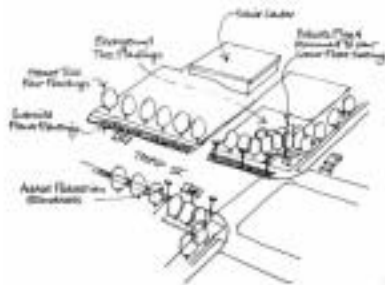
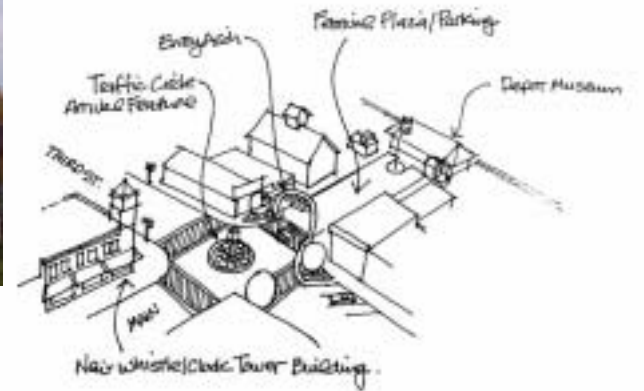


# Imlay City Downtown Development Authority Downtown Vision 2002/2003 Work Program and Budget



18-11 Garage Plan Date 6



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## **Introduction and Background**

Beginning in the spring of 2002 and ending in mid-summer, the Downtown Development Authority (DDA) sponsored a downtown Visioning Project. The purpose of the project was to determine if an independent group, called the Steering Committee, representing various interests in Imlay City determined if the downtown needed improving. If this determination was concluded, then it was their task to identify by priority what needed improving, how and by who.

The Visioning Project was motivated by the sunsetting of the DDA authorization. Since the Tax Increment Financing, which is how the DDA obtains its funding, generates a sizable amount of money, it was felt necessary before a request to renew the authority was made, the DDA wanted the Steering Committee, an objective group, to make a finding. If the renewal was warranted then the committee was to determine how the DDA should allocate funding to various projects and activities.



The Steering Committee met on five occasions. The content of this document is the result the meetings. We acknowledge the members of the Steering Committee whose input was invaluable in the creation of the Vision for downtown and identification of critical steps to obtain the Vision.

### **Steering Committee**

John Lengemann, Imlay City Commission

Walt Bargaen, Imlay City Planning Commission

Jennifer Komondy, Imlay City Chamber of Commerce

John Mulder, DDA Chairperson

Gene Coscarelli, Citizen

Ed Chick, Lions

Randy Jorgensen, Newspaper Editor

Bruce Swihart, Historical Society

Remey Feyes and Jessica Pakulak, High School Students

Rev. Asamoah, Clergy

Ron Bright, Parks and Recreation

Chris Wagner, Steve Robbins, Ian Kempf, and Jeff Hill,

Business Owners

Facilitated by: Deborah Schutt



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***Vision Statement*** - The friendly, tree-lined and vibrant downtown of Imlay City is home to restored historic buildings. The attractive store fronts house a variety of specialty retail, loft and upscale living spaces and community/city services. The downtown entry and public spaces are adorned with attractive streetscape, flowers and public art that recognizes and celebrates the important role that trains and the railroad have played in the community's history. The downtown is the focal point and center of the community; hosting a variety of annual family events and activities that attract residents and thousands of visitors.



## **Purpose**

This Work Program has been prepared to help guide the activities, deliberations, expenditures and policy development of the Imlay City Downtown Development Authority by its Board of Directors and Executive Director. It is essentially a “map” for the coming year(s). This document outlines what programs will be undertaken, projects within each program, along with tasks and activities necessary to undertake the program. Associated with each project is a schedule and budget requirements. The budget therefore is a compilation of the needed expenditures to carry out the programs and projects within this report.

Although a work program guides the activities of the board of directors and staff, unexpected opportunities and problems may cause a shifting of priorities and budget expenditures. An unexpected grant opportunity or major new development may be determined to have a higher priority and demand immediate attention over planned activities. The benefit of identifying programs and projects in a work program is so that an informed decision can be made by the policy body to determine if the unexpected opportunity is indeed of higher priority than the previously planned effort. If so then resources can be redirected toward the unexpected effort. Once or twice during the fiscal year, it is wise to review the Work Program and Budget for adjustment and change.

The Work Program is fashioned to follow the four-step approach of the National Trust for Historic Preservation’s Main Street Program: Organization, Design, Promotion/Marketing and Economic Restructuring. The project numbering system, fund identification and chart of account numbers are consistent with those used in the city.

