



redevelopment ready
communities®

RRC Baseline Report

Village of Calumet

June 2019

MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

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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 the RRC self-evaluation, send at least one representative to the best practice trainings, and pass a resolution of intent, outlining the value the community sees in participating in the program. Representatives from Calumet submitted the community's self-evaluations in October 2017 and attended trainings in that same month. Earlier that year (March), village council passed a resolution of intent to participate in the program.

Developed by experts in the public and private sector, the RRC Best Practices are the standard to achieve certification, designed to create a predictable experience for investors, businesses and residents working within a community; communities must demonstrate that all best practice criteria have been met to receive RRC certification. This evaluation finds the community currently in full alignment with 18 percent of the best practice criteria and partially aligned with another 50 percent. The work the village has done over the past few years has placed the village in a good position to reach certification. Efforts such as the updated master plan, capital improvement plan, and the DDA/BBCT/Main Street's active role in property development are solid foundations.

This report includes recommendations for how the community can fully align with the best practices. Each

recommendation has been customized to fit Calumet and is backed by research and conversations specific to the community; however, these recommendations are just the beginning of the conversation. RRC is focused heavily on intent versus prescriptive “to-dos.” As the community works through the process, it may identify other ways to meet the intent of a particular best practice. The community's RRC planner will be there every step of the way to discuss those ideas, direct the community to resources, and provide general guidance. In addition to the community's RRC planner, other partners should be at the table including: Calumet Main Street; the DDA; Keweenaw Economic Development Alliance (KEDA); Keweenaw Convention and Visitors Bureau; Keweenaw National Historical Park; Houghton County; Western Upper Peninsula Planning & Development Region (WUPPDR); InvestUP; Small Business Development Center (SBDC); and Michigan Economic Development Corporation (MEDC). RRC is a collaborative effort and is most successful when all parties are willing to engage to open dialogue so that Michigan communities can be on the forefront of developing unique identities and prosperous businesses.

Once the community has had a chance to digest the contents of this report, it will need to decide whether to continue with the RRC process. If it opts to reach for certification, it will result in a fully streamlined, predictable and transparent development process that is guided by a shared community vision. This will increase the community's ability to grow local investment and attract outside investment. It will also allow the Michigan Economic Development Corporation to better understand the community's desires for the future and how state tools and resources can help achieve that goal. MEDC looks forward to working with Calumet on its efforts to reach certification and to a prosperous relationship for many years to come.

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 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; meeting minutes and website. 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 community's current status in meeting all the redevelopment ready processes and practices. This baseline establishes a foundation for the community's progress as it moves forward in the program. All questions should be directed to the RRC team at RRC@michigan.org.

Calumet has completed 18 percent of the Redevelopment Ready Communities® criteria and is in the process of completing another 50 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	5.2.1	5.2.2
6.1.1	6.1.2	6.1.3	6.1.4	6.1.5	6.1.6	

Best Practice 1.1—The plans

Best Practice 1.1 evaluates community planning and how the redevelopment vision is embedded in the master plan, downtown plan and capital improvements plan. The master plan sets expectations for those involved in new development and redevelopment, giving the public some degree of certainty about their vision for the future, while assisting the community in achieving its stated goals. Local plans can provide key stakeholders with a road map for navigating the redevelopment process in the context of market realities and community 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 review the master plan at least once every five years after adoption. Calumet recently updated its master plan in 2018, placing it well within the five-year period.

As the plan's introduction notes, Calumet is a unique community as it is entirely within a National Landmark District and is a major part of the Keweenaw National Historical Park. The official village boundaries span just 26 blocks with a population of 819; the greater Calumet area—which includes Calumet Township and Laurium—totals roughly 6,500. This unique situation means that while the village itself has a small population, it has access to a much larger pool of tourist and shoppers from neighboring communities. The village's plan focuses on several of its strengths including the downtown, parks and recreation, and winter vitality. It also covers foundational topics such as transportation, housing, infrastructure, and community facilities.

One of the first things a reader will see in the plan is the community's vision for its future: "The Village of Calumet is the ideal livable and walkable community, with a unique, vibrant, historical and lively downtown filled with special shops, restaurants, services, cultural activity and housing. The residential area is a desired neighborhood valued for its historic homes and affordable housing within walking distance of downtown. The Village attracts new residents and business with its proximity to the nearby, outstanding recreational opportunities of the Keweenaw Peninsula." This vision is supported by four guiding principles: retaining and

enhancing a sense of place, focusing on economic development and downtown revitalization, strengthening neighborhoods, and collaborating with partners.

