

DOWNTOWNMANISTEE

michigan

Strategic Plan

May 2017 to June 30, 2020



DDA Board Members

Rachel Brooks.....Chairperson

Barry Lind.....Vice Chairperson

Valarie Bergstrom.....Treasurer

Tamara Deponio

T. Eftaxiadis

Jackie Gielczyk

Todd Mohr

Jim Smith

Jeff Reau

Staff

Tyler Leppanen.....Executive & Economic Development Director

Consultant

Pamela Evans..... Duality Performance Builders, LLC

Introduction

Downtown Manistee is brimming with opportunity for the creation of thriving businesses (and the resulting jobs), recreational destinations, attractive landscapes and housing to support the needs of a growing workforce, retirees and visitors. Downtown development is at a critical juncture where decisions made now will define and influence our city and the surrounding region for many years to come. The work of the Manistee Downtown Development Authority (DDA) is more critical than ever and thus, the importance of this strategic plan.

The DDA Board presents this plan as a blueprint for the work it will pursue over the next three years. Our primary goal is to position the DDA to more aggressively lead development that results in a thriving downtown area that meets the needs of residents, businesses and visitors for many years to come.

This plan has been organized into four main areas of focus; each of which will be led by a committee comprised of DDA Board members and community representatives. We invite you to join us in our work as move forward.

Mission

The mission of the Manistee Downtown Development Authority is to foster the development and promotion of an identifiable and attractive downtown area that will strengthen business and a sense of community ownership.

Strategic Vision

Downtown Manistee is the hub of activity in Manistee County. The historic, traditional, core downtown is a year-round destination for shopping, dining and entertainment for area residents and visitors alike.

Those who experience downtown Manistee are engaged by an aesthetically-pleasing physical environment where the classic Victorian architecture is well preserved, making residents and visitors alike feel like they are someplace special. The bend in River street meanders as the river flows, inviting pedestrians to explore further. Public spaces, such as the band shell and art garden, are centers of activity during the day and into the evening.

Manistee's downtown commercial mix is led by an entrepreneurial spirit and a can-do attitude, with many new businesses complimenting the veteran merchants of the district. Small, independent retail and service businesses attract customers seeking authenticity, selection, top-notch service and value. Storefronts are popping with attractive displays in large panoramic windows, and merchandise spills out onto the sidewalks to entice shoppers inside.

Proprietors continue to cooperate to promote the downtown marketplace to maximize consumer interest and generate sales. Store hours have been expanded to cater to the customer, which has also contributed to a growing night-life scene in downtown Manistee. A young couple can enjoy an Asian-inspired seafood dinner, catch a film at the Vogue Theatre, and meet friends for drinks at one of the multiple local establishments featuring live music.

While retail and high-traffic service businesses dominate the street-level, upper floors of downtown buildings house a variety of professional offices and residential spaces. The effective rehabilitation of upper-story rental units as well as owner-occupied spaces provide a built-in customer base that continuously patronizes downtown businesses.

The downtown Riverwalk is a destination in itself, and is utilized by early-morning joggers and tourists alike. Street vendors and entertainers set up shop along the river walk, creating a pedestrian-only entertainment corridor unique to Manistee.

Special events are a calling card for downtown Manistee, with several festivals attracting tens of thousands of visitors all times of the year.

Strategic Goal, 2017 to 2020

Reposition the Manistee Downtown Development Authority as the leader in Manistee downtown development.

Focus Areas, 2017 to 2020

Focus Area 1: Lead and promote the development of under-utilized buildings and spaces in the downtown core. *Led by Re-Development Committee.*

Focus Area 2: Increase occupancy in existing buildings. *Led by Business Development Committee.*

Focus Area 3: Continue to sponsor community events while continuously refining their return-on-investment and economic impact. *Led by Marketing and Promotions Committee.*

Focus Area 4: Continue to improve the physical aesthetics and leverage the historic character of the downtown area. *Led by the Design Committee.*

Success Measures, 2017 to 2020

- Occupancy rate downtown buildings
- Number of new businesses attracted to downtown
- Number of jobs added
- Development projects that are in active planning
- Percentage of projects that DDA was notified and involved in early in the process

Implementation Plan

The DDA Board and Chairperson will appoint Board Members as the Committee Chairs and approve of the committee membership. The Board will also assign priorities and continuously ensure that the committees are working towards reaching the DDA's goals and objectives. Any action of the standing committees should be a recommendation to the Board, unless specifically budgeted for by the Board. The DDA Executive & Economic Development Director will work with Committee Chairs to implement, delegate responsibilities and carry out committee strategies. At the Strategic Planning Session, each year the committees will report their progress and the Board will consider priorities for the next year and update the Strategic Plan.

