economy".

The University presence appears to counter the declining industrial sector, when the city is viewed as a whole. However, these two trends have impacted different parts of the population: the educational influence in some ways masks, rather than mitigates, the impacts of deindustrialization.

Equity, Race, Ethnicity & Income

Ypsilanti is a diverse community in terms of race, ethnicity and disability. The City prides itself on its reputation as welcoming to all.

The city has a sizable African-American population, comprising about 31.9% of the city's population as of the 2010 Census. Approximately 3.9% of residents identified as Hispanic and 4.3% Asian according to the 2010 Census—while these numbers are relatively small, they have grown somewhat from the 2.5% Hispanic and 3.9% Asian in the 2000 Census.

African-American residents predominantly live in the southwestern portion of the city—Census 2010 data shows around 80% of residents in this area to be African-American, though this level is down from 90% in 2000. When combined with the data showing this area to have substantially lower educational attainment level and household income, the City needs to focus on ensuring these residents receive a sufficient share of public resources to maintain equity.

As a whole, the per capita income for the City is \$21,084 which is less than the state as a whole at \$25,482. In comparison, Washtenaw

County's per capita income is \$32,529. Only 3 census tracts in the City are above the state per capita levels, with two of the City's tracts showing less than half of the state per capita income: the far southwestern tract and the census tract that includes Eastern Michigan University's campus and its lower-earning student population (see per capita income maps on opposite page).

The maps 3-11 tell three stories:

- Compared to the State of Michigan overall, Ypsilanti is a racially diverse city, with an educated population and a range of incomes. It should be poised to take advantage of the knowledge economy of the 21st century.
- When compared to its neighbors, Ypsilanti is as diverse racially if not more, is in between in terms of education but has a lower per capita income. Ann Arbor, to the west, is home to the University of Michigan and has similar diversity but more residents with college degrees and higher incomes.
- Within the City itself, race, income and educational attainment and location are interconnected. The differences in educational attainment and income mean that one size cannot fit all in terms of policy for the entire City. When implementing policies to achieve safety, diversity and sustainability for the City, the needs and assets of each neighborhood must be taken into account because they are different.

HOUSING

As of the 2010 Census, 66.8% of occupied dwelling units were renter-occupied and only 33.2% owner-occupied. This split is nearly opposite the national owner-occupancy rate, of 66.1% and the Washtenaw County owner-occupancy rate of 60.9%. However, it is similar to other college towns in the region, as shown in figure 4.

Only about 41% of dwelling units in the city are detached single-family structures – 36% of units are in structures that contain more than 5 dwelling units, and 14% of units are in structures that contain

Map 12: Rental & Owner-Occupied Housing, 2012

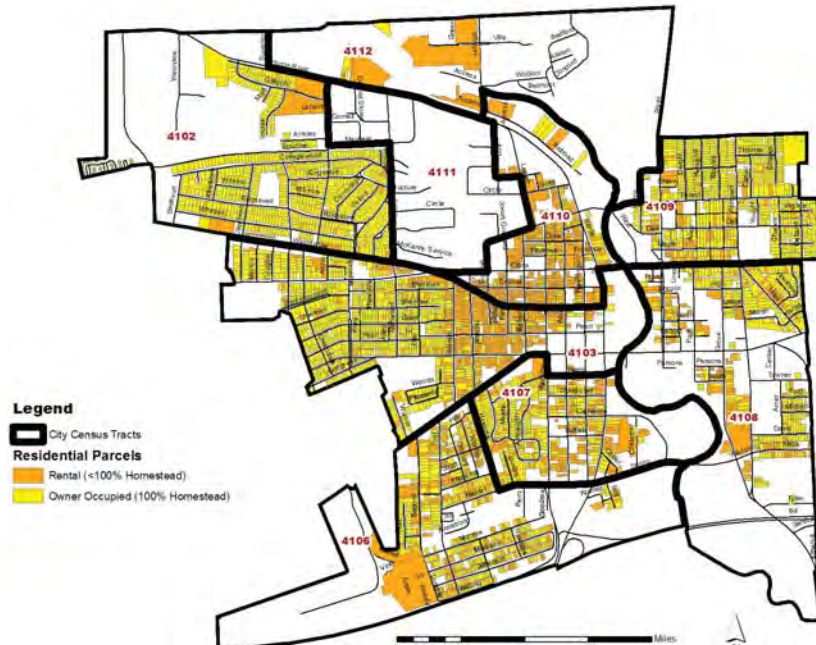
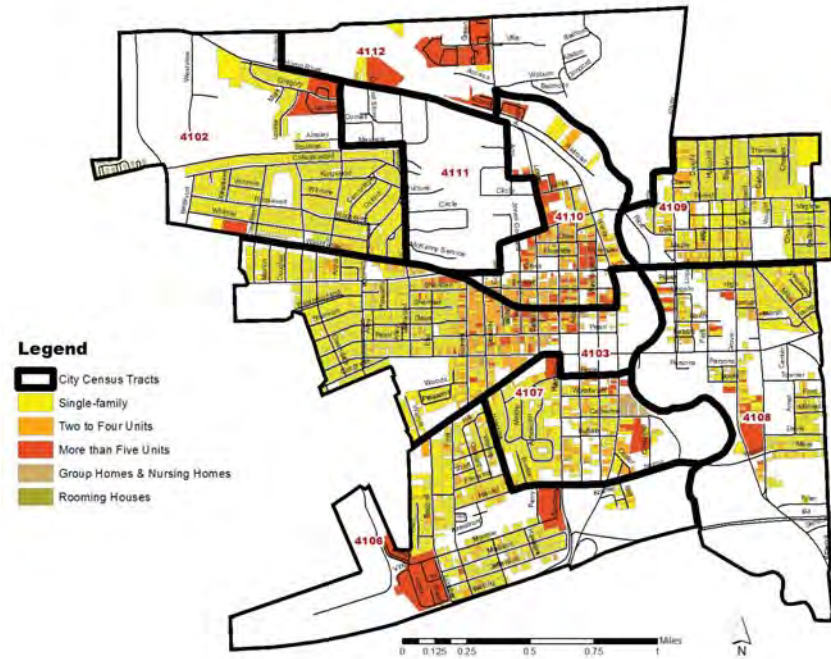


Figure 4: Housing Tenure for University Towns

City	Occupied housing units (2010)	Percentage Rental (2010)
Athens, Ohio	6,903	72.5%
Oxford, OH	6,622	69.4%
Ypsilanti	8,026	66.8%
East Lansing	14,774	66.5%
Mt. Pleasant	8,376	65.3%
Bowling Green, OH	11,288	60.1%
Kalamazoo	29,141	56.3%
Ann Arbor	47,060	55.2%
Marquette	8,321	52.0%
Muncie, IN	31,958	48.6%
Sault Sainte Marie	6,534	44.8%

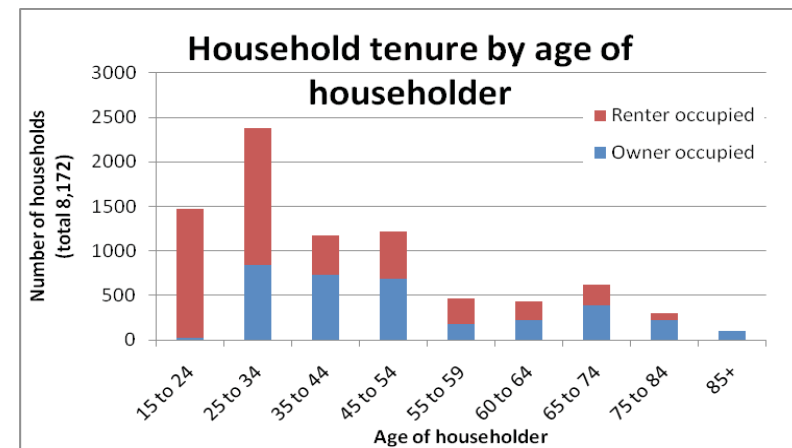
Source: U.S. Census

Map 13: Type of Housing Units, 2012



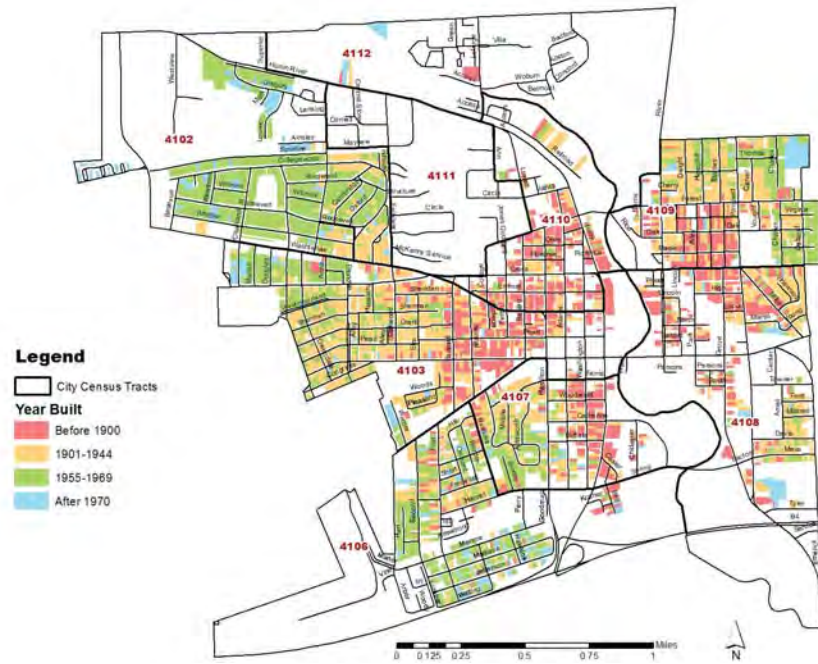
Maps Created by Shape Ypsilanti
Source: City of Ypsilanti Assessor, Dec. 2012

Figure 5: City of Ypsilanti 2010



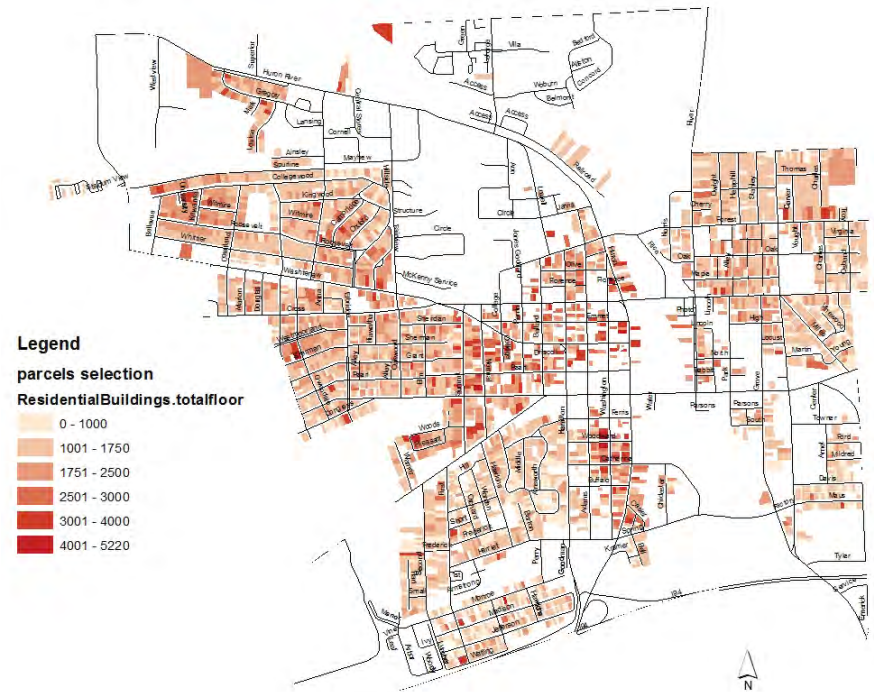
Source: U.S. Census

Map 14: Year Built of Houses



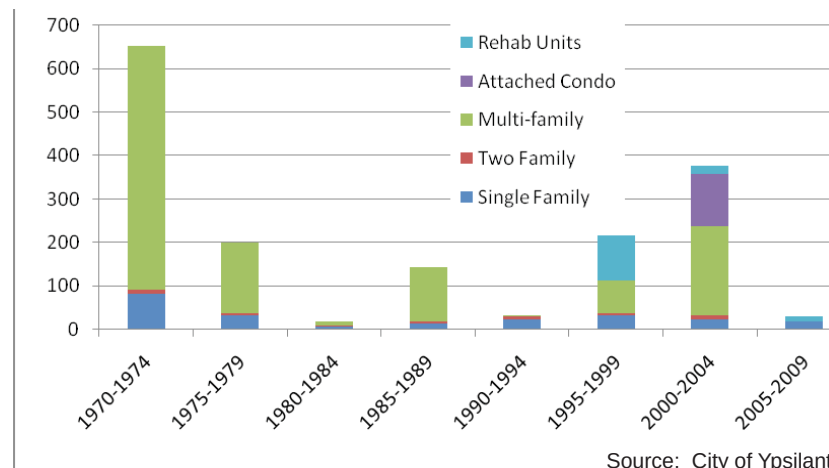
Map 15: Size of Dwelling Units, 2012

Shape Ypsilanti



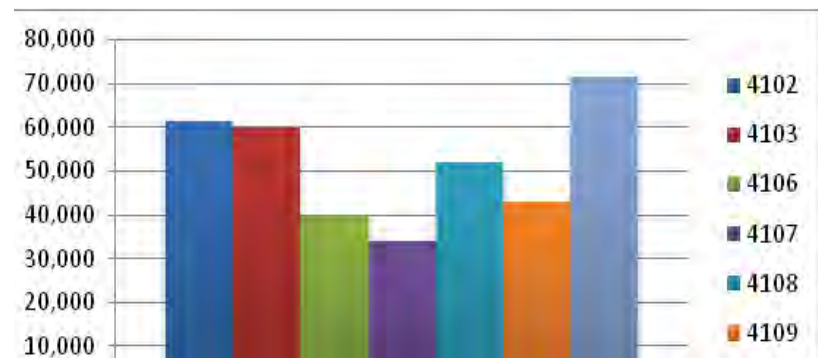
Maps Created by Shape Ypsilanti
Source: City of Ypsilanti Assessor, Dec. 2012

Figure 6: New Housing Units by Type, 1970-2009



Source: City of Ypsilanti

Figure 7: Taxable Market Value by Census Tract, 2012



Data Source: City Assesment Data 2012

Figure 6: Housing Market Analysis

Tract	Neighborhoods	Housing Statistics	Market Prediction	Guiding Value Questions
4102	College Heights Stadium Meadows	Mostly single-family homes built post-WWII** Housing value: \$61,359** 45% dwelling units rental, 55% owner occupied* Median Household income: \$59,688* 42% between the ages of 45 and 75 years*	Consistent draw for faculty at EMU, but higher home prices than other neighborhoods Older population means neighborhood will transition to different owners in 10-20 years	Older population may need services to stay in their homes or a different type of housing. How can the City help seniors to still call Ypsilanti home? New EMU faculty and other first-time homebuyers may find this area out of their price range. What programs to assist them should continue or be expanded?
4103	Midtown Heights	Built before 1900s up to the 1990's** Housing value: \$60,087** 61% dwelling units rental, 39% owner occupied* (Midtown Heights is mostly EMU student rentals - single-family homes to buildings with more than 5 units, other neighborhoods are single-family, owner-occupied) Median Household income: \$40,195*	Demand for student housing will continue Residential buildings near downtown could be adaptively re-used for commercial or office Housing opportunity for retired adults seeking to reside close to EMU Opportunity for student style loft housing in combination with mixed-use commercial along the Washtenaw Avenue corridor	How does the City and EMU become symbiotic assets with the housing mix in this area? How is diversity encouraged in this area with a high demand for student rentals? How is safety guaranteed?
	Normal Park Woods Road	15% under the age of 15*	Single-family housing will hold its value	What services - transportation, recreation, etc. - do families in these neighborhoods need?
4106	Heritage Park Worden Gardens Kramer Bell	Built post-WWII, single-family homes, apartments and townhouses** Housing value: \$39,475** 68% dwelling units rental, 32% owner occupied* Median Household income: \$18,828* 27% increase in residents ages 20-24 from 2000-2010*	Viable option for first time home buyers or individuals looking to downsize in their home and expenses Opportunity for investors wanting to acquire income property Opportunity for multi-family townhomes for younger lower income community	What policies will guarantee safety in this area? Should owner-occupancy rather than rental be encouraged? Should areas near environmental contamination, like Kramer Bell, be planned for uses other than residential in terms of safety and sustainability?

Data Sources: 2010 U.S. Census* & City Assessment Data 2012**
Market Analysis by Zachary & Associates

Tract	Neighborhoods	Housing Statistics	Market Prediction	Guiding Value Questions
4107	Ainsworth	Built before 1900s up to the 1970's** Housing value: \$34,119** 70% dwelling units rental, 30% owner occupied* (Ainsworth single-family, Historic South Side single-family and estate homes split in 2-4 units, includes two low-income high-rises) Median Household income: \$66,619* 17% under the age of 15 and 12% over 75*	Housing will hold its value	How is safety and diversity maintained in this neighborhood?
	Historic South Side		Residential buildings could be adaptively reused to accommodate small businesses Opportunity to develop vacant lots into multi-family housing outside of the historic district	How is safety guaranteed in this area? What policies will encourage sustainable investment in this neighborhood? What services are needed for equitable access?
4108	Depot Town Historic East Side	Built before 1900s up to the 1970's** Housing value: \$52,126** 65% dwelling units rental, 35% owner occupied* (Depot Town & Historic East Side single-family and estate homes split in 2-4 units, Prospect Gardens single family and apartment complexes) Median Household income: \$31,285* 22% under the age of 19*	Rail service will increase values and demand for residential, including multiple-family within walking distance Opportunity for senior housing	How are the needs of existing residents balanced with those of the future?
	Prospect Gardens		Water Street, when developed, will affect the values of this neighborhood Opportunity for employment centers on southern formerly industrial properties	How is safety and diversity maintained in this neighborhood? What services - transportation, recreation, etc. - do the families in this neighborhood need?
4109	Depot Town Prospect Park Historic East Side East Prospect Park	Built before 1900s up to the 1970's** Housing value: \$42,860** 25% dwelling units rental, 75% owner occupied (single-family and estate homes with up to 4 units) Median Household income: \$41,763* Population over 45 increased from 30% in 2000 to 37% in 2010*	Rail service will increase values and demand for residential, including multiple-family within walking distance Neighborhood may transition to different owners in 20 years Opportunity for younger or first-time home buyers	How are the needs of existing residents balanced with those of the future? How is safety and diversity maintained in this neighborhood? What services do residents in this neighborhood need?
4110	Riverside	Built before 1900s mostly** Housing value: \$71,653** 95% dwelling units rental, 5% owner occupied (mostly estate homes, 3 to 5+ units and single-family) Median Household income: \$30,492* 58% population ages 15-24*	High demand for rental student housing will remain stable Opportunity along river for large-scale, mixed use, multi-family housing geared toward the existing student population, new graduates or upper income population	How does the City and EMU become symbiotic assets with the housing mix in this area? How is diversity encouraged in this area with a high demand for student rentals? How is safety guaranteed?

20 or more units. By comparison, Washtenaw County as a whole has 56% of total dwelling units found in detached single-family structures, 26% in structures with at least 5 units, and only 7% in structures with at least 20 units.

These two factors are strongly related, as shown in maps 12 and 13. While the city does have some single-family rental housing and some owner-occupied units in multi-unit structures, 87.6 percent of detached single-family homes in the city are owner-occupied, according to 2012 assessment data.

The clustering of rental units in large on-campus and near-campus student apartments complexes, and a few other large multi-family properties compared to the owner-occupied dominance of single family homes means that focusing only on the percentage of units that are rental-occupied may exaggerate the impact of rental housing on Ypsilanti neighborhoods: when measured on a parcel basis, rather than by dwelling units, 66.7% of Ypsilanti's residential properties were owner-occupied residences in 2010, and an additional 2.6% partially owner-occupied (e.g. multi-unit houses with the owner living on-site). On a land area basis, single-family homes make up 64.4% of the city's residential property area.

The extent of rental housing in the City is also strongly related to the city's relatively young population, including student households: 18% of households in the city are headed by a householder aged 15-24; of these households, 98% rent their homes. Another 30% of households are headed by a 25- to 34-year-old householder; of these households, 65% rent their homes.

Ypsilanti has a historic core of neighborhoods built before 1900. Many of the large, Victorian homes were the McMansions of their time. Since they were built before the advent of the automobile, they were designed for walking. Over the years, many of these large homes were subdivided for worker housing during World War II or later as student housing.

The early 2000s saw the greatest change in the city's housing stock since the 1970s, with building permit data showing a nearly 5% increase in housing units in the first half of the decade. Most of this was multi-family construction, though of diverse types.

Housing Data Summary

The following factors are key to the Master Plan:

- The majority of housing units are leased, rather than owner-occupied, which tracks with the housing mix in other college towns.
- Renters are younger adults, many under the age of 24, indicating the influence of EMU students on the housing market.
- Most single-family homes are owner-occupied.
- Neighborhoods near EMU and the historic downtown were built, earlier, have a mix of rental and owner-occupied units as well as larger houses
- Housing built post-World War II is smaller and either mostly rentals or mostly owner-occupied.
- Census tracts 4102 and 4109 have aging populations, which means they will need services to stay in their homes or they will move to a different residence within the next 10-20 years.
- EMU will continue to bring residents - students to the Midtown Heights and faculty/staff to College Heights.
- Rail service at Depot Town will increase housing values and demand for housing within a 10-minute walk of the stop.
- Heritage Park and Worden Gardens are where first time home buyers and income property purchasers are most likely to purchase houses. The City will have to decide whether to encourage one over another or to let the market decide.
- Well-maintained, historic neighborhoods have continued to hold their value and will in the future.

ECONOMY

The decline of manufacturing's prominence in metropolitan Detroit has changed the list of major employers in the area. The current list of the top 20 major employers (defined as having at least 500 employees in the Washtenaw County) along with the list in the City's 1998 Master Plan shows an absence of manufacturing firms. Instead, educational and medical employers dominate the list, with three of the six largest located in or adjacent to the City, and most within the Ann Arbor - Ypsilanti urban portion of the County (see Figure 8).

While many jobs are still located in or relatively close to Ypsilanti, those jobs may require a much higher level of education on average than the previous manufacturing jobs. This trend is a concern because, as noted previously, parts of the City have extremely low educational attainment rates. These parts of the community are at-risk for being left behind by the changing character of the job market and the shift from manufacturing to a "knowledge economy".

Unemployment

text to come

Commercial Assessment

The commercial assessment found in the appendix of this document estimates that \$59,687,099 of potential sales leaves the City, accounting for 55% of the total sales potential for the Ypsilanti market area. The following commercial markets were identified for potential growth:

- *The Ypsilanti Competitive Market:* In 2013 focus groups, residents expressed a fierce devotion to local businesses. Also, many wanted to be able to walk or bike to get daily items. Frustration was continually expressed about the lack of a full-line grocery store and specialty food markets in the City limits.
- *Underestimated College Student Market:* EMU students are a recession-proof market. However, their spending patterns are different than non-student households with similar incomes.

Figure 8: Top 20 Washtenaw County Employers

Company	Location (Primary)	# of employees		
		2013	2010	1998
University of Michigan	Ann Arbor	16143	26241	11118
University Health Systems	Ann Arbor	12000	19614	6742
St. Joseph Mercy Hospital	Superior Twp	5304	5670	3698
Ann Arbor Public Schools	Ann Arbor	3578	2659	
Eastern Michigan University	Ypsilanti	1976	1950	1991
Washtenaw Community College	Superior Twp	1559	2773	
Toyota Technical Center	York Township	1500	1036	
Washtenaw County	Ann Arbor	1339	1345	1200
Veteran's Administration Medical Center	Ann Arbor	1230	1600	
Thomson Reuters	Ann Arbor	1100	1800	
United States post office	Various	923		
Truven Health Analytics (formerly of Thomson Reuters)	Ann Arbor	900		
Citigroup	Ann Arbor	850	700	
Ford Motor Company	Ypsilanti	823	800	1200
Faurecia	Saline	800		
City of Ann Arbor	Ann Arbor	710	766	951
JAC	Saline	675		
Ypsilanti Public Schools	Ypsilanti	640		
Saline Public Schools	Saline	613	536	
Terumo Heart	Scio Twp	600	510	

Data Source: 2013 figures - Ann Arbor Spark, 2010 - Draft AATA Transit Audit Needs Assessment, 1998 - Washtenaw Economic Development Council

- *Neighboring Medical Center Market:* The St. Joseph Mercy Ann Arbor Hospital is located in Superior Township, near the City's border. The staff, estimated to exceed 5,000 people, and the visitors to the complex are an untapped market for the City's retail businesses.

Emerging Sectors

While no one sector has replaced the manufacturing jobs lost in the City, several sectors have emerged: small manufacturing and craft production, creative economy, renewable energy and food. Each of these sectors are rooted in companies that have started in Ypsilanti.

Small and craft manufacturing has been a part of the City's economy since the beginning of the automobile industry. Small craft shops clustered around the larger manufacturing facilities supplying parts and prototypes. Marsh Plating was founded over forty years ago, located near the downtown, is an example of an automobile supplier in the City. Michigan Ladder is another example of a small manufacturing facility in the City. The 111-year old company has recently expanded its manufacturing space, where wood and fiberglass ladders are assembled and hopes to add 6 new jobs to its workforce between 2013 and 2015. The challenge for the City is to make these industries operation and expansion possible while meeting the values of the community.

The creative economy - defined as advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, research and development, software, toys and games, television and radio, and video games - has gained a foothold in Ypsilanti. Various businesses have started in or relocated to Ypsilanti, such as VGKids. VGKids is a screen printing company that has consolidated operations in the City, after closing a manufacturing facility in California. The company also provides studio space to small creative economy businesses. While these types of businesses can generally use many types of buildings, the current zoning ordinance is often not flexible enough to allow them to go into spaces easily. Also, mid-size facilities for growing companies to move into - either office or small manufacturing - are

difficult to find.

While no privately held renewable energy company is operating in Ypsilanti, the efforts of individuals and groups have given the City of Ypsilanti a reputation as a leader in sustainable energy. An example of the momentum within the City is SolarYpsi, a volunteer effort to bring solar energy generation to the City of Ypsilanti. The group has helped win grants to fund and/or help install four solar facilities in the City and maintains a website that reports in real time the amount of energy being generated by solar installations in and around the City. City government can use this effort and others as a marketing tool to attract renewable energy manufacturers or installation companies to the City. When revising ordinances, the City should try to make the application process and rules for installation of renewable energy structures clear and efficient.

A number food-based businesses have opened in Ypsilanti in the past five years. Multiple new restaurants have opened in the Historic Downtown. Farmers markets have been established in the Depot Town and the Historic Downtown. Many vendors are Ypsilanti residents who produce value-added products, like baked goods and jams, out of their home kitchens under the Michigan Cottage Food Law. Also, more residents are growing and/or raising their own food. Growing Hope, an Ypsilanti-based non-profit, is a leader in the local food movement in the region and provides technical support to beginning and experienced gardeners as well as children. Like the creative economy businesses, food-based businesses have challenges when they expand in scale. Home entrepreneurs reach a point where a commercial kitchen is needed. Restaurants need a larger space. Growers need either more land or buildings, such as hoop houses, to grow year-round. The City can foster growth of food-based businesses by allowing the uses and buildings needed and also working with economic development and local food groups to create intermediate facilities, such as an incubator kitchen or a cooperative.

Figure 9: Major Taxpayers, 1999-2013

Major Taxpayers	2013			2009			1999		
	Taxable Value (in 1,000s)	City Rank	% of total	Taxable Value (in 1,000s)	City Rank	% of total	Taxable Value (in 1,000s)	City Rank	% of total
LeForge station	\$8,249	1	2.84%	\$9,148	3	2.27%			
DTE (formerly Detroit Edison)	\$3,360	2	1.16%	9,537	2	2.37%	\$4,265	2	1.54%
River Drive Apartments	\$2,921	3	1.01%	3,400	5	0.84%	\$3,267	5	1.18%
Barnes & Barnes Apartments	\$2,918	4	1.01%	\$3,046	7	0.76%	-		
Mich Con Utility	\$2,900	5	1.00%	-			\$3,641	4	1.31%
Forest Knoll Apt.	\$1,849	6	0.64%						
Asad Khailany	\$1,811	7	0.62%	\$1,811	9	0.45%	\$1,413	10	0.51%
Forest Health Medical (formerly Beyer Hospital)	\$2,369	8	0.82%	3,304	6	0.82%	\$1,904	9	0.69%
Beal Properties	\$1,587	9	0.55%						
Huron View Apartments	\$1,460	10	0.50%	\$1,706	10	0.42%	-		
Angstrom USA, LLC (formerly Visteon)	\$862			28,266	1	7.02%	\$42,470	1	15.33%
River Rain Apartments	\$1,334		0.46%	\$2,232	8	0.55%	\$1,939	8	0.70%
Exemplar Manufacturing	-			-			\$4,151	3	1.50%
Crown Paper Company Manufac-turing	-			-			\$2,935	6	1.06%
Eastern Village Apartments - check with frank)			0.00%				\$1,261	7	0.46%
Total of top ten taxpayers	\$18,766		6.47%	\$66,262		16.45%	\$67,246		24.28%

Data Source: City Assessor

City Budget

Over the last decade, the industrial tax base in the city has declined, both in total dollar value and in share of the total, with residential property making up a greater portion of the tax base. The foreclosure crisis in turn contributed to a substantial loss of residential taxable value, beginning in 1998. In inflation-adjusted dollars, the city's taxable value is at its lowest point in over a decade.

The loss of major manufacturing companies has shifted the character of the city's tax base towards residential rental property, with seven of the city's top 10 taxpayers in 2009 being rental companies, as compared to a decade before (see Figure 9). The total taxable value held by the top ten taxpayers has declined, even with the decline in the city's total taxable value. In other words, the top ten taxpayers represent 10% of the city's tax base, which has decreased significantly. In 1999, the top ten represented almost a quarter of the City's tax base.

In addition, payment on bonds for the acquisition and remediation of the Waater Street property, begun in the late 1990's, now account for 10% of the City's budget. According to the City Manager's 2012-2017 Recovery Plan, the City can pay for few capital expenditure in the next 5 years unless additional, new sources of funds can be found. Meanwhile, the City needs to sell property in the Water Street area and see development there as well as in the underutilized industrial property in the southeast portion of the City.

Economics Summary

The following factors are key to the Master Plan:

- The economy of the City of Ypsilanti has fundamentally shifted in the past decade, shifting the economy from industrial to housing and knowledge-based.
- Portions of the City, property and population, have been left behind due to economic change. Instead of working in factories, residents with lower educational attainment work in retail or service sector jobs, often outside the City. Many need bus or

transit to get to work.

- The commercial market is underserved, showing a need not only for more businesses but also for marketing of the community as a place to shop to the larger region and targeted nearby populations, EMU students and staff and visitors to St. Joseph Ann Arbor Hospital.
- Several sectors are building momentum in the City of Ypsilanti - small manufacturing, creative economy, renewable energy and local food. Each one has the potential to create dozens of jobs, not the hundreds in manufacturing previously. However, these are local entities with a commitment to the City. The policy challenge is to create an environment where they can grow within the City boundaries.
- The City budget has suffered due to the economic shift and ongoing debt.

TRANSPORTATION

The street and park structure of the City today was laid out in the early 20th century. However, the function of streets changed in the mid 20th century with the creation of one-way streets when an interchange for Ypsilanti was constructed to Interstate 94. At the time, a large workforce commuted to the factories in the southern end of the City quickly in and out. Today, those factories either no longer exist or employ a small percentage of the workers than in the past.

In addition, the transportation options available within Ypsilanti are changing. Washtenaw County is planning for rapid bus service along Washtenaw Avenue, increasing the speed and capacity of the most heavily travelled bus line for Ann Arbor Area Transportation Authority (AAATA). Twice a day commuter rail service connecting Detroit to Ann Arbor is anticipated to begin in 2015 or 2016. Bicycle paths and lanes, including the Border-to-Border trail spanning Washtenaw County, have been constructed or are on the drawing board, to provide safe routes for commuters and recreational cyclists.

Non-Motorized Network

Ypsilanti's historically compact core and existing sidewalk network make the city generally friendly to non-motorized traffic like bicycles, pedestrians, and wheelchair users. Over the past decade, this has been improved upon by several efforts:

- The City has participated in the County's Greenway Advisory Committee and regional "Border 2 Border Trail" effort.
- Bike lanes have been added to several streets during resurfacing projects.
- Sidewalk curb ramps are being upgraded to ADA standards throughout the city.
- Bike racks have been installed in Depot Town, the Historic Downtown, and West Cross.

The 2006 Washtenaw Area Transportation Systems (WATS) Non-motorized Plan quantified the city's non-motorized accessibility to be over 80% of the city's roadway miles. That plan concluded that the City provided for pedestrians adequately, but that a much higher portion of bicycle needs were not met (see Figure 10).

Many of the City's efforts, while positive, have been done on an ad hoc, disconnected basis, occasionally leading to problems. Bike lanes on First Avenue, for example, were created during a resurfacing project without ample coordination with other projects or communication with the residents, leading to their later removal in favor of a parking lane.

In 2010, the City adopted a non-motorized plan with a more comprehensive treatment of non-motorized transportation policies and infrastructure – including the incorporation of deficiencies identified in the county-wide non-motorized plan developed by WATS – and the Planning Commission created a Non-Motorized Transportation Subcommittee to guide its implementation. In 2011, the City passed a Complete Streets Ordinance, which requires non-motorized components be considered as part of any road project.

Figure 10: Non-Motorized Deficiencies

	Sidewalk	Bike facility	
		Off-roadway	Roadway
Existing miles	98.49	5.55	3.71
Deficient miles	23.37	n/a	39.33
Deficient %	19.2%		

Data Source: Washtenaw Area Transportation

Transit & Regional Transportation

The City of Ypsilanti receives local transit service from the Ann Arbor Area Transportation Authority (AAATA). As of 2010, four routes run between Ann Arbor and the downtown Ypsilanti transit center; 3 more run east from downtown into Ypsilanti Township. Eastern Michigan University additionally contracts with AAATA for a circulator shuttle around the main campus and to the business school in the Historic Downtown.

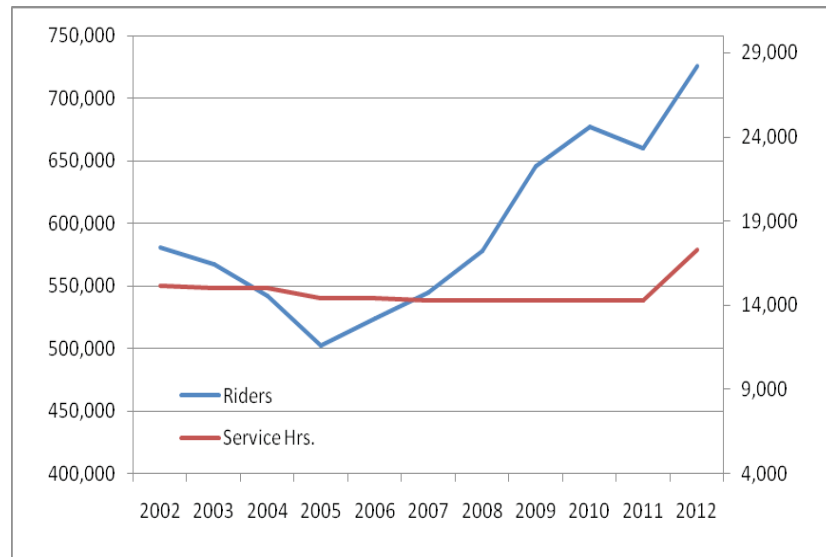
This portion of AAATA's system has seen a 10% increase in ridership from 2002 to 2009 (see Figure 11). However, service hours, the number of hours buses are in the city limits as part of a service route, have declined by 6% in the same period. This decrease has led to high "productivity", as measured by riders per service hour, within Ypsilanti – around 45 riders/service hour, relative to the system-wide level of around 30 riders/service hour.

This increase is consistent with AAATA's system-wide ridership trends, but also reflects state-wide and national trends of growing local and inter-city transit use. These trends, based on cost-consciousness around rising fuel prices, increased environmental awareness, and other factors, have contributed to interest in new modes of transportation. In the near term, Ypsilanti and the other communities along Washtenaw Avenue are considering improved transit service along that corridor, beginning with additional bus

service and potentially growing into bus rapid transit or light rail service.

While Ypsilanti has not had passenger rail service since the 1980s, work is underway on Ann Arbor to Detroit commuter rail service that would have a stop in Depot Town, along with service to Detroit Metro Airport and Dearborn. The system would also provide access from Ypsilanti to Amtrak service on the Chicago-Detroit-Pontiac line, which is planned for improvements as part of the Midwest High-Speed Rail Initiative. An environmental review is still needed and a new platform will need to be constructed, pushing operation to 2016.

Figure 11: AAATA Data for City of Ypsilanti Routes



Data Source: AAATA

Cars, Trucks and Streets

Ypsilanti has not seen an overall increase in traffic over the past decade, due in large part to major industrial employers downsizing or closing. The exception is the northern part of the City, where growth on the EMU and St. Joseph Mercy Hospital campuses has contributed to increased traffic. The County and metro Detroit region as a whole, however, have seen substantial traffic increases due to the continuing movement of households and jobs to the periphery of the region. Modeling done as part of the WATS 2035 Regional Transportation Plan forecasts an increase in traffic and congestion over the next quarter century: 43% of the city's major streets, by mile, are forecast to be congested in 2035, relative to 20% in 2005.

While traffic counts are done sporadically and are individually difficult to draw conclusions from, a sampling of recent and past counts from around the city shows that traffic volumes have been stagnant or declining somewhat over the 1990s and 2000s (see Figure 12 on the following page).

In recent years, traffic safety in Ypsilanti has improved both on in terms of number of crashes at major intersections and relative to the Washtenaw County region. Some of this may be attributed to flat or declining traffic volumes in the city, compared to growing volumes elsewhere in the County.

As shown in Figure 14, the City had 5 of Washtenaw County's highest-ranked intersections for crashes in the early 1990s, but only 3 in the late 2000s. Of those intersections where crash data is available for both periods, overall number of crashes decreased significantly. In general, the city's high-crash intersections are located on the high-volume State trunklines, around campus, along Washtenaw Avenue, along Michigan Avenue, and near the I-94 access ramps (see Figure 13). These one-way streets no longer handle the same volume of traffic. The 1998 City Master Plan recommended these streets be returned to two-way.

Figure 12: Intersection Traffic Volumes

Street	Location	Year	Daily Volume	Comparison Year	% change	Annual % change
Michigan Avenue	East of Huron	2010	2,1325	1992	-36%	-2.0%
	East of Hamilton (downtown)	2009	2,2484	1992	-16%	-0.9%
	West of Congress	2006	1,2585	1994	-20%	-1.7%
Washtenaw Avenue	NW of Mansfield	2007	26,783	1992	-10%	-0.7%
	NW of Oakwood	2004	26,336	1992	-12%	-1.0%
Prospect Street	South of Maus/Spring	2005	9,913	1998	-15%	-2.1%
	South of Holmes	2005	8,325	1994	1%	0.1%
Cross Street	West of River (Depot Town)	2006	10,246	1994	20%	1.7%
	West of Wallace	2006	8,180	1994	-16%	-1.3%
Harriet / Spring	East of Hawkins	2005	4,850	1996	-14%	-1.6%
	West of Catherine	2006	13,619	1994	-17%	-1.4%
Hamilton	South of Harriet	2009	15,511	2000	-11%	-1.2%
Huron	South of Harriet	2009	16,059	2001	-11%	-1.4%
Leforge	North of Huron River Drive	2006	12,906	1999	66%	9.4%
Huron River Drive	East of Hewitt	2008	16,519	2003	12%	2.4%
River	North of Michigan	2004	4,095	1994	-14%	-1.4%
Mansfield	South of Cross	2004	3,907	1994	14%	1.4%
First	South of Michigan	2004	4,600	1999	-2%	-0.4%
Grove	North of Spring	2004	2,702	1994	-37%	-3.7%

Italicized cells indicate that base year is approximate, between 1991-1996

Source: Washtenaw Area Transportation

Figure 13: Annual Crash Rate, 2005-2009

City Rank	County Rank	Intersection	#
1	7	Huron River Dr N @ Oakwood St	25.8
2	10	Hewitt Rd N @ Washtenaw Ave	22.2
3	11	Huron St N @ Michigan Ave E	22
4	19	Hamilton St N @ Michigan Ave W	18.8
5	26	Michigan Ave E @ Prospect St N	17.2
6	37	Huron St S @ Spring St	14.6
7	52	Center St @ Michigan Ave E	12.8
8	56	Oakwood St @ Washtenaw Ave	12.6
9	69	Mansfield St N @ Washtenaw Ave	11.2
10	70	Huron River Dr W @ McAuley Dr	11
11	91	Maus Ave @ Prospect St S	9.6
12	97	1st Ave @ Michigan Ave W	9.4
13	107	Hamilton St S @ Harriet St	9
14	114	Adams St N @ Michigan Ave W	8.6
15	120	Huron River Dr N @ Superior Rd	8.4
16	132	Congress St N @ Michigan Ave W	8
17	138	Forest Ave W @ Huron St N	7.8
18	138	Cross St W @ Hamilton St N	7.8
19	138	Cross St W @ Perrin St	7.8
20	147	Huron St S @ Ramp - W I 94/Hamilton	7.6
21	154	Factory St @ Grove St	7.4
22	159	Hamilton St N @ Pearl St	7.2
23	168	Huron St N @ Leforge Rd	7
24	168	Grove St @ Michigan Ave E	7
25	177	Forest Ave W @ Hamilton St N	6.8
26	177	Ballard St @ Cross St W	6.8
27	177	Huron St N @ Washtenaw Ave	6.8
28	177	Michigan Ave E @ River St N	6.8

Transportation Summary

The following transportation factors have implications for policies in the Master Plan:

- The non-motorized network has a number of deficiencies. Public input during the process asked for better bicycle lanes and access throughout the City.
- More transit riders are using the AATA bus routes in the City. While the City should continue and if possible, expand the service, it should also implement designs for streets to be safe and comfortable for pedestrians.
- Daily train service, while the timeline is uncertain and likely several years off, would have major positive impacts for Ypsilanti's core. More demand for housing would be expected within a quarter mile radius, an easy 10-minute walk, of the train depot.
- The volume of vehicle traffic and the number of crashes has decreased. Improvements should continue to make streets safer but also should recognize that cyclists and pedestrians use the roadways as well.
- Crashes are concentrated on the one-way streets. The speed limit of some of those streets were recently raised. The past Master Plan recommended these streets return to two-way traffic.

Chapter 4 - City Framework

“We are not the suburbs.”

-Proposed Guiding Value at Focus Group

This Master Plan is a fundamental shift to view the City as an urban system with a framework of interconnected parts, shown on the Framework Map (Map 16). The map, taking the place of a future land use map in a traditional plan, also provides guidance to the community and developers to the context of the built environment. The Framework Map will set the design context and guide the development form of the city through form based regulations. It has centers, corridors, districts and neighborhoods that include unique building forms within the City of Ypsilanti summarized below:

- **Centers** are the heart beats of the City – downtown, Depot Town and Cross Street adjacent to the EMU campus. Each area has buildings built up to the sidewalk and a variety of uses - retail, restaurants, services, office, civic, and residential. They are places where people walk, gather, shop, exchange and meet.

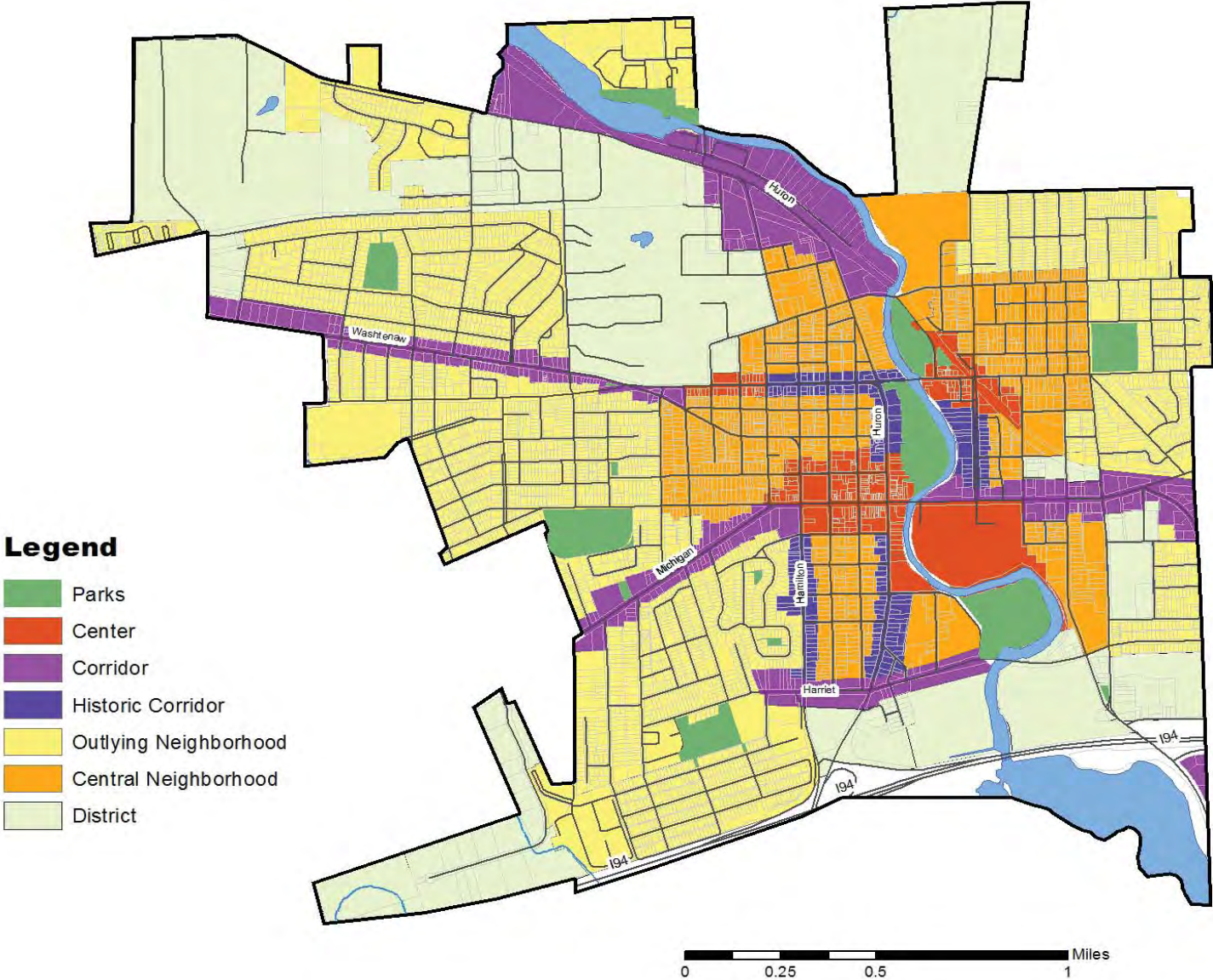
The plan proposes to build on the strengths and improve the weaknesses of these areas to make them great places. Hamilton, Huron, Cross Street and Washtenaw Avenue are proposed to become two-way streets, putting pedestrians and cyclists on even footing with automobiles. Future ordinances will preserve the architecture of these areas, while requiring natural surveillance to improve safety. Policies will also enable the continued re-use and redevelopment of buildings, increasing their sustainability. Specific plans for each area are shown in Chapter 6, including design plans for Depot Town to prepare for the planned commuter rail station.

- **Neighborhoods** are where homes are clustered together, along with small-scale other uses that serve the people that live there (such as a corner store, a school, church or library). Each of the dozens of neighborhoods in Ypsilanti has its own character, influenced by the size and architecture of the buildings, the layout of the streets, parks and the people who live there. Neighborhoods fall into two categories, discussed in Chapter 7:

Central Neighborhoods were built before World War II and are adjacent to downtown, Depot Town or Eastern Michigan. The streets are laid out in a block structure, with the neighborhood usually centered on a park or school. Churches and schools are intermixed as well as the occasional store or gas station. Around the railroad, industrial uses are mixed into the neighborhood. These areas were originally built with a variety of sizes of homes and have a mix of housing types - single-family, duplexes, and houses divided into apartments.

Under this plan, the mix of uses allowed in Central Neighborhoods is similar to the current R-2 (One-Two Family Residential) regulations. However, the building's form would be regulated, including those outside of the historic district, to maintain the character of the area. Regulations for two-family and multiple-family options would be collapsed into clear rules based on the number of housing units- with categories for duplexes, group living arrangements, 2-4 units and 5 or more units. When developing the form-based code, the allowance for different types of uses – single-family, multiple-family or retail – can be coded by street or even block.

Map 16: Framework Map for City of Ypsilanti



Outlying Neighborhoods were built in the middle or later part of the 20th century and were designed as areas for a single type of housing, either single-family or multi-family. These neighborhoods are adjacent to a corridor but the street network is designed to carry traffic into the neighborhood, not through it. Any non-residential uses, other than schools or parks, are located at the edges, not embedded within the neighborhood.

These neighborhoods will have uses limited to the type of residential for which they were built. In some areas, like the Heritage Park neighborhood in the southwest part of the City, zoning would be changed so that duplexes and group homes would no longer be allowed by right. As many of these areas have aging populations, the City needs to be concerned about the marketability of these neighborhoods as residents move on.

- **Corridors** are the streets that connect the City together, and sometimes divide it. They are the arteries of transportation into, around and through the City. Two types of corridors exist in Ypsilanti:

Historic Corridors connect the centers of the City with each other and the surrounding neighborhoods. They are dominated by large, historic homes now used in a variety of ways – residences, office, retail. Houses of worship and other civic buildings also line these corridors, interspersed with smaller homes. The transportation plan sees restoration of two-way traffic to the one-way historic corridors of Huron, Hamilton and Cross. It also proposes the extension of River Street through the Water Street redevelopment area to Factory in the next twenty years. Uses will remain flexible allowing the historic buildings to accommodate changing markets and traffic patterns.

General Corridors are streets that connect the City to neighboring municipalities and the centers. Many of the corridors – Ecorse, East Michigan, West Michigan and

Washtenaw – are primarily suburban in form and are currently limited to auto-oriented commercial uses. The shallow lots along many of these corridors no longer accommodate the larger 21st century footprint of suburban style buildings with parking in front and lawns on all sides. The new pattern proposed in this Plan will allow parking on the street and require buildings to be closer to the street; with minimal yards, lots will have more buildable area for residential, commercial and office uses mixed throughout.

Other corridors – Huron River Drive and Harriet – have one type of building on one side of the street and a distinctly different situation on the other side of the street. Future regulations would require, where possible, the two sides of the street mirror one another. In twenty years, the dignity of Harriet Street should be restored to a walkable shopping district for the adjoining neighborhoods. Huron River Drive should become a point of integration between the campus of Eastern Michigan and the City. Addition of sidewalks, crosswalks and bicycle lanes are essential to transitioning this street from a dividing line geared only to move vehicles to a place where the City and campus meet seamlessly. Chapter 8 provides more detail for each of these areas.

- **Districts** are parts of the city dedicated to a single type of activity, like Eastern Michigan University, the office and medical area on Towner, and the industrial areas of the City in the south. The challenge is to use the street network design to integrate them into the City while assuring that students, faculty, workers and suppliers can reach their destinations easily.

Eastern Michigan University's campus, which is not within the regulatory jurisdiction of the City, will be preserved and improved by joint planning and cooperation between the City and EMU. The confusing confluence of Cross and Washtenaw is proposed to become the front door for the EMU campus.

The office and medical area clustered on Towner in the eastern part of the City is also an asset that can be better integrated into the physical environment. Future policies will aim to preserve and enhance the buildings, while making walking, biking and taking transit to these offices easier.

The cemetery in the northern part of the City will be preserved.

The industrial areas in the south of the City represent the best hopes for a revitalized employment area. The industrial park in the southwest corner of the city has no vacancies, but could be reconfigured to accommodate additional businesses. The industrial property in the southeast corner is vacant or underutilized. The former Motorwheel site is also a potential job center. Chapter 10 details plans and options to attract job centers to these properties.

ZONING – FORM-BASED CODE

The chief mechanism for implementing the Master Plan in Michigan is the Zoning Ordinance. With this Master Plan, the City of Ypsilanti is advocating a new approach to zoning, one that is based on the framework presented in this chapter. The table on this page compares the current code to the advantages of a form-based code.

Ypsilanti's form-based code will emphasize the physical character of development (its form) while also regulating land uses. The Master Plan typically regulates land use with a broad stroke, with the Zoning Ordinance further refining the categories that are centered around specific permitted uses. In contrast to the existing zoning ordinance, Ypsilanti's form-based code will focus on how development relates to the context of the surrounding community, especially the relationships between buildings and the street, pedestrians and vehicles, and public and private spaces. The code will address these concerns by regulating site design, circulation, and overall building form.

The current regulatory framework for the City ignores the many of

Figure 14: Code Comparison

Shortcomings of the current code:	Advantages of a form-based code:
Less-than-optimal development patterns.	Design standards require functional street, block and open space patterns.
Development that does not fit the character and context of the surrounding area.	Design standards are keyed to Design Districts, -areas having similar form.
Forced separation of land uses can result in an inefficient, sprawling pattern of development.	More mixed use is allowed and more connections are created between uses.
Provides no assurance of good design.	Design standards include building typologies to address proper building orientation, parking location, and basic architectural treatment.
Proscriptive rules tell the developers what they can't do.	Prescriptive rules tell the developers what they should do.
Lots of written rules make the code difficult to understand and administer.	More illustrations and tables make the code more user-friendly.

the most desirable attributes of the actual built environment in the City. Many cities are faced with this issue because the regulations were often put in place after the existing fabric of the community was designed and built.

In creating a form-based code, the context and design of the built environment serves as the foundation for the regulations. Building typologies, street sections and parks are all included in a form-based code. These elements will be designed to integrate into the existing environment, providing surety for the community and developers.

How people move through the City is the blood flow for the framework of centers, neighborhoods, corridors and districts. The following chapter lays out the transportation system for Ypsilanti.

Chapter 5 - Transportation

“Reward the short trip”

—Consultant Team member during Discover Charrette

The streets of the City were laid out in the early 20th century. The transportation structure changed in the mid 20th century with the creation of one-way streets when an interchange with Interstate 94 brought Ypsilanti access to the highway. A large workforce moved in and out of the City daily at that time. Today, the streets do not handle the same type or volume of traffic. Meanwhile, the one-way streets are among the most dangerous in Ypsilanti and Washtenaw County.

In addition, the transportation within Ypsilanti is changing. Washtenaw County is planning for rapid bus service along Washtenaw Avenue, increasing the speed and capacity of the most heavily travelled bus line for Ann Arbor Area Transportation Authority (AAATA). Twice-a-day commuter rail service connecting Detroit to Ann Arbor is anticipated to begin in 2016. Several bicycle paths and lanes, including the Border-to-Border trail spanning Washtenaw County, have been constructed or are on the drawing board, to provide safe routes for cyclists.

TRANSPORTATION PLAN

Map 17 shows the proposed transportation improvements for the City. These changes were developed during the two Charrettes held in the Spring of 2013 and then refined through focus groups in the summer of that year. They represent a twenty-year vision for the transportation network of the City.

PRIORITIES

Street changes or improvements are usually expensive and time-consuming. The transportation changes proposed here are daunting for a small city with fiscal challenges. With that in mind, the

following values should guide prioritization of funds and staff time for transportation efforts:

Reward the short trip

Any street network change should facilitate the walk between neighborhoods, bike to work in the City or bus trip or car ride across town. It should not help regional through-travelers to the detriment of those traveling within the city.

Follow the money, especially other people's money

Funding is usually available for on-going initiatives, such as resurfacing, underground utility work that digs up the street, development projects, etc. Use found money to advance the guiding values in the Master Plan. If the available money is for something else, advance the “something else” within the spirit of the Master Plan and with the same values.

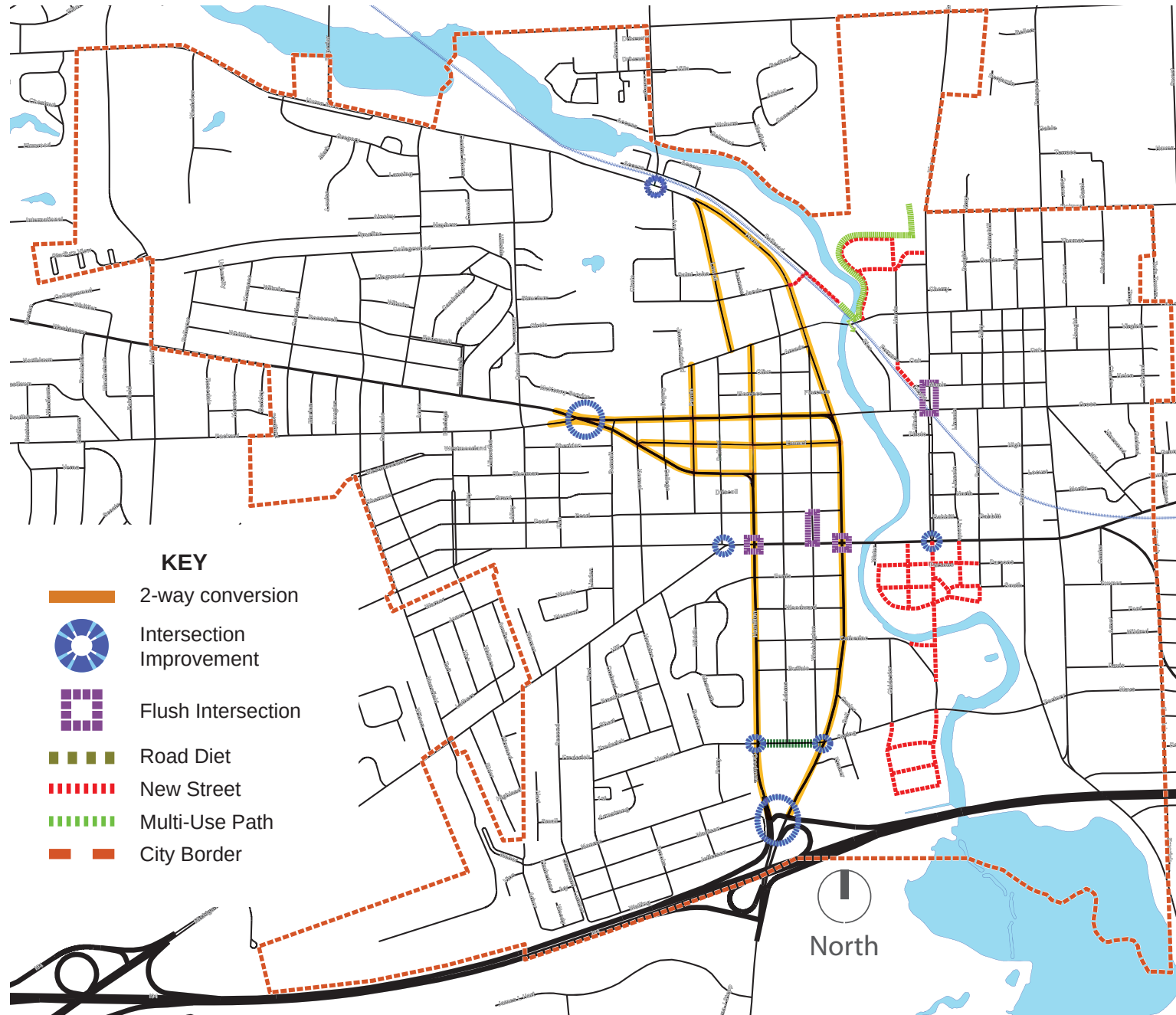
Make the streets better, not wider

City resources should not be used to add turn lanes, widen roads, or other means of conventionally fighting congestion in the City, when other options are available. Instead, spend City money, grants, State and Federal money on adding value to the place, the walkability, the aesthetics and making the streets safe.

