

VILLAGE OF YELLOW SPRINGS  
BOARD OF ZONING APPEALS  
MEETING AGENDA

The Village of Yellow Springs Board of Zoning Appeals will convene IN PERSON on  
Wednesday, August 11, 2021 at 7:00 PM.

You may also express your views in writing by providing a copy to the Clerk of Council for inclusion in the record of the hearing. Please submit your letter by no later than **Thursday, June 24<sup>th</sup>, 2021 for inclusion in the BZA packet: however, all letters received any time prior to the hearing will be provided to Board of Zoning Appeals members and the Zoning Administrator.** The application, as prepared by the petitioner, may be examined at the office of the Zoning Administrator on the 2<sup>nd</sup> floor of the Bryan Community Center, 100 Dayton Street, Yellow Springs, Ohio 45387 at any time during regular office hours or on the Village website at [www.yso.com](http://www.yso.com) after **Friday, June 25, 2021**. Questions regarding the application, zoning code or procedures may be directed to the Zoning Administrator Denise Swinger, phone (937) 767-1702 or by email to [dswinger@vil.yellowsprings.oh.us](mailto:dswinger@vil.yellowsprings.oh.us).

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6:00 CALL TO ORDER

ROLL CALL

REVIEW OF AGENDA

COMMUNICATIONS

REVIEW OF MINUTES

Review of Minutes for June 30, 2021.

PUBLIC HEARINGS

1) **Variance Request**– R-B, Moderate Density Residential District – 213 N. Winter Street, Alex Melamed, on behalf of Tracy and Johnny Cooley, has submitted an application for a variance seeking relief from Chapter 1260.02 (a) (2) front yard setback for a garage. **Greene County Parcel ID # F19000100110017000**

2) **Variance Request**– I-1, Mixed Use Industrial District – 108 Cliff Street  
Patrick Lake of Massie Creek Ventures, LLC has submitted an application for a variance seeking relief from Chapter 1252.03a - side yard setback for an outdoor patio.  
**Greene County Parcel ID # F19000100110025600**

AGENDA PLANNING

ADJOURNMENT

**VILLAGE OF YELLOW SPRINGS  
BOARD OF ZONING APPEALS  
MINUTES**

**Virtual Meeting @ 6:00 P.M.**

**Wednesday, June 30, 2021**

**CALL TO ORDER**

The meeting was called to order at 6:00 p.m. by Matt Reed, Acting Chair.

**ROLL CALL**

Anthony Salmonson, Acting Chair, members Matt Raska and Scott Osterholm were present. Zoning Administrator for the Village, Denise Swinger, was present. Solicitor Breanne Parcels was also present.

**REVIEW OF MINUTES**

Minutes for BZA Meeting of May 19, 2021 were reviewed. Salmonson MOVED and Osterholm SECONDED a MOTION TO ADOPT THE MINUTES AS WRITTEN. The MOTION PASSED 3-0 on a ROLL CALL VOTE.

**COMMUNICATIONS**

There were no communications.

**REVIEW OF AGENDA**

There were no changes made.

**PUBLIC HEARINGS**

- 1) Variance Request–** R-B, Moderate Density Residential District – 402 N. Winter Street. Jill Pauley has submitted an application for a variance seeking relief from Chapter 1260.02 (a) (2) front yard setback for a garage. **Greene County Parcel ID #F19000100110013600.**

Jill Pauley received Planning Commission approval for a garage/Accessory Dwelling Unit (ADU) with the condition that the applicant orient the garage door towards North Winter Street and seek a variance from the BZA to do so. This variance is to the setback requirement for driveways (Exhibit A). Her original plan met the setback requirements. However, in order to meet the Planning Commission's condition to allow for a larger setback than five feet from the western side yard property line (the neighbors' request), she is orienting the ADU facing east.

The proposed driveway length is 12-feet, which is a setback variance of 8-feet for the driveway. The entrance to the property will be 22-feet, allowing for a 34-foot driveway to the edge of the street. Swinger noted that there is a good amount of frontage on Winter Street, and there is no off street parking currently.

An accessory structure cannot be located in the front yard and its location is determined by the site of the primary dwelling. In this case, the garage/ADU will not be located in front of the primary dwelling and is subject to only the setback requirements for rear and side yard lot lines.

Matt Raska asked what type of plantings are planned for storm water mitigation.

Swinger responded that these will be submitted to her by the applicant.

Parcels added that BZA members can consider materials submitted to the Planning Commission if the material is related to the zoning request.

Jill Pauley commented that the variance request is in response to the desire of neighbors to the north and west of her property to allow more space between their properties and the proposed ADU/garage.

Salmonson determined that there are not letters on file regarding the request.

Salmonson OPENED THE PUBLIC HEARING. There being no comment, Salmonson CLOSED THE PUBLIC HEARING.

