



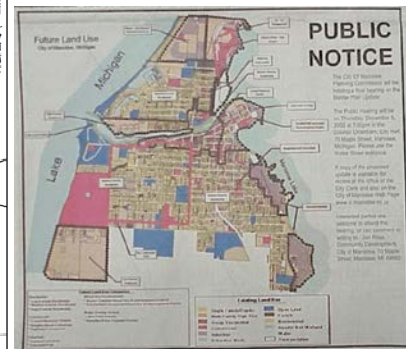
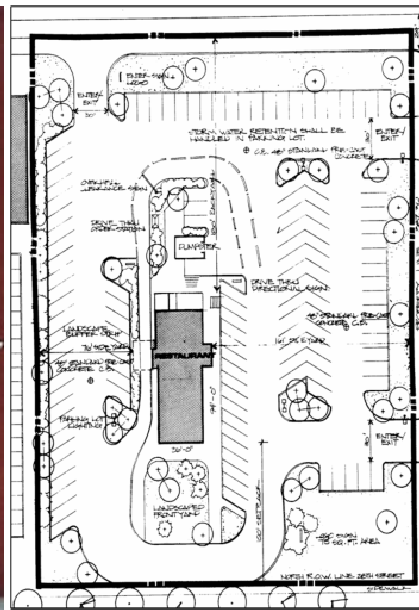
Michigan State University Extension
Land Use Series

Planning and Zoning*A*Syst # 1 Community Planning & Zoning Audit Basic Setup

A community planning and zoning assessment system.

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*Thirty seven million acres is
all the Michigan we will ever have”
William G. Milliken*

This is a fact sheet developed by experts on the topic(s) covered within MSU Extension. Its intent and use is to assist Michigan communities making public policy decisions on these issues. This work refers to university-based peer reviewed research, when available and conclusive, and based on the parameters of the law as it relates to the topic(s) in Michigan. This document is written for use in Michigan and is based only on Michigan law and statute. One should not assume the concepts and rules for zoning or other regulation by Michigan municipalities and counties apply in other states. In most cases they do not. This is not original research or a study proposing new findings or conclusions.

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Chapter 1: Introduction

The *Community Planning and Zoning Audit* is a comprehensive assessment of local government planning and zoning in Michigan. It covers basic topics and practices that members of every local planning and zoning entity should understand and should be doing. Each chapter of the *Community Planning and Zoning Audit*

contains key points in the format of questions, checklists, and tables to assess your community's land use planning and zoning, including the adoption and amendment process, day-to-day administration and record keeping, and decision making about special land uses, planned unit developments, and site plan reviews.

Purpose of the Audit

The *Community Planning and Zoning Audit* is intended for use by local units of government in Michigan to help perform a self-evaluation of the basics of the community's planning and zoning system. The reason for doing an assessment is to learn of shortcomings and problems before they become controversial issues. As a result of going through this booklet, local officials will be alerted to things that need "fixing" and deficiencies in the community's files. The document helps accomplish three objectives:

1. Identify liability risks from not following proper procedures and practices, and not having adequate documentation of those procedures and practices.
2. Learn to better manage the planning and zoning administration in your community.
3. Take corrective steps to improve your planning and zoning system.

Organization and Content

This publication is one of a series of 11 Michigan State University Extension *Community Planning and Zoning Audits* available to walk a community through a performance audit. Topics are:

1. Basic Setup (MSU Extension bulletin number E-3051) makes sure that your planning commission and zoning board of appeals are set up properly and a system is in place to make sure the community keeps up-to-date.
2. The Plan (E-3052) reviews the process of plan and plan amendment adoption (to make sure that it was done properly) and reviews of an existing plan to determine if it needs to be updated, and reviews what should be in a plan.
3. Planning Coordination (E-3053) covers the process of coordination with neighboring government planning (review of each other's plans); coordination with state, federal and other government agencies; coordination practices; and joint planning commissions.
4. The Zoning Ordinance (E-3054) reviews the process of zoning ordinance and zoning amendment adoption (to make sure that it was done properly) and what needs to be in the file to document that the proper steps were taken. This publication also reviews what should be in a zoning ordinance.
5. Administrative Structure (E-3055) provides a performance audit for the operation of the planning commission, zoning administrator, and zoning board of appeals. It covers office procedures, job descriptions, filing systems, bylaws, rules of procedure, compliance with the Open Meetings Act, minutes, and process for meetings and decision making.
6. Special Land Uses (E-3056) provides a review of the administrative structure for handling special use permits: pre-applications, applications, public notification, record keeping, and use of standards in making decisions.
7. Planned Unit Development (E-3057) provides a review of the administrative structure for handling planned unit development handled as a special use permit and as a zoning amendment:

pre-applications, applications, public notification, record keeping, and use of standards in making special use decisions or basis in the plan for zoning amendment decisions.

8. Site Plan Review (E-3058) provides a review of the administrative structure for handling site plan reviews: applications, public notification, record keeping, and use of standards in making decisions.
9. Capital Improvement Program (E-3104) provides a review of the process of creating an annual capital improvement program (CIP).
10. Subdivision and Land Splitting Reviews (E-3105) provides a review of the administrative structure for handling land divisions, subdivisions or plats, site-condominiums, lot splits, and certified plats: preapplication meetings with the developer, public notification, plat review, record keeping, and use of standards in making decisions.
11. Capital Improvements Review (E-3106) provides a review of the process for the planning commission to review and comment on local government construction projects (which are otherwise not subject to zoning), and outlines how this review can be used as a constructive way to ensure that government-funded projects comply with the adopted plan and local ordinances.

Each of these Community Planning and Zoning Audits is available at www.msue.msu.edu/lu, and from your county Extension office.

How to use the Audit

The *Community Planning and Zoning Audit* is not difficult to complete. However, it does take time and the ability to search for and find various records in your local government. The actions taken as a result of this exercise should help reduce liability risk and improve your community's planning and zoning program.

The *Community Planning and Zoning Audit* can be utilized by local units of government in a variety of ways. A community can go through this booklet as a group (e.g., the planning commission or a subcommittee) or a community can have an individual do so. The advantage of performing the assessment as a group is that reviewing the community's documents and files in detail is a great educational experience for local officials. Alternatively, a staff person within the planning department may be able to perform the audit quicker because of having greater familiarity with how the unit or government maintains its records.

Additionally, a community can perform the *Community Planning and Zoning Audit* with certain chapters reviewed by various groups or individuals. For instance, the planning commission could review a few chapters of the audit while the zoning board of appeals addresses another set, and the legislative body performs the evaluations in the remaining chapters. Regardless of the approach taken, the main idea is to take the time to find out where various documents are and to make sure that proper documentation is on file. Then, where necessary, take action to correct any shortcomings.

Upon completion, if your community still has questions or wants help, please contact your county Extension office. They can contact the Michigan State University Land Use Team to provide further assistance and educational programming.

Organization and Content

The *Community Planning and Zoning Audit* contains the following chapters:

1. Introduction.
2. Basic Setup.
3. Smart Growth.
4. New Economy.

The audit is based on Michigan Public Act 110 of 2006, as amended (the Michigan Zoning Enabling Act, M.C.L. 125.3101 *et seq.*), Public Act 33 of 2008 (the Michigan Planning Enabling Act, M.C.L. 125.3801 *et seq.*), recommendations from members of the MSU Extension Land Use Team, and intergovernmental coordination and plan content “best planning practices” derived from a proposed Coordinated Planning Act developed by the Michigan Association of Planning.

The *Community Planning and Zoning Audit* is not designed to be a substitute for reading and understanding the Michigan Zoning Enabling Act or the Michigan Planning Enabling Act. Nor is this document a substitute for legal advice or for professional planner services. It is important to document each step of the process in planning and zoning a community. Keep detailed minutes, affidavits of publication and mailing, open meeting notices, letters of transmittal, and communications all on file so that years from now they are still available.

Defined Terms

“Appeals board” means the zoning board of appeals (ZBA).

“Certified” (resolution, minutes, ordinance, etc.) means the keeper of the records for the local unit of government (secretary of the planning commission or clerk of the local unit of government for the planning commission or the clerk of the municipality for the legislative body) provides an affidavit that the copy provided is a true and accurate copy of the document.

“Elected official” means a member of a legislative body.

“Legislative body” refers to the county board of commissioners of a county, the board of trustees of a township, the council of a city or village, or any other similar duly elected representative body of a county, township, city, or village.

“Local unit of government” means a county, township, city, or village.

“Municipality” means a city, village, or township.

“Plan” means any plan or master plan adopted under the Michigan Planning Enabling Act or one of the three former planning acts, regardless of what it is titled.

“Planning commission” means a zoning board, zoning commission,¹ planning commission, or planning board.²

¹ On or before July 1, 2011, the duties of the zoning commission or zoning board shall be transferred to a planning commission. Thus, the zoning commission or zoning board will no longer exist (M.C.L. 125.3301(2)).

² Starting on Sept 1, 2008, “planning boards” need to be named “planning commissions” even if a charter, ordinance, or resolution says otherwise (M.C.L. 125.3811(1)).

Chapter 2: Basic Setup

The purpose of this chapter is to help with the basic setup of planning commissions and zoning boards of appeals. It covers creation and composition of planning commissions as well as filling of vacancies and procedures for removing members from office.

To conduct this review, you will need the following documents:

1. A copy of the documents the legislative body adopted to form the planning commission and zoning board of appeals.
2. A copy of the zoning ordinance.
3. The legislative body's minutes showing appointments to the planning commission and appeals board.
4. A copy of the Michigan Planning Enabling Act.
5. A copy of the Michigan Zoning Enabling Act.
6. A copy of the Open Meetings Act.