If car-carrying capacity is needed, it can be achieved by:

- adding new, two-lane, two-way streets to the network;
- making connections in the network that were previously severed;
- shortening trip lengths by reducing circuitous routing (i.e.,

Map 17: Transportation Project Map



KEY

-  2-way conversion
-  Intersection Improvement
-  Flush Intersection
-  Road Diet
-  New Street
-  Multi-Use Path
-  City Border

Shape Ypsilanti

Guiding Values

Safety comes first

Ypsilanti is sustainable

Anyone can easily walk, bike, drive or take transit from anywhere in Ypsilanti and to anywhere else in Ypsilanti and beyond

Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti

Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape!

We can only achieve our vision by building a community amongst ourselves and with our neighbors

restoring two-way operation, removing turn prohibitions, breaking up super-blocks);

- shortening trip lengths by adding density and rich mix of land uses in the downtown and centers; and converting automobile trips into walking, cycling, and transit trips by all of the means above plus traffic calming, addressing building properly, and building complete streets that are comfortable for non-automobile modes of transportation.

Design with the community, not for it

When a project has been funded and is on the drawing board, the engineers and designers should talk with the community about options and suggestions before the design is final. The people using the streets everyday have valuable insight and should be included early on in the process.

TRANSPORTATION PROJECTS

The projects shown on Map 17 were developed during the two charrettes held in March and April of 2013. The projects were later vetted by the community through postings on Facebook and focus groups. These projects are described in detail below. The suggested phasing is based on a combination of expert advice and community backing. They fall into five categories: city-initiated projects, Historic Downtown projects, projects built as part of new developments and street policy changes.

CITY-INITIATED PROJECTS

The City will decide through its Capital Improvement Plan (CIP) required by the State of Michigan what project to move forward first. Projects for the next five years are listed below with description in order of priority, as suggested by the consultant team and then advised by community input:

Coordination of MDOT plans for pedestrian-bike connection across the I-94 interchanges at Huron and Hamilton

MDOT is undertaking plans for a pedestrian-bike connection across the highway. City staff should coordinate with those efforts to ensure that they are compatible with and without the proposed roundabout at Harriet to facilitate the return to two-way function of Huron and Hamilton. During the Summer 2013 focus groups, residents felt a pedestrian connection over I-94 was a priority for completion in the next five years. Many walk to the shopping, parks and other facilities in Ypsilanti Township and find the trip treacherous.

Separation of Cross Street and Washtenaw as part of the Re-Imagine Washtenaw Plan

The confluence of the one-way streets of Cross Street and Washtenaw Avenue at the southern edge of the EMU campus is one of the most confusing intersections in Ypsilanti. In order to create a safer, more appealing place, the transportation plan recommends the separation of the two streets and returning them to two-way function (see Figure 19 in the next chapter). While generally supportive, residents expressed concern about how the traffic would disperse through the adjacent neighborhoods. Therefore community involvement should be a higher priority than usual for this project. The property in between Cross and Washtenaw, currently a parking lot, would be converted into a park and perhaps housing or a mixed-use development. The same number of parking spaces would be available as on-street parking.

The Re-Imagine Washtenaw plan, being implemented by Washtenaw County for the corridor of Washtenaw Avenue spanning five municipalities, includes the Cross and Washtenaw intersection. Staff and officials should continue to work with the technical committee implementing the overall plan to guarantee inclusion of the two-way and confluence removal. Coordination with the larger plan for the corridor will bring funding, outreach, policy direction, and transit. Additionally, EMU and City officials will need to work together to develop a plan for some type of community amenity in the parking area at Washtenaw and Cross.

Return One-Way to Two-Way Streets, especially Huron and Hamilton

These streets have some of the highest accident rates in the City. They are not friendly to pedestrians due to the high speed of vehicles. The one-way streets are also difficult to navigate and create longer trips for pedestrians, cyclists, transit riders and motorists.

Returning the two-way functions of these streets will support the urban framework of the City. The studies and physical changes are expensive and most likely not possible for the City to complete in a 5-year window, especially in the City's current fiscal situation. A 10-year window is more realistic. However, staff time should be dedicated in the next year to work with the Michigan Department of Transportation (MDOT) to get their support for two-way function of those City streets shown on the transportation plan, especially Huron and Hamilton. A roundabout near the I-94 interchange to downtown may be needed to accommodate the conversion to two-way traffic. The appendix contains more information on the process and data recommended.

HISTORIC DOWNTOWN PROJECTS

Several of the transportation projects are located in the Historic Downtown. These projects could be carried out in conjunction with the Downtown Development Authority (DDA) and should be included in any updates of the DDA Development and Tax Increment Financing Plan:

Raised intersections at Huron & Michigan Avenue and Hamilton & Michigan Avenue

Flush intersections at these locations would bracket the Historic Downtown as entry features slowing traffic as it enters the area (see figure 16 on the following page).

Washington Street as a flush festival street

Washington Street, between Pearl Street and Michigan Avenue, is often closed to traffic for concerts. The evening of the surfaces as a

Figure 15: Roundabout for 2-Way Conversion



The drawing above shows a roundabout to facilitate 2-way conversions of Huron and Hamilton, while maintaining safe access to Interstate-94. In this instance, cooperation with the existing warehousing facility would be needed. Based on on-line and in person feedback, the Ypsilanti community has a love/hate relationship with roundabouts. Other design options exist and should be explored with community input when plans are being developed.

Drawing by: AECOM

Figure 16: Raised Intersection Example



Source: AECOM

Figure 17: Curbless “Festival” Street Example



Source: AECOM

curbless street would create more pedestrian friendly event space (see figure 17 on this page).

Roundabouts at Michigan Avenue & Congress and Michigan Avenue & River Street

The downtown’s desired speeds and attractiveness would be supported by the two roundabouts, starting with the one at the three-way intersection at Congress. The roundabout at River Street could be completed in conjunction with development of the Water Street area.

NEW DEVELOPMENT

Many of these projects should be wrapped into anticipated development in adjacent areas, both private and public:

Cross Street and River Street in Depot Town as flush festival streets

With a new train stop near the intersection of Cross Street and River Street, more pedestrian and event activity is expected in Depot Town. Cross Street is already often used for events. Curbless streets will help pedestrians navigate and ease of events. The cost and design should be coordinated with the new train stop and incorporated into the DDA TIF plan.

Vehicular Bridge and extension of River Street to Factory

One of the most expensive proposals in the transportation plan is to extend River Street from Michigan Avenue across the Huron River to Factory Street, in coordination with the Water Street redevelopment. The extension would connect the Water Street redevelopment area to the highway but also link the neighborhoods in the southeastern part of the City with the Historic Downtown. Grant opportunities, coordination with developers and other funding resources should be explored.

New Streets in Redevelopment Areas

New streets are shown in several redevelopment areas. These streets should be built by the developer but in accordance with a structure and design that meets the community’s guiding value of walkability

anywhere in the City. The Water Street area is owned by the City, which could dictate street design as a condition of sale. For the other areas, zoning and design requirements should be updated to mandate a walkable street grid that connects and completes the existing streets. Form-based zoning codes usually include a regulating plan that mandates where new streets, alleys and multi-use paths will be with future development or redevelopment.

Multi-Use Paths

Two multi-use paths are shown connecting Railroad Street and the cemetery in the northern part of the city to Frog Island Park. Both areas are underutilized and could redevelop in the next ten years, especially when rail service begins. Zoning should be updated to require building of these paths as part of development of those areas.

STREET POLICY CHANGES

Two areas of the City are proposed for overall changes to the streets to make them more accessible to everyone:

Harriet Street Road Diet

After Huron and Hamilton are converted to two-way streets, Harriet, from Huron to Perry, should become a two-lane street with on-street parking and sidewalks separated from the roadway. The City should change the design standards for Harriet as the two-way conversion is being engineered.

Leforge Road and Huron River Drive Reconfiguration

The intersection at Leforge and Huron River Drive is challenging to pedestrian but is where many EMU students live and walk to campus. The City should work with EMU to create a vision for this area as an interconnection between the City and the University. Both the University and the City should then update their plans and policies for the area accordingly. The level of detail, coordination and community input warrant a planning process for this area specifically. If funding is available, an intense design process should be part of the five-year update to this plan.

PROGRAMS

Two programs are part of the master plan to increase the ability of people to use any modes of transportation they choose anywhere in the City:

- Expand car sharing program in the Historic Downtown.
- Create and publish maps with bicycle and walking routes in the City

The following chapters detail the elements of the City Framework: Neighborhoods, Centers, Corridors and Districts.

Chapter 6 - Centers

“The heartbeat of any community are places to gather, especially on a social level.”

-Facebook comment about post asking how to strengthen centers

There are three centers within the City of Ypsilanti – the Historic Downtown, Depot Town and Cross Street. All three centers are in the City’s Downtown Development Authority (DDA), supported by the tax increment revenue generated from the DDA. Centers attract people for specific purposes related to education, shopping, government services, public gatherings, entertainment, employment and health care. These areas are expected to change and grow over time in response to the needs of the community. The goal of a center is to create a development of active, synergistic places where people come together.

PAST POLICIES

In adjusting to the shift from a manufacturing economy, Ypsilanti has focused on small business development, especially within the centers. The City has worked to maintain low barriers of entry for new businesses, and encourages entrepreneurs to start up businesses. However, new construction has still been stymied.

The City has successfully encouraged conversion of upper stories in the Historic Downtown and Depot Town into housing. The units brought onto the market in the past decade have been rented or sold quickly.

More recent economic development efforts have focused on placemaking as a means to absorb existing vacancies. Walkability, regional public transit, and work toward securing commuter train service on the Ann Arbor to Detroit Line are current transportation goals.

PUBLIC INPUT

Input about the centers was gathered in focus groups, the 4-day long Discover Charrette and through social media. Across the board, participants felt the centers should be preserved but could be improved in terms of cleanliness, safety and walkability.

Public input was generally positive about the Historic Downtown, with emphasis on preservation of the historic buildings. Participants felt the walkability and safety of the area could be improved, as well as the cleanliness of the streets and parking lots. Many participants felt there were too many bars and restaurants while others wanted these types of gathering place. The adult movie theater and club was also a source of tension, with many wanting it to be removed and others saying it should be left alone.

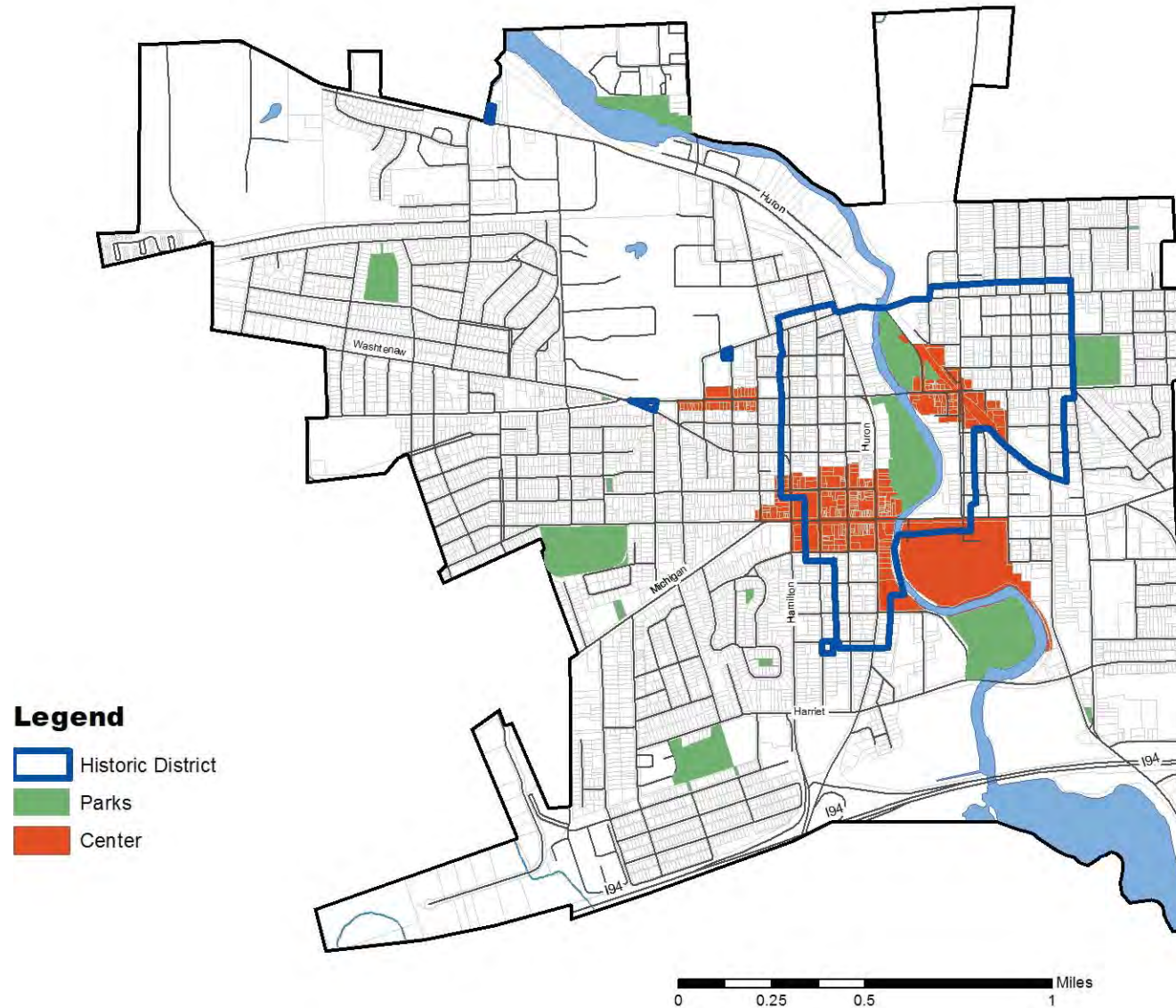
Depot Town was continually cited as an asset of Ypsilanti, to be built upon and improved. Many supported the opening of daily commuter rail service in Depot Town, with a few citing safety concerns.

The Cross Street area was generally seen as positive, with much improvement in the past five to seven years. The focus group with EMU students requested that stores be open later at night, when they are most likely to use them. The intersection of Cross and Washtenaw as well as the one-way streets was seen as a barrier to pedestrians and vehicles easily navigating the area.

DATA

According the commercial analysis for this project, the centers are three strong commercial anchor locations that provide a wide range

Map 18: Centers Map for City of Ypsilanti



Guiding Values

Safety comes first

Ypsilanti is sustainable

Anyone can easily walk, bike, drive or take transit from anywhere in Ypsilanti and to anywhere else in Ypsilanti and beyond

Ypsilanti is a great place to do business, especially the green and creative kind

Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti

Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape!

We can only achieve our vision by building a community amongst ourselves and with our neighbors

of specialty goods and services. The devoted resident base and healthy EMU market provide a strong customer base for these businesses. Market analysis completed for these areas, by Hyett Palma in 2009, concluded that the Ypsilanti DDA area captures approximately 10%, or about \$121 million of the estimated region's demand at \$1.1 billion annual demand.

These locations have limitations to growth, due to the historic building stock. Focus group participants described these as ideal locations for small to mid-sized operations that could fit a first-floor foot print of 2,000 – 4,000 square feet. Some businesses have been successful at expanding into neighboring storefronts, but the reality of growth is fairly limited for a major food store, entertainment complex or larger footprint a national clothing retailer would require. A few buildings with larger footprints are available - the Thompson Block in Depot Town as well as the Smith Furniture Building and the Pub 13 building in the Historic Downtown.

POLICY & PLANS FOR ALL CENTERS

Certain actions will apply to all three centers, in particular the form-based zoning. The following are expected in the Historic Downtown, Depot Town and Cross Street:

Create building standards for centers that preserve their architecture

All three centers have unique, historic buildings that have been protected by the regulations of the historic district. The anticipated form-based zoning code will require building location, story height, front door and window location to match the existing architecture, reinforcing existing patterns and the historic district regulations.

Continue to allow current range of uses within each area but keep the street active.

The new zoning ordinance will not exclude any of the current uses within each center. However, the zoning should continue current policies to only allow active uses on key streets, otherwise known as

“A” streets. Active uses, like stores, restaurants or services, have people coming and going on a regular basis.

Finish Upper Stories

Upper story conversions in the Historic Downtown and Depot Town have been successful, bringing new residents. The City should continue policies and assistance to convert upper stories in centers into active use.

Allow renewable energy facilities on all buildings

The zoning should allow for solar panels, geo-thermal facilities and other renewable energy facilities to be placed on buildings. The City should work with the Historic Commission to create regulations that meet their standards but are easily understood and used by the public.

Draft a business attraction plan for the centers

The City, SBTDC, SPARK and the DDA should work together to create a process to guide business attraction for Downtown, Depot Town and Cross Street.

Encourage activity during the day and evening

A number of participants, especially EMU students and other youth, expressed a desire for opportunity in the City's centers during the evening as well as the day. Many felt there was not much available after hours except for bars. The DDA and the City should work together with existing businesses to expand their hours and factor the need for evening uses that are friendly to people of all ages into the business attraction plan.

Continue and expand the number, type and location of festivals and events

Events, such as the Color Run, and annual festivals, like the Heritage Festival, bring thousands of visitors and residents alike to the centers of Ypsilanti. If it can, the DDA and Ypsilanti Convention and Visitor's Bureau, supported by the City, should increase the number of events and make sure they occur across the City centers and in all four seasons.

Create a marketing campaign for the City of Ypsilanti

Throughout the public engagement process, participants felt that the City had an undeserved reputation in the region as an unsafe place with not much to do. A marketing campaign, in conjunction with the Ypsilanti Visitors and Convention Bureau, was suggested as a five-year goal.

Install a way-finding system

The DDA and the Ypsilanti Convention and Visitor's Bureau is currently exploring a process for designing and installing a series of signs, known as a way finding system, to help travel to destinations in the City. This effort should be done in conjunction with proposed changes to the street system and coordinated with EMU's way-finding signs.

The following sections detail specific plans and policies for each center.

HISTORIC DOWNTOWN

Historic Downtown Ypsilanti is located at the intersection of M-12, the old Chicago Road, and the Huron River. The plan for downtown is to make it safer, maintain its diversity and sustainability. These following items, except for zoning changes, should be included as part of the update of the DDA's Tax Increment Financing Plan and pursued in conjunction with consensus of the business community downtown:

Increase walkability

The return of Huron and Hamilton to two-way streets will increase the walkability of the Historic Downtown by slowing traffic. The raised intersections on Michigan at Huron and Hamilton will also slow traffic and making crossing these intersections easier for pedestrians.

Build curbless "festival" street on Washington

A curbless street on Washington, between Michigan Avenue and Pearl, would make set up and operation of outdoor concerts already occurring there easier. Most likely, more events could be help there,

increasing the diversity of events and visitors to the downtown.

Use vacant storefronts for temporary retail uses

A number of vacant storefronts diminish the vibrancy of downtown. Also, many entrepreneurs cannot afford to open a full scale operation. By changing zoning to allow a "pop-up" store in vacant storefront, the City and the DDA could bring small businesses on line while filling vacant storefronts. Pop-Up Hood in Oakland, California and the Southwest Detroit Business Association have similar programs.

Maintain and expand transportation options, including improvements to the Bus Center

Bus service to the downtown should continue as well as the expansion of the car sharing service. The bus center should be treated as a hub of the downtown, with signs and street furniture to make coming to the center an enjoyable experience as any other in the downtown.

Locate year-round home for Downtown Farmer's Market

The downtown farmer's market supplies food, including fresh produce. The market has moved several times and needs a permanent year-round home. The DDA and the City should work in conjunction with the market to find a permanent home with year round facilities and high traffic counts to capture passers-by.

DEPOT TOWN

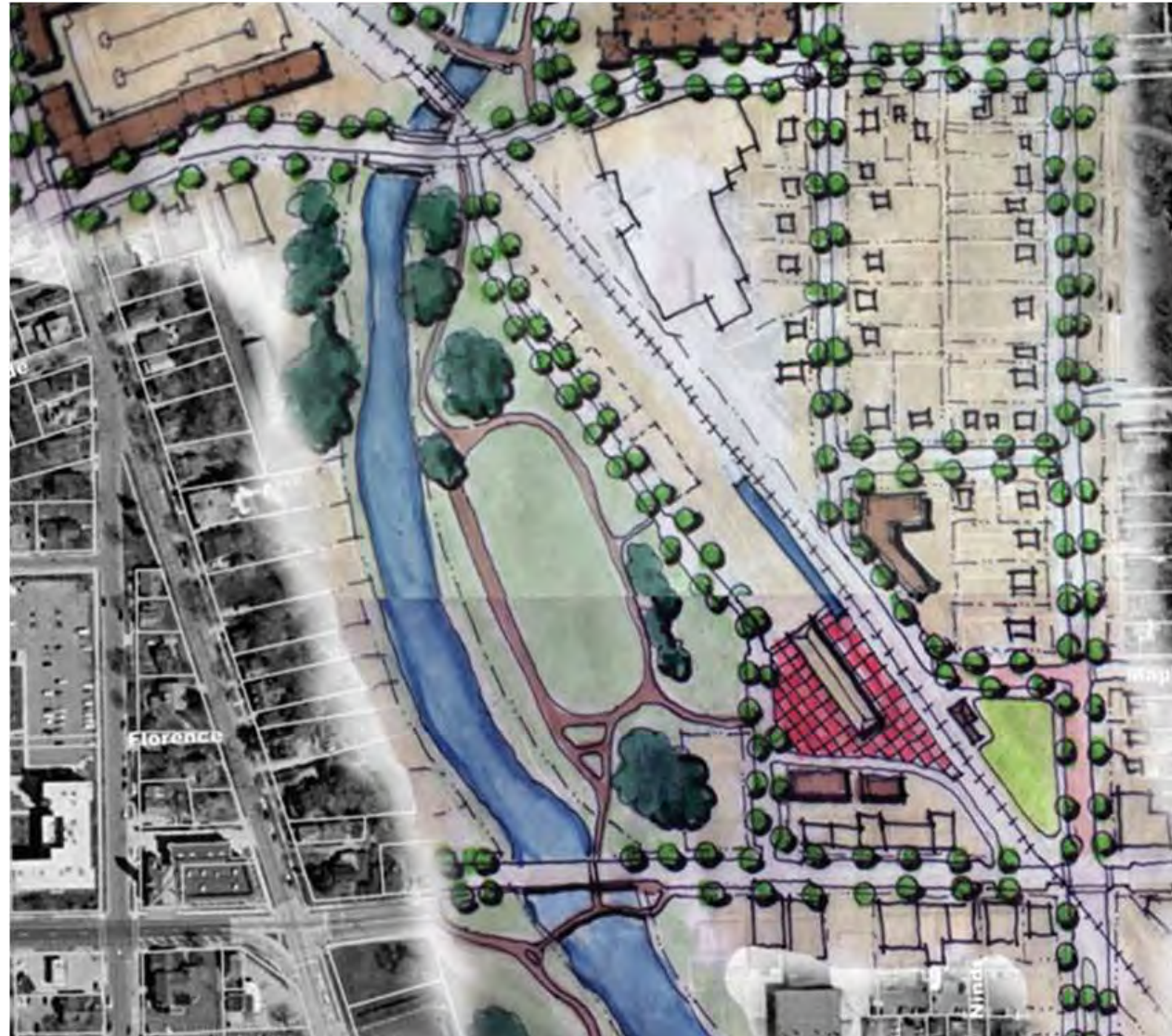
Depot Town grew up around the intersection of the regional and inter-urban railroads and the Huron River. Similar to downtown in the size and age of buildings as well as land use, Depot Town is a smaller area. It is a regional draw due to the restaurants and festivals held in the adjacent parks. When train service is secured, the area is expected to have more activity from commuters on foot, bicycle and car as well more development pressure. The AAATA plans a connector bus route to the stop as well. The plan, shown on the following page is a transit-oriented design to integrate the train stop and increased activity into the fabric of Depot Town.

Figure 18: Concept TOD Plan for Depot Town

The concept plan to the right was developed to meet community values when daily train service starts.

The plan features a plaza, shown in red, which could be used for a farmers' market and other events. The Freight House is preserved. The portion of River Street in pink is shown as a curbless "festival" street - making crossings easier for pedestrians on a daily basis while helping the accessibility of the events in Depot Town. A small park space is proposed between River Street and the tracks.

Parking is away from the street to the west of the railroad tracks. The design of access to Frog Island park will need to be coordinated with previous designs in the final plans.



Drawing by: AECOM

Maintain Depot Town as a place for the pedestrian first

Depot Town is a safe, walkable place in Ypsilanti. A curbless street is proposed on River Street to ease access for pedestrians, including those in wheelchairs or with baby strollers. Parking lots should be away from the street front, as shown in the concept plan.

Create a public space at new train station

A plaza is shown in the concept plan as part of the new train station. Public spaces allow a diversity of temporary uses to happen (festivals to farmers' markets) and gives opportunity for people of all types to come together.

Locate permanent year-round home for Depot Town**Farmer's Market**

The market is currently located in market plaza of the Freight House in Depot Town. As plans are developed for the train depot, a permanent year-round location for the farmer's market should be included in the design. The concept plan shows preservation of the Freight House and the creation of a plaza where the market could be held during the summer months.

CROSS STREET

Cross Street is the interface between the campus of Eastern Michigan University and the City. It serves as a commercial center for both Eastern Michigan students and the adjacent neighborhoods. The plan improves the function of the roads for all while integrating Cross Street with EMU. All of these projects should be pursued in conjunction with EMU and the DDA, using a mixture of staff and funding.

Separate Cross Street and Washtenaw Avenue

As shown in the concept plan on this page, Cross Street and Washtenaw Avenue can be separated and made two-way streets. The separation would improve the safety of this dangerous intersection.

Create a "front door" for EMU by reconfiguration of Cross Street and Washtenaw

During the Design Charrette, EMU officials agreed that the campus needs an entrance and the land created by the pulling apart of the two roads could create a mixed use area with a gathering area and possibly housing.

The centers host a variety of events and land uses in distinctly urban places. The DDA should use its ability to attract and assist businesses to maintain a vibrant business mix, while the City should use its policies to maintain the building form. The table on the following page shows the time frame for each action detailed in this chapter and how it meets the City's primary guiding values of safety, diversity and sustainability.

Figure 19: Reconfiguration of Cross & Washtenaw

The concept plan to the right is a scheme to separate Washtenaw Avenue (shown in yellow) and Cross Street. Existing buildings are highlighted in white.

The proposal is to pull the two roads apart, eliminating the existing convergence and creating public and developable space, shown in green.

The small dots are the existing statues and the large circle is the water tower. These structures will be linked with a public space that will also give refuge to pedestrians crossing the streets.

The developable area is shown in dark green with white outlines of rooftops. Student housing and parking were discussed as possible uses with EMU.



Drawing by: AECOM

Figure 20: Centers Implementation Matrix

Action	Time Frame	Location	Safety	Diversity	Sustainability		
					Equity	Environment	Economy
Building standards for centers that preserve the architecture	Form-based code	All centers	x	x	x		x
Allow current range of uses within each area but keep the street active	Form-based code	All centers		x	x		x
Allow renewable energy facilities on all buildings	Form-based code	All centers				x	x
Continue and expand the number, type and location of festivals and events	Ongoing	All centers		x			x
Finish upper stories	Ongoing	All centers		x	x	x	x
Maintain and expand transportation options	Ongoing	Downtown	x		x	x	x
Draft a business attraction plan for Downtown, Depot Town and Cross Street	1-5 years	All centers		x			x
Encourage business and event activity during the day and evening	1-5 years	All centers	x	x	x		x
Marketing campaign for the City of Upsilon	1-5 years	All centers					x
Curbless “festival” street on Washington	1-5 years	Downtown	x		x		x
Use vacant storefronts for temporary retail uses	1-5 years	Downtown	x		x		x
Permanent year-round home for Downtown Farmer’s Market	1-5 years	Downtown	x	x	x	x	x
Permanent year-round home for Depot Town Farmer’s Market	1-5 years	Depot Town	x	x	x	x	x
Install a way-finding system	1-10 years	All centers	x		x		x
Increase walkability (2-way streets & raised intersections)	1-10 years	Downtown	x		x		x
Curbless “festival” street on River Street	1-10 years	Depot Town	x		x		x
Create a public space at new train station	1-10 years	Depot Town	x		x		x
Separate Cross and Washtenaw	1-10 years	Cross Street	x			x	x
Create a “front door” for EMU with reconfiguration of Cross and Washtenaw	1-10 years	Cross Street	x	x			x

Chapter 7 - Neighborhoods

“Charming neighborhoods”

-Sticky note on what to preserve, submitted during the Discover Charrette

Ypsilanti has a wide variety of neighborhoods, some built over a century ago and others just decades old. The residents, street and architecture create distinct communities with the 4.3 square miles of Ypsilanti. However, when looking at public comment and data on the age, size and types of housing, the neighborhoods fell into two framework categories: Central Neighborhoods and Outlying Neighborhoods, as shown on Map 19.

PAST POLICIES

The City of Ypsilanti’s housing policy efforts have been in response to the following themes:

- The sizable population of college students and lower income families, along with large supply of multi-family housing, has meant that nearly 2/3 of households rent, rather than own, their homes.
- The large share of pre-war and mid-century structures creates code enforcement challenges while also drawing residents to historic neighborhoods.
- The “landlocked” and nearly built-out city has lacked the vacant land to participate in the construction of new housing seen in surrounding municipalities.

In 1978, the City created a Historic District and in 1983 began rental housing inspections. These two programs are generally considered to have been successful in stabilizing and maintaining the city’s housing stock and neighborhoods. In 2003, the City enacted a dangerous buildings ordinance provided an additional tool for addressing the

worst nuisance properties and stabilizing surrounding neighborhoods. It was fully implemented in 2009, when foreclosure activity led to fears of increasing numbers of abandoned buildings, but at that time quickly proved effective in spurring removal or rehabilitation of long-vacant buildings.

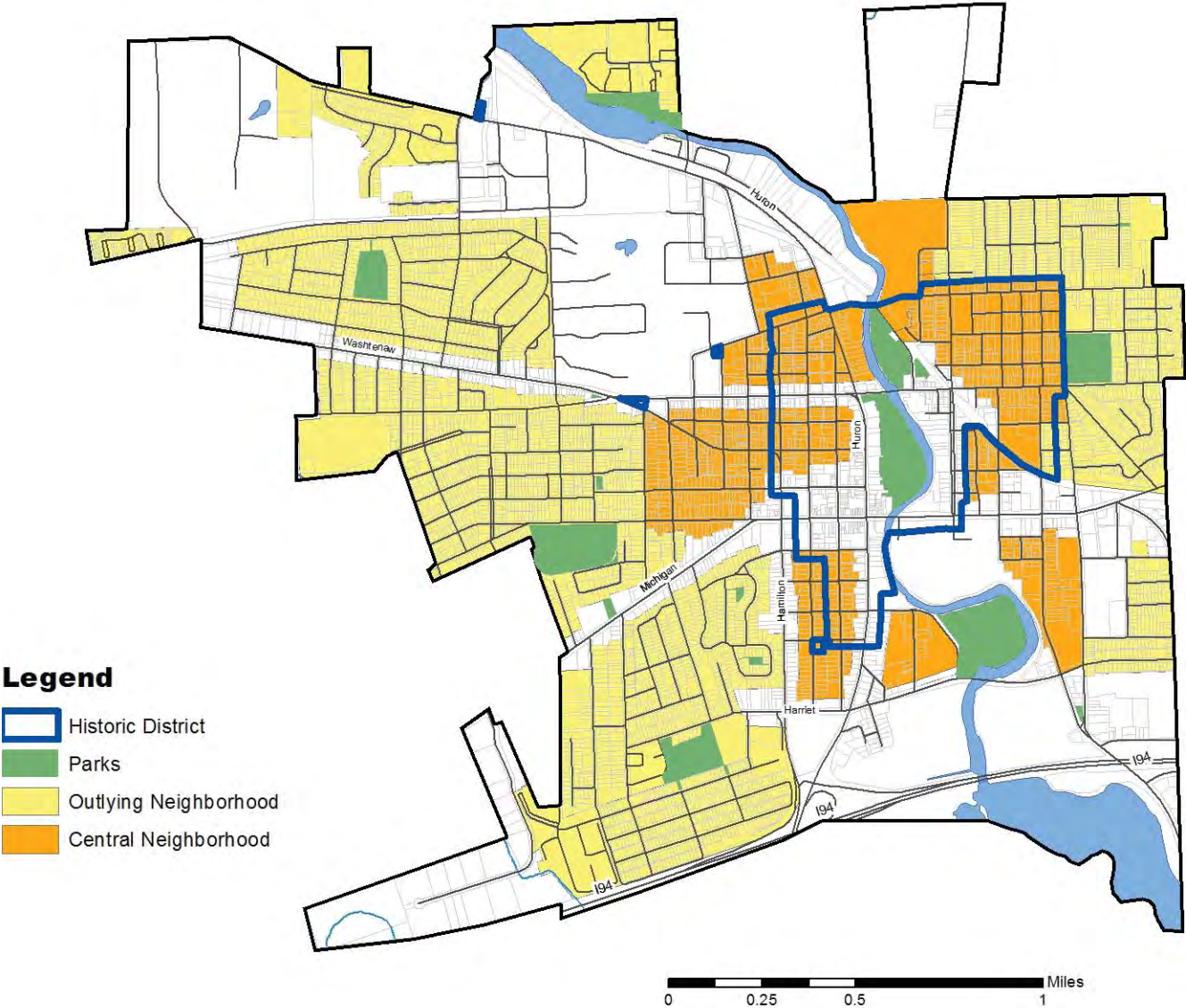
The City has also “downzoned” residential areas in an effort to encourage home ownership, most successfully in the Historic Eastside. The most recent occurrence was in 2006 when around 800 residential parcels in the Cross Street neighborhood were rezoned to reduce maximum permitted density, as laid out in the 2001 Cross Street Neighborhood Improvement Plan. This effort had mixed success since the fall of the housing market in the mid-2000’s resulted in lower prices for housing and the high conversion costs to single-family or a smaller number of units were not financially viable in that market.

The zoning ordinance also defines a range of different multiple-family living uses – rooming house, fraternity, etc. – each with different regulations drafted for those uses at the time of their inclusion in the zoning. The result is confusing regulations that are not flexible for innovations.

PUBLIC INPUT

In every focus group at the beginning of the Master Plan process, participants felt the the City of Ypsilanti should have housing for people of all ages, races, incomes and abilities in the City as a guiding value. Residents across the City expressed pride in their neighborhoods.

Map 19: Neighborhoods Map for City of Ypsilanti



Guiding Values

- Safety comes first
- Diversity is our strength
- Ypsilanti is sustainable
- Anyone, no matter what age or income, can find a place to call home in Ypsilanti
- Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti
- Build a community amongst ourselves and with our neighbors

Tension about the location of rental housing – whether townhouses, multiple-family dwellings or large houses converted multiple dwelling units emerged during the charrettes and implementation focus groups. Many participants expressed concerns about rental housing, particularly EMU student housing, expanding into neighborhoods and degrading its value. Meanwhile, some residents expressed the need for housing with little maintenance, such as a condominium or a rental, but suitable for seniors or young professionals.

DATA

As shown in Chapter 3, the neighborhoods have distinct patterns in terms of age, size, number of units and homeownership/rental status. Closer to the Historic Downtown and EMU's southern border are clustered large houses built before World War II with a variety of numbers of dwelling units and a mix of owner-occupied units and rentals. Neighborhoods nearer to the borders of the City were built in the later part of the twentieth century and are either single-family houses or multiple-family buildings. With the exception of the Heritage Park area, the majority of the single-family houses are owner-occupied. Multiple-family is almost exclusively rental, except for condominiums built near EMU's western border and along Washtenaw near UMU and the Historic Downtown. However, overall, most single-family dwellings are owner-occupied.

The Historic Eastside is the transition in the pattern of size, number of units and homeownership. Due to the down-zoning decades ago, this neighborhood has a higher rate of homeownership than other neighborhoods built around the same time, with the exception of the housing on Cross Street. While it was built before World War II, there is less of a concentration of large or estate houses than in the Midtown or the Historic South Side Neighborhoods.

Despite the distinct differences, over two-thirds of the housing units in Ypsilanti are rented. Other college towns have a similar housing mix, including Ann Arbor where 55% of the housing units are rented. Instead of using down zoning as a tool to stabilize neighborhoods, the

City, in its transition to a form-based code, will use design standards, inspection and enforcement to preserve the safety, character and vibrancy of all neighborhoods.

POLICY AND PLANS FOR ALL NEIGHBORHOODS

The following actions apply to all neighborhoods:

Continue and increase rental inspections and enforcement

Rental inspection and enforcement of code violations are vital to maintaining safe rental housing. City budget dedicated to rental inspection and enforcement should be maintained, if not increased.

Streamline multiple-family living arrangements into categories based on number of units and form

Living arrangements for multiple-family situations should be collapsed in the form-based code into building forms – duplexes, estate houses, townhouses and apartment buildings – with categories of number of units matching those in the State Building Code – 2-units, 2-4 units and 5 or more units. Group living arrangements, such as rooming houses and fraternities, will continue to be allowed in estate houses but with regulations for that general use, not tailored for each instance.

Assist continuation and expansion of EMU Live Ypsi program

Eastern Michigan University, with staff assistance from the City, offers a guaranteed loan program for faculty and staff purchasing a home in the City of Ypsilanti. The City will continue its support of this program.

Establish “Aging in Place” Programs

Several neighborhoods have increasing numbers of senior citizens. For those who choose not to move from their homes, the City should work with other agencies, such as Ypsilanti Community Schools, St. Joseph Medical Center and EMU, to help seniors remain in their homes as they age. Programs would include assistance with yard and home repair, transportation, social activities and medical access.

Create “Eco-Districts” in neighborhood parks

Residents suggested that demonstration projects of community gardens with hoop houses, rain collection systems and renewable energy projects be clustered in eco-districts in neighborhood parks, in the Historic Downtown (see map on the following page). While the City cannot take on development of these, partnerships with educational institutions may provide resources to establish them. Also, temporary events were recommended in these areas.

Continue Home-Based Entrepreneurship

The City has encourage home-based businesses through clear regulation. The updated zoning should continue to allow businesses within homes using the current regulatory scheme for uses.

Regulate the form of buildings to preserve the character of neighborhoods

Using the building types existing within the neighborhoods, the zoning regulations should preserve the architectural patterns.

CENTRAL NEIGHBORHOODS

These neighborhoods were built before World War II, a grid block pattern and historic buildings with a variety of residential types and retail uses on corners. The following policies and actions aim to preserve the form of these neighborhoods while enabling the sustainability of all the buildings:

Preserve the mix of uses appropriate to the structures in each neighborhood, by block

During the drafting of the form-based code, uses should be decided by the structures on each block. For instance, a corner store should be allowed to continue in its location but the zoning should not allow for that retail use to be placed anywhere in the neighborhood. Multiple-family arrangements can be coded by block as well.

Change zoning of Historic Eastside to allow re-use of estate houses under certain conditions

The Historic Eastside has a number of estate houses which may not be

sustainable as single-family residences. However, the neighborhood is predominantly single-family. Working with the neighborhood, a process for evaluation of proposals for division of those houses up to 4 units, such as a special land use, should be explored.

OUTLYING NEIGHBORHOODS

These neighborhoods, constructed during or after World War II, are almost exclusively residential uses, with single-family and multiple-family uses separated. Single-family residences are usually smaller than those in the central neighborhoods. The zoning changes below are designed to stabilize these neighborhoods:

Limit uses to predominantly single-family residential uses in areas with small houses, suited for only single-family

Several neighborhoods - Heritage Park, Worden Garden, Prospect Gardens, Miles neighborhoods and the houses on River Street from Holmes to the north to Cherry – are currently zoned for two-family residential use. Very few structures are two-family or have the floor area to accommodate two dwelling units.

The matrix in figure 21 shows the time frame for each item and if it meets the goals of safety, diversity and sustainability.

Map 20: Eco-District Locations

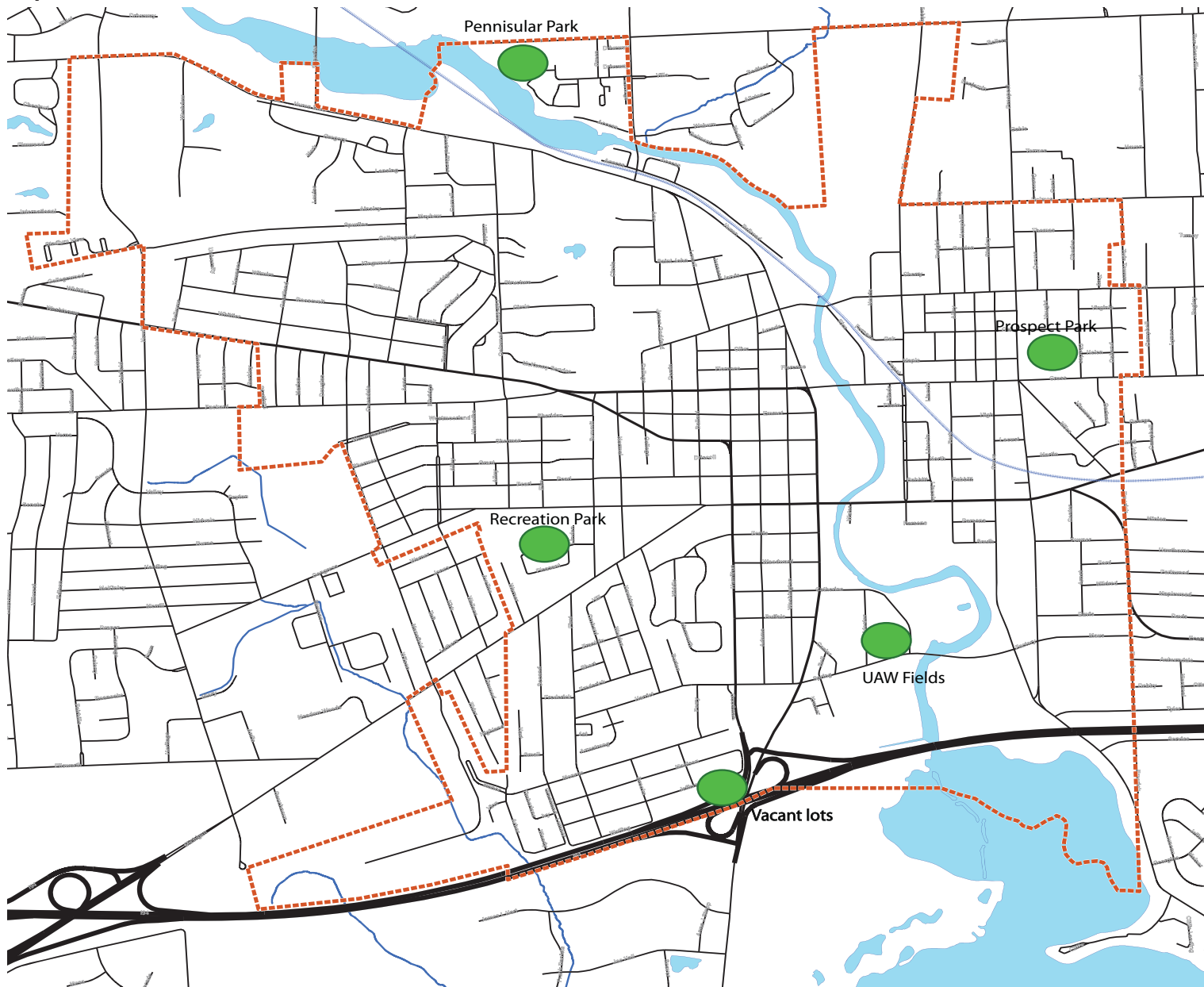


Figure 21: Neighborhoods Implementation Matrix

Action	Time Frame	Location	Safety	Diversity	Sustainability		
					Equity	Environment	Economy
Continue and increase rental inspections and enforcement	Ongoing	All neighborhoods	x		x	x	X
Assist continuation and expansion of EMU Live Ypsi program	Ongoing	All neighborhoods		x			X
Streamline multiple-family living arrangements into categories based on number of units and form, instead of use	Form-based code	All neighborhoods		x	x		x
Continue home-based entrepreneurship	Form-based code	All neighborhoods		x	x		x
Regulate the form of buildings to preserve the character of neighborhoods	Form-based code	All neighborhoods		x	x		x
Preserve the mix of uses appropriate to the structures in each neighborhood, by block	Form-based code	Central neighborhoods	x	x	x	x	x
Change zoning of Historic East-side from exclusively single-family to allow re-use of estate houses under certain conditions	Form-based code	Central neighborhoods		x			x
Limit uses to predominantly single-family residential uses in areas with small houses, suited for only single-family use	Form-based code	Central neighborhoods	x	x			x
Establish "Aging in Place" Programs	1-5 years	All neighborhoods	x	x	x		x
Create "Eco-Districts" in neighborhood parks	1-10 years	All neighborhoods		x		x	

Chapter 8 - Corridors

“They should connect cities, not be primary destinations.”

-Comment on main roads, like Washtenaw, submitted on the website, shapeypsi.com

There are two types of corridors located in Ypsilanti. One is a general corridor which contains a variety of medium to smaller parcels and is adjacent to both types of neighborhoods, such as College Heights and Midtown. General corridors are home to predominantly commercial establishments, restaurants and businesses that are geared toward automobile traffic. The land pattern is typically linear in fashion and provides predominately commercial and office uses that are adjacent to residential neighborhoods. Usually a physical barrier is created to “protect” one use from another by way of a wall or heavy landscaping.

The second type is a historic corridor, which differs slightly from the general corridor in scale and building type. The historic corridors are characterized by smaller commercial establishments and offices mixed with large historic structures (such as historic homes that are now being used for a variety of purposes). Historic corridors generally have a more seamless integration with the surrounding neighborhoods.

PAST POLICIES

The current zoning ordinance regulates the use of the land primarily, linking a certain number of related land uses to individual parcels of land. In corridors, these zoning districts have laid out in strips, usually commercial but also office, civic and multiple and single family. The resulting zoning maps are a patchwork of districts down the corridors. However, the uses cannot freely flow down the corridors due to the use classifications. Rezoning is often required.

In general corridors, the landscaping regulations required by the zoning districts and overlays are suburban in nature. The entrance

overlay on all general corridors at the borders of the City requires a 10-foot greenbelt around the entire parcel. Since these lots are generally smaller than suburban counterparts, the required setbacks and landscaping either do not fit on the parcels when redeveloped or limit the building size to a footprint only compatible with uses needing a small square footage. The result has been vacant or underutilized buildings along the general corridors or approvals that waive requirements. The current zoning does not encourage improvements due to the complexity of applying the standards.

The regulations of the Historic District have maintained the integrity of the buildings along the historic corridors. The high speeds of the one-way streets on the historic corridors of Cross, Huron and Hamilton, however, make the street itself a hostile environment, lessening the value of some of the buildings.

PUBLIC INPUT

During the charrettes, participants often spoke about the difficulties of walking or cycling in the corridors of the City. They also expressed disappointment about the number of vacant or underutilized stores.

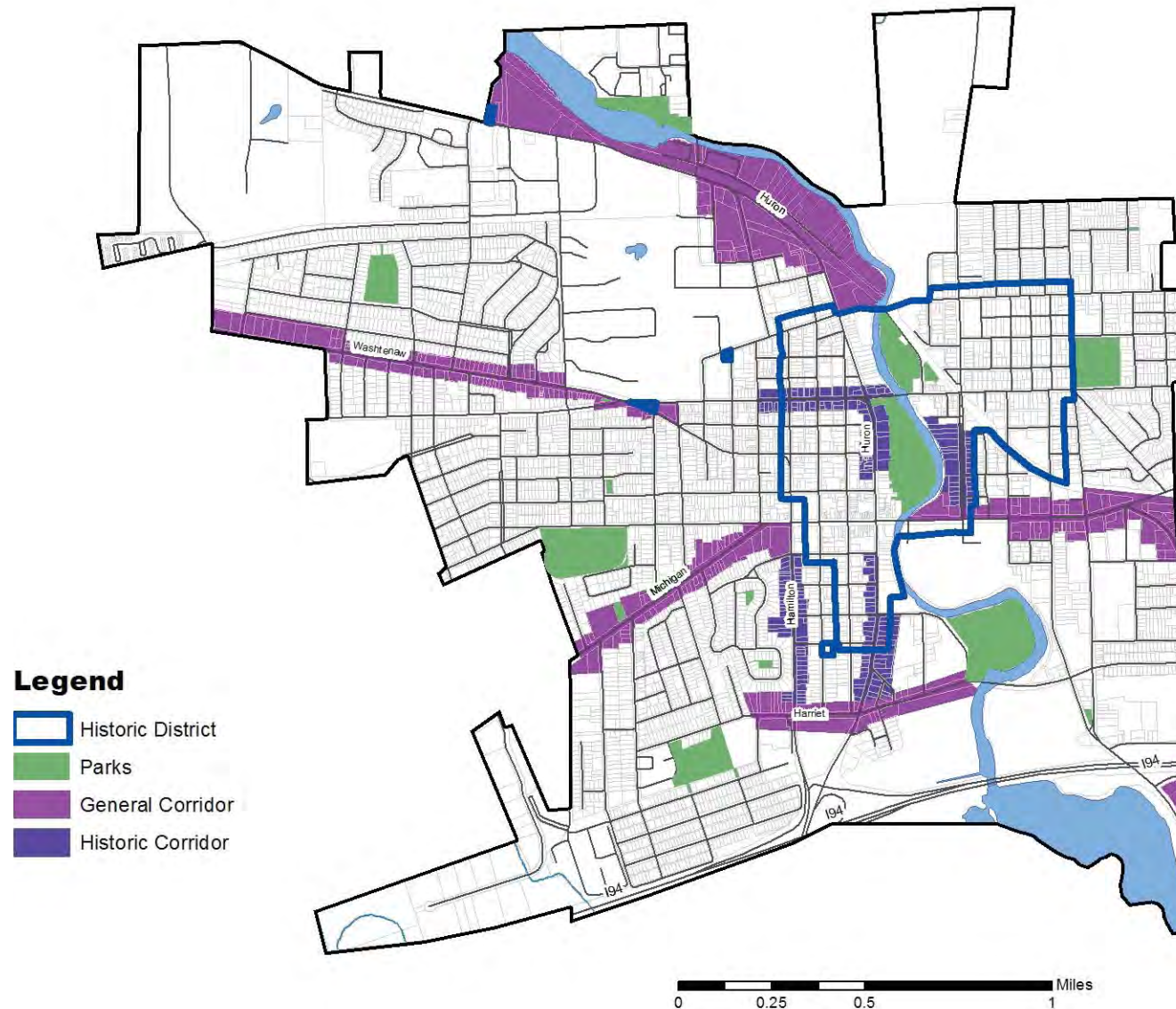
POLICY AND PLANS FOR ALL CORRIDORS

The following items apply to all types of corridors:

Designate the appropriate building form for each corridor

The form-based code will designate types of buildings to match the existing patterns within the corridor and, if applicable, the change envisioned by the community for that area.

Map 21: Corridors Map for City of Ypsilanti



Guiding Values

Safety comes first

Diversity is our strength

Ypsilanti is sustainable

Anyone, no matter what age or income, can find a place to call home in Ypsilanti

Easily walk, bike, drive or take transit from anywhere

Great place to do business, especially green and creative

Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape!

Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti

Build a community amongst ourselves and with our neighbors

Retain the mix of existing uses within each corridor but allow them throughout the corridor

The form-based code would allow all the current uses with a corridor area to remain, but also to be anywhere throughout that area. For instance, a vacant lot now zoned commercial instead would be zoned general, historic or core corridor and all of uses, such as multiple-family, commercial or office within that segment of the street happen without a rezoning. During the development of the form-based code, some of the uses currently allowed in a corridor may be eliminated, such as on Washtenaw Avenue. The general commercial designation allows a variety of commercial uses that would not fit the vision for the area, community values or are possible given the size and shape of parcels. In those instances, the allowed uses would be trimmed.

HISTORIC CORRIDORS

Historic corridors are located along Cross Street, Huron Street, Hamilton Street and River Street. The following actions will help to preserve and enhance the vitality of these areas:

Reinforce preservation of historic buildings

The form-based code will require the elements of the historic buildings along these corridors be incorporated into any new development or rebuilding.

Restore two-way function to Historic Corridors

As outlined in the transportation chapter of this plan, two-way function of these streets will increase safety and make navigation by foot, bicycle, bus or car easier.

Maintain River Street as a historic boulevard

River Street between Cross Street and Michigan Avenue is a boulevard lined by historic buildings with a variety of uses. The form-based code should attune design standards for this corridor to the street form of a boulevard.

GENERAL CORRIDORS

General corridors are designated along Washtenaw Ave and Cross

Streets, East Michigan Ave & Ecorse, Huron River Drive, Leforge and Railroad Street, Harriet Street and West Michigan Avenue.

Coordinate Washtenaw Avenue with the Re-Imagine Washtenaw Plan

The county plan for the Washtenaw Corridor over four municipalities envisions an urban building form on Washtenaw Avenue in the City of Ypsilanti, allowing townhouses and multiple-family on Washtenaw Avenue, except for retail nodes at Mansfield, Hewitt and Cross. The form-based code for this area should match the design guidelines in the Re-Imagine Washtenaw Plan.

Require a pedestrian-friendly building form while allowing a mix of uses for both students and residents along Huron River Drive, Leforge & Railroad corridors

These corridors are borders with the EMU campus that currently divide it from the City due to the width of the roads and barriers of the Huron River and railroad tracks. In the form-based code, the regulations should be changed to create a walkable environment with appropriate uses that integrates the City and the EMU campus. A design process for this area should be part of the 5-year update to this plan.

Restore Harriet Street as the Main Street of adjacent neighborhoods

The same mixture of uses would be allowed along Harriet, from Hamilton to Perry, but the urban form on the north side of the road would be required for any redevelopment of the south side. In order to create a walkable environment, the number of lanes for vehicles would be decreased to two lanes, creating room for on-street parking and pedestrian areas. The reconfiguration of the road would most likely be possible when Huron and Hamilton are converted to two-way.

The matrix on the following page details the phasing of the plans and policies discussed above and how they meet the City's goals of safety, diversity and sustainability.

Figure 22: Corridors Implementation Matrix

Action	Time Frame	Location	Safety	Diversity	Sustainability		
					Equity	Environment	Economy
Designate the appropriate building form for each corridor based on existing patterns and vision for that corridor	Form-based code	All corridors	x	x	x		x
Retain the mix of uses within each corridor but allow them throughout the area	Form-based code	All corridors		x	x		x
Reinforce preservation of historic buildings	Form-based code	Historic corridors		x			x
Maintain River Street as a historic boulevard	Form-based code	Historic Corridors	x	x			x
Require a pedestrian-friendly building form while allowing a mix of uses for both students and residents along Huron River Drive, Leforge & Railroad corridors	Form-based code	General Corridors	x	x	x		x
Coordinate regulations for Washtenaw Avenue with the Washtenaw County Re-Imagine Washtenaw Plan	Form-based code	General Corridors	x	x	x		x
Restore Harriet Street as the Main Street of adjacent neighborhoods	Form-based code 1-10 years for street improvements	General Corridors	x	x	x		x
Restore two-way function to Cross, Huron and Hamilton Streets	1-10 years	Historic corridors	x		x	x	x

Chapter 9 - Districts

“Stable, diverse local economy”

- Sticky note on what to create, submitted during the Discover Charrette

Districts accommodate major economic development, employment centers or universities or unique entities, like the cemetery. The range of districts within Ypsilanti includes Eastern Michigan University, the social service and medical offices clustered on Towner and several industrial areas which provide employment and stability to the community.

PAST POLICIES

The City has established partnerships with the anchors of each of these districts. The City, DDA and EMU work together through the Eastern Leaders group. The Washtenaw County social services center on Towner is often consulted by the City. The City also regularly meets with the owners of the industrial properties in the southern part of the City. Zoning policies have been consistent for these areas and are less to blame for any vacancy than the recent economic downturn, the shift away from a manufacturing economy and a legacy of environmental contamination.

PUBLIC INPUT

Participants views of the districts varied based each area. Very little was said about Highland Cemetery during the process. Much was said about Eastern Michigan University and the need for better town-gown relationships. A true symbiotic relationship between the City and the University was seen as key. The office, social service and medical buildings on Towner in the eastern part of the City were not mentioned during the process, even by heads of social service agencies in focus groups. Almost all participants felt new jobs were imperative and should be located in southern industrial areas or “jobs districts”

DATA

Since the last Master Plan in 1998, the City of Ypsilanti has experienced a fundamental shift in its local economy. The manufacturing base that once sustained the City is almost entirely gone. It has lost close to 1,600 manufacturing jobs since 2001. The largest tax payers are now apartment property owners, instead of manufacturing facilities.

Eastern Michigan University remains an economic driver in the City, as one of the largest employers. The student enrollment is increasing and dozens of new faculty hires are anticipated in the next decade.