The Clerk read the Duncan Standards as follows, calling roll on each standard:

- (1) Whether the property in question will yield a reasonable return or whether there can be any beneficial use of the property without the variance; Salmonson: Y; Osterholm: Y; Raska: Y;
- (2) Whether the variance is substantial; Salmonson: N; Osterholm: Y; Raska: N;
- (3) Whether the essential character of the neighborhood would be substantially altered or whether adjoining properties would suffer a substantial detriment as a result of the variance; Salmonson: N; Osterholm: N; Raska: N;
- (4) Whether the variance would adversely affect the delivery of governmental services such as water distribution, sanitary sewer collection, electric distribution, storm water collection, or refuse collection; Salmonson: N; Osterholm: Y; Raska: N; (Salmonson received confirmation that the Public Works Director has no issue with the proposed variance).
- (5) Whether the property owner purchased the property with knowledge of the zoning restriction; Salmonson: Y; Osterholm: N; Raska: Y;
- (6) Whether the property owner's predicament feasibly can be obviated through some method other than a variance; Salmonson: Y; Osterholm: Y; Raska: Y;
- (7) Whether the existing conditions from which a variance is being sought were self-created; Salmonson: Y; Osterholm: Y; Raska: Y;
- (8) Whether the spirit and intent behind the zoning requirement would be observed and substantial justice done by granting the variance. Salmonson: Y; Osterholm: Y; Raska: Y;

Raska MOVED TO APPROVE THE VARIANCE AS REQUESTED. Osterholm SECONDED, and the MOTION PASSED 3-0 ON A ROLL CALL VOTE.

**AGENDA PLANNING**

Swinger noted that 213 North Winter Street may be ready to request a variance in August if their use is approved by Planning Commission on July 13<sup>th</sup>.

Swinger stated that 314 Dayton Street and 108 Cliff Street will also require variances, and will first need to receive permission for their uses at the Planning Commission meeting on July 13<sup>th</sup>.

The Clerk noted that Council had passed a requirement for all Council and Board and Commission members to take ethics training, and she will be in contact with further information regarding access to the training.

**ADJOURNMENT**

There being no further business, Salmonson MOVED and Raska SECONDED a MOTION to adjourn. The MOTION PASSED 3-0 on a voice vote. Meeting ADJOURNED at 6:20 PM.

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Anthony Salmonson, Acting Chair

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Attest: Judy Kintner, Clerk



TO: Board of Zoning Appeals  
FROM: Denise Swinger, Zoning Administrator  
MEETING DATE: Wednesday, August 11, 2021  
RE: BZA21-06 – re: Setback Variance

**Variance Request**– R-B, Moderate Density Residential District – 213 N. Winter Street  
Alex Melamed, on behalf of Tracy and Johnny Cooley, has submitted an application for a variance seeking relief from Chapter 1260.02 (a) (2) front yard setback for a garage.

**Greene County Parcel ID # F19000100110017000**

**Notification Of Public Hearing** – A public hearing notification was provided in accordance with the Village’s zoning regulations including publication in the Yellow Springs News, mailed notice to abutting and adjacent neighbors of the property, and the posting of a sign on the property about the public hearing.

**Background**

Planning Commission approved a garage/Accessory Dwelling Unit with the condition that the applicant seek a variance from the BZA for relief from the 20-foot setback requirement for a garage. The existing garage will be demolished and the Winter Street driveway apron will be abandoned for a new access off Cliff Street. The request is for a 10-foot variance to the setback requirement for driveways leading to the new garage/ADU (**Exhibit A**).

**1260.02 DIMENSIONAL PROVISIONS.**

(a) **Average Front Setback.** The minimum front setback requirements for a principal building in any Residential District may be reduced in accordance with the following:

- (1) Where two or more lots entirely or partially within 200 feet of a subject lot, on the same side of the street and the same block, are occupied by principal buildings whose existing front setback is less than required by the zoning district, the average of the established setbacks for those buildings shall be the minimum required front setback for the subject lot.

*An accessory structure cannot be located in the front yard and that is determined by the location of the primary dwelling. In this case, the Accessory Dwelling Unit/Garage will not be located in front of the primary dwelling and is subject to only the setback requirements for rear and side yard lot lines.*

- (2) In no case, however, shall the front yard setback for a garage, whether attached or detached, be less than 20 feet in order to provide adequate vehicle parking space in front of the garage without blocking a sidewalk or otherwise impeding pedestrian movement.

*The proposed driveway length is 10-feet, which is a setback variance of 10-feet for the driveway from the property line to the accessory structure. The entrance to the property will measure 19’-4” allowing for a 29’-4” driveway length to the edge of the street (**Exhibit B**).*



**213 North Winter Street**

## **VARIANCE CRITERIA**

### **1278.04 Variances**

The Board's power to grant variances from the dimensional provisions of the zoning code, including by way of example, lot size, width, setbacks, parking requirements and height, shall be in harmony with the intent and purposes of the code, as provided below.

**(a) Variance Standards.** Variances from the terms of the code shall be granted only where the applicant shows that the strict application of a zoning requirement causes practical difficulties in the use of the property. The factors to be considered and weighed by the Board in determining whether a property owner has encountered practical difficulties in the use of the property include, but are not limited to:

- (1) Whether the property in question will yield a reasonable return or whether there can be any beneficial use of the property without the variance;
- (2) Whether the variance is substantial;
- (3) Whether the essential character of the neighborhood would be substantially altered or whether adjoining properties would suffer a substantial detriment as a result of the variance;
- (4) Whether the variance would adversely affect the delivery of governmental services such as water distribution, sanitary sewer collection, electric distribution, storm water collection, or refuse collection;
- (5) Whether the property owner purchased the property with knowledge of the zoning restriction;
- (6) Whether the property owner's predicament feasibly can be obviated through some method other than a variance;
- (7) Whether the existing conditions from which a variance is being sought were self-created; and
- (8) Whether the spirit and intent behind the zoning requirement would be observed and substantial justice done by granting the variance.