Much of the village's redevelopment efforts are focused on the downtown area with a special emphasis on preserving the unique external architecture of the village's buildings while rehabilitating the inside to include new commercial and residential space. The plan specifically highlights three key buildings: the Curto Saloon, Erkkila Building and Sullivan Livery. Thanks to the work of the DDA and a group of dedicated stakeholders called the Bring Back Calumet Taskforce (BBCT), funds have been secured to stabilize and prepare several downtown buildings for reinvestment. In addition to creating additional downtown housing and commercial space, the plan acknowledges a need to expand the housing variety in the village through targeted redevelopment efforts.

Complementing the strong redevelopment and preservation focus, the plan also tackles other necessary information including a future land use plan, a list of zoning changes needed to implement the plan, and a discussion of complete streets (throughout the downtown in particular). The plan wraps up with dedicated chapters on winter vitality and capacity building and governance which include recommendations for tackling highly local and oftentimes sensitive issues. To tie the many goals and objectives together, Chapter 11 includes an action plan for completing the objectives which outlines action, responsible parties and estimated timeframes. One aspect unique to RRC communities is that they not only have such an action strategy, but they report on progress at least annually. Conversations indicate this is not currently happening. The village will need to implement some type of annual (or more often) reporting method in order to fully align. This is typically a memo to the governing body or included in the planning commission annual report.

As mentioned throughout the plan, the village places a special emphasis on the downtown as its main economic engine. As such, the village maintains an active Downtown Development Authority (DDA) which

Best Practice 1.1—The plans *continued*

provides dedicated funding for improvements via a tax increment financing mechanism established in 1992 (and still active today). The DDA is guided by two main plans: the 1992 TIF plan which authorizes the funding and outlines how it intends to spend the funds, and a 2002 downtown development plan which updates the projects the DDA will spend its funds on. While many DDAs across the state have focused on events and beautification efforts, Calumet’s DDA has taken a very active role in economic development by advocating and paying for infrastructure improvements, actively owning and marketing properties, and supporting small business development. Based on conversations with stakeholders, the DDA has proven to be a strong force in Calumet’s efforts to revitalize the area. With both plans more than 15 years old, village leadership has indicated that it’s time for updates. This evaluation agrees with that assessment, especially with the TIF authority expiring in 2022 (30 years after authorization). The village expects to update the plans in 2019 and will have access to RRC resources as it does so.

Communities create many plans including master plans, downtown plans, non-motorized transportation plans, parks and recreation plans, and more. Each of these plans typically result in recommendations for capital investments in new programs, infrastructure, parks, etc. A capital improvement plan (CIP) helps a community gather all those investments into one document to help with annual budgeting efforts; such a plan is also a requirement under the Michigan Planning Enabling Act. Calumet created its first capital improvements plan in 2017 and many capital improvement projects are included directly in the master plan. The 2017 CIP outlines projects through 2023 and includes a clear policy on what constitutes a capital improvement. That plan, however, is out of date since CIPs should be updated annually to reassess and add a new year (to always be at six years out). For the village to be fully aligned with this best practice it should make the 2018 CIP (2019–2024) or 2019 CIP available online (whichever is most current).

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"/> Implement a system for annually reporting on master plan progress	2019
1.1.2	The governing body has adopted a downtown plan.	<input type="checkbox"/> Update the DDA Development and TIF plans	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.	<input type="checkbox"/> Make the 2018 or 2019 capital improvements plan available online	2019

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. Communities who regularly engage their residents also build long term trust and see greater support for plans and other initiatives.

Creation of a public participation plan was highlighted in Chapter 10 of the plan as a key tool in increasing civic capacity. The village officially adopted the plan in March 2019 after working with the Western Upper Peninsula Planning and Development Region (WUPPDR). The project was fully financed through the RRC program to assist Calumet in working toward the best practices while

it waited for this baseline evaluation. The plan outlines participation goals, key stakeholders, opportunities for engagement in the development process (public hearings, comments, meetings, etc.), and proactive engagement tools likely to be used in Calumet including community meetings, surveys and focus groups. It also outlines how it will track the effectiveness the plan and how it'll share the results.

Seeing as the plan is very new, the village hasn't had much chance to use it yet. But the downtown plan update process will present a great opportunity for using the public participation plan. RRC Best Practices recommend regular reviews and updates to keep it fresh; these updates typically occur every five years or so.