Creation of a Planning Commission

Part one: Creation of a Planning Commission

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
1. Do you have on file a copy of the legislative body's ordinance that shows the creation of a planning commission or zoning board/commission? (M.C.L. 125.3811(1))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This could be a problem should anyone wish to challenge whether members are properly appointed. Consult with an attorney to correct this.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
2. If this audit is being done for a township, city, or village: do you have on file a copy of a notice of creation of a planning commission delivered, within 14 days of adoption, to the respective county planning commission (or regional planning commission if there is not a county planning commission)? If for a county: do you have on file a copy of a notice of creation of a planning commission delivered, within 14 days of adoption, to the respective regional (multicounty) planning agency? (M.C.L. 125.3811(2))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the planning commission resolution to include such a requirement.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
3. Do you have on file a copy of the initial appointments by the legislative body to the planning commission that shows the staggered 3-year term of office for each member? (M.C.L. 125.3815(2))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This could be a problem should anyone wish to challenge whether members are properly appointed. Consult with an attorney to correct this.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
4. Are there subsequent records of appointments by the legislative body to the planning commission showing each term of office being reappointed for each of the following? a. Appointments made to vacant seats to fill the remainder of a 3-year term. b. Every year, about one-third of the seats on the planning commission. c. A member is reappointed to that seat for a 3-year term. d. Another is appointed to that seat for a 3-year term. (M.C.L. 125.3815(2))	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This could be a problem should anyone wish to challenge whether members are properly appointed. Consult with an attorney to correct this.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

Part two: Creation of a Planning Commission

5. To determine the composition of your planning commission and other issues related to vacancies and compensation, choose one of the options given below.	
a. Option 1: Township planning commission was created after September 1, 2008, and/or reorganized under the Michigan Planning Enabling Act.	GO TO COLUMN 'A' IN THE FOLLOWING TABLE
b. Option 2: City or Village planning commission was created after September 1, 2008, and/or reorganized under the Michigan Planning Enabling Act.	GO TO COLUMN 'B' IN THE FOLLOWING TABLE
c. Option 3: County planning commission was created after September 1, 2008, and/or reorganized under the Michigan Planning Enabling Act.	GO TO COLUMN 'C' IN THE FOLLOWING TABLE
d. Option 4: Joint planning commission.	GO TO COLUMN 'D' IN THE FOLLOWING TABLE
e. Option 5: A village or city planning commission (less than 5,000 population, and the planning commission duties are done by the directors of the economic development corporation, the board of a downtown development authority, or a board created under the Tax Increment Finance Authority Act).	GO TO COLUMN 'E' IN THE FOLLOWING TABLE
f. Option 6: Planning commission predates August 1, 2008, and continues as is: as a township planning commission.	GO TO COLUMN 'F' IN THE FOLLOWING TABLE
g. Option 7: Planning commission predates August 1, 2008, and continues as is: as a county planning commission.	GO TO COLUMN 'G' IN THE FOLLOWING TABLE.

5. To determine the composition of your planning commission and other issues related to vacancies and compensation, choose one of the options given below.	
h. Option 8: Planning commission predates August 1, 2008, and continues as is: as a village or city planning commission (planning commission with nine members representing various occupations and professions).	GO TO COLUMN 'H' IN THE FOLLOWING TABLE
i. Option 9: Planning commission predates August 1, 2008, and continues as is: as a village or city planning commission (planning commission of nine members, three being the mayor, a legislative body member[s], or an administrative official[s], and six citizens).	GO TO COLUMN 'I' IN THE FOLLOWING TABLE.
j. Option 10: Planning commission predates August 1, 2008, and continues as is: as a village or city planning commission (planning commission of nine members, one being the mayor).	GO TO COLUMN 'J' IN THE FOLLOWING TABLE
k. Option 11: Planning commission predates August 1, 2008, and continues as is: as a village or city planning commission (less than 5,000 population and planning commission of five to nine members, one being a member of the legislative body).	GO TO COLUMN 'K' IN THE FOLLOWING TABLE.
l. Option 12: A new village, city, township, or county zoning board.	GO TO COLUMN 'L' IN THE FOLLOWING TABLE
m. Option 13: An existing village, city, township, or county zoning board/zoning commission.	GO TO COLUMN 'M' IN THE FOLLOWING TABLE.

Part three: Creation of a Planning Commission

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Part 1	A	B
	Township planning commission created after September 1, 2008, Option 1	City or village planning commission created after September 1, 2008, Option 2
Membership appointment	<p>The planning commission has five, seven, or nine members serving 3-year terms, staggered.</p> <p>(a) Members are appointed by the chief elected official with the approval of the legislative body.</p> <p>(i) Members are representative of major interests in the municipality, such as agriculture, recreation, education, public health, government, commerce, transportation, and industry.</p> <p>(ii) All members shall be qualified electors of the municipality, except one member may not be a qualified elector.</p> <p>(iii) Ex officio members - township board members on a planning commission:</p> <p style="padding-left: 20px;">(1) One member of the township board shall be a member of the planning commission.</p> <p style="padding-left: 20px;">(2) In a township that, on September 1, 2008, had a planning commission created under M.C.L. 125.31 et seq.: one member of the township board, or the township supervisor, or both, may be a member of the planning commission (ex officio member[s]).</p> <p>(b) A successor shall be appointed not more than 1 month after the term of the preceding commission member has expired.</p> <p>(c) A member shall hold office until his or her successor is appointed.</p> <p>(M.C.L. 125.3815)</p>	<p>The planning commission has five, seven, or nine members serving 3-year terms, staggered.</p> <p>(a) Members are appointed by the chief elected official with the approval of the legislative body.</p> <p>(i) Members are representative of major interests in the municipality, such as agriculture, recreation, education, public health, government, commerce, transportation, and industry.</p> <p>(ii) All members shall be qualified electors of the municipality, except:</p> <p style="padding-left: 20px;">(1) three may not be qualified electors in a city with more than 2,700 but less than 2,800 on September 1, 2008; or</p> <p style="padding-left: 20px;">(2) two may not be qualified electors in a city or village that has a population of less than 5,000 on September 1, 2008.</p> <p>(iii) Ex officio members - Any combination of the following (unless prohibited by charter) so long as not more than one-third of the total members are ex officio:</p> <p style="padding-left: 20px;">(1) The chief administrative official or a person designated by the chief administrative official, if any.</p> <p style="padding-left: 20px;">(2) The chief elected official.</p> <p style="padding-left: 20px;">(3) One or more members of the legislative body.</p> <p style="padding-left: 20px;">(iv) Term of office for ex officio members shall be the same as their term of office (legislative body, chief elected official, administrator).</p> <p style="padding-left: 20px;">(v) Other than above, an elected officer or employee of the municipality shall not be a member of the planning commission.</p> <p>(b) A successor shall be appointed not more than 1 month after the term of the preceding commission member has expired.</p> <p>(c) A member shall hold office until his or her successor is appointed.</p> <p>(M.C.L. 125.3815)</p>
Fill vacancies	If a vacancy occurs on a planning commission, the vacancy shall be filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.3815(2))	If a vacancy occurs on a planning commission, the vacancy shall be filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.3815(2))
Removal from office Conflict of Interest	<p>The legislative body may remove a member of the planning commission for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing. (M.C.L. 125.3815(9))</p> <p>Before casting a vote on a matter on which a member may reasonably be considered to have a conflict of interest, the member shall disclose the potential conflict of interest to the planning commission. The member is disqualified from voting on the matter if so provided by the bylaws or by a majority vote of the remaining members of the planning commission.</p> <p>(M.C.L. 125.3815(9))</p>	<p>The legislative body may remove a member of the planning commission for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing. (M.C.L. 125.3815(9))</p> <p>Before casting a vote on a matter on which a member may reasonably be considered to have a conflict of interest, the member shall disclose the potential conflict of interest to the planning commission. The member is disqualified from voting on the matter if so provided by the bylaws or by a majority vote of the remaining members of the planning commission.</p> <p>(M.C.L. 125.3815(9))</p>

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Part 1	A	B
	Township planning commission created after September 1, 2008, Option 1	City or village planning commission created after September 1, 2008, Option 2
Compensation	Members of the planning commission may be compensated for their services as provided for by the legislative body. The planning commission may adopt bylaws relative to compensation for the travel of its members and employees when engaged in the performance of authorized activities, including attendance at conferences, educational and training programs, and meetings. (M.C.L. 125.3823(1))	Members of the planning commission may be compensated for their services as provided for by the legislative body. The planning commission may adopt bylaws relative to compensation for the travel of its members and employees when engaged in the performance of authorized activities, including attendance at conferences, educational and training programs, and meetings. (M.C.L. 125.3823(1))
Phase in	The above is the new composition for a planning commission, which should be in place before July 1, 2011. The body shall be named "planning commission." The planning commission shall be created by adoption of an ordinance, effective 63 days after publication. (M.C.L. 125.3811(1))	The above is the new composition for a planning commission, which should be in place before July 1, 2011. The body shall be named "planning commission." The planning commission shall be created by adoption of an ordinance, effective 63 days after publication. (M.C.L. 125.3811(1))

Part 2	C	D
	County planning commission created after September 1, 2008, Option 3	Joint planning commission, Option 4
Membership appointment	The planning commission has five, seven, nine, or 11 members serving 3-year terms, staggered. (a) Members are appointed by the county board of commissioners by a method determined by the county board. (i) Members are representative of major interests in the county, such as agriculture, recreation, education, public health, government, commerce, transportation, and industry. (1) An effort shall be made to have one member be a member of a school board or administrative employee of a school district within or partly within the county. (ii) All members shall be qualified electors of the county, except one member may not be a qualified elector. (iii) Ex officio members - Any combination of the following (unless prohibited by charter) so long as not more than one-third of the total members are ex officio: (1) The chief administrative official or a person designated by the chief administrative official, if any. (2) The chief elected official. (3) One or more members of the legislative body. (iv) Term of office for ex officio members shall be the same as their term of office (legislative body, chief elected official, administrator). (v) Other than above, an elected officer or employee of the municipality shall not be a member of the planning commission. (b) A successor shall be appointed not more than 1 month after the term of the preceding commission member has expired. (c) A member shall hold office until his or her successor is appointed. (M.C.L. 125.3815)	Legislative bodies of two or more of any combination of city(ies), village(s), and township(s) may each adopt an ordinance approving an agreement establishing a joint planning commission. The agreement shall specify, among other things: (a) The composition of the joint planning commission, including any alternate members. (b) The qualifications, the selection by election or appointment, and the terms of office of members of the joint planning commission. (M.C.L. 125.135) Look up that agreement and find the membership and appointment requirements to check that it is being followed.

