



redevelopment ready
communities®

RRC Baseline Report

City of Jonesville

August 2018

MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

Table of contents

Executive summary	3
Methodology	4
Evaluation snapshot	5
Best practice findings	
Best Practice One: Community plans and public outreach	
1.1 The plans	6
1.2 Public participation	8
Best Practice Two: Zoning regulations	
2.1 Zoning regulations	9
Best Practice Three: Development review process	
3.1 Development review policy and procedures	12
3.2 Guide to Development	14
Best Practice Four: Recruitment and education	
4.1 Recruitment and orientation	15
4.2 Education and training	16
Best Practice Five: Redevelopment Ready Sites®	
5.1 Redevelopment Ready Sites®	17
Best Practice Six: Community prosperity	
6.1 Economic development strategy	18
6.2 Marketing and promotion	19
Conclusion	20

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

To become formally engaged in the RRC program, communities must complete a self-evaluation of its development-related practices, attend the RRC Best Practice Training Series and have its governing body pass a resolution of intent, outlining the value the community sees in participating in the program. Jonesville completed the best practice training series in October of 2017, passed a resolution of intent to participate in the RRC program in December and submitted a self-evaluation—

thus becoming engaged in the RRC program—in January of 2018.

Each of the six RRC best practices outlined in this report were developed in conjunction with experts in the public and private sector and they serve as the standard to achieve certification as a Redevelopment Ready Community®. RRC certification signals to investors, businesses and residents working within a community that they can expect a consistent, efficient, fair development review process.

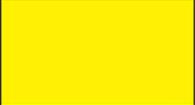
Jonesville's strengths currently lie in its long-range plans, zoning code and expedient development review processes. Challenges for the city include visioning for priority redevelopment sites and establishing overarching economic development and marketing strategies. With this report, resources provided through the RRC program and input from the city's involved residents and stakeholders, Jonesville will be able to complete all of the unmet RRC best practices and achieve certification.

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

Measurement of a community to the best practices is completed through the RRC team's research, observation and interviews, as well as the consulting advice and technical expertise of the RRC advisory council. The team analyzes a community's development materials, including,

but not limited to: the master plan; redevelopment strategy; capital improvements plan; budget; public participation plan; zoning regulations; development procedures; applications; economic development strategy; marketing strategies; and website. Researchers review meeting minutes of the community's governing body, planning commission, zoning board of appeals and other committees as applicable. In confidential interviews, the team also records the input of local business owners and developers who have worked with the community.

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

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

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

Jonesville is currently meeting 45 percent of the Redevelopment Ready Communities® best practices and is in the process of completing an additional 40 percent.

1.1.1	1.1.2	1.1.3 (N/A)	1.1.4	1.2.1	1.2.2	1.2.3
2.1.1	2.1.2	2.1.3	2.1.4	2.1.5	2.1.6	2.1.7
2.1.8	3.1.1	3.1.2	3.1.3	3.1.4	3.1.5	3.1.6
3.1.7	3.1.8	3.2.1	3.2.2	4.1.1	4.1.2	4.2.1
4.2.2	4.2.3	4.2.4	5.1.1	5.1.2	5.1.3	5.1.4
5.1.5	5.1.6	6.1.1	6.1.2	6.2.1	6.2.2	

Best Practice 1.1—The plans

Best Practice 1.1 evaluates community planning and how well a community’s redevelopment vision is integrated into a master plan, downtown plan and capital improvements plan. A master plan sets expectations for those involved in development, it gives the public a degree of certainty about their vision for the future and it is crucial for a community to establish and achieve its goals. The Michigan Planning Enabling Act (MPEA), Public Act 33 of 2008, requires that the planning commission create and approve a master plan as a guide for development and subsequently review the master plan at least once every five years after adoption.

Jonesville is currently guided by the “Village of Jonesville and Fayette Township Joint Master Plan”—which was last updated in 2010. Jonesville is currently working with MMK Consulting and the Region 2 planning commission to update the master plan. The master plan update includes the addition of an implementation section, the chapter will describe the tasks needed to implement the plan, with tasks prioritized and responsible parties and estimated time frames for completion accompanying each implementation action—which is precisely what is called for by the RRC best practices. Since the master plan update has yet to be adopted, the 2010 plan was used for this evaluation.