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.	✓	
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.	✓	

Best Practice 2.1—Zoning regulations

Best Practice 2.1 evaluates the community's zoning ordinance and assesses how well it implements the goals of the master plan. Zoning is a significant 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. Calumet's zoning ordinance was last updated in 1997. Considering that the zoning ordinance is older than many of the village's plans, including the two most recent master plans, the village should make an update of the ordinance a priority. The 2018 master plan includes a list of recommendations to start with including removing fees from the ordinance (instead adopting annually so they can be changed as needed), updating references to include more recent planning statutes, and allowing more types of housing.

As the village works to update the zoning ordinance, it should also make updates to better align with the RRC best practices on zoning. This report briefly discusses each, including the village's current status in aligning with the remaining seven zoning ordinance best practice criteria and recommendations for future changes to fully align.

Concentrated Development: This best practice criterion focuses on creating vibrant, mixed-use downtowns. Communities align with this best practice when they allow mixed-use (residential above commercial) development by-right (no special hearing or steps), incorporate placemaking design components and address historic preservation. Calumet's plans clearly desire this type of development and the village addresses much of this via the Historic District Commission which has the authority to issue certificates of appropriateness for any building in the district (which includes the entire downtown). Certificates are issued once a building owner shows it meets the design guidelines found on the HDC's web page—these standards include many placemaking components such as parking in back, streetscape design, ground floor transparency, etc. While the HDC addresses the last two aspects of this best practice criterion, the

village's zoning ordinance doesn't currently allow mixed-use by-right; it instead requires a conditional use permit which adds time and uncertainty to such development. In order to fully align, the village will need to allow such uses by-right.

Flexible Development: This best practice looks for the community to have at least two types of tools in the zoning ordinance to provide flexibility. These can include nonconforming regulations, density bonuses, form-based code, overlay zones, conditional rezoning or new-economy uses. Calumet's zoning ordinance currently includes non-conforming regulations though they are buried in Section 8 (General Regulations). The HDC guidelines get close to a form-based code concept, they don't incorporate the use flexibility which is a main benefit of such codes. In fact, the ordinance prohibits any use that isn't explicitly stated in the ordinance. The village has many options for aligning with this best practice but the most effective would be to update the permitted and conditional use lists to include new uses that have emerged since 1997. These include indoor recreation, research, etc.

Housing Diversity: This criterion looks to ensure that the zoning ordinance allows (by-right) a variety of housing types beyond traditional single-family detached houses and apartment complexes. The zoning ordinance currently includes just one residential district which only allows single-family and two-family homes by-right. All other housing types are either a conditional land use or only allowed as part of a planned unit development. Based on this current language, the village doesn't allow any non-traditional housing by-right. Calumet's master plan includes an entire chapter dedicated to housing and the need to increase the village's housing variety to attract new residents—a recent target market analysis shows there is demand for such housing in the area. Several of the zoning changes also outline ways to do this including allowing micro apartments¹ and allowing accessory dwellings. The village should explore these options, better define housing types in the definitions section, and determine whether its one-size-fits-all

¹ Calumet's master plan considers these to be 500 square feet or less; RRC's definition is 400 square feet or less.

Best Practice 2.1—Zoning regulations *continued*

residential district approach should be altered to target areas where non-traditional housing types can be permitted by-right.

Non-Motorized Transportation: This best practice criterion encourages communities to partner with building owners to encourage non-motorized infrastructure as part of new development. The village does not currently have any provisions in the zoning ordinance to encourage such improvements. In 2013, students from Michigan Technological University (MTU) completed a complete streets study for Calumet. The village used that work to inform a discussion of complete streets in the master plan which calls for increasing bike infrastructure and more colorful crosswalks in the downtown. Other common ways communities address this best practice criterion is through bike parking or streetscape standards. Considering the natural beauty of the area which attracts thousands of recreational tourists, improving such infrastructure throughout the village can be a real benefit for businesses by making it easier for residents and visitors to safely and easily reach their destination.

Parking Flexibility: Parking is a necessity in all communities, but oftentimes zoning ordinances require significantly more parking than is truly necessary for day-to-day needs. This adds costs to development and consumes otherwise valuable space for community wealth-creating buildings. Redevelopment Ready Communities® have zoning ordinances which right-size parking requirements and allow greater flexibility or grant exceptions where appropriate. Calumet's RRC self-evaluation indicated that the village issues waivers and grants an exception for areas such as downtown where public parking is available. This evaluation was unable to substantiate that claim—so while it may be a practice, it's not technically allowed under the existing zoning ordinance. The zoning ordinance does clearly allow one

tool, shared parking, under Section 11(1)(8) which helps the village at least partially meet this criterion. To fully align, the village should update the zoning ordinance to more clearly indicate how it grants exceptions and handles parking in the C-2 district.