The industrial park in the southwest corner of the City has been mostly built out. Meanwhile larger facilities, like the Angstrom property, have been difficult to re-commission.

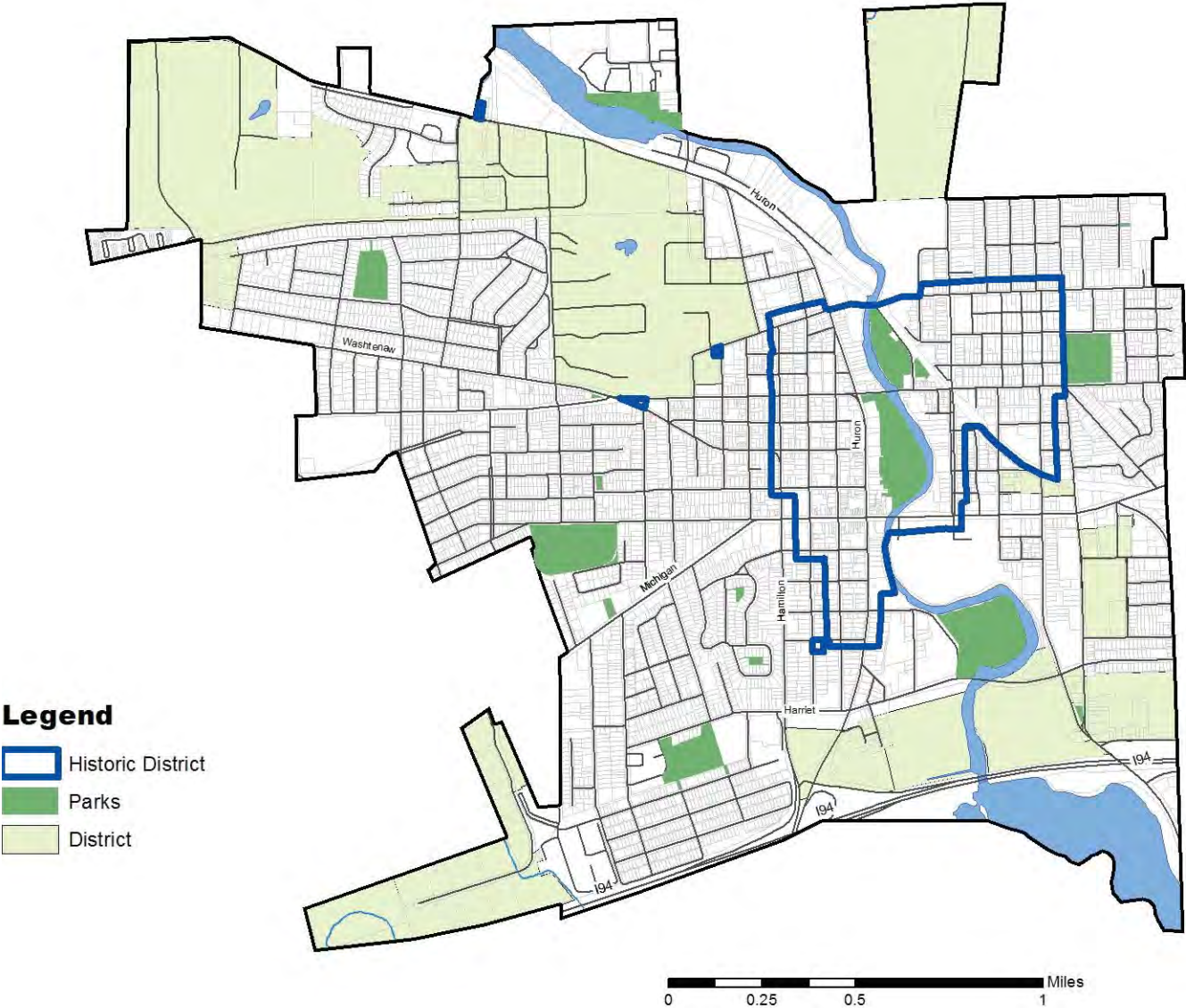
EASTERN MICHIGAN UNIVERSITY

Due to state law, the City has no jurisdiction over the built environment within EMU’s campus. However, a guiding value for the City is Ypsilanti is an asset for EMU and vice versa. The City can continue to work with the University to create an integrated border between the City and Eastern, as well as programmatic steps:

Update regulations to create walkable areas at the border of the City and Campus

The form-based code should require walkable streets with building forms that complement the campus of EMU at the borders of campus. Further details on proposals for Leforge, Railroad and Huron River Drive are in the chapter on corridors.

Map 22: Districts Map for City of Ypsilanti



Guiding Values

- Safety comes first
- Diversity is our strength
- Ypsilanti is sustainable
- Communication is key
- Great place to do business, especially green and creative
- Everyone in the region knows Ypsilanti has great things to do in great places that are in great shape!
- Ypsilanti is an asset of Eastern Michigan University, and Eastern Michigan University is an asset of Ypsilanti
- Build a community amongst ourselves and with our neighbors

Create a “front door” for EMU with the reconfiguration of Cross Street and Washtenaw

As discussed in the chapter on Centers, the confluence of Cross Street and Washtenaw should be eliminated by pulling the two roads apart, creating a mixed use area with a gathering area and possibly housing.

Create “Welcome to Ypsilanti” packages for new EMU students, including web version

The City should bring together EMU administration and the Visitors and Convention Bureau to create welcome packages for all new students for the Fall of 2014.

TOWNER OFFICE AND MEDICAL DISTRICT

The area on either side of Towner between Prospect and Arnet Streets is home to the Washtenaw County Service Center to the north and a medical facility to the south. Both provide services for the City and the County. The facilities’ layouts are suburban in form. The following policies or actions should be taken in this district:

Create regulations that support the existing building form but assure access by all modes of transportation

The service center and medical facility are suburban style buildings but are accessed by car, transit, bicycle and pedestrians. The form-based code should support the current style of building but require pathways, parking and loading facilities for all types of transportation.

Encourage use or redevelopment of unused parking lots

The parking lot for the medical facility is often empty. The city should work with the owners of the facility to see if a temporary use, like a farmers’ market, or building could be constructed there.

JOB DISTRICTS IN SOUTHERN PART OF CITY

The industrial park, large Angstrom property and other assorted industrial properties in the southern part of the City are well-suited for facilities that require easy highway access and roadways for trucks. These districts should be called “job districts” where the following plans or policies should occur:

Allow renewable energy facilities, such as solar panels

Most participants in the implementation focus groups felt that renewable energy facilities should be allowed as part of development in Job Districts, but displace the possibility of new facilities being built. During the process of rewriting the zoning ordinance, the City could explore whether large-scale renewable energy facilities could be allowed as the primary use as long as they would be incorporated into later development. These types of facilities would be in line with the City’s guiding values of Ypsilanti being sustainable and a great place to do business, especially the green and creative.

Reduce minimum lot size and width in the industrial park

The industrial park was laid out in a suburban style with large lots. The two smallest lots along Mansfield are approximately 125 feet wide. If that were to be made the new minimum lot width, approximately 10 new, developable industrial lots could be created by splitting off undeveloped land from existing parcels, subtracting area along streams and wetlands. The minimum lot area could be established at 60,000 square foot., which is the approximate area of the smallest existing parcel. Property owners would decide whether to split and sell land. Additional jobs and industry is vital to the City’s fiscal sustainability.

Encourage development of vacant parking areas

The City should work with the owners of the Angstrom property to bring development to the large parking lot associated with their facility that is no longer needed. A concept plan for the site is in the following chapter. Again, jobs and industry are needed for the economic and equitable sustainability of the City.

RAILROAD AREA SOUTHEAST OF DEPOT TOWN

The area south of the railroad, to the southeast of Depot Town, has long-standing businesses in the community. However, these uses are often at odds with the adjoining residential uses. The areas shown as district should be allowed to transission from neighborhoods to job areas, when owners petition for approvals.

HIGHLAND CEMETERY

A historic part of Ypsilanti, the cemetery should be preserved and current policies left in place.

The matrix below shows how each of the proposals above enhances safety, diversity and sustainability in the City, as well as phasing.

Figure 23: Districts Implementation Matrix

Action	Time Frame	Location	Safety	Diversity	Sustainability		
					Equity	Environment	Economy
Update regulations to create walkable areas at the border of the City and Campus	Form-based code	EMU	x	x	x		X
Create regulations that support the existing building form but assure access by all modes of transportation	Form-based code	Towner	x	x	x	X	
Allow renewable energy facilities, such as solar panels, on industrial land	Form-based code	Job Districts				x	x
Reduce minimum lot size and width in the industrial park to create more opportunity	Form-based code	Job Districts		x			x
Create “Welcome to Ypsilanti” packages for new EMU students, including web version	1-5 years	EMU		x	x		X
Encourage use or redevelopment of unused parking lots	1-5 years	Towner		x		x	X
Encourage development of vacant parking areas	1-5 years	Job Districts					x
Create a “front door” for EMU in the area created by the reconfiguration of Cross Street and Washtenaw	1-10 years	EMU	x	x		x	x

Chapter 10 - Redevelopment Areas

“Space not being utilized”

-Sticky note on what to change, submitted during the Discover Charrette

Ypsilanti has three former industrial sites which could be redeveloped in the next 20 years. Each area is discussed in detail below and design concepts for the three sites are shown in this chapter. These drawings are concepts only, which mean they will not be duplicated detail by detail exactly as presented. All of the sites hold the promise of additional tax revenue, jobs and residents, as well as the challenges of environmental contamination and competing in a depressed regional market.

WATER STREET

Beginning around 1980, the City looked to this area of former and underutilized industrial land as a target for redevelopment. At that time, the City had little to no vacant developable land. Between 1998 and 2001, the 38-acre area was targeted for redevelopment as an urban neighborhood of primarily owner-occupied condominiums, increasing both the new-construction housing options available and the number of owner-occupied households in the City. While the City acquired the land and completed most of the demolition and brownfield remediation necessary, the intended development failed to occur. The land – and its accompanying \$31 million debt – remains a major issue in the city.

Two developers had options on the land and were intending to purchase the entire site and develop it. For different financial reasons, both developers pulled out of agreements. In 2008, the City decided that looking for a master developer, one entity that would take on the entire site, was no longer feasible due to the national economic downturn. Rather, it would sell smaller pieces of the parcel to

interested parties as they came forward.

Three different proposals have been put to the City Council since that time. One, for a drive-through restaurant, was rejected. Another, for a County Recreation Center, was tentatively accepted through a Memorandum of Understanding. The third, for a dollar store, was accepted after several rounds of negotiations.

Although each had a different result, each proposal was closely followed in the press and generated much public comment. During the charrettes for this Master Plan, many people expressed a range of visions for the property – from a permaculture forest to mixed-use mid-rise development. Almost everyone also expressed the urgency to use the property soon.

Given this political climate, the City Council will face a challenge with any development proposal that comes before them for Water Street. The Water Street redevelopment concept plan shown on the opposite page was developed based on community input during the charrettes held for this process in the Spring of 2013. The plan shows items consistently requested by the community: a formal community gathering space and a linear park along the riverfront.

The concept plan includes two structures not in previous plans for Water Street. The first is a stormwater facility in the floodplain to service the entire site, in keeping with the community's values of creating an urban space but using environmental systems. As portions of the site are sold, the storm water facility will need to be built, some portions ahead of the actual development. Second,

Figure 24: Water Street Concept Plan



The drawing to the left is based on community input during the charrettes and urban design principles. It is a 20-year vision for the Water Street area. When developed, the site may differ from this exact layout.

The street layout is a continuation of the existing street system, drawing the value of the river through the community. A vehicular bridge is proposed extending River Street to Factory. A stormwater facility for the entire site is shown just north of the river.

The plan includes a formal park, ringed in red, and a linear park along the Huron. The property south of the river is shown as recreation use. This area is mostly floodplain. The building shown south of the river is a concept footprint that would need further study.

Drawing by: AECOM

a vehicular bridge extending River Street across the Huron River and south to Factory Street is shown. The extension of River Street would complete a missing portion of the street grid, giving the neighborhoods near Spring and Factory Street easier access to the resources in the downtown and would create an easy traffic route from the highway to Water Street. The bridge and street extension are long term projects, perhaps ten to twenty years in future.

Approval Process and Standards

The concept plan is based upon common urban design standards which will be incorporated into the form-based code for the City. These are the standards by which the City Council should determine whether the City should sell a portion of Water Street for a proposed development. The standards do not talk about the use. Rather, they dictate the design of the street, what is on the street and the design of the buildings for multiple uses over the long-term. If and only if all of these standards are met, should the City Council consider sale of property on Water Street:

Respect right-of-ways & blocks

The street layout should connect to existing streets – River, Lincoln and Park across Michigan Avenue to the north, as well as Parsons and South to the east. The new streets should continue the same width and design. Also, the blocks, as laid out in the sketch, pull the value of the view of Huron River through the entire site to the rest of city, by ending streets into parkland along the river's edge. All proposed development should abide by this general layout.

Block perimeter should be less than 1,200 feet, like the other blocks in the City

Every block in Water Street, the area of land bounded on four sides by streets, should be less than 1,200 feet in perimeter. Blocks larger than this length, the average block perimeter in the adjacent Historic Downtown, will cut off access and value from the site to the rest of the City.

All streets have on-street parking

Parallel parking should be required on all streets and count towards any zoning parking requirements. The on-street parking slows traffic, makes a walkable environment and provides parking in front of buildings.

All streets have sidewalks

To assure a walkable space, all streets must have sidewalks on both sides, including the side of the street nearest to the park fronting the Huron River.

All streets have space for trees and other stuff

New streets in the Water Street area should have designated areas for trees between the road edge and the sidewalk, while street furniture – benches, trash receptacles and outdoor seating – should be placed in the same place along the sidewalk. The photograph on the opposite page shows an example zones for trees, outdoor seating and pedestrian in Depot Town.

All driveway aprons have the same design

Driveway aprons, the portion of the curb cut that slopes down to meet the street, should be consistent throughout the development. Moreover, they should be made of different materials than the sidewalk to show where vehicles enter and exit to pedestrians, as shown in the photograph on the opposite page. They should also be gradually sloped for ease of pedestrian crossing.

All buildings are built for multiple uses over time

All building should be built for eventual re-use, specifically through regulation of the height of floor. The ground floor, from floor to ceiling should be a minimum of 12 feet with a maximum of 14 feet. Upper floors should be 10 feet.

New development has “A” & “B” streets, similar to the Historic Downtown (see Figure 25)

Buildings which front “A” streets must have parking on the street and behind the building. “A” street design, with no curb cuts, is required

Figure 25: Water Street “A” and “B” Streets



“A” Streets are shown in yellow and “B” streets in blue

Figure 26: Sidewalk with Furnishing Zones



Source: ENP & Associates

Figure 27: Driveway Apron Example



Source: AECOM

on Michigan Avenue, River Street as it is continued through the site and Park Street as well as the street fronting the park adjacent to the Huron River. The “A” street design must incorporate the elements and dimensions of the cross section on this page (see figure 28).

“B” streets (see figure 29) allow curb cuts and parking lots to front the street. “B” streets are allowed for the continuation of Parson, South and Lincoln Streets as well as other internal streets. “B” streets must contain the dimensions and aspects shown in cross section on this page.

All buildings on “A” streets should be friendly to the street.

Buildings on “A” streets should be friendly to pedestrians by following these urban design rules:

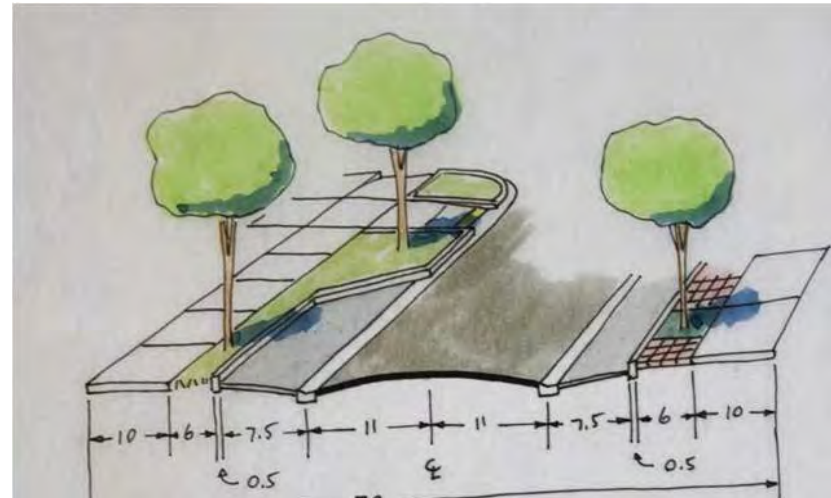
- 90-100% of the building faces the “A” street
- It is built one to five feet from street right of way
- 60% of the front of the first floor is transparent windows or glazing
- The primary building entrance faces “A” street
- The first floor of buildings should have active uses - stores, restaurants, services - where people come and go often.

Market Considerations

The vacant property on Water Street offers developers an opportunity to build from the ground up, with little or no environmental remediation. All other development opportunities in the City involve the re-use of existing buildings, which require specialized design, or probable demolition and environmental clean-up.

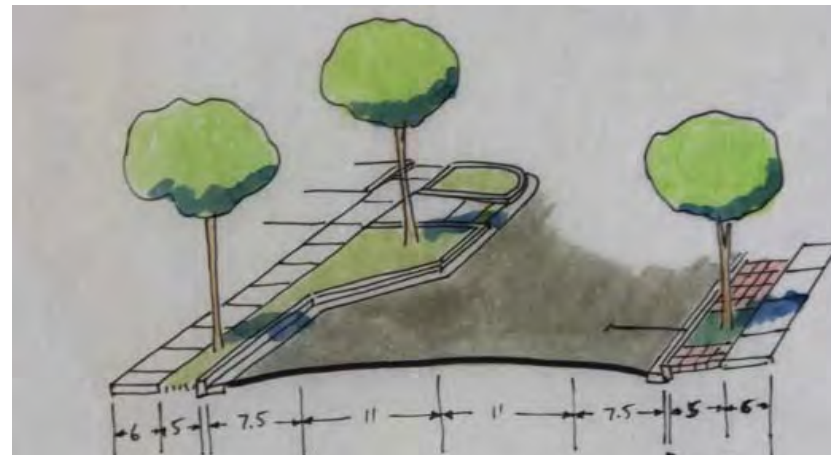
Because of these advantages, the Water Street development site offers opportunities for larger stores and national retailers to locate in the City. With the coming recreation center, this site can be attractive for businesses such as a sporting goods store, but also is a marketable site for a hardware store, major grocery store, pharmacy, and

Figure 28: Water Street “A” Street Cross Section



Source: AECOM

Figure 29: Water Street “B” Street Cross Section



Source: AECOM

neighborhood types of goods and services. A full-service grocery store was requested by residents throughout the Master Plan process.

Housing has always been part of the vision for the redevelopment of Water Street and the site offers a central location near goods and services. Upper story housing in nearby Depot Town and the Historic Downtown have waiting lists and were easily leased, even in tough economic times in the late 2000's. During the charrettes, residents expressed the need for attached or multiple family housing for seniors and for young professionals.

The market will most likely dictate the height of the buildings. The site is more likely to be filled in a shorter amount of time if the buildings are one to two stories. If the buildings are 3-4 stories, complete development of the site will take longer, probably with a first building, a period of 3-5 years with little to no activity and then a flurry of development.

If train service comes to Depot Town, the market situation for Water Street will change as the site is within a 10-15 minute walk from the location of the train station. Most cities have seen market pressure for attached or multiple-family housing within walking distance of new transit stations.

No matter what use is most marketable at the time, the buildings should abide by the urban design standards detailed previously. The City will continue to work with real estate professionals to market and develop the site. A consistent and coherent marketing and development process will attract investment interest.

BAY LOGISTICS SITE

This property, just east of the railroad and Huron River north of Forest, has a long history of industrial activity. Currently, the 30-acre site is a warehousing and distribution facility. Due to the history of the site, any use other than industrial would most likely require environmental remediation. The upcoming form-based code should allow the current form and use to continue.

The City Framework and the concept plan on this page shows the site as a central neighborhood. The site is within a 10-minute walk of the anticipated train station in Depot Town just to the south. As with the Water Street site, demand for attached or multiple-family housing is anticipated within walking distance of daily commuter train service. Also, the site is within walking distance to EMU's campus, attractive to EMU students, faculty and staff.

Market analysis for this Master Plan concluded this site may be marketable as a larger scale mixed use development. It could incorporate many of the unmet shopping needs for students and professionals within a new rental housing complex that shares a parking structure with EMU, residents and shoppers. The concept plan for the site, shown in figure 30, is a rendering of what a larger scale mixed use development could be. The plan is based on the urban design principles outlined for Water Street, continuing the existing street grid through the site. Two multi-use paths are shown, connecting the site to Eastern Michigan University to the west and Depot Town to the south.

When the form-based code is developed, the site will likely be zoned as a district, allowing the use and integrating the form into the surrounding neighborhood if redeveloped. However, redevelopment of the site as a core neighborhood with attached and multiple-family housing units as well as retail should be considered if brought forward by an applicant to rezone and redevelop the site.

ANGSTROM PROPERTY

This property has been home to industrial manufacturing since the early 1900's. For many years, it was the highest property tax payer in the City. The site has two components separated by the Huron River – a large factory on a 35.7-acre parcel and a 25.5-acre parking lot. Environmental contamination has been remediated on the factory side of the site. The parking lot, no longer used, has always been used for parking.

Figure 30: Bay Logistics Concept Plan

The concept plan to the right shows a possible redevelopment layout for the Bay Logistics site. The plan assumes an increased market for housing and retail, possibly driven by daily rail service in Depot Town. The commercial study done for this process suggested this site would be marketable as a mixed-use development with shopping on the first-floor and residential above.

The plan shows a new community park in the northeast corner, public green space bordering the cemetery and the Huron River and a new pedestrian bridge crossing the River.

The plan also shows possible redevelopment along Railroad and Lowell, with a new pedestrian path over the railroad. All redevelopment would be at the initiative of the owners of the property.



Drawing by: AECOM

Figure 31: Angstrom Property Concept Plan



The concept plan to the left is a possible redevelopment layout for the parking lot portion of the Angstrom property.

The street layout continues the existing street network and block pattern. Buildings are placed in an urban setting, with parking pooled behind the buildings.

The trail network, shown in brown, is continued on either side of the property.

This area is intended to remain a jobs district. Redevelopment would be at the initiative of the property owners.

Drawing by: AECOM

Presently, the property is owned by the Angstrom USA LLC, which is not manufacturing within the factory as originally planned. They owners indicated to the City that they are open to selling the parking lot portion of the site. The site is well-suited as a job site due to the size of the property and easy access to I-94. Through the public engagement process, participants repeatedly expressed the need for jobs in the City.

The concept plan for the site in figure 31 shows a series of additional buildings on the parking lot area laid out in block pattern based on that of the City. In terms of the form-based zoning, the City should treat this area as a district with similar form and allowed uses as the industrial park in the southwest portion of the City. The City or other economic development entities, such as SPARK East, could pursue a certain sector for the site. The Northwest Council of Governments of Michigan has developed a Food Innovation District Guide which could help Ypsilanti bring food industries, from production to consumption, to the site. The site may also be a natural place to cluster sustainable energy companies, building on the green and permaculture movements within Ypsilanti.

The following chapter lays out implementation steps for the Master Plan.

Chapter 11 - Implementation

“Enough planning, now doing”

– Favorite phrase of Master Plan Steering Committee Member

The previous chapters provide the guiding values for the City, a snapshot of it in 2013, the framework for the future and the vision of the next twenty years. Many of the projects, such as the bridge over the Huron River extending Water Street, are ambitious. Others are changes in process or regulation. This chapter consolidates the Master Plan into a policy roadmap.

THREE FUNDAMENTAL STEPS

The City of Ypsilanti will invest resources – staff time and budget, if available – in the following fundamental steps to implement the Master Plan:

Form-Based Code

The current zoning ordinance is use-based and not well-equipped to implement this plan due to reasons outlined in Chapter 3. A form-based code will create a coherent regulatory system to create a safe, diverse, sustainable city.

Process for Water Street Sale Approval based on Urban Design Standards

Water Street must become an asset to the City rather than a source of controversy. The urban design standards laid out in the previous chapter guarantee an urban form like the Historic Downtown and Depot Town, areas that have been sustained for over a century.

Conversion of One-Way Streets to Two-Way Streets

The conversion of Huron, Hamilton, Cross and Washtenaw have to two-way streets have been in several previous plans by the City. The conversions will only happen with cooperation from MDOT

and investment of time and money. The City must invest staff time to discuss process with MDOT and search for money to fund these conversions. Partnerships with Eastern Michigan University, Washtenaw County and other actors must be used as well.

COMMUNITY BUILDING

To that end, the City must build community relationship as part of the implementation of this plan. The following steps should be undertaken and integrated as part of everyday operations, if they have not been already:

Establish partnership with merged school district

The newly formed Ypsilanti Community Schools will influence the lives of Ypsilanti residents and their property values. The City should establish a regular means of communication, be it a standing meeting between the mayor and the School Board Chair or a committee to talk about cooperation. The City should also reach out to the school district to find out if they will sell any land within the city limits.

Continue and expand project-based learning

Participants felt activities for youth were essential. The eco-districts in City parks would be a natural place for project-based learning in partnership with local educational institutions - Ypsilanti Community Schools, Eastern Michigan University, University of Michigan and Washtenaw Community College.

Engage with joint projects with neighboring communities

Neighboring municipalities share many of the challenges as the City. Joint projects, such as road improvements, should be pursued.

Build community with neighborhoods

Participants frequently expressed pride in their neighborhoods. Festivals and gatherings in parks were often key to that feeling of community. The City can facilitate community building within neighborhoods by maintaining safe, clean parks and offering services to help with events, such as trash pick up.

Encourage cooperation between neighborhoods

During the first round of focus groups, participants expressed disappointment or frustration that neighborhoods were often at odds with one another. The City can use structures in place, such as the Community Policing Action Council (CoPAC), to bring neighborhood representatives together. However, some the responsibility also lies with neighborhood associations to extend warm invitations to those across the street to join them in an effort or activity.

Celebrate each other's successes

Participants often were frustrate how people in Ypsilanti operate in their own silos. The City can set a tone to break down silos by celebrating the successes of all Ypsilanti residents and businesses, as well as those of neighboring municipalities.

ZONING PLAN - FORM-BASED CODE

In the Fall of 2013, the City of Ypsilanti is scheduled to undertake a rewrite of its Zoning Ordinance to a form-based code. Many pieces of the City's current code can be preserved and integrated while introducing a form-based code approach. The goal is to retain what is working, while providing new standards that improve areas and also allow for the distinct districts to maintain the current fabric of the area or provide new context for undeveloped land. The vision, guiding values and plans documented in this Master Plan will guide the formation of the form-based code.

Per the requirements of section 33 (2) (d) of the Michigan Planning Enabling Act (Act 33 of 2008), the Zoning Plan on the following pages describes the relationship between categories on the Framework Map

in Chapter 4 and the zoning districts in the City.

Each of the framework districts in the form based code would include:

- Circulation, how streets have been designed and how future streets can be designed by context,
- Building Form, determines the best building envelope for the context by developing a range of building types that are already found in Ypsilanti that best meet compatibility with the surrounding context being regulated, and
- Open Space and Parks, identifies the types of parks and open space in the city and what types are appropriate and how buildings and streets relate to both open space and parks.

The zoning ordinance will also include regulations that continue the guiding values of the community such as:

- Easy to follow procedures and standards for renewable energy facilities, including solar panels, on all buildings throughout the City
- Creation of a no building zone for steep slopes along Huron River for safety and environmental preservation.
- Alignment and streamlining of City processes for planning, renovation & construction
- Historic preservation regulation allow re-use in 21st century economy, especially for houses of worship
- Permit process for food trucks beyond temporary event, possibly in limited locations to be determined during the zoning ordinance process
- Expansion of food producing plants as part of landscaping

ROLE OF CITY STAFF

If the City staff is doing their job well, no one should notice. They are the stage managers for the thousands of details required in the daily

Figure 32: Zoning Plan

Framework Category	Form-Based Zoning District(s)	Description of character and uses	Notes
Center	Core Center	The intent of these zones is to maintain and expand the pedestrian oriented character of the downtown, central business district, and other centers of activity. The physical form is of an urban character with uses that promote retail and entertainment venues with upper story residential uses permitted.	Includes the Downtown, Depot Town, Water Street area and Cross Street area adjacent to EMU
General Corridor	General Corridor	Primarily suburban in form and are currently limited to auto-oriented commercial and office uses that are adjacent to residential neighborhoods. Corridors contain a variety of medium to smaller parcels and are adjacent to many both types of neighborhoods. The General Corridor will allow parking on the street and require buildings to be closer to the street; with minimal yards, lots will have more buildable area for residential, commercial and office uses mixed throughout.	Includes large portions of Washtenaw Ave., Michigan Ave., Harriet St. and Huron River Drive.
Historic Corridor	Core Corridor	Dominated by large, historic homes now used in a variety of ways – residences, office, and retail. Houses of worship and other civic buildings also line these corridors, interspersed with smaller homes.	Includes areas adjacent to Central Neighborhoods and Centers
Central Neighborhood	Neighborhood Core	The physical form of structures begins to shift from commercial to residential character with flexibility in use. Live/work housing, personal services, corner retail and small offices are evident in this district. Buildings are spaced closely, but are separated by setbacks.	Most of the City's historic neighborhoods, and some others with strong grid structures, are included in this area. The Historic Eastside does not have the same diversity of uses and should be coded to maintain the mix today but allow options for re-use of larger historic homes.
Outlying Neighborhood	General Neighborhood	Low density suburban-style residential areas, consisting of predominately detached housing types, with some two-family houses throughout the area or higher-density, suburban style apartment buildings. These neighborhoods will have uses largely limited to the type of residential for which they were built. In some areas, like the Heritage Park neighborhood in the southwest part of the City, zoning would be changed so that duplexes and group homes would no longer be allowed by right.	Neighborhoods built in the middle or later part of the 20th century and include a single type of housing, adjacent to a corridor but the street network is designed to carry traffic into the neighborhood, not through it.
District	SD Special Districts	Areas of the city dedicated to a single type of activity. Special zoning districts will be developed for each of these areas	Includes EMU, Highland Cemetery, the office and medical area on Towner, the area around the railroad tracks and the industrial areas of the City in the south

municipal functions that facilitate safe development within the City. Staff, particularly those in the Planning, Building and Public Service Departments, need the capacity and time to address the following everyday:

- Existing small business development and expansion through phone calls, meetings and knowledge of appropriate places for expansion
- Quick and streamlined approval processes
- Attraction of new building to redevelopment areas, as well as other available land within the City
- Improvements to pedestrian connections
- Completion of the bicycle network
- Installation of ADA ramps at all intersections
- Rehabilitation of existing structures by working with the owners of those properties to leverage private/public funds
- Stabilization of neighborhoods through consistent code enforcement, community policing and communication.

FIVE-YEAR MASTER PLAN UPDATE

Per the Michigan Planning Enabling Act, the City of Ypsilanti must revisit this master plan every five years after its adoption to assess whether an update is needed. The City should use the implementation matrix in the appendix to track progress. If milestones have not been met, the City needs to re-evaluate its commitment to those items and change the Master Plan.

At the very least, the City should analyze neighborhoods to see if and how they have changed. Using data regularly collected and updated by the City, the data portion of the process should analyze trends in homeownership and rental dwellings, the type of dwellings in terms of numbers of units, and the amount of investment in homes by building permits. These numbers should be then focused through the lenses of safety, diversity and sustainability. Sometimes, those goals might be at

odds with one another. For instance, if a neighborhood experiences gentrification, with a wave of more well-off homeowners moving in, the diversity of a neighborhood and sustainable equity may be threatened. With that knowledge, the City would then engage the residents in a process to decide priorities and next steps.

If progress is happening and staff time or budget is available, the following items warrant attention that was not possible in this process:

Leforge and Huron River Drive Reconfiguration

This intersection not only between roads but between the City and the University does not function well for pedestrians and acts as a barrier. An intense design process, like a charrette, for this area is needed to find fixes to the existing infrastructure. At the very least, this intersection should be examined as part of an update on the two-way conversion of streets.

Financing for sustainable energy and energy efficiency

An implementation step in the City's Climate Action Plan, focus groups for this process designated a financing program a 5 to 20 year priority.

Food Access

Throughout the process, residents asked for better food access in the City, specifically a full-line grocery store. While full-line grocery stores are located within a ten-minute drive of every residence in the City, the industry standard for location of those businesses, many residents can only reach them by bus. In focus groups at the senior high-rise downtown and the Section 8 apartments on Chisdester, residents spoke about how buses ran infrequently between their homes grocery stores located outside the City or not at all. An in-depth market assessment and food access analysis would help to find feasible solutions to increase food access to all residents in Ypsilanti.

This plan is rooted in the facts and people of Ypsilanti today. Both will change with time, but the principles of safety, diversity and sustainability hopefully will be guiding values for tomorrow.

Appendix

CONSULTANT TEAM

ENP & Associates (Lead Firm): Erin N. Perdu, Principal; Megan A. Masson-Minock, Planner; Emily Lake, Intern

AECOM (Transportation & Urban Design): Ian Lockwood, Principal; Addie Weber, Urban Designer

Zachary & Associates (Housing & Economic Analysis): Diane Van Buren, President; Alexander Zachary, Planning & Development, Christine Peltier, Intern

PlanActive Studio (Form-Based Code): Tara Salmieri, Principal

Crash Data for Roads in City of Ypsilanti with ranking in Washtenaw County

Intersection	1991-1994		2005-2009			% change in annual crashes
	Annual crashes	Combined rank	Annual crashes	Crash Rate	Combined rank	
Michigan Avenue at Hamilton	37	1	18.8	4.04	3	-49%
Washtenaw Avenue at Hewitt	35.5	9	22.2			-37%
Michigan Avenue at Huron	31	13	22			-29%
Huron at Harriet	17	18	14.6			-14%
Ballard at Cross	14	23	6.8			-51%
Michigan at Prospect			17.2	1.73	21	
Michigan at Congress			8	2.13	25	

Combined rank is a combination of total crashes and crash rate

Source: Washtenaw Area Transportation

Implementation Matrix

Action	Time Frame	Location	Actions underway	Completion date
Continue and increase rental inspections and enforcement	Ongoing	All neighborhoods		
Assist continuation and expansion of EMU Live Ypsi program	Ongoing	All neighborhoods		
Continue and expand the number, type and location of festivals and events	Ongoing	All centers		
Maintain and expand transportation options	Ongoing	Downtown		
Create “Welcome to Ypsilanti” packages for new EMU students, including web version	1-5 years	EMU		
Encourage use or redevelopment of unused parking lots	1-5 years	Towner		
Encourage development of vacant parking areas	1-5 years	Job Districts		
Establish “Aging in Place” Programs	1-5 years	All neighborhoods		
Draft a business attraction plan for Downtown, Depot Town and Cross Street	1-5 years	All centers		
Encourage business and event activity during the day and evening	1-5 years	All centers		
Create a marketing campaign for the City of Ypsilanti	1-5 years	All centers		
Build curbless “festival” street on Washington	1-5 years	Downtown		
Use vacant storefronts for temporary retail uses	1-5 years	Downtown		
Permanent year-round home for Downtown Farmer’s Market	1-5 years	Downtown		
Permanent year-round home for Depot Town Farmer’s Market	1-5 years	Depot Town		

Implementation Matrix continued

Action	Time Frame	Location	Actions underway	Completion date
Separate Cross Street and Washtenaw Avenue	1-10 years	Cross Street		
Create a “front door” for EMU in the area created by the reconfiguration of Cross Street and Washtenaw	1-10 years	EMU		
Restore two-way function to Cross, Huron and Hamilton Streets	1-10 years	Historic corridors		
Restore Harriet Street as the Main Street of adjacent neighborhoods	1-10 years	General Corridors		
Create “Eco-Districts” in neighborhood parks	1-10 years	All neighborhoods		
Install a way-finding system	1-10 years	All centers		
Increase walkability (2-way streets & raised intersections)	1-10 years	Downtown		
Build curbless “festival” street on River Street	1-10 years	Depot Town		
Create a public space at new train station	1-10 years	Depot Town		

Shape Ypsilanti - Focus Group Jan-Feb 2013

Values Vote/Shape Tallies

Each focus group member had an unlimited number of votes for brainstormed guiding values they felt were important. Each group member had one shape to place by the guiding value they felt was most important to discuss.

Value	# of votes	Attendance	%	# of shapes	Focus Group	Date	Time
Mindfulness of the legacy	9	11	82%	0	Steering Committee	1/23/2013	7:00 p.m.
Transparency	5	11	45%	0	Steering Committee	1/23/2013	7:00 p.m.
Equity	5	11	45%	0	Steering Committee	1/23/2013	7:00 p.m.
Inclusion of broad range of people and ages	11	11	100%	2	Steering Committee	1/23/2013	7:00 p.m.
Inclusion to serve not just the usual suspects	8	11	73%	0	Steering Committee	1/23/2013	7:00 p.m.
Mindful of the past	6	11	55%	0	Steering Committee	1/23/2013	7:00 p.m.
Broad range of housing	7	11	64%	0	Steering Committee	1/23/2013	7:00 p.m.
Historic Resources	10	11	91%	0	Steering Committee	1/23/2013	7:00 p.m.
Quality of Place	11	11	100%	0	Steering Committee	1/23/2013	7:00 p.m.
Accessible Government (Quality of Place)	3	11	27%	0	Steering Committee	1/23/2013	7:00 p.m.
Beauty & Vibrancy (Quality of place)	8	11	73%	0	Steering Committee	1/23/2013	7:00 p.m.
Engaged, welcoming community	11	11	100%	1	Steering Committee	1/23/2013	7:00 p.m.
Vision to enrich community, look forward	6	11	55%	0	Steering Committee	1/23/2013	7:00 p.m.
Accesss to opportunity	11	11	100%	0	Steering Committee	1/23/2013	7:00 p.m.
Follow through	2	11	18%	0	Steering Committee	1/23/2013	7:00 p.m.
Natural Assets	8	11	73%	0	Steering Committee	1/23/2013	7:00 p.m.
Value the River	10	11	91%	0	Steering Committee	1/23/2013	7:00 p.m.
Walkability/Accessibility	4	4	100%	1	Westside Neighborhoods	2/9/2013	1:00 p.m.
Financial Sustainability	3	4	75%	1	Westside Neighborhoods	2/9/2013	1:00 p.m.
Cultural Diversity and Compassion	3	4	75%	0	Westside Neighborhoods	2/9/2013	1:00 p.m.
Engaged Citizenry	2	4	50%	0	Westside Neighborhoods	2/9/2013	1:00 p.m.
Public Safety	4	4	100%	0	Westside Neighborhoods	2/9/2013	1:00 p.m.
Sense of Community	4	4	100%	1	Westside Neighborhoods	2/9/2013	1:00 p.m.
Planning for the long-term	3	4	75%	0	Westside Neighborhoods	2/9/2013	1:00 p.m.
Incentivize local economy	4	4	100%	0	Westside Neighborhoods	2/9/2013	1:00 p.m.
Value Natural Resources	4	4	100%	1	Westside Neighborhoods	2/9/2013	1:00 p.m.
Openness to Unconventional Land Uses	3	4	75%	0	Westside Neighborhoods	2/9/2013	1:00 p.m.
Parkridge Park	6	7	86%	0	Parkridge Center	2/9/2013	9:00 a.m.
Stable zoning for neighborhoods	7	7	100%	2	Parkridge Center	2/9/2013	9:00 a.m.
More opportunities for folks to engage with the	7	7	100%	0	Parkridge Center	2/9/2013	9:00 a.m.
Better Streets for Residents/visitors	7	7	100%	0	Parkridge Center	2/9/2013	9:00 a.m.

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Value	# of votes	Attendance	%	# of shapes	Focus Group	Date	Time
Safe, secure community	7	7	100%	5	Parkridge Center	2/9/2013	9:00 a.m.
Attractive neighborhoods	7	7	100%	1	Parkridge Center	2/9/2013	9:00 a.m.
Support downtown business community	6.5	7	93%	0	Parkridge Center	2/9/2013	9:00 a.m.
City communication of services	7	7	100%	0	Parkridge Center	2/9/2013	9:00 a.m.
Economic Stability	4	4	100%	1	Jane & Joe Session 1	2/16/2013	1:00 p.m.
Diversity	4	4	100%	0	Jane & Joe Session 1	2/16/2013	1:00 p.m.
Walkability, bikability & transit	2	4	50%	0	Jane & Joe Session 1	2/16/2013	1:00 p.m.
Cooperative	3	4	75%	0	Jane & Joe Session 1	2/16/2013	1:00 p.m.
Innovation	2	4	50%	0	Jane & Joe Session 1	2/16/2013	1:00 p.m.
Action!	3	4	75%	0	Jane & Joe Session 1	2/16/2013	1:00 p.m.
Fun!	3	4	75%	0	Jane & Joe Session 1	2/16/2013	1:00 p.m.
Diversity of Transportation	9	9	100%	2	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Diversity & Collaboration	8	9	89%	1	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Value back into the Community	4	9	44%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Efficiency	3	9	33%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Appealing Destination	7	9	78%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Fun!	7	9	78%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Sense of Community	8	9	89%	3	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Education	7	9	78%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Growth - Encourage & Attract Business	8	9	89%	2	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Safety	5	9	56%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Partners with Neighbors	2	9	22%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Well-distributed influence	1	9	11%	0	Jane & Joe Session 2	2/16/2013	2:00 p.m.
Improve Neighborhoods	8	10	80%	0	Arts & Events	2/19/2013	6:00 p.m.
Community building	4	10	40%	0	Arts & Events	2/19/2013	6:00 p.m.
Safety	5	10	50%	0	Arts & Events	2/19/2013	6:00 p.m.
No blight, derelict properties	8	10	80%	1	Arts & Events	2/19/2013	6:00 p.m.
Use Water Street	9	10	90%	0	Arts & Events	2/19/2013	6:00 p.m.
Great Location	6	10	60%	0	Arts & Events	2/19/2013	6:00 p.m.
Reach out to Townships	5	10	50%	1	Arts & Events	2/19/2013	6:00 p.m.
Preserve the City	10	10	100%	1	Arts & Events	2/19/2013	6:00 p.m.

Shape Ypsilanti - Focus Group Jan-Feb 2013

Values Vote/Shape Tallies

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Value	# of votes	Attendance	%	# of shapes	Focus Group	Date	Time
Bridge EMU/Ypsi Gap	9	10	90%	0	Arts & Events	2/19/2013	6:00 p.m.
Bring/Incentivize creativity	9	10	90%	3	Arts & Events	2/19/2013	6:00 p.m.
Space for Arts & Activities	8	10	80%	3	Arts & Events	2/19/2013	6:00 p.m.
Allow food in the city	10	10	100%	0	Arts & Events	2/19/2013	6:00 p.m.
Complete Transportation System	10	10	100%	1	Arts & Events	2/19/2013	6:00 p.m.
Friendlier streets	6	10	60%	0	Arts & Events	2/19/2013	6:00 p.m.
Improve existing resources (parks, programming)	3	8	38%	0	EMU Students	2/25/2013	4:00 p.m.
Measurable impacts	1	8	13%	0	EMU Students	2/25/2013	4:00 p.m.
Celebrate	1	8	13%	0	EMU Students	2/25/2013	4:00 p.m.
Target revitalization of abandoned commercial	4	8	50%	2	EMU Students	2/25/2013	4:00 p.m.
Fun! Later business hours for students & more	5	8	63%	1	EMU Students	2/25/2013	4:00 p.m.
Quality Transportation	6	8	75%	0	EMU Students	2/25/2013	4:00 p.m.
Convenience Stores	1	8	13%	0	EMU Students	2/25/2013	4:00 p.m.
EMU is part of the community	7	8	88%	3	EMU Students	2/25/2013	4:00 p.m.
Revitalize between EMU & Downtown	4	8	50%	2	EMU Students	2/25/2013	4:00 p.m.
Feeling of safety	7	8	88%	0	EMU Students	2/25/2013	4:00 p.m.
Solid Education System	3	8	38%	0	EMU Students	2/25/2013	4:00 p.m.
Events & Programs to bring EMU & Ypsi together	8	8	100%	3	EMU Students	2/25/2013	4:00 p.m.
Safety	5	5	100%	2	Youth & Religious	2/20/2013	6:00 p.m.
Involve youth	5	5	100%	2	Youth & Religious	2/20/2013	6:00 p.m.
Link EMU students to the community	5	5	100%	1	Youth & Religious	2/20/2013	6:00 p.m.
Diversity of Housing	5	5	100%	0	Youth & Religious	2/20/2013	6:00 p.m.
Efficiency	1	5	20%	0	Youth & Religious	2/20/2013	6:00 p.m.
Create Urban Place to live, work, shop & play	6	6	100%	0	Business	2/20/2013	3:00 p.m.
Better Business Environment that is welcoming	6	6	100%	3	Business	2/20/2013	3:00 p.m.
Fiscal Sustainability	5	6	83%	0	Business	2/20/2013	3:00 p.m.
Physical Sustainability	4	6	67%	0	Business	2/20/2013	3:00 p.m.
Community building	2	6	33%	0	Business	2/20/2013	3:00 p.m.
Easy to use transportation system	4	6	67%	0	Business	2/20/2013	3:00 p.m.
Plan, maintain & create recreation & events for	3	6	50%	1	Business	2/20/2013	3:00 p.m.
Public Safety	n/a	n/a	n/a	2	Business	2/20/2013	3:00 p.m.

Shape Ypsilanti - Focus Group Jan-Feb 2013

Top Values Descriptions

Each focus group member had an unlimited number of votes for brainstormed guiding values they felt were important. Each group member had one shape to place by the guiding value they felt was most important to discuss.

Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Inclusion of all people & ages	100%	2	Steering Committee	
	18%		<i>Historic/Real Estate</i>	Equity in decision making
Cultural Diversity & Compassion	75%	0	Westside Neighborhoods	
			<i>Steering Committee</i>	Folks have affordable, accessible transportation (sun-powered buses)
			<i>Steering Committee</i>	Housing for all stages of life and incomes
			<i>Steering Committee</i>	Walkable
			<i>Steering Committee</i>	Accessibility for wheelchairs & strollers (ramps in parks)
			<i>Steering Committee</i>	Communication to all (flyers, posters, people, web)
			<i>Steering Committee</i>	Events in schools
			<i>Steering Committee</i>	Include low-income people
			<i>Steering Committee</i>	Bike-friendly
			<i>Steering Committee</i>	Part of regional transit network
			<i>Steering Committee</i>	Embrace status as a college town
			<i>Steering Committee</i>	Ask EMU students to embrace Ypsilanti
			<i>Westside Neighborhoods</i>	Social programs and weave into community
			<i>Westside Neighborhoods</i>	Integrate economic levels throughout - # of social service, # of expensive homes in every neighborhood
			<i>Westside Neighborhoods</i>	More awareness of what is going on in other neighborhoods
Diversity	100%	0	Jane & Joe Session 1	
			<i>Jane & Joe Session 1</i>	Housing - products, price, all ages and sustainable
			<i>Jane & Joe Session 1</i>	Class
			<i>Jane & Joe Session 1</i>	Diversity, Pride and Heritage
			<i>Jane & Joe Session 1</i>	Respect for Ypsi
			<i>Jane & Joe Session 1</i>	More open, less insular
			<i>Jane & Joe Session 1</i>	Student power

Shape Ypsilanti - Focus Group Jan-Feb 2013

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Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Diversity cont.			<i>Jane & Joe Session 1</i>	Cohesive
			<i>Jane & Joe Session 1</i>	Family - the Scandinavia of the Midwest
Diversity & Collaboration	89%	1	<i>Jane & Joe Session 2</i>	
			<i>Jane & Joe Session 2</i>	Collectivity
			<i>Jane & Joe Session 2</i>	Integration
			<i>Jane & Joe Session 2</i>	Interdisciplinary
			<i>Jane & Joe Session 2</i>	Sharing
Diversity of Housing	100%	0	<i>Youth & Religious</i>	
				Affordable housing, tax base
				Huron/Hamilton - group home concentration
				Housing is critical in county - need SROs
Quality of Place	100%	4	<i>Steering Committee</i>	
			<i>Steering Committee</i>	Need a positive brand
			<i>Steering Committee</i>	Safety is key
			<i>Steering Committee</i>	Walkability
			<i>Steering Committee</i>	Multitple, vibrant business districts
			<i>Steering Committee</i>	Continue, maintain & communicate events (Festivals, Car Shows)
			<i>Steering Committee</i>	Ypsi Pride Day more often
			<i>Steering Committee</i>	Place a traveler can call home
			<i>Steering Committee</i>	Great potential
			<i>Steering Committee</i>	Parks with activities
			<i>Steering Committee</i>	Need visitor friendly navigation
			<i>Steering Committee</i>	Retention of EMU students (EMU discount card)
	64%		<i>Historic Pres./Real Estate</i>	Increase pride of living in Ypsi

Shape Ypsilanti - Focus Group Jan-Feb 2013

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Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Quality of Place cont.		1	<i>Historic Pres./Real Estate</i>	Promote the City
			<i>Historic Pres./Real Estate</i>	Work on image/perceptions
Better Business Environment that is welcoming & attractive	100%	3 Business		
			<i>Business</i>	A dedicated business attraction plan
			<i>Business</i>	perfectly planned placement of businesses
			<i>Business</i>	Not overbuilt
			<i>Business</i>	Sense of no crime
			<i>Business</i>	Street cleanliness
			<i>Business</i>	Public safety
			<i>Business</i>	good lighting
			<i>Business</i>	parking
			<i>Business</i>	safe on street
			<i>Business</i>	Image is important
			<i>Business</i>	Foot traffice every day - a critical mass
				Unique & organic creating an atmosphere that enables things to
			<i>Business</i>	happen without steering
			<i>Business</i>	businesses with more consistent hours
				Make downtown harder to establish business in, seeing more quality
			<i>Business</i>	tenants
Physcial Sustainability	67%	0 Business		
				Everyone can get what they need in the City
			<i>Business</i>	All of Ypsi are members of YFCoop
			<i>Business</i>	Know where you are and be comfortable
			<i>Business</i>	Food access

Shape Ypsilanti - Focus Group Jan-Feb 2013

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Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Physcial Sustainability cont.			<i>Business</i>	Self-ability to provide for self
			<i>Business</i>	Handicap accessibiltiy
				Will be able to have public services, i.e., police, fire, etc., to develop
			<i>Business</i>	along with new growth
Appealing Destination	78%	0	Jane & Joe Session 2	
			<i>Jane & Joe Session 2</i>	Rustic Charm
			<i>Jane & Joe Session 2</i>	Hipstoric
			<i>Jane & Joe Session 2</i>	Trees
Great location!	60%	0	Arts/Events	
			<i>Arts/Events</i>	Proximity to Ann Arbor to Detroit
			<i>Arts/Events</i>	Make Ypsilanti a destination city for visitors
			<i>Arts/Events</i>	Stop living in Ann Arbor's shadow. Stop comparisions
Sense of Community	100%	1	Westside Neighborhoods	
			<i>Westside Neighborhoods</i>	Good town/gown relationships
			<i>Westside Neighborhoods</i>	Less bright lines between students and neighborhoods
				Mixed use/better integration/no student ghetto/no adult
			<i>Westside Neighborhoods</i>	homeowner ghetto
			<i>Westside Neighborhoods</i>	Diveristy of housing stock/neighborhoods
			<i>Westside Neighborhoods</i>	Common space to gather/city-supported gathering spaces
			<i>Westside Neighborhoods</i>	historic character
				Workers, landlords, homeowners, renters and EMU student work
			<i>Westside Neighborhoods</i>	together in system
			<i>Westside Neighborhoods</i>	Community relationships
			<i>Westside Neighborhoods</i>	Relationships with adjacent communities

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Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Sense of Community cont.	89%	3	<i>Westside Neighborhoods</i>	City support the school district
			<i>Jane & Joe Session 2</i>	Horizontality
			<i>Jane & Joe Session 2</i>	Neighborhood garage sale
			<i>Jane & Joe Session 2</i>	Anti-suburban
			<i>Jane & Joe Session 2</i>	Anti-suburban
Cooperative	75%	0	<i>Jane & Joe Session 1</i>	Investment in small projects
			<i>Jane & Joe Session 1</i>	Unnecessary duplication of efforts
			<i>Jane & Joe Session 1</i>	Become more aware of others
			<i>Jane & Joe Session 1</i>	Less fighting/less combative
			<i>Jane & Joe Session 1</i>	Celebrate other's successes
			<i>Jane & Joe Session 1</i>	Decrease/eliminate clash of institutional styles and protection of fiefdoms
Community Building	40%	0	<i>Arts/Events</i>	Use existing avenues to persuade ethnic groups to use all facilities
			<i>Arts/Events</i>	Americorps or youth leadership geared towards community projects
			<i>Arts/Events</i>	community-wide service days, focused on MLK day
			<i>Arts/Events</i>	Community radio station
			<i>Arts/Events</i>	Community radio station
Community Building	33%	0	<i>Business</i>	Community Space, like the frieghthouse
			<i>Business</i>	Inclusive and cooperative including other municipalities, departments, cities, counties and businesses
			<i>Business</i>	Strong partnership with EMU
			<i>Business</i>	Strong partnership with EMU

Shape Ypsilanti - Focus Group Jan-Feb 2013

Top Values Descriptions

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Community Building cont.				Not about ego, it is about people. Is it in the best interest of the <i>Business</i> people (collectively) of the City of Ypsilanti?
Better EMU/City Relationship	75%	1	Jane & Joe Session 1	
			<i>Jane & Joe Session 1</i>	Single-most important cooperative effort
			<i>Historic/Real Estate</i>	Attract faculty to live here
			<i>Historic/Real Estate</i>	Improve connections with the City (physical connections)
			<i>Historic/Real Estate</i>	Consider the impact of campus expansions on City
			<i>Historic/Real Estate</i>	Integration into decision-making (two-way)
			<i>Historic/Real Estate</i>	Bring students more into the community
Revitalize between EMU & Downtown	50%	2	EMU Students	
			<i>EMU Students</i>	Revitalize empty housing between Cross & Michigan, needs greater oversight. Has poor conditions & safety
			<i>EMU Students</i>	How can we neutralize areas along Washtenaw and Michigan and First, where people are afraid?
Bridge EMU/Ypsi gap	90%	0	Arts/Events	
			<i>Arts/Events</i>	Bridge gap between EMU & community
	88%	3	EMU Students	
EMU is part of the community			<i>EMU Students</i>	EMU is part of the community, not a separate entity (i.e. residents, \$, etc.)
			<i>EMU Students</i>	Stronger connection between EMU & Ypsi community

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Events & Programs to bring EMU & Ypsi together	100%	3 EMU Students		
			<i>EMU Students</i>	EMU should program for greater community involvement. Service projects? LBC?
			<i>EMU Students</i>	Make students aware of all that Ypsilanti has to offer, and make residents aware of what EMU has to offer
				Events during the summer, EMU leaves, city seems to stop
				Events like th Color Run are a great way to bring together students and the community
				Website links to Visit Ypsi and Marketing
				Outreach/relationship between local businesses and students at EMU
				Events when students around
				Festivals, collaboration with Visit Ypsilanti and EMU
Link EMU students to the community	100%	1	<i>Youth & Religious</i>	
				Collaboration Ypsi/EMU
				EMU students help with high school kids
				EMU sports teams active in the community
Attractive neighborhoods	100%	1 Parkridge Center		
			<i>Parkridge Center</i>	Enforcement of noise ordinance - loud noise
			<i>Parkridge Center</i>	Blight enforcement
			<i>Parkridge Center</i>	Minigrants for neighborhood projects
			<i>Parkridge Center</i>	Partner with neighborhood associations for grants
			<i>Parkridge Center</i>	City Beautification - not just downtown

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Attractive neighborhoods cont.	45%		<i>Historic/Real Estate</i>	More aggressive code enforcement
Stable zoning for neighborhoods	100%	2	Parkridge Center	
			<i>Parkridge Center</i>	Issue with halfway houses, adult day care homes coming into neighborhoods without notice to those living there
	18%		<i>Historic/Real Estate</i>	Consider zoning's impact on neighborhood character
			<i>Historic/Real Estate</i>	Balance of uses/density and balance of homeowners/renters
			<i>Historic/Real Estate</i>	Size of structures, lot coverage, setbacks
	45%		<i>Historic/Real Estate</i>	Protect & Stabilize neighborhoods
	55%		<i>Historic/Real Estate</i>	Promote homeownership
			<i>Historic/Real Estate</i>	Better branding of neighborhoods
			<i>Historic/Real Estate</i>	Active neighborhood associations
	45%		<i>Historic/Real Estate</i>	Have a plan to deal with foreclosures/vacant buildings
Improve Neighborhoods	80%	0	Art/Events	
			<i>Art/Events</i>	Expand Wireless Ypsi into neighborhoods
				Easy, clear access to the river
				Recycling bins outside next to trash cans
Walkability/Accessibility	100%	1	Westside Neighborhoods	
			<i>Westside Neighborhoods</i>	Adequate crosswalks
			<i>Westside Neighborhoods</i>	Safe place to walk with kids and elder
			<i>Westside Neighborhoods</i>	Don't feel contained by busy roads & traffic
			<i>Westside Neighborhoods</i>	bus services

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Walkability/Accessibility cont.	27%		<i>Westside Neighborhoods</i>	stroller-friendly
			<i>Westside Neighborhoods</i>	way-finding
			<i>Westside Neighborhoods</i>	Bike-friendly
			<i>Historic/Real Estate</i>	Ease of movement for vehicles, walking, etc.
			<i>Historic/Real Estate</i>	All areas accessible for students
			<i>Historic/Real Estate</i>	More two-way streets
Walkability, bikability, transit	50%	0	Jane & Joe Session 1	
			<i>Jane & Joe Session 1</i>	Sustainability, future-oriented, climate issues
Diversity of Transportation	100%	2	Jane & Joe Session 2	
			<i>Jane & Joe Session 2</i>	Sidewalks on Washtenaw
			<i>Jane & Joe Session 2</i>	More places to lock my bike
			<i>Jane & Joe Session 2</i>	Public transportation
			<i>Jane & Joe Session 2</i>	Rail to Detroit
			<i>Jane & Joe Session 2</i>	100% walkability
			<i>Jane & Joe Session 2</i>	Connectivity
Complete Transportation System	100%	1	Arts/Events	
			<i>Arts/Events</i>	Change all street names to spices and flowers
			<i>Arts/Events</i>	Better access to water at Frog Island Community Garden
			<i>Arts/Events</i>	Cross Street and others are two-way traffic
			<i>Arts/Events</i>	Pedestrian bridge for Amtrak users at Depot Town, access on both sides of tracks
			<i>Arts/Events</i>	Bike tours or walking tours, renegade in style
			<i>Arts/Events</i>	More parking