The 2010 master plan provides excellent context for its guiding principles by including a thorough assessment of its existing conditions. The “Our Community” section assesses the geographical location, demographics, housing, public services, hydrology, natural features and transportation—including a non-motorized transportation section.

The “Vision, Goals and Policies” section of the plan builds upon the smart growth tenets of the Hillsdale Regional Planning Area to establish a vision for Jonesville and Fayette Township. The city’s goals include preserving its rural qualities while ensuring the area is attractive to residents and investors; establishing a community services boundary to focus growth near existing infrastructure, promoting a mix of uses—particularly residential and commercial, encouraging infill development with architectural characteristics similar

to nearby existing buildings, preserving farmland and planning to preserve and enhance natural features—through smart site design and enhancing greenbelts and environmentally friendly buffer zones.

Jonesville’s master plan includes the required future land use plan—including a detailed description of where it wants specific growth to occur. The future land use plan is followed by an assessment of the existing zoning districts and then an exemplary zoning plan that outlines the required land use and zoning changes needed to implement the city’s vision. These desired changes are accompanied by implementation tools that serve as strategies the city could employ to achieve its goals. This zoning plan has been included in the RRC online library of resources as it is an excellent zoning plan.

The city’s master plan includes goals for the downtown district, but the specific strategies for Downtown Jonesville are found in the Jonesville Downtown Development Authority (DDA) “Tax Increment Financing and Development Plan.” This plan was last updated in 2009 and it outlines the community’s desire for promoting business retention, expansion and attraction through a business recruitment program, revolving loan fund and expanding the façade improvement program. Further, the plan calls for downtown infrastructure and streetscape improvements, adopting the Main Street four-point approach and enhancing downtown recreational opportunities. The plan includes specific implementation actions to meet these goals and associated cost estimates for each action. All aspects of this plan are consistent with the RRC best practices. However, to meet the RRC Best Practice criteria, it’s recommended the community review and update the implementation actions (e.g., remove those that have been completed), establish responsible parties and include time frames for when the task is expected to be completed. This recommendation will ensure the city is building off of its existing solid downtown plan, and it will ensure the plan is up-to-date and responsibilities are clear.

The MPEA establishes the requirement that planning commissions annually prepare a CIP for the upcoming six years. By planning through fiscal year 2023, the city has satisfied this requirement. In addition to planning six years out, the RRC best practices outline the expectation

Best Practice 1.1—The plans *continued*

that CIPs are coordinated with a community’s master plan. It’s clear that the city’s master plan and CIP are coordinated as the master plan describes the CIP process, explains how the connection between capital projects is used as an objective criterion in determining capital projects. Moreover, the CIP links capital projects with master plan objectives throughout the document.

The city meets the RRC best practice for CIPs. Jonesville’s CIP will serve as the vital link between the community’s vision for the future and its financial means to provide the infrastructure, facilities and services needed to support this vision. The most recent version of the city’s CIP is available online so it can be viewed by city residents and potential developers.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
1.1.1	The governing body has adopted a master plan in the past five years.	<input type="checkbox"/> Adopt the master plan update currently in progress	Q1 2019
1.1.2	The governing body has adopted a downtown plan.	<input type="checkbox"/> Add estimated costs for projects in the downtown Jonesville section of the master plan	Q1 2019
1.1.3	The governing body has adopted a corridor plan.	N/A	
1.1.4	The governing body has adopted a capital improvements plan.	✓	

Best Practice 1.2—Public participation

Best Practice 1.2 assesses how well the community identifies and engages its stakeholders on a continual basis. Public participation aims to prevent or minimize disputes by creating a process for resolving issues before they become an obstacle.

Jonesville has demonstrated that it goes beyond meeting all of the public engagement practices required by law (i.e., advertising public hearings) as it uses a multi-faceted approach to engaging residents. The city’s website includes a “News and Announcements” section that keeps residents up to date regarding city events. Additionally, the city disseminates information through the local newspaper (*Hillsdale Daily News*) and radio station (WCSR)—which issue press releases regarding city meetings and events. The city also frequently distributes fliers and other mailings via email and the U.S. mail.

