

Downtown Development Plan

Grayling Downtown Development Authority



Prepared by:



MARCH - 2005

DOWNTOWN DEVELOPMENT PLAN

Grayling Downtown Development Authority

**This document was prepared in cooperation with
the following organizations:**

City of Grayling Council
City of Grayling Administration
Crawford County Board of Commissioners
Grayling Uptown District Association (GUDA)
Northeast Michigan Council of Governments (NEMCOG)
Grayling Regional Chamber of Commerce
Grayling Promotional Association (GPA)
Grayling Economic Partnership (EDP)
Grayling Visitor's Bureau
Citizens of Grayling

Grayling DDA Board Members:

Pete Ingvarsson, Chairperson
William Dean, Vice Chair
Michele Steffey, Secretary
Charlotte Bloomquist
Ali Baynham
Mary Fox
Kelly Elmy
Dick Fultz
Allen Lowe



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1.1 BACKGROUND

In 2003, the City of Grayling and Crawford County initiated critical economic and planning efforts to help provide vision and guidance for a newfound renaissance in the Community, beginning at its core, the Downtown. The importance of the core, *the Heart of the Heart* and its health and vitality, are now being retargeted with efforts such as the newly formed Downtown Development Authority (DDA). Most recently, the Crawford County Economic Development Partnership (CCEDP) was also created, with a partial evolving mandate to help in an economic upsurge of the Downtown.

It is clear that methods must be sought to create and improve tools that can help initiate economic prosperity and maintain the quality of life in the core. This begins with the *celebration of special resources* like the AuSable River and northern “small town feel” that have been compelling area residents and visitors for more than 150 years. A two-part Market and Feasibility Study supported by funding assistance from the Michigan Economic Development Corporation (MEDC) was completed in early 2004, consisting of:

A *Downtown Market Study* (Part 1) provides base data, demographic and market trend analysis for both the Effective Trade Area of Grayling, and specifically the downtown core. It also provides a *Market Overview, Housing Assessment, Economic Assessment, Tourism, Marketing and Retail Feasibility Assessment*.

A *Concept Feasibility Analysis* (Part 2), utilizes the core guiding principles of Part 1 recommendations and development scenarios, and continues the *Public Input Process*, develops *Guiding Principles and Vision, Conceptual Plan Alternatives, Economic Feasibility for the County Complex*, and *Action Program/Recommendations* focusing on the downtown core as springboard for new initiatives.

The Action Program and Recommendations from the *Concept Feasibility Analysis* include action steps to create a Downtown Development Plan for the year-old Grayling DDA, thus providing the primary impetus for the Plan development.

1.2 PLAN PURPOSE

The creation of the DDA in 2003, in accordance with Public Act (PA) 197 of 1975, was a very large step toward finding solutions for downtown Grayling. The DDA has the ability to focus on downtown and the authority to develop long range plans, enter into contracts, purchase and improve land, accept grants, and finance improvements with periodic approval by the City Council, among other responsibilities enabled by PA 197.

This plan has been developed in accordance with Section 17 of the Act (see Appendix A – Duties and Responsibilities of the DDA) and is put forth with **two primary premises: (1) to halt the decline of the property values within the Downtown Development District; and (2) to promote Economic Development within the district.**

The DDA Development Plan process included the following considerations:

1. Completion of the land use plan
2. Public process and communications plan
3. Project identification
4. Feasibility
5. Prioritization of projects
6. Preparation of the DDA Development Plan to fulfill statutory needs, including:
 - a. Designation of boundaries
 - b. Street locations
 - c. Description of existing improvements
 - d. Cost of improvements
 - e. Construction phasing
 - f. Open space
 - g. Intent to sell
 - h. Proposed zoning changes
 - i. Cost of development/method of financing
 - j. Persons to whom land will be sold
 - k. Procedures
 - l. Number of residents
 - m. Plan for relocation
 - n. Relocation costs
 - o. Compliance with PA 197
 - p. Other pertinent information
 - q. Qualified facility
 - r. Plan review, hearing, approval

While Tax Increment Financing (TIF) is technically available to fund DDA projects, the State of Michigan has increased restrictions on its use, rendering it virtually worthless as a revenue source to undertake larger projects. The use of School District increment has been eliminated and the only other large source of revenue, the County, requires County approval. If it chooses not to consent, the only source is the City's own tax increment. According to the City's bond counsel, it may not be worthwhile to use TIF if the District is only able to capture its own increment.

The DDA Plan will still need a financing plan; however, that may be dependent on revenues from the City's income tax levy and an *ad valorem* tax that is levied pursuant to PA 197 of 1975. While these together do not constitute a large revenue source, they may provide funding for the employment of a director and limited project bonding. There may also be an opportunity to share staff with the Crawford County Economic Development Partnership (CCEDP) to minimize costs. Finally, it will be critical to integrate the DDA phasing and funding plan with the City's Capital Improvements Plan (CIP).

The DDA Development Plan provides the framework and statutory authority to put in motion the following objectives tailored for the needs of the Community of Grayling. The DDA Board is the catalyst working closely with City Staff and other governmental and non-governmental organizations (NGO's) to:

- Engage and obtain a defined **commitment from all stakeholders and communicate the vision effectively.**
- Maximize the limited resources available to the City and DDA to take on challenges that may then be used as catalysts to garner additional resources for future projects.
- Build on work and recommendations from the Grayling Downtown Economic and Market Feasibility Study by utilizing the vision and guiding principles already developed and apply them to the specific needs identified within the DDA Development Plan creation.
- Assemble references and compile all pertinent baseline data; evaluate current planning documents including but not limited to: Master Plan; Park and Recreation 5-Year Plan; Zoning Ordinance; Grayling Uptown District Association (GUDA) strategic plan; Grayling Visitor's Bureau and Chamber of Commerce action plans; and MDOT and CCRC Corridor/Roadway long range plans.
- Develop a system of planning, communication and operational tools to help the DDA, acting as a major catalyst in the effort, to guide the community well into the foreseeable future.
- Develop a targeted action plan with specific participants, products, timeframes and costs and fulfilling the requirements of Public Act - PA 197. (See list above.)
- Convey the "Picture of the Dream" developed by this process – early, often, and in as many venues as possible.
- Develop illustrative graphics and communication tools for possible inclusion in public presentations, meetings, public venues, as well as on desirable web sites.
- Seek industry-specific expert evaluation and recommendations for further counsel, if warranted. Areas we have experienced working relationships with industry experts include bond council, marketing/PR firms, and legal council.
- Develop principal elements for (MDOT) TEA-21, MDNR Trust Fund, MEDC, MSHDA or other public/private grant applications with assistance from the DDA Board and City of Grayling or other non-governmental agencies. Determine the timing and components optimal for various grant application processes.
- Seek public approval and adoption of the DDA Development Plan.