Environmental Preservation and Green

Infrastructure: This Best Practice criterion looks to see that a community includes at least three provisions related to environmental preservation and sustainability such as allowing alternative energy infrastructure, tree preservation, parking lot landscaping, green roofs, rain gardens, etc. By encouraging environmental preservation, building owners can become partners with the village in creating a sustainable, resilient community ready to face ever changing climate conditions. Despite the current emphasis on resiliency and tourism, the zoning ordinance currently includes no provisions to encourage preservation. The village can remedy this by exploring the many options available to help encourage environmental preservation and selecting a toolbox of options that fit the unique circumstances of the area.

User-friendliness: Not typically a word associated with zoning ordinances, efforts can be made to make these legal documents more accessible and readable to potential building owners, especially first-time developers who are looking to invest in their local community. As part of its new website, the village made the zoning ordinance available online which is a key step. However, the file online is a scanned copy of a physical paper version which makes searching it difficult. The ordinance also doesn't include any tables or graphics to increase readability. As part of its efforts to update the ordinance, the village should incorporate graphics and tables; it should also move from a scanned paper copy to a digital version to make searching easier.

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.	<input type="checkbox"/> Update the zoning ordinance to include the changes recommended in the 2018 master plan	2020
2.1.2	The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.	<input type="checkbox"/> Allow mixed-use development by-right in the C-2 district (downtown)	2020
2.1.3	The zoning ordinance includes flexible tools to encourage development and redevelopment.	<input type="checkbox"/> Review and update the allowed uses in districts to incorporate modern day uses	2020
2.1.4	The zoning ordinance allows for a variety of housing options.	<input type="checkbox"/> Allow at least three types of non-traditional housing types by-right in the village <input type="checkbox"/> Update definitions to clearly differentiate between traditional multifamily and non-traditional such as townhomes, stacked flats, accessory dwellings, etc.	2020
2.1.5	The zoning ordinance includes standards to improve non-motorized transportation.	<input type="checkbox"/> Adopt at least one provision to support non-motorized transportation in the village such as bike parking, streetscape standards, sidewalk connectivity, etc.	2020
2.1.6	The zoning ordinance includes flexible parking standards.	<input type="checkbox"/> Clarify how the village handles parking minimums in the C-2 district <input type="checkbox"/> Clarify how the village handles parking waivers	2020
2.1.7	The zoning ordinance includes standards for green infrastructure.	<input type="checkbox"/> Adopt at least three provisions to support environmental preservation such as parking lot landscaping, tree preservation, renewable energy, or low impact development techniques	2020
2.1.8	The zoning ordinance is user-friendly.	<input type="checkbox"/> Incorporate tables and graphics into the updated zoning ordinance <input type="checkbox"/> Make the new ordinance available as a digital document instead of a scanned paper copy	2020

Best Practice 3.1—Development review policy and procedures

Best Practice 3.1 evaluates the community's development review policies and procedures, project tracking and internal/external communications. An efficient site plan review process is integral to being redevelopment ready and can assist a community in attracting investment dollars while ensuring its zoning ordinance and other laws are followed.

Evaluating this Best Practice proved difficult as much of the village's development review process is not documented, leaving much to interpretation and anecdotal evidence of how the process operates. The first thing this best practice looks for is clear documentation of the roles and responsibilities for boards and individuals involved in the process. In Calumet's case, the site plan review process is not actually documented anywhere in the zoning ordinance; only conditional land uses and planned unit developments are addressed. In both those cases, the planning commission plays an advisory role while the village council is the final decision-making body. The village administrator serves as the zoning administrator which is common in smaller communities. Based on the current reading of the ordinance, all permitted uses go straight to the building application, skipping any level of planning commission and internal zoning review. Some items required for the building permit application are similar to what might be asked in a site plan review but it's unusual for a zoning ordinance to not at least require a zoning permit.

When digging deeper into the ordinance, Chapter 11 does seem to require site plan reviews for some residential uses and all buildings requiring parking, but again, there is no documented site plan review process in the ordinance. On top of the site plan review process, the Historic District Commission (HDC) must issue a certificate of appropriateness for any renovation or new build within the district. As mentioned in Best Practice 2, the design guidelines for this certificate address several zoning-related items and the HDC's work is vital to maintaining the historic feel of the area but the zoning ordinance isn't clear about where exactly HDC approval fits in. Houghton County handles all building permitting and inspections which adds some capacity for the village to handle development and provides consistency across the area.