Three priority tasks/projects are identified in the Work Program and are identified in red type. The Appendix contains a step by step approach to accomplish these priority items.

## **Organization 296-100**

Establishing a consensus and cooperation by building partnerships that will allow the development of a consistent revitalization program and permit the emergence of effective management and advocacy of the district. Diverse groups – bankers, city officials, merchants, chamber members, civic leaders, individual citizens and others – must work together to improve the business district.

This program includes general administration in managing and providing administration to the DDA including providing staff support for the Board of Directors.

100.01 General Management Administration – Provides for the activities and tasks associated with the running of the Imlay City Downtown Development Authority but are not assigned to any particular project. Such activities include the development of policy guidelines, preparation of the budget and work program, processing of bills for payment, meeting with various commissions and groups, etc.

100.02 Meetings of the Board of Directors – Provides for the activities and tasks associated with preparing for and conduct of monthly board meetings. Such activities include the preparation and distribution of the agenda, recording of the minutes, etc.

100.03 Obtaining Staffing Services/Executive Director – Provides for employing an Executive Director to staff the DDA and provide staff for the programs and projects of the Work Program.

100.04 Conference & Training – Provides for the furthering of training and education by the Executive Director and Board of the tools and techniques essential for the successful implementation of the programs and goals of the DDA.

100.05 Membership & Dues – Provides for the subscription/membership to organizations and agencies that deal with the downtown revitalization and historic preservation efforts. Such groups include the National Main Street Program, MDFA, Michigan's Festivals, Fairs, Events & Destinations, etc.

100.06 Liaison – Provides for the time and expenditures associated with providing communication and liaison to various organizations within and outside the city such as the Chamber of Commerce, Rotary, etc.

## **Design 296-200**

Enhancing the visual quality of the business district means attention to all physical elements: buildings, storefronts, signs, public improvements, landscaping, merchandising displays, and promotional materials. The quality of the designed environment more than any other aspect demonstrates to the public the other qualities of the district.

This program deals with all aspects of design. It includes plans and studies undertaken to the implementation of brick and mortar projects identified in the plans.

200.01 Gateway Improvements – Flowers/Trees and Maintenance Plan – The DDA will identify and hire the services of a design firm (architect/landscape architect) to assist in the preparation of a design and implementation of a gateway for the Depot District on M-53 and 3<sup>rd</sup> street. The entry treatment will be substantial and include pedestrian lighting, walkways, trees, plantings signage and elements which entice the driver on M-53 to turn into the gateway to discover what lies beyond.

200.02 Guidelines for Restoration – The DDA will obtain from the National Trust for Historic Preservation and other sources information and guidelines for the restoration of historic buildings. Upon reviewing and studying the material collected, the DDA will develop and approve guidelines for restoration appropriate for Imlay City. The guidelines will be forwarded to the Planning Commission and City Commission for review and approval. The guidelines will be used as one of the criteria for approval of grants and loans offered by the DDA. The guidelines will be put into a format that can be distributed from the city offices to those who might be interested in making building improvements.

200.03 Resources for Restoration - The DDA will identify building materials and items that are needed for the restoration of the historic buildings. Such materials may include tin ceilings, cornice moldings, specialty craftsmen, and non-standard window sizes. The DDA will investigate sources that supply the materials or provide specialty services and prepare a resource guide to be provided to property owners interested in restoring the historic buildings.



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200.4 Plan for the Polly Ann Trail – The DDA will work with Peggy Johnson, Manager of the Lapeer Polly Ann Trail to prepare a plan on how to take social, recreational and economic advantage of the Polly Ann Trail. The plan will identify how to bring trail users from the trail into the downtown. The plan will also address what services and facilities need to be provided to encourage visitors to use the trail and to visit the downtown.

## **Promotion/Marketing 296-300**

Creating a positive image of the business district to attract customers and investors and rekindle community pride. Promotion includes the development of sophisticated, joint retail sales events, festivals and the creation of a consistent image through graphic and media presentation. Promotion also includes target selling of the district to investors, developers, and new businesses.

300.01 New Logo Identity - The DDA will identify and hire the services of a graphic design and marketing firm to assist in the branding and identity of the downtown, including the development of a logo, tag line, and signature style. Once the logo and tag-line are agreed upon, it will be used on banners, signage, advertising, brochures, plan documents etc.

