

DOWNTOWN MANISTEE

michigan

Strategic Planning Session
Tuesday, January 31, 2017
12 to 5 pm

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.

Meeting Objectives:

- Discuss the most important changes and needs of our community
- Discuss the opportunities our community is presented with
- Identify our areas of focus and priority for the next three years
- Outline our goals and strategies for the next three years
- Discuss our work team organization to address goals and strategies
- Identify other resource needs to successfully execute our plan

Agenda

1. Welcome and introductions
Rachel Brooks, Chair
Tyler Leppanen, Executive Director
2. Review meeting objectives and agenda
Pam Evans, MS, Principal Consultant
3. Looking outward
Group discussion
 - *What are the most important changes occurring in our community?*
 - *What does our community need?*
 - *What do business owners need?*
 - *What opportunities should we address in this plan?*
 - *What impact do we want to have? What does success look like?*Reference: Results of online leadership survey
Reference: DDA Business Owner Survey
Reference: Attachment 1
4. Looking inward: How are positioned to play this role and have this impact? Group discussion
 - *What strengths do we bring? Where do we need to be stronger?*Reference: Results of online leadership survey
5. Review and affirm mission statement
Group discussion & decision
 - *Is our mission aligned with the impact we hope to achieve?*Reference: attachments 1 and 2

Break

6. Develop strategic focus and direction for 2015 to 2018 Group discussion & decision
 - *What are our areas of focus for the next three years in order to achieve the impact we desire?*
 - *What criteria do we want to use to evaluate the opportunities we need to address in this plan?*Reference: Results of online leadership survey

7. Outline key goals and related strategies Group discussion & decision
Reference: Attachment 3

Break

8. Review and revise work team organization

9. Identify additional resources needed to implement this plan
 - Volunteers
 - Contractors
 - Other

10. Summarize next steps and assignments Pam Evans
 - Development of planning document
 - Next meeting

Attachment 1: Mission and Vision

Mission Statement- Adopted 1-5-2011

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.

Vision Statement – Adopted 4-2009, re-adopted 1-5-2011

In the year 2019, downtown Manistee is the hub of activity in Manistee County. The historic, traditional 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 2019 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.

Statewide, the Manistee Main Street DDA is a leader in implementing the four-point approach and has received the Great American Main Street Award for their outstanding achievements and incredible community collaboration. The program enjoys representation and involvement from throughout the community, and is expanding its efforts year after year.

Attachment 2: Does our mission statement need to be refined?

- Does it tell the world about the purpose of the organization?
- Does it communicate our unique reason for existing?
- Is it clear and simple?
- Will it help keep us focused on the right things?
- Does it link in well with our desired impact and tell people our part in delivering it?

Attachment 3: Manistee DDA Strategic Planning Work Session

February 18, 2016

Goals of the Board:

Members set the following goals for the Board in order to ensure that they are effective and efficient in their work towards achieving the goal and strategies identified during the 2016 strategic planning update:

- Create a stronger education/communication relationship with the City in order to share information.
- Reciprocate attending strategic planning events/processes.
- Make sure all goals between the City and the DDA are in alignment.

Strategic Goal 2016-2019

While the DDA has always worked to achieve commercial occupancy of the DDA District, they are setting a new goal that focusses on “mixed use” in an effort to ensure that all available community and residential areas are viable, usable, and utilized. “Mixed Use” in this context means any development that is the following:

- Residential
- Commercial (retail, professional, personal)
- Greenspace (parks for gathering, entertainment, recreation)
- Non-Motorized Pathways (Riverwalk, sidewalks)
- Docks

With that in mind, the DDA set the following goal and will align the four working groups strategies and Work Plans to achieve the goal:

City of Manistee DDA/Main Street GOAL:

***To achieve 100% Occupancy of Mixed Uses in the Downtown
Development Authority District.***

What do we need to do to achieve the goal of 100% occupancy in the downtown? *Well thought out Work Plans.*

In order to achieve 100% occupancy in the DDA District, it is recommended that each committee develop their Work Plans to address the strategies developed during the strategic planning work session. The Work Plans must be geared toward achieving the goal of achieving 100% occupancy of mixed uses in the DDA District. Ideally, the Work Plans will set action steps, create timelines, develop budgets, assign roles and tasks, and identify the performance and/or outcome measures they will use to gauge their success.

How can each of the four committees help to make sure the Manistee Main Street DDA achieves its goal of 100% occupancy of mixed use in the downtown?

Design Committee

Comments made by during the Strategic Planning Work Session: *Design incorporates the downtown as a whole, not just the physical appearance of the district. It needs to capitalize on the best assets of the downtown and create an inviting atmosphere. Design needs to include good maintenance practices while keeping with the Historical nature of the downtown. Key things to consider include making the area pedestrian friendly, improving greenspace use, improving façade appearances, and providing adequate parking. It's important to also maintain the historical character of the downtown, building upon it and refreshing it where necessary.*

STRATEGY:

1. Utilize the Riverwalk as an asset to strengthen the downtown.

ACTION STEP(S):

To be developed by the Design Committee through the development of the Work Plans.