Strategic Goal: Reposition the Manistee Downtown Development Authority as the leader in Manistee downtown development – Led by the DDA Board			
Strategy	Timing	Status	Measurable
Dissolve current committees and create new ones in their place. The four new committees will be Redevelopment, Business Development, Design, and Marketing and Promotions. Appoint Board Chairs	May 2017	Completed	Occupancy rate of downtown, number of new businesses, number of jobs added, development projects that are in active planning, capital investment in the downtown, percentage of projects that the DDA was notified and involved in early in the process
Define priorities for each committee. Identify 2 to 3 projects for each committee to begin working on.	May 2017		
Identify 1 or 2 highly visible development projects at the entrance of River St and/or another marquee project to attract visitors. Authorize Director to begin working on projects.	May 2017	One project that the Board authorized the Director to begin is underway with Chamber/CVB. Director recommends the Board to authorize pursuing improvements to the "Art Park" as the second project with Design Committee assistance.	

Re-Development Committee

T. Eftaxiadis.....Chair

Focus Area 1: Lead and promote the development of under-utilized buildings and spaces in the downtown core.			
Strategy	Timing	Status	Measurable
Identify property owners interested in rehabilitating their properties and adding residential units to vacant or under-utilized upper story space. Work with the property owners to apply for Community Development Block Grant funding.	Ongoing	Underway	Number of redeveloped properties, public/private capital investment public, jobs created, survey “clients” the DDA works with to see if they had a positive experience and would recommend Manistee.
Identify and prioritize redevelopment sites within the district and develop strategies to accomplish redevelopment.	Ongoing: Begin in May 2017		
Create program or improve programs for potential small or inexperienced developers interested in investing in buildings downtown.	Ongoing: Begin in June 2017		
Strengthen working relationships, coordination and collaborative approach to development with AES, Chamber of Commerce, City and Historic District Commission.	Ongoing		
Implement an objective scoring system for evaluating development projects.	May 2017	Completed	
Learn and understand Redevelopment Ready Communities program and work with the City to ensure a smooth process for developers.	Ongoing: begin in July 2017		



In preparation for the annual meeting for “Redevelopment Ready Communities” program, the DDA Board prioritized the following properties. The Re-Development Committee’s focus should be on following the prioritized list and developing strategies for successfully rehabilitating these properties.

283 – 285 – 289 River St (American Cleaners/Riley’s)



141-149 Washington (Hotel Northern)

Owners have applied for a façade grant and applied for CDBG assistance for the property. In addition to this property, the committee should consider the entire North Corridor.



400 River St (Former Glik’s)

There currently is a developer, Hollander Development, interested in redeveloping this property through the MEDC, MSHDA, and local tax abatement programs.



21 Cypress (Gas Station on US 31-River St)



180 Memorial Drive (Oleson's)

Recently, a Payment in Lieu of Taxes (PILOT) request from Third Coast Development was denied by City Council. The project would have moved the Senior Center to the Former Oleson's building along with a grocery tenant. Approximately 45 Low-income Senior housing units would have been constructed as well. The project at this point is uncertain. The Board has engaged with the developer and the Director will continue to monitor the situation.



401 River St (City Drug)

There have been multiple buyers interested in the property. More should be certain in the



coming months.