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Complete Transportation System cont.			<i>Arts/Events</i>	Transportation to Detroit
			<i>Arts/Events</i>	Comprehensive bike lane system
			<i>Arts/Events</i>	More bicycle racks
			<i>Arts/Events</i>	Transportation to the airport
			<i>Arts/Events</i>	Street repairs
			<i>Arts/Events</i>	Bike lockers at train station
Quality Transportation	75%	0 EMU Students		
				Quality of transportation between parts of town including: bike paths, bus routes, sidewalks, etc.
			<i>EMU Students</i>	Transit within Ypsi not as easy as between Ypsi and A2
				A provision of transportation options, A welcome connection for opportunity of strength between the City of Ypsi and EMU
			<i>EMU Students</i>	Lots of pedestrian traffic, but sidewalks/bike lanes not always present/maintained
Easy to use transportation system	67%	0 Business		
			<i>Business</i>	Signs, especially for visitors
			<i>Business</i>	Quality infrastructure
			<i>Business</i>	Good bus system
			<i>Business</i>	Well signed directionals
			<i>Business</i>	Adequate well-signed parking
			<i>Business</i>	Walkability

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Easy to use transportation system cont.			<i>Business</i>	How will mass transit enter into our economic outlook & sustainability?
			<i>Business</i>	Walkability
Better Streets for Residents/visitors	100%	0	Parkridge Center	
			<i>Parkridge Center</i>	Slow traffic - speed bumps are loud, traffic signal needs change
			<i>Parkridge Center</i>	Repairs needed
			<i>Parkridge Center</i>	On-street parking on one-way streets
Friendlier Streets	60%	0	Arts/Events	
			<i>Arts/Events</i>	Dog friendly venues
			<i>Arts/Events</i>	Public drinking fountains
			<i>Arts/Events</i>	Little free libraries
Engaged, welcoming, community	100%	1	Steering Committee	
Engaged Citizenry	50%	0	Westside Neighborhoods	
			<i>Steering Committee</i>	Public Art
				Enhance & optimize things like events (keep parts oiled up, volunteers/organizers engaged)
			<i>Steering Committee</i>	Beautification of the edges (welcome sign, mural on I-94 wall)
			<i>Steering Committee</i>	Need a theme for Ypsi
			<i>Westside Neighborhoods</i>	Transparent processes
			<i>Westside Neighborhoods</i>	Clear communication - feels haphazard now
			<i>Westside Neighborhoods</i>	Full information and analysis given to residents
			<i>Westside Neighborhoods</i>	Things do well - on-line

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Engaged Citizenry cont.	100%	1	Steering Committee	Use
Access to opportunity			<i>Steering Committee</i>	Social support network
			<i>Steering Committee</i>	Opportunities there but are not known
			<i>Steering Committee</i>	Landing pages for google search on Ypsilanti
			<i>Steering Committee</i>	Networking
			<i>Steering Committee</i>	Everyone has the same chance
			<i>Steering Committee</i>	Access to show up and get a voice
			<i>Steering Committee</i>	Finding ways to celebrate
Well-distributed influence	11%	0	Jane & Joe Session 2	
More opportunities for folks to engage with the city	100%	0	Parkridge Center	
			<i>Parkridge Center</i>	town halls in neighborhoods
			<i>Parkridge Center</i>	flyers
City communication of services	100%	0	Parkridge Center	
			<i>Parkridge Center</i>	City communciation of services
			<i>Parkridge Center</i>	Adult foster homes for rezoning
	27%		<i>Historic/Real Estate</i>	Build a new City Hall (or convert another building)
Efficiency	33%	0	Jane & Joe Session 2	
			<i>Jane & Joe Session 2</i>	Stream-lined processes
Efficiency	20%	0	Youth & Religious	
			<i>Youth & Religious</i>	Building permit guidelines

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Preserve the City	100%	1	Arts/Events	Maintain dense, new urbanist, integrated aesthetic/foundation for <i>Arts/Events</i> new construction
			<i>Arts/Events</i>	Strong enforcement of building code, zoning and Historic District
			<i>Arts/Events</i>	Adaptive re-use encouragement
			<i>Arts/Events</i>	History Architecture
			<i>Arts/Events</i>	Rutherford Pool renovations
Historic Resources	91%	1	Steering Committee	Showcase and optimize architecture to visitors and community <i>Steering Committee</i> Tours
			<i>Steering Committee</i>	Re-use buildings while continuing history (make sure the regs are not too crazy)
			<i>steering Committee</i>	Access to volunteers
	73%		<i>Historic/Real Estate</i>	Consider the economics of historic preservation
			<i>Historic/Real Estate</i>	Adaptive re-use of structures (need to make sure zoning allows)
			<i>Historic/Real Estate</i>	Re-use of historic buildings sometimes creates incompatible uses in neighborhoods
			<i>Historic/Real Estate</i>	Possible expansion of historic districts?
			<i>Historic/Real Estate</i>	Bring non-taxable property back onto the tax rolls
	36%		<i>Historic/Real Estate</i>	Improve the perception of historic areas/better PR for what HDC does
	91%	1	Steering Committee	Come to Parks and Recreation Committee Meetings
Value the River			<i>Steering Committee</i>	River Days
			<i>Steering Committee</i>	Maintain Access
			<i>Steering Committee</i>	How to see the river (lessons from other cities)

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Value Natural Resources	100%	1	Westside Neighborhoods	
			<i>Westside Neighborhoods</i>	Need more trees
			<i>Westside Neighborhoods</i>	Maintain parks with eye toward sustainable practices
			<i>Westside Neighborhoods</i>	Signs to the river
			<i>Westside Neighborhoods</i>	Natural resources
			<i>Westside Neighborhoods</i>	The river and/or water
	86%	0	Parkridge Center	
Parkridge Park			<i>Parkridge Center</i>	Renovations
			<i>Parkridge Center</i>	More senior activity
Space for Arts & Activites	80%	3	Arts/Events	
			<i>Arts/Events</i>	Dog park
			<i>Arts/Events</i>	City-wide snow globe
			<i>Arts/Events</i>	More places to hang out that are not bars
			<i>Arts/Events</i>	Movies in Riverside/Frog Island Park
			<i>Arts/Events</i>	More actually public music allowed in parks
			<i>Arts/Events</i>	Big dance venue/ballroom
			<i>Arts/Events</i>	Use empty space in DTE building
			<i>Arts/Events</i>	All kinds of people out & about , walking, biking, talking, playing, reading, doing
			<i>Arts/Events</i>	outdoor Mitten Huron arts festival
			<i>Arts/Events</i>	more recreation activities, skate park, ice rink, etc
			<i>Arts/Events</i>	impromptu choir singing pop songs
			<i>Arts/Events</i>	movie theater
			<i>Arts/Events</i>	more/new youth attracting events in Riverside/Frog Island
			<i>Arts/Events</i>	Urban art areas
			<i>Arts/Events</i>	Phantom galleries at empty lots/storefronts

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Space for Arts & Activities cont.			<i>Arts/Events</i>	Inner tube the river
Plan, maintain & create recreation & events for monetary benefit	50%	1	Business	
			<i>Business</i>	Ice skating
			<i>Business</i>	Recreation especially related to the river
			<i>Business</i>	Activities (not just entertainment)
			<i>Business</i>	Recreation
			<i>Business</i>	Events plan and park maintenance plan
Improve existing resources (parks, programming, events)	38%	0	EMU Students	
			<i>EMU Students</i>	More community events for residents to attend
				Frog Island is great! We should invest in improving existing
			<i>EMU Students</i>	resources
Growth - Encourage & Attract businesses	89%	2	Jane & Joe Session 2	
			<i>Jane & Joe Session 2</i>	Job growth
			<i>Jane & Joe Session 2</i>	Creativity
			<i>Jane & Joe Session 2</i>	Innovation
			<i>Jane & Joe Session 2</i>	Arts capital of Michigan
			<i>Jane & Joe Session 2</i>	Energy independence
			<i>Jane & Joe Session 2</i>	Street vendors
			<i>Jane & Joe Session 2</i>	Vitality

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			Jane & Joe Session 2	Jobs for EMU students
Growth - Encourage & Attract businesses cont.			Jane & Joe Session 2	Food carts
			Jane & Joe Session 2	Hopeful
			Jane & Joe Session 2	Public space for arts, music, events and impromptu happenings
			Historic/Real Estate	Ensure that zoning is redevelopment friendly
Bridge/Incentivize Creativity	90%	3 Arts/Events	Arts/Events	Passion for the area
			Arts/Events	Privately owned, not chains, unique shopping
			Arts/Events	Pop up shops
			Arts/Events	Food from India, Italy, Mexico, Thailand, Korea
			Arts/Events	All weather farmers market location
			Arts/Events	Creative community
			Arts/Events	Every storefront filled with something
			Arts/Events	Business discounts for showing library card
			Arts/Events	Ypsi small business kick ball league
			Arts/Events	Fresh food restaurants for dinner time
			Arts/Events	Comedy club (a good one)
			Arts/Events	Food carts for small businesses
			Arts/Events	Rent incentives for start-ups
			Arts/Events	Emphasis on attracting musicians/techies
			Arts/Events	Focus on incentives for local businesses
			Arts/Events	Self starters within community

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Fiscal Sustainability	83%	0	Business	Business Sustainability
			Business	Complimentary businesses
			Business	Will it help businesses thrive & grow?
			Business	Will the concept, thought and/or plan still be relevant in 20 years?
			Business	Prosper, not survival
Financial Sustainability	75%	1	Westside Neighborhoods	Are we looking at power sources that can be fed to citizens/non-profits?
			Westside Neighborhoods	
Economic Stability	100%	1	Jane & Joe Session 1	Growth and Industry
			Jane & Joe Session 1	Employment opportunities
			Historic/Real Estate	Have a strong (and well funded) DDA with a focus on bus. recruitment
	27%		Historic/Real Estate	
Safety	50%	0	Jane & Joe Session 1	Crime-free: Is it or do we aspire to it?
			Jane & Joe Session 1	Community watch
			Jane & Joe Session 1	Look at processes
			Jane & Joe Session 1	Strengthen neighborhood associations and neighborhood watches
Safety	56%	0	Jane & Joe Session 2	Clean
			Jane & Joe Session 2	Neighborhood signs

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Safety	100%	2	Youth & Religious	
			<i>Youth & Religious</i>	Police presence - officer come in and say hi at youth programs
			<i>Youth & Religious</i>	concern about police/fire budgets
			<i>Youth & Religious</i>	Better control of party store hangouts
			<i>Youth & Religious</i>	Safe transportation, pick up and drop offs for kids
			<i>Youth & Religious</i>	Safety from break-ins
				Parks need to be safer with more lighting, prevent stuff from going
			<i>Youth & Religious</i>	on at night
			<i>Youth & Religious</i>	Lighting
			<i>Youth & Religious</i>	Downtown churches have street folks coming in at night
				Ordinances for local businesses to have open windows visible from
			<i>Youth & Religious</i>	the street
			<i>Youth & Religious</i>	Image problem - push the good things
Public Safety	100%	0	Westside Neighborhoods	
			<i>Westside Neighborhoods</i>	We like our policemen and women
			<i>Historic/Real Estate</i>	Increase/work on the perception of safety
		2	<i>Business</i>	Public Safety
Safe, secure community	100%	5	Parkridge Center	
			<i>Parkridge Center</i>	More police presence (3 notes and 1 shape)
			<i>Parkridge Center</i>	Cameras (3 notes and 1 shape)
			<i>Parkridge Center</i>	Drug trafficking
		0	Arts/Events	
Safety	50%		<i>Arts/Events</i>	Cameras on Michigan Avenue Downtown
			<i>Arts/Events</i>	Police walking the beat

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Feeling of Safety	88%	0	EMU Students	Revitalize empty housing between Cross & Michigan, needs greater oversight. Has poor conditions & safety
			EMU Students	A feeling of more safety at night. More lighting
			EMU Students	Feeling of safety among the community to different areas of the community. Campus town vs. Downtown vs. Depot town vs. Ypsi's west side
Support downtown business community			Parkridge Center	
			Parkridge Center	way-finding
			Parkridge Center	remove median on Michigan Ave
			Parkridge Center	Business owner permit parking
Planning the long- term	75%	0	Westside Neighborhoods	
			Westside Neighborhoods	environmental and financial for sustainability
			Westside Neighborhoods	pragmatism
			Westside Neighborhoods	permaculture
			Westside Neighborhoods	invest more up front for best in long-term
			Westside Neighborhoods	Anything we are throwing away that could be used?
	36%		Historic/Real Estate	Learn from/look at past policies when planning for the future
Incentivize Local Economy	100%	0	Westside Neighborhoods	
			Westside Neighborhoods	Local vendors given incentives to stay
			Westside Neighborhoods	Alleviate local taxes for people participating in local non-profits

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Incentivize Local Economy cont.			<i>Westside Neighborhoods</i>	School district affects who lives here and the city's finances
Openess to Unconventional Land Uses	75%	0	<i>Westside Neighborhoods</i>	Urban farming
			<i>Westside Neighborhoods</i>	say what is allowed and not allowed on yards and lawns
			<i>Westside Neighborhoods</i>	temporary use of foreclosed, underused, vacant properties
			<i>Westside Neighborhoods</i>	yard share
			<i>Westside Neighborhoods</i>	community gardens
			<i>Westside Neighborhoods</i>	pop-ups, short-term use
Allow food in the City	100%	0	<i>Arts/Events</i>	Urban/Household farming/agriculture
			<i>Arts/Events</i>	Broaden farm animals beyond chickens/bees
			<i>Arts/Events</i>	Edible Street scaping
			<i>Arts/Events</i>	Food Carts
			<i>Arts/Events</i>	Farming allowed on vacant lots
Create Urban Place to live, work, shop & play	100%	0	<i>Business</i>	Mixed business
			<i>Business</i>	Focusing in urban development - BID, lofts, biz in downtown, & neighborhoods to follow
Innovation	50%	0	<i>Jane & Joe Session 1</i>	Eclectic
			<i>Historic/Real Estate</i>	Flexible zoning
			<i>Historic/Real Estate</i>	New technology (wireless, alternative energy)

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Value back into the Community	44%	1	Jane & Joe Session 2	
			<i>Jane & Joe Session 2</i>	Integrity
			<i>Jane & Joe Session 2</i>	A leader
			<i>Jane & Joe Session 2</i>	Left-heavy but open-minded
			<i>Jane & Joe Session 2</i>	Inclusive
	13%		<i>Jane & Joe Session 2</i>	Civic innovation demonstration laboratory
Celebrate		0	EMU Students	
			<i>EMU Students</i>	Highlight outstanding community members
Action!	75%	0	Jane & Joe Session 1	
			<i>Jane & Joe Session 1</i>	Passionate
			<i>Jane & Joe Session 1</i>	Greater concentration of efforts
			<i>Jane & Joe Session 1</i>	Doin' it
			<i>Jane & Joe Session 1</i>	Too many meetings
Fun	75%	0	Jane & Joe Session 1	
			<i>Jane & Joe Session 1</i>	Adventure filled
			<i>Jane & Joe Session 1</i>	Booze
			<i>Jane & Joe Session 1</i>	French Toast
			<i>Jane & Joe Session 1</i>	Repopulate through aggressive breeding
Fun	78%	0	Jane & Joe Session 2	
			<i>Jane & Joe Session 2</i>	Alive
			<i>Jane & Joe Session 2</i>	Love
			<i>Jane & Joe Session 2</i>	Awesomesauce!
			<i>Jane & Joe Session 2</i>	Dog park
			<i>Jane & Joe Session 2</i>	More playground equipment
			<i>Historic Pres/Real Estate</i>	Arts and cultural spaces and opportunities

Shape Ypsilanti - Focus Group Jan-Feb 2013

Top Values Descriptions

Each focus group member had an unlimited number of votes for brainstormed guiding values they felt were important. Each group member had one shape to place by the guiding value they felt was most important to discuss.

Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Fun! Later business hours for students & more or better communicated weekend events in Ypsi	63%	1 EMU Students	<i>EMU Students</i>	More of a nightlife, things that are open later Lack of 24-hour business within the community. Limited hours of operation for other businesses Weekends! There is more than A2
Education	45%	0 Jane & Joe Session 2	<i>Jane & Joe Session 2</i>	Better school district
Solid Education System	38%	0 EMU Students	<i>EMU Students</i>	A solid education system should be the bedrock of a community
Partners with Neighbors	22%	0 Jane & Joe Session 2	<i>Jane & Joe Session 2</i>	Maintaining a better relationship with Ann Arbor - Partnership vs. rivalry
	78%	<i>Historic Pres/Real Estate</i>		Involve neighborhoods in the redevelopment process
Reach out to Townships	50%	1 Arts/Events	<i>Arts/Events</i>	Reaching out to similar built environment in Twp (immediately east/west)

Shape Ypsilanti - Focus Group Jan-Feb 2013

Top Values Descriptions

Each focus group member had an unlimited number of votes for brainstormed guiding values they felt were important. Each group member had one shape to place by the guiding value they felt was most important to discuss.

Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Use Water Street	90%	0 Arts/Events		
			<i>Arts/Events</i>	Traders Joes on Water Street
			<i>Arts/Events</i>	Something! Occupy Water Street
			<i>Arts/Events</i>	Water Street wave pool/water park
			<i>Arts/Events</i>	County fitness center on Water Street
			<i>Arts/Events</i>	Affordable high rise or attached condo complex on Water Street
No blight, derelict properties	80%	1 Arts/Events		
			<i>Arts/Events</i>	Disallow negelected & derelict properties. Some are perennial
			<i>Arts/Events</i>	Upgrade abandoned properties. Depot, Thompson Block, Tridge
Target revitalization of abandoned commercial & industrial spaces	50%	2 EMU Students		
			<i>EMU Students</i>	Abandoned Ford Motor Company. Could be put to good use with a good plan
			<i>EMU Students</i>	Empty spaces downtown, along Huron St. Spark innovation, creativity, business
Convenience Stores	13%	0 EMU Students		
			<i>EMU Students</i>	Convenience stores closer to campus

Shape Ypsilanti - Focus Group Jan-Feb 2013

Top Values Descriptions

Each focus group member had an unlimited number of votes for brainstormed guiding values they felt were important. Each group member had one shape to place by the guiding value they felt was most important to discuss.

Value	% votes for important in each focus group	# of shapes in each focus group	Focus Group	Description
Measurable impacts	13%	0	EMU Students	Have good method to measure impact of policies to make sure they <i>EMU Students</i> are working
Involve Youth	100%	2	Youth & Religious	<i>Youth & Religious</i> Non-traditional programs
			<i>Youth & Religious</i>	Youth voice
			<i>Youth & Religious</i>	Tolerance
			<i>Youth & Religious</i>	Acceptance of youth
			<i>Youth & Religious</i>	Community awareness
			<i>Youth & Religious</i>	Youth spaces
			<i>Youth & Religious</i>	Rec. center will be paid service, low-income youth won't get to use

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
artistic, cultural vibe	Arts		Preserve
edgy arts venues: Dreamland Theater, Corner Brewery	Arts		Preserve
thriving arts and culture, music and food community	Arts		Preserve
burgeoning youth art scene	Arts		Preserve
arts and theater organizations and culture	Arts		Preserve
creative	Arts		Preserve
opportunities for public art, festivals	Arts		Create
arts community, especially live/work studios	Arts		Create
entertainment	Arts		Create
more local music venues and festivals	Arts		Change
Theater! RAC is nice, but movie house would be cool	Arts		Change
public art spaces	Arts		Change
Thompson Block occupied	Blight		Create
empty buildings	blight		Change
empty/damaged houses, empty properties and still have homeless	blight		Change
empty house	blight		Change
blight, empty houses and lots	blight		Change
blighted buildings	blight		Change
blighted property	blight		Change
blight on E Michigan Ave	blight		Change
space not being utilized	blight		Change
broken down houses	blight		Change
no more empty storefronts!	blight		Change
empty buildings	blight		Change
vacant businesses downtown	blight		Change
small businesses	Businesses		Preserve
small business opportunities	Businesses		Preserve
small businesses	Businesses		Preserve
Burrito place	Businesses		Create
expand mexican market	Businesses		Create
Burritos	Businesses		Create
more restaurants (vegetarian?)	Businesses		Create
Wing Stop	Businesses		Create
there are at least two commercial kitchens on E. Michigan Ave. I see several restaurant suggestions on this board. Seems like win-win to me	Businesses		Create

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

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Comments	Category	Mentions	Type
nice and reasonable shoe stores and clothing stores	Businesses		Create
high-end thrift store (Children's Orchard, Once Upon a Child) at Water St or other vacant store front	Businesses		Create
ice cream cones downtown	Businesses		Create
too many bar & grills	Businesses		Change
more restaurants and stores with local and Michigan-grown foods	Businesses		Change
more vibrant business/restaurant area	Businesses		Change
better development on Ecorse	Character	Ecorse	Create
all historic properties inside and outside historic district	Character	Historic	Preserve
historic buildings	Character	Historic	Preserve
historic district	Character	Historic	Preserve
historic buildings	Character	Historic	Preserve
history	Character	Historic	Preserve
maintain and possibly enlarge the historic district	Character	Historic	Preserve
historic architecture	Character	Historic	Preserve
historic homes	Character	Historic	Preserve
historic architecture, walkable character	Character	Historic	Preserve
historic district	Character	Historic	Preserve
historic character	Character	Historic	Preserve
historic properties	Character	Historic	Preserve
historical houses	Character	Historic	Preserve
include historic homes outside the historic district to the same standards	Character	Historic	Change
more activity on the river, more buildings facing the river	Character	River	Create
a river walk with businesses and restaurants	Character	River	Create
Water St. riverwalk and easement park between development and river	Character	River	Create
canopy/vegetation, public art, streetscape Michigan Ave	Character	walkability, art, trees	Change
beautiful buildings	Character		Preserve
traditional architecture	Character		Preserve
sidewalk cafes	Character		Preserve
architecture	Character		Preserve
water tower	Character		Preserve
incentives for façade improvements	Character		Create

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
new construction (in old styles)	Character		Create
set standards for building appearances and compatibility throughout the city	Character		Change
the clutter on Washtenaw and the lack of Re-Imagining thus far for City gateways	Character		Change
strip mall sameness on Washtenaw Ave	Character		Change
Beautify Déjà Vu... but don't kick 'em out. They are good neighbors.	Character		Change
some art element on downtown sidewalks. Ex.: low decorative gate, sculpture, more lighting on street	Character		Change
create a street-scape vision for Water St. so developers design to the city's vision	Character		Change
crummy bus stops, no clean up	Cleanliness	public transit	Change
trash everywhere ["no" is crossed out, "Change" comment?]	Cleanliness		Preserve
Clean Streets! Clean Parking Lots!	Cleanliness		Change
clean up litter!	Cleanliness		Change
homeless peeing anywhere	Cleanliness		Change
I'd like to change the amount of trash in the streets and beautify the community	Cleanliness		Change
downtown cleaner buildings	Cleanliness		Change
the elderly and the handicapped	Community	age groups, disability	Preserve
sense of community and diversity	Community		Preserve
sense of community	Community		Preserve
diversity	Community		Preserve
diversity	Community		Preserve
accepting spirit of community	Community		Preserve
diversity	Community		Preserve
sense of community	Community		Preserve
unique feel that Ypsi has with its diversity and community feel	Community		Preserve
community spirit	Community		Preserve
disconnect between low income South Ypsi and rest of Ypsi	Community		Change
less obstructionism, more cooperation and support	Cooperation/Engagement		Change
insularity and divisions	Cooperation/Engagement		Change

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
more opportunities for civic (volunteer) engagement to offset financial constraints	Cooperation/Engagement		Create
historic Depot Town	downtown/Depot Town	Historic	Preserve
Depot town, sentimental value, historic	downtown/Depot Town	Historic	Preserve
local appeal of downtown areas	downtown/Depot Town		Preserve
downtown areas	downtown/Depot Town		Preserve
downtown	downtown/Depot Town		Preserve
depot town	downtown/Depot Town		Preserve
unique downtown and Depot Town	downtown/Depot Town		Preserve
downtown, and local businesses within	downtown/Depot Town		Preserve
two downtown areas	downtown/Depot Town		Preserve
downtown getting more shops and more walkable	downtown/Depot Town		Preserve
downtown	downtown/Depot Town		Preserve
a vibrant downtown area with drugstores, clothing stores, restaurants that stay open, art galleries	Downtown/Depot Town		Create
Eliminate the disconnect between Depot Town and downtown. Let's work together	Downtown/Depot Town		Change
retail/business incubator	Economic Development		Create
retail incubator	Economic Development		Create
places to work	Economic Development		Create
more support for creative economic development programs	Economic Development		Create
jobs	Economic Development		Create
manufacturing	Economic Development		Create
more large employers	Economic Development		Create
stable, diverse local economy	Economic Development		Create
better, stronger town and gown with Eastern	EMU		Create
more "college town" feel on Cross and surrounding neighborhoods	EMU		Create
Campus Area	EMU		Change
the relationship between EMU and The City of Ypsi	EMU		Change
Synergy between EMU and Ypsi	EMU		Change
affordable housing for students	Equity		Preserve
affordable housing	Equity		Preserve

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
the affordable housing	Equity		Preserve
more low-middle income rental housing	Equity		Create
too much affordable housing	Equity		Change
poverty	Equity		Change
Historic Home Tour	Events	Historic	Preserve
Beerfest	Events		Preserve
Garden Tour	Events		Preserve
Ypsi Pride	Events		Preserve
wealth of community events	Events		Preserve
Crossroads Festival	Events		Preserve
bring back Ypsi Jamboree and improve it!	Events		Create
sidewalk chalk art festival	Events		Create
street fair once a year, local focus	Events		Create
can we change the Heritage Festival to be less commercial and more cultural?	Events		Change
lack of resources	Finances		Change
budget problems	Finances		Change
grocery store like Kroger's	Food Access		Create
grocery stores within the city limit	Food Access		Create
supermarket within city limits	Food Access		Create
a "real" grocery store	Food Access		Create
walkable downtown grocery store	Food Access		Create
Aldi's (money-saving quality grocery)	Food Access		Create
more stores for shopping, grocery, etc.	Food Access		Create
food surplus distribution from farmers market to local stores (i.e. South Side) and restaurants and emergency food pantries	Food Access		Create
[Déjà Vu] shouldn't be at center of community and at major bus stop. Don't feel comfortable having my daughter or female friends or clients bussing to my home or business	LULUs	Déjà vu	Change
Déjà Vu - make it a movie theater again	LULUs	Déjà vu	Change
Déjà Vu - looks closed anyway	LULUs	Déjà vu	Change
Déjà Vu	LULUs	Déjà vu	Change
Déjà Vu	LULUs	Déjà vu	Change
get rid of Déjà Vu	LULUs	Déjà vu	Change
no more tattoo parlors, please!	LULUs		Change

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
fewer tobacco and liquor shops and no lottery sales	LULUs		Change
Brandy's!!	LULUs		Change
charming neighborhoods	Neighborhoods		Preserve
old neighborhoods such as Cross St. and just west of EMU	Neighborhoods		Preserve
support neighborhood associations!!	Neighborhoods		Preserve
strengthen role of neighborhood associations ["change"?]	Neighborhoods		Preserve
Summit St needs some love	Neighborhoods		Change
amusement park for kids - wonderland	Parks	age groups	Create
Riverside Park	Parks	Historic	Preserve
Huron River and parks: Peninsular, Riverside, Frog Island	Parks	River	Preserve
the rivers, more fishing places ["Create"?]	Parks	River	Preserve
Huron River greenbelt	Parks	River	Preserve
more riverfront walk	Parks	River	Create
more parks along river	Parks	River	Create
develop parks on riverfront	Parks	River	Create
rivers and parks	Parks	River	Change
Rutherford Pool	Parks	Rutherford Pool	Preserve
Rutherford Pool must remain open! It is a great place for all members of the community to gather	Parks	Rutherford Pool	Preserve
public parks include tree lawns	Parks	Trees	Create
main parks	Parks		Preserve
Parks, open space	Parks		Preserve
the park access to the river: Riverside Park, Frog Island	Parks		Preserve
parks	Parks		Preserve
park system along the Huron River	Parks		Preserve
parks and trees	Parks		Preserve
parks and open spaces	Parks		Preserve
parks	Parks		Preserve
parks - Riverside (natural beauty)	Parks		Preserve
park system	Parks		Preserve
natural areas: parks, paths, etc.	Parks		Preserve
Rain Garden at Firehouse	Parks		Preserve
existing parks! Events at Riverside	Parks		Preserve
Frog Island Park	Parks		Preserve
Riverside Park	Parks		Preserve

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
public pool	Parks		Preserve
free parks	Parks		Preserve
Border to Border Trail	Parks		Preserve
natural spaces, preserve green, border to border trail	Parks		Preserve
Riverside Park	Parks		Preserve
roller derby and skating rink	Parks		Create
bowling alley	Parks		Create
canoe/kayak livery at Frog Island!	Parks		Create
public recreation program	Parks		Create
public parks should have plants that yield food for visitors	Parks		Create
recreation	Parks		Create
nearby recreation center	Parks		Create
roller coaster in Waterworks Park	Parks		Create
more recreation places, a dog park	Parks		Create
create a rapids for whitewater canoeing by reversing water at dam and canoe livery	Parks		Create
public plaza, art and music	Parks		Create
Dog Park	Parks		Create
Dog Park	Parks		Create
parks maintenance	Parks		Change
libraries	Public Buildings		Preserve
library	Public Buildings		Preserve
post office	Public Buildings		Preserve
Bud & Joe's, crime	Safety	LULUs?	Change
crime	Safety		Change
crime and perception of crime	Safety		Change
crime	Safety		Change
safety and safety perceptions	Safety		Change
education emphasise history	Schools	History	Change
low expectations in schools	Schools		Change
lack of quality schools	Schools		Change
public schools	Schools		Change
school system	Schools		Change
use Climate Action Plan to inform Master Plan ["create"?]	Sustainability		Preserve
commitment to sustainability	Sustainability		Preserve
let's go net zero! ["change"?]	Sustainability		Preserve
eco-friendly	Sustainability		Preserve
community solar energy projects	Sustainability		Create
community solar	Sustainability		Create

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
net zero plan!	Sustainability		Create
more solar power installations	Sustainability		Create
public recycling	Sustainability		Create
more natural environments	Sustainability		Create
sustainability plan	Sustainability		Create
require landlords to have energy audits and make constant improvements to properties	Sustainability		Change
more bike lanes	Transportation	bike	Create
bike lanes on all major streets	Transportation	bike	Create
more bicycling infrastructure/locks (?) by Train Station	Transportation	bike	Create
more bike racks	Transportation	bike	Create
more bike friendly	Transportation	bike	Change
improved bike paths and bus transportation throughout city and county, especially on Sundays	Transportation	bike, public transit	Change
heavy speeding traffic - danger to pedestrians	Transportation	high speeds	Change
four lane, too high speed US-12 through downtown	Transportation	high speeds	Change
need to slow traffic on Hamilton and Huron "diet", slow speed, add parking, from one way street	Transportation	high speeds, one ways	Change
remove one way streets, especially Cross, Huron, Hamilton	Transportation	one ways	Change
eliminate one way streets ASAP, especially on Cross St.	Transportation	one ways	Change
Get rid of one way streets and modify streets to promote pedestrian safety	Transportation	one ways, walkability	Change
public multi-level parking downtown	Transportation	parking	Create
more parking downtown	Transportation	parking	Change
bus service	Transportation	Public Transit	Preserve
bus service	Transportation	Public Transit	Preserve
public transit shuttle loops around community	Transportation	Public Transit	Create
late bus	Transportation	Public Transit	Create
eastside bus	Transportation	Public Transit	Create
increase bus	Transportation	Public Transit	Create
expand on existing transit to region (A2 to Ypsi)	Transportation	Public Transit	Create
expand bus transportation	Transportation	Public Transit	Create
lack of good public transportation	Transportation	public transit	Change

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
inadequate public transportation	Transportation	public transit	Change
open the Depot and get on board with RTA	Transportation	Train/Station	Create
train (commuter) station	Transportation	Train/Station	Create
commuter rail	Transportation	Train/Station	Create
train stop, Ann Arbor to Detroit	Transportation	Train/Station	Create
Trains to Detroit, Chicago, everywhere!	Transportation	Train/Station	Create
Trains!	Transportation	Train/Station	Create
Train Station	Transportation	Train/Station	Create
make a train station in operation, can get on a train in Ypsi	Transportation	Train/Station	Change
open the Freight house, Train stop	Transportation	Train/Station	Change
walkability	Transportation	Walkability	Preserve
pedestrian friendly main streets	Transportation	Walkability	Create
pedestrian access in many areas	Transportation	Walkability	Create
better sidewalk on Washtenaw	Transportation	walkability	Change
worn out/cracked sidewalks	Transportation	walkability	Change
crappy walk/bikeability in Michigan Ave/Water St area	Transportation	walkability, bike	Change
more "pedestrian friendly" areas, improvements: streetlights, signage to areas of interest (i.e. museum), public seating in front of shops, park	Transportation	Walkability, Streetlights, Wayfinding	Create
confusing roadways	Transportation	Wayfinding	Change
connection to airport, Detroit, Ann Arbor	Transportation		Create
car precedence	Transportation		Change
connect Ann Arbor to Depot Town	Transportation		Change
our beautiful trees, <i>lets find out when our city planted groups of trees["create"?]</i>	Trees		Preserve
parks and recreation nursery	Trees		Preserve
replant trees on easements	Trees		Create
urban farms with hoop houses	Urban Ag	hoop houses	Create
include hoop houses in food ordinance to make residential food production easier	Urban Ag	hoop houses	Create
hoop houses	Urban Ag	hoop houses	Create
hoop house friendly	Urban Ag	hoop houses	Create
opportunities for hoop house, food growing/food security	Urban Ag	hoop houses	Create

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
support hoop houses and urban farming	Urban Ag	hoophouses	Change
allow hoop houses on vacant lots and in backyards	Urban Ag	hoophouses	Change
public market - year-round permanent farmers market space	Urban Ag	Year-round Farmer's Market	Create
year round public/farmers market	Urban Ag	Year-round Farmer's Market	Create
permanent structure for Downtown Ypsi Farmers' Market at Water St.	Urban Ag	Year-round Farmer's Market	Create
open the Freighthouse to a year-round farmers market	Urban Ag	Year-round Farmer's Market	Create
year-round farmers' market	Urban Ag	Year-round Farmer's Market	Change
two farmers markets	Urban Ag		Preserve
chicken and bee ordinances	Urban Ag		Preserve
farmers market	Urban Ag		Preserve
Community Gardens, Food friendly zoning	Urban Ag		Preserve
growing local food movement that seems to be developing	Urban Ag		Preserve
community gardens	Urban Ag		Preserve
two farmers markets	Urban Ag		Preserve
Ypsi chicken and bee ordinances	Urban Ag		Preserve
support for green space and urban agriculture	Urban Ag		Preserve
more gardens, edible public space	Urban Ag		Create
Ypsi community farm	Urban Ag		Create
chances for urban farmers to grow	Urban Ag		Create
I do not like ordinances preventing people from implementing urban agricultural pursuits	Urban Ag		Change
community gardens network as city program (access & city revenue)	Urban Ag		Change
city managed community garden	Urban Ag		Change
[Farmers] Market days and times, night markets	Urban Ag		Change
grocery store at Water St.	Water St	Food Access	Create

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
Water St.: recreation center, natural park, trails	Water St	Parks	Create
a playground that's walkable from downtown (maybe at new Community Rec?)	Water St	parks, age groups	Create
City Tree Nursery in Water St.	Water St		Preserve
Water St. Trail	Water St		Preserve
a beautiful Water St., not just a corporate junkyard because it is fast and easy	Water St		Create
businesses on Water St. and empty city buildings	Water St		Create
a multi-purpose 5,000 seat stadium near or in Water St.	Water St		Create
let's do something awesome on Water St.! Maybe another campus for EMU? Maybe an urban farm? Animal shelter?	Water St		Create
Water St. filled up	Water St		Create
no Family Dollar on Water St	Water St		Change
empty Water St	Water St		Change
the empty "Water St. Project" acreage	Water St		Change
Dollar at Water St	Water St		Change
patchwork zoning	Zoning/Code		Change
code enforcement	Zoning/Codes		Preserve
family activities		age groups	Create
ada accessibility		Disability	Create
Don't like E Michigan Ave		E Michigan Ave	Change
history		Historic	Preserve
heritage		Historic	Preserve
hometown feel			Preserve
public restrooms			Preserve
residents uses of land			Preserve
edginess			Preserve
accessibility			Preserve
small town feel			Preserve
everything (except see [unintelligible])			Preserve
Keep Ypsi Weird			Preserve
younger non-profits - Growing Hope			Preserve
awareness of amenities/general awesomeness			Create

Shape Ypsilanti - Discover Charrette March 12-15, 2013

Values Vote/Shape Tallies

At the studio and at the opening gathering during the Discover Charrette, participants were asked to write on sticky notes what they want to preserve, create and change in the City of Ypsilanti.

Comments	Category	Mentions	Type
preserve sustainable local business and art ["Preserve"?]			Create
hospitality or wellness center [do they mean welcome center]			Create

Shape Ypsilanti – Implementation Focus Groups, May-June 2013

Actions and Consensus Time Frames

Participants were asked to select time period (Ongoing, 1-5 years, 5-10 years, 10-20 years, or “Don’t do it”) for over 50 actions to implement the Master Plan. The table below shows were consensus, or the lack of, was across the groups for each action.

Action	Time Period	Notes
Expand car sharing program	Ongoing	Hertz coming downtown
Continue to list information on City website about tax credit and grant programs	Ongoing	Support to continue
Create pedestrian crossing over I-94 at Huron	1-5 Years	Support for bike lanes
Reconfigure Perlin Street to two-way street (TW-5 on poster)	1-5 Years	
Secure inter-city and commuter rail service at Depot Town	1-5 Years	
Reconfigure Emmet Street to two-way street (TW-4 on poster)	1-5 Years	
Reconfigure Lowell Street to two-way street (TW-6 on poster)	1-5 Years	
Flush intersection at Hamilton and Michigan Avenue to calm traffic and create entry feature into downtown (I-7 on poster)	1-5 Years	
Create and publish maps with bicycle and walking routes	1-5 Years	
Separate Cross & Washtenaw, restoring 2-way traffic on Cross Street (TW-3 on poster)	1-5 Years	Some concern for adjacent neighborhoods
Allow renewable energy facilities, such as solar panels, on industrial land even though the tax base and number of jobs created is lower.	1-5 Years	
In zoning, allow for temporary uses in vacant storefronts	1-5 Years	
Sponsor pop up market for retail start ups	1-5 Years	
Find permanent homes for farmers' markets	1-5 Years	Unanimous
Draft business attraction plan for Downtown, Depot Town and Cross Street	1-5 Years	Work with DDA and SPARK East. Support to develop a gap analysis identifying missing businesses. Consensus that a grocery store is crucial.
Make it a policy to use a variety of outreach methods (flyers, letters, website, social media) to communicate between the City & residents	1-5 Years	
Foster communication between neighborhoods	1-5 Years	Unanimous
Establish partnership with merged school district	1-5 Years	Unanimous
Create spaces, in addition to the riverfront trail, for the community to gather in Water Street	1-5 Years	Some support to focus on existing community spaces instead of creating new ones

Shape Ypsilanti – Implementation Focus Groups, May-June 2013

Actions and Consensus Time Frames

Participants were asked to select time period (Ongoing, 1-5 years, 5-10 years, 10-20 years, or “Don’t do it”) for over 50 actions to implement the Master Plan. The table below shows were consensus, or the lack of, was across the groups for each action.

Action	Time Period	Notes
Create public space at new train station	1-5 Years	Some believe public restrooms and people/dog water fountains would be sufficient
Continue and expand project-based learning with EMU, U of M, WCC and Ypsilanti Community Schools	1-5 Years	
Encourage business & event activity in downtown, Depot Town & Cross Street during the day and evening	1-5 Years	Unanimous
Establish programs to help seniors with yard and home repairs and transportation so they can remain in their homes as they age	1-5 Years	Should be one of multiple options – “Aging in Community” allows older adults to stay in their community but in smaller homes that will be easier to maintain.
Help continue to expand EMU Live Ypsi program	1-5 Years	Unanimous
Allow food producing plants as part of landscaping	1-5 Years	
Monitor affordability of housing to assure affordable options for all residents	1-5 Years	
Create marketing campaign	1-5 Years	Unanimous amongst focus groups. Support to work with Ypsi Visitors and Conventions Bureau
Support more festivals and events (number, types, locations)	1-5 Years	
Adopt urban design standards for Water Street - approve if meet the standards	1-5 Years	
Allow hoop houses in parks with community gardens	1-5 Years	Unanimous
Map steep slopes along Huron River and create no building zone for safety and environmental preservation.	1-5 Years	
Allow solar panels on rooftops of any building, if easements allow.	1-5 Years	
Align & streamline City processes for planning, renovation & construction	1-5 Years	
Target housing between Cross and Michigan for revitalization	1-5 Years	
Reconfigure intersection of Leforge Road at Huron River Drive to facilitate pedestrian connections to the University (I-11 on poster)	1-5 Years	
Create "Welcome to Ypsilanti" packages for new EMU students, including web version	1-5 Years	Unanimous

Shape Ypsilanti – Implementation Focus Groups, May-June 2013

Actions and Consensus Time Frames

Participants were asked to select time period (Ongoing, 1-5 years, 5-10 years, 10-20 years, or “Don’t do it”) for over 50 actions to implement the Master Plan. The table below shows were consensus, or the lack of, was across the groups for each action.

Action	Time Period	Notes
Require sidewalks, street lighting and street trees for all streets	1-5 Years	Some concern for lighting energy cost. Support to include visual improvement and sidewalk repairs
Working with the owners, brand the former Ford factory a green industrial district & seek out new businesses	1-5 Years	A lot of support to explore food innovation district for industrial properties but more long-term (1-20 years). Consensus that they are both good ideas and support for somehow incorporating them together. Also lots of support to make former Ford factory a pink zone – with very little red tape as long as the use brings jobs (1-10 years). “Job District” as opposed to “Industrial District”. Idea of “Music District” mentioned.
Huron & Hamilton become two-way roads with redesign of I-94 interchange (I-1, I-2, I-3, TW-1, & TW-2 on poster)	1-10 Years	Evenly split between 1-5 Years and 5-10 Years
Create way-finding sign system	1-10 Years	Lots of support - should be done after traffic changes. Cohesive with EMU signage.
Change regulations on Huron River Drive, Leforge & Railroad corridors to allow retail, office and residential uses for both students and residents	1-10 Years	Evenly split between 1-5 Years and 5-10 Years
Create curbside “festival” street on Washtenaw between Michigan Avenue and Pearl Street (I-8 on poster)	1-10 Years	Evenly split between 1-5 Years and 5-10 Years. Should be developed with next needed road repair
Make sure historic preservation regulation allow re-use in 21st century economy	1-10 Years	Evenly split between 1-5 Years and 5-10 Years
Create Eco-districts in parks with educational, demonstration projects about sustainability (e.g. community gardens, geo-thermal, solar panels, etc.)	1-10 Years	Evenly split between 1-5 Years and 5-10 Years
Allow townhouses and multiple-family on Washtenaw Avenue, except for retail nodes at Mansfield, Hewitt and Cross	1-10 Years	Evenly split between 1-5 Years and 5-10 Years
Invest in recreation & job programs for youth	5-10 Years	
Create permitting process for food trucks	5-10 Years	Support to only allow food trucks in zones – possibly around EMU

Shape Ypsilanti – Implementation Focus Groups, May-June 2013

Actions and Consensus Time Frames

Participants were asked to select time period (Ongoing, 1-5 years, 5-10 years, 10-20 years, or “Don’t do it”) for over 50 actions to implement the Master Plan. The table below shows were consensus, or the lack of, was across the groups for each action.

Action	Time Period	Notes
Expand and connect bike paths and bicycle lanes	5-10 Years	Supported. Ypsi one ways are unfriendly to bike traffic - two way changes are a higher priority for bike safety
Reconfigure intersection of Cross and Washtenaw to convert street to two-way streets and re-establish the north-south grid (I-6, TW-3 & TW-7 on poster)	5-10 Years	
Flush intersection at Huron and Michigan Avenue to calm traffic and create entry feature into downtown (I-9 on poster)	5-10 Years	
New roundabout at Michigan Avenue & Congress Street (I-5 on poster)	5-10 Years	
Reconfigure intersection of Huron River Drive and Lowell Street to facilitate conversion of those streets to two-way (I-12 on poster)	5-10 Years	
Pedestrian bridge across the Huron at the Motor Wheel site	5-10 Years	Support for bike lane/access
Engage with joint projects with neighboring communities like road repairs and improvements	5-10 Years	Complete busy sidewalks
Allow townhouses and multiple-family on West Michigan	5-10 Years	
Target development of mid-scale housing (4-8 units) in business districts and retail corridors to create a spectrum of housing options	5-10 Years	Support as long as development complements neighborhood
Encourage housing for active adults 55 years and older, perhaps in redevelopment areas	5-10 Years	
Create curb-less "festival" street on River Street between Cross Street and Maple Street (I-10 on poster)	5-10 Years	Lots of support for festival street on Cross Street
Change regulations to require all buildings have 1st floor windows where people inside can see folks on the sidewalk & vice versa, i.e. natural surveillance. Depot Town & Downtown have good natural surveillance.	5-10 Years	
Pursue program for financing for sustainable energy and energy efficiency	5-10 Years	Continue for 10-20 years
With redesign of Cross & Washtenaw, create a "front door" for EMU with a park and housing.	5-10 Years	Some concern about noise. Questions concerning funding from EMU

Shape Ypsilanti – Implementation Focus Groups, May-June 2013

Actions and Consensus Time Frames

Participants were asked to select time period (Ongoing, 1-5 years, 5-10 years, 10-20 years, or “Don’t do it”) for over 50 actions to implement the Master Plan. The table below shows were consensus, or the lack of, was across the groups for each action.

Action	Time Period	Notes
Decrease the number of lanes for vehicles (road diet) on Harriet to create two-lane street with on-street parking and pedestrian areas when Huron & Hamilton are converted to two-way (RD-1 on poster)	5-10 Years	This action was only included in one focus group
Change Harriet to a corridor, maintaining the mix of uses (retail, office, church, industrial)	5-10 Years	This action was only included in one focus group
New roundabout at Michigan Avenue & River Street when new development at Water Street occurs (I-4 on poster)	10-20 Years	Sync with extension of River Street
Require that new buildings that are suitable for multiple uses through requirements on size, floor height, etc.	10-20 Years	This action was only included in one focus group
Extend River Street through the Water Street area and down to Factory. Would require a bridge for vehicles over the Huron River	No consensus	Some support for long-term, Some support to facilitate development on Water Street
Allow accessory apartments for single-family homes in central neighborhoods.	No consensus	Concern for student vs. community dwelling
In central neighborhoods, zoning allows the mixture of housing types to continue, but allow for different types of living arrangements within as long as a responsible party is identified.	No consensus	Support for going block by block to identify proper zoning
Devote more resources (either staff time or consultants) to bringing development to Water Street, at the expense of other projects	No consensus	Split. Some feel “local community resources” should be used instead. More support when explained in further detail.
Create new ordinance to require party stores to carry fresh food (produce, milk, eggs, etc.)	No consensus	Some support. Concern produce will be over priced and expiration dates will not be regulated. Some uncomfortable with party stores being “required” to carry items. Consensus for the need of a full grocery store. Support to collaborate with community kitchens and Collaboration on Diabetes to address food needs.
Allow hoop houses on a lot with a house.	No consensus	Strongly supported by some. Others have aesthetic and maintenance concerns. Suggested to only be allowed in back yards.

Shape Ypsilanti – Implementation Focus Groups, May-June 2013

Actions and Consensus Time Frames

Additional Notes

- Speed cameras suggested several times
- Railroad Street suggested as a distinct district
- Change description of general corridors – not just about moving traffic but about the adjacent neighborhoods
- Cross Street bridge repair
- More presentations to get word out for public hearing
- Desire for zones – sitting with shade, walking, and biking

CONGRESS
FOR THE
NEW
URBANISM

MICHIGAN

FORM-BASED CODES IN 7-STEPS

The Michigan Guidebook to Livability

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January 2010



FORM-BASED CODES IN 7-STEPS

The Michigan Guidebook to Livability

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Mission

CNU Michigan is organized exclusively for educational purposes. Our mission is to:

Organize and produce meetings and conferences dedicated to the refinement and dissemination of the principles and techniques of New Urbanism

Produce and distribute written documents and audio visual materials for the purpose of educating the public and planning profession

Further advance the principles of New Urbanism through networking and publicity avenues

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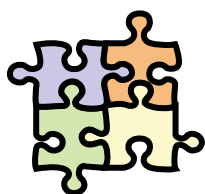
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PART 1

SETTING THE STAGE





Introduction

BACKGROUND

It is widely recognized that Michigan needs zoning reform. The built and natural environments demand it, and so do the demographics and markets. Zoning codes that have been adopted in the last 60 years strongly favor spread-out single-use development. This trend of minimum lot sizes, minimum building setbacks, parking requirements, street width standards, and restrictions that separate uses has led to sprawl in our state and across the country.

Hardly anyone defends conventional codes anymore at professional conferences or in publications – yet they persist. Conventional zoning is very difficult to change because the status quo is so powerful. Zoning has made the public wary of new development because it continually

produces low quality development, and unfortunately, conventional zoning does not encourage walking or alternative forms of transportation or add to cultural, social and entertainment offerings in a way that maximizes and improves quality of life.

WHY WRITE THIS GUIDEBOOK?

The Michigan Chapter of Congress for the New Urbanism (MiCNU) is committed to stopping sprawl and re-establishing compact, walkable and environmentally sustainable cities, villages and neighborhoods. Changing the way communities currently do zoning in Michigan has been identified as the major hurdle in reaching our mission.

After careful research and development by the Congress for the New Urbanism (CNU) and the Form-

Based Code Institute (FBCI), Form-Based Codes (FBCs) have come to the forefront as the most effective method to accomplish zoning reform in Michigan. To that end, MiCNU has developed three (3)-implementation steps.

[Step 1 - FBC Training](#) First, MiCNU has already begun the process of informing people about FBCs. MiCNU partnered with the Michigan Municipal League and the Michigan Chapter of the American Planning Association to offer educational workshops. These were held in February, April, May and July 2009. As a result, more than 60 people have graduated with Form-Based Code certificates of course completion.

[Step 2 - FBC Guidebook Project.](#) MiCNU recognized that workshops alone would not be enough to create

the kind of change that is hoped for in Michigan. Therefore, seven (7) members of MiCNU have written this guidebook.

The guidebook simplifies FBCs and removes the mystique associated with them. Specific to Michigan (*and the first of its kind anywhere in the nation*), the guidebook is a step-by-step process that explains what communities need to know, helps them decide what to do, and leads them through the process of how a FBC is written, adopted and implemented.

Site Visits. In addition, the MiCNU organization knows that receiving the guidebook is not enough to really understand the process of implementing a FBC. Therefore as a part of the FBC Guidebook Project, members of MiCNU are conducting site visits to further explain the guidebook and FBCs. The site visitor teams include professional members of MiCNU who are FBC experts.

At this time, the site visits are at no



Hazel Park Site Visit 8-29-09

MiCNU conducted 3 site visits in Pilot Communities to test the guidebook and site visit format. The focus of Hazel Park was a commercial corridor.



charge to communities, but MiCNU will need to charge a small fee in the future to help cover costs. For more information regarding registration, contact www.cnu.org/michigan.

Step 3 - Charrette Training. The visioning process is one of the most critical steps in undertaking the implementation process. A community must agree on a “vision” for their community before a FBC can be

properly written.

MiCNU has received comments from consultants as well as from community representatives that, more often than not, sessions that should help a community arrive at their “vision” are not well run and have been less than successful. Therefore, MiCNU’s final implementation step is to get people certified on how to conduct a successful and effective multi-day charrette.

MiCNU has contracted with the National Charrette Institute to hold certification workshops in February 2010 at greatly reduced registration rates for members of MiCNU. For more information about the implementation program, contact MiCNU at michigan@cnu.org.

Lake Isabella Site Visit 9-09-09

The Lake Isabella site visit was conducted in 3 areas—an established neighborhood an emerging commercial area, and a vacant “greenfield” site.

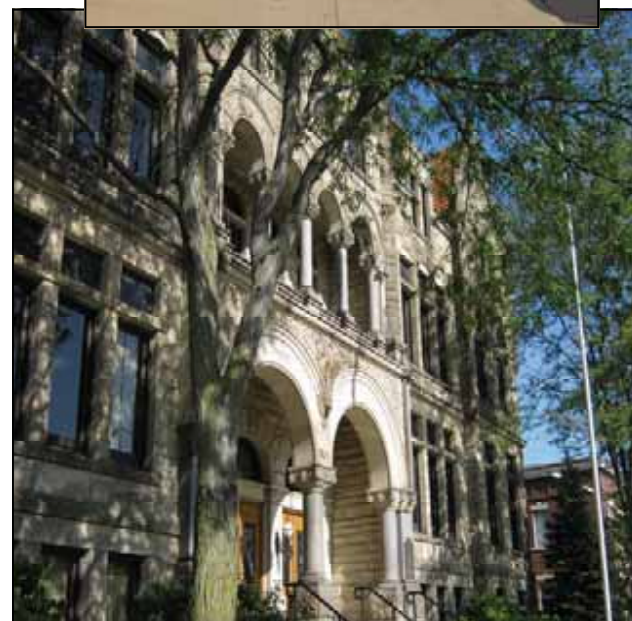


WHAT IS THE PURPOSE OF THE FBC GUIDEBOOK?

This guidebook has been created to provide information about form-based codes, to plan for code implementation and to provide instructions on how communities can create and develop a form-based code.

Bay City Site Visit 8-31-09

The Bay City site visit (right) focused on the historic downtown.



FBCs DIFFER FROM CONVENTIONAL ZONING BECAUSE THEY:

- ✓ Are the result of a public design process, which creates a clear and articulate vision for a municipality or a defined district or neighborhood.
- ✓ Pay greater attention to the design of the public realm and the importance that streetscape design and individual building character have in defining public spaces and in creating that special sense of place.
- ✓ Emphasize site design and building form over density and land use regulations. Form-based codes pay more attention to the buildings that will last for many years, instead of uses which change over time.
- ✓ Encourage a mix of uses and housing types to reduce the need for people to travel as part of their daily routines.
- ✓ Make use of graphic illustrations to explain important design elements, rather than relying on numeric standards and text.

WHAT IS A FBC?

Form-based codes are development regulations (*a type of zoning code*) used by local government agencies that emphasize the physical character of development (*its form*) and de-emphasize the regulation of land use.

FBCs provide greater predictability about the look and feel of development and why it functions as a place than a conventional zoning ordinance. They offer developers a clearer understanding of what the community seeks. In addition, FBCs can make it easier for citizens to help create the physical development they want, which will more likely lead to the acceptance of new developments and the street infrastructure investments needed to support the community vision.

HOW DO FBCs DIFFER FROM CONVENTIONAL ZONING CODES?

Most local governments in Michigan use Euclidean or Conventional Zoning codes as the tool to regulate development. Because the original purpose of zoning was to prevent incompatible uses from moving into neighborhoods, conventional zoning focuses first on regulating use and on what is not allowed.

In addition, zoning requirements are usually applied generically throughout the entire community—without any regard for what the community wants development character to be. Although the resulting developments may be “compatible” in terms of density, for example, they are often incompatible with the physical context of adjacent buildings or surrounding neighborhoods.

Conventional zoning ordinances typically leave street design standards to the city engineer or public works department. These standards are normally based on general street classification (*arterial, collector, and local*) with no consideration for how the standards relate to the different districts that the streets serve. For example, it is common for an arterial street to have the same design standards within residential districts as they do within employment and commercial districts.

HISTORIC PRESERVATION & FBCs

In addition to considering the historical development of a building or site, historical preservationists look at whole areas, such as streetscapes, neighborhoods, or cultural landscape. They also record historic resources by style, architectural detail, form, mass, orientation, and spatial relationships to other buildings in the area.

Through documentation, historic

preservationists identify character-defining features and then work to mitigate adverse effects to historic properties.

Historic preservation and FBC planning are natural partners. Both practices identify and consider the relationship of building facades to each other and to the public realm. In addition, FBCs provide a planning tool for protecting and/or revitalizing historic places, which takes into account the qualities and character of the community's existing historic fabric.

FBCs IN THE SUBURBS

FBCs are the most important tool to TRANSFORM the suburbs and suburban communities should be encouraged to use them. Redeveloping obsolete parking lots into town centers is a desire in nearly every suburban community.

There are many, many communities

**FBCs are the most
important tool to
TRANSFORM
the suburbs**

that have no center, but desperately want one. FBCs can bring change to suburbs that have a sprawling type of development pattern and can help transform an area from a suburban design to a more urban one.

In light of increasing energy costs, it makes sense for suburban areas to increase overall density of developed areas. The existing development form of sprawl is incredibly wasteful, and as we are all finding out, financially unsustainable.

Both the suburbs of Rochester Hills and West Bloomfield have adopted a FBC. The FBC elements were written specifically to transform tired old retail corridors into interesting, mixed-use places. In both cases, these communities demanded change through their master planning processes.

Transitioning from very low density

placeless, unsustainable (*financially and environmentally*) suburbs into true places with at least a basic level of urbanity will probably be the primary task of planners, architects and transportation professionals in the coming decades.

Ten years ago there was little alternative to conventional zoning. Today, nationwide there are more than 300 communities that have adopted form-based codes. In Michigan, at least 18 have adopted a FBC and another 15 communities are working on or considering a FBC.

RESOURCE INFORMATION

As you read through this guidebook, you will discover more about what a FBC is and how these codes can bring or return livability and walkability to your community.

For a quick view of what FBCs are all about, you'll find a Frequently Asked Questions (FAQs) section in the Appendix, pages 109-111. For

additional information regarding FBCs, visit the following resources:

Form-Based Code Institute
www.formbasedcodes.org

SmartCode Central
www.smartcodecentral.org

In addition, this guidebook can be used with the book, *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers* by Daniel and Karen Parolek and Paul Crawford. You will want to use it as a resource while going through the FBC process.

ARE FBCs LEGAL IN MICHIGAN?