300.02 Promote Existing Events including Woods & Water and Fair – The DDA will investigate methods and undertake activities to cross market and promote existing events within the DDA and to also promote events at the fairgrounds with the intention of extending attendee activities to include visiting the downtown for shopping and dining. Such promotion might include the development of a brochure listing and describing all activities, to be distributed by the chamber, event organizers, at the Michigan Welcome Centers and area retail and restaurants. Other consideration will be given to encouraging downtown merchants to give special consideration (discounts, free item – coffee/desert), or other promotions to those that show their Woods & Water or Fair ticket during the event days.

300.03 Initiate new event associated with Polly Ann Trail – Run/Race include DDA, Little League – The DDA will work with the Chamber of Commerce, Little League and/or other groups to identify and initiate a new event such as a run/race involving the Polly Ann Trail, to bring participants and visitors into the downtown.

300.04 Brochures for Grants/Loans – The DDA will prepare a brochure, in English and Spanish, for the existing loan program which can be direct mailed and easily distributed throughout the district. The brochure will explain the purpose of the program, describe what and who are eligible, and briefly describe the process and requirements. As additional grant and loan programs are developed by the DDA, a collateral piece will be prepared describing the program and will be distributed upon initiation of the program and periodically as deemed beneficial. Brochures will also be available at the city offices and Chamber of Commerce.

## **Economic Restructuring 296-400**

Strengthening the existing economic assets of the business district while diversifying its economic base. Activities include retaining and expanding existing business, recruiting new businesses to provide a balanced mix, converting disused space into productive property and sharpening the competitiveness of Main Street's traditional merchants.

This program works to enhance the economic mix of the DDA, provide incentives for private investment and makes "doing business" in the Depot District of Imlay City easier.

400.01 New Loan and Grant Program – The DDA will work with area banks to design new loan programs that encourage property owners to upgrade, enhance and restore their properties within the downtown. The loan program will consider loan amounts in excess of \$100,000 while offering rates below prime. Eligibility requirements will include visible improvements to the downtown (% spent of exterior, façade, site) while a portion of funding is available to address code and handicapped access. A grant program will be fashioned to encourage low-cost improvements such as signage, awnings, and painting where the DDA approves the request in advance when consistent with adopted guidelines and when after implemented, applicants are reimbursed a percentage of the improvement – purchase and installation. Such a program might consider 50% up to \$2,000.

400.02 Undertake a Business Retention/Recruitment Program – The DDA will prepare a Business Retention/Recruitment Program. Both retention and recruitment will offer the newly developed loan and grant programs. Collateral material will be provided to assist in the development of business plans including area demographics and purchasing power. Additional programs will be considered including staff assistance in working through the building process or site plan process, and subsidizing first month's rent. Assistance will be given in finding available storefronts and networking with area businesses. The program will include direct mailings to businesses the DDA wishes to entice into the district. Teams will be established to personally visit potential businesses considering relocation.

400.03 Purchase/Restore Building by City – The DDA and City Commission will determine what property is both available and would demonstrate the greatest impact. Through demonstration, the building (or site) will be purchased and with the use of DDA funding the building will be restored or if it is determined that removal and redevelopment is the best example the building will be removed and proposals will be sought for appropriate redevelopment. The DDA and City Commission will act as a catalyst in making the

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demonstration. Upon completion, if a building restoration is undertaken, it will be sold or may be used for a period of time to attract appropriate tenants. If a redevelopment project is undertaken, the property may be provided to the developer as an incentive or provided by 100 year lease.

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**Schedule**

<b>Task</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>
100.01 Administration	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
100.02 Meetings	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
100.03 Obtaining Staff	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
100.04 Conf & Train	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
100.05 Membership	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
100.06 Liaison	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
200.01 Gateway Imp							=====	=====	=====	=====	=====	=====
200.02 Restoration Guidelines								=====	=====	=====	=====	=====
200.03 Restoration Resources								=====	=====	=====	=====	=====
200.04 Polly Ann Plan		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
300.01 Identity	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
300.02 Promoting Events								=====	=====	=====	=====	=====
300.03 New Event											=====	=====
300.04 Loan/Grant Brochures											=====	=====
400.01 Loan/Grant									=====	=====	=====	=====
400.02 Business Retention/Recruitment											=====	=====
400.03 Building Restoration											=====	=====