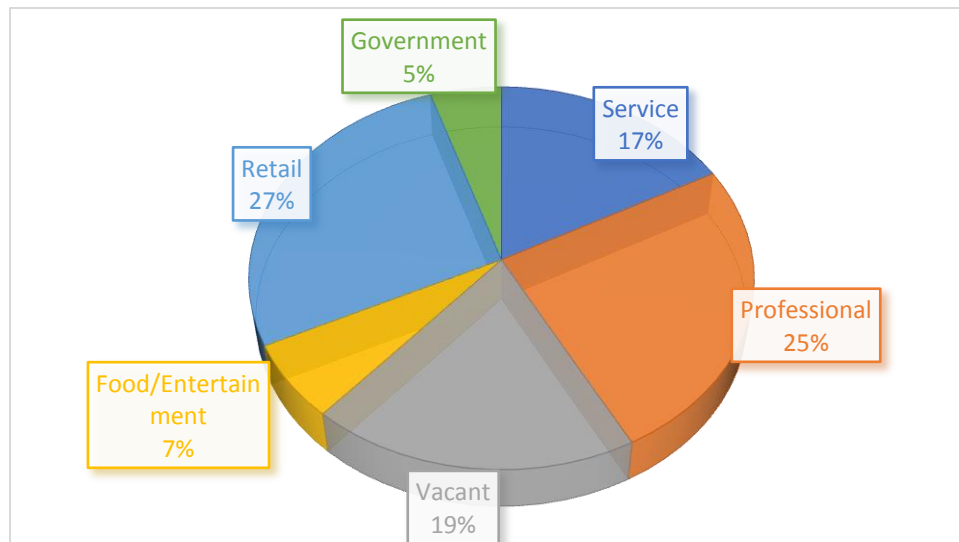
Potential CDBG Properties

DDA – Existing properties with potential for residential development on Second floor						
Efficiency 500 sq. ft. minimum for under zoning ordinance (minimum living area requirement)						
750 sq. ft. average size for one bedroom apartment						
960 sq. ft. average size for two bedroom apartment						
12/8/16 spoke with Charlie at the State Building Division, any area that currently as storage that is converted to residential will require the entire building to have a fire suppression system installed . Buildings would be required to provide <u>two means of egress</u> , unable to determine what would trigger the installation of an elevator.						
Address	# of stories Street level	Commercial Space	Residential Units	500 sq. ft. # of units	# 750 sq. ft. units	# 938 sq. ft. units
258 River Street	Two	Boyer Agency	Second floor 1,100 sq. ft.	2	1	1
337 River Street	Two	Vacant/Former H&K	2,685 sq. ft.	4	3	2
348 River Street	Two	Vacant Storefront (could be two)	Second floor 3,892 sq. ft.	7	5	4
355 River Street	Three	NU 2 U (first floor), Jackpine (second floor)	Third floor 6,823 sq. ft.	13	9	7
360-362 River Street	Two	Happy Owl Book Store/Miracle Ear Yoga Studio in basement	1 unit (owner occupied-first floor) Second floor 6,141 sq. ft.	12	8	6
361 River Street	Three	Outpost	Second floor offices & 1 unit apt (owner occupied) Third floor warehouse 3,874 sq. ft.	7	5	4
363 River Street	Two	Vacant	Second floor 1,218 sq. ft.	2	1	1
369 River Street	Three	Purdom/Purdom	Second & Third floor 2,790 sq. ft. each	10	6	4
394 River Street	Two	Gliks	Second floor 7,004 sq. ft.	13	9	7
391-393 River Street	Two	Big Fish (2 storefronts)	Second floor 3,900 sq. ft.	7	5	4
401 River Street	Two	Love Inc.	Second floor storage 3,650 sq. ft.	7	4	3
453 River Street	Two	Vacant Office/Warehouse	Second floor w 4,247 sq. ft.	8	5	4
				92	63	47

Business Development Committee

Valarie Bergstrom.....Chair

Focus Area 2: Increase business occupancy in existing buildings and retain or expand current businesses.			
Strategy	Timing	Status	Measurable
Create and update recruitment materials	Ongoing: begin in May 2017	Initial materials are created.	Vacancy rate, percentage of retail, restaurants and entertainment, jobs created, potential businesses contacted.
Create future use map based on GIS map	June 2017		
Identify current vacancies, attempt to work with property owner, perform SWOT analysis for the properties, use ESRI data to target potential tenants.	Ongoing: Begin in June 2017		
Increase the percentage of retail, restaurants, and entertainment businesses within the district.	Ongoing		
Develop and execute retention visit plan.	Ongoing: twice per year: Begin in August/Sep tember 2017		
Find creative ways to support entrepreneurialism.	Ongoing: September 2017		