- Develop a near- and long-term strategy to staff the DDA in the appropriate manner to ensure Board continuity (as members change), connectively (to other agencies and the City), and fiscal accountability.
- Create a climate to build DDA membership and board participation over time, with specific action to avoid member burnout, factionalizing and/or the “pile-on” effect (i.e. 5% of the people do 95% of the work), which happens with volunteer or staff-limited organizations.

The following page provides an aerial map depicting the context of the City of Grayling and the placement of the DDA Boundary within it.

**Downtown Development Authority
DDA Placement
City of Grayling, MI**



Source - Economic and Market Feasibility Study, City of Grayling, Crawford County, MI, Gosling Czubak Engineering Sciences, Inc., Anderson Economic Group, 2004.

1.3 DEVELOPMENT PLAN SUMMARY

It is clear from the *Economic and Market Feasibility Study* recommendations that revitalization to the downtown must be a public-private venture. The City and newly forming Downtown Development Authority (DDA) will not be strong enough in terms of staffing and financing to succeed on their own. However, initiating the DDA in 2003 was the first step. In order for the DDA to help sustain and grow the core downtown the following Development Plan has been created, outlining a series of public and public/private cooperative projects. The intent is to fund these projects in the future, at least in part, with Tax Increment Financing (TIF). TIF speculates on downtown expansion in the sense that it uses extra taxes generated by growth in businesses in the DDA district to conduct and build projects needed to support that growth. In this way, the downtown will help itself revive and grow.

Although the DDA contains business areas that are distinctive in their function and appearance, the plan considers the district as one in terms of financing, since the need to address all areas within is imminent. Namely, the intended reconstruction of the Business Loop BL-75 (James Street) corridor by the Michigan Department of Transportation in 2006-09 provides both a challenge and opportunity for the DDA's entire District and the community.

Projects 1 through 10 (Sections 4.1 – 4.10) summarized in Section C below are all considered critical to fulfilling the public's role in the revitalization of the Downtown District. In addition, the DDA recognizes the need to actively support and be aware of projects outside of the district, in the sense that public facilities and businesses within the District relate to and can affect areas outside of the District, and visa versa. Projects 11 – 16 (Sections 4.11- 4.16) are key areas where the DDA envisions strong supportive roles and community-NGO and governmental partnering opportunities (see Section 4 - Project Summaries).

The following Development Plan Summary specifies the public improvements that the DDA has identified as critical in revitalizing the District. The supporting information required by Public Act 197 is also included.

A. Boundaries of the Development Plan

The general boundaries of the DDA district are described as: the M-72/M-93 (up to the intersection of BL-75 (James St.) on the north; the Lake States Railway Company (LSRC) R.O.W on the west; the rear parcel property lines of N. James businesses on the west, with a two block extension at Michigan Avenue to the centerline of Spruce Street to the east; and the center line of State Street / Railroad clear vision R.O.W / and the M-72 (Eastbound) centerline at the intersection, as shown on Map 3.1. A DRAFT legal description of the DDA District is as follows:

Beginning at the intersection of M-72 W. / M-93 centerline and the east R.O.W. Line of the Lake States Railway Company (LSRC) R.O.W, thence southeasterly to the south line of parcel E of the Goodale's Addition, thence easterly to the intersection of the centerlines of M-72 E., James (BL-75) and State Streets, thence northerly to intersection of the centerlines of State and Oliver Streets, thence northwesterly to the intersection of the centerlines of Oliver and Charles Streets, thence southwestery to the intersections of James (BL-75) and Charles Streets, thence northwesterly to the intersection of the James (BL-75) and the Ingham Street R.O.W., thence northwesterly along the rear property lines of Parcels (Sunoco Service station and Farm Bureau Insurance) through the Ionia Street R.O.W. continuing northwesterly along the rear property lines of Parcels (Formerly B.C. Pizza and Kiss Magic Nails) to the Southwest property corner of Parcel (Gale Enterprises), Thence northeasterly along the southerly property line of Parcel (Gale Enterprises) through the Peninsular Street R.O.W. continuing easterly along the southerly property lines of Parcels (U.S. Post Office, Rialto Theatre and Keyport) to the Spruce Street R.O.W., thence northwesterly to the northeast property corner of Parcel (Citizen's Bank), thence southeasterly along the northerly property line of Parcel (Citizen's Bank) through the Peninsular Street R.O.W. , thence northeasterly to the northeasterly property corner of Parcel (Bear's Den etc parking lot) to the southeasterly property corner of Parcel (Bear's Den etc parking lot), thence northeasterly along the rear property lines of Parcels (Verizon) through the Ottawa Street R.O.W.) to the northeasterly property corner of Parcel (The Medicine Shoppe), thence northeasterly along the rear property line of Parcel (the Medicine Shoppe) to the northeasterly property corner of Parcel (Rochette's), thence northwesterly to the intersection of the Ogemaw Street R.O.W., thence northwesterly to the northeasterly property corner of Parcel (vacant Discount Mart), thence northwesterly along the northeasterly property lines of parcels (Fenton's Auto, Cedar Motel and Clark Gas Station) to the intersection of the centerline of Lake Street, thence southwestery to the point of beginning.

B. Existing Public and Private Land Uses

Maps 3.2a and 3.2b show the existing public and private land uses in the District. The DDA has further partitioned the District into sub-areas A thru P. All streets and alleys within the District are public and there are currently no public parking lots within the downtown. Public parking exists in the public R.O.W predominately along Michigan Avenue, Norway Street, with some on Peninsular Street and Burton Court.

The area contains a mix of public and private uses along Norway Street, Highway Commercial on James Street including 11 businesses (6 gas stations, 1 auto dealerships, and 3 parts supply locations) related to vehicles, and a small commercial central business district on three blocks of Michigan Avenue. The district borders the residential grid of the City along its transitional Peninsular and Spruce Street edges on the east. The District currently contains no industry, but is adjacent to a Saginaw & Tuscola rail spur

predominately used for freight, Fick & Sons (Pacific Pride) large Trucking / Service area, the Crawford County Courthouse and Jail, and the former Bear Archery industrial site (Brownfield).

C. Description of Improvements and Alterations, Timing and Priorities

The proposed projects improvements described below with supportive detail provided in Section 4 – Project Summaries. Each project or specified improvement encompasses a range of public improvements as deemed necessary in each area including consideration of the following:

Utility burial or “clean-up;” coordination with public utility water; storm and sanitary sewer; pavement resurfacing, and curb replacement (per the City CIP plan); sidewalks and pedestrian ways; decorative street lighting, street trees and landscaping; regulatory, “way-finding” and interpretive signage; street amenities (benches, litter receptacles, tree grates, seasonal decoration considerations), and building awnings/canopies.

In addition, the DDA plan calls for design considerations for on-street public parking, traffic calming measures, public alleys for deliveries, access management to the BL-75 trunk line, and non-motorized connections and crossings (crosswalks, and curb projections). The DDA intends to promote the implementation of an appropriately defined Traffic Analysis as it relates to these and MDOT proposed improvements to the business loop (see Section 4 – Project Summaries – Project 4.11).