On a day-to-day basis, the city uses its municipal website and Facebook page to conveniently and inexpensively communicate with a broad audience. The city’s Facebook page has 3,200 followers—which is very impressive considering Jonesville’s population is slightly above 2,200. Although not necessary to meet the RRC best practices, the city could consider expanding the ways it uses social media. For instance, the city could request feedback from its residents to inform code enforcement efforts (e.g., SeeClickFix), development proposals and

long-range plans. Additionally, the city website and/or the city’s social media platforms can be used to administer surveys (including visual preference surveys), host digital design charrettes (e.g., MetroQuest public involvement software), and live-stream public meetings.

The city recently had great success with engaging its residents via survey for the recent “Recreation Master Plan” update. The city intends to use a survey as part of the master plan public participation as well.

Currently Jonesville decides which of its many engagement tools to use based on the nature of the message and anticipated audience. The RRC best practices outline the expectation that communities proactively identify which public participation strategies will be used in specific situations. So, to align with the RRC best practices, it’s recommended the city summarize its existing engagement strategies in the form of an overarching public participation document. This document should describe how various local and regional stakeholders will be reached in specific situations; and it should describe the methods the city will use to acquire and subsequently share information. When completed the public participation strategy should be added to the city’s website. The RRC website has a “Public Participation Strategy Guide” that could assist the city in developing its strategy.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
1.2.1	The community has a public participation plan for engaging a diverse set of community stakeholders.	<input type="checkbox"/> Formalize an overarching public participation strategy that describes how stakeholders will be reached in various situations	Q1 2019
1.2.2	The community demonstrates that public participation efforts go beyond the basic methods.	✓	
1.2.3	The community shares outcomes of public participation processes.	<input type="checkbox"/> Determine the media and methods best suited to share the outcomes of public participation activities and include this in the overarching public participation strategy	Q1 2019

Best Practice 2.1—Zoning regulations

Best Practice 2.1 evaluates the city’s zoning ordinance and assesses how well it implements the goals of the master plan. Zoning is a crucial mechanism for achieving desired land use patterns and quality development. Foundationally, the Michigan Zoning Enabling Act (MZEA), Public Act 110 of 2006, requires that a zoning ordinance be based on a plan to help guide zoning decisions.

Overall, Jonesville’s zoning ordinance is aligned with the goals of the master plan and many of the RRC best practices. The code enables and encourages pedestrian-friendly compact development in desired areas and scales down the intensity of uses as someone travels from the city center to surrounding farmland. The city facilitates a mix of housing and businesses downtown by permitting upper-floor housing units above non-residential uses as a permitted use by-right in both of its downtown form-based code (DFBC) districts. The DFBC comprises two zoning districts, the D-1 and D-2 districts. The standards of both of these districts will support the goals of the master plan and particularly the smart growth tenets. The D-1 district has a build-to line that requires structures be constructed all the way up to the front property line. This build-to line will ensure a uniform street wall—supporting the city’s placemaking, non-motorized transportation and historic preservation efforts. The D-2 district establishes a maximum 15-foot front setback that provides flexibility but ensures development styles are consistent and inviting to pedestrians. In addition to the build-to line and maximum setback regulations, the city allows open store fronts, outdoor dining, has minimum ground-floor transparency standards and provides for numerous streetscape elements including: planting beds, street furniture and pedestrian-scaled lighting. The code encourages businesses to have outdoor dining/seating as it considers outdoor seating as transparent façade space—thus providing flexibility and incentivizing this desired land use/design.

The city plans for historic preservation in a number of ways. The DFBC supports the historic character of Downtown Jonesville through ensuring compatible building design. Further, the city allows for historic variances to allow historically significant signs and marquees. The code addresses both historic and

environmental preservation by labeling sensitive areas, “Significant Natural Features.” An area with unique topographic, ecological, hydrological or historical characteristics can be classified as a significant natural feature and protected through the site plan review process.

Jonesville’s code makes it clear that the planning commission has the approval authority for both permitted use and special land use proposals, and special land use proposals require a public hearing. The city has indicated that the development review process works well, and it is consistent with the RRC best practices.