Business Mix



LAND USE MAP

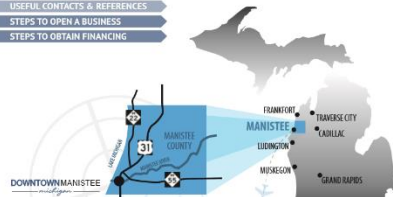
Current Vacant Storefronts

84 Cypress	347 River	100 Washington
71 Division	348 River	110 Washington
321 River	363 River	121 Washington
337 River	411 River	133 Washington
340 River	415 River	147 Washington
342 River	433 River	



DISCOVER

- USEFUL CONTACTS & REFERENCES
- STEPS TO OPEN A BUSINESS
- STEPS TO OBTAIN FINANCING



MARKET PROFILE

TARGET BUSINESS TYPE
RETAIL BUSINESS



- Historic Downtown with 140+ Buildings of Historic Value
- \$14.4 Million in Leakage/Gap
- New Projects and Businesses Opening
- Seasonal Tourism Boom
- Victorian Sleighbell Parade and Old Christmas Weekend® Signature Event that draws 15,000+; Televised and Nationally known - Growing downtown population and increasing occupancy rate
- Master Level Main Street Community
- 83% Occupancy Rate in Downtown Manistee (As of July 2015)

MARKET PROFILE

TARGET BUSINESS TYPE
RESTAURANT BUSINESS



- Historic Downtown with 140+ Buildings of Historic Value
- Over \$6.8 Million in Leakage/Gap
- New Projects and Businesses Opening
- Seasonal Tourism Boom
- Hops and Prope-Signature Beer Tasting Event
- Growing downtown population and increasing occupancy rate
- Master Level Main Street Community
- 83% Occupancy Rate in Downtown Manistee (As of July 2015)

Design Committee

Jeff Reau.....Chair

Focus Area 3: Continue to improve the physical aesthetics and leverage the historic character of the downtown area.			
Strategy	Timing	Status	Measurable
Transition the management of the landscaping and maintenance contract back to Manistee DPW.	June 2017	Underway	Number and amount of façade grants, public/private investment in public areas, food trucks allowed in DDA, bump outs available for businesses in 2018.
Identify areas in the district that could be improved or created and propose potential projects to the Board. Potential focus areas are Art Park, Riverwalk, and Streetscape.	Ongoing: begin in May 2017		
Develop and propose policies to allow food trucks in DDA	May 2017	Underway	
Work on developing bump outs for outdoor cafes	Fall 2017	Underway	
Investigate timing of façade grant cycle to match with budget and construction season	Report to Board in September 2017		
Improve garbage removal of businesses on River St	Long-term: begin Winter of 2017		
Work with the Community Foundation or other partners to create a fund for long-term maintenance of Riverwalk.	2017-2019		