Michigan Avenue Streetscape

The original “*Milltown*” theme is still visible in the detailing of several of the Michigan Avenue buildings and utilized throughout the community in business nomenclature. However, improvements ‘upgrading’ and refreshment of the downtown character and “image” of Grayling beyond “*Milltown*” have consistently emerged as a major goal of the downtown merchants and the broader community.

The purpose of this project will be to consider all the aspects of the downtown Michigan Avenue Streetscape, its relationship and importance to the community today, and to design, fund, and implement a streetscape revitalization project.

It is critical that the Michigan Avenue project, both design and sequenced implementation, closely correspond with the MDOT BL-75 James Street project and DDA James Street Enhancement (see section 4.6) anticipated for the timeframe of 2005-2009.

Storefront Façade Initiative

The Storefront Façade Initiative targets helping DDA businesses invigorate the core downtown image most recently evoked by the “*Milltown*” theme of past decades, now needing reinvention. The DDA can help guide this process by

creating programs, catalysts and incentives for businesses to participate as they consider renovation, relocation, and new speculation.

The planning and development of a low interest loan program sponsored by the DDA and set up with the help and participation of several local banks should commence as soon as the DDA is ready to proceed (targeted rollout 2005). In addition, there is a necessity for the DDA to work with the Planning Commission to develop downtown architectural design guidelines or form based design initiatives/ ordinances to provide the review and regulatory tools to support any Façade Improvements Program.

Once performance of downtown architectural assessment has occurred and working design guidelines or a form based design ordinance is in place, the DDA can move forward with the Storefront Façade Program. Conceptual designs for properties (incentives) ideally conducted concurrent to associated streetscape design development.

Norway Streetscape

The purpose of the project is to implement streetscape elements to tie into Michigan Avenue (lighting, street tree program, pedestrian amenities/niches). In doing so, the project will provide public incentives (i.e. streetscape cost share, façade improvements, public parking improvements) to encourage partnerships with private redevelopment of vacant, and/or marginal properties (Brownfield sites) for future commercial/retail ventures.

Norway Avenue currently suffers from a bit of an identity crisis. The corridor is however, a critical gateway to and from the Michigan Avenue. However, its full continuum of business retail, service, agency, tourism, and even urban “blight” properties do not provide a cohesive or strengthening aspect to the downtown core. The corridor does enjoy several of Grayling’s well-known establishments, including The Icehouse Quilt Shop, Goodale’s Bakery and the Historical Museum. Each attracts a unique set of local and regional clientele, as well as serving the touring visitor to Grayling.

Finally, Norway Street provides an “off the beaten path” parking and staging opportunity for touring visitors to Grayling, particularly suitable to those with larger Recreational vehicles or boats due to its wide roadway cross-section and ample on-street parking. The DDA will make careful consideration of this element as redesign is accomplished.

Public Alleys/Parking Lot Improvements (West)

The purpose of the project is to develop and implement a cohesive West side alley and parking lot plan integrating all elements affecting the land procurement, infrastructure design, involvement of affected businesses, funding and timing for implementation.

The DDA will integrate objectives with City Capital Improvements Plan (CIP), including Burton Court and former Shoppenagon Inn parking lot purchase (including cellular phone tower), and pursue the development of public parking facilities to the rear of the Michigan Avenue (west side) Block that will maximize downtown shopping and overflow parking capacity. The project will also attempt to provide an opportunity for true double frontage for the block's businesses.

Public Alleys/Parking Lots Improvements (East)

The purpose of the project is to develop and implement a cohesive East side alley and parking lot plan integrating all elements affecting the land procurement, infrastructure design, involvement of affected businesses, funding and timing for implementation.

The DDA will integrate objectives with City Capital Improvements Plan (CIP), including the Bear's Den and Bicycle Shop blocks parking lots possible outright purchase or long term leasing, and pursue the development of parking facilities to the rear of the Michigan Avenue (east side) Block that will maximize downtown shopping and overflow parking capacity. The project will also attempt to provide an opportunity for true double frontage for the block's businesses.

James Street (Business Loop BL-75) Enhancements

The purpose of the project on the *south end from M-72E to the AuSable River* is to design and implement streetscape elements along the corridor to the extent possible to tie into the South Business loop improvements and intersection at M-72E, and include consideration of possible landscape easements from businesses on this largely highway commercial section.

The purpose of the project on the *north end from the AuSable River to M-72W* is to design and implement streetscape elements at key intersections to tie James Street to the downtown street grid. This would include design elements such as lighting; boulevard or curb projections – improved crosswalks; improved visual character of the rear and blank walls of Michigan Avenue businesses; and pedestrian amenities/niches. To the extent possible, the design streetscape elements along the corridor should include consideration of possible landscape easements from businesses. Finally, the project must consider how to integrate with improvements to the storm water sewer system as part of the ongoing Storm Water - Low Impact Development (LID) project.

Currently, the BL-75 south and the M-72 W (Grayling Township) are undergoing multi-year projects focusing on aesthetic improvement and multi-modal capability. Transportation Enhancement (TEA-21) grants with MDOT have provided the community's first corridor aesthetic improvement projects in over 20 years and established a palette of site details and specifications that can be incorporated into future streetscape projects.

A strong connection to the remainder of the BL-75 James Street Corridor will continue the efforts and quality environment visitors and locals will experience further south along the corridor as the nearly completed (Spring 2005) BL-75 enhancement project matures.

Michigan Main Street Program

The purpose of this project is to develop an opportunity for the Grayling DDA to participate in and benefit by the Michigan Main Street Program sponsored by the National Trust for Historic Preservation and administered by the Michigan Economic Development Corporation (MEDC). The program's philosophy is both comprehensive and incremental. It fosters self-help, public private partnerships, building on existing assets, quality, change, and action.

The DDA will continue to evolve the four-point approach integrated into the Grayling DDA Organizational Chart (see Section 2.3) and evaluate the standing board's ability to fulfill objectives identified within each area: Organization, Design, Economic and Promotional. In addition, the Board will work with the City Council to evolve funding and position description to hire a half-time DDA Director at the earliest possible opportunity.

Once the DDA organizational structure implementation and part-time DDA directorship becomes a reality, the DDA can further consider pursuit of becoming a Main Street Community and seek to benefit from the program.

Shoppenagon Block Redevelopment

The purpose of the project is to assess the economic feasibility of the adaptive reuse of the Shoppenagon and Keelan buildings, identify funding source availability, and seek developers/users to implement the plan for adaptive reuse. Consideration of infrastructure improvements to the block includes possible purchase of part of the Shoppenagon Inn parking for public parking redevelopment (see section 4.4 – DDA Alleys / Parking Lots Improvements (EAST)).