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<b>Budget</b>							
<b>Income</b>							
	TIFA						\$ 209,000.00
	Interest/Investment Income						\$ 10,000.00
		<b>Total</b>					<b>\$ 219,000.00</b>
<b>Expenditures</b>							
296 - 100	Organization						
	0.01	General Management Administration				<b>\$ 66,425.00</b>	
		Executive Director Salary				\$ 20,000.00	*
		Benefits				\$ 5,000.00	*
		807.000	Audit			\$ 500.00	
		727.000	Letterhead and Office Supplies			\$ 2,000.00	
		910.000	Insurance			\$ 2,000.00	
			Telephone			\$ 1,000.00	
			Capital - Computer, File, Desk, Chair, Fax			\$ 5,000.00	
		730.000	Postage			\$ 200.00	
		973.002	Rent/Lease			\$ 3,600.00	
		826.000	Legal Fees				
	0.02	Meetings of the Board of Directors					
		730.000	Postage			\$ 300.00	
		740.000	Operating Supplies			\$ 200.00	
		740.010	Printing/Copying Charges			\$ 500.00	
		900.000	Public Notices			\$ 200.00	
	0.03	Obtaining Staffing					
		740.010	Printing/Copying Charges			\$ 100.00	
		730.000	Postage			\$ 50.00	
		900.000	Advertising for Position			\$ 200.00	
	0.04	Conference & Training					
		864.020	Registration			\$ 500.00	
			Mileage			\$ 200.00	
	0.05	Membership & Dues					
		830.000	National Main Street			\$ 200.00	
		830.000	MDFA			\$ 175.00	
		830.000	Other			\$ 100.00	
	0.06	Liaison					

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		956.000	Misc.				\$ 100.00	
296-200	Design					<b>\$ 2,225.00</b>		
	0.01	Gateway Improvements						
			Mileage				\$ 200.00	
		740.010	Printing/Copying Charges				\$ 100.00	
		730.000	Postage				\$ 25.00	
		817.000	Professional Services				\$ 1,000.00	*
	0.02	Restoration Guidelines						
		740.010	Printing/Copying Charges				\$ 200.00	
	0.04	Polly Ann Trail Plan						
		740.000	Operating Supplies				\$ 200.00	
		956.000	Misc.				\$ 100.00	
		740.010	Printing/Copying				\$ 300.00	
		730.000	Postage				\$ 100.00	
296-300	Promotion							
	0.01	Logo/Identity						
		817.000	Professional Services			<b>\$ 8,200.00</b>	\$ 4,000.00	
	0.02	Promote Existing Events						
		740.010	Printing				\$ 2,000.00	
		817.000	Graphic Assistance				\$ 500.00	
	0.03	New Polly Ann Event						
		740.000	Operating Supplies				\$ 200.00	
	0.04	Brochures for Grants/Loan Program						
		740.010	Printing				\$ 1,000.00	
		817.000	Graphic Assistance				\$ 500.00	
296-400	Economic Restructuring					<b>\$ 12,350.00</b>		
	0.01	New Loan and Grant Program						
		996.030	Grant set aside				\$ 10,000.00	
		740.010	Printing/Copying				\$ 200.00	
		740.000	Operational Supplies				\$ 200.00	
	0.02	Business Retention/Recruitment Program						
		740.000	Purchase of Information				\$ 500.00	
		740.010	Printing/Copying				\$ 1,000.00	
		730.000	Postage				\$ 50.00	
			Mileage				\$ 200.00	
	0.03	Purchase/Restore Building						
		740.000	Operational Supplies				\$ 200.00	

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296-500	Bond	956.000					\$ 139,000.00
	Sidewalks	973.300					\$ 20,000.00
	Lapeer Dev.	973.100					\$ 7,500.00
					Total		\$ 231,400.00
* Indicates partial expense since Executive Director and Consultant will be retained for only part of the fiscal year							
Income			\$ 219,000.00				
Expenses			\$ 231,400.00				
Expenses over Income			\$ (12,400.00)				

## **Appendix**

The following is a step by step description of how to accomplish the three identified priority tasks.

### **Hiring Staff**

Note: Determine if you need professional help to work through this process and, if you do, find someone to help and guide you. It is critical that when hiring someone that holds the vision for the DDA, provides leadership and performs day to day operations that the most qualified, knowledgeable person that “fits” the community is selected. This is a professional position and often you get what you pay for. If the salary is set low you will buy inexperience ---inexperience may end up costing more in the long run.