Jonesville’s zoning code provides for the new economy-type businesses that can add vibrancy to its neighborhoods and downtown district. The zoning ordinance expressly lists: art/music/dance studios, breweries, micro-breweries, indoor recreation, research facilities, outdoor dining and open air businesses as either permitted uses or special land uses—making it clear that these uses are allowable and desired by the city.

Jonesville meets the RRC best practices for housing as it allows for a variety of housing types. The code permits upper-floor housing units above non-residential units in both the D-1 and D-2 zoning districts, it incentivizes the use of cluster developments through the planned unit development (PUD) process and it allows for attached single family housing. While not necessary to achieve RRC certification, the city could consider provisions for live/work units, accessory dwelling units, corporate temporary housing, cooperative housing, or allowing cluster developments outside of the PUD process—all of which would provide more housing and lifestyle options for city residents.

Jonesville plans for non-motorized transportation in a variety of ways. Downtown Jonesville’s compact design and allowable mix of uses is the foundation for pedestrian-friendly environments that encourage walking and biking. On top of the use and form-based regulations, the city’s street furniture standards promote non-motorized transportation. While not required for RRC achievement, the city may want to consider expanding the list of street furniture to include bicycle amenities (e.g., bike racks or bike service stations), or adding provisions for traffic calming or street trees.

Best Practice 2.1—Zoning regulations *continued*

Frequently, parking requirements define urban design, land use density, and a person's experience of place more than any other zoning regulation. Furthermore, meeting parking requirements is often the decisive factor in the viability of a project because of both the physical and financial demands associated with parking lots. Therefore, the RRC best practices include strategies to minimize parking requirements wherever possible and provide flexibility for applicants and community officials, so that the optimal number of parking spaces are required in each given situation. Jonesville does not currently meet the RRC best practices in regard to parking. The city does provide flexibility by allowing the planning commission to defer the construction of a portion of the required number of parking spaces for nonresidential uses; but the code could provide additional options to developers. It's recommended Jonesville allow reductions in required parking when shared parking agreements are established—particularly between uses with complementary peak parking times (e.g., church and office building). Additionally, the city could add parking flexibility by allowing reductions in parking when on-street parking is available or

bicycle parking is provided. Or, the city could establish maximum parking standards instead of minimum parking standards, or provide applicants with a payment in-lieu of parking option.

Despite the city's proactive stance on environmental sustainability, the zoning code does not meet the RRC best practice criteria for green infrastructure. The city requires applicants to identify "Landmark Trees" on site plans, but the code does not prohibit the removal of these trees or include replacement standards. To align with the RRC best practices, the zoning code should include tree removal and/or replacement standards. Additionally, the city should consider adding provisions that address low impact development techniques such as rain gardens, bioswales, green roofs, permeable pavement, renewable energy, parking lot landscaping, requiring the use of native plant species and/or rainwater collection techniques such as blue roofs or cisterns.

Jonesville's zoning ordinance meets the RRC best practice for user friendliness. The code features clear definitions and regulations, illustrations facilitate the understanding of abstruse zoning concepts and tables help someone understand what uses are permitted where.

Best Practice 2.1—Zoning regulations *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
2.1.1	The governing body has adopted a zoning ordinance that aligns with the goals of the master plan.	✓	
2.1.2	The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.	✓	
2.1.3	The zoning ordinance includes flexible tools to encourage development and redevelopment.	✓	
2.1.4	The zoning ordinance allows for a variety of housing options.	✓	
2.1.5	The zoning ordinance includes standards to improve non-motorized transportation.	✓	
2.1.6	The zoning ordinance includes flexible parking standards.	<input type="checkbox"/> Add provisions for shared parking, parking reductions when bicycle parking is provided or shared parking agreements are executed between complementary uses, establish maximum parking standards or allow a fee in-lieu option to developers	Q1 2020
2.1.7	The zoning ordinance includes standards for green infrastructure.	<input type="checkbox"/> Add provisions for at least two of the following green infrastructure practices: rain gardens; bioswales; green roofs; pervious pavement; native landscaping; tree preservation or planting standards; cisterns; parking lot landscaping standards; or renewable energy	Q1 2020
2.1.8	The zoning ordinance is user-friendly.	✓	

Best Practice 3.1—Development review policy and procedures

Best Practice 3.1 evaluates a community’s development review policies and procedures, project tracking and internal/external communications. An efficient, deliberate and fair site plan review process is integral to being redevelopment ready. When communities can provide certainty and minimize risk in project planning, developers will be more likely to bring jobs and investment to a community. Therefore, communities should look to simplify and clarify policies wherever possible.