The project may also pursue investigation of possible redevelopment options for the Reliable Supply property and Au Sable Gifts relocation, renovation and/or integration into future redevelopment of the remainder of the Shoppenagon Block.

The entire block appears on the County BRA Brownfield site list. It will likely soon see site investigation under a grant received by the Brownfield Authority. Upon completion of a BRA site investigation, depending on the findings and complexity and costs of needed cleanup, the DDA may choose to amend the DDA plan and omit the Shoppenagon Block from the district in order to encourage redevelopment of the property through Brownfield TIF funding rather than DDA TIF or other means.

Initially, the DDA with assistance from the Northeast Michigan Council of Governments (NEMCOG will pursue a U.S. Department of Agriculture – Rural Business Enterprise Grant (RBEG) grant targeted to accomplish an Adaptive Reuse Study.

Moshier’s Garage Redevelopment

The purpose of the project is to assess the economic feasibility, possible uses, and Brownfield redevelopment potential of the Moshier’s Garage Site, identify funding source availability, and seek developers/users to implement the Brownfield plan with through the BRA.

The City and DDA must continue to work with and encourage the Crawford County BRA to attract and actively pursue private developers to redevelop this site. In addition, the City/DDA must consider other economic incentives to promote the redevelopment of these sites including complementary infrastructure development projects through other grant programs and the City Capital Improvement Plan (CIP) or outright purchase of the parcel and preparation for redevelopment.

As with the Shoppenagon Block, upon completion of the BRA site investigation the DDA may also choose to amend the DDA plan and omit the parcel (block) from the district in order to encourage redevelopment of the property through Brownfield TIF funding rather than DDA TIF or other means. In the event this occurs, the potential capture for redevelopment is far greater with the BRA capture than the TIF, which can only capture new tax revenue in the District from the City’s tax roles (not from the Schools or County). Clean-up, building demolition, and infrastructure costs could be born by Brownfield funding.

City “AuSable” River Park

The purpose of the project is to physically improve and establish a destination public open space and park amenities within the context of the historic downtown park confines. The project will make improvements to the AuSable River Park with funding received from a MNRTF grant. Design will include considerations for the two portions of property: (1) the existing Chamber of Commerce on the north side of the AuSable River, and (2) the existing Municipal Park on the south side of the AuSable River. The project will investigate adaptive reuse of the former Crawford County Library Building for new public restroom development and other public/quasi-public amenities.

The project will physically connect to the downtown Michigan Avenue by means of non-motorized pathway links (possibly through mid-block alley improvements), wayfinding signage, and other amenities. Design development, engineering, and construction of the park improvements is anticipated to be concurrent with improvements to the DDA public parking and alley connections implemented in the Burton Court (alley).

D. Estimated Costs

As part of the Development plan, the DDA may provide for their administrative costs, financing charges, engineering, design and related expenses in connection with implementation of the Development Plan and or TIF Plan. The DDA may also provide for necessary repair/replacement of improvements over the life of the plan.

The following cost projections target funding allocations and work tasks for budgeting. Development of detailed cost estimates will occur as preliminary design engineering is completed. The budgeted cost projections may vary, up or down, depending upon the design program developed. The DDA will periodically consider increased budgeted amounts for inflation as projects remain on the list.

Project #	Project Description	Cost Range
4.1	<p>Michigan Avenue Streetscape (3 Blocks)</p> <p>Prelim Engineering /Grant App. Local Match PE/CE (CIP)</p> <p>Project Design should coincide with BL-75 design and coordination with MDOT; Local Match PE/CE (CIP) or Local Services Project</p>	<p>\$400,000 - \$550,000</p> <p>(\$10,000-12,000)</p> <p>(\$100,000-\$137,500)</p>
4.2	<p>Storefront Façade Initiative</p> <p>Form Based (Design) Ordinance</p> <p>Participant – conceptual design program (2 – 3 DDA sponsored designs annually)</p>	<p>\$18,000 – 55,000</p> <p>\$3000 - 5000</p> <p>(\$3000-10,000 per year)</p>
4.3	<p>Norway Streetscape/Infrastructure (including infrastructure)</p> <p>Prelim Engineering /Grant App. Local Match PE/CE (CIP)</p> <p>Shoppenagon /Reliable Supply Redevelopment / Infrastructure</p>	<p>\$200,000 - \$400,000</p> <p>\$8,000</p> <p>(\$50,000-\$100,000)</p>

4.4	<p>Public Alleys/Parking Lots Improvements (WEST)</p> <p>Burton Court (CIP): design, bid implementation (\$87,000 previously allocated as part of Grayling 2004 CIP) Reconstruction budget likely to expand to include sanitary sewer, streetscape and utility work</p> <p>Shoppenagon Block Design Shoppenagon lot purchase/retrofit (CIP); sequence improvements with redevelopment</p>	<p>\$450,000 - \$600,000</p> <p>(\$250,000)</p> <p>(part of Project 4.8) (\$200,000)</p>
4.5	<p>Public Alleys/Parking Lots Improvements (EAST)</p> <p>Design development; Future procurement, leasing, improvements and upkeep to public alleys and private parking lots:</p> <p>Peninsular St. Angle Parking (CIP); coincide with Bear's Den Block redevelopment</p> <p>Parking lot procurement</p>	<p>\$225,000 - \$380,000</p> <p>\$5000-7500</p> <p>\$120,000</p> <p>\$100,000 – 250,000</p>
4.6	<p>James St. Enhancements (BL-75)</p> <p>Prelim Engineering/Grant App ('05).</p> <p>Local match (5-10%) for PE/CE and non-participating (assuming MDOT would be local applicant 20% min local match) for enhancement project of \$200-300K.</p> <p>Infrastructure (incl. engineering) (CIP) – concurrent with MDOT construction project</p>	<p>\$725,000-\$825,000</p> <p>\$10,000</p> <p>\$36,000-\$54,000</p> <p>\$525,000</p>
4.7	<p>Michigan Main Street Program</p> <p>Phase 1 – Workshop / Training Phase 2 – CBDG project (possibly Shoppenagon Block) * Need half-time staff dedicated 100% to downtown to be eligible to participate in Main St.</p>	<p>\$10,000-\$100,000</p> <p>\$10,000 (Est.) Unknown</p> <p>\$75,000-\$90,000 (3 years)</p>

4.8	<p>Shoppenagon Block Redevelopment</p> <p>USDA RBEG Grant App./ Adaptive Reuse Feasibility</p> <p>Redevelopment Projects</p>	<p>Unknown</p> <p>\$70,000 (Local match can be in-kind services)</p> <p>Costs depend on infrastructure improvements made on Mich. Ave and Norway Street)</p>
4.9	<p>Moshier's Garage Block (Brownfield Redevelopment)</p> <p>Also consider Former Cueter's Tire (outside of district), and the Shoppenagon Block as part of or separate Brownfield redevelopment in the district</p>	<p>Unknown</p> <p>Likely first step BRA investigation / possible acquisition into public ownership for conversion</p>
4.10	<p>City (AuSable River) Park</p> <p>Local Match (Funded Grayling CIP '04) MNRTF Grant awarded / authorized 2004</p>	<p>\$465,300</p> <p>\$116,325</p>

E. Staging

The DDA Projects outlined have been assigned a priority level from 1 to 4. Projects assigned a higher priority have been determined to have a more imminent need to commence. Each priority level (project) has an anticipated timeframe with detailed quarterly assignments made where applicable.