**(b)** The Board shall determine, after weighing the factors described above and any other factors the Board deems relevant, whether the property owner has shown practical difficulties so inequitable as to justify granting a variance to the property owner.

## **STAFF RECOMMENDATION**

Staff recommends **APPROVAL** of the driveway setback variance.

If you have any questions, please feel free to call me at 767-1702 or email [dswinger@vil.yellowsprings.oh.us](mailto:dswinger@vil.yellowsprings.oh.us).

Respectfully submitted,

Denise Swinger  
Zoning Administrator



## EXHIBIT A



Board of Zoning Appeals  
Public Hearing Request:  
Variance

Planning & Zoning Department  
100 Dayton St, 2<sup>nd</sup> Floor  
Yellow Springs, OH 45387  
Office: (937) 767-1702  
Fax: (937) 767-3720

[FOR OFFICE USE ONLY]

Case #: BZA21-06Hearing Date 8/11/2021

## Applicant Information

Property Address:	<u>213 N WINTER ST. YSO.</u>		
Property Owner:	<u>TRACY &amp; JOHNNY COOLEY</u>	Phone:	<u>937 689 2310</u> Email: <u>Cooley426@aol.com</u>
Mailing Address:	<u>4052 PRIMROSE PL. APT. 5, BEAVERCREEK, OH 45424</u>		
Applicant Name:	<u>AXIS-ARCHITECTURE</u>	Phone:	<u>850 766 6023</u> Email: <u>alex@axis-arch.com</u>
Applicant Address:	<u>205 N. WALNUT ST</u>		

## Project Information

I am requesting a variance on the dimensional requirement as outlined in (cite Zoning code section): 12-60.02(G)

Description: Seeking relief from burden of two "front" setbacks regarding new garage and A.D.U. Client wishes to place garage and new access on cliff street with 10ft. setback from lot line to match primary and neighbors.

Dimensions of Project & Total measurement of Variance requested: 10ft. setback change from 20ft.

Site Plan Attached: ☒ Stormwater Mitigation Plan Attached: ☐

I understand that approval of this application does not imply approval for any administrative review, conditional use permit, variance, or exception from any other Village regulations which are not specifically the subject of this application. I understand that I remain responsible for satisfying requirements of any easements or private restrictions or covenants affecting the property.

I understand that the Village is not responsible for inaccuracies in information I have presented, and that inaccuracies may result in the revocation of any Zoning permit as determined by the Village. I further certify that I am an owner, or lessee, or agent fully authorized by the owner to make this application. I understand any statements made to me about the time required to process this application are general estimates and not binding. Further, I understand that it may be necessary for the Village to request additional information and clarification after I have submitted this application and accompanying documentation.

I understand this application is a public record and the property will be posted with signage by Village staff prior to any public hearings and that I am responsible for the cost of repair or replacement if such signage is damaged or removed by non-Village personnel.

I hereby certify under penalty of perjury that I am the applicant and the information and statements I have given on this application, drawings, and specifications are, to the best of my knowledge, true and correct.

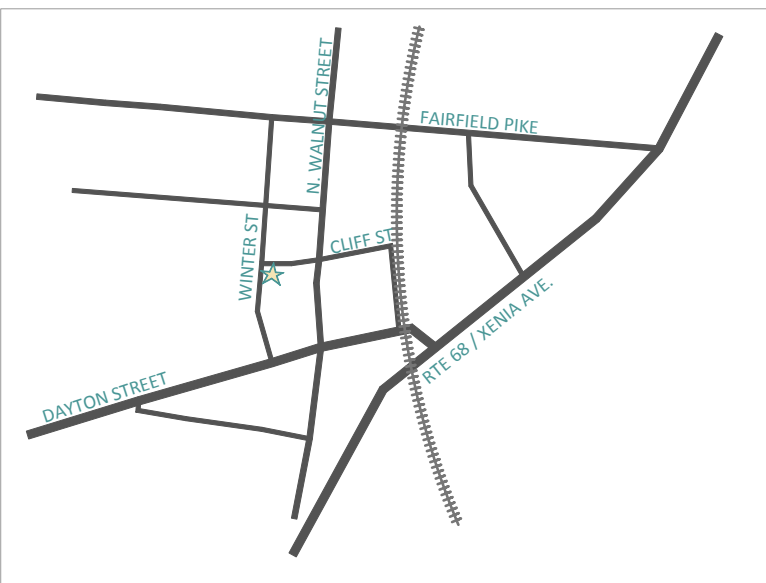
Applicant Signature: Alex MelamedDate: 8/10/21