Yes, FBCs are legal in Michigan. For a complete explanation, refer to the Appendix section under Regulations, pages 112-114.

WHAT IS IN THE GUIDEBOOK?

This guidebook is aimed at you—the community official and resident. It is

This guidebook is aimed at you—the community official and resident

written in order for communities to understand the FBC coding process and determine ways to better use resources available for a zoning rewrite. In addition, you will find tips to help decide what tasks can be done in-house and what must be done by outside help. We know that you will want to learn how to start the process of implementing a FBC immediately—and this guidebook will explain the steps to follow in order to do that. The guidebook is divided into 3 parts and brings together information in seven-concise steps.

To assist you, this
guidebook brings together
the information in
7-steps.

PART 1 Setting the Stage

Step 1 Community Intentions

Helps you decide what it is you hope to achieve and clarifies the magnitude of effort that your community is able to support

Step 2 Finance

Includes approaches for you to analyze your own community's financial resources and how to reconcile them with the whole range of community needs

Step 3 Getting the Right People

Includes instructions on how you can get the right people involved to form a planning team, then defines their respective roles and responsibilities

Step 4 Community Scoping

Includes instructions on what information you need to gather in order to self-evaluate your community, then explains how to examine and analyze existing conditions

Step 5 Community Visioning

Explains how you can achieve your community's vision as a basis for adopting a FBC

PART 2 Drafting the Code

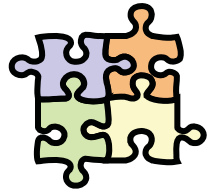
Step 6 Writing the FBC

Includes and explains all the components for you to put a Form-Based Code together

PART 3 Administration

Step 7 Code Adoption and Administration

Includes instructions on the adoption process and how you can develop a management system for administration



Step 1 Community Intentions

INTRODUCTION

Both a master planning and a FBC process need to be preceded by a “Vision” (*refer to Step 5*). In developing such a vision, your community takes stock of all existing conditions and plans for things—such as land use, character, environmental quality, existing historic fabric, walkability and livability. Just as important are broad “infrastructure” considerations such as location and design of water service, drainage, sewerage, parks, and transportation.

All of these factors must be considered within the context of your community goals and desires—i.e. your community “Vision”.

From a broad and comprehensive Master Plan update process, a “Vision” for the community can be defined and from there, the choice of

implementation tools identified. From that “Visioning” process, the need (*or lack of need*) for a FBC can be determined.

QUESTIONS TO HELP DETERMINE YOUR INTENTIONS

What do you want to achieve? Do you think that Michigan (and/or your community) needs to re-establish compact, walkable and environmentally sustainable neighborhoods and communities? What changes does your community need to make so that it becomes a more vibrant and livable place? What do you envision the future of your community to be?

The desired physical design of your community should be a reflection of the principles and priorities you accept

as guiding direction for development in some portion or all of your community (*refer to Principles of Good Urban Design on the next page*). Physical design should be an issue important to communities of all sizes and in all stages of growth, decline or redevelopment.

This discussion is just as important to the community trying to stabilize or revitalize its core developed area as it is to the young emerging community attempting to direct its future character where growth pressure exists and a balance is desired between development and conservation.

All this may seem quite daunting, as FBCs are relatively new to some. So in most cases, we recommend that you start with the selection of a small area, like an existing downtown as a pilot

PRINCIPLES OF GOOD URBAN DESIGN

There is room for many excellent, original variations in the elements of town design. Below are a few basic principles that you find in livable communities.

A **center** with stores, a mix of uses, jobs, and institutions or a public square in conjunction with a civic building or a school

A **network of streets** highly interconnected with small blocks

Concentrated housing that gradually decreases in density from the center to the edge and includes a mixture of housing types and costs

A **discernable edge** between rural and urban areas of development

Common Open Spaces such as parks, squares and plazas

Good access to **public transportation** designed to accommodate future public transportation infrastructure

Include the Principles of Urban Design in your Master Plan

Excellent reference:

✓ **Charter of New Urbanism** (see the Appendix, pages 115-118)

Plus the following books:

✓ **The Next American Metropolis**

✓ **Great Streets**

✓ **New Urbanism: Best Practices Guide**

Pedestrian friendly streets throughout the community

Walkable neighborhoods where young children can walk to and from schools and recreational facilities

Buildings close to the street with defined frontages that relate to compatible thoroughfares

Streets used for parking as well as for moving vehicles and bicycles

Preservation of prominent sites reserved for civic buildings and monuments, preferably at the termination of vistas

area for your Form-Based Code. It is important, however, that great care be taken when selecting the area, because a FBC cannot be applied arbitrarily.

[Freeway Interchange Example](#). The point of this example is to enforce the notion that standards must be carefully applied. Where ever you choose to apply a FBC in accordance with your Master Plan, it needs to be an allowable option in all *other* areas that are similarly situated.

Let's say that you have two freeway interchanges within your community along the same freeway. What if one of them seems to be, for a variety of reasons, ideal for your community's first real downtown, and therefore it is agreed upon that it should be the target area, or pilot area, for your FBC? Then, what about the parcels at or around the other freeway interchange? Are they not similarly situated?

When similar locations are not suited for similar development, then those

differences must be spelled out logically and objectively somewhere in your Master Plan, thus as in our example, justifying the first interchange for a FBC (*and for all of the development potential, economic benefits, and restrictions that sometimes come with a FBC*).

But if, upon further examination, both interchanges are revealed to have similar appeal, then both will need to be regulated in the same manner. Both will need to have the ability to develop with intensity and vitality (*if those are the kinds of FBC districts envisioned*).

For those communities that are comfortable right away with all of the concepts related to FBCs, and therefore wish to code their entire community as such, this example points out the kind of exercise that must be undertaken repeatedly within the Master Plan process when designating the various development districts on your Future Land Use

Map.

In any case, be sure to employ objective and current Geographical Information Systems (GIS) resources, demographic information, and market research data in making such land use determinations.

PRINCIPLES OF URBAN DESIGN

The Congress for the New Urbanism has adopted the Charter of the New Urbanism (*refer to pages 115-118 in the Appendix*) which establishes the defining principles to support a livable and sustainable environment at varying scales: The region (*metropolis, city and town*); the neighborhood, district and corridor; and the block, street and building.

The Charter for New Urbanism can quickly introduce your community to the language and broad objectives that the FBC process is intended to accomplish.

If your community acknowledges the importance of defining a Vision for

DO YOU HAVE A VISION?

- ✓ Does your community have a Master Plan as defined under State Statute? See the Appendix, pages 112-114 for a discussion of the legal basis for planning and FBC regulations.
- ✓ Does your community Master Plan have a specific focus on the desired physical development and design of your community, and—if so—how detailed does it get? Is there a focus on form-giving as well as behavior-influencing aspects of development?
- ✓ Does your community recognize, appreciate, and agree on the positive and negative characteristics of your existing built environment?
- ✓ Does your community have a broader appreciation for what development and conservation opportunities exist beyond your built-up areas?
- ✓ Has your community thought through the relationships and connections between existing built-up areas and future development zones?
- ✓ Does your community clearly identify expectations for land use and circulation while articulating community design objectives for key settings in both existing developed and potential growth areas?
- ✓ Do you define the locations for form of and interrelationships between developments that you expect to see evolve over the coming years and decades?
- ✓ Do you clearly define where streets should be located, how they should be designed or modified, where buildings should be placed in relation to the street, sidewalks and other buildings, how buildings are to be scaled and massed, and even how buildings should appear from the street for your various town centers, commercial districts, historic areas, residential, institutional, recreation, and industrial areas, locations designated for new mixed-uses, transit oriented developments, and for connecting streets and paths (*clear definition of such contributes to both the quality of human experience and to the connectedness of your environment*)?

HAVE YOU DONE YOUR HOMEWORK?

Answering the following questions will help you make decisions about establishing authority to accomplish that “Vision”.

- √ Have you found out what level of authority, specificity, and control your community wants to exercise in order to implement your stated objectives?
- √ Are you familiar with the planning tools available in your community (*refer to step 5 for more information*) ?
 - Public multi-day charrettes (*most effective in achieving your community vision*)
 - Questionnaires or Visual Preference Surveys™ (*can be effective for single issues*)
 - Public hearings or “Town Meetings” (*a singular presentation and/or comment opportunity*)
 - Public workshops (*singular or multiple “roll up your sleeves” working sessions*)
- √ What implementation tools have you developed and adopted in your community?
 - Recent Master Plan update supporting FBCs
 - Recent zoning update advancing FBC principles
 - Conditional zoning
 - Zoning overlays
 - Form-Based Codes
 - Mandatory vs. optional requirements (*at developer’s choice*) vs. recommended guidelines or negotiated terms
 - Cluster Ordinance
 - Open Space Ordinance
 - Subdivision Control Ordinance
 - Transfer of Development Rights
 - Local Historic District Ordinance

physical development, then you can define your community intentions by answering the questions found on the previous two pages.

WHAT EFFORT CAN YOUR COMMUNITY SUPPORT?

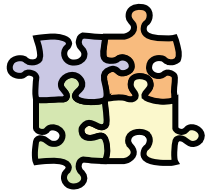
Now that you have come to some decisions regarding the important questions of “Vision” and “Authority”, you should also have made some conclusions about the kind of effort that will be required when developing a FBC. In addition, you should also have begun to recognize the kind of assistance you will need in order to work through the challenges of developing a FBC. We discuss some of the financial aspects and other types of assistance you will need in the next two steps.

WHAT IS DESIGN-BASED PLANNING

Design-based planning is different than use-based planning, which is the primary focus of conventional zoning. Instead of planning for land uses, a design-based plan plans for community character. Community character considers use, design, transportation and roads to define how the community should function, look and feel as a place, instead of simply how land should be used. This is a critical first step toward a form-based code.

Congress for the New Urbanism has defined the principles of livability through the “Charter of the New Urbanism”

These principles are found on pages 115-118 in the Appendix



Step 2 Finance

How much will it cost to develop a FBC? The answer is not that simple...
“it depends...”

INTRODUCTION

One of the early questions often heard, once you have been introduced to a FBC, is, “How much will it cost for my community to develop something like that?” Unfortunately, it is not that simple. The answer is, “it depends...”

You should not get overly concerned about cost until you have sorted out your intentions, the scope of the effort needed, and local capabilities.

QUESTIONS TO ASK YOURSELF

How you respond to the following questions will, in part, determine the cost of preparing your FBC. The best place to start is to identify which resources or combination of resources you intend to employ.

Complex and extensive scope of work tends to cost more. Is your Master

Plan clear in its goals for community character and development design? What is the size, diversity and character (*general land area, population, and physical character*) of your community? Note: Cost and size do not demonstrate a linear relationship. Certain tasks need to be done, no matter how big the study area is. The larger the site, the more opportunity exists to enjoy some economies of scale.

How vulnerable is your community to change (*i.e. are you under growth pressure and/or are you seeing valued environments and traditional settings threatened by the changing character of new development*)?

How extensively do you foresee the application of FBC? To the entire community? To a downtown or village center? To a small residential or

commercial area? To an area becoming ripe for sprawling growth and/or containing threatened key resources such as wetlands, forests or agricultural lands?

Extensive community involvement tends to cost more. The community involvement process can be the most expensive part. What extent of community involvement do you expect to bring to this effort and what is your experience with multiple workshops and the charrette process? (*Refer to Steps 3 & 5*). Is there generally a consensus within your community regarding the vision for future growth and change, or does your community exhibit opposing viewpoints and opinions?

Land use and zoning tools. What is the scope of land use and zoning tools you anticipate developing and using?

Are you starting from scratch? Do you need to update your Master Plan in order to provide a basis for Form-Based Code implementation, or do you have the basics in place and can focus on regulation of the built form—i.e. your streets, buildings, and open spaces?

What range of planning regulations do you want? Overall land use, building placement, and massing standards and prescriptive architectural requirements or merely overlay standards for a specific district? (*Refer to Step 6 for more information on the types of codes*).

Experience and expertise. What level of experience and expertise exists within your community for working with design issues and FBCs? Within your community's governing structure—i.e. staff, boards and commissions? Within the broader community? Within the nearby professional planning and design community?

Are there academic programs nearby where faculty and students can become engaged in such an effort as part of their academic studies?

Are there professional organizations available nearby that can become engaged, through community service projects, for some aspect of this effort?

Are there training programs available (*such as provided by the Form Based Code Institute or the National Charrette Institute*) that your staff or citizens can attend in order to gain “in-house” expertise, in some or all of the areas, for which you need to address?

Engaging professional help. Does your community have experienced in-house expertise, or do you need help from other professionals. A suggestion for help in seeking proposals from other professionals qualified in providing FBC assistance comes from the Form-Based Code Institute. Their website provides a Template Request for Qualifications document as a free

Your community may benefit from a discussion of grants and other funding sources

download at

www.formbasedcodes.org

Grants and other local funding. Has your community had a discussion about other sources of funding, besides using local tax dollars. Your community might benefit from a discussion on grants and other funding sources to help pay for the planning process and for writing the FBC.

Also, the entire process does not need to be funded from one source. Perhaps you should think about dividing up the tasks into smaller parts that can be more readily funded by local groups. For example, when holding meetings, reach out to local organizations to help fund the meeting facility, name tags, refreshments and so on.

WHAT DOES THE FBC COST?

Perhaps for obviously good reason, even the definitive book on the topic of FBCs, *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers*, avoids any lengthy discussion of “what does a FBC cost?”

The variables for each community

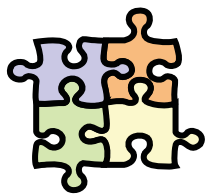
are so many and each community is so unique, it is difficult to say, “Your FBC will cost XYZ dollars”.

Perhaps the best way to provide a perspective on cost is to look at what other communities have spent on their various versions of FBC studies, process and ordinances. In early 2009, MiCNU surveyed communities in

Michigan to find out how many have adopted a FBC and how many are thinking about doing so in the future. This survey (*available from MiCNU*) showed that the cost to develop a FBC runs anywhere from \$0 (in-house) to \$350K. The survey is to be the beginning of a comprehensive index that will be updated annually beginning in 2010.

**A recent survey conducted by
MiCNU showed that the cost to
develop a FBC runs
anywhere from \$0 to \$350K.**

**Contact MiCNU at
michigan@cnu.org
for a copy
of the FBC survey**



Step 3 Getting the Right People

INTRODUCTION

Developing a FBC requires a collaborative effort—that is, people working together toward a common goal. Public involvement needs to be organized around the objective of reaching agreement upon a shared vision and implementing it. That vision is the concept of what your community should be when it is built out—i.e. what it will be like once development takes place. (*How to arrive at a shared vision is discussed later in Step 5*).

Such a collaborative effort is quite novel. What normally happens is the same people get involved each time—and so what you get is basically a similar end result with a few new bells and whistles. Therefore, it's extremely important that you get a variety of people involved.

Understandably, it is usually a little easier to work with a small, homogenous committee. The smaller the group, the easier it is to make decisions and move ahead.

However, those planners that throw open the doors and welcome not only the usual participants, but also the residents at-large (*for whom the planners represent and serve*), are usually richly rewarded by the input they receive and the support they build.

When neighbors and businesses and developers and planners sit side by side and plan for a sustainable community together, a rare kind of give and take occurs. Ideas flow and challenges are raised and met. Your planning process is strengthened and becomes alive. People representing all facets of your community benefit.

What normally happens during the planning process is that you get the same people involved every time

TWO APPROACHES

There are 2 approaches to consider. You should select the one that most closely reflects the situation in your community. Then (*on the pages following both approaches*) there are some tips for informing the public and for keeping them involved during the process.

[Approach #1. Have money—Have resources.](#) This approach is the most enviable because such a community is not financially constrained when getting expert professionals involved in the process.

[Approach #2. Have some money—Have some resources.](#) This approach is less enviable and requires more help from volunteers than Approach #1, but is certainly doable. The process may take longer, but the final result can be of the same quality.



**Have
Staff !**

APPROACH #1 HAVE MONEY—HAVE RESOURCES

**Have
Money !**



With proper funding, staff and expert consultant resources who are **knowledgeable** in FBCs, you are in position to begin getting the right people involved.

1st Procedure Launch a Steering Committee

Since you have knowledgeable staff, you will first want to establish a steering committee made up of a diverse group of citizens. Most communities have the Planning Commission run the 1-3 year process using ad-hoc committees, and still others might include staff on the committee. These individuals must have the time and commitment to stay actively involved during the entire process. The number should be between 7 and 11 people. Select a skillful chair to run the meetings. The committee (*with assistance of staff*) is responsible for coordinating and facilitating the process. Specific responsibilities are listed on the next page.

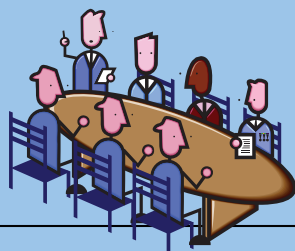
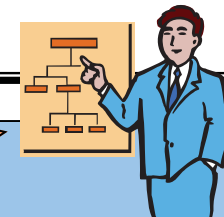
2nd Procedure Create Action Plan for Public Involvement

A comprehensive Action Plan (*see page 30*) should be developed to help get the public involved and informed. It's also important to involve representatives from Public Safety, Engineering and the Drainage Departments. Since you have resources, you will want to have staff and the consultants develop this public involvement plan. You'll find some tips for getting the right people involved starting on page 33.

3rd Procedure Inform the Public

It is very important to keep the public informed through-out the entire planning process. The Action Plan (*see page 30*) for public involvement needs to include the best ways to keep the public informed based on the current circumstances within your community. Every effort should be made for the public to share and comment on information produced during the planning process. Tips for ways to inform the public begin on page 33.

Consultant
supports staff
and committee



APPROACH #1

HAVE MONEY—HAVE RESOURCES

Responsibilities

Steering Committee	Staff	Consultant
1. Set the ground rules (<i>refer to page 36</i>) 2. Approve and support the Action Plan (<i>see page 30</i>) 3. Coordinate community relations and public awareness (<i>with staff assistance</i>) 4. Establish the timeline and meeting schedule (<i>with assistance from staff</i>) 5. Identify preliminary issues to be addressed 6. Assist with workshop facilitation and charrette activities (<i>see Step 5</i>) 7. Review document drafts 8. Act as sounding board for staff and consultants 9. Support coordination of adoption process	1. Develop a comprehensive Action Plan to engage the public (<i>see page 30</i>) 2. Arrange for financing and manage the budget 3. Coordinate the procedures and meetings – i.e. act as staff to the committee 4. Document the process – i.e. take minutes/notes 5. Coordinate the adoption process 6. Support the steering committee 7. Support consultants during workshops, the design charrette or other types of “Visioning” activities (<i>see Step 5</i>)	1. Develop a plan for program evaluation 2. Support staff and committee 3. Provide expertise and guidance when appropriate (<i>as determined by the steering committee</i>) 4. Conduct analysis of existing conditions and planning documents 5. Conduct field work 6. Conduct all workshops, the design charrette or other types of “Visioning” activities (<i>see Step 5</i>) 7. Write the FBC with staff and steering committee oversight 8. Assist with adoption process 9. Educate staff on use of new FBC codes



Have
SOME
Resources

APPROACH #2

HAVE SOME MONEY—HAVE SOME RESOURCES

Have
SOME
Money !



During discussions of how much this process might cost in terms of money and time, you decide that you do not have enough funding and staff resources to undertake the same process as Approach #1. In this case, you might decide to scale back the Action Plan for public involvement.

Procedure 1

Launch a Steering Committee

The make up of the committee is the same as in Approach #1. Since resources are limited, it becomes the responsibility of the steering committee to complete more of the tasks (*see page 29*) and the scope of the Action Plan may need to be reduced (*see page 30*).

Once the committee has decided what can and cannot be accomplished, the tasks must be prioritized, the most important first. Forming sub-committees will become important when assigning targeted and finite task assignments (*see page 35*).

Procedure 2

Create Action Plan for Public Involvement

When resources are limited, you must still make every effort to get the public and department officials involved. FBCs need public involvement to either create or confirm the community's vision.

Your Action Plan may have to be reduced in scope (*see page 30*). The schedule and available resources will determine the degree to which citizens can be involved. Schedules, budgets and staffing may place limits on the types of interactions that take place, or on the number of stakeholders that can be identified and invited into the process. But every effort must be made for the public to share and comment on information.

Procedure 3

Inform the Public

It may be that you do not have resources to inform the public in all the ways as suggested in your Action Plan (*see page 30*). The steering committee may then have to decide that the only realistic way to inform the public is to hold meetings. Even with limited funds, every effort must be made to get the public to these events. Bottom line—when resources are limited and when public information is available and distributed well, citizens are usually satisfied with the decision makers they have elected to represent their views.

**Staff and/or
consultants
write the
FBC**

APPROACH #2

HAVE SOME MONEY—HAVE SOME RESOURCES

Responsibilities

Steering Committee

1. Set the ground rules (*refer to page 36*)
2. Develop a Plan of Action to involve the public (*refer to page 30*)
2. Establish the timeline and meeting schedule with assistance from staff/consultants
3. Arrange for financial support and manage the budget—decide what tasks you can do yourselves and what you can and cannot fund with assistance from staff/consultants
4. Identify preliminary issues to be addressed
5. Coordinate the procedures and meetings and adoption process with assistance from staff/consultants
6. Document the process
7. Review draft documents and act as sounding board for staff/consultants
8. Establish sub-committees and assign chairs to:
 - Get the public and kids involved
 - Coordinate community relations and public awareness
 - Conduct workshop facilitation, charrette activities or other types of “Visioning” exercises (*see Step 5*)
 - Conduct field work with staff/consultant assistance
 - Take notes of all proceedings

Staff / Consultant

1. Assist Steering Committee to develop a plan for program evaluation
2. Support the steering committee and sub-committees as funding permits
3. Conduct analysis of existing conditions and planning documents with assistance of Steering Committee
4. Write the FBC



**The KEY to
success is an
informed and
involved public**



DEVELOP AN ACTION PLAN

One of the first things your community should develop is a public involvement plan. This is an action plan to actively engage the public in the planning process.

Public involvement must be organized around “attaining consensus of a vision for your community” (*refer to Step 5*). Community relations and public awareness is crucial, and the key to success is an informed public. The action plan for public involvement should, at a minimum, include the following elements.

[Identify the right people.](#) Efforts should be made to make a list of all of the interested parties and segments of the community that would be affected during the planning process.

[Distribute information.](#) Information should be distributed on a timely basis, therefore a timeline should be established when information will be available to the

GET THE RIGHT PEOPLE BY INVOLVING THESE GROUPS

Business
Development community
Transportation agencies
Neighborhood / citizen / homeowner associations
Elected officials
Municipal Attorney
Church / religious organizations
Service groups
Public / private schools (*faculty, staff, students, administration*)
Government staff (*planners, economic development specialists, fire and police department, DPW representatives*)
Senior citizens & Youth groups
Ethnic groups
Diverse groups— socio-economically reflective of the community
Local historic preservation groups

public. Also, the means to distribute the information should be identified (*see page 33 for a list of ways to inform the public*).

[Provide access to information.](#) All information should be available to the public, not just to those actively participating in the planning process. Therefore, provide reasonable access to all information and publicize when and where the information is available.

[Allow time for public comment.](#) Information should be distributed when meetings are scheduled. Agendas should be provided before each meeting takes place. Provide sufficient time for the public to make comments.

[Guidelines for underserved.](#) Guidelines should be established to address the needs of those who may be underserved (*disadvantaged people, minorities, the elderly, youth, persons with disabilities and individuals living in low-income households*).

Document the process. It is important to consider how the process itself will be documented and how these results will be integrated into decisions. A plan for program evaluation is essential, and should be in place at the time of program start-up, not only as a way to decide whether this specific program has been successful, but also as an aid in the development of new processes and programs.

Guidelines for use of graphics. Guidelines should be written for the use of graphics (*diagrams, maps, photos*) to supplement and enhance the planning documents and process. These guidelines should optimize public understanding of the issues and concepts developed during the planning process.

WHO ARE THE LEADERS?

Champion. As in most efforts leading to a significant change in how a community does things, you will likely



need a local champion. A champion is a person who will commit countless hours and energy either publicly leading the effort or behind the scenes. A champion who will make sure the local process is being managed well and the process and product respect local traditions and politics while advancing, what for most will be, a new (*and hopefully illuminating*) way of thinking about their surroundings.

A champion will want to make a thorough and careful analysis of the opportunities presented by the use of FBCs. It is the person in this role that should continually be monitoring and shoring up the public and will want to see such approaches to land use and development succeed.

Finally, a champion may or may not be an “expert” in facilitating a charrette or other type of visioning process or be familiar with FBCs, but your champion should be a respected advocate for the planning effort you seek to undertake.

Your community needs a champion who can commit countless hours and energy to lead the planning effort

In-House Expertise. Having staff support in the community with the interest, knowledge, and time to commit to developing a FBC is extremely helpful and can prove very cost-effective.

Understanding from the outset what expertise and assistance staff can effectively bring to the project, and that which they cannot, will help in clarifying the extent of additional assistance needed.

Note: The involvement and commitment of community staff members will be priceless when implementation and day-to-day management of the FBC becomes necessary.

Citizen Planners. Through Michigan State University Extension, the State



of Michigan has an extensive training program for citizen members of planning commissions, zoning boards, and community councils and boards of supervisors. Over time, it is expected and hoped that this training program will be fully involved with the challenges of the physical character of communities large and small, and that FBC training will be a core activity.

Professional Consultants. There is substantial complexity in the overall process described within this guidebook, so that a do-it-all-yourself approach can quickly become problematic at every step of the process—unless you are in a situation where you have experts knowledgeable about FBCs already on staff or in your community.

Until you can hire staff or until your staff gains expertise, every community is strongly urged to secure the services of competent planning and urban design professionals with extensive experience in the areas of community

visioning, land use policy, and zoning ordinances with particular expertise in the area of FBCs. These professionals must also be familiar with the day-to-day issues and nuances of trying to adopt and then administer a FBC.

Depending on the scope of your effort, you may need additional consulting assistance in other areas of expertise, from charrette process facilitation to any number of specific areas, such as architectural design, street engineering, historic preservation, etc.

It is often best to think of the professional consultant as a team of consultants, depending on what your local resources are.

There are other benefits to contracting with an outside consultant or consultant team. One is that they are often in a position of being able to ask questions that may be awkward or difficult for a “champion”, “in-house expert”, or even a local resident. Another is that they bring a range of outside experiences and insights that

There are many tasks that can be completed by community members to save money, many of which are identified in this guidebook

can challenge local views.

While it is advantageous for professionals to be involved in the FBC process, there are many tasks that can be completed by community members which can potentially save your community money. Consultants should be pressed to help identify those tasks for your community, several of which are identified in this guidebook.



WAYS TO INVOLVE & INFORM THE PUBLIC

Transportation Partners. If your FBC includes new street design profiles or cross sections, all the various governmental groups that take ownership of, and maintain streets (*engineering and public works department, the county road commission and MDOT, fire department and utility providers*), should also be involved in the process, where applicable. This may help ensure that recommendations are practical and that organizations with jurisdiction in the public right-of-way endorse the design concept.

TIPS TO INFORM THE PUBLIC

Educating the Public. Informing and educating stakeholders about FBCs should be at the beginning of the public involvement process as part of selling the idea of new urbanism and smart growth and encouraging the acceptance of a livable, walkable community.

Meetings. Remember that meetings, or the gathering of stakeholders, are an effective mechanisms for public participation. Meetings can be held from

Contact local media—newspaper, radio, television

Generate posters/handbills & fliers—pass out by walking neighborhoods and at school athletic and cultural events, put on community and church bulletin boards

Create press releases—establish a plan and a list of where these should be distributed

Write articles supporting the process and illustrate the issues—submit to local newsletters and other types of media that already has an established distribution network

Inform service and religious organizations—make presentations to groups (Rotary, Kiwanis, Chambers, schools, churches, watershed councils),

Share information—via newsletters, website, email, Facebook, Twitter, MySpace, LinkedIn; create a blog

early issue identification to final evaluation of options and designs, and should be scheduled prior to key decision points.

Representation. All segments and groups within your community should be represented throughout the process. This means representation from all age groups, organizations, government officials, interest groups and from the general citizenry, insuring that a diversity of opinions and ideologies are represented.



Get kids
involved

[Contact Lists.](#) A list should be compiled and people contacted either by phone, letter, email, websites or in person. Include all people and organizations actively interested in the livability and sustainability of your community. The list of groups on page 30 is not exhaustive, but is intended to represent a well-rounded group with a wide range of interests and expertise.

[Get Kids Involved.](#) It's important to get the perspective of kids when

developing a FBC. Spend a few hours with students (*from grade school age to college*) talking about what they want to see in their neighborhood, and have them draw pictures of what the future might look like. Involve students in the charrette or other types of “Visioning” processes (*refer to Step 5*). Involving younger students will usually get parents involved as well.

[Involve the local media.](#) There are many ways to inform the public, but the local media is one of the easiest

and most effective ways you can involve the community. The very nature of the media's existence depends on their being-in-the know, so they are usually very eager to help.

[Distribute flyers by hand.](#) One cost-saving measure to inform the public is to distribute flyers using volunteers who are willing to walk the neighborhoods and commercial establishments. Such flyers can be handed out at your local school's sporting, music or art events. It is important that you use your imagination when resources are limited in finding ways to inform the public.

TIPS TO GET & KEEP PEOPLE INVOLVED

[Maintain an optimistic attitude.](#) It's important to maintain an optimistic and positive attitude throughout the process. Enthusiasm is infectious but can be stifled by criticism or insincere

patronizing.

Field Research. Involve stakeholders in gathering measurements and photographs of the existing urban fabric. (*Refer to Step 4*).

Time and commitment. The most active form of participation—citizens as decision makers—requires a significant commitment of time and resources by the steering committee and the participating stakeholders. Even with “unlimited” time and resources, there are still trade-offs between the number of citizens that can be involved in decision making and the degree to which they actually become part of the process.

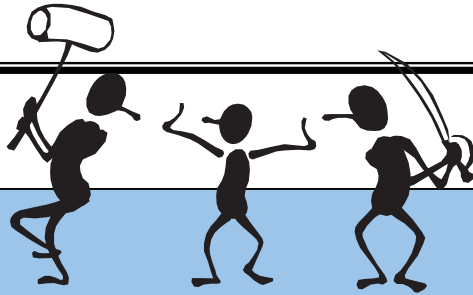
As the level of interaction and involvement increases, there is usually a decline in the total number of stakeholders who are able to participate. Therefore, time and resources may have to be diverted from the public involvement process and allocated for educational purposes.

This will have an effect on your financial resources.

Sub-committees. Sometimes the steering committee feels the need to form sub-committees to accomplish the most important tasks.. A member of the steering committee should be appointed as chair of any formed sub-committee, and it's best if the chairs are appointed to committees that are of personal interest to them. In addition, being chair of a sub-committee creates an opportunity for leadership, which is a way to motivate and develop capabilities of members.

Sub-committees can accomplish much, however they are not always reliable in meeting deadlines. It will be important for the chair of the steering committee (*or staff*) to facilitate coordination and ensure that communication is maintained with each chair on a regular basis. A schedule for reporting progress should be established whenever a sub-committee is formed.





Leave old
issues at home

GROUND RULES FOR COMMITTEE MEETINGS

Be welcoming. You must welcome newcomers by summarizing the process and any decisions that have been reached. Everyone is welcome, but it is important that those that have been involved from the beginning don't feel their promptness and full participation is not appreciated.

Action oriented process. You must make every effort to insure that the process is action oriented. While final decisions should be resistant to modification, meaningful challenge can be healthy.

Consensus building. You should try to reach the goal of consensus. It is important to understand that consensus does not necessarily mean total agreement, but it does embrace acceptance. If consensus cannot be achieved, democracy is usually an effective mechanism of bringing closure to the issue. It is always important to record the minority

opinion because the points may be invaluable at a later time. People should try to speak toward achieving consensus rather than in a manner that will win debate points.

Discourage domination. If you know you are a dominant person, make a concerted effort to encourage input from those less dominant.

Respond to ideas. When responding to another's ideas, emphasize agreements as well as pointing out areas of disagreement.

Leave old issues at home. Everyone must leave all old disputed, prejudices and closed minds at home.

Finding answers. No one assumes that he or she has the entire answer, but rather everyone has part of the answer.

FINAL WORDS OF WISDOM

There are any number of reasons why people do not participate in long term planning, problem solving and policy making activities. Some of the most common reasons are described below.

No matter what you do, not everyone who needs to -- or wants to -- will participate, because:

Cannot be identified. No matter how vigorous the effort, it is virtually impossible to define and then locate the full range of potential participants. Public and legal notices are intended to serve this purpose, but some small gaps will always remain in this process.

Times and places inconvenient or inaccessible. Several categories of citizens cannot always be included such as the transit-dependent, shift workers, single parents or the disabled.

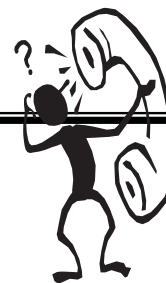
Ethnicity not considered. The information provided to participants

does not always consider non-English speaking communities or other people with special needs, or is just too technical to be understood by the average citizen. Planning jargon may be your worst enemy, particularly if it is not easily translated into another language.

Some people just prefer to complain!

Email, chat rooms, ListServes and internet sites can improve access to information, but can never replace face-to-face interactions. Most importantly, the use of technology must consider the degree to which this actually improves access to information for those minority and low-income communities that are so important to some planning processes.

A history of past mistakes has resulted in anger, cynicism and a general mistrust of government that cannot always be overcome. No stakeholder is more criticized than that of local government, and although all stakeholders should make a

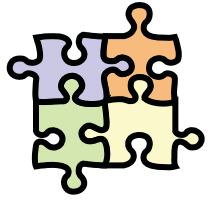


**Some people
just prefer to
complain!**

commitment to support planning and policy making through their participation—some will choose not to do so!

The time between decision and action is too long and people give up, thinking they are not making any progress. Government decision making takes place in cycles (*often related to the budget or grant periods*), creating delays. By contrast, community-at-large decision making is nearly continuous and without fixed decision points—except maybe those imposed by government.

It is critical that the steering committee not lose sight of some of the broader goals for participation in favor of a short-term, cyclical need for input. The process itself may be more important than the actual outcome, and, even when the internal planning cycle is completed, stakeholders need regular updates on progress.



Step 4 Community Scoping

A pilot project may
be just what the
doctor ordered

Now it is time to study what already exists in your community. This helps you to understand how the FBC should be written. In addition, the background details about your community's special places will most likely become the basis for the regulatory details—or the DNA of your FBC. When you have completed this critical step, the community will be ready to determine a vision for how your community can become a more livable and walkable place.

WHERE SHOULD THE FBC APPLY?

In the Freeway Interchange example on page 19, we explained the importance of being careful when selecting an area that you wish to apply the FBC because a FBC cannot legally be applied arbitrarily. In addition, the area you select to apply

the FBC should be where you want to preserve the existing character or where a clearly defined new character is desired.

Although you may want to preserve and enhance your entire community, it may be more advantageous to select a small area on your first try—i.e. a “pilot project”. This is especially true if you have little in the way of resources, such as staff or funds to hire a consultant.

A “pilot project” may be just what the doctor ordered. This is a big step and must be thoughtfully considered. Evaluate your Master Plan's goals and Future Land Use Map, consider what you already know about your community, discuss options with your attorney, and then you can decide where the appropriate area is to be coded.

WHAT ARE THE EXISTING CONDITIONS?

Now that you have decided where you want to apply the FBC, it's time to find out all you can about this area. Gather all the materials and background information you can. You must, however, insist that the information is accurate – for example, a map that is wrong could prevent the FBC from being adopted.

Where does information come from?

- City/Township Hall
- County
- Regional MPO (*Metropolitan Planning Organization*)
- Businesses located within the area you have selected
- Transportation agencies
- Chamber of Commerce
- Local schools
- Historical groups

What documents are needed?

The three most important documents are:

1. Zoning Ordinance & map
2. Subdivision Ordinance
3. Community planning documents
(both *Master Plan* and *project specific plans*)

Other documents include:

- Downtown or neighborhood plans
- Economic Development plans
- Street Design Standards
- Transportation Plans including Transit Route Maps
- Marketing studies (*include businesses, schools and other groups*)
- School projection studies
- Parks & Recreation plans
- Maps (*aerial photography, topographic*)
- Historic District studies
- Layers of information in a GIS/ CAD format (*if you have it!*)
 - ◊ Public rights-of-way (ROW) lines

- ◊ Lot Lines
- ◊ River/creek corridors or other natural features that will impact development
- ◊ Curb and sidewalk locations
- ◊ Building footprints

How is information organized? The information you have gathered should be organized into a few critical areas that will begin to help you understand the urban framework and typical conditions of the area. It will also help you to focus on what should be further studied during a community site visit.

How is information analyzed? This part of the process should result in a list of goals and some preliminary maps. An excellent resource to help you through this process is found on page 117 in the book, *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and*

One of the most important steps in community scoping is the Community Site Visit
DO NOT shortchange or skip this step

Developers by Daniel and Karen Parolek and Paul Crawford.

COMMUNITY SITE VISIT

After the information is analyzed, the next step is to visit the site you have selected in your community. **DO NOT** shortchange this step or try to skip it altogether. While you may think that all of the information you have gathered is enough to continue with the planning process, there is no substitute for an actual site visit(s) to truly understand a place and identify its existing character-defining features.

On your site visit(s), you will want to

**Hazel Park
Site Visit**
A part of the
FBC
Guidebook
Project

details that may demonstrate historic cohesion.

Now complete the following steps. The field exercise of a site visit is explained in the Appendix, pages 119-129).

Step 1. Walk the site.

Step 2. Observe existing conditions.

Work in groups to complete the checklists on page 41 and 42 that are helpful in making observations.

Step 3. Document existing conditions. Take photographs and measurements and make lots of sketches of what you see to document the existing conditions. Helpful worksheets are found in the Appendix on pages 122 and 124.

**OBSERVATIONS FOR “GREENFIELD”
AND UNDEVELOPED SITES**

Many communities are interested in

developing a FBC for a “greenfield” or undeveloped site where future development is likely to occur. If this is the situation in your community, then there are a couple of steps you can take. First, be sure to do a site visit (*see previous section*).

In addition, you may wish to complete a Visual Preference Survey using photographs (*see pages 47-48*) or visit other communities to observe preferred types of development.

[Visit other communities.](#) One of the best ways to observe preferred types of development for your FBC is to visit existing developed areas or downtowns that already have the type of development you prefer, and then document those existing conditions. This alternative may require more time and travel than a Visual Preference Survey but it would help you get a real-world understanding of your preferences.



take along any preliminary maps that you have begun to develop, as well as a street map and an aerial photo. Also, take a camera and tape measure or measuring wheel to record actual dimensions, such as sidewalk and street widths and building setbacks. If you are in an historic area, you will also want to pay specific attention to building elements and architectural

OBSERVE EXISTING CONDITIONS

Source: Form-Based Code Institute
FBC 101 Field Exercise Checklist



BUILDING FORM STANDARDS

Blocks

- Number of buildings per block?
- Are some blocks longer than others?
- Are the corner buildings different (*L-shaped, or the entry has a different location*)

Access

- Entry is from the street? Alley? Courtyard?
- Individual or multiple unit entry?
- Driveway? Length? Width?
- Garage – attached, detached?
- Pedestrian walkway from street? Sidewalk?

Lot

- Width? Depth?
- Setback/Build-to dimensions? Alignment to build-to line?

Consistency between buildings?
Within a building?

- Different at corners?
- Predominant yard locations—Front? Side? Rear? Courtyard? Is outdoor space public or private?
- Privacy-side manners between houses?

Internal organization of buildings

- Shallow-wide or narrow-deep?
- Number of floors? Height?
- Unit count (*count mailboxes*)
- Elevation above grade?
- Wings to front or rear?
- Vertical step backs as building rises?
- Access for physically handicapped?
- Garage – attached, detached?
- Entry location?
- Internal circulation/room layout

(stair hall/towers, entry lobby, internal corridors)

Elements

- Balconies, stoops, porches?
- Roof style, slope?
- Fences, walls?
- Align to build-to line or encroach into public realm?
- Special at corner? (e.g. wrap-a-round porch)

Uses

- Inventory by floor
- Implications for parking demand

Overall observations

- What characteristics are consistent? Variable?
- How do you feel about the range of variation?

Observe the physical
characteristics of
the street

PUBLIC SPACE & STREET STANDARDS

Physical characteristics

- Number of traffic lanes? Width? Striping/separation? Median? Transit (*existing, potential?*)
- Sidewalks? Width? Height in relation to vehicle lanes? Curb section? Planting strip? Other pedestrian protection?
- Curb cut frequency, location? Obstacles (*utility boxes, etc.*)? Pinch points?
- Street parking? Configuration? Street trees? Placement in relation to sidewalk? Spacing along sidewalk
- Frontage? Yard? Fencing?

Overall observations

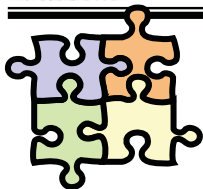
- What is posted speed? Desired design speed (*rather than typical design of 10 mph over desired speed*)?
- How does street quality change from block to block? Why?
- What characteristics are consistent? Variable?
- How do you feel about the range of variation?

OBSERVE EXISTING CONDITIONS



Image courtesy of Dan Burden

Checklist courtesy of the Form-Based Code Institute's
FBC 101 Field Exercise



Step 5 Community Visioning

The most successful method for visioning is the Multi-day Charrette

INTRODUCTION

It is extremely important to achieve a “Vision” reached by consensus before writing a FBC. This results in the type of development that the community desires. After adopting your FBC, there will be no surprises because the FBC assures quality development that fulfills the “Vision” developed through the visioning process.

In addition, there is cost savings for the developer who likes a review process with no surprises. Developers like to work with communities where they know what is expected of them in the very beginning of the application and review process. The FBC is key to providing those assurances, and the visioning process is key when developing the FBC.

There are many ways to reach your community “Vision”, some are more

effective than others depending on what your planning project involves. Such techniques might include *Visual Preference Surveys™, focus groups, day and night meetings with workshop style activities, and a collaborative planning process called the Multi-day Charrette. These techniques can be used by themselves or in combination to achieve a publicly supported Master Plan, design plan or a FBC.

MULTI-DAY CHARRETTE

The most successful method for visioning is the multi-day charrette. A multi-day charrette involves several unique components that bring together all stakeholders for an intensive one-week public design session.

According to the National Charrette Institute (NCI), charrettes last a minimum of four (and up to seven)

days. A multidisciplinary charrette team, consisting of consultants and sponsor staff, produces the vision.

Stakeholders—anyone who can approve, promote or block the project, as well as anyone directly affected by the outcomes—are involved through a series of short feedback loops or meetings. Most stakeholders attend two or three feedback meetings at crucial decision-making points during the charrette. Please take note that stakeholders are not at the charrette all of the time.

These feedback loops provide the charrette team with information necessary to create a feasible plan. Just as importantly, they allow the stakeholders to become co-authors of the plan so that they are more likely to support and implement it.

Compare this to other public

* Visual Preference Survey™ is trademarked by A. Nelessen Associates, Inc.

Multi-Day Charrette Plan Schedule

Day 1 (an evening meeting)

Presentation of the issues and site area(s), principles and examples of solutions

Day 2 (3-5 hours)

All the stakeholders gather, break into groups of seven with a professional designer and a facilitator, and together draw a design of the target area(s) on a base map. At the end, every group describes their plans to the whole assembly

Days 3 & 4

For two days a team of urban designers condense the “citizen” designs into one or more sketch plans

Day 4 (evening)

All stakeholders meet again to review, discuss and comment on the sketch plans

Days 5, 6, & 7

The design team finishes the detailed designs and prepares documents and drawings. Specific issues are thrashed out. There is likely another public meeting to review work in progress

Day 7 (evening meeting)

Presentation of full layout and analysis. Last comments revealing need for final changes

**Make planning and
design decisions in
ONE WEEK!**

planning processes that offers public opportunity for comment but at different times for different groups of people, over a much longer period of time, and with no likelihood that all affected will be involved or stay involved (*or will meet to discuss common issues*).

Everyone works together. Staff and consultants work in a building (*charrette studio*) or near the target area. The public can visit and comment any time the studio is open, which is most of the time.

Groups or individuals with specific issues can meet with designers to thrash them out. Everyone involved is aware of every issue, every proposal, and the response of every other person. There is no room for hidden agendas, vetoes or avoidance of issues.

The result. On the last night, a largely finished neighborhood or town plan is shown to the public. The presentation includes full illustrations

and precise design layout of streets, blocks and buildings.

Depending on the project scope, costs and profits may be estimated along with numbers for new jobs, stores, dwellings and public spaces. This last night may expose a few, final needed changes which will be included in the final report document. The final report document will then be put together, published and distributed shortly thereafter, usually within a month or two.

[Support for Plans.](#) In almost all cases, these plans are strongly supported and successfully deal with major issues. That is because citizens' preferences are considered from the beginning—rather than citizens' reactions derailing a plan at the end. Disputes and disagreements are forced into the context of a larger setting and with public pressure to work them out without delay. Stakeholders define the plan and are asked again and again—

“Is this what you meant?”

[Evolution of Charrette.](#) The multi-day charrette process has evolved over the last 20+ years and has been used successfully in thousands of places. It is described in detail in the publications of the National Charrette Institute, www.charretteinstitute.org, which trains and certifies leaders in how to follow the process

[Why a multi-day process?](#) The word charrette is used to describe many kinds of events. The Charrette Institute defines a charrette as a multi-day, collaborative design workshop that harnesses the talents and energies of all interested parties to create and support a feasible plan that represents transformative community change.

A charrette is at least four consecutive days, allowing three design feedback loops, an open process that includes all interested parties and is focused on producing a feasible plan

**A charrette is a
multi-day, collaborative
design workshop**

with minimal rework.

A major reason a charrette needs to last at least four days is to accommodate three feedback loops, the optimal number for gaining stakeholder understanding and support. Projects with challenging design problems and/or politics can last for 7 days or more.

If you decide to use the multi-day charrette process, DO NOT agree to less time than is recommended by a professional. When not allowing enough time, the results may be, at best, a few good ideas— but not an adequate, publicly supported and tested design plan.

COST SAVING MEASURES

When deciding to adopt a FBC, it is critical to accomplish a successful project. Anything less can put any “next steps” in peril of never happening. The multi-day charrette process requires a substantial commitment of time and resources. If your community believes it cannot afford a multi-day charrette, we urge you to consider the following cost saving measures to reduce expenses.

Reduce the scope of work. Your costs can be reduced by defining a smaller area to study. For example, if you are developing a FBC for a neighborhood or developing a plan for a pilot project, then you may not need a multi-day charrette and may find that one of the other “Visioning” techniques will provide the result you are seeking (*refer to the following sections*). Also, if your Master Plan is new and includes many new urbanism concepts, then you may not need the multi-day charrette. You will want to consult

If your community feels it cannot expend the necessary resources for a multi-day charrette, there are several cost saving measures to reduce expenses

with your professional experts on what is the best visioning process for your community’s project.

Use Volunteers. One way to mitigate charrette costs is to utilize volunteer design professionals, university professors and students as part of the charrette design team. Using volunteers can be very positive and cost effective. Particularly in small communities, inviting in local professionals as part of the design team can increase community trust

and engagement throughout the charrette process.

In-house training. Send your planning staff to a NCI multi-day charrette training program so they can organize and manage the process in-house. Getting a strong consensus and an excellent design or community “Vision” requires a good deal of humility, as well as urban design skills.

Organizing and managing the process in-house not only saves money, but also provides job satisfaction to your staff. In addition, staff is better able to monitor the process and handle any unforeseen circumstances that might arise.

OTHER TOOLS AND TECHNIQUES

Introduction. Sometimes the multi-day charrette is not the right tool to use. For instance, if a community is not “charrette-ready”, where stakeholders cannot participate in

This is an example of a Visual Preference Survey™ sheet used to determine the kinds of development that you might want built on undeveloped land or on a “greenfield” site in your community

BUILDING PLACEMENT AND SETBACK			
A. Shallow building setback, front and side yard parking   	B. Zero-setback liner buildings, no front-yard parking    	C. Shallow set-back of liner buildings in front of anchor store retail, front yard parking (Coordinated commercial development with smaller users along the frontage and large format users setback from the roadway)   	D. Deep setback of anchor store building without liner    Birchler Arroyo Associates
Rank 1. _____ 2. _____ 3. _____	Please provide additional comments: _____ _____ _____ _____		

FIGURE 1.

**Visual Preference
Surveys™ are effective
tools in getting
people to say
“I like that” or
“I don’t like that”**

good faith, or when a community is at odds over a hot political issue. Or perhaps the budget simply cannot support a charrette process. In these cases, the following alternative tools could move your community forward toward a shared vision.

****Visual Preference Survey™.** A Visual Preference Survey™ allows you to look at various types of development and determine if it meets your community’s “Vision”.

The Survey involves taking pictures of different styles and forms of development for your community to rate. These pictures can be examples from other communities or from photographs that you borrow off the

internet.

Survey sheets (*see previous page*) include a collection of pictures that can be handed out to your planning team or focus group. The group completes the survey and the results are then tallied. Pictures are categorized by subject (*example: building style and placement, pedestrian components, building elements, signs, landscaping*) and includes as many elements of the built environment as possible.

Preference surveys are very effective in getting people to say, “I like that” or “I don’t like that”, and are another tool to visualize the building form elements you would like in your FBC.

Focus Groups. A focus group is a planning technique in which a small group of people (*usually between 4 and 15, but typically 8 individuals*) engage in a roundtable discussion regarding community issues, such as identifying goals and objectives for the Master Plan. A focus group can also be utilized for problem solving and for

idea generation.

The focus group discussion is typically directed by a moderator who guides the discussion to obtain opinions about or reactions to specific planning issues. Individuals who participate in a focus group, are a sample from the greater community and express their personal opinions or the opinions of the organizations they represent.

While focus groups can provide planners with a great deal of helpful information, their use as a planning tool is limited in that it is difficult to measure the results objectively. Focus groups aim at a discussion instead of on individual responses, and produce information that may or may not be representative of the greater community. In addition, the cost and logistical complexity of holding focus groups is frequently cited as a deterrent, especially for smaller communities.

Nonetheless, many communities find

*** Contributed by Katherine Wyrosdick, AICP*

focus groups to be a useful means of staying close to residents and their ever-changing attitudes and feelings. By providing information from well-defined target audiences, focus groups can aid your community in decision making and in the development of

community strategies.

Single day or night meetings. These meetings are held to discuss or learn about various types of community issues.

There may be presentations by experts or other types of workshop style

activities to gain opinions, reactions or consensus on topics of interest to the community. This type of meeting is generally open to the public and notices are distributed well in advance of the event to encourage participation.



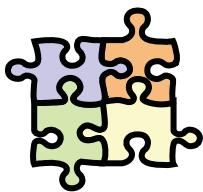
City of Allegan

Photo courtesy of Farr Associates

The meeting shown here is an example of a night meeting. Night meetings are usually held for 2-3 hours in a facility easily accessible by the general public. This type of meeting is an effective way to learn about various types of community issues.

PART 2

DRAFTING THE CODE



Step 6 Writing the FBC

INTRODUCTION

Now that you have completed the first five steps that *set the stage*, you are ready to begin writing the FBC. Step 6 explains the actual mechanics of writing the Code, including the basic components that should be included. In addition, we have included useful formatting tips, which are found in the Appendix section on pages 130-132.

In the basic components section, we have provided information on what approach to use and what to consider when selecting the Code type. We will explore the various building and street standards and subdivision and land uses. In addition, we have included optional code pieces as well, such as signage, lighting, waste & loading and mechanical equipment considerations. Each section gives you the information you need when making the necessary

decisions of writing a FBC.

GATHER DEVELOPED INFORMATION

First, you will want to gather all of the information you have developed so far during the completion of Steps 1-5. Now organize the maps with maps, the documents with documents, the analysis with analysis and so on. We also urge you to consult with your municipal attorney. Your attorney can guide you in determining the legal procedures specific to your community (*refer to the Appendix, page 112-114*).

FBC BASIC COMPONENTS

[Table of Contents](#). Write the Table of Contents first as your outline. This will help you to keep the FBC

A FBC WORKING OUTLINE MIGHT LOOK LIKE THIS...

1. Purpose and Applicability
2. Zones and Urban Standards
3. General Development Standards
4. Standards for Specific Land Uses
5. Optional Standards (*architectural*)
6. Resource Management
7. Planning Permit Procedures
8. Administration & Enforcement
9. Definitions

organized and creates good flow through the document.

[Introduction](#). The introduction should be written as a transition into the document. The FBC should include the purpose and intent. It is also important to explain how it is organized and how it is used.

[Regulating Plan](#). The Regulating Plan is a critical plan drawing that is tied to the Building Form and Public Space Standards. The Regulating Plan

should preferably be in color – not black-and-white. (*unless hatch marks are used to designate the categories, which can be confusing*). You may want to consider having the plan printed on 11”x17” paper, folded and bound within the FBC. Regardless of the size, it must be of a scale and design to be clearly read and understood.

Building Form Standards. The Building Form Standards involve regulating the building form and function on its parcel and on the block. It does not regulate where those blocks sit or their relationship to one another. Graphics and other illustrations are prominent in this section.

Building Form Standards must be also be tied to the Regulating Plan. This section includes elements such as placement, maximum and minimum lot widths, heights, parking, uses, building types, etc. (*see page 64*).

The Building Form Standards section is more understandable for developers, builders and other regular users of the

There are 5 basic components in a FBC

BASIC COMPONENTS

Regulating Plan (*map*) — a plan or map of the regulated area that defines the placement of buildings, streets and open spaces.

Building Form Standards — defines the height, bulk and function of buildings

Public Space Standards — defines the types of streets and open spaces (*e.g. sidewalks, travel lanes, squares, plazas, parks*)

Administration — clearly defines how the FBC is applied and provides a streamlined project review process

Definitions — ensures the precise use of technical terms

FBC than a conventional zoning code. A disclaimer should be included with illustrations if the graphic is used for illustrative purposes, and is not regulatory in nature.

Public Space Standards. The Public Space Standards cover thoroughfares (streets and roads) and civic spaces. The Standards should be tied to the Regulating Plan. Graphics are important to this section to illustrate various elements, such as bicycle lanes, curb type, parking lanes, landscape type, lighting, playground, park, rights-of-way widths, and so on (*see pages 77-81*). Again, be sure to use a disclaimer if the diagram is not regulatory.

FBC Administration. The FBC includes details about administrative procedures (*refer to Step 7*). The most critical component are the procedures that detail how individual development projects will be reviewed and approved.

The second most critical element is a description of the regulations and procedures that address non-

conformities. Nonconformities are types and features of development that were “legal” when they were built, but do not conform to some of the current regulations. In addition, it is important to include a process for review of variances.

Definitions. The definitions should include any terms that a lay-person would not understand. When editing the FBC through review and comment, it is good to have someone review the document that is not familiar with development regulations. Taking this extra precaution helps to ensure that all of the terms are understandable for everyone. This is a good practice for any document’s overall clarity and readability, not just for definitions.

ORGANIZING YOUR FBC

ORGANIZE WITHIN THE MUNICIPAL CODE STRUCTURE

Freestanding vs. Housed in Existing Code. There are two ways to approach writing your FBC. One way is called

freestanding. A freestanding FBC contains all the standards and procedures within one document. It means that you would replace your existing zoning ordinance with the FBC. Sometimes “throwing the baby out with the wash” is difficult for a community to understand, as it brings in new standards that may not be readily understood by the public or staff. If your community should decide to follow this type of FBC process, it is advisable to select a pilot location in your community to test how the FBC functions.

Another approach is to have it housed in the existing zoning ordinance with adjustments made to the subdivision and site plan process. Writing the FBC in this way combines zoning, urban design, public works and safety standards with the subdivision review process.

Template vs. Homegrown. It is OK to write a FBC from scratch and give it the title of a homegrown FBC. Should you decide to follow this course of

Deciding what approach to take

action, be sure that your attorney takes part in the process.

Generally though, no one starts from scratch when writing a FBC. It is absolutely OK to use a template from another community—at least to some degree or another.

The following are some examples of FBCs that can be downloaded for FREE.

✓ **SmartCode Manual.** A national template that can be modified (*calibrated*) to meet the specific needs of your community.

www.smartcodecentral.com

✓ **FBC Station Area.** A recognized form-based code for the City of Farmers Branch, Texas. It is available on the Form Base Code Institute’s website.

www.formbasedcodes.org/downloads/FarmersBranchTX_FBC.pdf

- ✓ **City of Ventura, California.** A FBC specific to downtown.
www.ci.ventura.ca.us/depts/comm_dev/downtownplan/index.asp
- ✓ **City of Birmingham.** The Triangle District FBC was adopted in 2008.
www.ci.birmingham.mi.us/index.aspx?page=1208



This is the Regulating Plan for the City of Birmingham's Triangle District FBC

FIGURE 2.

These are great plans to use, but keep in mind that although using model codes can be a good reference for organization and format, a FBC needs to be tailored to the specific design character, aspirations and market realities of your community or district.

The Birmingham Example. The City of Birmingham is home to Michigan's first adopted FBC. See the Appendix beginning on page 133 for a summary of the city's successful outcomes.

DETERMINE THE RIGHT CODE

Determining the appropriate type of code for your community is a primary step in developing a FBC and should result from a discussion with your staff, the steering committee, and your consultant.

It is not necessary to determine the code type prior to requesting qualifications or proposals from consultants (*should you decide to hire a consultant*), but staff and the steering committee should have an

There are 3 types of FBCs

- ✓ **Mandatory**
- ✓ **Parallel**
- ✓ **Floating Zone**

understanding of the available options in order to assist the consultant team and in educating the public. There are 3 types of FBCs—Mandatory, Parallel and Floating Zone.

Mandatory FBC. A mandatory FBC can entirely replace either the zoning ordinance or the Master Plan, or both. Or the FBC can merely apply to a specified district (*sub-area*). In the majority of cases, however, a Mandatory FBC does not replace the Master Plan.

If you intend to institute a mandatory FBC, you will most likely need to update or substantially amend your Master Plan to reflect your

community's vision (*see Step 5*).

Generally, a sub-area plan is first adopted as part of the Master Plan visioning process, then a FBC is based on the sub-area. In this instance a FBC, adopted as part of the zoning ordinance, does not replace the Master Plan or the existing zoning ordinance. You simply have a mandatory FBC district housed within your existing zoning ordinance.

However, if your FBC is intended to replace the existing zoning ordinance, then you will need to evaluate population, market and environmental data, as well as your existing and proposed facilities in order to identify and justify the appropriate locations for future development.