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Part 2	C	D
	County planning commission created after September 1, 2008, Option 3	Joint planning commission, Option 4
Fill vacancies	If a vacancy occurs on a planning commission, the vacancy shall be filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.3815(2))	Legislative bodies of two or more of any combination of city(ies), village(s), and township(s) may each adopt an ordinance approving an agreement establishing a joint planning commission. The agreement shall specify, among other things, procedure for filling vacancies in the joint planning commission. (M.C.L. 125.135) Look up that agreement and find the membership and appointment requirements to check that the agreement is being followed.
Removal from office Conflict of Interest	The legislative body may remove a member of the planning commission for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing. (M.C.L. 125.3815(9)) Before casting a vote on a matter on which a member may reasonably be considered to have a conflict of interest, the member shall disclose the potential conflict of interest to the planning commission. The member is disqualified from voting on the matter if so provided by the bylaws or by a majority vote of the remaining members of the planning commission. (M.C.L. 125.3815(9))	Legislative bodies of two or more of any combination of city(ies), village(s), and township(s) may each adopt an ordinance approving an agreement establishing a joint planning commission. The agreement shall specify, among other things, conditions and procedures for removing from office members of the joint planning commission. (M.C.L. 125.135) Look up that agreement and find the membership and appointment requirements to check that the agreement is being followed.
Compensation	Members of the planning commission may be compensated for their services as provided for by the legislative body. The planning commission may adopt bylaws relative to compensation for the travel of its members and employees when engaged in the performance of authorized activities, including attendance at conferences, educational and training programs, and meetings. (M.C.L. 125.3823(1))	Look up that agreement and find the compensation provisions to check that the agreement is being followed.
Phase in	The above is the new composition for a planning commission, which should be in place before July 1, 2011. The body shall be named "planning commission." The planning commission shall be created by adoption of an ordinance, effective 63 days after publication. (M.C.L. 125.3811(1))	

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Part 3	E	F
	Village or city planning commission, Option 5	Township planning commission in existence prior to September 1, 2008 (but must be reorganized on/before July 1, 2011), Option 6
Membership appointment	In a city or village with less than 5,000 population, one of the following boards serves as its planning commission: (a) The board of directors of the economic development corporation. (b) The board of a downtown development authority. (c) A board created under the Tax Increment Finance Authority Act. (M.C.L. 125.32(2) and M.C.L.125.38015 (7))	The planning commission has five, six, seven, eight, or nine members serving 3-year terms, staggered. (a) Members are appointed by the township supervisor with the approval of the township board. (i) Members are representative of major interests in the township, such as agriculture, recreation, education, public health, government, commerce, transportation, and industry. (ii) All members shall be qualified electors of the township. (iii) One member of the township board shall be a member of the planning commission. (b) A successor shall be appointed not more than 1 month after the term of the preceding commission member has expired. (M.C.L. 125.324)
Fill vacancies	A vacancy is filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.33(6))	All vacancies for unexpired terms shall be filled for the remainder of such term.
Removal from office Conflict of Interest		Members may be removed by the township supervisor after a hearing, with the approval of the township board.
Compensation		Members of the planning commission may be compensated for their services as provided for by the township board. The planning commission may make and administer regulations on compensation for the travel of its members and employees when engaged in the performance of authorized activities, including attendance at conferences and meetings.
Phase in		This is an old form of a planning commission and must be reorganized (as shown) in option A or D of this table by the earlier of the following dates: 1. The date when an amendatory new ordinance creating a planning commission is adopted under the Michigan Planning Enabling Act after September 1, 2008. 2. July 1, 2011. (M.C.L. 125.3882(3))

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Part 4	G	H
	County planning commission, in existence prior to September 1, 2008 (but must be reorganized on/before July 1, 2011), Option 7	Village or city planning commission in existence prior to September 1, 2008 (but must be reorganized on/before July 1, 2011), Option 8
Membership appointment	<p>The planning commission has five, six, seven, eight, nine, 10, or 11 members serving 3-year terms, staggered.</p> <p>(a) The method of appointment is determined by resolution of a majority of the full membership of the county board of commissioners.</p> <p>(b) The county board of commissioners shall establish the basis for representative membership on the commission.</p> <p>(i) Members are individually representative of major interests in the county, such as agriculture, recreation, education, government, transportation, industry, and commerce.</p> <p>(1) One member shall be a public school board member or administrative employee of a school district in the county.</p> <p>(2) Each seat is assigned to another major interest, and appointments are to those that can represent that respective interest.</p> <p>(ii) If the commission has five members, one member may be a county commissioner. If six to eight members, up to two members may be county commissioners. If nine to 11 members, up to three members may be county commissioners.</p> <p>(iii) A majority of commission members shall not hold another office or position in the county government.</p> <p>(c) A successor shall be appointed not more than 1 month after the term of the preceding commission member has expired.</p> <p>(M.C.L. 125.102)</p>	<p>Planning commission has nine members.</p> <p>(a) Members represent various professions or occupations.</p> <p>(b) Appointed by the mayor, if the mayor is an elective officer; otherwise, by the officer designated as the appointing officer according to village/city ordinance creating the commission.</p> <p>(c) Appointments approved by vote of the legislative body.</p> <p>(d) One of the members may be a member of the zoning board of appeals or a member of a joint fire administrative board.</p> <p>(e) Other members do not hold any other municipal office.</p> <p>(f) The term of each member shall be 3 years, staggered.</p> <p>(g) A member shall hold office until his or her successor is appointed.</p> <p>(M.C.L. 125.33(1))</p>
Fill vacancies	The county board of commissioners shall provide for the filling of a vacancy in the membership of the commission for the unexpired term.	A vacancy is filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.33(6))
Removal from office Conflict of Interest	The county board of commissioners may, after a public hearing, remove a member for nonperformance of duty or misconduct.	A member may, after a public hearing, be removed by the mayor for inefficiency, neglect of duty, or malfeasance in office.
Compensation	Members of the commission may receive compensation and mileage not to exceed that provided for members of the county board of commissioners. Excepted are ex officio members, who shall serve without compensation. The members of the commission may be reimbursed for actual, reasonable, and necessary expenses incurred in the discharge of their duties.	
Phase in	<p>This is an old form of a planning commission, and must be reorganized (as shown) in option C or D of this table by the earlier of the following dates:</p> <ol style="list-style-type: none"> The date when an amendatory new ordinance creating a planning commission is adopted under the Michigan Planning Enabling Act after September 1, 2008. July 1, 2011. <p>(M.C.L. 125.3882(3))</p>	<p>This is an old form of a planning commission, and must be reorganized (as shown) in option B, D, or E of this table by the earlier of the following dates:</p> <ol style="list-style-type: none"> The date when an amendatory new ordinance creating a planning commission is adopted under the Michigan Planning Enabling Act after September 1, 2008. July 1, 2011. <p>(M.C.L. 125.3882(3))</p>