## FOR OFFICE USE ONLY

Zoning Fee: \$ <u>100.00</u>	Payment Type: <input checked="" type="checkbox"/> Check   <input type="checkbox"/> Cash   <input type="checkbox"/> Card	Approved <input type="checkbox"/>   Denied <input type="checkbox"/>
Other fees: \$ <u>          </u>	Zoning District: <u>R-B</u>	Permit Number: <u>          </u>
Total \$ <u>100.00 pd.</u>	Zoning Official Name and Title	Date



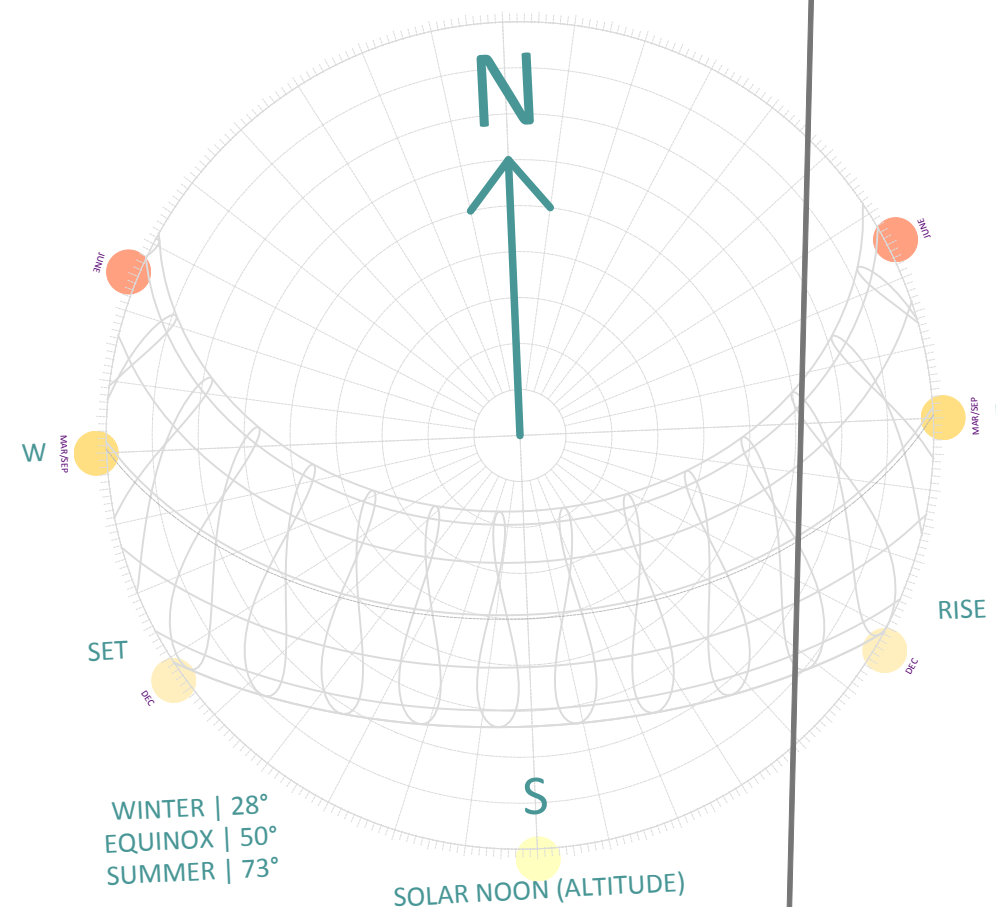
Tracy and Johnny Cooley  
213 N. Winter Street  
Yellow Springs, OH 45387



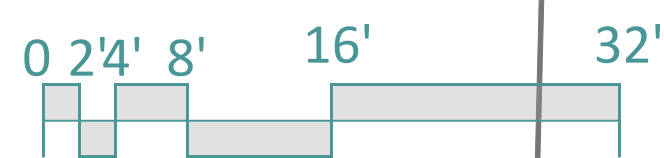
## 1 Vicinity Map

### Site Keynotes

- 0.1 Vacate Existing Driveway (Alternatively Keep Both Site Accesses)
- 0.2 Demolish Garage
- 0.3 Demolish Existing Addition
- 0.4 Refurbish Cistern
- 1.0 Existing Property Lines
- 1.1 Setback Lines
- 1.2 Existing Single Family Dwelling
- 1.3 Refurbish Existing Porch
- 1.4 Existing Privacy Fence
- 1.5 Where the Sidewalk Ends
- 1.6 Existing Sidewalk
- 1.7 Neighboring Structure
- 1.8 Municipal Sewer & Water Connection - Needs Verification
- 1.9 Municipal Gas Connection
- 2.0 Proposed Garage & ADU
- 2.1 Proposed Covered Porch
- 2.2 Proposed Addition
- 2.3 Variance Requested: 10 FT 'Front' Setback (Typical: 20 FT)
- 3.0 Iron Pin Found