The DDA acknowledges that circumstances may change the order of prioritization and timeframes that projects will be undertaken. Additionally, the DDA may choose to initiate projects on the list sooner than the projected date within the plan, realizing that they cannot add new projects without a plan amendment.

The intent of the plan is to establish a working, flexible project list that will allow the DDA to target projects and adjust the prioritization as funding and financing opportunities arise. In many instances targeted grant sources and funding will be sought and leveraged by local funds to fulfill the targeted budgets for the projects proposed. The following list attempts to identify the funding sources from which to seek assistance.

Project #	Priority	Year(s)	Project Description
4.1	1	2005-08 2005-06 Q3,4- Q1 2005-08	Michigan Avenue Streetscape (3 Blocks) Prelim Engineering /Grant App. Local Match PE/CE (CIP) Project Design should coincide with BL-75 design and coordination with MDOT; Local Match PE/CE (CIP)
4.2	1	2005-2010 2005 Q1-2 2005 Q3-4 2006-10	Storefront Façade Initiative Formed Based (Design) Ordinance with Planning Commission Participant – conceptual design program (coincide with Streetscape conceptual design) (2 – 3 DDA sponsored designs annually)
4.3	2	2005-06 Q4 – 1Q	Norway Streetscape/Infrastructure (including infrastructure)

		2005-06	Prelim Engineering /Grant App. Local Match PE/CE (CIP)
		2006-10	Shoppenagon /Reliable Supply Redevelopment / Infrastructure
4.4	1	2004-06	Public Alleys/Parking Lots Improvements (WEST)
		2004-05	Burton Court (CIP): design, bid implementation
		2005	Shoppenagon Block Design (See RBEG Grant Project 4.8)
		2007-10 target	Shoppenagon lot purchase/retrofit (CIP); sequence improvements with redevelopment
4.5	2	2005-06	Public Alleys/Parking Lots Improvements (EAST)
		2005-06 Q3-4	Design development; Future procurement, leasing, improvements and upkeep to public alleys and private parking lots:
		2006-08	Peninsular St. Angle Parking (CIP); coincide with Bear's Den' Block redevelopment
4.6	1	2005-09	James St. Enhancements (BL-75)
		2005 Q2-3	Prelim Engineering/Grant App ('05).
		2005-06 Q4-Q1	Local match (5-10%) for PE/CE and non-participating (assuming MDOT would be local applicant 20% min local match) for enhancement project of \$200-300K.
		2007-09	Infrastructure(including engineering) (CIP) – concurrent with MDOT construction project
4.7	4	2007-2010	Michigan Main Street Program
			Phase 1 – Workshop / Training Phase 2 – CDBG project (possibly Shoppenagon Block)

			*Need half-time staff dedicated 100% to downtown to be eligible to participate in Main Street
4.8	1	2005-2010 2004-05 Q4 – Q1 2007 -2010	Shoppenagon Block Redevelopment USDA RBEG Grant App./ Adaptive Reuse Feasibility Redevelopment Projects
4.9	2	2007-2012	Moshier’s Garage Block (Brownfield Redevelopment) Also consider Cueter’s Garage (as part of
4.10	1	2004-06 2004-05 Q4-Q2 2005	City (AuSable River) Park Design Engineering; Bidding Construction in conjunction with Burton Court

F. Open Space

Currently the DDA District does not contain significant open space proportionate to its land mass. The City “*AuSable River*” Park (approximately 4 acres) is, therefore heavily taxed for public open space use in the Downtown Core. Everything from the week long AuSable River Festival to the impromptu drive-thru “tourist lunch stop” occurs in this space with many new needs and desires pressuring its limited resources. Project 4.12 – City “*AuSable River*” Park is a Priority 1 project. It will begin the process of downtown brick and mortar upgrades in support of the downtown revitalization effort by the DDA.

The DDA Development Plan also identifies adjacent parcels that have the capacity to expand the public open space, particularly along the AuSable River and therefore expand the leisure time and recreational resources associated with Downtown Grayling. Projects targeting mixed used re-development have the potential to integrate more downtown open space in the form of useable green spaces such as pocket parks, amphitheatre, urban “people” spaces like open-air farmer’s markets, and pedestrian and leisure time supporting elements like trails, walkways and streetscape elements.

Public alleys and mid-block pedestrian alleys are also urban – open spaces that will receive enhancement efforts. DDA Projects 4.4 and 4.5, DDA Alley/Parking Lot Improvements target pursuit of these opportunities with the improvement of downtown parking and alleys. One downtown pocket park located next to the meat market is privately held but informally allows connection to rear alley parking; however, the space is in need of upgrades. Planned efforts will incorporate this and other valuable public open space connections in the Michigan Avenue blocks.

Mixed-use redevelopment of the Shoppenagon and Moshier Garage Blocks, projects 4.8 and 4.9 respectively, also will optimally integrate public open space amenities. Lingering and programmable spaces for sidewalk events, festivals, and fairs create an environment for cross-shopping and destination trip planning that these redeveloped mixed-use blocks need.

The Development Plan outlines specific projects 4.13 through 4.15, AuSable Riverwalk, Bear Archery Open Space Amenities, and the Rialto Theatre respectively, which all target projects involving multiple landowners and both public and private land uses. The potential benefits of these projects to the Downtown core are high priorities, and must remain actively supported by the DDA Board.

G. Land Exchanges

In general, the DDA Development Plan intends that any property and improvements completed in fulfillment of the Plan will become the property of the City of Grayling. The City will retain full control of all improvements unless other leasing or ownership agreements made with other parties exist. As a public entity created under the auspices of the City, and pursuant to the law, the DDA may elect to be the purchaser or holding party, either through real estate transaction or other means, of properties identified within

the Plan for improvements. In all cases, the DDA will be entitled to make arrangements regarding ownership that are in the best interests of the City and the DDA Development Plan.

H. Zoning

Currently, all areas of the DDA District fall within the C-1, Downtown Commercial or C-3, Highway Commercial zoning districts and all land uses proposed in the Plan are compatible with the ordinance. However, as presented in several project descriptions in Section 4 – Project Summaries, targeted DDA redevelopment, streetscape, and enhancement projects will greatly benefit from the update of the zoning ordinance and ultimately the Master Plan that is currently a joint plan of Grayling Township and City of Grayling. The DDA, within the context of the DDA Development Projects, will work with the Grayling Planning Commission, to update the current Zoning Ordinance and Master Plan. Several areas of concern identified include signage, lighting, form-based (design), and big box language.