Interestingly, discussions with stakeholders didn't raise many of these issues, implying that the existing system works on the surface. But the process seems to be heavily reliant on people who currently sit in key positions of responsibility. Without better documentation, it only takes one major change in key players to unbalance an entire system. Based on the current situation, RRC recommends several changes to the village's site plan review process:

- Clearly document the site plan review process in the zoning ordinance, including what requires a site plan, key steps, timeframes, key players, etc. The planning commission or staff should be the final approver for all permitted uses.
- Offer conceptual review (also known as pre-application) meetings for potential investors to understand the process upfront and receive all the information they'll need to do development in the village. The village should have a checklist of items to cover to ensure consistency.
- Establish a joint review committee to internally review site plans before taking the application to the planning commission. This typically includes the zoning administrator, public works and public safety at the very least. Others should be brought in as needed, such as MDOT, Houghton County, etc.
- Develop an internal review process and clearly document it to ensure consistency no matter who serves as the zoning administrator.
- Create flowcharts of the major development review processes (site plan, planned unit development, conditional land use, rezoning, variance) to visually show the process; this helps first-time investors gain a level of confidence in the process.
- Develop a system to track site plan applications from submittal to occupancy. This will require coordination with Houghton County to ensure building inspection/permitting updates are being shared between the two entities.
- Establish a method for collecting feedback following the process. This helps improve the system over time. Be sure to have a process in place for reviewing the feedback with the planning commission and joint review team at least annually.

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.	<input type="checkbox"/> Document the site plan review process and/or clarify who the final approver is for permitted uses	2020
3.1.2	The community has a qualified intake professional.	<input type="checkbox"/> Clearly indicate a point of contact on the website for development review	2019
3.1.3	The community defines and offers conceptual site plan review meetings for applicants.	<input type="checkbox"/> Offer and advertise the availability of conceptual review (pre-application meetings) <input type="checkbox"/> Create a checklist of items to be reviewed at the meetings	2019
3.1.4	The appropriate departments engage in joint site plan reviews.	<input type="checkbox"/> Establish a joint site plan review team.	2019
3.1.5	The community has a clearly documented internal staff review policy.	<input type="checkbox"/> Document the internal site plan review process including key roles, responsibilities and timelines	2019
3.1.6	The community promptly acts on development requests.	<input type="checkbox"/> Develop flowcharts of the major development review processes (site plan, conditional land use, planned unit developments, and rezoning) <input type="checkbox"/> Confirm what projects require a site plan approval and who is the final approver; document that in the zoning ordinance	2019/2020
3.1.7	The community has a method to track development projects.	<input type="checkbox"/> Develop a method to track development applications from submittal to occupancy	2019
3.1.8	The community annually reviews the successes and challenges with the site plan review and approval procedures.	<input type="checkbox"/> Establish a system for collecting feedback from individuals who've been through the site plan review process <input type="checkbox"/> Establish a process for reviewing the feedback at least annually	2019

Best Practice 3.2—Guide to Development

Best Practice 3.2 evaluates the availability of the community’s development information. Having all the necessary information easily accessible online for developers and residents alike creates a transparent development process that can operate at any time. This information creates a smoother process overall and reduces the amount of time staff spend answering basic questions.

Calumet has some development and zoning items online such as the zoning ordinance, HDC guidelines, and application for a certificate of appropriateness but overall much of the information requested in this guide to development is unavailable. The village could address this in two ways: create a single document with all this information or create a web page that centralizes all this information. Whichever method it opts to go with, it should be sure to create a resource that not only provides access to the information but also explains the process as if the reader is a first-time investor. Oftentimes, that first-time investor isn’t sure where to start, let alone what they need to be looking for. The village can help encourage local investment by making the process as accessible as possible and this guide plays a large role in that effort.

The second part of this best practice looks to see that a community’s fee schedule is available online and up-to-date. Many of Calumet’s development review fees are established in the ordinance directly, making them difficult to find and to change; it also means they have not been reviewed since 1997. At the very least, the village should compile a single document outlining all the development-related fees. Ideally, the village should pull them out of the ordinance and set them as part of the budget process each year as recommended in the master plan under the zoning amendments section.

In addition to clearly knowing what fees an investor will encounter, a Redevelopment Ready Community® offers the ability to pay fees via credit cards. This is especially helpful for those who are not professional developers but want to invest in their community as credit cards can offer flexibility to pay. If an out-of-town developer wants to invest, allowing fees via credit card also allows them to more easily pay. The village has the authority to pass on the credit card fees to the user and communities oftentimes do so. At the very least the community should assess whether this is a possibility and if it deems not, clearly outline why.