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Part 5	I	J
	Village or city planning commission in existence prior to September 1, 2008 (but must be reorganized on/before July 1, 2011), Option 9	Village or city planning commission in existence prior to September 1, 2008 (but must be reorganized on/before July 1, 2011), Option 10
Membership appointment	<p>Planning commission consists of:</p> <p>(a) Ex officio members: the mayor, one administrative official of the municipality selected by the mayor, and one member of the legislative body selected by the legislative body.</p> <p>(i) All ex officio members have full voting rights.</p> <p>(ii) The terms of ex officio members shall correspond to their respective official tenures (term of the administrative official selected by the mayor shall terminate with the term of the mayor).</p> <p>(b) Six other persons appointed by the mayor.</p> <p>(i) The term of each appointed member shall be 3 years, staggered.</p> <p>(ii) One of the members may be a member of the zoning board of appeals or a member of a joint fire administrative board.</p> <p>(iii) Other members do not hold any other municipal office. (M.C.L. 125.33(2))</p>	<p>Planning commission may consist of nine members.</p> <p>(a) One is a member of the legislative body and is selected as directed in a resolution of the legislative body to serve as a member ex officio.</p> <p>(i) All ex officio members appointed under this subsection shall have full voting rights.</p> <p>(ii) The term of the ex officio member shall be determined by the legislative body and shall be stated in the resolution selecting the ex officio member, but the term shall not exceed the member's term of office as a member of the legislative body.</p> <p>(b) Eight other persons are appointed by the mayor, subject to approval of the legislative body by majority vote.</p> <p>(i) The term of each person appointed is 3 years, staggered, or until his or her successor takes office.</p> <p>(ii) One of the members may be a member of the zoning board of appeals or a member of a joint fire administrative board.</p> <p>(iii) Other members do not hold any other municipal office. (M.C.L. 125.33(3))</p>
Fill vacancies	A vacancy is filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.33(6))	A vacancy is filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.33(6))
Removal from office Conflict of Interest	A member may, after a public hearing, be removed by the mayor for inefficiency, neglect of duty, or malfeasance in office. The legislative body may, for like cause, remove the member selected by the legislative body.	After a public hearing, a member other than the member selected by the legislative body may be removed by the mayor for inefficiency, neglect of duty, or malfeasance in office. The legislative body may, for like cause, remove the member selected by the legislative body.
Compensation	An appointed member of the planning commission may be compensated at a rate to be determined by the appointing or legislative body.	All appointed members of the commission may be compensated at a rate to be determined by the appointing or legislative body.
Phase in	This is an old form of a planning commission and must be reorganized (as shown) in option B, D, or E of this table by the earlier of the following dates: 1. The date when an amendatory new ordinance creating a planning commission is adopted under the Michigan Planning Enabling Act after September 1, 2008. 2. July 1, 2011. (M.C.L. 125.3883(3))	This is an old form of a planning commission and must be reorganized (as shown) in option B, D, or E of this table by the earlier of the following dates: 1. The date when an amendatory new ordinance creating a planning commission is first adopted under the Michigan Planning Enabling Act after September 1, 2008. 2. July 1, 2011. (M.C.L. 125.3883(3))

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Part 6	K	L
	Village or city planning commission in existence prior to September 1, 2008 (but must be reorganized on/before July 1, 2011), Option 11	A new village, city, township, or county zoning board created after July 1, 2006, Option 12
Membership appointment	<p>The planning commission shall consist of five, seven, or nine members.</p> <p>(a) One is a member of the legislative body and is selected as directed in a resolution of the legislative body to serve as a member ex officio.</p> <p>(i) All ex officio members appointed under this subsection shall have full voting rights.</p> <p>(ii) The term of the ex officio member shall be determined by the legislative body and shall be stated in the resolution selecting the ex officio member, but the term shall not exceed the member's term of office as a member of the legislative body.</p> <p>(b) The remainder are appointed by the mayor, subject to approval of the legislative body by majority vote.</p> <p>(i) The term of each one appointed is 3 years, staggered.</p> <p>(ii) One of the members may be a member of the zoning board of appeals or a member of a joint fire administrative board.</p> <p>(iii) Other members do not hold any other municipal office.</p> <p>(M.C.L. 125.33(4) and (5))</p>	<p>A zoning commission created after July 1, 2006, is created with a resolution and has five, six, seven, eight, nine, 10, or 11 members serving 3-year terms, staggered.</p> <p>(a) Members are appointed by the legislative body.</p> <p>(b) If a county planning commission, no fewer than two of the members of a county zoning commission shall be recommended for membership by township boards of townships subject to county zoning.</p> <p>(c) The members are selected on the basis of the members' qualifications and fitness to serve.</p> <p>(d) An elected officer of the local unit of government or an employee of the legislative body shall not serve simultaneously as a member or an employee of the zoning commission, except that one member of the zoning commission may be a member of the legislative body.</p> <p>(e) Upon the expiration of the terms of the first members appointed, successors shall be appointed in like manner for terms of 3 years each. A member of the zoning commission shall serve until a successor is appointed and has been qualified.</p> <p>(M.C.L. 125.3301(3) to (9))</p>
Fill vacancies	A vacancy is filled for the unexpired term in the same manner as the original appointment. (M.C.L. 125.33(6))	A vacancy shall be filled in the same manner as is provided for above.
Removal from office Conflict of Interest	<p>After a public hearing, a member other than the member selected by the legislative body may be removed by the mayor for inefficiency, neglect of duty, or malfeasance in office.</p> <p>The legislative body may, for like cause, remove the member selected by the legislative body.</p>	The legislative body shall provide for the removal of a member of the zoning commission for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing.
Compensation	All appointed members of the commission may be compensated at a rate to be determined by the appointing or legislative body.	Members of the zoning commission may be reimbursed for reasonable expenses actually incurred in the discharge of their duties and may receive compensation as fixed by the legislative body.
Phase in	<p>This is an old form of a planning commission and must be reorganized (as shown) in option B, D, or E of this table by the earlier of the following dates:</p> <ol style="list-style-type: none"> The date when an amendatory new ordinance creating a planning commission is first adopted under the Michigan Planning Enabling Act after September 1, 2008. July 1, 2011. <p>(M.C.L. 125.3883(3))</p>	<p>This is a new form of a zoning board or zoning commission (created after July 1, 2006) and must be reorganized (as shown in option A, B, C, D, or E of this table) by the earlier of the following dates:</p> <ol style="list-style-type: none"> The date when abolished by the legislative body. The date when its duties are transferred to a planning commission created on or after July 1, 2006. July 1, 2011. <p>(M.C.L. 125.3301)</p>

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Part 7	M	
	An existing village, city, township, or county zoning board, in existence prior to July 1, 2006, Option 13	
Membership appointment	<p>A zoning board in existence on the effective date of M.C.L. 125.3101 et seq. (and created pursuant to M.C.L. 125.201 et seq., 125.271 et seq., or 125.581 et seq.), July 1, 2006, and may continue as a zoning commission until July 1, 2011.</p> <p>If a county planning commission, then no fewer than two of the members shall be recommended for membership by township boards of townships subject to county zoning. This requirement may be met as vacancies occur on a county zoning commission. (M.C.L. 125.3301(1) and (3))</p>	
Fill vacancies	A vacancy shall be filled in the same manner as is provided for above.	
Removal from office Conflict of Interest	The legislative body shall provide for the removal of a member of the zoning commission for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing.	
Compensation	Members of the zoning commission may be reimbursed for reasonable expenses actually incurred in the discharge of their duties and may receive compensation as fixed by the legislative body.	
Phase in	<p>This is an old form of a zoning board or zoning commission, created and in existence prior to July 1, 2006. It must be reorganized (as shown in option A, B, C, D, or E of this table) by the earlier of the following dates:</p> <ol style="list-style-type: none"> 1. The date when abolished by the legislative body. 2. The date when its duties are transferred to a planning commission created on or after July 1, 2006. 3. July 1, 2011. <p>(M.C.L. 125.3301)</p>	

Part four: Creation of a Planning Commission

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>6. Using one of the columns in the above table that matches the type of planning commission that your community's resolution, ordinance, or motion creating your planning commission says is the one used:</p> <p>Have the appointment procedures (who appoints, how ratified, etc.) mentioned in the setup option that you identified been consistently followed by your community?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This could be a problem should anyone wish to challenge whether members are properly appointed. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>7. Using the same column in the above table:</p> <p>Is the number of members on the planning commission correct?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This could be a problem should anyone wish to challenge whether members are properly appointed. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>8. If, over time, the number of members on the planning commission has changed, does the community's file for resolution, ordinance, or motion creating your planning commission reflect that change?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>The resolution or ordinance containing membership information should be amended and readopted.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>9. Using the same column in the above table:</p> <p>Is representation on the commission properly constituted?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>Identify major interests in the community and amend the ordinance to specify the actual major interests. As terms of members expire, appoint new members that represent those major interest areas.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>10. Using the same column in the above table:</p> <p>Are the numbers of members appointed from the legislative body to the planning commission and planning commission members appointed to other boards (zoning board of appeals) properly constituted?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>Review the planning commission ordinance or resolution containing information about the number of members to be appointed to the planning commission. Amend the ordinance or resolution if discrepancies exist. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>11. Using the same column in the above table:</p> <p>Are successors appointed in a timely manner so that the equal or nearly equal staggering of the 3-year terms is preserved?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This action is required by the Michigan Planning Enabling Act. Start the practice of doing so immediately. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>12. Using the same column in the above table:</p> <p>Are vacancies filled in a proper and timely manner so that the equal or nearly equal staggering of the 3-year terms is preserved?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This action is required by the Michigan Planning Enabling Act. Start the practice of doing so immediately. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>13. Using the same column in the above table:</p> <p>Have removals from office followed a hearing, have designated procedures been followed, and were removals made for the causes specified?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This action is required by the Michigan Planning Enabling Act. Amend the planning commission resolution or ordinance to specify the procedures for removal from office. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>14. Using the same column in the above table:</p> <p>Are compensations to members following the requirements specified?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This is recommended but not required. If desired, amend the planning commission resolution or ordinance or legislative body's policy on this matter to include compensation information.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>15. Do you have on file adopted bylaws for the planning commission? (M.C.L. 125.3819(1))</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>Try to recover the bylaws and include them in the files. If they can not be recovered, adopt new bylaws (see <i>Land Use Series</i>: "Checklist IE: Sample Bylaws for Planning Commission" at www.msue.msu.edu/lu).</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

Zoning Board of Appeals

Part one: Zoning Board of Appeals Table

<p>1. To determine the composition of the zoning board of appeals and other issues related to vacancies and compensation, choose one of the options given below.</p> <p>Is your zoning board of appeals set up:</p>	
<p>a. For a community of a population of 5,000 or more? If so,</p>	<p>GO TO COLUMN 'A' IN THE FOLLOWING TABLE.</p>