In the future, the DDA may wish to amend the Plan to consider transitional R-1 and C-3 areas adjacent to the DDA district but subject to likely commercial redevelopment potential. This may involve the consideration of rezoning and/or incorporating these areas into an expanded district. These areas include but are not limited to the residential partial blocks along Peninsular Street; existing single-family home conversions in the C-3 district along M-93 on the North end of the District; and commercial and City (leased) properties on the southeast side of the AuSable River currently not included in the District.

I. Cost Recovery/Financing

The projected opinion of cost of DDA projects and targeted funding and financing sources is summarized Items C and D above and in the Plan, Section 5.3 – Project Financing. The DDA intends to pursue the financing of the plan through a combination of Income Tax Revenues leveraged by a 2-mill levy, to pay down a bond issue for the projects conducted in the DDA District. At this time the DDA does not intend to implement Tax Increment Finance based on projected growth within the District as it has been projected to generate no financial benefit to financing the development project goals over other conventional means. However, at some point in the future it may be revisited, particularly if County and School District capture are available.

J. Sale of Land - Not applicable at this time

K. Procedures for conveying Property - Not applicable at this time

L. Displaced Residents - Not applicable at this time

M. A Relocation Plan - Not applicable at this time

N. Relocation Costs – Not applicable at this time

2.1 GOALS AND OBJECTIVES

With the primary purpose of the creation of the DDA Development Plan in mind, the DDA board conducted a series of work sessions to determine the specific goals and objectives desired.

The Board utilized the Guiding Principles and Vision Statement developed through the public charrette process for the *Economic and Market Feasibility Study*. A number of DDA board members, familiar with the guiding principles, participated in the public design charrette held in January of 2004.

The following is the resulting short list of goals and objectives:

- **Help Business** – Find locations; existing building improvements
Small businesses
Incentive program
When a “Big Box” comes to town
- **Make Infrastructural Improvements**
Parking lot and alley improvements
High speed internet access
- **Develop Grants (leverage with public dollars) ^{1(f)}**
Michigan Main Street Program
MEDC – CBDG Projects
TEA-21 (streetscape)
NEMCOG (business incubator)
- **Facilitate Other Groups/Objectives/Projects/ “Image”**
Meet / liaison with: GUDA / GPA / Chamber / Visitor’s Bureau
MDOT / CCRC / City / County
Library / Hospital
NEMCOG / EDP / Trails Committee
MEDC / MDOT / MSHDA (project specific)
School Board / U.S. Army National Guard / Fish Hatchery Park
- **Communication – Marketing/Business Recruitment**
Not old River theme only
Outdoors / Sports and Recreation Trails
Threads connecting the community (River, Trail system)
- **Conduct Brick & Mortar – Physical (Projects) ^{2(e)}**
Michigan Avenue
Norway Street
BL-75 (through DDA)

- **Clean-up/ “Blight” – Enhancement**
 Brownfield projects: Moshier block, Former Cueter’s Tire (at key intersection)
 Shoppenagon Block (Old Reliable Supply, dilapidated parking areas)
 Downtown alleys / Rear facades of downtown buildings
 Support Bear Archery redevelopment
 Old railroad box cars behind the Norway block

- **Develop Architectural Guidelines – (not a theme)**
 Pilot projects for façade improvements
 Financing projects (local lending institutions – low interest loans)
 Examples: Bear’s Den, Sawmill Tavern (focal point on Norway)
 Consider form-based (design) ordinances

- **Make Land Improvement** ²⁽ⁱ⁾
 Public vs. Private investment
 Ownership of facilities – City, DDA, private, public-private, leased

- **Acquire Properties**
 Parking Lot Improvements
 Key buildings/ sites (Brownfield sites)
 Public Open Space procurement

On each of these goals and objectives, the DDA Board/Community should be compelled to ask about the activities’ impact on, connection to, and enhancement of the community’s greatest resource – the AuSable. *What about the River?*

Notes: Refer to the “Duties and Responsibilities” items (i.e.^{2(c)} – See Appendix A).

2.2 MISSION STATEMENT

The Goals and Objectives provide a clear impetus toward the desired future of the DDA District for the DDA Board members who have participated in the process. From these ten goals and objectives, a concise all-encompassing Mission Statement was crafted.

The following *Mission Statement* is insightful, timely, and most importantly conveys a clear direction for the citizens of Grayling to move forward on a variety of fronts within the DDA District.

Grayling DDA Mission

The Grayling DDA shall serve as a critical catalyst on behalf of the designated business district by finding, connecting and strengthening the common threads that link our core to the broader Grayling community.

*As with our Historic AuSable River and our expanding Trail System
weaving through our town with
purpose and potential,*

*We will set in motion coordinated efforts to intelligently design,
creatively finance, and effectively communicate the
message of “Destination – Grayling” and help revitalize
the center of our community.*

2.3 ORGANIZATIONAL CHART

Significant discussion has permeated the Plan Development regarding the level of work and projects the DDA will conduct over time. It is clear that the volunteer DDA Board will necessarily seek assistance from the City near term and possibly employ its own staff person in the longer term.