The zoning code is clear that the planning commission has the approval authority for permitted-use and special-use site plans; while the city council has the approval authority for planned unit developments (PUDs) and rezoning requests. While this information is easy to find in the zoning ordinance, applicants may not take the time to research the process on their own. Therefore, it is crucial that the city has a staff member available who can receive and process applications, explain procedures, schedule and conduct pre-application meetings and provide excellent customer service. Section 15.03 of the zoning ordinance describes the availability of preliminary site plan reviews—enabling applicants to receive feedback on their proposals prior to investing time and money finalizing their plans (e.g., paying for engineering/architectural costs). This is a best practice that should be continued. However, to meet the RRC best practice criteria, Jonesville should take the preliminary site plan review process a step further. The city should advertise the availability of the preliminary site plan review process on its website along with an explanation

of why it’s important. Also, while not necessary for RRC certification, it’s suggested the city advertise staff’s willingness to meet with prospective applicants prior to them going before the planning commission with their preliminary site plan concept. These “pre-application” meetings can assist applicants/developers in ensuring the viability of their projects as it could provide a forum to discuss ideas and potential project pitfalls and prepare for a potential preliminary site plan or final site plan proposal before the planning commission.

The city’s self-evaluation indicates internal site plan reviews are conducted by the zoning administrator, city manager, public works superintendent, and the city and fire departments. To aid with succession planning and ensure everyone fully understands the city’s internal review process, the city should document its internal review process. The process should include how long each department/agency has for its reviews and it should list agencies that should be providing comments on certain proposals (e.g., MDOT, MDEQ).

The city tracks site plan proposals using case files. The planning commission typically hears between five and 10 applications a year, so this method of tracking projects works well for the city. To ensure the development review process is continually approved, it’s recommended the city request feedback on the development review process from applicants. Tools such as surveys, a comment box, or follow up phone calls can help the city identify the ways it can improve aspects of the development-review process.

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

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
3.1.1	The zoning ordinance articulates a thorough site plan review process.	✓	
3.1.2	The community has a qualified intake professional.	✓	
3.1.3	The community defines and offers pre-application site plan review meetings for applicants.	<input type="checkbox"/> Advertise the availability of preliminary site plan meetings (and perhaps pre-application meetings) on the city website	Q4 2018
3.1.4	The appropriate departments engage in joint site plan reviews.	✓	
3.1.5	The community has a clearly documented internal staff review policy.	✓	
3.1.6	The community promptly acts on development requests.	✓	
3.1.7	The community has a method to track development projects.	✓	
3.1.8	The community annually reviews the successes and challenges with the site plan review and approval procedures.	<input type="checkbox"/> Establish a method of requesting feedback on the site plan review process <input type="checkbox"/> Review feedback on an annual basis	Q4 2019

Best Practice 3.2—Guide to Development

Best Practice 3.2 evaluates the availability of a community’s development information. Having all development-related information in a single location can greatly increase the ability of a developer or resident to access what they need efficiently. Including this information online can also maximize Jonesville’s staff capacity as staff will spend less time answering questions when applicants can have these questions answered by the city’s website.

Jonesville has many of the fundamental elements of a guide to development linked to from the homepage of the city website. Website users can easily locate contact information for city staff, see an event and meeting calendar, view public hearing notices, city ordinances and pay bills. A “Documents and Forms” webpage provides applications for site plans, special use permits, variances and rezoning requests—along with listing submission requirements for each type of petition. The planning commission webpage includes links to the city’s zoning ordinance and map.

Jonesville’s municipal website has an abundance of useful information that is consistent with the RRC best practices. However, there are a couple of ways the city’s “Guide to Development” can be improved to assist applicants through its development review processes. It’s recommended the city create flow charts for each of its development review processes (i.e. site plan review, special use permits, rezoning and variance requests). These flow charts should illustrate each step in the review processes and have estimated time frames associated with each step. The RRC website has a sample “Guide to Development” which has an example flowchart the city can consider when creating its development review flow charts.