Art Park



Riverwalk



Streetscape

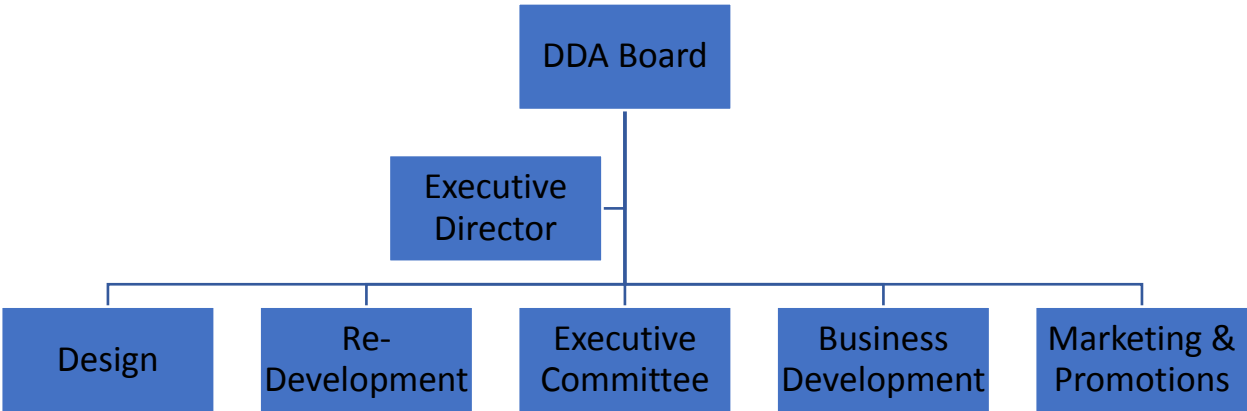


Marketing & Promotions Committee

Jackie Gielczyk.....Chair

Focus Area 4: Sell the image of Downtown Manistee to visitors, shoppers, and potential new businesses.			
Strategy	Timing	Status	Measurable
Continue to sponsor community events while continuously refining their return-on-investment and economic impact.	Ongoing	Underway	Amount of event revenues, number of people who like Downtown Manistee Facebook page, number of landings on website, number of downtown maps distributed, amount of downtown dollars sold, survey business/property owners on satisfaction with DDA communication.
Develop sponsor and volunteer database.	Begin in June 2017		
Creatively utilize limited advertising dollars for the DDA and businesses through social media and other media outlets.	Ongoing: begin June 2017		
Assist in promotion of strengthening communication systems and initiatives including but not limited to: DDA email database, block captains, and Facebook group.	Ongoing	Underway	
Create Downtown map for visitors	May/June 2017		
Continue quarterly newsletter program	Ongoing	Underway	
Effectively monitor and promote downtown dollars as a means to generate local spending in the downtown.	Fall 2017		

Organizational Structure to Support the 2017 to 2020 Plan



APPENDICES

APPENDIX 1: COMMITTEE CHARTERS

EXECUTIVE COMMITTEE

Purpose: The Executive Committee supplements the work of the entire Board and consists of the Board officers. The Executive Committee can make decisions on behalf of the Board in cases where it is impossible to convene the full Board or a situation that requires immediate attention. The Board chair may also choose to convene the Executive Committee for planning purposes or in-depth discussion on a specific topic.

Primary Responsibilities:

- Deal with board emergencies and crisis.
- Make decisions in the event that the full board is not available.
- Develop the Board including strong Board practices, procedures and culture
- Advise the Board Chair
- Carry out specific directions of the board, and take action on policies when they affect the work of the executive committee or when the full board directs the committee to do so.
- Initiate the board's involvement in establishing a strategic framework or direction.
- Lead the board's efforts in developing the strategic plan.
- Develop an evaluation process and administer executive director's evaluation
- Serve as an ambassador for the organization, adhere to its principles and promote a positive image.

REDEVELOPMENT COMMITTEE

Purpose: The Redevelopment Committee's purpose is to rehabilitate, redevelop, or develop properties within the DDA to help make downtown properties productive and useable spaces.

Primary Responsibilities:

- Objectively evaluate development proposals, make recommendations to the Board in regards to projects that will require a DDA vote and engage with developers to ensure projects are complementary of the district.
- Identify key redevelopment sites within the district and develop strategies to successfully rehabilitate the property into productive use.
- Identify and attract developers for properties as needed.
- Develop programs to convert unused space within buildings to increase cash flow for properties to prevent deterioration.
- Manage the following DDA Programs: revolving loans, Growing Manistee Program, and redevelopment liquor licenses.

Action Items

- Are we currently meeting all the Redevelopment Ready procedures or processes? How does the committee feel about the procedures? Where could the DDA improve or what needs to be improved about the development process in our district?
- Outline development process. What information is needed for intake of a potential development? Architectural plans, cost estimates, how to identify public improvements that could be TIF reimbursable?
- Identify top sites for redevelopment. Hotel Northern and the intersection of US 31 and River are the major ones. What about smaller buildings that are underdeveloped? The Director has a list and is working on a grant for underused properties. Identify strategies for redevelopment. Is a developer needed? Does DDA want to redevelop the property?
- Should the DDA be more active with purchasing and rehabilitating buildings?

BUSINESS DEVELOPMENT COMMITTEE

Purpose: The Business Development Committee's purpose is to create a vibrant downtown business atmosphere by retaining current businesses and attracting new businesses.