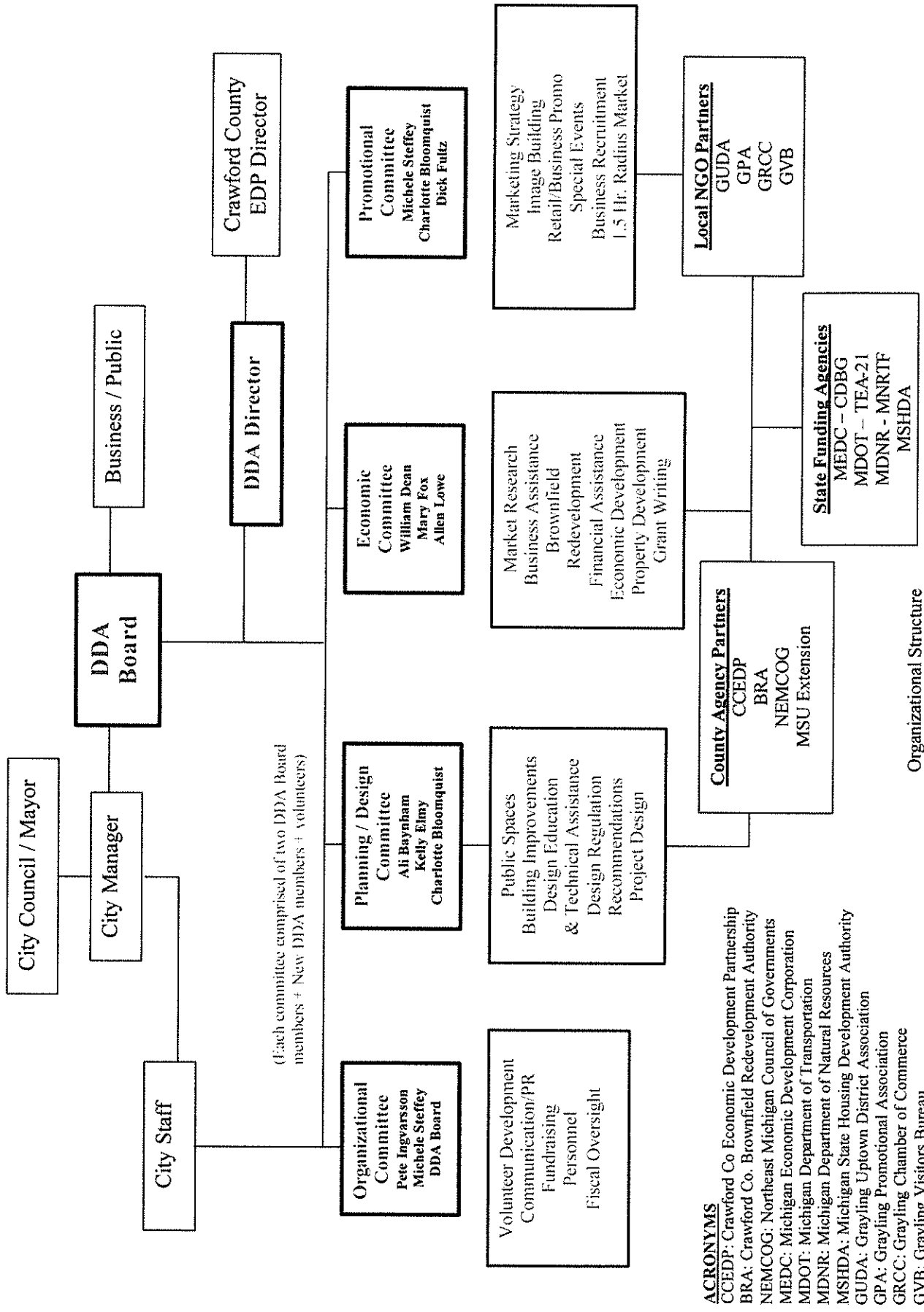
In order to position the City and DDA to have an impact on revitalization, it has been determined that the DDA will need to hire a director, at least on a part-time basis, to coordinate the effort. It is virtually impossible for volunteers to commit the time needed to affect a successful outcome. Some broader based considerations stem from Part 1 of this Study, which are deemed essential to broaden the ability and limited staff capacity of the City and newly formed DDA to accomplish these large initiatives.

There may be an opportunity to pursue this initiative in the nearer term if the City/DDA worked with the newly forming Crawford County EDP to develop a position description that would benefit both, utilizing cost-sharing measures while both entities are growing.

It is also possible for the Chamber of Commerce and Visitor's Bureau and DDA to combine their efforts to share a facility, office space, or office resources within a common footprint strategically located within the heart of the District.

These and other organizational considerations were discussed during plan development and the Organization Chart on the following page resulted as a starting point.

Grayling DDA Organization Chart



ACRONYMS
 CCEDP: Crawford Co Economic Development Partnership
 BRA: Crawford Co. Brownfield Redevelopment Authority
 NEMCOG: Northeast Michigan Council of Governments
 MEDC: Michigan Economic Development Corporation
 MDOT: Michigan Department of Transportation
 MDNR: Michigan Department of Natural Resources
 MSHDA: Michigan State Housing Development Authority
 GUDA: Grayling Uptown District Association
 GPA: Grayling Promotional Association
 GRCC: Grayling Chamber of Commerce
 GVB: Grayling Visitors Bureau

3.1 DDA DISTRICT MAP

At the commencement of the Development Plan process, the DDA Board began utilizing a DDA District Boundary Map developed to encompass areas of the City that correspond with the current City zoning ordinance's commercial zoning districts in the traditional downtown area.

The DDA District is defined on its northern edge by M-72W / M-93 and on its south edge at the convergence of BL-75 (James Street) and M-72E. With the exception of the Michigan Avenue corridor from the County Courthouse to Spruce Street, the width of the DDA district is defined by the commercial frontage on James Street, rear property lines on the east, and the Railroad R.O.W. on the west edges, respectively. Refer to the following page for a **Downtown Development Authority District - Map 3.1**.

In anticipation of the future redevelopment of the Crawford County Courthouse and former Bear Archery Properties, the DDA District map does not include properties west of the Railroad R.O.W. These properties are listed on the County's Brownfield Redevelopment Authority (BRA) list and will likely be targeted for pursuit of Brownfield redevelopment funding. The City's bond council has advised that current listed Brownfield sites should not be included in the DDA (TIF) District.

Several other sites on the BRA list that are within the current DDA District (future TIF District) may be considered partitioned out of the District as they may become candidates for Brownfield funding in the future. These sites may include: the Marathon Station, listed as BP Station (BL-75 at Ottawa St.), Moshier's Garage (BL-75 at Ogemaw St.), and what is listed as the entire block bounded by BL-75, Michigan Avenue, Norway and Ottawa Streets (termed the Shoppenagon Block for the purposes of this plan – refer to Section 4.8).

The DDA District is transected by three main roadways, James Street, Norway Street, and Michigan Avenue, and connects well to the rest of the city residential street grid. Of significant note is the DDA District's close proximity to the Railroad spur. Although historically this was a vital link for patronage downtown and to the greater Grayling area, the rail line is now used only for infrequent commercial freight. Currently a major rail car storage spur operates directly parallel to the Norway corridor and introduces an urban, industrial atmosphere to the area with many of the cars laden with graffiti and in poor condition.

One benefit of the rail spur is that a snowmobile trail linkage has been created with the abandonment of one of the parallel lines. Although seasonal, the DDA District of the future must plan to operate and co-exist with this regionally popular use. The District also abuts several existing non-motorized trails along M-72 / M-93. More trails will be incorporated at other locations within or adjacent to the DDA, including the City's AuSable River Park and Riverwalk as well as former Bear Archery Redevelopment.

(Insert DDA District Map 3.1- 11x17)

3.2 DDA SUB-AREA MAPS

For the purpose of the Development Plan, the DDA District has been divided into geographically based sub-areas labeled A-P and a DDA business inventory produced. The inventory was designed to keep a running database for all businesses within the District, and includes the current owner, status of the property, issues of problems identified by the owner and/or DDA/city, and related DDA goals and objectives. Refer to the following pages for Detailed **DDA Sub Areas - Maps 3.2a and 3.2b**.

Each DDA Board member has taken responsibility for a sub area(s) to investigate and track, and act as a representative of the DDA Board for the businesses within their respective sub-area for the duration of their tenure on the Board. (Refer to Appendix C - DDA Business/Facility Inventory)

(Insert DDA Sub Area Map 3.2a - 11x17)

(Insert DDA Sub Area Map 3.2b - 11x17)

3.3 PROJECT IDENTIFICATION

The following projects were identified through goals and objectives compiled by the DDA. The DDA also referenced the *Concept Feasibility Analysis* report Sections 5 and 7 to augment the development of the possible projects.