Another key element of a successful development review process is having a fee schedule with up-to-date costs reflective of the services provided. Jonesville’s fee schedule is easy to locate on the website and has lists up-to-date fees for all of the city’s development-related services. The city reviews this fee schedule annually which is consistent with the RRC best practices.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
3.2.1	The community maintains an online guide to development that explains policies, procedures and steps to obtain approvals.	<input type="checkbox"/> Add flow charts for development review processes with time frames for each step in the process	Q1 2019
3.2.2	The community annually reviews the fee schedule.	✓	

Best Practice 4.1—Recruitment and orientation

Best Practice 4.1 evaluates how a community conducts recruitment and orientation for newly appointed and elected officials. Such officials sit on the numerous boards, commissions and committees that advise community leaders on key policy decisions. Ensuring the community is able to recruit the best candidates for these bodies and also have a system in place to get new members up to speed ensures predictability and accountability in the development process.

Jonesville’s website does an exceptional job of providing information on its boards. Each board has a webpage that features a description of roles and duties, a list of members, a summary of what the board is currently working on and a documents section. Dropdown menus allow users to easily locate recent and archived meeting agendas and minutes for each respective board.

Someone interested in serving on a board would easily be able to understand the commitment they were considering and how their knowledge and experience could contribute.

The city’s planning commission bylaws explain the

membership shall be representative of the important segments and in accordance with the major interests, as they exist in the city of Jonesville. And the bylaws list the following interest segments: natural resources and recreation, education, government, and economic development.

While desired skill-sets are identified for the planning commission, they are not identified city council, downtown development authority nor Zoning Board of Appeals. To align with the RRC Best Practices, it’s recommended the city add desired skill sets for these three boards on each respective webpage or on the city’s “Board and Committee Application for Appointment” form.

Just as someone’s understanding of expectations is important prior to them becoming an official, it’s important after. Jonesville currently provides its newly elected and appointed officials orientation materials at the beginning of their term. If the city wishes to augment the existing orientation packets, useful materials can be found on the websites of the Michigan Association of Planning (MAP), Michigan State University Extension (MSUE), and the Michigan Municipal League (MML).

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
4.1.1	The community sets expectations for board and commission positions.	<input type="checkbox"/> Add desired skill sets for the city council, DDA and ZBA on each board’s respective webpage, or on the “Board and Committee Application for Appointment” form	Q3 2019
4.1.2	The community provides orientation packets to all appointed and elected members of development-related boards and commissions.	✓	

Best Practice 4.2—Education and training

Best Practice 4.2 assesses how a community encourages training and tracks educational activities for officials and staff. Trainings provide officials and staff with an opportunity to expand their knowledge and ultimately make more informed decisions about land use and redevelopment issues. The advent of online training platforms makes educational opportunities more accessible than in the past and these opportunities should be taken advantage of.

Jonesville is well positioned to take advantage of training opportunities as it allocates money for this purpose in the city budget. The city also encourages board members to attend trainings, and requires members of the planning commission to attend trainings in years when money is budgeted. As staff becomes aware of training opportunities, they notify city officials. Recently, the city sent planning commission and ZBA members to City of Coldwater for a zoning training. Additionally, staff attended a medical marijuana facility training hosted in Morenci with the city’s regional economic development staff person.

While it’s clear the city’s existing training program works well, it’s recommended the city formalize the

program by setting goals for staff and officials and tracking the progress made toward these training goals. Other RRC communities have found that Excel spreadsheets allow for the easy tracking of training attendance and progress made toward goals. Also, while not necessary for RRC certification, the city could consider adding upcoming training opportunities as a standing agenda item. The city could also begin holding collaborative work sessions at which the city could facilitate the sharing of knowledge and ensure staff and officials are working together to reach important city goals.