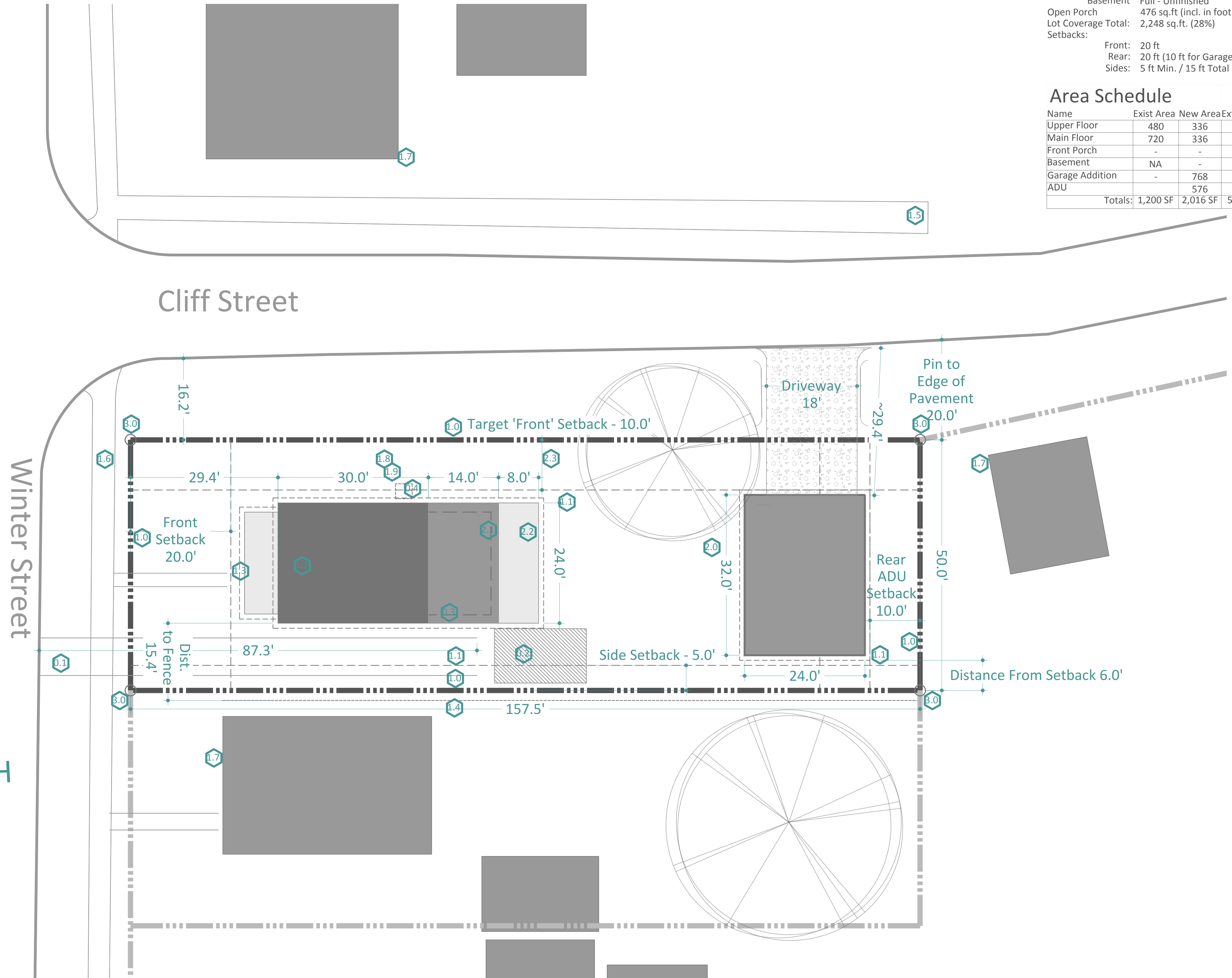


## ANNUAL SOLAR PATH



## 2 Site Plan Overview

# EXHIBIT B



### Zoning Review

Parcel #	F19000100110017000
Lot Area	7,875 sq.ft
Lot Frontage	50 ft + 157.5 ft (side street)
Primary Structure:	-
Total Gross	~1530 sq.ft
Footprint	~1480 sq.ft. + 768 sq.ft.
Basement	Full - Unfinished
Open Porch	476 sq.ft (incl. in footprint.)
Lot Coverage Total:	2,248 sq.ft. (28%)
Setbacks:	
Front:	20 ft
Rear:	20 ft (10 ft for Garage)
Sides:	5 ft Min. / 15 ft Total

### Area Schedule

Name	Exist Area	New Area	Ext. Area
Upper Floor	480	336	96
Main Floor	720	336	192
Front Porch	-	-	160
Basement	NA	-	-
Garage Addition	-	768	-
ADU	576	72	72
Totals:	1,200 SF	2,016 SF	520 SF

Axis  
Architecture

Ted Donnell, Architect  
205 N Walnut Street, Yellow Springs, Ohio 45387  
ted@axis-arch.com  
alex@axis-arch.com

FOR  
Cooley Addition & ADU

Tracy & Johnny Cooley  
213 Winter Street  
Yellow Springs, OH 45387

REVISIONS / SUBMISSIONS		
NO.	DESCRIPTION	DATE
1		

Site Plan

Drawn By: Alex Melamed  
Scale: As Noted  
Job No.: 20.20

A0.1



TO: Board of Zoning Appeals  
FROM: Denise Swinger, Zoning Administrator  
MEETING DATE: Wednesday, August 11, 2021  
RE: BZA21-07 – re: Setback Variance

**Variance Request**– I-1, Mixed Use Industrial District – 108 Cliff Street  
Patrick Lake of Massie Creek Ventures, LLC has submitted an application for a variance seeking relief from Chapter 1252.03a - side yard setback for an outdoor patio.