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"/> Create a guide to development which includes all the information in this Best Practice. It should be written in a way to inform a first-time investor of how the process works and what they’ll need	2020
3.2.2	The community annually reviews the fee schedule.	<input type="checkbox"/> Compile all development-related fees into a single document and post it online <input type="checkbox"/> Pull out fees from the ordinance and instead set them annually as part of the budget	2020

Best Practice 4.1—Recruitment and orientation

Best Practice 4.1 evaluates how a community conducts recruitment and orientation for newly appointed or elected officials. Such officials sit on the numerous boards, commissions and committees that advise community leaders on key policy decisions. Ensuring that the community has a transparent method of recruitment, clearly lays out expectations/desired skill sets, and provides orientation for appointed officials is key to ensuring the community makes the most of these boards and commissions.

As a former Michigan Main Street community, Main Street Calumet continues to follow several of the National Main Street tenants including having a documented position description for its board members. This could be a great model for the village to follow in establishing clear expectations for the planning commission, historic district commission, and zoning board of appeals. By creating a position description, the village can clearly outline the responsibilities for each board and establish expectations and desired skill-sets. For example, if a resident was interested in the planning commission, it's helpful to have a single place where they can see the time commitment, get an idea of how to prepare for a meeting, understand that they will need to learn about planning and zoning, etc. We all look at job descriptions when applying for jobs—volunteer opportunities on our local governments should be just as clear to attract the best candidates or avoid someone

joining without realizing the full extent of what they signed up for and then resigning six months later.

Calumet should also clearly document the appointment process for each board/commission. Some may require council approval while others might have interviews with existing members. Who should collect applications? How are vacancies posted? How long does the process take? What factors are weighed in deciding appointments. The village currently fills most vacancies by requesting a resume or letter. As long as this is paired with a clear process, that's sufficient to meet the intent of this best practice but the village may wish to move forward a basic application as well to be consistent.

Once members are appointed, they are provided with orientation materials and sometimes receive hands-on training through the Michigan Municipal Leagues UP representative. Orientation packet materials include items such as the General Law Village Act, FOIA materials, MML handbook, the Michigan Planning Enabling Act, Planning Commission ordinance and more. Each packet varies based on the board's area of responsibility. There are several other great resources out there from organizations such as MSU Extension and the Michigan Association of Planning which should be considered but the village meets the intent of this best practice based on work it has done in recent meetings to establish packet materials.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
4.1.1	The community sets expectations for board and commission positions.	<input type="checkbox"/> Create position descriptions for the planning commission, historic district commission and ZBA <input type="checkbox"/> Clearly document the appointment process	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 appointed and elected officials and staff. Trainings provides officials and staff with an opportunity to expand their knowledge and ultimately make more informed decisions about land use and redevelopment issues. An effective training program includes four components: financial resources to support training, a plan to identify priority topics and track attendance, consistent encouragement to attend trainings and sharing of information between boards and commissions to maximize the return on investment for the community.

Based on discussions with village officials, Calumet offers financial support for training though it is not a dedicated line item as envisioned in the best practice. This is easily remedied in the next budget process. Alternatively, the village could establish a clear policy on which funds are used for training and make sure all appointed officials know they have access to such funds.

Even with funds, training opportunities can be overwhelming to sort through and some of the more common opportunities require extensive travel which is often not feasible. In order to make the best use of the available funds, the village should hold conversations with each of its boards to identify priority training topics. For example, the planning commission minutes from March 2019 show an interest in adopting regulations around short-term rentals. Before such conversations occur, the commission should become better informed on what's happening in the field. This could be achieved through webinars, articles, asking MML or MSU Extension to come talk about the issue, bringing in someone who currently does short-term rentals in the area, etc. Newer members will likely need training on the basics of site plan review while more experienced

members can specialize in something of interest to them. The DDA might benefit from training in economic development tools—inviting MEDC to come talk about those is a good way to achieve that goal. Ultimately, training is about learning rather than becoming an expert—and with all the opportunities available, identifying priorities is essential to building an effective training plan for each board.

Once the board has a strategy in place, attendance should be tracked; this typically occurs via a spreadsheet for easy access at a later date. Essential to building on the strategy is consistently sending training notifications. One easy way to do this is to add training as a standing agenda item, but it could also be achieved by including training materials in monthly packets or sending emails on a regular basis (note that this is different than sending emails whenever something comes along as those can get easily lost and are inconsistent).