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1. To determine the composition of the zoning board of appeals and other issues related to vacancies and compensation, choose one of the options given below.	
Is your zoning board of appeals set up:	
b. For a community of a population of less than 5,000? If so,	GO TO COLUMN 'B' IN THE FOLLOWING TABLE.
c. So the legislative body of the village or city is the appeals board:	GO TO COLUMN 'C' IN THE FOLLOWING TABLE
d. So the appeals board, which predates July 1, 2006, continues as is:	GO TO COLUMN 'D' IN THE FOLLOWING TABLE

Part two: Zoning Board of Appeals Table #1

A	B
Population of 5,000 or more	Population of fewer than 5,000
The number of members of the zoning board of appeals shall be specified in the zoning ordinance. (a) Membership is five or more members for 3-year terms, staggered: (i) Members and any alternate members shall be selected from the electors of the local unit of government residing within the zoning jurisdiction. (ii) The members selected shall be representative of the population distribution and of the various interests present in the local unit of government. (b) One may be a member of the legislative body but shall not serve as chair. (c) None of the members is an employee or contractor of the legislative body. (M.C.L. 125.3601(2 to 6))	The number of members of the zoning board of appeals shall be specified in the zoning ordinance. (a) Membership is three or more members for 3-year terms, staggered: (i) Members and any alternate members shall be selected from the electors of the local unit of government residing within the zoning jurisdiction. (ii) The members selected shall be representative of the population distribution and of the various interests present in the local unit of government. (b) One may be a member of the legislative body but shall not serve as chair. (c) None of the members is an employee or contractor of the legislative body.
One of the regular members is a member of the planning commission. (In cities and villages this is optional.) (M.C.L. 125.3601(4))	One of the regular members is a member of the planning commission. (In cities and villages this is optional.) (M.C.L. 125.3601(4))
May appoint up to two alternate members for the same term as regular members. (M.C.L. 125.3601(7))	May appoint up to two alternate members for the same term as regular members. (M.C.L. 125.3601(7))
A member of the zoning board of appeals may be removed by the legislative body for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing. (Failure of a member to disqualify himself or herself from a vote in which the member has a conflict of interest constitutes malfeasance in office.) (M.C.L. 125.3601(7))	A member of the zoning board of appeals may be removed by the legislative body for misfeasance, malfeasance, or nonfeasance in office upon written charges and after a public hearing. (Failure of a member to disqualify himself or herself from a vote in which the member has a conflict of interest constitutes malfeasance in office.) (M.C.L. 125.3601(9))
A member of the zoning board of appeals may be paid a reasonable per diem and reimbursed for expenses actually incurred in the discharge of his or her duties. (M.C.L. 125.3601(8))	A member of the zoning board of appeals may be paid a reasonable per diem and reimbursed for expenses actually incurred in the discharge of his or her duties. (M.C.L. 125.3601(8))

Part two: Zoning Board of Appeals Table #2

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C	D
Legislative body of village or city is the appeals board	Appeals board predates July 1, 2006, and continues as is
The legislative body is specified as the appeals board in the zoning ordinance. (a) None of the members is an employee or contractor of the legislative body.	A zoning board of appeals in existence on the effective date of M.C.L. 125.3101 et seq. may continue to act as the zoning board of appeals subject to M.C.L. 125.3101 et seq. The number of members of the zoning board of appeals shall be specified in the zoning ordinance for 3-year terms, staggered. (a) Membership is not more than the zoning ordinance specified. (b) One may be a member of the legislative body but shall not serve as chair. (c) None of the members is an employee or contractor of the legislative body. (M.C.L. 125.3601(1, 3, and 6))
One of the regular members may be a member of the planning commission. (M.C.L. 125.3601(4))	One of the regular members is a member of the planning commission as specified in the zoning ordinance. (M.C.L. 125.3601(4))
	May appoint up to two alternate members for the same term as regular members if specified in the zoning ordinance.
	A member of the zoning board of appeals may be removed by the legislative body for cause specified in the zoning ordinance upon written charges and after a public hearing.
A member of the zoning board of appeals may be paid a reasonable per diem and reimbursed for expenses actually incurred in the discharge of his or her duties. (M.C.L. 125.3601(8))	

Part three: Zoning Board of Appeals Table

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
2. Using one of the columns in the above table that matches the type of appeals board your community has (as specified in your zoning ordinance): Are the appointment procedures (who appoints, how ratified) consistently followed?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This could be a problem should anyone wish to challenge if members are properly appointed. Consult with an attorney to correct this.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
3. Using the same column in the above table: Is the number of members on the appeals board correct?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This could be a problem should anyone wish to challenge the composition of the appeals board. Consult with an attorney to correct this.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
<p>4. Using the same column in the above table:</p> <p>Is representation on the appeals board properly constituted?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This could be a problem should anyone wish to challenge the composition of the appeals board. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>5. Using the same column in the above table:</p> <p>Is the number of members appointed from the legislative body and planning commission to the zoning board of appeals properly constituted?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>Review the zoning ordinance for information about the number of members to be appointed to the appeals board. Amend the zoning ordinance if discrepancies exist. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>6. Using the same column in the above table:</p> <p>Are successors appointed in a timely manner so the equal or nearly equal staggering of the 3-year terms is preserved?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This action is required by the Michigan Zoning Enabling Act. Start the practice of doing so immediately. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>7. Using the same column in the above table:</p> <p>Are vacancies filled properly and in a timely manner so the equal or nearly equal staggering of the 3-year terms is preserved?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This action is required by the Michigan Zoning Enabling Act. Start the practice of doing so immediately. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>
<p>8. Using the same column in the above table:</p> <p>Have removals from office followed a hearing, have designated procedures been followed, and were removals for the causes specified?</p>	<p>Yes <input type="checkbox"/></p> <p>Good. Go to the next question.</p>	<p>No <input type="checkbox"/></p> <p>This action is required by the Michigan Zoning Enabling Act. Maybe amend the zoning ordinance to specify the procedures for removal from office. Consult with an attorney to correct this.</p>	<p>Check this box: <input type="checkbox"/></p> <p>to indicate this is an improvement that needs to be done.</p> <p>Check this box: <input type="checkbox"/></p> <p>to indicate when improvement is done.</p>

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
9. Using the same column in the above table: Are compensations to members following the requirements specified?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the zoning ordinance or legislative body's policy on this matter to include compensation information.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
10. If the village or city council (legislative body) is acting as the zoning board of appeals, then is the village or city council not also acting as the zoning board or planning commission?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> The city or village council cannot act as a planning commission. It is recommended that the city or village council not act as both the zoning board and zoning board of appeals.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
11. Do you have on file adopted rules of procedure for the zoning board of appeals?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> Try to recover the rules of procedure and include them in the files. If they can not be recovered, adopt new rules of procedure (see <i>Land Use Series</i> : "#7: Sample Rules of Procedure for a Zoning Board of Appeals" at www.msue.msu.edu/lu).	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

Keep Up-to-date, Training

Keep Up-to-date training Table

Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
I. Are planning commission members subject to a legislative body policy, bylaws provision, or other policy that requires members to receive continuing education in land use each year?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the planning commission resolution to include such a requirement.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

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Question	Affirmative (we are doing it) answer	Negative (need to correct) answer	Action to correct has been done
2. Does the legislative body or the ordinance creating a planning commission have a provision that prohibits the reappointment of a planning commission member if he/she did not obtain continuing education in land use?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the planning commission resolution to include such a requirement.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
3. Are zoning board of appeals members subject to a legislative body policy, bylaws provision, or other policy that requires members to receive continuing education in land use each year?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the planning commission resolution to include such a requirement.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
4. Does the legislative body or the zoning ordinance have a provision that prohibits the reappointment of a zoning board of appeals member if he/she did not obtain continuing education in land use?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the planning commission resolution to include such a requirement.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
5. Is the staff (planner, zoning administrator) subject to a legislative body policy, bylaws provision, job description, or contract provision that requires continuing education in land use each year?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the planning commission resolution to include such a requirement.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.
6. Do the planning commission members, zoning board of appeals members, and zoning administrator/planning staff members receive regular updates on land use issues through subscription to one or more periodicals, newsletters, or similar publications that include reports on new statutes, court case law, and similar changes for planning and zoning?	Yes <input type="checkbox"/> Good. Go to the next question.	No <input type="checkbox"/> This is recommended but not required. If desired, amend the planning commission resolution to include such a requirement.	Check this box: <input type="checkbox"/> to indicate this is an improvement that needs to be done. Check this box: <input type="checkbox"/> to indicate when improvement is done.

Suggested continuing education requirements:

(Note: the number of days or hours given here is just an example. These numbers might be modified to fit a community's budget and situation.)

Position	First-year training requirement	Second-year and all following year training requirements
Member of the planning commission	16 to 22 hours	6 to 8 hours per year
Member of the zoning board of appeals	16 to 22 hours	6 to 8 hours per year
Planner	3 to 5 days	3 to 5 days per year
Zoning administrator	3 days	3 days per year
Individual doing both planning and zoning administration	6 to 8 days	6 to 8 days per year

Chapter 3: Smart Growth

The purpose of this section is to provide basic information and introduce communities to the 10 tenets of smart growth. Covered here are the basics necessary for the administration and operation of zoning. If your community is interested in incorporating the principles of smart growth into its ordinances and develop according to the smart growth principles, the Smart Growth Readiness Assessment Tool (SGRAT) can be used to guide your community through an evaluation of the plans and implementation tools currently used to guide growth. This assessment can also help your community identify tools that may help produce a smart pattern of growth in the future.