After updating or amending your Master Plan, you can write the FBC in a consistent manner. This is legally sound because you will have based your FBC on “*a plan*”, as required by Section 125.3203(1) of the Michigan Zoning Enabling act of 2006. And, you

will not have determined the locations of allowable development in an arbitrary manner.

[Parallel FBC](#). The Parallel (*optional*) FBC is created as a standalone code—it exists with the existing standards but does not replace them. Parallel FBCs can be adopted as an overlay, and property owners would have a choice of which standards to use when developing their property.

Rendering the Parallel FBC legally defensible, however, might involve a little twist. Given the complexity of planning and zoning administration, this approach should be considered very carefully. The challenges of administering a single zoning code are significant, and the potential for two codes to create confusion could result in applicants attempting to pick and choose only those most beneficial to their own interests—unless the terms under which each code applies is written in absolutely clear language (*refer to the Appendix page 114*).

The term “hybrid” is a misnomer—there is no such type of FBC

[Floating Zone FBC](#). A Floating Zone FBC typically does not include a regulating plan and is not yet applied to any areas on the zoning map (*which is why it is called a “floating” zone*).

A property owner or a developer who wishes to create a walkable, mixed-use area, and it is not permissible under the current zoning ordinance, prepares a FBC (*including a Regulating Plan*) and submits it to the community for approval. If approved, the property is rezoned to the FBC designation.

Floating Zone FBCs are not actually a type of FBC, but are a technique used successfully under conventional zoning codes by developers wanting to create walkable, mixed-use communities.

[Hybrid Codes](#). Your community may have heard of or you are using the term “hybrid”. This term has

**FBCs can be organized by one
or more methods:**

- ✓ **Transect/Zone-Based**
- ✓ **Building Type-Based**
- ✓ **Frontage-Based**

sometimes been
used when a
community has
adopted a FBC

district, such as a downtown district FBC, and
conventional zoning regulates the rest of the
community. Others have used the term when
elements of FBCs are included with the text in
their code regulations. This term is a misnomer, as
there is no such type of FBC. We recommend that
this term not be used in your community, as it is
confusing terminology.

DETERMINE THE RIGHT ORGANIZING METHOD

Introduction. After deciding how your FBC
should be organized within the municipal code
structure—Mandatory or Parallel or Floating Zone
(*see summary table on page 57*)—now you are ready
to choose the right organizing method. A FBC can
be organized in one or more of the following
methods: Transect/Zone-based, Building Type-
based or Frontage-based.

Each code method provides regulations to achieve
the desired urban form, but each has a specific,
unique focus. The appearance and extent of the

**DETERMINING THE
RIGHT FBC ORGANIZING METHOD**

Consider the following questions when selecting
the FBC organizing method that is best
suited for your community

- ✓ Where will the new standards be applied? Will the new
standards cover a specific neighborhood or corridor or the
entire city or township?
- ✓ What are the underlining goals of the code? What is the
impetus for the creation of the FBC—preservation of existing
character or coding for a new character? Do different areas
or neighborhoods have different priorities or goals?
- ✓ How will the code be administered? What administrative
processes or project review criteria will be established?
- ✓ Are there community issues that need to be handled beyond
how a building relates to the public space of the street? For
example, are there issues of nonconformance under the
provisions of the existing conventional code that need to be
rectified?

SUMMARY OF METHODS FOR ORGANIZING YOUR FBC

	Description	Focus of Regulations	Application	Additional Notes
Transect/ Zone- Based Code	Uses the Transect as the underlying organizational principle. Transect Zones (<i>T Zones</i>) are applied as zoning districts onto each lot and the SmartCode forms the basis of the regulations. Modifications are required to calibrate (or modify) the standards to a specific community. <i>Note: Here we refer to the SmartCode as our example model code, but it is not the only example of a Transect-Based Code.</i>	Regulations cover the development of the street-facing facades or building frontages (<i>building placement, height, entrance location, etc</i>) as well as aspects of the parcel itself (<i>accessory buildings, courtyards, etc</i>).	Can be applied to both large (<i>city-wide</i>) and small (<i>neighborhood scale</i>) areas and developed infill and greenfield development. It is particularly useful for large areas, such as city or township-wide codes, where there is a range of development intensities or unique development patterns.	May be used in conjunction with other FBC types. When combined, the Transect serves as a useful tool to analyze the area on which the code will be applied. While the Code is based on building types, streets, or frontage requirements, the Transect is utilized as a primary step in creating the regulating plan as an analysis tool to determine areas of different development intensities, existing or envisioned.
Building Type- Based Code	Uses building types to organize the zoning districts and standards. The zoning districts are mapped onto each lot, permitted one or more building type on each lot.	Regulations cover the development of the street-facing facades or building frontages (<i>building placement, height, entrance location, etc.</i>) as well as aspects of the parcel itself (<i>accessory buildings, courtyards, etc.</i>).	Can be applied to both large (<i>city-wide</i>) and small (<i>neighborhood scale</i>) areas and developed infill and greenfield development. It is particularly useful if the Code's goal is preserving existing character or physical development patterns, implementing the specific vision for community character, or coding for sustainability.	May be used in conjunction with the Transect-based Code and typically also includes street types or street design parameters.
Frontage- Based Code	Uses color-codes on streets, rather than on the lot designations, to apply the regulations on adjacent lots. It regulates basic building parameters (<i>building placement, height, etc.</i>) and provides detailed regulations on the building's frontage.	Regulations also cover the items listed in the two squares directly above: lot coverage, accessory buildings, etc.	Most often applied in smaller areas (<i>corridor- or neighborhood-scale</i>). It can be utilized with both an existing street system or greenfield development. It is also particularly useful in coding areas with through-lots allowing for control of each individual frontage rather than regulating the lot as a whole.	Using the streets to define the applicable standards allows for flexibility on corner lots and where two street types meet to stretch one set of building regulations in one direction or another to suit a development pattern or specific project. May be used in conjunction with the Transect-based Code.

Note: DPZ are authors of the SmartCode and the Transect

WHAT IS THE SMARTCODE?

The SmartCode is a model code. As such, the SmartCode's standards require calibration (*or modification*) to ensure that they accurately reflect the needs of your community.

Standards included in the SmartCode may be changed to fit ground conditions or may be excluded and new standards added. The SmartCode includes regulations that focus on both a building's street facing façades or frontages, but also aspects of building and lot development that are not visible from the street, such as locating accessory structures.

With the SmartCode, the defining relationship between the building and the street remains critical, but other elements of lot development are also regulated.

www.smartcodecentral.com

The SmartCode was developed by Duany Plater-Zyberk & Company (DPZ)

form standards within each code differ, as does the regulating plan.

In a FBC, the regulating plan illustrates how the zoning standards apply throughout a neighborhood or city. The primary difference is that the zoning map's sole focus is on designating a parcel's land use, while regulating plans detail the physical development parameters, such as building form and street design.

Determining the appropriate organizing method is a primary step in developing a FBC. Your Steering Committee should discuss the various options and get input from staff and/or a consultant if available. It is important that the steering committee have an understanding of all of the options in order to educate the public.

On the previous page is a summary table of each organizing method. Your

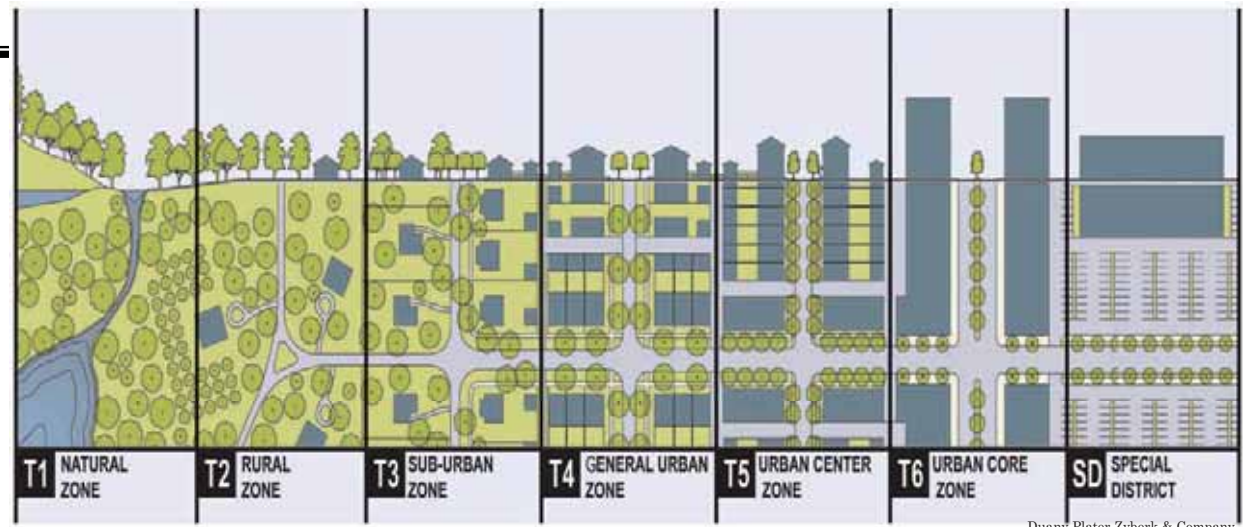
community will want to select the method that best suits your needs.

[Transect/Zone-Based Code](#). A Transect/Zone-based code utilizes the Transect by Duany Plater-Zyberk & Company (DPZ), as the basis for a FBC, although it is not only limited to the SmartCode. The Rural-to-Urban Transect is a context-based method of analyzing existing places and future development within a neighborhood, community, or region. It uses Transect Zones or context zones to describe places from rural to urban, with each zone indicating allowable frontages, building dispositions, types of thoroughfares, open spaces and uses.

In a Transect/Zone-based code, the Transect Zones serve as the zoning districts. Each is mapped on the regulating plan from the corresponding parcels of land. When applied to a specific place, the Transect will likely require calibration (*modification*) to include subcategories within or to exclude a Transect Zone to ensure it

FIGURE 3.

This is the classic transect diagram with six normative Transect Zones (T-zones) used for the development coding of urban areas as well as natural lands. It is intended to be as general as possible in order to serve model codes like the SmartCode.



accurately describes the community or location.

A Transect/Zone-based code may be paired with one of the other organizing code methods. This can be done in two ways. First, the Transect Zones may serve as the district, and the FBC standards are based on the building, street or frontage.

The second approach utilizes the Transect as an analysis tool to determine existing and/or appropriate development intensities within an area. This effective tool informs the creation of a context-based regulating plan and mapping of development types, whether by building, street or

frontage requirements. Combining the Transect/Zone-based code with the other code types is effective for both large and small areas and developed infill and greenfield sites.

Building Type-Based Code. A Building type-based code is organized around building types. Similar to the regulating plan of the Transect/Zone-based type, each parcel is color coded with a district designation. Each district permits the development of an array of allowable building types.

Also like the Transect/Zone-based method, a building type-based code is grounded in the context of a location.

A Building Type Based-Code is organized around building types and the relationship between the building and public space

The building types are mapped on the regulating plan based on the intensity and character of the existing or envisioned development.

In each district, the standards in a

building type-based code include parameters for the development of the building's street facing facades or frontages, as well as for the

development of the rest of the lot. The relationship between the building and the public space of the street is a primary focus, but it also

Example of Transect/Zone-Based Regulating Plan



FIGURE 4.

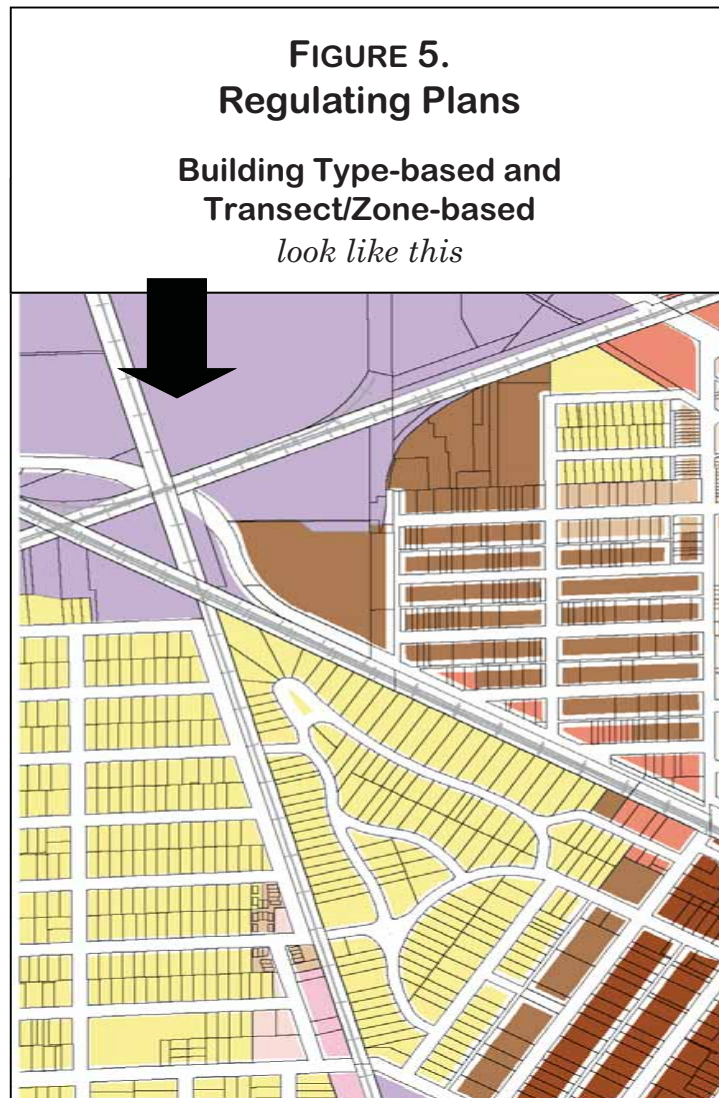
Montgomery Downtown Plan. The SmartCode was adopted in 2007 as the municipal zoning code for the heart of historic Montgomery, Alabama. The year before, it had been adopted as an option for developers with certain minimum acreage in other parts of the city, after having been calibrated for a greenfield town called Hampstead in 2005. Although Montgomery is a state capital, its densest urbanism is coded only as T5. This reflects the generally low-rise character of the downtown, and allows for possible future succession to T6.

A frontage-based code focuses on the public spaces of the street and how the buildings define that space

includes parameters for lot development beyond the building facades.

Building type-based codes may be applied to both large areas, such as an entire city or township, or at a smaller neighborhood-scale level. It is applicable to developed infill or greenfield development.

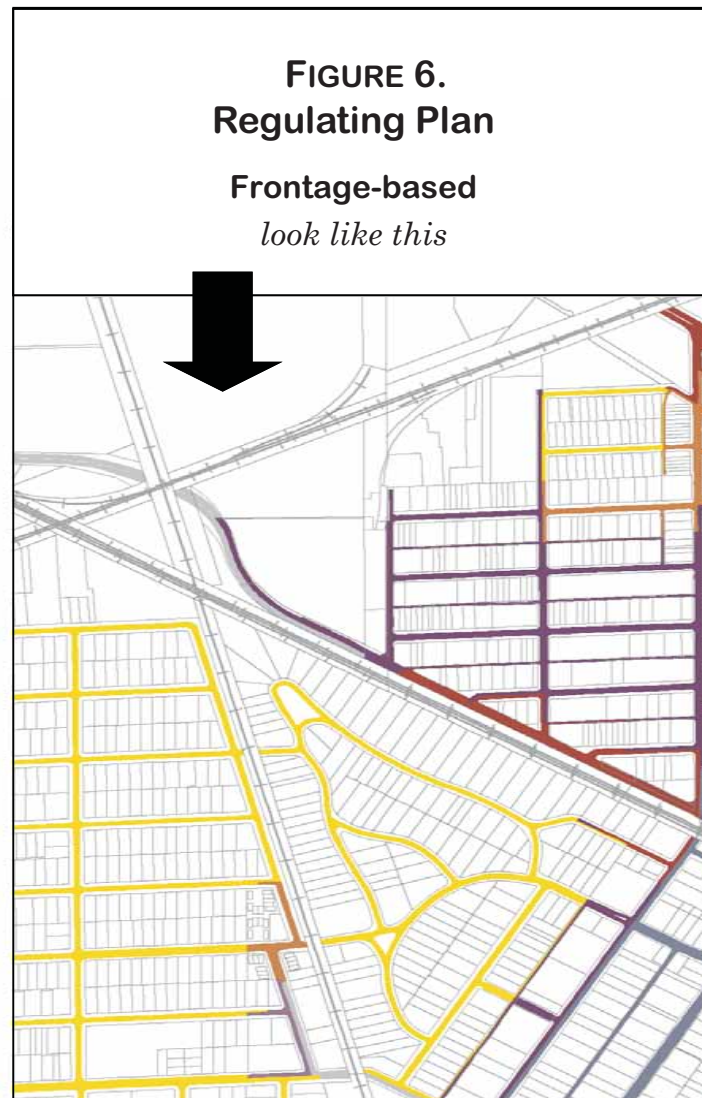
Frontage-Based Code. A frontage-based code's core focus is on the public spaces of the street and how the adjacent buildings define that space. The associated regulating plan uses



the street network to designate the development parameters of the corresponding adjacent lots, rather than assigning districts to each lot. Each

street is color-coded to detail the development requirements.

The frontage-based code regulates both the basic building parameters,



including such requirements as building height, placement in relationship to the front and corner property lines, building width and

The Transect / Zone and Building Type-based codes designate the applicable regulations by color-coding each parcel. Frontage-based codes apply regulations by either the street type or by color coding the corresponding thoroughfares.

façade development, such as entrance location and quantity of windows on street facing building façade (*also know as fenestration or façade transparency*) and. provides broad parameters for use.

The regulations focus on the building frontages or street facing building façade — it is less detailed with, regulations pertaining to lot development beyond the frontage.

This type of code is often applied in smaller areas (neighborhood-scale), but is often applied in larger contexts as well—the difference is opportunity, not ability. It can also be used for either an existing street network or greenfield sites.

CREATE THE REGULATING PLAN

Creating the zoning map or regulating plan can be a complicated and possibly a controversial step in the zoning rewrite process. The plan must be based on community vision, like all zoning standards, but must also be

grounded in short term realities.

Nonconformities. There are several issues to consider when creating the plan. The first issue is nonconformities. A regulating plan can both alleviate existing nonconformities and create new ones. In particular, FBCs frequently help to alleviate non-conforming uses but create non-conforming structures, especially if the code is being used to change the character of an area.

Alleviating nonconformance issues is a positive outcome in updating the zoning map or regulating plan and is typically not controversial. Difficulties may arise, however, when new nonconformities are created, even when based on your community's long term vision.

Down-zoning. A related issue involves the down-zoning or changing a parcel's zoning designation to allow for less intense or dense development. Changing a parcel's zoning designation can create results ranging from

Creating the regulating plan can be complicated and possibly controversial — consult your attorney

unhappy property owners to a lawsuit, if the property owner believes that they have lost all reasonable development options on their property.

These issues should be presented in a practical or pragmatic fashion during the planning and visioning process whenever possible. If the first time they are being addressed is while creating the Regulating Plan, the likelihood of conflict is more probable.

The loss of reasonable development options is often referred in the legal planning world as a “taking.” Down-zoning itself is not illegal, but it is not legal to remove all reasonable development options from a property.

Changing a parcel's zoning designation to a less intense

designation, may open your community up to the possibility of a lawsuit by property owners seeking a reversal of the new zoning designation or compensation for the perceived loss of economic opportunity on the site.

As a result of possible legal action, the creation of the regulating plan should always be done with the assistance of the city or a consulting attorney. Because of the legal ramifications previously mentioned and because of the existing economic climate within your community, it is possible that the regulating plan will

**The Regulating Plan
or zoning map must be
based on the
community's VISION**

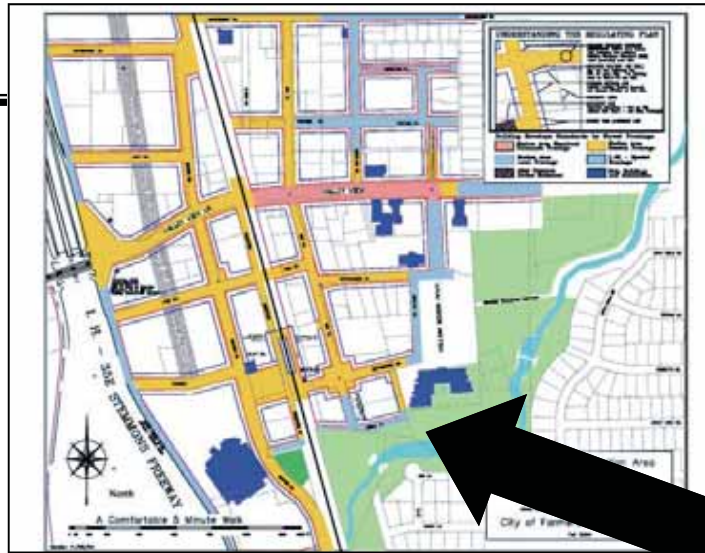
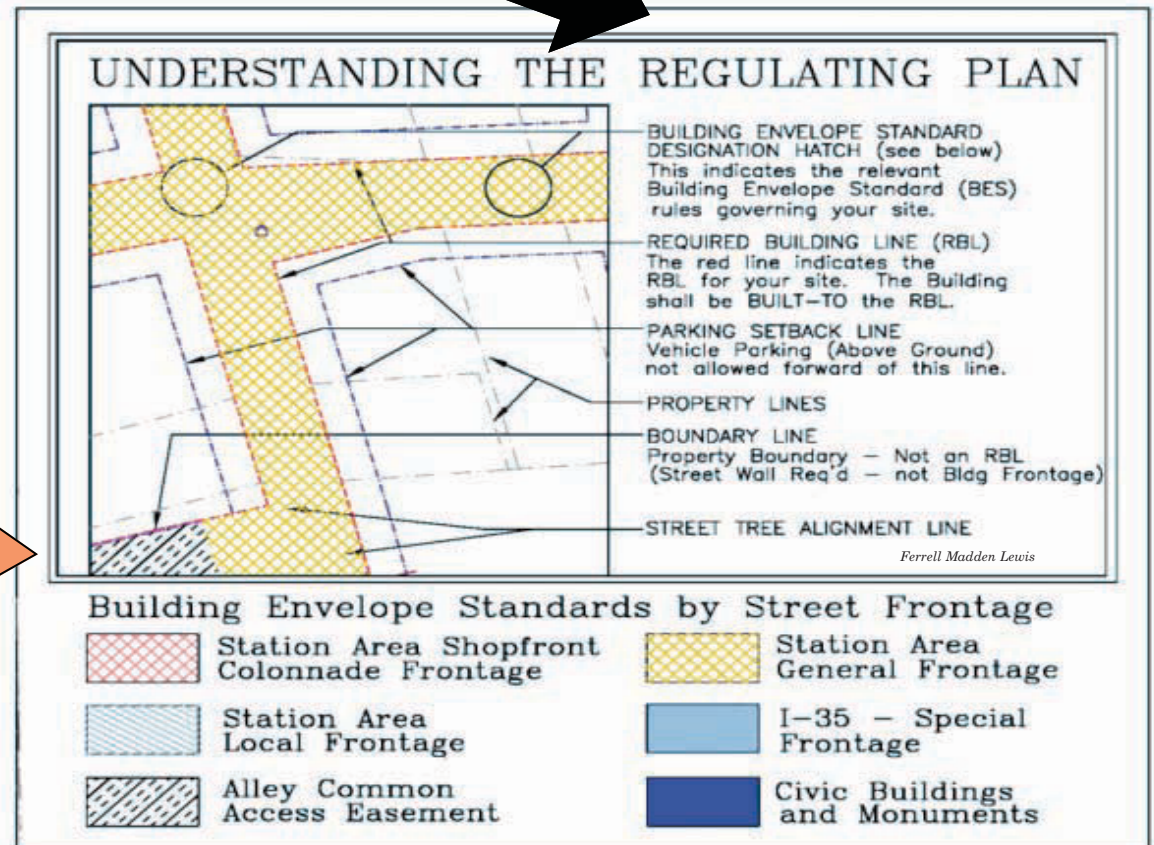


FIGURE 7.

This is an example of a Regulating Plan that you will create when developing your FBC. The Regulating Plan is the critical drawing (map) that ties together the Building Form and Public Space.



not exactly match the vision in your master plan.

To help avoid such inconsistencies, it is important to involve an attorney in the master planning process and to include all property owners in the process. It may also be useful to set short-term (*5 to 10 years*) and long-term (*10 years +*) goals during your visioning process.

[Regulating Plan Tips](#). In creating the regulating plan, the street and building types should be considered together, informing the placement of each other on the map. The street types may also be located on the regulating plan.

To assist developers of greenfield sites, the code should be clear as to which street types are appropriate for which building types or form standards. Additional guidance can also be given in the sections of the code focused on subdivisions (*if the code is a unified development ordinance - refer to page 86*).

It is important to understand your community's goals and vision before creating building form standards

BUILDING FORM STANDARDS

INTRODUCTION

Building Standards are the *heart* of the FBC. They can include the basics such as building placement, frontages, height, fenestration, roofs and entrances, and they can be more extensive and more detailed. It is important to understand that before developing the building standards for the FBC, your community must have reached consensus on a community vision and goals for how to attain that vision (*refer to Step 5*).

BUILDING PLACEMENT

The need to provide standards for building placement in relation to the street facing property lines is a

common thread throughout all four FBC types as it is the critical component in determining the relationship between the building and the street.

A FBC may also regulate building placement or location in relation to the side and rear property lines, locations for accessory structures (*such as detached garages or sheds*), and locations for off-street parking lots. There are three possible methods or tools used to define building placement on a lot in a FBC— build-to line, build-to zone, and setback.

If the goal is to preserve existing character of an area, the standards should be set based upon that existing pattern of development. This requires a detailed field survey and analysis intended to create the right set of requirements.

If, on the other hand, the vision developed out of the master planning process and community meetings call for something different, then the

standards need to be based on a desired development pattern. For example, you might choose to use another community as a basis for your decisions. The goals might also change from neighborhood to neighborhood.

Build-to Line. A build-to line establishes a fixed location for the placement of a building—the building’s façade (*exterior face of a building*) must be located on the build-to line, not in front or behind it. Its use provides certainty for residents and the developer as to how or where a building will be developed. This differs from a setback line, which only provides information on how close a building may be to a property line.

However, a build-to line lacks flexibility, without obtaining a zoning variance, and should be used thoughtfully. For example, a build-to line is appropriate in situations where the existing pattern of development is very clear, such as a mixed-use area or a downtown where all the buildings

are constructed to their property lines (*in this case, the build-to line could match the front and corner property lines*).

A build-to line can also be useful for greenfield sites when the exact location of a building is critical to defining the character of an area. In most situations, the build-to line is applied along the front and corner property lines and not to the side or rear property lines or to accessory buildings. It is the placement along the front and corner property lines that will most impact the appearance of a lot or block and the relationship between the building and the street.

Consequently, it is in these locations where such a high level of precision is most necessary. However, existing development patterns or unique situations within a community may dictate its use in other locations.

Build-to Zone. A build-to zone establishes an area or zone in which the building façade must be located.

Like the build-to line it provides more certainty of the building’s location than a setback line, though it does not provide the exact location for a building.

A build-to zone provides flexibility to a developer or property owner in that it gives a defined range of location options. However, the benefit of providing certainty of location and some flexibility is lost if the build-to zone is too large.

Like the build-to line, the build-to zone should be set after a detailed analysis of existing or desired development patterns.

Using a build-to zone is helpful when a block or area’s buildings are not all located exactly the same distance from the property lines, but within a narrow range of each other.

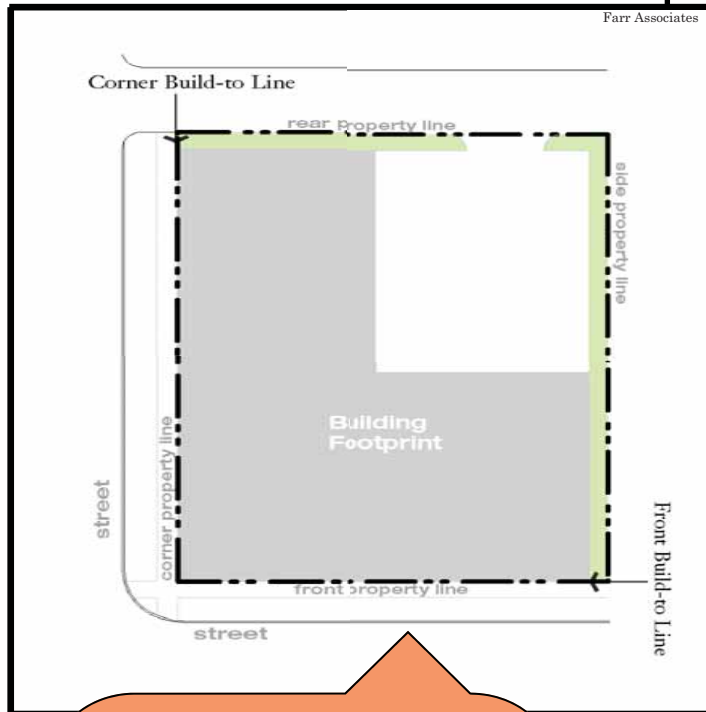
Applying the build-to zone can be used to minimize the creation of non-conformances or simply provide options in an area where multiple building forms are permitted.

FIGURE 9.

Farr Associates

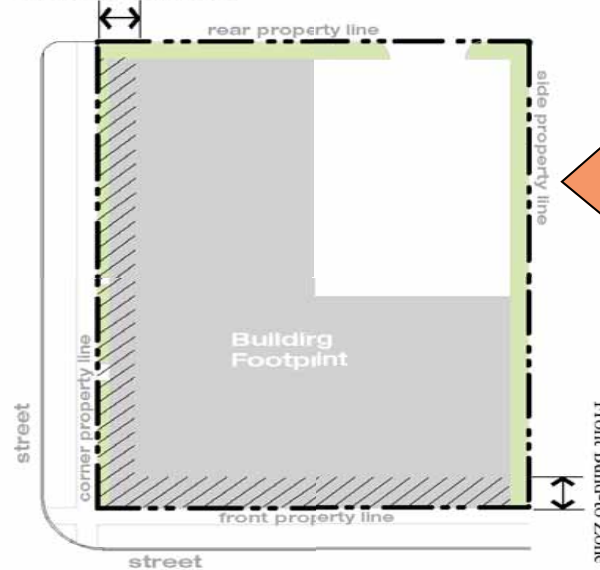
FIGURE 8.

Farr Associates



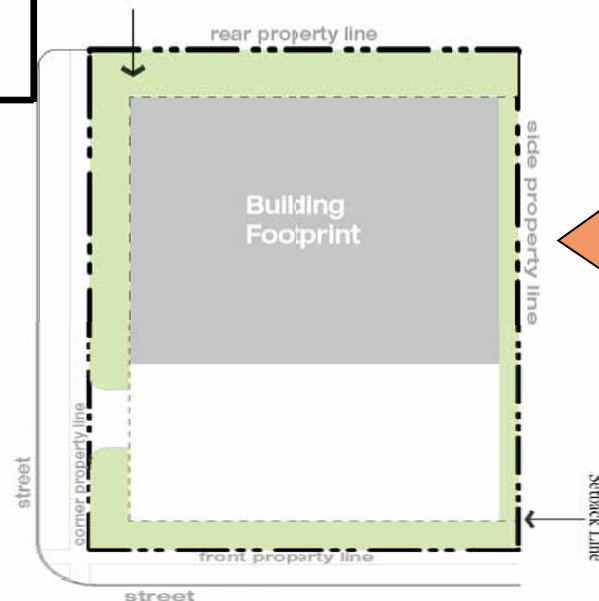
BUILD-TO LINE
A build-to line is the fixed location on which a building's façade must be located.

Corner Build-to Zone



BUILD-TO ZONE
A build-to zone provides a fixed area in which a building's façade must be located

Setback Line



SETBACK LINE
A setback line represents the closest a building's façade may be placed to a property line

FIGURE 10.

A build-to zone, for the same reasons as the build-to line, is most commonly used for the placement of the principal or primary building along the front and corner property lines.

Setback Line. A setback line is the tool used in a conventional code for placement of both the principal and accessory buildings along all property lines.

A setback line defines the closest a building's façade may be located to a property line, but it is silent on where the building should be located beyond that point.

Use of a setback line provides no certainty for the ultimate building's location, which can negatively impact a defined character or development pattern within a block or neighborhood.

It is very flexible in that a building maybe located anywhere behind the setback line, but as a result of its flexibility it does not necessarily foster the relationship between the building

A parking setback line can prevent vehicles from being visible from the street where a lot is interior to a building

and the street. That said there are appropriate applications for a setback line in a FBC.

A setback line is appropriate along the side and rear property lines for many building types and for locating accessory structures in side and rear yards. A possible exception for using a setback line along the front and corner property lines is in areas where strict FBC standards are not being applied, such as a rural, low density residential settings where the area's character is not as clearly defined with buildings as it is in urban areas.

Off-Street Parking Setbacks. Parking facilities can create holes or gaps in the development pattern of a block. This impacts not only the block's aesthetic appearance, but more

Importantly, pedestrian movements. Therefore, the location of off-street parking facilities is also regulated as part of the site's design parameters.

A parking setback line is a common tool. The line should be located to prevent parking, whether in an open-air surface lot or interior to a building, from being visible from the street.

To account for parking within a building, the setback line should be located to provide enough space that the front of the building may contain an active use or lobby space. This could also be handled in the building type or form standards by requiring permitted uses in the ground floor along the street facing façades.

Parking Lot Design. Many zoning ordinances set minimum parking requirements based on a belief that a developer typically does not provide enough parking. Many now believe too much parking can be even worse than not enough. The FBC process provides an opportunity to review current

parking requirements to see if, based on new research, the amount of parking required for various uses can be reduced or if a maximum parking ratio, should be considered..

Shared parking to optimize use of parking lots can be promoted and “banking” can be allowed where an area is reserved for parking and developed only if needed.

Parking lot design features should also ensure sensitivity to pedestrians, lighting and opportunities for low impact or “green” parking design such as landscaping and incorporation of more natural storm water design practices.

BUILDING STANDARDS

PLACEMENT & FORM

The building standards are the core of form-based codes and can be divided into two main groups—building placement and building form.

Building Placement. Building

placement regulates the location of the building, both principal and accessory, on the lot in relation to the street and property lines.

Building Form. Building form focuses on the building façades (*exterior face of a building*) facing the street, which are commonly referred to as the street facing façades, height and massing.

At a minimum, building form standards include façades, transparency, entrance location, and treatment of the ground story (*private frontage treatment or types*) and could also include regulations for roof types, materials, and other façades details.

The extent of the building standards included in your community's code will depend on the needs and vision of your community. Page 71 provides a description of some of the more common types of buildings.

BUILDING HEIGHT

Conventional codes typically handle

building height by stating a maximum height in feet. This is usually measured to the midpoint of the roof from the average finished grade around the structure. The primary problem with this method is the lack of a minimum height requirement. This oversight can allow for single story buildings to occur in areas desired for mixed-use development or in an area previously developed with multiple story buildings.

This method of regulating height may also negatively impact floor height and roof types by forcing developers to shorten floor heights to meet the maximum height given in feet. This can hurt retail spaces.

To better handle the regulation of height, FBCs provide a dual set of standards. First, they provide both a minimum and maximum building height. This is typically denoted in number of stories, rather than in feet. Second, FBCs regulate the minimum and maximum height of the ground

If only the characteristics of these
two buildings were combined on
one site...



BUILDING PLACEMENT AND FORM Comparison of two CVS stores

City of Northville (*left*)
Shelby Township (*right*)

Building Placement. Both sites do not represent the principles of good urban design. However, the Northville building (*left*) is up to the street, which recognizes the character of the street and the presence of on-street parking (*site also has side-yard parking*). The Shelby Township building (*right*) is located on a shopping center out-lot, set back from the street with front-yard parking. Shelby is a situation of where there is a busy street and no on-street parking. In these types of situations, developers must accommodate parking on-site. The rule-of-thumb for building placement is: (1) front on-street parking is best, (2) rear-yard parking is ideal, and (3) side-yard parking is acceptable.

Building Form. The standard CVS building is generally very rigid in how it is corporately designed. The Northville building is upgraded, but still looks like the standard CVS, while the Shelby building is perhaps the best example of one that would conform to building form standards that might be in your FBC (*the upper floor is false*).

MEASURING HEIGHT

FBCs provide a minimum and maximum building height — denoted in number of stories, rather than in feet.

FBCs also regulate the minimum and maximum height of the ground and/or upper floors within a building

and/or upper floors within a building.

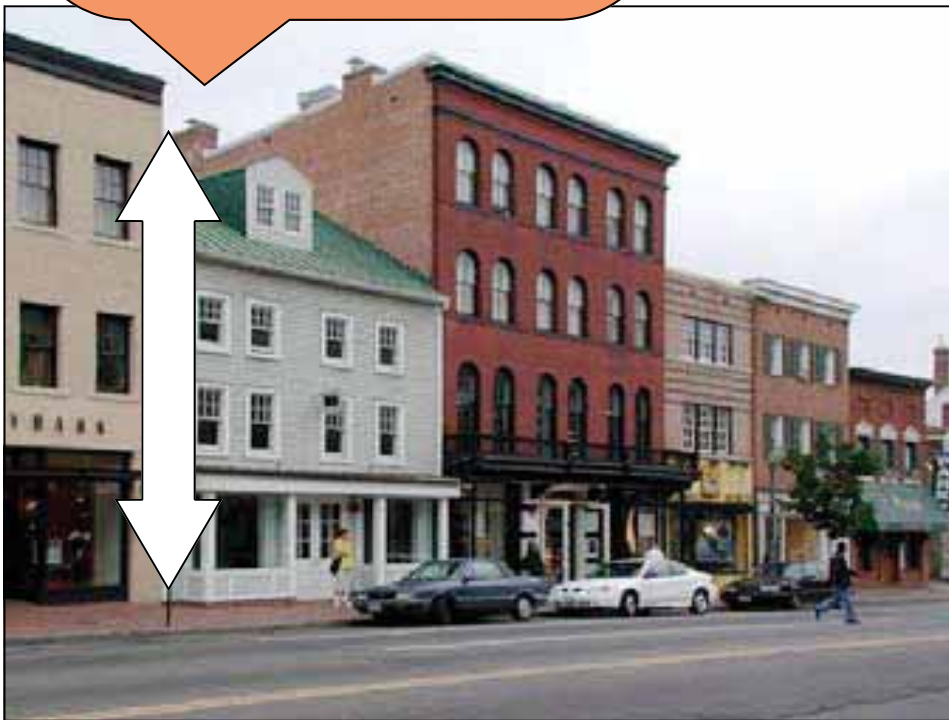
[Minimum and Maximum Building Heights.](#) Providing a range of permitted heights ensures that buildings are developed in character with the surrounding buildings or in line with the vision for the area. As with the other building standards in a FBC, the height ranges are set from information gathered in

the master planning process and in the public meetings associated with the zoning code update, including a visual preference survey (*refer to Step 5*).

[Building Height—Stories vs. Feet.](#)

FBCs typically regulate building height in stories (*or floors*) rather than in feet. It is a simplified method of measuring height and allows a developer more options in both roof type and floor height within the building. When regulated by feet, a developer may be forced to build lower floor heights or a flatter roof than is typical or desired within an area in order to meet the maximum height., unless a minimum floor height is also used.

[Floor Height.](#) Besides providing an overall minimum and maximum building height, FBCs also regulate the height of each floor. This is typically measured from floor to ceiling of each story and is stated as a range. Regulating floor height allows new structures to fit with an existing or historic character. Floor height standards also ensure appropriate space for ground floor retail uses.



COMMON TYPES OF BUILDINGS IN MICHIGAN

Single-family dwelling. While the style is decidedly residential, the uses may vary depending on the location. The dwelling size can vary and may need to be co-organized into size categories with different Building Types

Accessory unit. The accessory unit is noticeably smaller than the primary building and is located behind a larger single-family house. While style is decidedly residential, the uses may vary depending on the location.

Duplex, Triplex, & Fourplex. While style is residential, the uses may vary depending on the location.

Mansion Apartment. Large existing house that has been divided into apartments. For new construction, it's a building designed to appear similar to this vernacular. While style is residential, the uses may vary depending on the location.

Bungalow Court. One lot including several small houses (*similar or identical to one another*) and a common yard. While style is decidedly residential, the uses may or may not vary, depending on the location. Rare examples with 2 1/2 story identical houses can be found in Ann Arbor and Harbor Springs.

Townhouse (or Rowhouse). Multi-family residential buildings regulated by the Michigan Residential Code. These are side by side units where each unit is separated from all adjacent units by continuous walls and each unit begins below grade and continues all the way through to the roof.

Live-Work. Townhouse (or Rowhouse) with a ground floor commercial use, often includes a storefront or unique type of frontage. This ground-floor use designation also requires Live-Works to be designed and constructed per the Michigan Building Code (*not the Michigan Residential Code*).

Mixed-Use Building. While uses in all building types within a FBC remain flexible, the Mixed-Use Building Type represents the most typical downtown multi-story building. It is built to the sidewalk and fills the entire lot frontage, potentially resulting in a continuous building frontage along the sidewalk. The ground floor uses are typically retail and office, with office and/or residential above.

Apartment Building. Residential building with individual units as flats. Depending on the setback, can fit into districts with varying development intensities.

Workplace. A single use workplace building that houses light industrial, research and office kinds of uses. These buildings are important places within the urban fabric. When creating great places, the FBC should not relegate workplace uses solely to industrial parks.

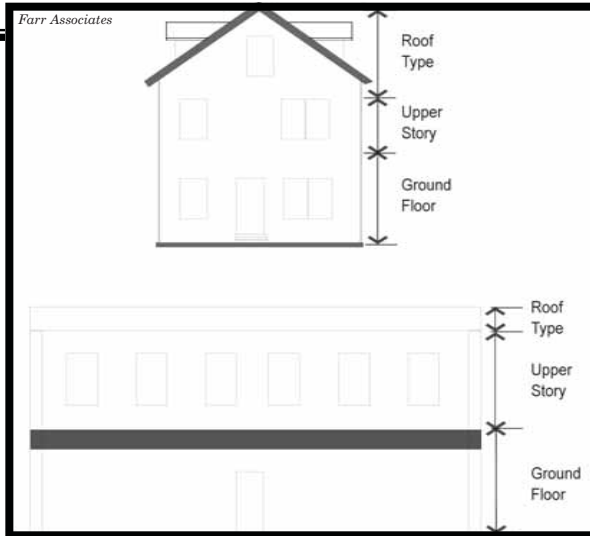
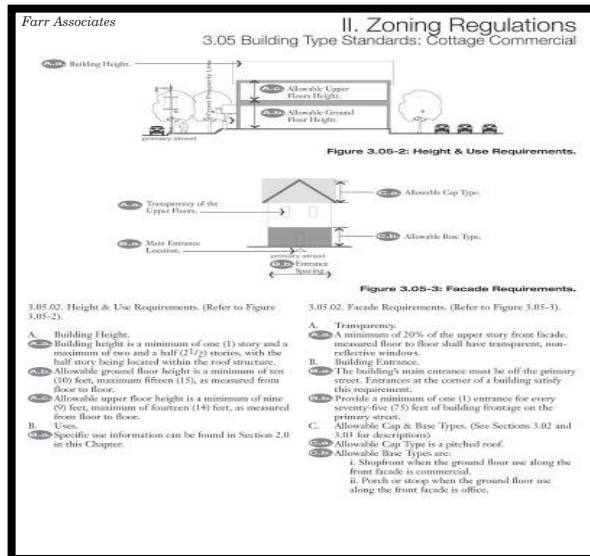


FIGURE 11.

These are examples of images that might be in a FBC demonstrating building height standards.



WINDOWS

The selection of appropriate windows are important in buildings of all sizes, from single-family homes, to large mixed-use to commercial buildings. Generally, building walls along retail frontages in the most vital Michigan towns and downtowns have no more than 50% transparency (*the glass portion of the window*) on the upper floors, and with no less than 70% on the ground floors. Refer to the graphic on the next page to see how this might look.

Long expanses of blank walls tend to be boring and unattractive for pedestrians. Windows attract people, which act as a marketing tool but also as a security system for businesses. Buildings without such relief and interest tend to create a "massive scale" feeling. Having ample windows facing the street creates visual interest for the pedestrian, and energizes the street by providing a view of the inside of the building.



Birmingham
Photo by Dan Burden

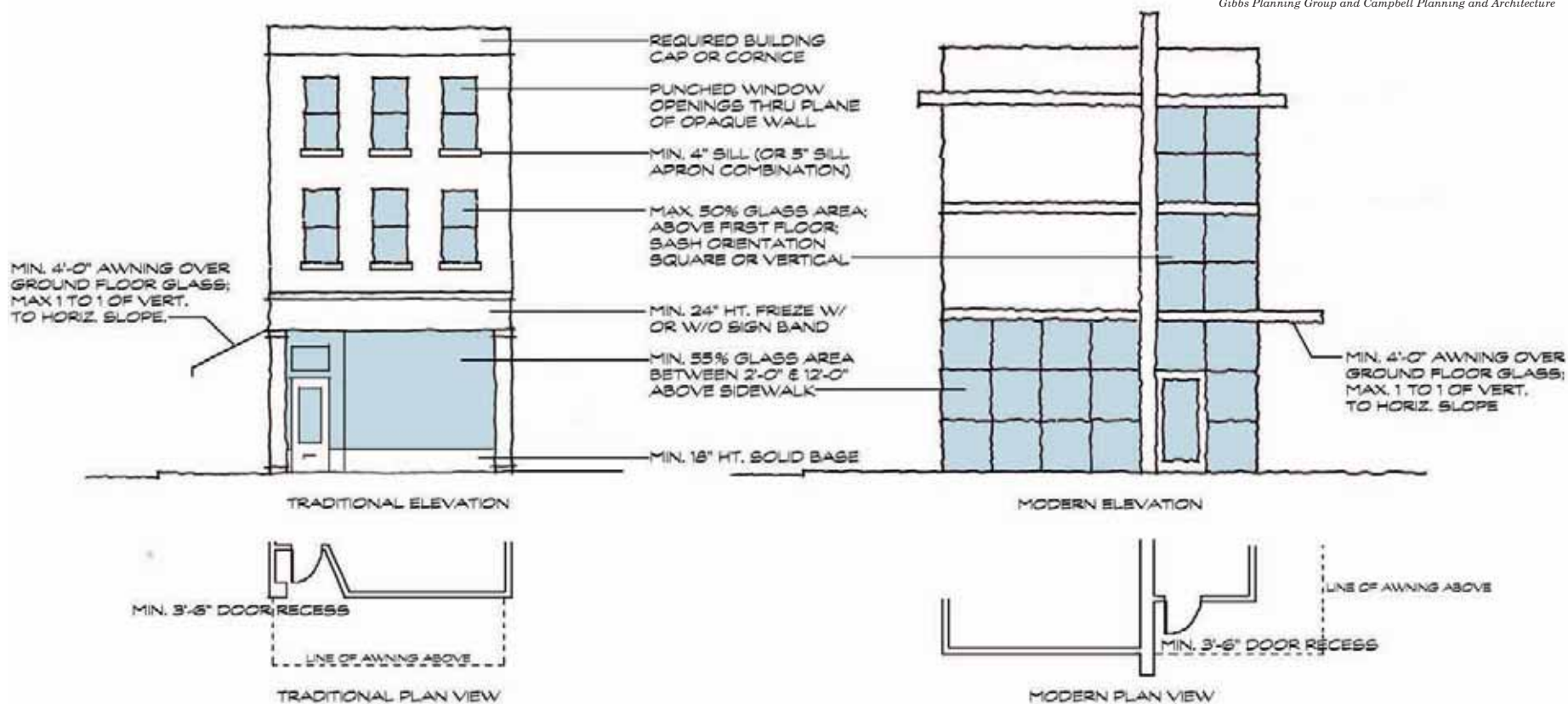
ENTRANCES & DOORS

Buildings should have an entrance on the front façade. In cases where a building has a long front façade, multiple entrances may be required. Rear or side entrances, or entrances oriented toward a parking lot, make travel highly inconvenient for pedestrians and transit users. Such a design also cuts the building off from street life.

In addition, a building with its main

COMMERCIAL / MIXED USE BUILDINGS

Gibbs Planning Group and Campbell Planning and Architecture



DOORS & WINDOWS

FIGURE 12.

This is an example of a graphic that you should create for your FBC showing standards for doors and windows.



Ferndale

Photo by Leslie E Kettren



Brighton

Photo by Dan Burden

entrance directed away from the primary sidewalk and street "turns its back" to the public realm, reduces urban vibrancy, and is harmful to promoting street life.

When a building is located at an intersection, the most convenient entrance is usually abutting the public sidewalk at the corner of the intersection. Often, the most convenient sidewalk is formally aligned diagonally and aligned straight with the entrance to minimize walking distance.

Pedestrian character is a primary focus of FBCs. Therefore, it is important that doors be recessed along retail frontages because doors that swing outward can obstruct walkers on sidewalks. In addition, retail doors should be at grade for handicap accessibility. This recess protects entrances and doorways from the elements and also protects their appearance, which affects retail viability (*see storefront frontage on page 76*).

Law enforcement agencies

increasingly see the merits of citizen policing, in which citizens are able to watch out for their collective security. Such "eyes on the street" are promoted when buildings, windows, entrances and porches are near the street and sidewalk.

ROOFS

There are an almost infinite variety of roof forms that are acceptable. But, unless you intend to include a detailed architectural code in your FBC, it is better to keep the options more

limited.

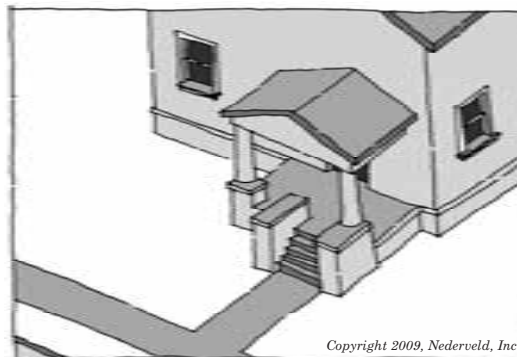
Roofs may be pitched or flat, and may or may not have overhangs. Many traditional and historic buildings have flat roofs, as is illustrated in the graphic on page 73. Many modern buildings have curved and sloped roofs. The standards for roofs in your FBC should reflect the history and character of your community.

PRIVATE FRONTAGES

A Private Frontage or ground floor façade treatment is the privately owned layer between the property line (*right-of-way line*) and the building façade, or building front face. As a component in your FBC, private frontages are probably one the most important component as they define the character of the walls for the public realm.

Porch Lawn. A porch lawn is a planted frontage where the façade is set back from the property line with an attached porch permitted to encroach.

FIGURE 13.



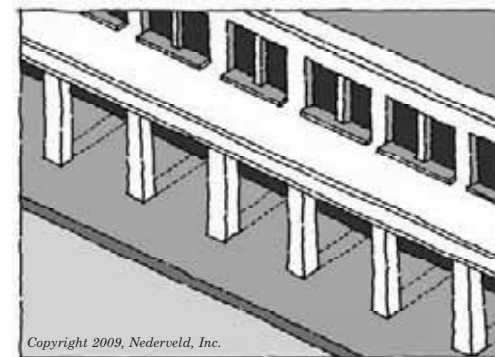
Porch Lawn

Porches should be wide enough so that people sitting on the front porch have room to move about.

Arcade. An arcade is located where the façade at the sidewalk level remains at or behind the building front face. Arcades provide a covered space where people can walk from store to store and be shielded from the hot sun or rainy and snowy weather, but is retail-unfriendly and can diminish life on the street. (*A storefront frontage may or may not exist behind or beneath an Arcade*).

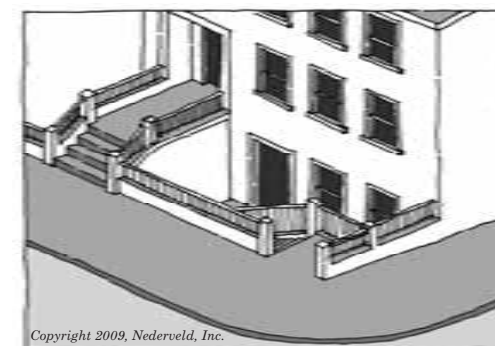
Terrace and Light Well. The terrace and light well frontage is created by an elevated terrace and a sunken light

FIGURE 14.



Arcade

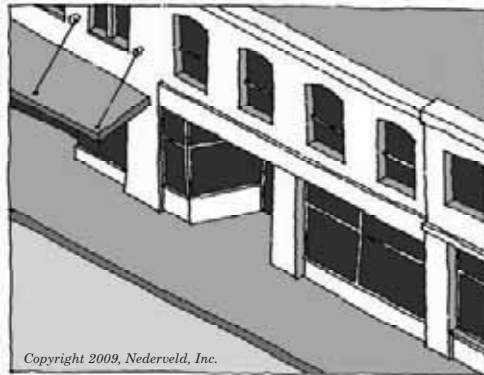
FIGURE 15.



Terrace and Light Well

well. This type of frontage separates a residential use from the sidewalk where various types of urban uses take place. If a building is no longer used for residential, the terrace is suitable for conversion to an outdoor café.

FIGURE 16.



Storefront

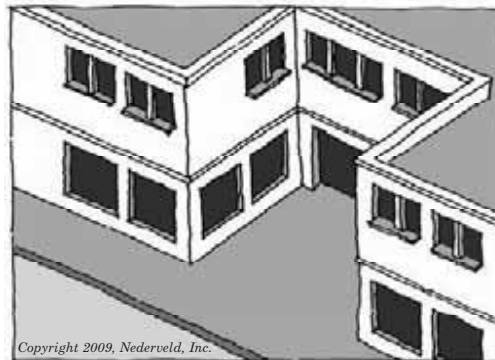
Storefront. A storefront frontage is where the façade is aligned close to the right-of-way line, with the building entrance at the same level as the sidewalk and the front door is recessed.

This frontage type is typical for retail use. Generally, the building has a minimum of 70% transparency at the sidewalk level and an awning that **MUST** overlap the sidewalk.

The storefront frontage can be located in more than one zone. Wherever a retail area or "downtown" kind of character exists or is desired, the building standards of the storefront frontage should be required as a special condition that is noted on the Regulating Plan.

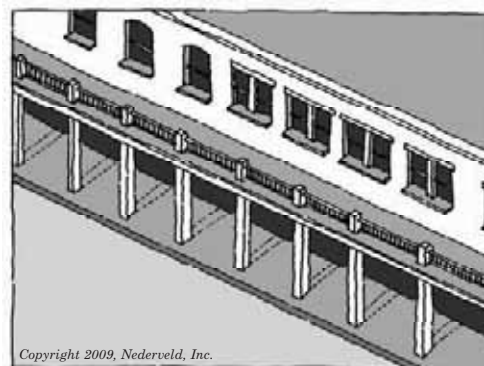
Forecourt. A forecourt frontage is described as when a portion of the façade is built close to the right-of-way line and the central portion of the building is set back.

FIGURE 17.



Forecourt

FIGURE 18.

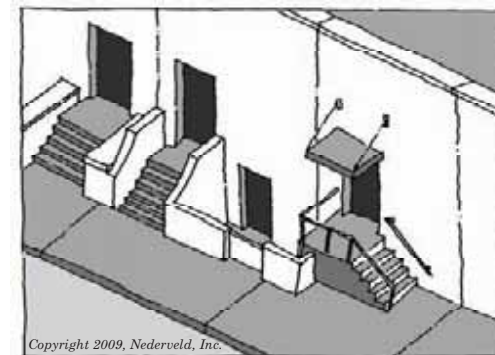


Balcony

Balcony. A balcony is similar to the arcade frontage, except the area above the colonnade is not enclosed. The balcony may project without columns below.

Stoop. A stoop frontage is where the façade is aligned close to the right-of-way line with the first story elevated from the sidewalk. It is important that the height of the stoop be sufficiently high enough to provide privacy for the windows on the first floor. The entrance is usually an exterior stair with a landing. This type of frontage is recommended for ground-floor residential uses.

FIGURE 19.



Stoop

PUBLIC SPACE STANDARDS

INTRODUCTION

The clear link between buildings and public spaces, such as streets, sets FBCs apart from conventional codes. To ensure that streets are developed or redeveloped at a scale appropriate to the adjacent development, FBCs typically also include street type regulations. This is regardless of the codes underlying organization type or whether it is a unified development ordinance (UDO). (refer to page 86 for more information on UDOS).

Conventional zoning regulates just the private lots or the private realm. FBCs also include public spaces, especially right-of-way elements, such as the street, sidewalks and streetscape amenities. A FBC integrates streets with development and rather than a one size fits all, street design can vary to fit the character or “context” of a district or corridor.

For example under a FBC, a street

through a compact downtown might include wider sidewalks or dedicated transit lanes and balance the needs for all modes (*autos, pedestrians, transit*) or even give priority to pedestrians. Along a different segment that same street may have bike lanes and a narrower sidewalk that places more emphasis on auto travel. Such an approach may require either amending a subdivision ordinance or engineering design standards for streets or merging the zoning, subdivision and street design standards into a UDO.

Street types should be developed in conjunction with the building types or form standards and with the assistance or coordination of an engineer or consultant.