**Greene County Parcel ID # F19000100110025600**

**Notification Of Public Hearing** – A public hearing notification was provided in accordance with the Village’s zoning regulations including publication in the Yellow Springs News, mailed notice to abutting and adjacent neighbors of the property, and the posting of a sign on the property about the public hearing.



**108 Cliff Street**

**Background**

**"I-1," MIXED INDUSTRIAL DISTRICT** – *“The I-1 District is intended to provide dedicated locations within the community for office, research, knowledge-based industry, services, light manufacturing and related uses that offer employment opportunities and create economic vitality for the Village and its residents.”*

Planning Commission approved a conditional use for a market/eatery with the condition that the applicant seek a variance from the BZA for relief from the 10-foot side yard setback requirement in order to bring patio steps to the edge of the property line (**Exhibit A**). The project will involve the repurposing of the

existing building at 108 Cliff Street into tenant-leased spaces for food/drinks and market/retail stalls. The removal of the existing lumber storage area structure along the western property line as well as the accessory structure that faces Cliff Street will accommodate a one-way access driveway to Millworks.

The mezzanine area on the upper floor will be the location of the indoor seating area and measures 2,400 sq. ft. **Outdoor seating will be located on the east by the bike path** and also along the west side of the building at an estimated 3,000 sq. ft. A majority of the businesses that will occupy space in the market/eatery are existing businesses that have either operated in Yellow Springs or are locally based startups (and in one case an existing Yellow Springs business) that will set up operations.

**There will be steps, bike path seating, bike parking and landscaping in the Village's right-of way. This was a suggestion by the Public Works Director as an improvement to the ROW for the Little Miami Scenic Trail, which the developer agreed to install. The steps are necessary to allow access to the market/eatery and the open to the public restrooms inside.**

### 1252.03 SPATIAL REQUIREMENTS.

<i>Table 1252.03. Lot and Width Requirements: Industrial Districts</i>		
Zoning District	Minimum Lot Area <sup>1</sup>	Minimum Lot Width (Ft.)
<b>I-1, Industrial</b>	<b>1 acre</b>	<b>150 ft.</b>
<b>I-2, Industrial</b>	<b>2 acres</b>	<b>200 ft.</b>
1 Public water and sanitary sewer are required for all property in this district.		

The minimum lot area is less than one acre but is grandfathered in with the new zoning code established in 2013.

Table 1252.03a. Dimensional Requirements: Industrial Districts							
Zoning District	Maximum Building Height (Ft.)	Minimum Yard Setbacks (Ft.)					Lot Coverage (%)
		Front <sup>2</sup>		Side		Rear	
		Parking	Building	Total	Least		
I-1	40	<sup>3</sup>	20	25	10	25	70

The building height requirements, the front parking and building setbacks and the side yard setbacks are met following removal of the two accessory structures. It does not meet the rear yard setback of 25-feet, but it is grandfathered in. With the addition of the outdoor patio on the eastern side, it will require a zero lot line variance.

### VARIANCE CRITERIA

#### 1278.04 Variances

The Board's power to grant variances from the dimensional provisions of the zoning code, including by way of example, lot size, width, setbacks, parking requirements and height, shall be in harmony with the intent and purposes of the code, as provided below.

**(a) Variance Standards.** Variances from the terms of the code shall be granted only where the applicant shows that the strict application of a zoning requirement causes practical difficulties in the use of the



property. The factors to be considered and weighed by the Board in determining whether a property owner has encountered practical difficulties in the use of the property include, but are not limited to:

- (1) Whether the property in question will yield a reasonable return or whether there can be any beneficial use of the property without the variance;
- (2) Whether the variance is substantial;
- (3) Whether the essential character of the neighborhood would be substantially altered or whether adjoining properties would suffer a substantial detriment as a result of the variance;
- (4) Whether the variance would adversely affect the delivery of governmental services such as water distribution, sanitary sewer collection, electric distribution, storm water collection, or refuse collection;
- (5) Whether the property owner purchased the property with knowledge of the zoning restriction;
- (6) Whether the property owner's predicament feasibly can be obviated through some method other than a variance;
- (7) Whether the existing conditions from which a variance is being sought were self-created; and
- (8) Whether the spirit and intent behind the zoning requirement would be observed and substantial justice done by granting the variance.

(b) The Board shall determine, after weighing the factors described above and any other factors the Board deems relevant, whether the property owner has shown practical difficulties so inequitable as to justify granting a variance to the property owner.

#### **STAFF RECOMMENDATION**

Staff recommends **APPROVAL** of the zero lot line variance as it will be an improvement to the Little Miami Scenic Trail and will allow access to publicly available restrooms inside the building.

If you have any questions, please feel free to call me at 767-1702 or email [dswinger@vil.yellowsprings.oh.us](mailto:dswinger@vil.yellowsprings.oh.us).