This document represents the first stage of a community assessment. To go on to the next step in assessing your community's planning and zoning, you should review the Smart Growth Readiness Assessment Tool on the Internet. Go to <http://www.landpolicy.msu.edu/sgrat/>.

A. The Governor's Land Use Leadership Council used the following smart growth tenets³ for many of the recommendations contained in its report on land use in Michigan. These 10 tenets can form the basis for establishing a set of state land use goals.

1. Mix land uses.
2. Compact building design.
3. Increase housing choice.
4. Encourage walking.
5. Offer transportation variety.
6. Create a sense of place.
7. Protect farms, unique natural features, open spaces.
8. Direct new development to existing communities.
9. Make development process fair, predictable, efficient.

³ Smart Growth Network. Getting to Smart Growth. Washington, D.C.: Smart Growth Network. [Online, cited 8/3/03.] Available at: <http://www.smartgrowth.org/PDF/GETTOSG.pdf>.

For more detail and examples, see <http://www.smartgrowth.org/pdf/gettosg.pdf>.

10. Involve stakeholders.
- B. What is smart growth?
1. Smart growth is development that serves the economy, the community, and the environment.
 2. It provides a framework for communities to make informed decisions about how and where they grow.
- C. Why smart growth? It makes dollars and sense because it is financially conservative, environmentally responsible, and socially beneficial.
1. Financially conservative
 - a. Makes responsible use of public money.
 - b. Reuses existing buildings.
 - c. Uses existing roads and highways.
 - d. Uses existing water/sewer infrastructure.
 - e. Uses higher density to maximize the value of publicly funded facilities and services.
 - f. Keeps taxes and public service costs low.
 2. Environmentally responsible
 - a. Uses and/or reuses developed areas.
 - b. Keeps impervious surfaces to a minimum by concentrating dense development.
 - c. Builds to fit existing land rather than changing the land to fit what is built.
 - d. Avoids oversized lots and yards to reduce excessive mowing, fertilizing, etc.
- D. Socially beneficial
- a. Encourages people to live close enough to one another for comfortable interaction.
 - b. Designs residential areas for conversation from the sidewalk to the front porch.
 - c. Encourages “eyes on the street” at all hours to reduce crime and fear of crime.

Chapter 4: New Economy

By Kurt H. Schindler, Distinguished Senior Educator Emeritus

Part one: A new economic age and playing field

It is not news to most that Michigan was hit hard in the 2007-2014 recession. We lost the most manufacturing jobs of any state, had the highest unemployment and falling median income, and lost more population than any state.

What might be even more difficult news is that we have recovered. However, our recovery did not provide a return of all the lost manufacturing jobs and has not brought median income back up to past levels. In the past, Michigan's economy was tied to the cycles of the automotive industry. We had economic downturns but, when automobile sales picked back up, Michigan's economy rebounded.

With this recession, Michigan's economy has undergone a fundamental change. With that change, the rebound will not be the same as in the past, and the automotive dominance will not be as significant.

A number of economists and Michigan State University President Lou Anna K. Simon recognized there was a fundamental economic shift some years ago. Recognizing this shift led to a cooperative effort of several Michigan universities. They took a close look at Michigan's economy and provided research as to what has happened and what would be the most effective strategies for economic recovery.

A very fundamental structural shift has occurred with economic development. In this new economic age, how one conducts business, governs and promotes economic development has changed.



Figure 1 Dr. Adesoji "Soji" Obafemi Adelaja, Hannah Distinguished Professor in Land Policy, Agricultural and Food Resource Economics, MSU, and former director of the Land Policy Institute.

Dr. Adesoji "Soji" Adelaja,⁴ the John A. Hannah Distinguished Professor in Land Policy and former director of the MSU Land Policy Institute,⁵ led the multi-faceted research effort.⁶ Dr. Adelaja came to Michigan State University from Rutgers University and agreed to work on at the Land Policy Institute and economic research for five to seven years.

Actually, the change in the world economy occurred in the 1990s and 2000s for most of the western world and many other states too. In Michigan, the shift did not occur as soon, largely due to the dominance and continued success of the automotive industry. The start of the 2009 recession brought the economic shift to a head in Michigan very abruptly.

The fact that the majority of the western world already experienced this shift can be seen as good news for Michigan. The research could then focus on learning what happened elsewhere, since many parts of the world were more familiar with the economic shifts, so to speak. The applied research⁷ could identify economically prosperous and successful regions and backward-engineer what those communities did to achieve their success and economic recovery. In short, we could learn from others what worked in other

⁴ http://www.afre.msu.edu/people/adelaja_a/bio-info

⁵ <http://landpolicy.msu.edu/>

⁶ <http://landpolicy.msu.edu/program/info/mpi>

⁷ <http://landpolicy.msu.edu/program/info/mpi>

western nations and states. That was the major focus of research done by Michigan universities and trainings brought to communities⁸ by MSU Extension,⁹ MSU Land Policy Institute, the Michigan Municipal League¹⁰ and other organizations.

Future parts of this chapter will review the content of that training.

During the recession, the United States' share of economic growth in the world fell from 19 percent to 10 percent (Business Week, 2008). That means other nations did much better than us. The bottom line is successful prosperous regions adopted a new approach to attracting growth, recognizing the characteristics of the new economy. It is not a choice as to whether we want to be in the new economy or not. It has already happened.

This kind of economic change, any kind of economic change, is not new, and such change always happens. The employment in the agricultural sector peaked in 1900s. Agriculture is still important today, but now employees from this industry represent about three percent of the workforce. Traditional manufacturing employment peaked in the 1960s. That sector, in the United States, is now following the transition that agriculture underwent.

The new economy is world-wide competition. Every other town, city and region in the world is now competing with Michigan for prosperity. Many nations have some significant advantages over the United States:

- They have flexible infrastructure, a more flexible decision-making framework and better partnership between government and business.
- They do not have our legacy costs (pensions, health insurance, etc.).
- They can take more risk.
- They have nothing to lose and prosperity to gain.

Not only are they our competitors, it is also important to remember they do not care about us.

So, we have to change the way we think, act and do business at every level in the public, private and nonprofit sectors in order to compete globally in the new economy. From research, we know that a transition from manufacturing to service and manufacturing to advanced manufacturing has occurred. In the 2000s, most U.S. growth is attributable to the service, knowledge and advanced manufacturing sectors. Firms with the highest quality of knowledge tended to be the fastest-growing and most profitable. For example:

- Information-communications-technology industries were best in 2008.
- Service industries that were most integrated with global demand accounted for more than 75 percent of job gains in 2008, many of which were created by exports.

However, there is more to it than just knowledge assets. It is unrealistic to try to grow a local economy based on economic sectors past their peak. To be prosperous, we need to be increasing employment in those industries that are growing.

⁸ <http://landpolicy.msu.edu/program/info/mpi>

⁹ <http://msue.anr.msu.edu/>

¹⁰ <http://www.mml.org/home.html>

Part Two: Old versus new: New economy is where we are at

Once research was completed by a partnership of several Michigan universities (see Part One), the task shifted toward presenting what was learned to state and local governments, so that those successful actions could begin in Michigan. The Land Policy Institute and Michigan State University Extension focused their efforts on that. Much of the activity in the past seven years has focused on working with numerous communities to shift gears and succeed in the new economy. It has allowed us to see, first-hand, these strategies work.

A very fundamental structural shift has occurred with economic development. In this new economic age, it pays to know the difference between the old and new economy.

Before going into the successful strategies, let's further explain what the new economy is and how it compares with what Michigan's economy used to be.¹¹

First, there is a shift in what is most important for businesses when choosing where to locate. In the new economy, a community that is rich in talent¹² and ideas is most important. Today's competitive market requires innovation, adoptability and a community and labor force that has the talent and ideas to change and remain competitive. This replaced what used to be most important: low cost (low tax, tax breaks, pre-built industrial parks).

Second is a community or region's ability to attract educated people. Why? Because "educated people" is the best measure one has to determine if a community is rich in talent and ideas. In the new economy, one of the major economic development strategies is to do things that result in educated individuals wanting to come and live in their town or region. This replaced what used to be the strategy of attracting companies and factories.

Even factories need educated or knowledge workers. Advanced manufacturing is where the United States is competitive. In the mid-late 2000s, MSU Extension educators, working on this topic, toured parts of Ford Motor Company's Rouge industrial complex. The UAW worker that was our tour guide pointed to the Ford F-150 pickup truck assembly line and indicated all workers on that assembly line have a bachelor degree, the technical equivalent, or more.

Third is the realization of and action on the reality that physical and cultural amenities are key in attracting talent and knowledge workers. Those knowledge workers are who bring to a community the richness and talent in ideas, measured by level of education. That is what new economy businesses consider most important. It means that things like vibrant downtowns, theater, nature centers, green¹³ and blue trails,¹⁴ natural areas, forests, farms, historic features, arts organizations, and much more are the most important basic things for economic development. In many ways, things a community does to attract and accommodate tourists is now what is needed for attracting the talent to a community. Often, the strategies used by hospitals to attract doctors to a community are now the strategies that need to be used for the knowledge worker as an economic development strategy. In the old economy, that was not

¹¹ http://landpolicy.msu.edu/resources/chasing_the_past_or_investing_in_our_future_full_report

¹² <http://searchcrm.techtarget.com/definition/knowledge-worker>

¹³ <http://michigantrails.org/>

¹⁴ <http://www.michiganwatertrails.org/>

the case. A high-quality physical environment was a luxury, costing money, and a negative for a cost-conscious economic development effort.