1. Send an e-mail to Phil Hansen from the Michigan Downtown Finance Association, requesting a copy of DDA Executive Director job description.
2. Determine if the position is full-time or part-time, contract or employee. If employee, determine where to be housed – (suggestion in vacant space on 3<sup>rd</sup> Street if possible). Determine budget or how to obtain office equipment – desk, chair, telephone, fax, computer, printer, files, conference/meeting table and chairs etc.
3. Prepare job description, salary range and benefits of employee. Advertise job opening in MDFA e-mail announcement, Michigan Society of Planning and Main Street News. The two publications have long lead times so get them the information on the job posting ASAP and establish the deadline for cover letters and resumes.
4. Review resume and cover letters. Short list to top 5 candidates. Select subcommittee to interview top 5 candidates. Invite neighboring DDA Executive Directors or representative from MDFA Board to participate in the interviews.
5. Subcommittee establishes list of questions (in writing and a process for asking the questions) to be asked all 5 candidates along with a scoring system. Schedule interviews for one day. Interview each candidate completing scoring sheet by each member of subcommittee. After each interview turn in scoring sheet. Have sheets tallied by non subcommittee members. At the end of all interviews, determine top two or three candidates according to scoring sheet and recommend to full DDA for interview.

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6. Schedule presentations by top two or three candidates. DDA prepares a scoring sheet (on a scale of 1 – 10 rank the candidates oral and presentation skills, quality of past work projects, understanding of the Work Program, etc).. Give each candidate 45 minutes to present to the DDA their credentials, past work projects, and describe how they would go about accomplishing the identified tasks in the Work Program. Collect ranking sheets and tally. CHECK REFERENCES. Choose candidate.

### **Gateway Improvement Plan**

1. Send an e-mail to MDFA, Phil Hansen and MML asking for communities to respond that have had a gateway designed and implemented or landscape/streetscape project (more than bricks, lights and trees) that they are especially happy and proud of. Request the firm and person that performed the design. If possible ask that they send a photo. Make sure in your request you leave open gateway projects for private development. Often new housing developments or office parks have impressive gateways. You don't want to limit yourself to talent doing this type of work only for the public sector.

2. The DDA will develop a list of questions or an interview form to fill out for each project that is short listed from those submitted. The group will review the responses and plan a "road trip" to review some of the projects. If possible arrange it so that the person that responded to your inquiry meets you to discuss the project. Make sure you ask...what they asked for, what did they get, what was unique about the process or innovative, what were the unexpected problems and how were they overcome. Specifically question who designed the project and their experience with this individual. Make sure you know if this person/firm only provides the design or can also do the construction documentation (engineering) bid the work and provide some type of inspection and supervision. If some projects are too far away for a "road trip", individuals may volunteer to visit individually or a phone interview along with photos may substitute.

3. After the 'road trip' short list the responses to those you would like to meet, work with, and interview. Draft a request for proposals and mail to only your short list. Make sure you indicate that you are interested in the response including as the lead the person responsible for the project you reviewed and liked --- you don't want someone else in the firm to be substituted. Call the firms in advance to make sure the individual is still at the firm prior to mailing the RFP. In the request include the following:

- Background on what you would like to accomplish – Imlay City DDA would like to create a gateway to the historic downtown from M-53. The DDA is seeking an individual/firm that can assist in designing, surveying, engineering, bidding and overseeing such a project. It is not necessary for the individual/firm to perform all the functions but to provide all the resources into a seamless effort.
- Provide a photo of the area.

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- Ask how they would approach such a project and provide the services.
  - Ask for background and credentials
  - Ask for their charge or costs per phase
  - Ask for timing or a schedule
  - Inform them that you will be short listing the responses for an interview which will include time for them to present some preliminary ideas for the gateway.
4. Meet to review the responses and short list to interview the top 2-3. Send letters to those that were not selected thanking them for their response and indicate they were not selected for interview. Schedule the interview(s).
  5. Conduct the interview. This session is an opportunity for the firms/individuals to present themselves. The majority of the time allotted is for them to use as they see fit as long as they review how they would work with the DDA and present some preliminary thoughts and ideas.
  6. Select preferred firm.
  7. Once far enough along in the project that cost figures can be generated, determine financing for the project. Financing may require bonding. If so, begin the process of developing the bonding.<sup>1</sup>

### **New Logo/Identity**

1. Schutt & Company will provide several facilitators. The DDA can choose between facilitators who they would like to choose.
2. Contract with the facilitator to provide a three hour facilitation to identify key message points, brainstorm tag lines, identify “what brand and its characteristics” are being promoted in the downtown.
3. Based upon the results of step #2, CERB Associates will develop three images which convey the message.

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<sup>1</sup> 2005 the TIFA sunsets. The DDA will need to update the TIF plan and the City Commission will need to reauthorize the DDA, TIF and the TIF plan. Insure that the plan when updated addresses all the areas of the Work Program: Organization, Design, Promotion/Marketing and Economic Restructuring.

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4. The DDA will select one of the images for refinement and demonstration of application.