Respectfully submitted,

Denise Swinger  
Zoning Administrator

# EXHIBIT A

## The Lumber Co. Market & Eatery



*Lumber Co. Cliff & Railroad St, facing north*

### VISION

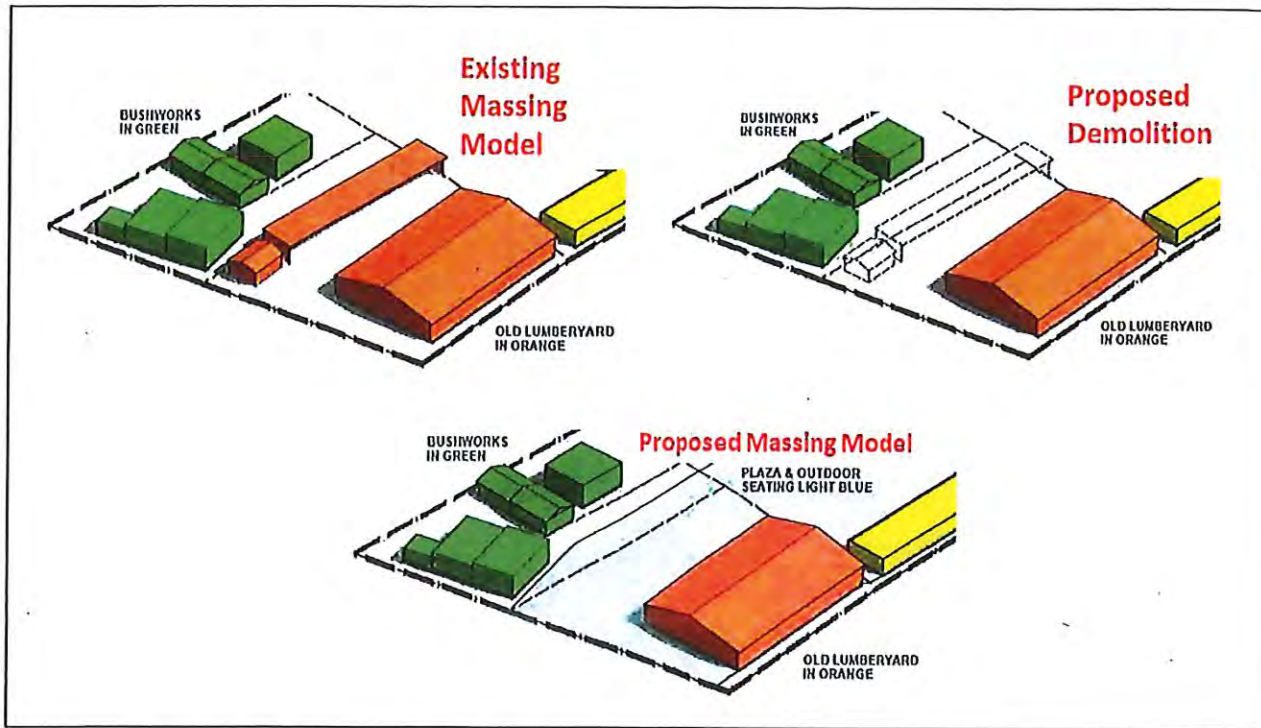
Massie's Creek Ventures LLC, a Yellow Springs-based startup, is launching a development project in Yellow Springs to restore and convert a historic building from an underused storage facility into a vibrant Market & Eatery. At its completion, the Lumber Co. Market & Eatery will create between 20-30 jobs in Yellow Springs, fill an existing market gap without creating overlap in existing services, and address concentration of foot traffic in the main Yellow Springs Business District.

#### Notable Features of the Development

- Reduction of impermeable surface, replace with permeable hardscaping for seating
- Reciprocal Access Agreement is agreed to in principle with owner of Millworks (Allison Moody)
- Creation of 10-15 parking spaces on property
- Hours of Operation: planned 8am-10pm weekdays; 8a-12a weekends

*Mass Modeling and Demolition Plan*





Creation of the Lumber Co Market Eatery will both preserve and provide modern utilization of historic downtown space and architecture and will absorb the multi-million dollar food service gap in the Village (2017). Market eateries are designed to absorb these gap dollars through more efficient, diverse and economical food options. Hundreds of thousands of annual visitors take their food dollars elsewhere due to the Village's food option shortage; this is leaving a significant cash on the table for additional employment and village tax revenue.

## USERS

Massie's Creek Ventures LLC has secured letters of intent to lease (license) more than 75% of available space to operate inside of the Yellow Springs Lumber Company Market Eatery. The users cultivated by MCV represent expansions of successful businesses that are new to Yellow Springs. This development will galvanize the expansion of the Yellow Springs Business District and provide a much-needed relief valve for high foot-traffic days. Furthermore, the opening of the Lumber Company will open up the Mill Works site to higher visibility and easier access which will serve to benefit a majority of businesses operating there.