Primary Responsibilities:

- Identifies what is needed in downtown Manistee and actively recruit new businesses to the area.
- Defines businesses that have the highest potential of success, through the use of ESRI data and SET data so that it's data driven, and then uses business recruitment packets to bring in new businesses.
- Engage with current businesses to identify issues they may have; seek solutions and connect them to the necessary resources.
- Use best practices to strategically plan clusters of uses to promote a synergistic mix of businesses that complement each other.

Action Items

Recruitment

- Package recruitment materials
- Prepare Introduction letter
- Identify missing markets
- Create a future, desired uses based on GIS map
- Recruit businesses based on future map
- Find creative ways to support entrepreneurialism

Current Businesses

- Identify businesses in the area that we would like on River St and where they ideally should go.
- Identify businesses on River St that we should try to help relocate; professional, office uses. Can we "swap" some retailers or service businesses with office uses?

Retention

- Communication is handled through another committee, retention needs to not figure out how to communicate but what should be communicated and what data needs to be gathered. Biannual retention meetings with business owners.
- What should be discussed at business retention visits.
- Identify issues at retention visits and recommend potential solutions.
- Identify businesses that are looking to expand and connect them to appropriate resources.

MARKETING & PROMOTIONS

Purpose: The Marketing & Promotions Committee sells the image of Downtown Manistee to visitors, shoppers, and potentially new businesses by coordinating, communicating, and connecting with existing merchants and property owners.

Primary Responsibilities:

- Plan and execute DDA events and promotions.
- Carry out advertising initiatives for the DDA and businesses.
- Develop systems to effectively communicate with internal and external stakeholders.
- Promote the Downtown Dollars Program.
- Create quarterly newsletters

Action Items

Events

- Continue to increase revenue from events and develop measurements to track improvements
- Develop sponsor and volunteer database

DDA/Business Advertise

- Creatively utilize limited advertising dollars for the DDA and businesses through social media and other media.

Communication

- Assist in promotion of strengthening communication systems and initiatives including but not limited to: DDA email database, block captains, and Facebook group. Also consider offers from the News Advocate and Mitten Media to allow the Director or DDA Representative to be a guest in columns and on air.
- Create efficient quarterly newsletter program.

Downtown Dollars

- Effectively monitor and promote downtown dollars as a means to generate local spending in the downtown.

DESIGN COMMITTEE

Purpose: The Design Committee creates an inviting atmosphere by capitalizing on the downtown's assets, such as the historic buildings, layout, and Riverwalk.

Primary Responsibilities:

- Maintenance of the downtown infrastructure and planning for public improvements.
- Activating public spaces.
- Manage the DDA Façade Program.

Action Items

Maintenance

- Have issues been worked out with City taking over maintenance responsibilities?

Activating Public Spaces

- Complete Food Truck policies to allow the growth of food trucks. Complete "bump out" design and policy to encourage outdoor activity.
- "Art Park" Perfect project for Patronicity. Could be turned into food truck space, with tables and perhaps a warming space, wood fireplace. Tables, benches, trash cans, bike racks, pavement, planters, and spots for "art" to keep current users happy.
- Crosswalks. There is still a need to slow traffic on River St. Revenue sharing grants could be used to fund placement of yield signs at crosswalks, making the pedestrian priority over vehicular traffic.
- Garbage Removal. Work on identifying a solution for garbage removal, especially on north side of River St. Garbage sitting out at the curb is not only unappealing, the trash is blown around the downtown and is environmentally unfriendly. Can we have multiple designated sites for trash removal?
- Are there other open sites in the district? If so, what could they be used for and what partners could we find to maintain a small park or community garden?
- Improve Memorial Park. Find partners, make small improvements, such as add railings and replace wood.
- Improve orientation to Riverwalk. Identify and encourage current businesses to have dining or entertainment options on Riverwalk.
- Signage. No funding at this time.
- Replacing or repairing hanging baskets, lighting to LED, and sound system for downtown.
- Other policies or ordinances preventing outside spaces from being used? Dogs, biking and any other issues that are currently not allowed in downtown. Why are the policies in place, are they needed, and how could the issues be remedied?