Communication is a strength of the city. Every agenda includes an open report period where staff can provide updates and board and committee members can engage in discussion. This allows the city to share lessons learned from trainings and it ensures staff and officials are consistently working together and informed of current events. The city’s internal communication is supported by the annual preparation and presentation of the planning commission’s “Annual Report of Planning Activities” — which is presented annually to the city council. The planning commission’s thorough report is posted online — which is consistent with the RRC Best Practices.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
4.2.1	The community has a dedicated source of funding for training.	✓	
4.2.2	The community identifies training needs and tracks attendance of the governing body, boards, commissions and staff.	<input type="checkbox"/> Identify annual training goals for staff and officials <input type="checkbox"/> Track training attendance in a training spreadsheet	Q4 2019
4.2.3	The community encourages the governing body, boards, commissions and staff to attend trainings.	✓	
4.2.4	The community shares information between the governing body, boards, commissions and staff.	<input type="checkbox"/> Add the most recent “Annual Report of Planning Activities” to the city website	Q4 2018

Best Practice 5.1—Redevelopment Ready Sites®

Best Practice 5.1 assesses how a community identifies, visions for and markets their priority redevelopment sites. Communities must think strategically about the redevelopment of properties and investments. Prioritized redevelopment should be targeted in areas that will catalyze further development around it. Instead of waiting for developers to propose projects, Redevelopment Ready Communities® identify priority sites and prepare information to assist developers in finding opportunities that match the community’s vision.

To meet this Best Practice criteria, Jonesville will need to work with community stakeholders to identify, prioritize and generate visions for at least three redevelopment sites within the city. The visions for these sites should be tied to the master plan, downtown plan and CIP; and the city should ensure a policy framework is in place to support each vision (i.e., zoning ordinance will allow the visions to be implemented). If sites at the Jonesville Industrial Park are a top priority, they can be considered priority redevelopment sites—although Jonesville is encouraged to select sites in key areas, which can have a catalyzing effect on the surrounding area. After sites are identified and visions are created, the city should gather information about the sites, including: owner contact info, address,

size of the site, available infrastructure, asking price, and a quick explanation of why this site is a great opportunity for an investor. This information should then be marketed online. One of the priority sites should be marketed in the form of a more thorough property information package (PIP). A PIP consists of basic site information as well as more technical items (as applicable) that the city has available, including: traffic studies, environmental reports, financial incentives, market analyses, a property survey, a natural features map, etc. If financial incentives are not included in the property information package, the city should identify negotiable development tools or in-kind support that can be used for the potential projects. The RRC property information package template could be useful as the city develops a property information package. When the sites are ready to be advertised, it’s recommended the city market them on the municipal website as well as through the existing partnerships the city has with its regional economic development partners. The marketing of priority redevelopment sites will help generate interest and excitement in the sites; and it will ensure Jonesville is ready for developer inquiries regarding redevelopment opportunities.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
5.1.1	The community identifies redevelopment sites.	<input type="checkbox"/> Prioritize at least three development/redevelopment sites within the city	Q3 2019
5.1.2	The community gathers basic information for redevelopment sites.	<input type="checkbox"/> Gather basic information on at least three priority redevelopment sites	Q3 2019
5.1.3	The community has developed a vision for each redevelopment site.	<input type="checkbox"/> Establish visions for at least three redevelopment sites	Q3 2019
5.1.4	The community identifies potential resources and incentives for prioritized redevelopment sites.	<input type="checkbox"/> Include potential resources and/or incentives along with the identified redevelopment sites	Q3 2019
5.1.5	A property information package for a prioritized redevelopment site(s) is assembled.	<input type="checkbox"/> Create a property information package (PIP) for at least one of the redevelopment sites	Q3 2019
5.1.6	At least three redevelopment sites are actively marketed.	<input type="checkbox"/> Market the redevelopment sites on the city website	Q3 2019

Best Practice 6.1—Economic development strategy

Best Practice 6.1 evaluates goals and actions identified by a community to assist in strengthening its overall economic health. Today, economic development means more than business retention, expansion and attraction. While business development is a core value, a community needs to include place making and talent in the overall equation for economic success. A successful economic development strategy will highlight a community’s assets, and describe a range of innovative incentives that will attract both people and businesses.