In addition to building capacity through training, Redevelopment Ready Communities® also have established procedures for sharing information between boards. In particular, three tools should be found in any RRC community: a way to report out following training activities, an annual joint meeting with the all boards and commission, and a planning commission annual report (as required by the Michigan Planning Enabling Act). Calumet does not currently have any of the three tools in place. Other RRC communities are great sources for ideas of the many ways a joint meeting could be conducted. RRC also provides templates for a planning commission annual report to get the village started. Training report outs could become a part of the regular agenda under the training title as suggested earlier. All of this could be coordinated using the liaison system Calumet has in place to promote communication between boards.

Best Practice 4.2—Education and training *continued*

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
4.2.1	The community has a dedicated source of funding for training.	<input type="checkbox"/> Establish a dedicated line item to support training for village officials; or <input type="checkbox"/> Establish a clear policy of where training funds are coming from and how to access them	2019/2020
4.2.2	The community identifies training needs and tracks attendance of the governing body, boards, commissions and staff.	<input type="checkbox"/> Develop a training strategy for each board and commission <input type="checkbox"/> Establish a method for tracking attendance at training events or activities	2019
4.2.3	The community encourages the governing body, boards, commissions and staff to attend trainings.	<input type="checkbox"/> Establish a consistent way to communicate training reminders and opportunities.	2019
4.2.4	The community shares information between the governing body, boards, commissions and staff.	<input type="checkbox"/> Hold a joint meeting with village council, planning commission, DDA, HDC and Main Street at least annually <input type="checkbox"/> Publish a planning commission annual report as required by the Michigan Planning Enabling Act <input type="checkbox"/> Add training as a standing agenda topic for report outs and reminders	2019/2020

Best Practice 5.1—Economic Development Strategy

Best Practice 5.1 evaluates goals and actions identified by the community to assist in strengthening its overall economic health. Strategic economic development planning is critical to attract jobs and new investment in communities.

Calumet is fortunate to have numerous economic development partners including the Keweenaw Economic Development Alliance (KEDA), Houghton County, Keweenaw National Historical Park, InvestUP, Michigan Economic Development Corporation, Western Upper Peninsula Planning & Development Region (WUPPDR), and the Small Business Development Center. Each of these partners provides technical assistance or financial support for projects in the village as outlined in each organization’s own goals and programs. For example, KEDA assisted the village in creating a 2016 development prospectus. MEDC provides support for both downtown building projects and industrial job creation. SBDC provides essential services to small businesses looking to start up or grow. The county plays a vital role in making the area a great place to invest and live. InvestUP provides support for the region as whole, changing the narrative about what it means to live and invest in the UP. The success of Calumet and the Keweenaw National Historic Park are tightly related.

With so many partners at the table, it’s essential that everyone is rowing in the same direction and understands how they play into the village’s economic growth. While the master plan includes several economic development-related goals such as infrastructure investment and downtown revitalization, it’s missing some key aspects of economic development such as workforce development and key economic data. Some of this data has shown up in the development prospectus, but it doesn’t quite tie everything together in the way this best practice envisions.

In order to fully align, RRC recommends the village convene its economic development partners to create a brief document outlining the key economic data, established economic development goals (many of these could be lifted from the master plan but some will likely need to be added such as workforce development), actions covering the next five years, and clearly delineating each partner’s role. Much of this exists in various documents so the true value of this activity is to bring it all together to amplify existing efforts.

Once complete, someone should be assigned to provide an update to the village council at least annually on progress in achieving the strategy.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
5.1.1	The community has approved an economic development strategy.	<input type="checkbox"/> Gather the village’s economic development partners to create a local economic development strategy which builds on the already available resources and goals	2020/2021
5.1.2	The community annually reviews the economic development strategy.	<input type="checkbox"/> Once a strategy is established, report progress to the village council at least annually	2021

Best Practice 5.2—Marketing and promotion

Best Practice 5.2 evaluates how the community promotes and markets itself. Marketing and branding is an essential tool in promotion of 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.

Thanks to the efforts of Main Street Calumet, the village has established an identity as a pleasant, historic downtown for visitors and residents alike. The village image is built on both its history as a mining town and its current day natural beauty. Main Street Calumet holds events year-round while the DDA takes on the responsibility of actively securing buildings to attract new development; two very different but complementary strategies. While these activities have resulted in a fairly cohesive strategy, some work remains to be done to fully document the efforts into a formal marketing strategy. For example, when visiting Main Street’s website, the tag line is “Promote, Develop, Preserve” which very succinctly demonstrates what Main Street Calumet does but it doesn’t exactly tell potential investors WHY they should invest or market what is available to potential visitors. Much of that is left to the Keweenaw Convention & Visitors Bureau.