COMPONENTS OF STREET STANDARDS

Each street type is illustrated with a dimensioned street section and/or plan



Example of a rowhouse in Grand Rapids with a stoop frontage



Example of a townhouse in Ann Arbor with a stoop frontage

Streets should be
built for all users —
not just for cars

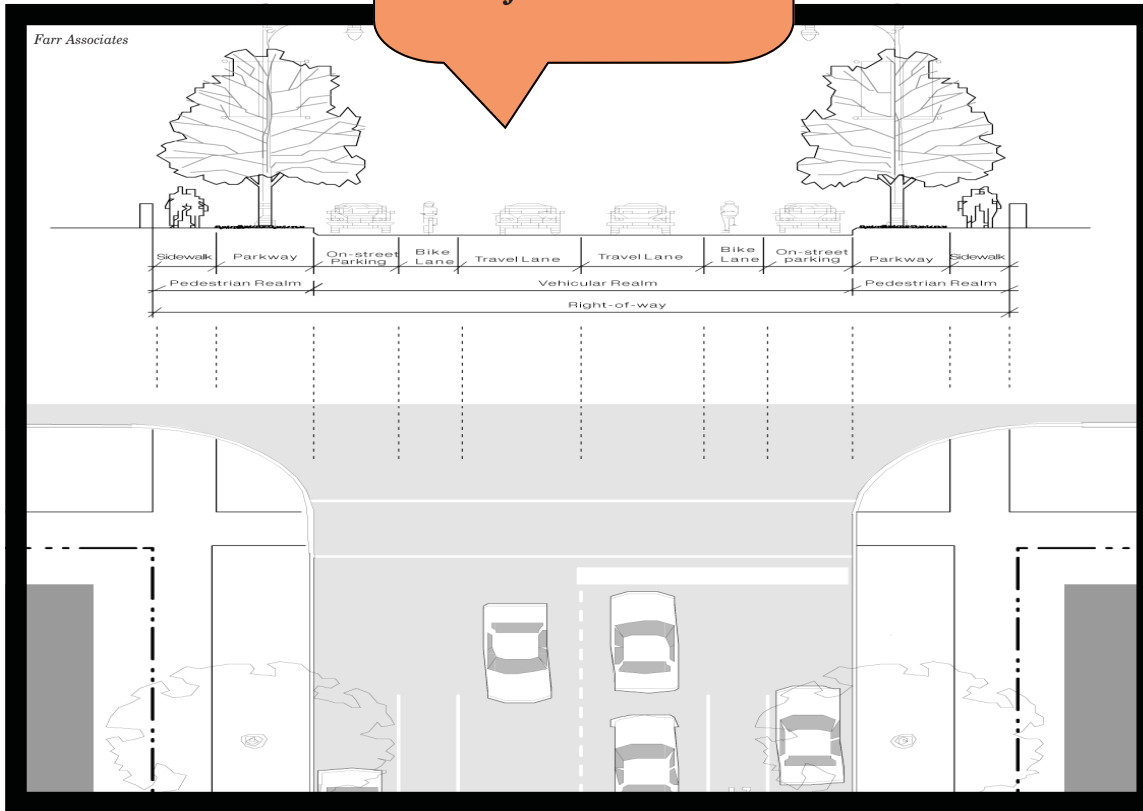


FIGURE 20.
PEDESTRIAN & VEHICULAR REALM

outlining the elements that comprise the street's right-of-way, similar to the building types or form standards. Also like the building standards, most street types will include options to help ensure it is designed appropriately

regardless of its application. A street's right-of-way can be divided into two realms: the pedestrian realm and the vehicular realm.

[Pedestrian Realm](#). The pedestrian realm typically encompasses the area

from the edge of the pavement or back of the street's curb to the property line of the adjacent lot.

Within this realm the sidewalk is located, along with street furniture, trees, planters, lights, and parking meters or pay stations. The inclusion and design of anyone of these elements will depend on the street type and adjacent development.

For example, street trees may be required for all street types, but depending on the street's application the trees may be located within a grassed parkway (*residential or large-scale, single use commercial*) or a paved area in a tree grate or planter (*mixed-use, downtown, or other walkable commercial areas*).

[Vehicular Realm](#). The vehicular realm typically is the area between the curbs or edges of pavement. It is comprised of the vehicular travel lanes, bicycle facilities, transit facilities, and on-street parking. Like the pedestrian realm, several elements

within each street type may include choices (*parallel or diagonal parking*) or ranges (*minimum and maximum travel lane width*).

CREATE STREET SECTIONS

Several resources have been published to assist you in creating a more walkable, bikeable, transit friendly street network. Reviewing these resources, such as *Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities*, a collaboration between ITE, FHA, EPA, and CNU, can be useful in drafting the code and educating both residents and staff.

There is only one source that is written specifically about Michigan. *Talking the Walk: Building Walkable Communities* by Leslie E. Kettren is a free download on the CNU website at www.cnu.org/node/2546. It is filled with photographs and graphics from around Michigan that describe how to build a more healthy, walkable and bikeable community.

**There is only one
transportation book
written specifically
about Michigan
*Talking the Walk:
Building Walkable
Communities***

FREE download
www.cnu.org/node/2546

The *SmartCode* by Duany Plater-Zyberk (DPZ) is another resource. It includes a set of thoroughfare assemblies or street types.

[Adjacent Development](#). One goal of a FBC is to ensure that buildings and streets develop at appropriate scales to one another.

A FBC takes into consideration that pedestrian-oriented, mixed use commercial development is most appropriately paired with a street that has on-street parking, curbs and wide sidewalks, rather than a street with multiple oversized vehicular travel lanes, swales and no sidewalk.

Once an appropriate street type is

selected for an area, its specific design is also impacted by the adjacent development. For example, sidewalk width and treatment with street furniture or plantings will vary based on the adjacent development, whether it is residential or commercial. The type of commercial, mixed use or single use commercial, will further inform which elements are included within the street.

[Infill and Greenfield Development](#).

Street types and standards can be mapped onto an existing street network (*infill*) or used for greenfield development. When mapped onto an existing street network, any changes to the existing street configuration would be tied to road reconstruction. On a greenfield site, a developer would be responsible for constructing roads to the standards of the FBC.

[Bicycle Routes](#). Street type standards should assist your community in achieving its planned bicycle network. This may include providing standards for a dedicated

bicycle lane or a shared bicycle and vehicular lane on the appropriate street types. These street types must then be permitted in locations matching the community's master plan or bicycle network plan.

****[Shifting auto trips to transit](#).** If one of the community goals is to shift automobile trips to transit, a FBC can be used to promote transit oriented development (TOD) especially within ¼ mile around transit stops or stations.

FBCs work well in creating urban environments with appropriate density, diversity of uses and pedestrian-oriented design, that make multi-modal transportation more practical.

FBCs can also be used to ensure that higher density development is properly integrated within the context of a neighborhood. This allows for integration of higher density development that could support transit.

TRANSIT ORIENTED DEVELOPMENT (TOD)

ACTIVITY NODES

FBCs can be designed to help focus development toward TOD types of activity nodes. This is accomplished by allowing taller buildings at specific locations, requiring buildings to be sited directly along the sidewalk on certain corridors and requiring building entrances along specified street frontages.

An activity node can be located near transit stops to result in TODs. These design dictating elements can make FBCs effective tools to create more sustainable zoning that supports efficient multi-modal transportation choices for communities.

In the Lansing area for example, communities along Michigan Avenue to the Grand River Avenue corridor, which connects the capital, Michigan State University, downtown East Lansing and the Meridian Mall, have worked to craft a draft TOD overlay as part of a corridor improvement study.

An underlying premise of FBCs is that the public realm (*i.e. the streetscape*) is shaped by buildings. Because building form and streetscape are interrelated, FBCs can include requirements for streetscape design, such as on-street parking, sidewalk

dimensions, street trees and street furniture.

FBCs strive to create livable streets that address all modes of travel. Streets need to be efficient for vehicular traffic and comfortable for pedestrians. Both form and function

Transportation Options

Below is an example of a graphic that might be included in a FBC to improve transportation options

**Transportation officials
have jurisdiction over
streets, so it is
important for them to
attend your FBC
meetings**

should be considered with streetscape elements to ensure that all modes are being considered, with safety as the priority.

[Impact of Streets on Regulating Plan.](#) In creating the regulating plan, the street and building types should be considered together, informing the placement of each other on the map. The street types may also be located on the regulating plan or in a separate exhibit.

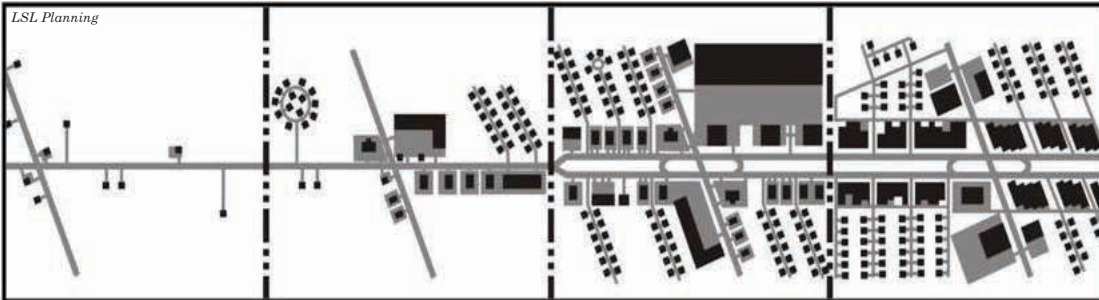
To assist developers of greenfield sites, the FBC should be clear as to which street types are appropriate for which building types or form standards. Additional guidance can

also be given in the sections of the code focused on subdivision (*if the code is a unified development ordinance, refer to page 86 for more information*).

[Jurisdiction.](#) It is important to understand which authorities have jurisdiction over the streets within

your community. To ensure future implementation, it is critical to work with these entities during the code's development. This requires inviting representatives from departments of transportation to public meetings and to meetings with consultants or staff.

Figure 21.



LSI Planning

	Rural	Suburban Fringe / Exurban	Suburban	Compact Urban
Land Use	Residential/agriculture, commercial nodes	Residential subdivisions, commercial strips	Residential/commercial, Redevelop w/ infill TOD	Residential/urban commercial mixed-use
Street	2 lanes, center turn lane select locations	2 or 3 to 5 lanes, center turn lane	5 or 6 to 8 lane blvd, some on-street pkg.	6 or 8 lane blvd with on-street parking**
Access	1-1/2 Mile signals, 455' drive spacing w/ service drives	455' drive spacing, retro-fit to eliminate some access near signals	Infill access, retro-fit and new cross-access, esp. signals & poor offsets	Retro-fit to reduce number drives, 1-sided signals
Non-Motorized	Pathways	Add sidewalks	Connect gaps, esp. near transit stops	Widen sidewalks, add pedestrian signals
Transit	Demand response	Park and ride	Enhanced transit, TOD redevelopment	Frequent bus, potential BRT/LRT

** versus an interconnected network of 2 lane streets

LAND USE

INTRODUCTION

Though not the primary focus, land uses are regulated in a FBC. Unlike a conventional code, uses play a secondary role to building form, supporting the link or relationship between the building and the street.

As a result, uses are handled slightly different than in a conventional zoning code. Most obviously, the laundry list of land uses in a conventional code is replaced with a streamlined list of more general use categories.

The general use categories cover retail, service, civic or institutional, residential, manufacturing, and other general categories (*see sidebar on next page*). Each is described or defined and may include examples of the permitted uses. It is these categories that are listed in the use table and permitted in the various locations

USE CATEGORIES

A simplified list relies on the principle that most uses within a

category can be treated the same and have the same impact on surrounding properties and community character.

For example, a hardware, book, and apparel store are all retail uses that should be regulated the same in terms of permitted location, size, parking, etc. As such, they can be clustered into one category of uses that is handled the same and permitted in the same locations.

Creating the categories begins with grouping the like uses found or desired

Uses are regulated in a FBC, but use is not the primary focus

Land use plays a secondary role to building form

Conventional Zoning

Prioritizes **USE**
over form:

Form

Manage-
ment

Use

Form-Based Coding

Prioritizes **FORM**
over use:

Form

Manage-
ment

Use

COMMON USE CATEGORIES

Residential
Civic or Institutional
Retail
Service
Office
Industrial or Manufacturing
Open Space & Recreation
Agriculture

within your community. It may be helpful to then divide certain categories into smaller subsets, like dividing retail uses by size or scale for appropriate placement within a community. For example, retail can be divided into neighborhood-scale and large-scale categories.

In some instances a use may require additional regulation, making it

inappropriate to handle in the same manner as the other uses in its category. These can be called out separately from their category in both the descriptive area of the use section and in the use table.

[Interpretation of Uses.](#) Since every possible permitted use cannot be detailed, a clear description of each use category is important. This description, and any examples of permitted uses, will assist both a resident or potential business owner and the code administrator in determining if a particular use is allowed by the code.

If a use is not listed in the examples, but meets the description provided for the category, the administrator may interpret the use as appropriate or permitted. If the use is not included in the examples and does not meet with the parameters of the category, the administrator interprets it as not permitted.

Uses determined as not permitted

**Uses determined as not
permitted
are allowed through a
code amendment or
variance**

would only be allowed through a code amendment or variance (*if a use variance provision is included in the code*).

Organizing the use section in this manner will require occasional interpretations by the code administrator. Crafting clear use category descriptions and, when necessary, design standards will assist the code administrator in this responsibility.

It is also important to note that all administrative decisions, including use interpretations, are eligible for review through the zoning appeal process.

[Use Table and Designations.](#) The use table consists of the use categories and any uses being handled individually. In the table, uses are designated as permitted by-right, permitted with

FIGURE 22.

Example of a
Use Table

Uses		Districts		
		Commercial		
Retail	Neighborhood Retail	P	P	P
	General Retail		P	P
	Large Scale Retail			SU
	Outdoor Sales Lot			L
Services	Neighborhood Personal Services	P	P	P
	General Services		P	P
	Regional Services			P
	Child Care	P	P	P
	Vehicle Service			SU
Office	Neighborhood Office	PU	P	P
	General Office	P	P	P
P	Permitted By-Right			
PU	Permitted in Upper Stories Only			
L	Permitted with Design Specifications			
SU	Requires Special Use Permit			

specific standards or limitations, or permitted as a special use.

The designation of “prohibited” is typically not included. If a use is permitted with specific standards or limitations, it is permitted by-right provided that specific requirements are met. These can be as simple as permitting the use in upper stories only. Classifying uses this way can be helpful when creating an active mixed-use area by locating uses with less pedestrian traffic on upper stories, such as residential uses. Office uses are often handled in this manner as they attract less traffic than a retail or service use.

In the table, each use is given a specific designation for each location in which it may occur. It is important to note that a use might not be designated the same in every location. For example, an office use may be permitted only in upper stories of a building in a core mixed use area, such as a downtown, but may be permitted

by-right in other locations.

Words of Caution. Regulations in the FBC should be tailored to meet your community's needs and vision, and this applies to the use section. Despite the zoning code's goal of implementing the vision, it is equally important for a zoning code to realistically distribute uses.

Limiting office uses to upper stories, for example, may ensure ample available space for retail or service uses, which attract a higher level of regular traffic, and may support the active retail corridor or node desired. However, market demand may not justify this type of development, at least not in the short term.

You may want to consider available market information or conduct a market study to assist in appropriately locating uses. Otherwise, over-regulation may result in increased vacancy rates or even discouraging new development, rather than the type of development envisioned.

Word of Caution!

Over regulating uses can backfire, making a code complicated and ineffective

In determining if a use is permitted by right or with conditions, carefully consider the impact of that use. Many of the perceived negative impacts may be managed by the building type regulations or other standards in the code, such as landscape or lighting. Again, over-regulating uses can backfire, making a code complicated and ineffective.

SUBDIVISION REGULATIONS

INTRODUCTION

Conventional coding views the zoning and subdivision regulations as separate entities though in development practice they are closely

linked. The results of this separation are evident across the state and the country—pedestrian hostile subdivisions, oversized detention basins, and streets that are too wide and too automobile focused.

A FBC's inclusion of street types is one step in rectifying this situation, but revising the subdivision regulations in conjunction with a zoning code update is a more complete solution. This is particularly critical if your community has large undeveloped areas, where the placement of streets and blocks is critical in shaping the character of the new development.

Though less critical, revising the subdivision regulations can also be useful in built-out communities. There are two approaches to revising the subdivision regulations: (1) The regulations can be self-contained in their own document, or (2) they can be combined with the zoning regulations to create a unified development ordinance (*UDO*).

UNIFIED DEVELOPMENT ORDINANCE

A Unified Development Ordinance (UDO) combines both zoning and subdivision regulations into one document. When revising an entire FBC, if time and resources permit, creating a UDO is recommended.

First, a UDO is a streamlined document that contains all the necessary information a developer needs to plan and build in a community.

Second, revising the subdivision ordinance, particularly the block, lot and street requirements, allow for the creation of standards that are coordinated with the new building forms and can assist in creating appropriately scaled neighborhoods. In particular, changing lot standards also enables the use of historic small lots that have not been buildable for decades because they were too small — especially in older cities that used suburban subdivision standards across the entire community.

**Unified Development
Ordinance**
**Combines zoning and
subdivision regulations
into one document**

Finally, a UDO can facilitate the inclusion of sustainable development techniques tailored to the proposed building form standards.

Streamlined Administration.

Revising the subdivision regulations, whether they are combined with zoning or not, requires trained staff or the assistance of consultants and coordination with city, township, or county engineers.

A UDO can be a well-organized, easy to use document. Duplicated language and processes found in the separate documents can be removed. The administrative processes, both zoning and platting can be located together in one document, each well detailed with clear steps. This creates a process in which each party understands the expectations, requirements, and timelines, making plan review more straightforward.

BLOCKS, LOTS AND STREETS

Block, lot, and street requirements shape the physical appearance of a neighborhood and ultimately determine how it functions. Block size physically defines a neighborhood, including its walkability.

Short blocks with frequent street intersections allow for easy pedestrian and bicycle movements, as well as provide multiple travel route options.

Long blocks with few intersections impede pedestrian travel and limit the number of route options, regardless of travel mode.

To ensure the development of appropriate block sizes within the different neighborhoods of your community, a minimum and maximum block length and perimeter should be established. This size will differ based on the type of development that exists or is anticipated. For example, block size for rural neighborhoods will be larger than dense, walkable urban neighborhoods.

While permitted lot width is detailed with the building placement and form standards, lot configuration, as it relates to the block and adjacent streets, is typically discussed in subdivision regulations. Like block development, lot shape and configuration can also impact the character of an area. For example, the ability to create new through-lots or flag lots, which can create gaps in the development pattern of a block, as well as present building challenges, can be limited or prohibited.

Finally street configuration standards should be tied to both block standards and street types and can include everything from alley configurations within a block to the minimum number of intersections required in a new subdivision.

Again, these development elements physically shape a neighborhood's character prior to constructing any buildings. The coordination of blocks, lots and street requirements is a

missing piece in conventional zoning practice.

SUSTAINABLE DEVELOPMENT

SUBDIVISION REGS

Sustainable development can be achieved in a variety of ways. The compact, walkable neighborhoods developed through appropriate block, lot and street standards promote sustainable urbanism or development.

Subdivision regulations have the ability to impact other facets of development, such as storm water management, that can improve a community's sustainability.

To maximize the effectiveness of such standards, regulations should be created in conjunction with the block, building, and open space requirements. This would allow the code to provide multiple, innovative options for handling storm water at different scales on individual lots and blocks and for entire neighborhoods.



**LEED ND truly
compliments
FBCs**

****LEED**

LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN

The link between environmental protection, energy and land use has become more evident than ever, although many conventional planning and zoning tools struggle to contribute in a positive and meaningful way.

FBCs emphasize site design, density, and public spaces in a way that can enhance energy conservation and environmental protection by encouraging a more predictable outcome than conventional codes.

The United States Green Building Council (*USGBC*) has recognized the role of more efficient and innovative land use. In LEED 2009, the current state-of-the-art green building rating system for individual buildings, the

*** Contributed by Zachary Branigan, LEED AP, AICP and Josh Long, LEED AP*

USGBC offers 26 of the possible 100 base points in its system in the area of “Sustainable Sites (SS) credits.”

The base points include possible credit for technical achievements like storm water management and light pollution reduction. However, the majority of the SS credits are reserved for such measures as selecting a site in an urban area within a dense neighborhood, for achieving greater density on the development site itself, for walkable access to transit and retail on or near the site, and for accommodating bicyclists and pedestrians as well as automobiles.

To achieve these points, designers may often require flexibility beyond what conventional zoning requires. Density, in particular, can often be hampered by parking requirements and excessive setbacks or floor area ratio limitations, even in mature, developed communities. Going even further, the USGBC created and now offers a LEED rating system for

By de-emphasizing use, FBCs encourage the mix of land uses that LEED-ND rewards, which contribute to a sustainable community

neighborhoods, known as LEED-ND.

LEED-ND truly compliments FBCs. For instance, LEED-ND awards points for “Smart Location and Linkage (SLL)” measures and “Neighborhood Pattern and Design (NPD)”. In LEED-ND, SLL and NPD measures encourage transit connectivity on a neighborhood scale (*integration of transit-oriented elements into the overall design*) and the integration of mixed use and schools into neighborhoods.

FBCs provide an effective means for prescribing smaller or varied residential lot sizes, compact

mixed-use development, highly connected streets, and a vertical mix of uses that help to achieve many of the criteria within LEED and LEED-ND. By permitting, in some cases, increased density and mixed uses, FBCs can help move a neighborhood toward independence from automobiles, the creation of jobs in proximity to housing, and the integration of civic uses into a neighborhood’s fabric. All these benefits are rewarded in the LEED-ND rating system.

There are many ways in which FBCs move a neighborhood in the direction of being a LEED-ND certified neighborhood. By prescribing physical design elements like narrow streets and build-to lines, FBCs play a role in increasing or optimizing density, walkability and connectivity. Further, by de-emphasizing use, FBCs encourage the mix of land uses that are rewarded in LEED-ND, which contribute to a sustainable community.

PARKS & OPEN SPACES

Within the built environment, there is an appropriate size and character of open space that, with few exceptions, includes parks and civic spaces from the larger and more picturesque at the edges of towns and cities, toward the smaller and more formal spaces at their centers.

You will want to include in your FBC accommodations for open space in conjunction with civic purposes, commercial activities and recreation for both adults and children.

Park. Parks are a natural preserve available for unstructured recreation. A park may be independent of surrounding building frontages. Its landscape consists of paths and trails, meadows, water bodies, woodland and open shelters, all naturalistically disposed. Parks may be lineal, following the trajectories of natural corridors. The minimum size is 8 acres. Larger parks may be approved

as Special Districts in all zones.

Green. A green is an open space, available for unstructured recreation. A green may be spatially defined by landscaping rather than building

frontages. Its landscape shall consist of lawn and trees, naturalistically disposed. The minimum size is 1/2 acre and the maximum is 8 acres.

Square. A square is an open space available for unstructured recreation and civic purposes. A square is spatially defined by building frontages. Its landscape consists of paths, lawns and trees, formally disposed. Squares are located at the intersection of important thoroughfares. The minimum size is 1/2 acre and the maximum is 5 acres.

Plaza. A plaza is an open space available for civic purposes and



A plaza is an open space used for civic purposes and commercial activities, as seen here in a New Urbanism development called Cherry Hill. Photo courtesy of Robert Gibbs.

commercial activities. A plaza is spatially defined by building frontages. Its landscape consists primarily of pavement. Trees are optional. Plazas **should** be located in the intersection of important streets. The minimum size is 1/2 acre and the maximum is 2 acres.

Playground. A playground is an open space designed and equipped for the recreation of children. A playground **should** be fenced and might include

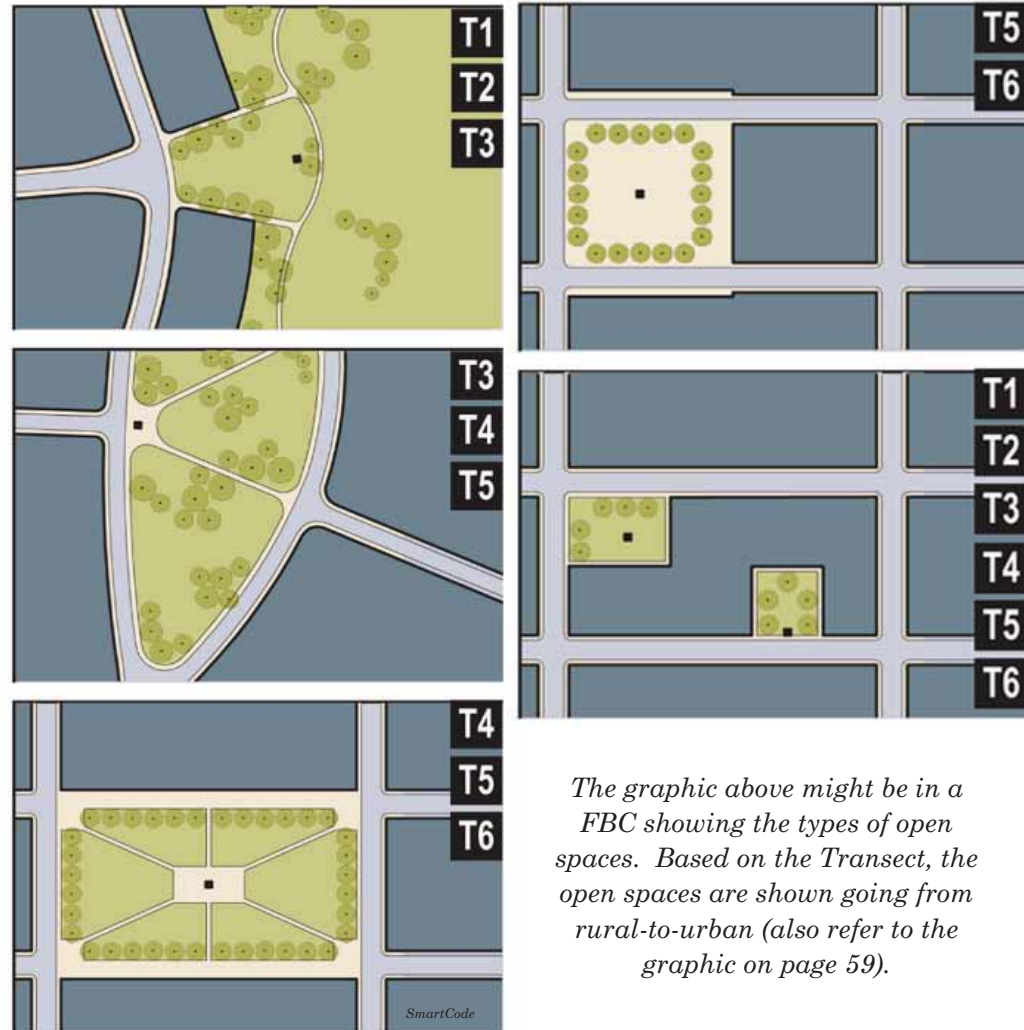


The above photos were taken in City Place Town Center in West Palm Beach. They show two types of plazas that might be found in the T4, T5 and T6 Transect Zones. Photos courtesy of Robert Gibbs.

an open shelter. Playgrounds should be interspersed within residential areas and may be placed within a block. Playgrounds may be included within parks and greens. There is no minimum or maximum size.

FIGURE 23. TRANSECT PRINCIPLES FOR OPEN SPACE

T1 — Natural Zone T4 — General Urban Zone
T2 — Rural Zone T5 — Urban Center Zone
T3 — Suburban Zone T6 — Urban Core Zone



The graphic above might be in a FBC showing the types of open spaces. Based on the Transect, the open spaces are shown going from rural-to-urban (also refer to the graphic on page 59).

Some communities include these components and some do not—they are optional elements

OPTIONAL FBC COMPONENTS

INTRODUCTION

There are additional components that you may wish to consider putting in your FBC. These components are *optional*, as some communities choose to include them, and some communities do not. If you decide not to include them, other existing ordinances can govern their regulation.

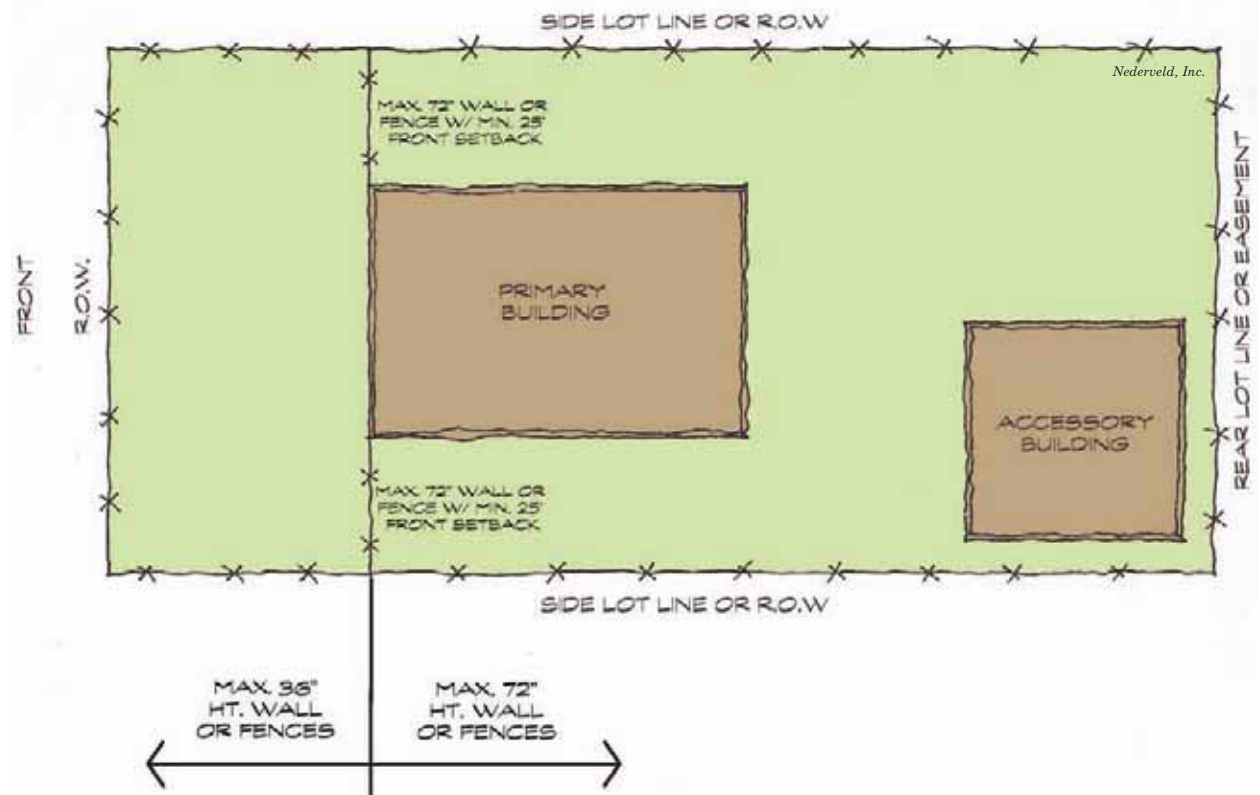
WALLS & FENCES

There are two fundamental principles regarding walls and fences. First, fences and walls should be allowed within 1' of rights-of-way, easements and side lot lines.

Second, fences and walls should be permitted along street frontages and side lot lines forward of the front building face (*or within the front setback area, relative to the front yard and sidewalk*). These fences and walls are critical in defining the

FIGURE 24.

WALLS AND FENCES



This is an example of a graphic that could be created for your FBC showing the appropriate standards for walls and fences.

public realm.

OTHER LANDSCAPING ELEMENTS

Hedges. Hedges can be planted in parks and used for fences and walls, if manicured and maintained. Hedges are effective for the temporary screening of parking lots from the sidewalk, where it is impossible or impractical to immediately do so with buildings. or a fence.

Street Furniture. You will want to make decisions regarding street furniture during the public charrette process (*refer to Step 5*). You may have already established standards, such as for a corridor plan or a DDA plan for the downtown district.

BUILDING SIGNAGE

The signage principles in this guidebook reinforce walkability—they DO NOT reinforce an automobile orientation. Refer to the next page for an example of a graphic that might be placed in a FBC to depict the regulations for signs. The graphic

covers most of the *pedestrian* types of signage.

In addition, you may want to take painted wall, sandwich board, lawn and non-building signs into consideration.

Painted Wall Signs. Painted wall signs are any signs that have been painted directly onto an exposed masonry building sidewall. These should be allowed in your community because such signs contribute to urban vitality and walkability.

Painted signs should not be in the form of billboards, which are more temporary advertisements, pre-printed and installed on a frame and surface, separate from the building. Painted Wall Signs are, instead, hand painted directly on the building and pertain only to the business within.

Sandwich Board Signs. Sandwich Board Signs can to be placed in any retail frontage, if placed directly in front of the business that the sign advertises only during the hours of operation for that business.

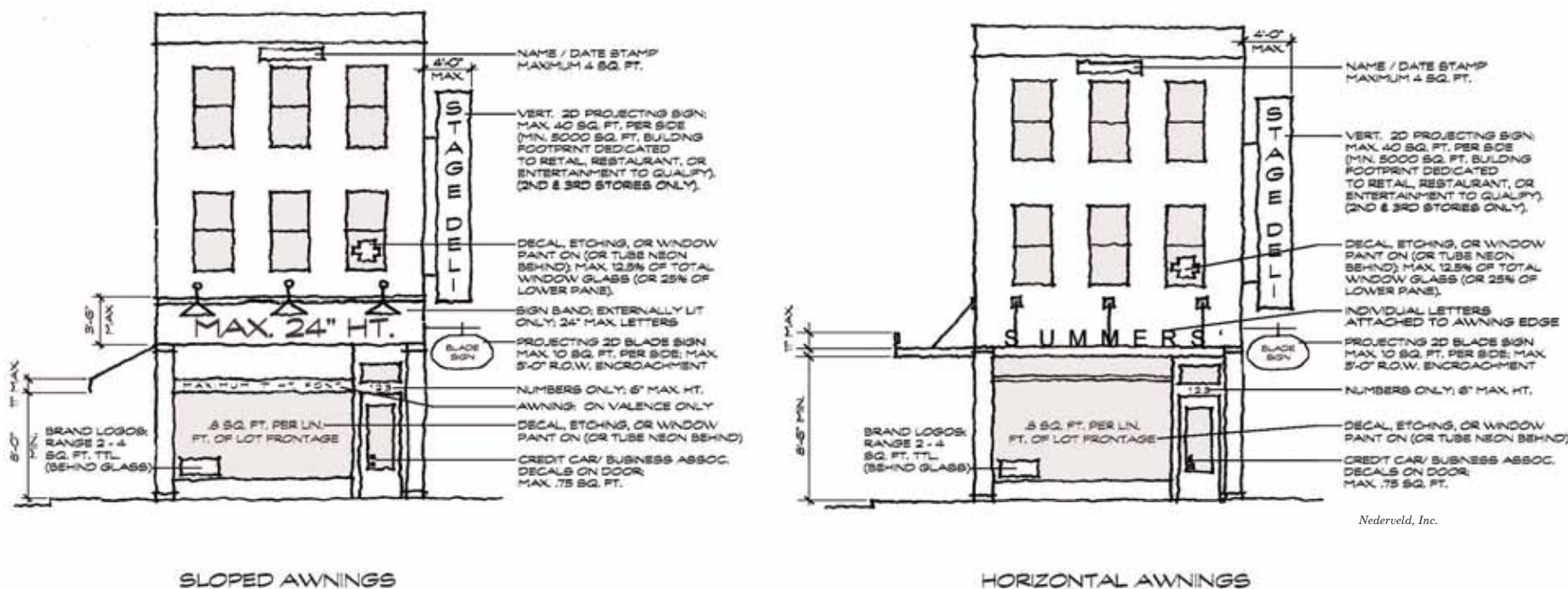


The top two photos are examples of painted wall signs. The bottom photo is an example of a sandwich board sign.

Photos courtesy of Michael Campbell

FIGURE 25.

SIGNAGE ORIENTED TOWARD PEDESTRIANS



Nederveld, Inc.

This is an example of a graphic that you would create for your FBC showing appropriate standards for signage.

Lawn Signs. Lawn signs are painted business signs that pertain to a business within a porch or lawn frontage. They are configured like real estate and For Sale signs but are made

of wood, are more permanent, and are painted.

Non-building signs. Rely on the sign regulations in your existing sign ordinance for non-building signs, such

as ground-mounted monument signs, pole mounted signs, and wheeled portable signs. Non-building signs should not be allowed in any portion of areas that will be regulated by a FBC.

LIGHTING

Decorative Lighting Fixtures.

Probably the biggest mistake made on a regular basis in Michigan over the last 10—20 years is installing too many decorative light fixtures on streetscapes.

In commercial districts there should be just six lanterns for each 200 linear ft. of street, that's only three on each side of the street. You will want to visit Depot Town in Ypsilanti to see how effective this installation can be.

On residential streets, there should be just one decorative fixture for every 135 linear ft. of streetscape, placed on alternating sides of the street. You can visit East Lansing to see how these fixtures were installed..

In commercial areas, the lighting needs can be met with flood lights mounted on buildings or by decorative lanterns. In residential areas, lighting needs can be met by adding pole-mounted cobra fixtures.

By limiting the number of decorative lights, the character of your streets will not be compromised. In addition, your community can save energy and money.

Signage Lighting. Except where tube-neon is allowed, all of your signage should be externally lit. The light bulbs should be warm colored bulbs such as halogen or incandescent and always directed downward.

Light Pollution. Just as in conventional zoning ordinances, measures need to be taken to avoid light pollution.

Building Accent Lighting. Building accent lighting should be allowed on civic buildings only.

MECHANICAL, WASTE & LOADING

Certain business functions are unsightly—but necessary. Remember that there is a fundamental difference between the



public and the private realm.

Maintenance, trash collection, loading, and other kinds of servicing are necessary functions.

Functions normally associated with alleys, such as the service functions just listed, do not have to be screened from the alley itself. In other words, the alley is the appropriate location for service functions of all kinds. It is part of the private realm.

Thus, it is only the alley in its entirety which needs to be out of site, and not the individual functions within the alley. If your alleys are out of site, so will every unsightly thing in them.

Mechanical Equipment. Mechanical equipment must be screened from frontages. One thing in a FBC that is different from a conventional code is the tendency to more readily embrace the parapet wall on most flat roofs. This type of wall, often decorative itself, is most often sufficient for screening rooftop mechanical systems

from street frontages. Where a parapet is not present, such equipment can be setback from the edge of the roof or contained behind additional walls or screens.

Ground Mounted Mechanical Systems. You can screen ground mounted mechanical systems at the R.O.W. or frontage lines by installing a wall or a hedge right at the sidewalk. This will cut off the view of other unsightly junk in addition to mechanical systems and provide rear yard privacy for property owners as well.

NATURAL & SUSTAINABLE MATERIALS—TIPS & GUIDANCE

It is possible that during the “visioning” process, certain types of materials were identified as being more desirable than others. Some communities want to include standards for materials in the FBC, and some do not.

This section offers some tips and some guidance should your community decide to add these optional standards in your FBC.

Siding. While this is up to your community, generally speaking, exterior siding materials on traditionally styled buildings should be limited to wood or cementitious board lap siding (*painted w/ smooth surface toward exterior*), wood shingles (*painted or stained*), sandstone and/or standard brick modules. Also, polished stone is acceptable on civic and retail buildings while natural stone is acceptable on civic and residential buildings.

Stucco has been used successfully as a siding material on traditionally styled buildings, however recent practices in the use of stucco, such as the inclusion of mandatory control and/or expansion joints and plastics, has made such buildings less appealing.

Trim. Acceptable materials for

exterior trim and details on traditionally styled new buildings are much more numerous. A partial list of acceptable materials is in the sidebar on the next page.

Just like siding, you should observe what kind of materials are already being used for trim in your community. Generally, you will want to select materials that are already accepted by residents.

Exceptions for trim materials involve buildings that are modern in style (*including flat, curved or gradually sloped roofs and a general horizontal exterior line orientation*). For these buildings, any exterior siding and trim materials are acceptable with the exception of a few which, through experience, have been identified as universally undesirable.

The following materials have been determined to be undesirable (*due to durability, sustainability and/or appearance*) on both modern and

traditionally styled buildings as well as on both civic and non-civic buildings:

- ✓ T-111 siding
- ✓ Vinyl Siding (*and trim*)
- ✓ Aluminum siding (*and trim*)
- ✓ Asbestos siding and other non-wood shingles
- ✓ Exterior insulation finishing system (*e.g. Dryvit*) unless used for cornices
- ✓ Thin brick veneer
- ✓ Uncut stone when used as a veneer
- ✓ Any uncut stone at all, residential and civic buildings excepted.

Roof materials. Roof materials vary greatly and we do not know of any unacceptable choices, other than anodized (*un-naturally colored*) metal.

Foundations. Finally, exposed foundation materials can be a very important component regarding the character of any traditionally styled building. Acceptable foundation

materials on traditionally styled buildings include:

- ✓ Concrete block modules of natural concrete (*smooth or chiseled*)
- ✓ Natural brick (*standard module*)
- ✓ Poured concrete

✓ Uncut stone

With regard to modern styled buildings designed by an architect registered in the State of Michigan, there are virtually no limitations on acceptable materials.

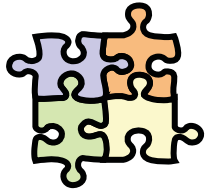
MATERIALS TO USE FOR TRIM

- ✓ Terra Cotta shapes
- ✓ Poured concrete shapes, piers, and/or tables
- ✓ Painted wood
- ✓ Decorative molded metal shapes
- ✓ Molded shapes of any material that will hold paint, if painted
- ✓ Limestone
- ✓ Sandstone
- ✓ Bent anodized aluminum (*residential gutters & downspouts only*)
- ✓ Classically proportioned factory columns in various materials
- ✓ Trim boards, if a smooth surface is toward the exterior & painted
- ✓ Sanded smooth and stained wood (*Doors & storefronts only*)
- ✓ Unsealed copper (*allowing for a patina*)

PART 3

ADMINISTRATION





Step 7 Adoption & Administration

INTRODUCTION

So you've completed a FBC, it's been embraced by community stakeholders and residents, and you're anxious to put it into practice. Step 7 explains the process that you will want to follow to officially adopt the FBC. We'll cover the steps involved in testing it and the steps mandated by State Statute and by local ordinances. We'll explore some administrative procedures that you can implement to make the process run smoothly—both for your staff and the development community.

ROAD TEST

Before the FBC goes through the adoption process, it should be tested. Use past and/or anticipated development applications to determine how well the draft FBC addresses real world development and design issues. At a minimum, your community staff,

CHECK LIST #1

BEFORE ADOPTION...DID YOU?

- ✓ Educate the public about New Urbanism and Smart Growth (*and how FBCs relate to it*) during a public kick-off
- ✓ Foster community awareness and buy-in before, during and after visioning and concept plan design. If you do not have community buy-in you should not have proceeded to the next step—developing the FBC. You will either need to stop the process or begin again.
- ✓ Partner with your local media
- ✓ Be transparent—provide updates as new pieces were completed and make them available to the public
- ✓ Involve your municipal attorney in drafting the code
- ✓ Use the steering committee as the body for coordination and facilitation of the process
- ✓ Educate residents and elected officials
- ✓ Take advantage of peer to peer learning
- ✓ Provide technical training for staff and any official bodies that are part of the approval process
- ✓ Test the FBC in a local area/district

AFTER ADOPTION...YOU MUST!

- ✓ Evaluate how well the FBC is working
- ✓ Make amendments as necessary

consultants, engineer, building official, planning, public works, police and fire departments should ALL test to see whether the draft code ensures successful project implementation, without becoming a burden to the applicant.

CHICKEN OR THE EGG—What comes first?

The formal adoption of a form based code will most likely be done as a text amendment to your zoning ordinance. But, your master plan must also support this text amendment. So which comes first, the text amendment or master plan amendment?

The answer is that the master plan amendment should precede the text amendment. This is an important step that may be easily missed. Without a basis for the FBC in your master plan, you may be vulnerable to litigation. Therefore prior to adopting your new FBC, make sure your master plan

includes language that supports it. If it is not there, change it immediately!

MASTER PLAN REVIEW AND UPDATE

You may need to incorporate language into the master plan that indicates that your community supports urban design principles inherent in your new FBC. Start by looking at your community's goals and objectives. The Master Plan should include supportive goals.

Goals like these (*refer to sidebar at right*) can be implemented through your FBC and should be a part of your master plan. If you need help creating such goals and objectives, take a look at the Charter of the New Urbanism in

The Master Plan amendment should precede the text amendment

MASTER PLAN SUPPORTIVE GOALS

- ✓ Accommodate transportation systems for all modes of transportation, including the maximum level of street connectivity
- ✓ Develop neighborhoods that are identifiable, unique, and fit seamlessly within the broader community
- ✓ Demand high standards of urban design for both public and private development
- ✓ Develop quality parkland, conventional open space/urban public space, and streetscapes

the Appendix , pages 115-118 or at <http://www.cnu.org/charter>

for language that you will want to include in the Master Plan to strengthen the validity of your FBC.

CHECK LIST #2

CAN YOU ANSWER YES...IS IT A FORM-BASED CODE?

- ✓ Is the FBC based on the community vision and does it implement the goals and objectives of the Master Plan?
- ✓ Is the FBC focus primarily on regulating urban form and less on land use?
- ✓ Is the FBC regulatory rather than advisory?
- ✓ Does the FBC emphasize standards and parameters for form with predictable physical outcomes (*build-to lines, frontage type requirements, etc.*) rather than relying on numerical parameters (*FAR, density, etc.*) whose specific outcomes are impossible to predict?
- ✓ Does the FBC require private buildings to shape public space through the use of building form standards with specific requirements for building placement?
- ✓ Does the FBC promote and/or conserve an interconnected street network and pedestrian-scaled blocks?
- ✓ Are regulations and standards keyed to specific locations on a regulating plan?
- ✓ Are the diagrams in the code unambiguous, clearly labeled, and accurate in their presentation of spatial configurations?

Courtesy of the Form-Based Code Institute

MAP AMENDMENTS

In addition to your community's goals and objectives, you may also need to amend various maps within your master plan.

Site specific amendments. If you are developing a FBC that is site-specific (*for example a downtown district*), be sure that the master plan's Future Land Use Map is amended accordingly. Also, do not forget to amend any other maps as well, including maps for streets and utilities.

Not site specific amendments. If you are creating a FBC that is not site-specific (*e.g. floating zone*), it is difficult to anticipate where the new development will be located or what it will look like. Instead, you'll need to amend the master plan maps as new developments occur.

Remember it can take several months to update your master plan. It is a good idea to start this process early in the development of your FBC.

It can take several months to update your Master Plan—so start early!

MICHIGAN LAWS

As a reminder of what you learned in other sections of this guidebook, you should read, understand, and follow the Michigan Laws that provide authority before you amend your master plan or amend the text to your zoning ordinance.

You will find that there are specific requirements and processes to be followed (*e.g. public notice requirements, notice to adjacent communities, etc.*) in these acts.

A zoning text amendment for a FBC or amendment to a master plan that is done without following these laws may be found to be invalid in a court of law!

KNOW YOUR ENABLING LEGISLATION

Michigan Planning Enabling Act

http://www.planningmi.org/downloads/public_act_33.pdf

Michigan Zoning Enabling Act

<http://www.planningmi.org/downloads/2006pa01101.pdf>

You have come a long way and you do not want to start over.

One last thought. It is important to also read, understand, and follow your own local laws and charter requirements relative to master plan amendments and zoning text amendments.

TEXT AMENDMENTS

Since no two FBCs are created the same, the adoption process will vary

**Can you answer
YES
to these questions?**

CHECK LIST #3

IS THE FBC ENFORCEABLE?

- ✓ Does the FBC implement a plan that reflects specific community intentions?
- ✓ Are the procedures for FBC administration clearly described?
- ✓ Is the FBC effectively coordinated with other applicable policies and regulations that control development on the same property?
- ✓ Is the FBC designed, intended, and programmed to be regularly updated?

CHECK LIST #4

IS THE FBC EASY TO USE?

- ✓ Is the overall format and structure of the FBC readily discernable so that users can easily find what is pertinent to their interest?
- ✓ Can users readily understand and execute the physical form intended by the FBC?
- ✓ Are the intentions of each regulation clearly described and apparent even to planning staff and citizens who did not participate in its preparation?
- ✓ Are technical terms used in the FBC defined in a clear and understandable manner?
- ✓ Does the FBC format lend itself to convenient public distribution and use?

Checklists courtesy of the Form-Based Code Institute

somewhat. You may be creating a FBC that is for one specific district, an overlay zone for certain areas of the community, a floating zone that is not yet connected to any properties, or one that replaces the zoning ordinance in its entirety and thereby changes the zoning of your entire community.

FBCs are almost always text amendments to zoning ordinances. When they are assigned to specific properties or districts, properties are essentially “rezoned” to a FBC designation.

**Consult with your
municipal attorney
before, during and after
adopting your FBC**

PROCESS FOR AMENDMENTS AND REZONING

The adoption process begins with either your Planning Commission or Zoning Commission (*check to see which body exists in your community*) holding at least one public hearing on the text amendment and any rezoning. PA 110 provides specific details of the notice requirements (*publishing in a newspaper, and notifying affected property owners, or occupants, other property owners and residents within 300 feet and adjacent communities, utilities, railroads and airports*).

After the public hearing(s), the Planning Commission or Zoning Commission submits a summary of comments received during the public hearing along with the text amendment to the legislative body (*Townships must forward the zoning text map amendments to the County or regional planning commission*).

The legislative body may hold a public hearing prior to its adoption of the amendment but the law doesn’t require one. Each community has their own rules for this, so check yours. If one is not required, property owners still are able to request one.

The legislative body may refer any proposed amendments back to the Planning Commission or Zoning Commission for consideration and comment within a time specified by them.

Finally, the legislative body shall consider and vote on the proposed FBC. A majority vote of the members is required.

**Refer to Public Act 110 of
2006 for more detailed
information about the
requirements**

[http://legislature.mi.gov/
doc.aspx?mcl-act-110-of-2006](http://legislature.mi.gov/doc.aspx?mcl-act-110-of-2006)

PUTTING IT ALL TOGETHER

Congratulations! If you have made it this far, your FBC was successfully road tested, adopted by your legislative body and it has the backing of your Master Plan. Now it's time to put it into practice.

It's all about the process. In order for your new FBC to be a success, a streamlined review process is needed that is easy to understand and follow. Developers need to know what is expected of them and staff needs a simple process to administer. A model process can be found on the next page.

Application, check list and supporting documents. Create an application, check list and supporting documents (*e.g. brochures*) that are easy to understand for completion by applicants. Provide this information on-line along with contact information. It's a good idea to illustrate the various steps in the process so developers understand that the path to approval is a straightforward one.

Application fee. Develop an application fee that is reasonable and not punitive. It should be based on your time and resources involved in administering the process.

CHECK LIST #5 WILL THE FBC PRODUCE FUNCTIONAL & VITAL URBANISM?

- ✓ Will the FBC shape the public realm to invite pedestrian use and social interaction?
- ✓ Will the FBC produce walkable, identifiable neighborhoods that provide for daily needs?
- ✓ Is the FBC based on a sufficiently detailed physical plan and/or other clear community vision that directs development and aids implementation?
- ✓ Are parking requirements compatible with pedestrian-scaled urbanism?

Must be ONE point person in every step of the process to build a partnership with the development community

Administration. Determine who will be in charge of the process in your community. Many communities delegate this authority to planning staff that are already trained and experienced in zoning and land development. If you don't have professional planners on staff, you may want to train your community development or building department staff to fulfill this role. Communities with limited staff may need to rely on outside consultants for this purpose.

It is highly recommended that there be one point person involved in every step of the process in order to build a partnership with developers.

*Checklist courtesy of the
Form-Based Code Institute*

MODEL PROCESS — ADMINISTRATION OF THE FBC

STEP ONE: INITIAL MEETING

The point person and developer meet face-to-face to discuss the requirements of the FBC, any other regulations, meeting schedules, and submittal requirements. This initial meeting may be done informally over the counter or in a more formal meeting between staff and the developer. The developer may have a rough sketch of the development at this time.

STEP TWO: PRE-APPLICATION CONFERENCE

A draft development plan is provided to the point person prior to the pre-application conference. One or two weeks prior to the conference, copies are distributed by the point person to a multi-disciplinary review committee consisting of planning staff, fire marshal, engineering staff, local utilities, road commission, drain commission, etc. At the pre-application conference, the point person, developer and multi-disciplinary review committee meet to discuss the development plan. The developer is provided detailed information at the meeting on how to modify his or her plans and any studies that will be required

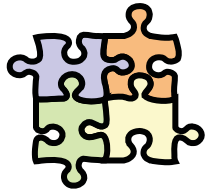
(e.g. *traffic studies*) to meet the requirements of the FBC and other regulations and policies.

STEP THREE: FORMAL SUBMISSION

The developer submits a corrected site plan to the point person who distributes it to the multi-disciplinary review committee for final review and approval. If required, the developer makes any final changes and a completed development plan is submitted for approval.

STEP FOUR: APPROVAL

Depending upon how your FBC is written, the development plan should be approved administratively at this point, but it may be required to be approved by your Planning Commission. Some communities may also require that it be approved by the legislative body. If the development plan cannot be approved administratively, the point person should forward any of his or her findings and any correspondences from the multi-disciplinary review committee to the Planning Commission for consideration.



Last Steps

ROLLING OUT THE FBC

Now that your FBC has been adopted and the administrative process is in place, it's time to roll it out. Get trained! Revise your website. Develop new forms and handouts. Distribute the new FBC. Educate your community. Celebrate and promote!

[Administrative Training.](#) If your community has staff and/or a consultant, it is essential that they receive training to administer the FBC. The best and most comprehensive training is by the Form-Based Code Institute.

Additional training workshops are offered by CNU Michigan, the Michigan Municipal League, the Michigan Chapter of APA, and Michigan State University Extension.

Of course it goes without saying that your Planning Commissioners and

elected officials should also receive training, but perhaps not as intensive.

[New forms, handouts & FAQ's.](#)

Prepare new forms, such as what will be needed for the development review process. Create other pertinent handouts for the public and development community. Prepare an FAQ's Booklet—Frequently Asked Questions. Preparation of these new forms and handouts should be completed before presenting the FBC to the public. The format should be simple and eye-catching, using easy to understand terminology.

[Website revisions.](#) A task you should not forget is to update your website. First and foremost, place the FAQ's in a prominent location. Not only can you put the FBC on the website, but you can also explain the process your community went through while

adopting it. Then promote it by sending out mailings, putting a message on water bills and other utilities, newspaper articles, newsletters and so on. It pays to get creative!

[Development Community Education.](#)

Set up meetings with local developers when rolling out the FBC and take them through the development review process. It is extremely important for developers and all applicants to understand and appreciate the new rules and regulations.

REVIEW & REFINEMENT

We are sure that you may think you're job is done. After all, the FBC has been adopted and rolled out to the public. Wrong! It's now time to set up a specific review and refinement schedule to monitor the FBC

performance.

The FBC, like any development regulation, is continually challenged by change. The comments collected during the Road Test (*refer to page 98*) should continue to be monitored. Problem areas should be recorded. Set up a committee that will be charged with conducting an annual update amendment process to keep your FBC performing well.

What was left until “later”? We are sure that through the planning and adoption process, “things” were either thrown out or set aside for discussion at a later time. Perhaps it was site area changes. Or, street width sections. Or, changes in the culture of

**It is now Clean-Up
time to work on what
was left until “later”**

walking vs. auto in your community. Whatever it was, you should now take the time to go back and discuss these issues again. Reach consensus and make revisions to the FBC where necessary.

CONCLUSION

We hope this guidebook has been of help to your community. We especially

hope that the FBC process is no longer mysterious and foreign to you. And, we hope that you will save money by following some of the steps in our 3-part guidebook.

Questions? If you have questions, please contact CNU Michigan at our office located in Milford.

CNU Michigan (MiCNU)
711 Atlantic Street
Milford, Michigan 48381

Ph: 947-570-1299

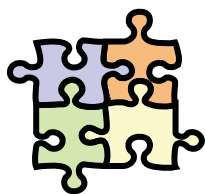
FAX: 947-570-1623

Email: michigan@cnu.org

Web: www.cnu.org/michigan

APPENDIX





Frequently Asked Questions

“The FAQs”

What are the advantages of FBCs?

FAQ sources: Adapted from the Sacramento FBC Handbook,
www.sacog.org;

Town of South Padre Island, Texas,
www.urbnmedia.com;

City of Portsmouth,
www.portsvaevents.com;

City of Farmers Branch, Texas,
www.farmersbranch.info/Planning/Codes7FAQ.html

What are the advantages of a FBC?

The primary advantages of the form-based code approach include:

1. Encouraging active public participation in creating the regulating plan and related design elements. This public participation and consensus building at the beginning increases public understanding of the plan and its desired results, thereby reducing misunderstanding and conflict during implementation.
2. Focusing on what the community wants and not what it dislikes. This attention to what is desired makes it much easier for developers, citizens, and decision-makers to be “on the same page” when individual development projects are proposed.
3. Providing information that is easier to use than conventional zoning codes because it is shorter, more concise, and emphasizes illustrations over text. Therefore, form-based codes are more engaging and comprehensible to nonprofessionals.
4. Tailoring the requirements to fit or resemble a specific place or neighborhood by reflecting its vernacular architecture and overall character.

Are FBCs being used and are they effective?

Yes. Form-based codes are being applied in an increasing number of communities. Some are being applied city-wide, and many focus on specific development areas or districts.

What typical elements are included in a FBC?

Regulating plan or map, (like a zoning map). This assigns the code’s standards to physical locations.

Public space standards. The standards include open spaces, streets, sidewalks, travel lanes, street trees, street furniture, and the interface of the public space with buildings.

Building Form Standards. Regulations (*not guidelines*) controlling

the configuration, features, and functions of buildings that define and shape the public realm.

Administration. Processes and procedures to review, approve and permit projects.

Glossary. Terms and Definitions. Depending on community input, FBCs might also include the following standards:

- ✓ **Block Standards.** Regulations for dividing large sites into an interconnected and walkable network of streets and blocks.
- ✓ **Building Type Standards.** Specifications defining the form and function of allowable building types.
- ✓ **Green Building Standards.** Energy efficiency criteria.
- ✓ **Landscape Standards.**
- ✓ **Signage and Lighting Standards.**
- ✓ **Non-conforming use Standards.**
- ✓ **Historic Preservation Standards.**

How does the FBC deal with the height of buildings?

Every form based code is different from community to community. Rather than setting an arbitrary maximum height for buildings, a form based code which is developed based on a community developed vision, incorporates building height standards which implement the community's vision.

Will the existing ordinances, such as the sign ordinance landscaping, parking, building maintenance, etc. apply?

Yes the landscape ordinance, building code, electrical code, mechanical code, fire code, plumbing code and subdivision ordinance will still apply and continue to be enforced. They may also be enhanced through a form-based code to further achieve harmonious urban form. But, Form Based Codes may include landscape ordinances, sign ordinances, parking ordinances, building type regulations,

Can FBCs prohibit sexually oriented businesses?

height regulations, building siting regulations which result in superior design to other existing town ordinances.

Can sexually oriented businesses be prohibited?

Your current Code of Ordinances and Zoning Ordinance does not prohibit sexually oriented businesses because prohibiting that specific land use has been ruled unconstitutional. However, sexually oriented businesses are heavily regulated. Under a form based code, it would continue to be regulated as it currently is regulated in your community.

Will the new Form-Based Code create more bureaucratic red tape?