Bend,¹⁵ Oregon, is an example of this. Bend is where the spotted owl resided and, upon protection of that species' habitat, the logging industry in Bend saw a major downturn. That was also when the new economy shift was happening in Oregon. The town's economy rebounded to a point many times stronger than it was with logging – by promoting their natural environment and outdoor life: “If your business is in Bend, you can be on vacation at 5 p.m. every day.”

Fourth, knowledge workers choose where they want to live. Then, the majority of them move there. Once they have arrived, then they find work or become entrepreneurs and create their careers. With the millennial generation, about 66 percent of college graduates follow this pattern: chose where they want to live, move there and then look for work. The recession has not significantly changed this percentage. I suspect that most reading this article know a child, grandchild, friend or friend's relatives that have done this. New economy businesses follow that talent to those regions where they are choosing to live. So, the economic strategy is to be the community that has the attractive qualities in your region where people choose to live. That is done with physical, cultural amenities and natural resource play areas. So, knowledge workers, educated people, choose to locate there. That is how a community becomes a region that is rich in talent and ideas, which attracts new economy businesses.

For example, I met the director of a culture department in one Norway city while hosting a study group. Every city in Norway has this type of department funded by their national government as part of their economic development strategy. Her department had seven full time and seven part time employees. Her city population was roughly 7,000. Their job is to make sure there are activities to do in the city: nightlife, sporting events, culture and so on. They have to make them self-sustaining, as these departments cease to exist after so many years. Norway understands the importance of a variety of activities for attracting people and economic development. Norway is one of our competitors in the new economy.

There are additional comparisons between the old economy and new economy. The table illustrated with this article compares the old and new economy. Each illustrates a significant shift from the economy Michigan had prior to 2009 and now.

Old versus New Economy

A side-by-side comparison of the old economy and new economy.

Old Economy	New Economy
Inexpensive place to do business was the key.	Being rich in talent and ideas is the key.
A high-quality physical environment was a luxury, in the way of attracting cost-conscious businesses.	Physical and cultural amenities are key in attracting knowledge workers.
Success = fixed competitive advantage in some resource or skill.	Success = organizations and individuals with the ability to learn and adapt.
Economic development was government-led.	Partnerships with business, government and nonprofit sector lead change.
Industrial sector (manufacturing) focus.	Sector diversity is desired, and clustering of related sectors is targeted.
Fossil fuel dependent manufacturing.	Communications dependent.
People followed jobs.	Talented, well-educated people choose location first, then look for a job.

¹⁵ <http://www.bendoregon.gov/>

Location mattered.	Quality places with a high quality of life matter more.
Dirty, ugly, and a poor quality environment were common outcomes that did not prevent growth.	Clean, green environment and proximity to open space and quality recreational opportunities are critical.

Part three: People count: Population growth causes basic economic growth

Attracting people to live in your area is one of the most basic and important economic development strategies. It may also be one of the easiest¹⁶ to do.

It seems obvious to say it, but each time someone moves to your community,¹⁷ that is economic growth. That person is a new customer. They buy food and services, patronize local businesses, get their car fixed, attend activities, invite others to visit them, and more. Likewise, if people move away, that hurts the community economy.

Population growth is economic growth. Taking steps to attract people to move to a community is an important strategy.

A state, county or community that is shrinking in population cannot grow. Also, consider that in the new economy, many people choose where they want to live, move there and then look for work or become entrepreneurs creating their own employment. And people choose to move to quality places.¹⁸

So, a new economy development strategy is to attract people. First, any growth in population equates to growth. Second, there are certain population groups that may be more important to target than others. For example, new retirees (baby boomers) bring with them a life-time of savings and skills. Also, retirees are one of the most prolific population groups that produce entrepreneurs – people who start new businesses and employ others. This should not be a surprise. This age group has a lifetime of experience and skills, and many have savings or connections for having the funds to start new ventures.

Another sought after group (which Michigan does very poorly) are EB-5 Visa immigrants¹⁹ to the United States. Those from other nations eligible for EB5 are well-educated and able to invest a significant amount of money into a new business. First and second generation immigrants to the United States are this nation’s most prolific group for starting new, very successful businesses that employ many people. These are highly prized immigrants²⁰ in many parts of the country, but, for the most part, Michigan does not even pursue them.

Educated youth (millennials) is a third desired group. This represents a talent pool – what advanced industry is looking for in a community where they might locate.

Remember, one of the characteristics of the new economy is that jobs follow people. People move to quality places. Currently millennials tend to seek urban, large city downtowns to live. That trend will

¹⁶ http://msue.anr.msu.edu/news/build_better_places_today

¹⁷ <http://landpolicy.msu.edu/resources/econimpactsctypopchangesmifullreport>

¹⁸ <http://www.economicsofplace.com/2011/12/placemaking-in-small-towns-five-case-studies>

¹⁹ <https://www.uscis.gov/working-united-states/permanent-workers/employment-based-immigration-fifth-preference-eb-5/about-eb-5-visa>

²⁰ http://msue.anr.msu.edu/news/new_americans_in_michigan

continue for some years yet. It is a generalization. Not everyone fits that mold. The task for rural communities or small towns is to define their niche and target those people who seek the assets and attributes they have to offer.

The ultimate local goal for the new economy is to attract and retain these people-assets: well-educated youth, seniors, immigrants and entrepreneurs. For growth in the new economy, a community and region should have a deliberate, purposeful, formally-adopted population attraction strategy. Such a strategy may involve many of the same things the community does to attract tourists, attract medical staff to a local hospital, and more.

What attracts people to a town, county and region? The same things that have already been pointed out in this series: green²¹ and blue²² infrastructure, vibrant downtowns, arts, culture, activity and things to do. But more specifically, it comes down to “place matters”. People are attracted to a place.²³ The types of places which are popular and successful in getting new population have the following:

- Entrepreneurial infrastructure²⁴ – a community that is supportive of new businesses startups and has programs such as economic gardening in place
- Diversity²⁵ – communities that are tolerant of and socially welcome diversity of race, religions, beliefs and life-styles.
- Green²⁶ and blue²⁷ infrastructure – natural areas, parks, trails, water resources and so on
- Social infrastructure – a community with social activities, events and things to do
- Public transportation infrastructure – a choice as to how one gets around the community, not just automobile, but also bike, walking, and public transportation to and between amenities
- Variety of housing²⁸ – a choice of different types of housing, not just single family homes on lots, but also housing downtown, apartment buildings, and so on (what is important is to provide choice)
- Information technology infrastructure – high-speed internet
- Collaborative capacity – a community that works together and has many collaborative and cooperatives efforts for accomplishing community-wide projects

In the next part, we will focus more on place, place matters and placemaking.²⁹

²¹ <http://michigantrails.org/>

²² <http://www.michiganwatertrails.org/>

²³ <http://miplace.org/placemaking>

²⁴ <http://edwardlowe.org/entrepreneurship-programs/>

²⁵ http://od.msue.msu.edu/diversity_and_multiculturalism/

²⁶ <http://michigantrails.org/>

²⁷ <http://www.michiganwatertrails.org/>

²⁸ <http://missingmiddlehousing.com/>

²⁹ <http://miplace.org/placemaking>

Part Four: Local government's economic development role: placemaking and regions

A key strategy for development in the new economy is to attract more people to live in an area. At the most basic level, the idea is to simply have population growth.³⁰ More strategically would be targeting retirees (baby boomers), EB-5 Visa immigrants³¹ to the United States, and educated youth (millennials) as desired newcomers.

In the new economy, we now see jobs and employers following talented people and talented people moving to quality places. This raises the issue of what are “quality places” and how does one make their own community a quality place? Part three of this series talked about that a little bit.

It takes a region to provide the places, variety, resources and attributes to attract people. Attraction of people is attraction of new businesses and needs to be done at a multi-county regional level.

³⁰ <http://landpolicy.msu.edu/resources/econimpactsctypopchangesmifullreport>

³¹ <https://www.uscis.gov/working-united-states/permanent-workers/employment-based-immigration-fifth-preference-eb-5/about-eb-5>



Figure 2: Components of placemaking | Graphic by Glenn Pape of MSU Land Use Institute from a similar graphic by Project for Public Places, New York.

The most important thing about “quality place” is that each community has its own unique characteristics. Each community has its own set of assets and attributes that are genuine for that community. One should build on those unique assets to enhance and build place.

Generically, one can point to some characteristics of a place. At a regional level (multiple counties),³² they include attractive, high-quality cities, universities and colleges, first-class medical facilities, regional transit, transportation and highway access, and green³³/blue³⁴ infrastructure.

Within a region, each community uses its assets to do its part in the region. No one local government area can be everything that is needed in a region. But they do have a role, contributing their assets as part of the whole for the region.

One of very important findings about successful communities in the new economy is their work was done with a regional (multi-county) partnership. The new economy is regional. People, companies and talent do not move to towns; they move to regions. So, the effort needs to be focused locally but with an eye as to how it works and fits in the larger region. That means local governments, schools and the private sector must all work cooperatively together to market the region.

In Michigan, as a result of the research done by MSU, there are the Michigan Prosperity Regions³⁵ put forth by Governor Snyder.

The process, or effort, to build “quality place” is called placemaking.³⁶ That is making place. To explain this it may be easiest to ask you to use your imagination. Think back to the last time you took a vacation or visited another city that you really liked. Now think back to what it is you liked about that place. Make a mental list of those things as you read this.