Some important ideas for the Design Committee to consider when developing Action Steps to achieve this strategy include:

- Consider the Riverwalk
 - Develop strategies that connect the Riverwalk to the downtown.
- Perform an analysis and utilization of greenspace assets
 - Analyze the greenspace potential that is already there, including the Riverwalk as a greenspace linear park.
- Identify what centers of retail, professional, and open space synergy currently exist which we can build upon. Currently, the anchors of the DDA district include:
 - The water fountain – west end of downtown
 - House of Flavors – east end of downtown
 - Vogue Theatre – middle of downtown
 - Retail Mix-clusters of businesses that feed off each other for customers

Economic Restructuring Committee

Comments made by during the Strategic Planning Work Session: *Economic Restructuring offers assistance programs to existing businesses and brings in new businesses which will help make the downtown an area that can meet the needs of today's consumers. Economic Restructuring defines the businesses that will 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 2-4 new businesses a year. A key element to achieving the new goal of 100% occupancy of*

mixed uses is to know the current residential inventory and working towards creating space that is attractive in today's market.

STRATEGIES:

1. Develop the backside/Riverwalk side of businesses/buildings.
2. Utilize the Redevelopment Ready Program to communicate available properties to potential investors.
3. Incentivize property owners to develop their second floor properties.
4. Incentivize large building owners to refurbish and/or break up their space into usable units.
5. Develop retention efforts through training of employers/employees/service delivery.

ACTION STEP(S):

The Economic Restructuring Committee will develop Action Steps through the development of their Work Plans to implement these strategies. Some Action Steps that the Economic Restructuring Committee may want to consider include:

1. Solidify the relationship with the County Planning Department to develop and maintain the GIS database of properties in the DDA district.
2. Arrange a meeting with partners and other entities, including the City, in order to understand each other's efforts so that we can prevent a duplication of efforts and to coordinate work.

Promotions and Marketing Committee

Comments made by during the Strategic Planning Work Session: *Promotions and Marketing promotes the downtown and encourages consumers and investors to live, work and play here.*

Strategies:

1. Promote and market that the City of Manistee supports and encourages mixed uses in the downtown district.

Action Step(s):

1. Understand possible opportunities to partner and collaborate with other organizations to host events that promote mixed use in the DDA district.
2. Create promotional and marketing materials that promote the goal to attract mixed use development in the DDA district focusing on the real estate industry.
3. Evaluate each DDA sponsored event in order to ensure that the right events are held that support the promotion of the mixed use goal.

Organization Committee

Comments made by during the Strategic Planning Work Session: *The Organization Committee works to ensure that everyone is working towards the same goal and coordinates efforts through*

a division of labor. This coordination of workloads ensures that stakeholders, volunteers and the community know what is going on in the downtown.

Strategies:

1. Continue to provide training and educational opportunities to DDA board members so that there is a clear understanding of how the organization works, their roles, and responsibilities in order to be effective and efficient.
2. Continue to seek volunteers for the Main Street Program with special emphasis on broadening the volunteer base to include youth and residential occupants of the DDA district.
3. Focus recruitment, retention, and attraction efforts on mixed uses.
4. Enhance communication efforts through the issuance of press releases and newsletters to generate excitement and enthusiasm about the work the DDA is doing, and the positive strides the DDA is taking to achieve their overall goal. These should go out to all occupants not just business owners in the downtown
5. Focus renewed efforts on fundraising for the organization.

Action Step(s):

The Organization Committee will develop Action Steps through the development of their Work Plans to implement these strategies.

Attachment 4: Consultant Bio

Pamela W. Evans, MS, CFRM, Principal Consultant, Duality Consulting Services, has over 30 years of experience working with nonprofit and public sector organizations in the areas of organizational development, collaborations, joint ventures, revenue diversification, governance, and strategic planning. She has also served as an organizational trainer and facilitator in the areas of total quality/process improvement, customer service, marketing, strategic planning, fundraising, and board governance.

Pam served for ten years as Vice President of Marketing & Strategic Planning for GNA, a national physical rehabilitation company headquartered in Grand Haven, Michigan and subsequently for Brooks Health System, Jacksonville, Florida, after GNA's purchase by that organization.

Pam is a principal consultant at the Council of Michigan Foundations; NorthSky Nonprofit Network, a program of Rotary Charities of Traverse City, and for the Community Advancement Network serving Midland, Bay City, Saginaw and Isabella Counties. She provides consulting services throughout Michigan with a specific focus on projects related to community development, collaborations, network development, social enterprises, organizational development, board development, strategic planning, and fundraising.

Pam is a resident of Manistee County and has an undergraduate degree from the University of Michigan and a master's degree from Central Michigan University. She has a certification in fund raising management from Indiana University's School of Fundraising and is a certified business counselor with the Michigan Small Business Association. She has advanced training as a governance consultant through Board Source, strategic development consultant through The Monitor Institute, and is a certified DiSC consultant. Pam currently chairs the West Shore Healthcare Foundation.

A sampling of Pam's client list includes:

- Elk Rapids Chamber of Commerce
- Harbor Springs Area Chamber of Commerce
- Grand Traverse County
- Traverse City Housing Commission
- Traverse City Police Department
- Munson Health
- Benzie Bus
- Cadillac Wexford Transit Authority
- Northwestern Michigan Community Action Agency
- Mid Michigan Community Action Agency
- National Cherry Festival
- GROW Benzie
- Northwestern Michigan Supportive Housing