No, the Form-Based Code will actually streamline the development

review process because it will provide clear parameters under which new development may occur. It will become *easier* to develop properties that follow the citizens' vision as expressed in the Master Plan and Form-Based Code.

Does the Form-Based approach allow for amendments, variances and exceptions?

Yes. However, development within the parameters of the Form-Based Code will be preferred. The threshold and standard for variances and exceptions will be high, with the burden on the developer to prove that the alternative proposal meets the intent of the Code and Master Plan.

Can the Form-Based approach be applied citywide, particularly in existing residential neighborhoods with single-family residences?

The form-based coding approach can be applied at a citywide scale; however, the Form-Based Code should not be thought of as a “one-size-fits-all”

document. Different parts of your community have a different character and play different roles/function differently. Because a form-based code is created/written to result in the development (or maintenance) of a physical place, it is necessary to have a clear vision of that desired place to inform/produce the Code for each specific area (*although clearly some base similarity would be expected between city neighborhoods and districts*).

Form-Based Codes are proving to be particularly adept at regulating new infill development in existing residential areas to respect the existing character/context and prevent new out-of-scale development.

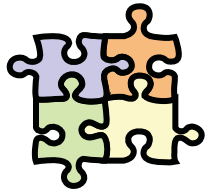
Will adoption of a form-based code require changing existing zoning?

Form-Based Codes can be adopted under a variety of scenarios, including changing/replacing the existing zoning, creating a special district, or an optional overlay district.

Will adoption of a FBC require changing the existing zoning?

How does Form-Based Coding mitigate conflicting noise, glare, and negative impacts between different uses?

Many of the issues of conflict between adjacent uses are mitigated through regulating the building form. Simply put, many urban building types (*multi-story, main street shop fronts, etc.*) do not lend themselves to particular noxious uses. Additional issues, such as glare, are addressed through both the Building Envelope Standards and the Architectural Standards, and lighting and signage standards. Finally, items of concern that are not mitigated through the Code itself can be regulated/managed specifically through specific use permits.



Regulations

LEGAL BASIS FOR FBCs

Most state zoning enabling statutes can trace their origin to the Standard State Zoning Enabling Act (SZEa), which was developed by the US Department of Commerce in 1924. The SZEa dealt with empowering municipalities to regulate the locations of the various land uses within their community. Also, in 1926, the zoning case *Village of Euclid vs. Ambler Realty Company* was decided by the United States Supreme Court.

The Court in *Euclid* determined that *“The segregation of industries, commercial pursuits, and dwellings into particular districts in a city, when exercised reasonably, may bear a rational relation to the health, morals, safety and general welfare of the community.”*

So here we have, shortly after the

introduction of SZEa, a decision supporting the validity of municipalities separating their land uses into zones, as reflected within the SZEa. So, in the decades to follow, use-based zoning gained widespread popularity around the United States.

Because the Supreme Court case involved *The Village of Euclid* and the zoning maps that outline the separation of municipalities into various geometric use zones, we often refer to the separation of uses as Euclidian Zoning. But in fact, both the SZEa and the decision in the *Euclid* case involved more than the regulation of uses and the assignment of those into corresponding districts.

SZEa states in Section 1. Grant of Power—*“For the purpose of promoting health, safety, morals, and the general*

welfare of the community, the legislative body of cities and incorporated villages is hereby empowered to regulate and restrict the height, number of stories, and size of buildings and other structures, the percentage of the lot that may be occupied, the size of yards, courts, and other open spaces, the density of population, and the location and use of buildings, structures, and land for trade, industry, residence, and other purposes”.

This legislation clearly seeks to enable something more akin to a FBC than to what is generally regarded as the conventional zoning ordinance of today.

Furthermore, the decision in the *Euclid* case, while pre-occupied rather specifically with the separation of uses

stipulated in the 1922 Euclid Zoning Ordinance, in the end further looked to the comprehensive nature of that ordinance in finalizing its decision. Thus stated: *“Therefore, it is enough for us to determine, as we do, that the ordinance in its general scope and dominant features, so far as its provisions are here involved, is a valid exercise of authority...”*

You see, the Euclid ordinance was somewhat comprehensive in nature too because, in addition to having its famous use-based zones, it included building height and lot area zones as well!

It should be noted, however, that while there have been subsequent court decisions supporting maximum building heights, minimum building setbacks, and minimum lot areas within zoning, these have been historically substantiated by the desire to accommodate adequate light and air, to prevent the overcrowding of cities, and to reduce the hazards of fire

and/or collapse.

On the other hand, there are no known decisions specifically supporting minimum building heights, maximum building setbacks, or maximum lot areas. So these are things that may need to be substantiated in the legal defense of FBCs by other benefits to the public welfare such as:

- 1) encouraging healthy pedestrian lifestyles by making towns and cities more walkable,
- 2) protecting air and water quality and conserving resources by providing for transportation alternatives to the automobile,
- 3) supporting transit viability by allowing for higher population densities, and
- 4) reducing impervious surfaces, further protecting water quality and controlling flooding, by reducing the need for surface parking lots and

Bottom line—in order for a FBC to be legally defensible, all of your planning regulations must be developed for the purpose of benefiting the public health, safety and welfare

allowing for multi-story buildings with smaller building footprints.

These benefits may be further substantiated by more familiar justifications used in the past to support conventional zoning, such as providing for general convenience, alleviating traffic congestion, and encouraging the orderly and economic development of cities.

**The language is broad
enough in Section 125.3201
(4) of the 2006 Michigan
legislation to legally adopt
your FBC**

[http://legislature.mi.gov/
doc.aspx?mcl-act-110-of-2006](http://legislature.mi.gov/doc.aspx?mcl-act-110-of-2006)

At one time there were several statutes in Michigan related to zoning, all of which were based on SZE—The City and Village Zoning Act, The County Zoning Act, and The Township Zoning Act.

These Acts were all simultaneously repealed and replaced with the singular Michigan Zoning Enabling Public Act 110 of 2006, which also retains language from SZE. This Statute, although it does not mention the concept of FBCs specifically, provides a framework under which the adoption of FBCs can be implemented.

Section 125.3201(4) of the 2006 Michigan legislation reads:

“A local unit of government may adopt land development regulations under the zoning ordinance designating or limiting the location, height, bulk, number of stories, uses, and size of dwellings, buildings, and structures that may be erected or altered....”

Clearly this language is broad enough

to enable the adoption of your FBC.

MANDATORY & PARALLEL FBCs

A mandatory FBC is relatively easy to justify legally. But, just as with all mandatory planning regulations and decisions, once a mandatory FBC has taken effect, the following must be true:

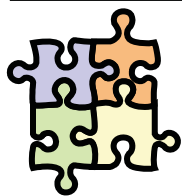
- ✓ Every parcel must have some profitable use remaining (*like all regulations, a FBC should be based on the master plan and can restrict uses and specify design requirements but it must provide a reasonable use of the property*)
- ✓ The action has not reduced the value of any particular parcel

without providing a balancing benefit to the public welfare

- ✓ You have regulated similarly situated parcels in the same manner and not in an arbitrary or capricious fashion
- ✓ You have provided some benefit to the public good and not particularly to any private entity or individual.

Together these conditions, if confirmed to exist, should help ensure that your mandatory FBC survives judicial scrutiny

If you have decided, on the other hand, that your new FBC is going to run parallel, in one way or another, to your existing zoning (*using a variety of mechanisms such as optional overlays*) then rendering it legally defensible might be more tricky. The key will be outlining the vision and goals in your Master Plan to justify the particular FBC approach that you wish to take. (*Refer to pages 54-57 for a more detailed discussion*).



Charter of the New Urbanism

The Congress for the New Urbanism views disinvestment in central cities, the spread of placeless sprawl, increasing separation by race and income, environmental deterioration, loss of agricultural lands and wilderness, and the erosion of society's built heritage as one interrelated community-building challenge.

We stand for the restoration of existing urban centers and towns within coherent metropolitan regions, the reconfiguration of sprawling suburbs into communities of real neighborhoods and diverse districts, the conservation of natural environments, and the preservation of our built legacy.

We recognize that physical solutions by themselves will not solve social and economic problems, but neither can

economic vitality, community stability, and environmental health be sustained without a coherent and supportive physical framework.

We advocate the restructuring of public policy and development practices to support the following principles: neighborhoods should be diverse in use and population; communities should be designed for the pedestrian and transit as well as the car; cities and towns should be shaped by physically defined and universally accessible public spaces and community institutions; urban places should be framed by architecture and landscape design that celebrate local history, climate, ecology, and building practice.

We represent a broad-based citizenry, composed of public and

private sector leaders, community activists, and multidisciplinary professionals. We are committed to reestablishing the relationship between the art of building and the making of community, through citizen-based participatory planning and design.

We dedicate ourselves to reclaiming our homes, blocks, streets, parks, neighborhoods, districts, towns, cities, regions, and environment.

We assert the following principles to guide public policy, development practice, urban planning and design:

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THE REGION: METROPOLIS, CITY AND TOWN

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1. Metropolitan regions are finite places with geographic boundaries derived from topography, water sheds, coastlines, farmlands, regional parks, and river basins. The metropolis is made of multiple centers that are cities, towns, and villages, each with its own identifiable center and edges.
2. The metropolitan region is a fundamental economic unit of the contemporary world. Governmental co-operation, public policy, physical planning, and economic strategies must reflect this new reality.
3. The metropolis has a necessary and fragile relationship to its agrarian hinterland and natural landscapes. The relationship is environmental, economic, and cultural. Farmland and nature are as important to the metropolis as the garden is to the house.
4. Development patterns should not blur or eradicate the edges of the metropolis. Infill development within existing urban areas conserves environmental resources, economic investment, and social fabric, while reclaiming marginal and abandoned areas. Metropolitan regions should develop strategies to encourage such infill development over peripheral expansion.
5. Where appropriate, new development contiguous to urban boundaries should be organized as neighborhoods and districts, and be integrated with the existing urban pattern. Noncontiguous development should be organized as towns and villages with their own urban edges, and planned for a jobs/housing balance, not as bed room suburbs.
6. The development and redevelopment of towns and cities should respect historical patterns, precedents, and boundaries.
7. Cities and towns should bring into proximity a broad spectrum of public and private uses to support a regional economy that benefits people of all incomes. Affordable housing should be distributed throughout the region to match job opportunities and to avoid concentrations of poverty.
8. The physical organization of the region should be supported by a framework of transportation alternatives. Transit, pedestrian, and bicycle systems should maximize access and mobility through out the region while reducing dependence upon the automobile.
9. Revenues and resources can be shared more cooperatively among the municipalities and centers within regions to avoid destructive competition for tax base and to promote rational co-ordination of transportation, recreation, public services, housing, and community institutions.

THE NEIGHBORHOOD, THE DISTRICT AND THE CORRIDOR

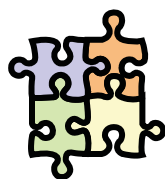
10. The neighborhood, the district, and the corridor are the essential elements of development and redevelopment in the metropolis. They form identifiable areas that encourage citizens to take responsibility for their maintenance and evolution.
11. Neighborhoods should be compact, pedestrian-friendly, and mixed-use. Districts generally emphasize a special single use, and should follow the principles of neighborhood design when possible. Corridors are regional connectors of neighborhoods and districts; they range from boulevards and rail lines to rivers and parkways.
12. Many activities of daily living should occur within walking distance, allowing independence to those who do not drive, especially the elderly and the young. Interconnected networks of streets should be designed to encourage walking, reduce the number and length of automobile trips, and conserve energy.
13. Within neighborhoods, a broad range of housing types and price levels can bring people of diverse ages, races, and incomes into daily interaction, strengthening the personal and civic bonds essential to an authentic community.
14. Transit corridors, when properly planned and coordinated, can help organize metropolitan structure and revitalize urban centers. In contrast, highway corridors should not displace investment from existing centers.
15. Appropriate building densities and land uses should be within walking distance of transit stops, permitting public transit to become a viable alternative to the automobile.
16. Concentrations of civic, institutional, and commercial activity should be embedded in neighborhoods and districts, not isolated in remote, single-use complexes. Schools should be sized and located to enable children to walk or bicycle to them.
17. The economic health and harmonious evolution of neighborhoods, districts, and corridors can be improved through graphic urban design codes that serve as predictable guides for change.
18. A range of parks, from tot-lots and village greens to ball fields and community gardens, should be distributed within neighborhoods. Conservation areas and open lands should be used to define and connect different neighborhoods and districts.

THE BLOCK, THE STREET AND THE BUILDING

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19. A primary task of all urban architecture and landscape design is the physical definition of streets and public spaces as places of shared use.
20. Individual architectural projects should be seamlessly linked to their surroundings. This issue transcends style.
21. The revitalization of urban places depends on safety and security. The design of streets and buildings should reinforce safe environments, but not at the expense of accessibility and openness.
22. In the contemporary metropolis, development must adequately accommodate automobiles. It should do so in ways that respect the pedestrian and the form of public space.
23. Streets and squares should be safe, comfortable, and interesting to the pedestrian. Properly configured, they encourage walking and enable neighbors to know each other and protect their communities.
24. Architecture and landscape design should grow from local climate, topography, history, and building practice.
25. Civic buildings and public gathering places require important sites to reinforce community identity and the culture of democracy. They deserve distinctive form, because their role is different from that of other buildings and places that constitute the fabric of the city.
26. All buildings should provide their inhabitants with a clear sense of location, weather and time. Natural methods of heating and cooling can be more resource-efficient than mechanical systems.
27. Preservation and renewal of historic buildings, districts, and landscapes affirm the continuity and evolution of urban society.



Field Exercise

SITE VISITS

When distributing this FBC Guidebook, members of MiCNU are volunteering to conduct site visits to help communities better understand Form-Based Codes. Professional planners and architects who are experts in the principles of New Urbanism will meet with community representatives to explain and discuss the FBC Guidebook.

Since FBCs are a relatively new planning tool for Michigan, it is understandable that people have questions. Therefore, the site visits are a way to help remove the mystique of Form-Based Codes.

FIELD EXERCISE INSTRUCTIONS

The following exercise was introduced in Step 4, Community Scoping, on pages 39-42. During the

site visit, you will learn how to conduct this Field Exercise, which is outlined on the next few pages. You will also learn how to use the worksheets, which will be used on your site visit to sketch the existing conditions that are observed on your walk.

Step 1. Walk the Site

Before beginning the field exercise, you will be asked to select an area that you wish to be replicated. For example the downtown or an existing neighborhood. But if you are developing a FBC to preserve or enhance an area, then select that area. Or if you are developing a FBC to transform an area, then select a place that possesses the characteristics that you wish to emulate.

Then, as a group you will walk the site and observe the existing

**Learn how to make
observations about the
existing conditions in your
community**

conditions of the area you selected. You will need the following supplies:

- ✓ Aerial photographs showing the streets and parcel / lot lines
- ✓ A measuring wheel or tape
- ✓ A camera for photos
- ✓ Copies of the worksheets on pages 122 and 124
- ✓ Pencils or pens for drawing
- ✓ Comfortable walking shoes to wear

Now you are ready to walk, observe and record your findings!

Step 2. Observe existing conditions

Using your worksheets, sketch the height and profile of buildings. Draw the buildings where they are sited on their parcels. Sketch in other elements such as windows, signage, entries,

awnings, stoops, porches, balconies, and landscaping. Make note of the uses in each building. Finally, observe the public realm and sketch parking and street conditions.

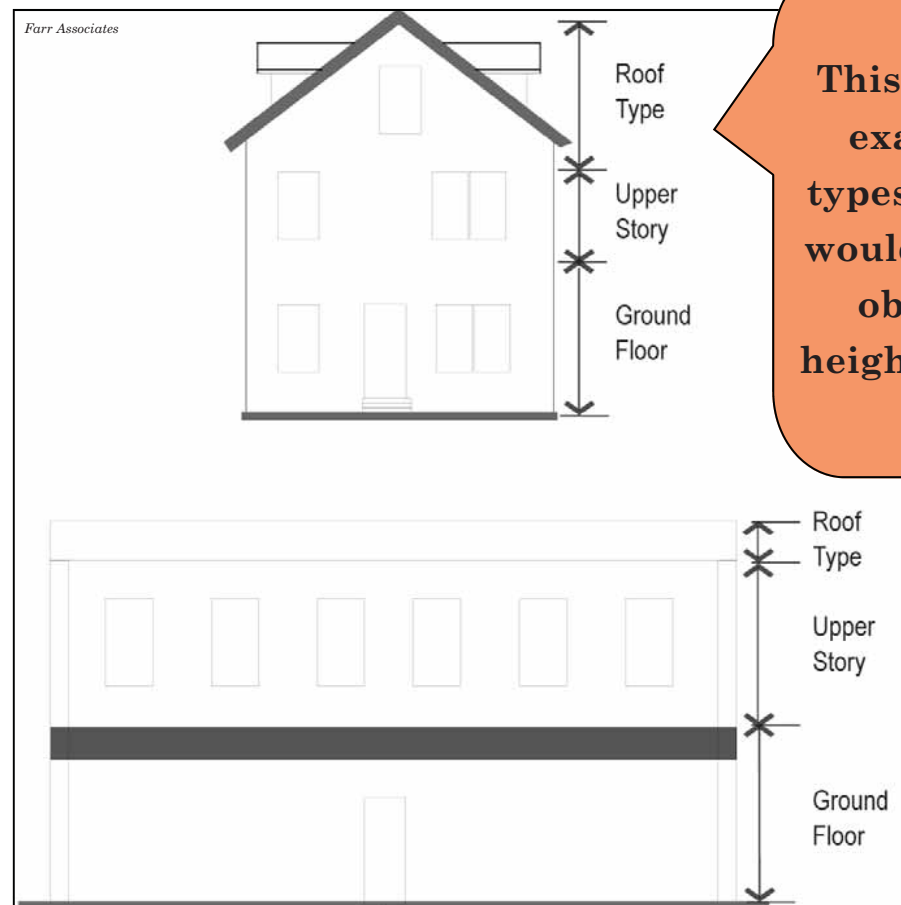
EXAMPLE — HOW TO OBSERVE BUILDING HEIGHT

Form Standards regarding building height are a necessary part of any form-based code. So on your site visit, you will fill out a Building Form Standards worksheet by sketching what you observe. The types of things you should observe and sketch are listed on pages 41 and 42.

The height of buildings should be documented in terms of number of stories, not in feet and inches. For example, the building height would be labeled as 1-Story, 2-Stories, or 3-Stories, etc. In addition, it is OK to ignore spires, flagpoles, and towers of 16 sq. ft. or less in area. Such features are exempt from building height regulations.

Also, typical floor to floor heights for each story need to be recorded (*these in feet and inches*). This type of information will be helpful when

writing the FBC because ranges of acceptable heights for each story will need to be clearly described in your code.

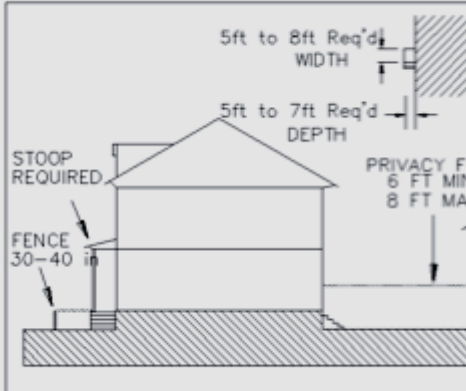


This graphic is an example of the types of things you would sketch when observing the height of a building

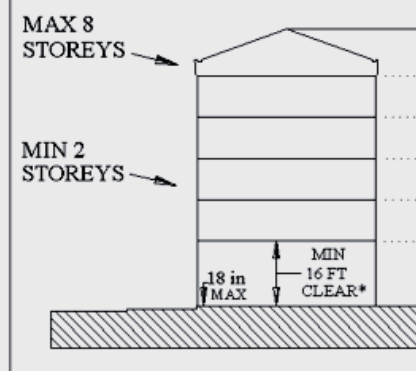
FIGURE 26.

Ferrell Madden Lewis

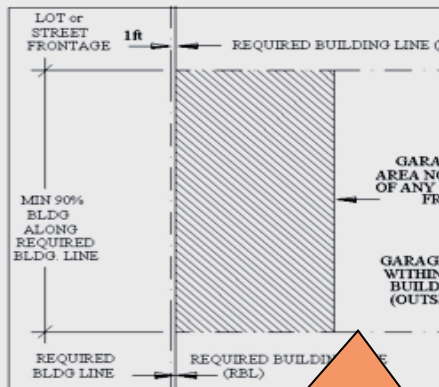
Elements



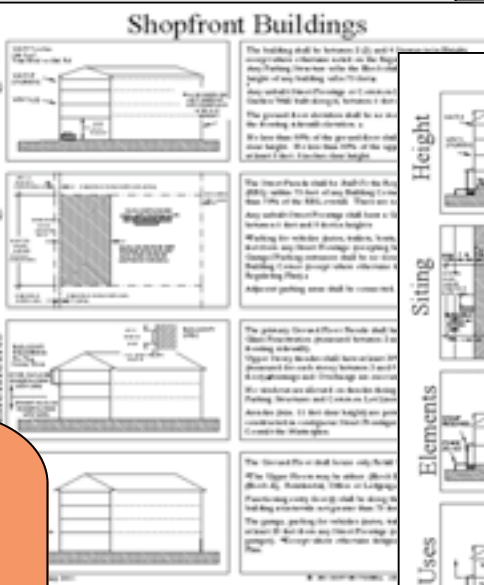
Height



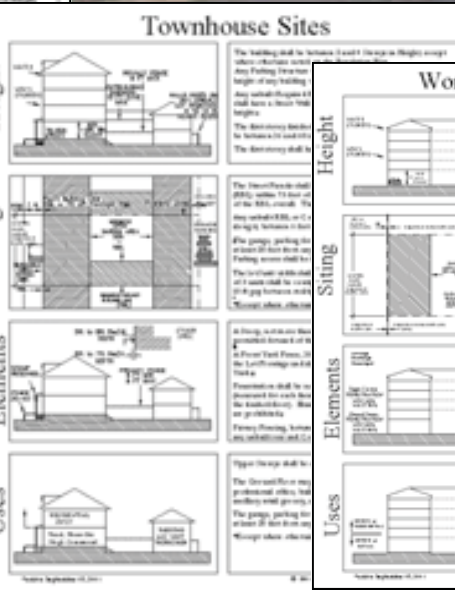
Siting



Height



Height



Height



These graphics are examples of Building Standards that would be in a FBC— standards are developed based on your observations and sketches

FIGURES 27. — 33.

Worksheet to Document Existing Conditions for

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Elements & Use

BUILDING FORM STANDARDS

Location _____

Elements

--

Comments

--

Use by floor

--

--

Hazel Park

Site Visit

8-29-09

Participants sketched what they observed during the field exercise. These drawings can be used to determine the building form standards within the FBC.

[illegible]

Sketches of Elements and Use

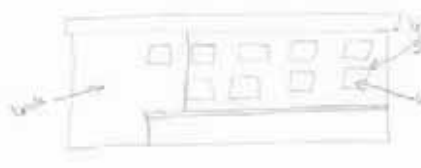
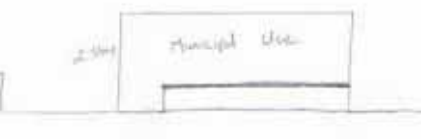
Document Existing Conditions—Elements & Use

BUILDING FORM STANDARDS	Location	Comments
	SW @ 9 th & 4 th	
		



Michigan Chapter
Diagrams for the New Urbanism

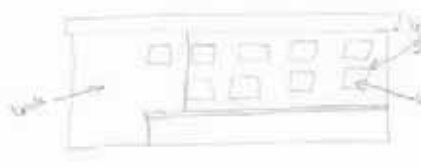
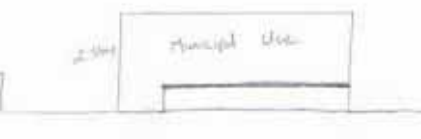
Document Existing Conditions—Elements & Use

BUILDING FORM STANDARDS		Location	Comments
		NE Corner of 4 Ave & John	
			



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Diagrams for the New Urbanism

Document Existing Conditions—Elements & Use

BUILDING FORM STANDARDS		Location	Comments
		NE Corner of 4 Ave & John	
			

FIGURES 34. — 36.

Worksheet to Document Existing Conditions for Height, Profile & Lot Siting

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BUILDING FORM STANDARDS

Location _____

Height & Profile

A large, empty rectangular box intended for a drawing or sketch related to building height and profile.

Comments

Four horizontal dashed lines provided for handwritten comments.

Siting on Lot

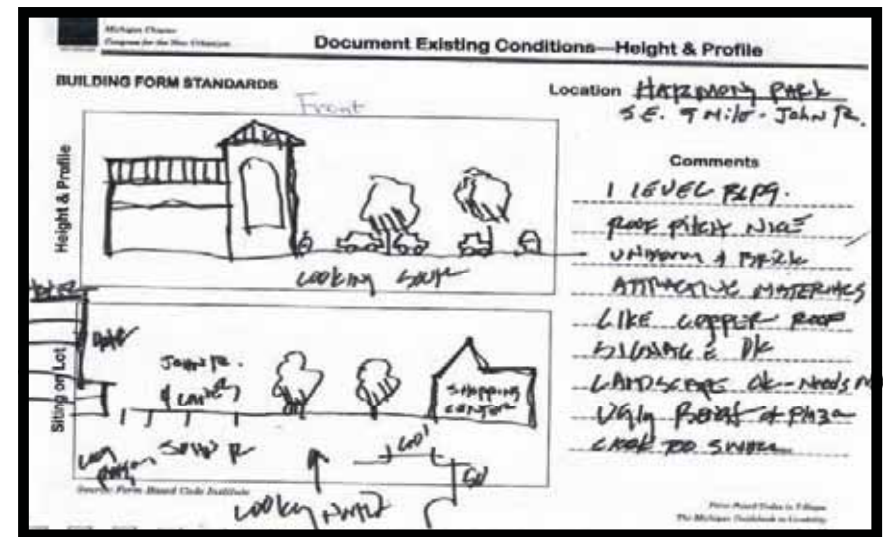
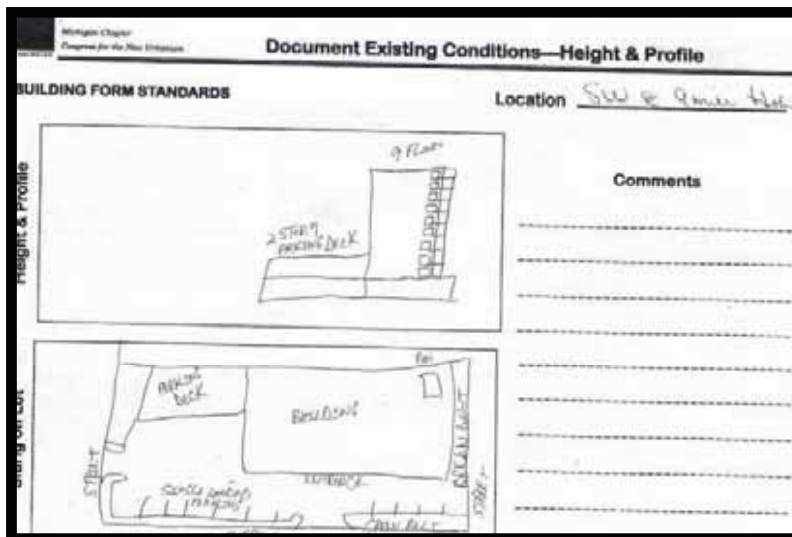
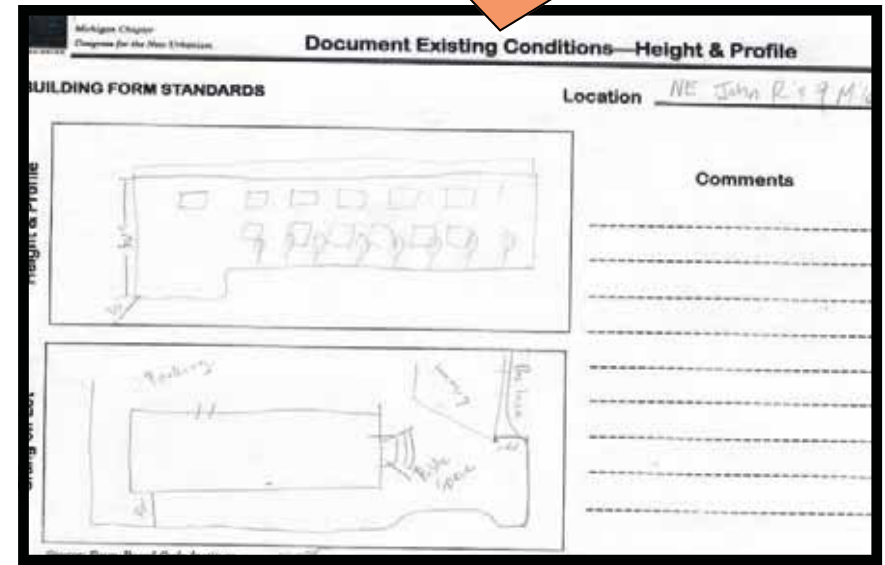
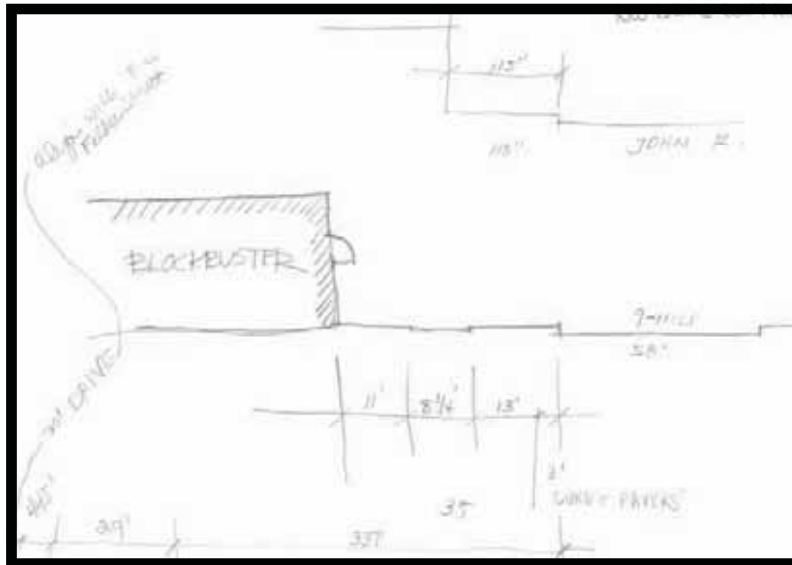
A large, empty rectangular box intended for a drawing or sketch related to building siting on the lot.Five horizontal dashed lines provided for handwritten comments.

These drawings by the field exercise participants can be used in the FBC to determine standards for height, profile and siting on the lot.

Hazel Park Site Visit

8-29-09

Sketches of
Height, Profile &
Siting on Lot



FIGURES 37. — 40.

Worksheet to Document Existing Conditions for Public Space & Streets

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PUBLIC SPACE STANDARDS

Location_____

40'	30'	20'	10'	Street center line	10'	20'	30'	40'						

Worksheet courtesy of the Form-Based Code Institute

VARIOUS TYPES OF STREET CROSS SECTIONS



Sidewalk
Parkway
On-Street Parking
Bike Lane
Travel Lane



Center Line ----- Center Line



Travel Lane
Bike Lane
On-Street Parking
Parkway
Sidewalk



FIGURES 41. — 44.

STREET CROSS SECTIONS

Farr Associates

Avenue Requirements	
Location	Permitted adjacent to the following districts: Outer Neighborhoods (C2, E1, N4-6, NC1, OS1, OS2, OS3, OS5) Industrial Districts (I1-I3) Rural/Preserve Districts (A1, OS3, OS4)
Typical Right-of-Way Width	80 feet or 100 feet with median
Travel Lanes	2 lanes in each direction
Lane Width	minimum 10 feet maximum 12 feet (14 feet for shared bicycle lane)
Allowable Turn Lanes	left only with median; right permitted in place of parking at intersections
Parking Lanes ¹	optional, both sides of street, parallel only
Pavement Width	minimum 40 feet maximum 64 feet
Curbs	optional
Target Speed	25-35 mph
Permitted Median	permitted, maximum 16' wide
Bicycle Facilities ²	designated shared, or 5' wide designated lanes in each direction
Pedestrian Realm	
Pedestrian Facilities	minimum 5' wide clear sidewalk on both sides
Street Buffer	minimum 5' wide parkway or minimum 5' wide furnishings zone
¹ Reference III.3.03.08 for on-street parking requirements.	
² Reference III.3.03.06 for bicycle facility types and requirements.	

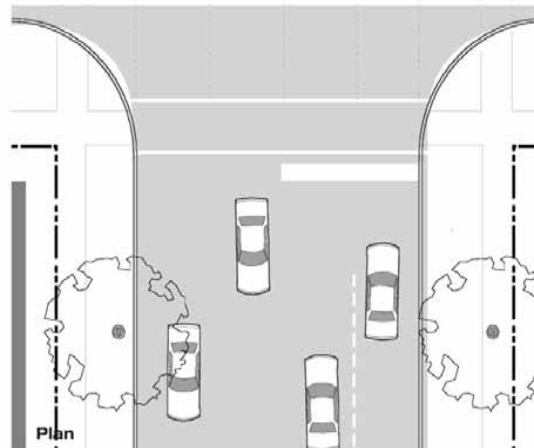
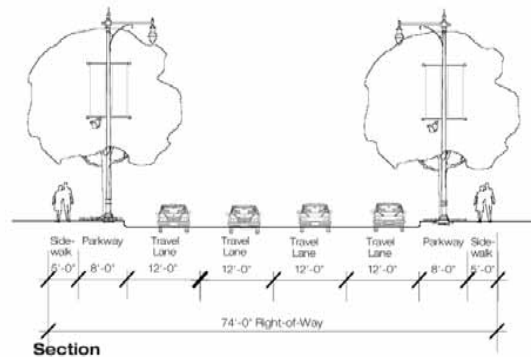


FIGURE 45.

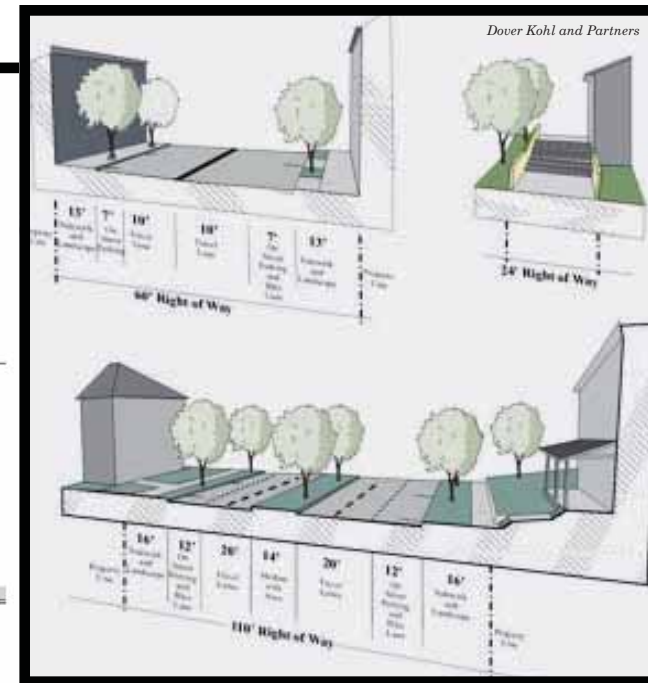
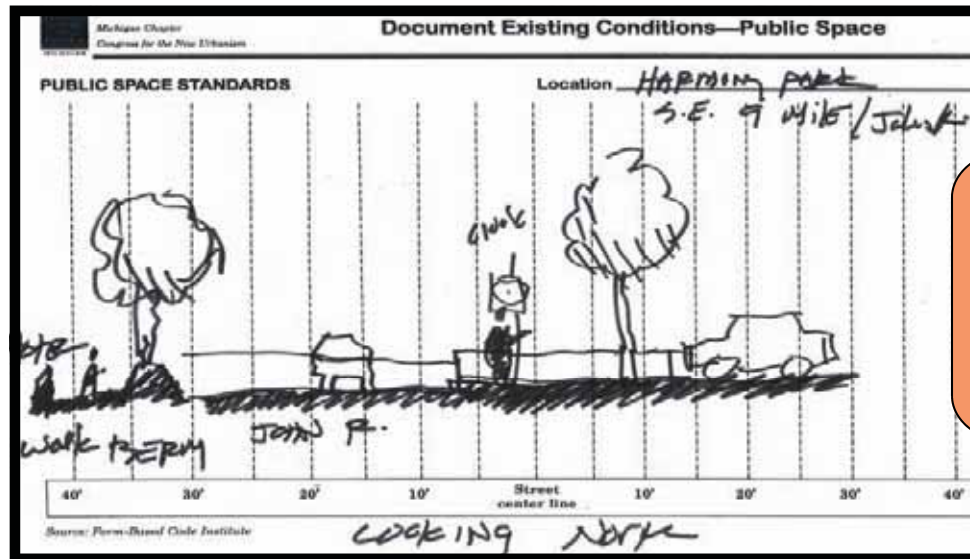


FIGURE 46.

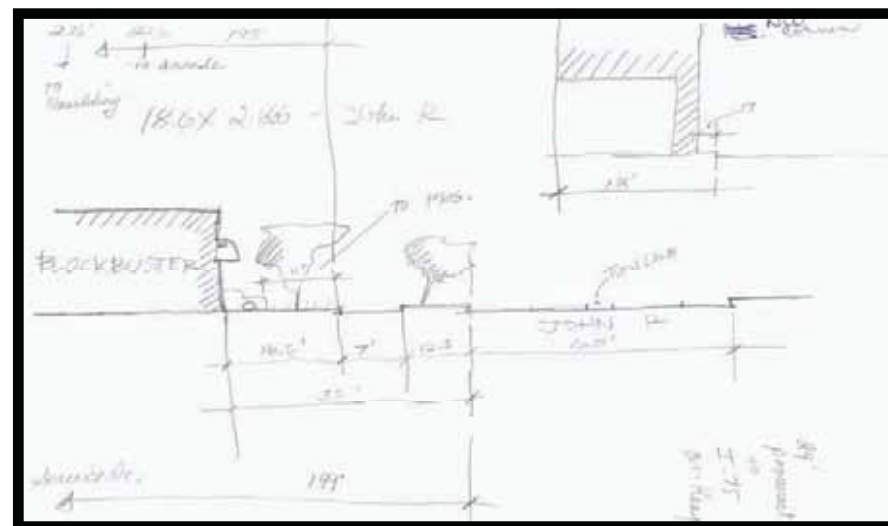
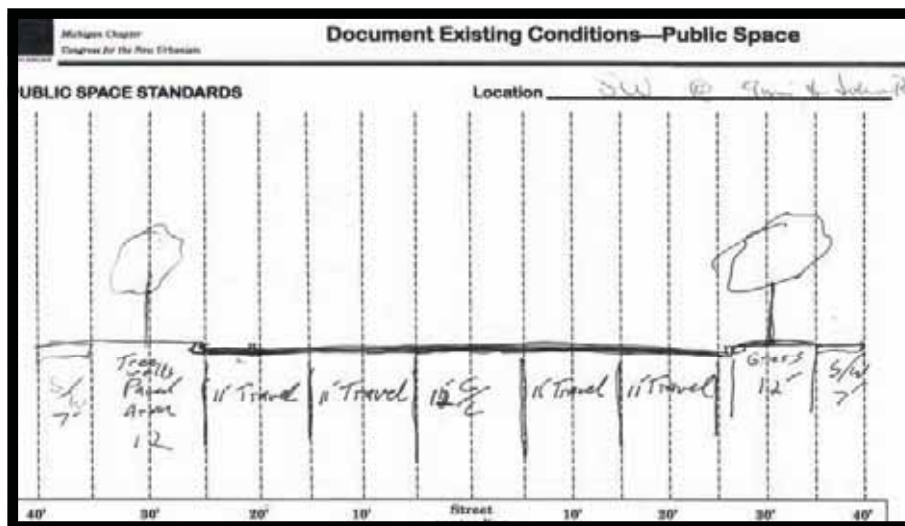
Examples of drawings that might be found in a FBC to demonstrate street sections

Hazel Park Site Visit 8-29-09

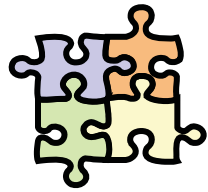
Participants sketched what they observed during the field exercise. These drawings can be used to determine the standards to be placed within the FBC for public space and streets..



Sketches of
public space
and streets



FIGURES 47. — 49.



FBC Formatting

**FORMATTING TIPS

The FBC that you write must be formatted to be user friendly – for all audiences. The layout and the formatting are critical to the usability of the FBC. The Code contains so much information that the graphic design and formatting is of the highest importance!

Remember that not only will the Planning Commission, staff and consultants use the Code, the general public, lawyers, judges and developers will use it as well. Therefore, it must be organized and presented in a way that is easily followed and understood – and it should be appealing to the eye too!

Here are some important tips when formatting the FBC, starting with *keep it simple and use plenty of white space.*

Size of page. You will want to make a decision regarding the size of each page by considering the advantages of each. If the page is letter size (8½”x11”), your document will be easier to handle, cheaper to produce and will fit better on a bookshelf. However, if the page is ledger size (11”x17”), there will be more space for drawings and fewer pages will be needed.

Orientation—Vertical vs. Horizontal. A vertical orientation works well with any fold-out pages you might wish to insert in the FBC document.

Horizontal orientation is more awkward to handle, but may work better when placing images on a page.

Color vs. black-and-white. While black-and-white is preferable for a conventional ordinance because the cost is lower to produce, it is generally not suitable for some sections of a

FBC. Color is important for key drawings, such as the regulating plan (*although hatch markings can be used to designate zones in lieu of color, it is not recommended*).

Fonts. It’s important to minimize the number of different font styles in your document. Use a Sans-serif font for titles and a Serif font for the text in the body of the document. To emphasize the various sections, it is

FONTS	
For <u>Titles</u>	For <u>Text</u>
use	in the body of the
Sans-serif	document use
	Serif
F f	F f

*** Formatting Tips were adapted from Karen Parolek and the Form-Based Code Institute*

CONDENSED TYPE

Do not use condensed type as it is very difficult to read in large quantities because the space between each line cannot be easily distinguished from one another.

ALL CAPS

ALL CAPS ARE VERY DIFFICULT TO READ BECAUSE THEY DO NOT HAVE ANY VARIATION IN HEIGHT FOR THE EYE TO FOLLOW.

permissible to use different sized fonts, bold, italics and upper and lowercase font. Upper and lower case letters are generally the easiest to read because there is more variation for the eye to follow. Avoid using all caps. DO NOT use condensed type.

Margins. We recommend that you set-up 4 or 6 columns for each page. Using set columns makes it much easier to lay in text with other graphics, especially when images can be of all sizes. The margins (left, right, top and bottom) can be set at any size (between 0" to 1"); however, most printers will not print to a 0" margin. The graphic or text boxes should fall inside of the margins. Left justification is preferred. Center justification is OK for titles and tables. DO NOT use full justification.

Drawings. For ease of reading the FBC, keep drawings and other graphics in the same position on all pages. Align each section consistently within the document. Keep the streets

It is extremely
important to label
every page

PAGE ELEMENTS

Title of Document

Project Location

*(entire community,
downtown,
redevelopment area, etc.)*

Chapter/Article

Number/Name

Page Title/Sub-Title

Name of Preparer

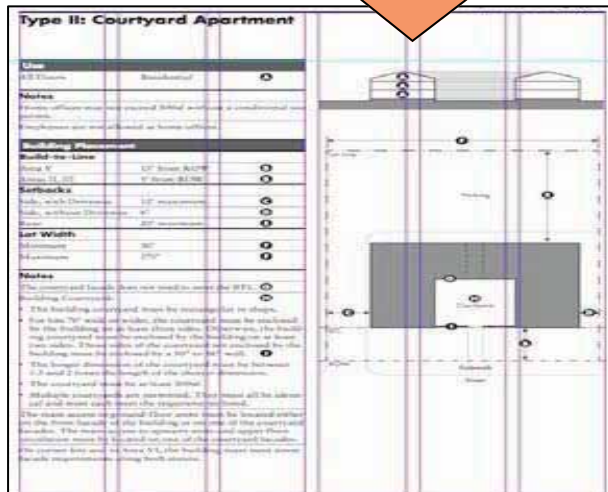
Page Number

(number by chapter)

oriented in the same direction as well as the corner and mid-block lots. Keep all notes, leaders, and arrows clean using the same typeface and size for each drawing. Align the text where possible and keep arrows small. All labels should be left justified.

Text. Most people don't read – they

**We recommend that
you set-up 4 or 6
columns per page
for easier
formatting of text
and graphics**



**FIGURE 50.
Columns**

scan. Therefore, always keep the narrative to a minimum. Fewer words often leave less room for interpretation. Tables work best when making comparisons. We recommend that you use bullets where tables won't work. Consistency is key. Avoid

duplication as it creates chances for discrepancies and leads to possible misinterpretation. If you must duplicate information, use a copy and paste tool. DO NOT re-type.

When editing, make sure to edit wherever this same information is found in the document. Make it easy on yourself by re-using text, layouts and drawings.

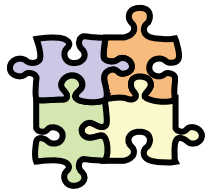
[Web Based FBC](#). Many of the conventional zoning ordinances in Michigan are codified by Municode (*Municipal Code Corporation*), a national codifier of ordinances, land use codes and charters for local governments). Unfortunately, Municode has not kept up with the new technologies and has difficulty formatting documents that contain graphics and images. Therefore, we strongly suggest that your FBC be placed on your community's website.

If your community has not yet developed a municipal website, most local library websites can house



**FIGURE 51.
Web-Based FBC**

government documents. Shown here is a sample page. Once the FBC is on the website, click on the colored font and you are linked to sections of the FBC. Web based documents can be easily downloaded and printed. When the time comes for your community to make amendments, a web based document can be easily and quickly changed to meet your needs.



The Birmingham Example

City of Birmingham 2016 Master Plan
Gibbs Planning Group, Inc.
Duany Plater-Zyberk & Co., Lead

PROJECT SUMMARY

In the mid-1990s, Birmingham, Michigan faced a 20 percent population loss, stagnant economic growth, declining retail sales and competition from a new 1.5 million square foot luxury mall two miles away. To preempt a potential crisis, city officials sought a new 20-year master plan to stimulate new commercial activity and spur residential growth.

Birmingham has a history of implementing innovative plans, beginning with a 1920s City Beautiful design that created a central civic square surrounded by a library, city hall and post office. The 1960s plan proposed five parking decks along a

new Ring Road, which circumscribed the downtown, and allowed for the construction of high-rise buildings. The community funded and implemented this plan, resulting in over 3 million square feet of new commercial development and one of the most upscale downtowns for a Midwest city



The 2016 Master Plan elicited numerous public and private sector investments in downtown Birmingham. The historic building shown above left, for example, recently added two floors.

with a population of less than 20,000.

However, new high-rise buildings constructed according to the 1960s plan prompted a citizen backlash, resulting in the city repealing permitted densities and limiting new construction to a floor-area ratio of one (including the basement). As a

consequence, new development downtown became impractical and literally stalled for 20 years. For example, a landmark historic building destroyed in a fire was only allowed to rebuild its basement.

By the 1990s, leading retailers and commercial tenants had begun to leave Birmingham, epitomized by the closing of two major department stores and two cinemas. The 1960s Ring Road promoted high-speed traffic, effectively isolating the city's downtown from surrounding neighborhoods. Further, the drawn-out approvals process became a hindrance to development. After two years of community meetings, a grocery store failed to gain consensus for a new location or approval for a new site plan.

To confront these challenges and to explore market-based opportunities for Birmingham's historic downtown, city officials sought to develop and realize a new master plan in 1996. The selected team of planners and consultants, led

by DPZ Architects, Gibbs Planning Group, and McKenna Associates, implemented a "real time" process of public involvement as a means to build broad community support for, and ownership of a new market-based plan. The Birmingham 2016 Master Plan included three months of community educational and information-gathering

sessions before a seven-day, public charrette conducted in a downtown storefront.

Foremost among the agreements reached by the city's citizens, business owners, municipal officials and other stakeholders was the desire to grow Birmingham from a town into a small city. The 2016 Master Plan reflected



FIGURE 52.

The 2016 Master Plan included innovative, public-realm improvements, including a café in a popular park and landscaped islands to narrow a five-lane highway.

and achieved this by recommending numerous policy revisions, streetscape improvements, park expansions, traffic-calming measures and a form-based code—Michigan’s first. Since the plan’s adoption, more than 30 major, mixed-use buildings have been constructed, including a multi-screen regional cinema. In addition, several controversial private and public sector developments were resolved during the planning process.

2016 PLAN PROPOSED ORIGINALITY AND INNOVATION

The Birmingham 2016 Master Plan was one of the first form-based plans in the country. An increased density of up to five times the existing code was permitted as a zoning option, in exchange for high-quality, traditionally designed buildings with street-level storefronts and upper-level residences. New techniques in urban traffic calming were engineered and installed,

including narrow streets, medians, on-street parking, urban squares and double elbows—all without reducing vehicular capacity. Narrow sidewalks were allowed to expand for outdoor dining by permitting the leasing of adjacent on-street parking stalls. A public surface parking lot was

transformed into a park, without losing a single stall. The plan’s recommended building sizes, materials and character were implemented through a series of incentives that encouraged property owners to invest millions of dollars in renovation or new construction.



The 2016 planning charrette resolved a disputed new Kroger store by inventing an urban prototype that moved the parking to the back of the store, installed liner retail shops along the sidewalk and reorganized the supermarket’s interior layout to include front and back doors. This store became a new national ‘Village’ model for Kroger.



The city recently narrowed Old Woodward Avenue from a five-lane highway into a two lane street by installing a landscaped median and adding diagonal parking, as illustrated in the plan. Similar traffic-calming improvements have been installed along Ring Road downtown.

TRANSFERABILITY

Many of the innovative principles and techniques developed for the 2016 Master Plan have been implemented in cities throughout the country. They have become the foundation for smart-growth codes, traffic-calming measures and the public charrette planning process. Now common best practices, these then-new planning methods were developed, tested and proven during the Birmingham 2016 Master Plan

process

QUALITY

The 2016 Master Plan featured exceptional public involvement in its process, extensive research, high-quality design, practical engineering and detailed graphic illustrations. The plan continues to guide both public and private sectors in determining important policy and investment decisions. The plan's many creative

recommendations have proven to be well thought out and realistic.

COMPREHENSIVE

The 2016 Master Plan was based on detailed market research regarding Birmingham's commercial and residential potential. In addition, extensive traffic studies and residential preference surveys were conducted during the planning process. The plan included a specific form-based overlay-zoning district, which prescribed building dimensions and placements, building forms and materials, and permitted uses.

Public parking modifications, including exact locations for each new or re-sited stall, were illustrated. Ten park improvements were designed, including new trails, a civic square expansion, and traffic-calming boulevards. The plan also specified an entirely new streetscape plan, including lighting, benches, and paving.

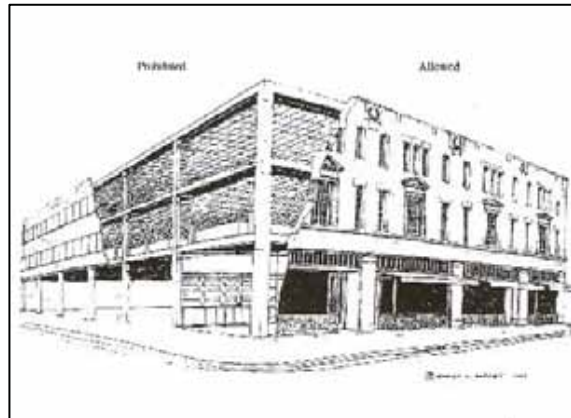
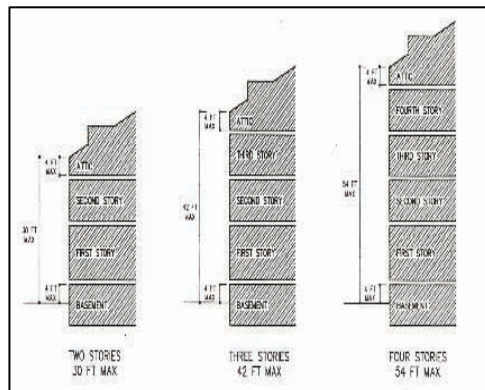


FIGURE 53.

The 2016 Master Plan detailed specific form-based building standards to encourage the redevelopment of existing buildings and the construction of new mixed-use developments



The entire 2016 Master Plan was completed during a seven-day public charrette that included over 2,500 residents, business owners, developers, elected officials and city staff. During the charrette, the community reached a consensus on its future that is still referred to during policy discussions.

PUBLIC PARTICIPATION

One of the most successful aspects of the 2016 Master Plan was the public process. An often divided community was able to reach agreement on the city's future size and character. The planning team assembled 50 top architects, economists, planners and engineers from around the country to work in a downtown storefront studio. Over 2,500 concerned citizens, business owners, shopkeepers, property holders, developers, elected officials and city staff participated in more than 70 meetings during the weeklong charrette. Master plan alternatives were publicly presented twice daily. Direct and frank opinions were exchanged, allowing each participant to gain insight into the overall issues. The principles taught and learned during the charrette process continue to influence policy discussions at official and unofficial city forums.

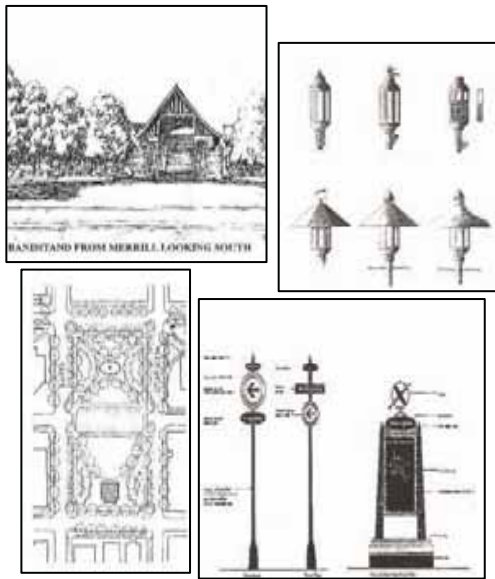


FIGURE 54.

The planning team detailed numerous civic improvements for the City.

ROLE OF PLANNERS

The planning team led the entire process. Weekly educational lectures were held for three months before the public Charrette to educate the community and the advisory board on planning principles and techniques. The planners organized and conducted the weeklong planning charrette, including all meetings and



FIGURE 55.

The Regulating Plan was developed by the planning team during the charrette process. The graphic above shows one of the working documents.

presentations. The planning team prepared the entire 2016 Master Plan document, including all text, codes and illustrations.

IMPLEMENTATION STRATEGY

The 2016 Master Plan is market based, offering property owners significant incentives to build high-quality, mixed-use developments that

reinforce the community's values. It allows for up to five times the existing floor-area ratio in exchange for street-level retail and upper-level residential uses.

Extra parking capacity was achieved by adding on-street parking along Ring Road and throughout downtown. Recognizing the availability of only limited public funding, the planners minimized costs by specifying concrete sidewalks and minimal upgrades to existing light fixtures. All streetscape fixtures and signage were painted "Birmingham Green," which both improved the fixtures and gave a unified identity to the downtown. The 2016 Master Plan detailed simple but practical zoning incentives that have been quickly employed.

EFFECTIVENESS AND RESULTS

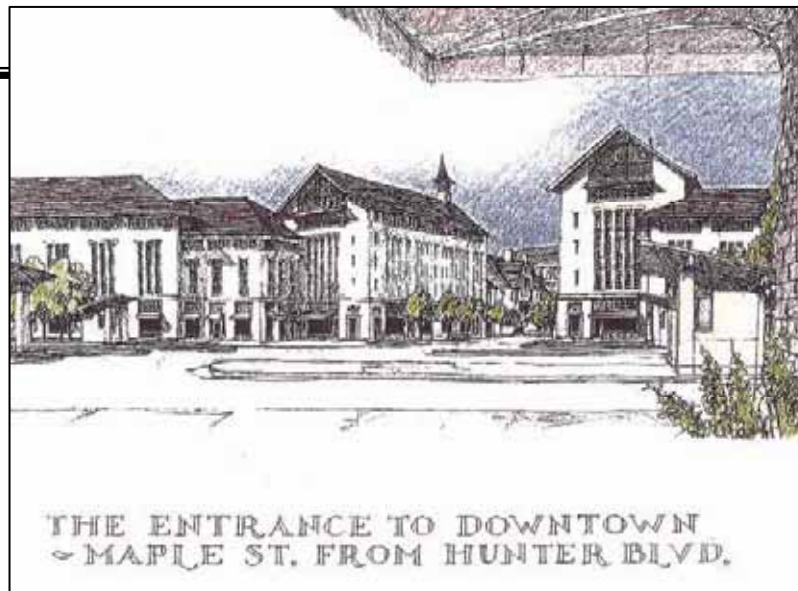
The 2016 Master Plan's primary success has been its rapid implementation. More than 30 new buildings have been constructed according to the plan's

recommendations. Even during this present economic crisis, a new five-level Class-A office building and a luxury restaurant have recently begun construction downtown.

The city continues to install new streetscape and traffic-calming elements and is starting construction on a new civic park that includes a performing arts pavilion. Birmingham now has the highest commercial rents and land values in Michigan and is considered one of the most walkable downtowns in America.



The above building, which accommodates office, residential and retail uses, was recently developed on a former parking lot in downtown Birmingham, per the 2016 plan.



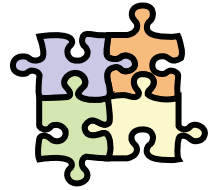
The 2016 Master Plan allowed for incentives for landowners to develop five-level, mixed-use buildings if they appeared to be four-level buildings from the street. In addition, the upper levels were required to include residences and the first floor had to be retail. The building depicted above left is now under construction on a former gas station site.



The 2016 Plan has been highly successful, resulting in major traffic calming throughout the City, numerous park and streetscape improvements, more than 30 new mixed use developments and many new businesses.

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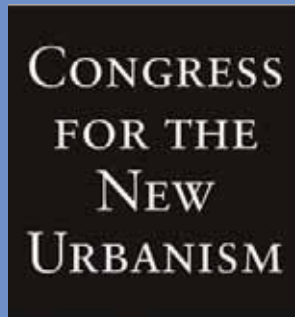
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FORM-BASED CODES IN 7-STEPS

The Michigan Guidebook to Livability



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