Now, think about your community. What things on your mental list about the place you visited could be done in your community? Be sure things you list for your community build on the existing strengths and assets your community has. You do not want to try to make your community something it is not. That would look and feel fake and does not work. Actually, doing the things on your list to build strengths and assets in your community is called “placemaking”.

Placemaking is one means of attracting people and prosperity to your community. Placemaking done by many communities in a region is one means of attracting people and development to your region.

The imagination example of placemaking, above, is a simplistic explanation. When working with a community, the discussion and making lists needs to be done in an open, inclusive way so many can participate. When done as part of a community, the process is more formal. It starts with knowing your economic region, or sub-region. This is so there is an understanding of what role the community fulfills in the region. For example, a very rural township may have the role to provide growing of local foods or green assets with forest or rivers. A city may be providing a downtown. Another small town may have the cultural arts assets and other communities offering their parts. All together they become a region or sub-region that has a cross section of most the assets that are globally competitive and economically prosperous.

To do all this, one needs to know the assets and resources. So, start with making a list of those things. Then, build on those. Think about how it fits in with the region. That means collectively making a model or region-wide economic plan which connects to demand (regional, national, global). Working as a community group and coordinating with a county and region means talking to your partners often. These

³² <http://www.michigan.gov/dtmb/0,5552,7-150-66155---,00.html>

³³ <http://michigantrails.org/>

³⁴ <http://www.michiganwatertrails.org/>

³⁵ <http://www.michigan.gov/dtmb/0,5552,7-150-66155---,00.html>

³⁶ <http://miplace.org/placemaking>

partners can be from neighboring communities, counties and regions. It also means partnerships that include each of the public, private, non-profit sectors.

This regional approach also means one gives up some of the old models (see chart with Part 2) of doing business. Economic development is no longer a territory issue. Everyone wins with any one community's gain. Everyone loses when time and resources are spent getting business to move from one place in the region to another place in the region. Be willing to rethink how local funds are spent, to invest elsewhere, or to help investment in another part of the region recognizing the whole region benefits.

In summary, economic development is now all about economic, social and environmental "placemaking". It is one of the main economic strategies for local governments in Michigan and is necessary to catch up with many other states and countries in the western world.

Finally, remember the shift to the new economy came to Michigan later than most places. That means we are behind in the process of creating places where people want to live, work and play. In order for communities to succeed and revitalize, embracing these concepts sooner rather than later is imperative to their success.

There are many excellent resources on placemaking. The main one, written specifically for Michigan is *Placemaking as an Economic Development Tool: A Placemaking Guidebook*.³⁷ It is a free PDF download for anyone in Michigan.

Part Five: Prosperity comes from a focus on people, policy and place on a regional scale

Local governments are not the only ones with an important role to bring Michigan back to prosperity in the new economy. State government and educational institutions also have vital parts to do.

This series spoke of the new economic age and playing field and compared the old economy and new economy, pointing out this shift has already occurred and Michigan still needs to catch up with the change. The series then focused on the importance of attracting people and stated that population growth is economic growth. Thus, population attraction strategies by local communities are important with placemaking³⁸ and local government coordinating with regions.

It takes a region to provide the places, variety, resources and attributes to attract people. Economic development also needs to be coordinated among state, regional, educational, local government and private sectors.

For the state as a whole, the research done by MSU and other Michigan universities outlined fourteen broad categories of strategies for having prosperity. Those fourteen categories can be divided into three general areas: people, policy and place.

These three general areas also tend to fall into different camps for implementation. Issues around people are things most likely to be within the realm of the education system. Policy focuses on state-wide organizations and state government. Place are things best suited for local and regional government.

³⁷ <http://landpolicy.msu.edu/resources/pmedtguidebook>

³⁸ <http://landpolicy.msu.edu/resources/pmedtguidebook>

In the new economy, businesses think in regional terms. An industry does not choose to move to a township, village, county or a city. An industry is choosing to locate in a region or sub-region. The assets and attributes businesses look for is more than what exists in a single municipality. The customer base, labor pool, education system, medical services and many more things are regional (multiple counties) or sub-regional (maybe two counties) in size. If local government is not also thinking in regional terms and presenting a regional picture, it runs the danger of not even speaking the same language as the industry it is trying to attract.

This should not be a surprise. A question I often ask an audience is, “How many of you live, shop, work, play, learn, socialize, go to church and everything else without ever leaving the boundaries of your local government?” Of course, no one raises their hand. We all live our lives in a region or sub-region. The regional approach for new economy strategies about people, policy and place also apply.

Figure 1 – Fourteen Strategy Categories



Graphic inspired and derived from the original SEBACOG graphic in 2010-2011 Plan entitled, Increasing Prosperity in Southeast Michigan, created with assistance of SEBACOG.

Figure 3 Categories of across-the-board various strategies for Michigan to be competitive in the new economy. | Results of a Land Policy Institute Prosperity Initiative for Michigan

The first area is a focus on people, enhancing the talent and skills that people have. This largely falls to the educational system. That includes K-12, community colleges, universities, Michigan Works, private and nongovernmental organizations, and economic development organizations. Strategies include educating our future workforce. In the new economy, there is a direct relationship between how well the population is educated and the median income in the state. In the old economy, that was not the case, and Michigan did well median income-wise. Today it is very important. The states with the most economic success and highest median income have a workforce which has 50 percent with bachelor degrees or higher. Michigan's is around 25-27 percent. This is not saying everyone has to go to college, but a larger percentage of students should be receiving higher education. Additional strategies are re-tooling the existing workforce, attracting and retaining talent. It also means advancing innovation and technology with training, research and development. The educational and nongovernmental organizations also have a role to create an entrepreneurial culture through the teaching of creative arts and community acceptance and fostering of entrepreneurialism. A strategy is also to work to market and promote the region the education institutions are located within.

While the accompanying graphic and this article divide economic development tasks among various government entities, it does not have to be done that way. For example, Kalamazoo Promise³⁹ is a multi-government and non-profit effort. Many communities understand the attraction of knowledge/talent workers means getting education beyond high school. So, various structures of investment in higher education are being done within a number of Michigan communities. The goal is to grow that talent right at home. Success is pointed out by research done by the W. E. Upjohn Institute for Employment Research:⁴⁰ Kalamazoo scholarships increased the number college degrees received. For every \$1 invested in college, one can expect \$11 more in pay over the course of a person's career. Higher education pays back big time, not just for the individual with higher pay and health, but also for the region. The more educated the workforce, the faster the recovery from recessions, and the more attractive those communities are to potential new employers, according to the Kresge Foundation's⁴¹ materials.

So, while education mainly falls to the education system, local government and non-profit organizations can also have an important role.

The second area focuses on policy and improving the business climate. It is largely a state government (legislature) function and deals with regional and local organizations. Shaping responsive government to the needs of the new economy (including focusing state services around the new state regions) becomes an important strategy. The state can also diversify and globally connect businesses. Financial issues include increasing capital funding and designing a fair and competitive tax structure. The state level efforts also have a role to create an entrepreneurial culture with the education system. Also, the state can enhance transportation connections and choices.

The local role for this means streamlining zoning and local review and approval processes. Things like one-stop-shopping so one can get all their permits with one stop and one location. Strategies include having deadlines decisions on site plan review, special use permits; considering home occupations as an "automatic" activity in a home; mixed use districts, downtowns; allowing a mix of housing types; broadly defined agriculture that allows many more types of activities; accommodating alternative energy (with such structures as part of buildings, etc.); fewer special uses replaced with permitted uses; and requiring affordable housing for the workforce.

³⁹ <https://www.kalamazoopromise.com/>

⁴⁰ <http://www.upjohn.org/>

⁴¹ <http://kresge.org/programs/education>

The third area is a focus on place, enhancing community through placemaking, and is done by city, village, township and county governments; regions; private and nongovernmental organizations; and economic development organizations. This series of articles already focused on strengthening quality of place (placemaking and all that entails) in part 4. This includes enhancing green and blue infrastructure opportunities. It also means optimizing infrastructure investment, such as re-directing some spending toward new technology like high-speed internet. It also means working with state efforts to enhance transportation connections and choices and working with educational systems to market and promote the region.

All these efforts need to work together. There are many different actors needed to do all these things. Coordination between them all is necessary. If that cooperation does not already exist, it needs to be initiated. In part three of this series, we pointed out that a community that works together has many collaborative and cooperative efforts (between public, private, non-governmental and non-profit organizations) for accomplishing community-wide projects and will be several steps ahead toward prosperity.

In part four, we indicated this cooperation needs to also span geography to be regional. It was one of the very important findings about successful communities in the new economy: having a regional (multi-county) partnership.

Two final thoughts: Dr. Adesoji “Soji” Adelaja,⁴² the professor of economics that headed up the applied research behind what Michigan needs to be doing to be prosperous in the new economy, said in exasperation, “Michigan has the natural resources, people and all the other assets for economic success that the rest of the world envy. But no one seems to promote them or use them, and some do not even recognize them as assets.” How can a state be so blind to all it has at its disposal? The point is, Michigan has the resources⁴³ needed to be successful.

Finally, Michigan was a system of economic downturn for decades. It will take dedication, long-term commitment and many years for strategies outlined here to have full effect.

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⁴² http://www.afre.msu.edu/people/adelaja_a/bio-info

⁴³ http://msue.anr.msu.edu/news/local_government_has_a_major_role_in_revitalizing_michigans_economy

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