General Description of the User Activities:

- Food, beverage and retail stalls
- Cooked and prepared, quick-service (fast casual/quick service restaurant)

*Lumber Co. Eatery Floor Plan*





## ABOUT

Massie's Creek Ventures was founded by two locals with lifelong ties to Yellow Springs, Patrick Lake and Brian Drew. Patrick Lake grew up in Miami Township, attended Antioch School, Mills Lawn, and McKinney Middle School. Brian Drew grew up in Cedarville Township, where he now resides with his young family. Patrick and Brian both have a background in business, Patrick in business management and Brian in business development.

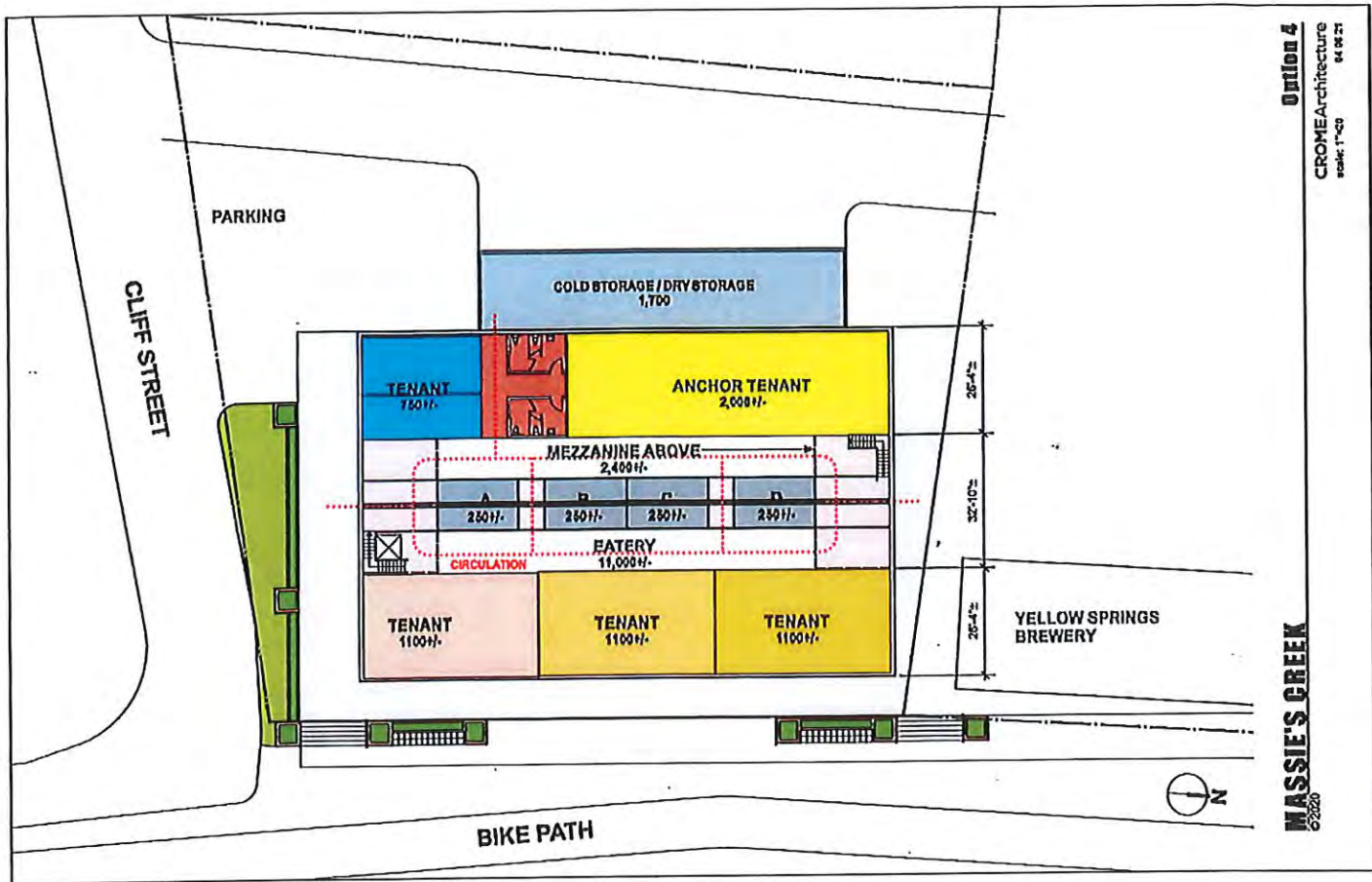


**PATRICK LAKE**  
THE LUMBER CO.



**BRIAN DREW**  
THE LUMBER CO.





## EXPANSION OF DOWNTOWN. PUBLIC SPACE FOR COMMUNITY

Providing expanded downtown space with diversity of food, shopping and entertainment. This will be a modern public market eatery, with COVID-safe design features (sufficient distancing and air flow & quality) incorporated attached to an already popular brewery with indoor and outdoor seating. Lumber Co will offer at-table concierge service with reservation options, a ghost kitchen delivery service and the ability to carry brewery and distillery beverages around the whole site.

Massie's Creek Ventures has already engaged with immediate neighbors (residential and commercial/industrial) regarding the planned development and sought input and identified solutions for concerns, as well as establishing mutually beneficial relationships/arrangements with commercial/industrial neighbors.