Jonesville has been proactive in planning for its economy as evidenced by the economic development focus in the master plan, the formation of the Jonesville DDA and strong partnerships with the Hillsdale Economic Development Partnership (EDP), the Region 2 planning commission and the Jonesville Business Association. The city currently has a one-page economic development strategy that identifies priorities, actions and partners.

To meet the RRC Best Practice criteria, the city should build on this one-page strategy by identifying strengths, weaknesses, opportunities and threats and include goals and implementation actions. Just as with the master plan recommendation, each implementation action should have an associated responsible party and estimated time frame for completion. The strategy will be the strongest and most implementable if the city coordinates its strategy with its regional stakeholders, including: the DDA, Hillsdale County Economic Development Corporation, Region 2 planning commission, and the MEDC.

Planning in accordance with these partners can save the city time and resources and ensure all of the city’s efforts are aligned with those of its regional partners. Jonesville may find the “RRC Economic Development Strategy Guide” helpful as it develops its overarching strategy.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
6.1.1	The community has approved an economic development strategy.	<input type="checkbox"/> Create an overarching economic development strategy	Q4 2019
6.1.2	The community annually reviews the economic development strategy.	<input type="checkbox"/> Annually review the economic development strategy	Q2 2019

Best Practice 6.2—Marketing and promotion

Best Practice 6.2 evaluates how a community promotes and markets itself. Marketing and branding is an essential tool for promoting a community’s assets and unique attributes. Consumers and investors are attracted to places that evoke positive feelings and to communities that take pride in their town and their history.

The city’s master plan identifies marketing as a critical element in its downtown economic development efforts. Additionally, the city markets its available real estate and the municipal website links to a variety of city services and businesses—and it provides information on Jonesville’s history, economy, arts, culture and recreation opportunities. The city website also advertises redevelopment sites in the Jonesville Industrial Park and a city-owned site downtown. Jonesville also uses Facebook to share community news and advertise upcoming events.

Although the city is employing great marketing strategies, the city is not entirely in alignment with the RRC Best Practices regarding marketing. Similar to as in Best Practice 6.1, the best practices call for an overarching marketing strategy. This strategy should describe ways to leverage resources and establish agreed-upon city goals within the existing regional framework of marketing and economic development strategies. The city’s priority redevelopment sites (Best Practice 5) should be integrated into the marketing strategy as they are selected. The

development of a marketing strategy will be a great opportunity for the city to partner with local and regional stakeholders—which is a strength of Jonesville’s.

The second element of this best practice is the promotion of the community through a website. A municipal website serves multiple functions. On a fundamental level, it is a means to share information—including information about public meetings, city plans, policies, events and related organizations. Beyond this, a municipal website is an important expression of a community’s character and image. People who are unfamiliar with a community will often first look to a website for information. They will be forming their first impressions and reaching conclusions from the website; therefore it is imperative that the website is visually appealing and key information is easily accessible.

Jonesville’s website is organized and provides an abundance of information. The homepage features contact information and links to ordinances, permit applications, maps and information on community businesses and services. The homepage also features a “News & Announcements” section and attractive pictures that change every six seconds.

Overall, the website is well organized and functional. As the development-related items discussed in this report are completed, they should be added to the website.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
6.2.1	The community has developed a marketing strategy.	<input type="checkbox"/> Adopt an overarching marketing strategy for the city	Q4 2019
6.2.2	The community has an updated, user-friendly municipal website.	<input type="checkbox"/> As they are completed, add missing items to the city website	Q4 2019

The RRC program assists communities in maximizing their economic potential by embracing effective redevelopment tools and best practices. As this report makes clear, there are a variety of ways Jonesville can improve its development-related practices. Jonesville's city council, planning commission, DDA and ZBA should review this report and establish a work plan for achieving RRC certification. The estimated timelines included in this report's tables can be adjusted by the city, based on staff time and resources. The city can work at its own pace to complete the unmet Best Practice criteria.

Jonesville's strengths currently lie in its long-range plans, zoning ordinance and expedient development-review processes. Challenges for the city include visioning for priority redevelopment sites and establishing overarching economic development and marketing strategies. With this report and the resources the RRC team can provide, Jonesville will be able to become certified in the near future. The RRC team views this report as the first step in a productive, long-lasting relationship that will continue for years to come.