Ultimately this best practice looks for a cohesive strategy that identifies opportunities and outlines specific steps to attract businesses, consumers and real estate development. The strategy should demonstrate a clear image for the community, identify how the village will market development strategies and clearly coordinate with local, regional and state partners. Many communities opt to build a marketing strategy together with the economic development strategy since the two are so interconnected. RRC provides examples and a guide for how to best approach this document.

Related to marketing is a community’s website. This is often the first impression the community leaves on a potential investor, resident or visitor. Calumet launched its first ever village website earlier this year (2019). The site is clean, filled with helpful information and sets a great first impression. From an RRC perspective, the village should consider adding a new page under the business tab with links to everything a potential investor would need as identified in this best practice. Much of this can be addressed at the same time as completing the guide from Best Practice 3.2.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
5.2.1	The community has developed a marketing strategy.	<input type="checkbox"/> Work with marketing partners to create a cohesive marketing strategy to attract visitors, real estate investment and businesses	2020
5.2.2	The community has an updated, user-friendly municipal website.	<input type="checkbox"/> Create a centralized location on the city’s website for all planning and development information	2020/2021

Best Practice 6.1—Redevelopment Ready Sites®

Best Practice 6.1 assesses how a community identifies visions for and markets their priority redevelopment sites. Communities must think strategically about the redevelopment of properties and investments and should target areas that can 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 RRC Best Practice, a community should engage stakeholders across the community to identify redevelopment ready sites and prioritize at least three. As part of this process, the community should develop a vision for what they’d prefer to see on the site—this vision should be tied to the master plan and the community should ensure the framework is in place to support that vision such as removing any potential zoning code barriers. With sites and visions identified, basic information such as address, owner, value and infrastructure should be gathered for the top three sites. Possible incentives or development tools for each site should also be identified. At least one of these sites should be developed further into a complete property information package which includes an expanded

list of more technical items (as applicable) such as environmental conditions, traffic studies, etc. This package should then be marketed online and through other means as appropriate.

Calumet is well on its way to fully aligning with best practice thanks to previous efforts to identify endangered buildings, stabilizing them, conducting building assessments, and preparing RFPs to attract development. Two main properties are currently listed on the website (Curto Saloon and the Agnitz Block) and the village has identified several other priorities, including some currently held by the Houghton County Landbank. RRC has identified some areas of this best practice as yellow due to some inconsistency in how the building information is presented and because some additional work can be done to identify specific resources for some of the buildings. The recommendation at this time is for the village to keep doing what it’s doing and work to address any concerns on this best practice toward the end of the certification process once the Redevelopment Services Team can assist.

If the village would like to work on this best practice sooner, it should consult the RRC handbook and talk to its RRC planner about next steps.

Status	Evaluation criteria	Recommended actions for certification	Estimated timeline
6.1.1	The community identifies and prioritizes redevelopment sites.	✓	
6.1.2	The community gathers basic information for at least three priority sites.	<input type="checkbox"/> Ensure that at least three properties have all the basic information outlined in this best practice	TBD
6.1.3	The community establishes a vision for at least three priority sites.	✓	
6.1.4	The community identifies potential resources and incentives for at least three priority sites.	<input type="checkbox"/> Identify which redevelopment tools apply to which buildings (i.e., historic credits, MCRP, CDBG, TIF, etc.)	TBD
6.1.5	The community assembles a property information package for at least one priority site.	<input type="checkbox"/> Update the RFPs to include a one- or two-page flier in the front of all the basic information for the site	TBD
6.1.6	Prioritized redevelopment sites are actively marketed in accordance with the marketing strategy.	✓	

The RRC program assists communities in maximizing their economic potential by embracing effective redevelopment tools and best practices. As this report makes clear, Calumet has a strong foundation in place for meeting the best practices.

Upon receipt of this report, community staff and leadership should review the recommendations and determine if they align with the community's priorities and vision. If, after review, the community believes that RRC is still a good fit, council should pass a resolution of intent to continue with the process. Upon receipt of that resolution, the community will enter the final phase of the process: officially working toward certification. During that phase, the community will be

able to make progress on RRC items at its own pace and receive regular support from its RRC planner. It will also have continued access to the RRC online library of resources and extensive network of other RRC-engaged communities while also becoming eligible for matching technical assistance dollars from RRC (once the community has shown at least one-quarter of progress). In order to guide this next phase, RRC recommends the creation of an RRC work group consisting of community staff, officials and community representatives. We look forward to working with the community on reaching certification and a long, positive partnership for many years to come.