The following list of projects represents both physical brick & mortar projects within the DDA and in some cases program, policy, and/or partnering projects within or outside of the DDA District. Projects on the list that are physically outside of the DDA or have broader policy or partnering ramifications have been deemed critical to the Downtown Core health and longevity, necessitating DDA involvement.

The Project Identification List is considered a working document and database for use in the establishment of the DDA Development Plan. The DDA, through due process under PA 197, reserves the right to update, modify, add or subtract from the project list or sub-components of the projects referenced below.

The DDA considers Projects 1 through 10 as critical to fulfilling the public's role in the revitalization of the Downtown District. In addition, the DDA recognizes the need to actively support and be aware of projects outside of the district, in the sense that public facilities and businesses within the District relate to and can affect areas outside of the District, and visa versa. Projects 11 – 16 are key areas where the DDA envisions strong support roles and community non-governmental organizations (NGO) and governmental partnering opportunities (see Section 4 – DDA Project Summaries).

- 1. Michigan Avenue Streetscape** (from CCCH to Spruce Street)
- 2. Storefront Façade Initiative** (DDA Businesses Eligible)
- 3. Norway Streetscape** (from M-72 W to Michigan Avenue)
- 4. Public Alleys/Parking Lots Improvements (WEST)**
(West Side of James Street off Michigan Ave.)
- 5. Public Alleys/Parking Lots Improvements (EAST)**
(East side of James Street off Michigan Ave.)
- 6. James Street Enhancements (BL-75)** (From M-72W to M-72E)
- 7. Michigan Main Street Program (2 phases)**
- 8. Shoppenagon Block Redevelopment**
- 9. Moshier's Garage Redevelopment**

- 10. Michigan Avenue Extension**
(Crawford County/Bear Archery Redevelopment)
- 11. Grayling Area Interchange Study**
- 12. City “AuSable River” Park (Chamber of Commerce / Former Library)**
- 13. AuSable Riverwalk**
(Bear Archery to Fish Hatchery Park / Township Park)
- 14. Bear Archery Open Space Amenities**
(Crawford County Courthouse / Bear Archery Redevelopment)
- 15. Rialto Theatre / Community Playhouse**
(Future Adaptive Reuse of key Downtown Anchor)
- 16. South BL-75 Commercial Development**
(Preparation for “Big Box” pending development)

The following Section 4 – DDA Project Summaries explores the projects identified above in terms of *Description / Purpose, Goals and Objectives, Key DDA Action Components / Work Tasks, Projected Cost Range and Timeframes.*

4. PROJECT SUMMARIES

The following projects were developed through a series of discussions held by the DDA pursuant to fulfilling the statutory requirements of PA 197, and specifically Section 17 of that Act. The DDA board heavily utilized the Concept Feasibility Analysis report Sections 5 and 7 as a spring point to explore potential project scope, feasibility and prioritization. The following project summaries are a working set of project summaries that resulted. Refer to **Maps 4.1 and 4.2 - Proposed Projects / Land Use** for locations and relationships of the proposed DDA project areas detailed below.

4.1 Michigan Avenue Streetscape (from CCCH to Spruce Street)

Project Description / Purpose

Historically the downtown core, three blocks of Michigan Avenue has been the focus of activity in the city, in terms of programming of events, entrepreneurial investments and public improvements to the physical environment. The “*Milltown*” Theme dates back to the downtown’s modern heyday of the late 1970s thru the 1980s, and enjoyed the collaborative support of most of the Downtown merchants. The theme tied to the areas lumbering and Milltown heritage of the late 1800s and early 1900s – Grayling Historic heyday.

Although the Grayling Uptown District Authority (GUDA) was formed in the 1980s, and has worked hard to unify the downtown merchants and address business related issues and events collectively, it has very limited resources as a volunteer NGO. A series of factors since the 1970s have slowly eroded the Michigan Avenue Core downtown as a regional destination it once enjoyed. Competition from nearby communities, loss of key downtown anchors and product diversity, downsizing of Camp Grayling, and most recently the increase in business vacancies and urban blight are a few major contributors.

The original “*Milltown*” theme is still visible in the detailing of several of the Michigan Avenue buildings and has been utilized throughout the community in Business nomenclature. However, improvements ‘upgrading’ and refreshment of the downtown character and “image” of Grayling beyond “*Milltown*” have consistently emerged as a major goal of the downtown merchants and broader community alike.

The purpose of this project will be to consider all the aspects of the downtown Michigan Avenue Streetscape, its relationship and importance to the community today, and to design, fund and implement a streetscape revitalization project with the following Goals and objectives.

Goals and Objectives:

1. Implement streetscape elements to tie to Norway (lighting, center median island, curb projections – improved crosswalks with curb projections, consider awnings upgrades removals, pedestrian amenities/niches)

2. Consider boulevard sections or widened sidewalk corridors for first two blocks in order to introduce more “people” space for shopping, sidewalk activities, and amenities such as street tree, new decorative lighting, and seating areas.
3. Strengthen Michigan Avenue – focal point at Crawford County Courthouse (CCCH) property and plan for its integration with the CCCH / Bear Archery Project.
4. Consider future physical and thematic linkages to extension of Michigan Avenue R.O.W. through CCCH property (See Project 4.11 – Michigan Avenue Extension)
5. Make non-motorized path connections based where possible, plan for, and improve seasonal snowmobile trail route and aesthetics (currently orange snow fence is erected all winter.)
6. Encourage speculation to fill vacancies with recommended ventures (NW block in particular) by developing low interest loan programs for renovation/façade improvements (See also projects 4.2 and 4.8).
7. Improve public parking on Michigan and alley and side street access, double frontage and barrier-free capabilities on all blocks. (See also projects 4.4 and 4.5)
8. Improve connectivity and crosswalks across both BL-75 and Michigan Avenue itself with curb projections, stripping or paved inset crosswalks and signage.
9. Carefully consider placement of bicycle racks at key locations and for the influx of bicycles during the growing number of seasonal events associated in and near the downtown.
10. Reintroduce irrigation to planter pots and landscape areas (recently removed)
11. Coordinate infrastructure improvements with the City’s Capitol Improvements Plan (CIP) and Storm water Management Project - Phase 2.
12. Coordinate proposed design and implementation of improvements with Spruce Street Parking and Public Alley improvements.
13. Coordinate proposed design and implementation of improvements with MDOT Business Loop BL-75 corridor project (2006-2009). (See Section 4.6 – James Street Enhancements (Bl-75).
14. Consider utility pole and wire under-grounding where possible, and implement new decorative street lighting system.
15. Consider the advent of street tree placement and or other urban green space to lessen wide paved cross section of Michigan Avenue.
16. Consider Peninsular to Spruce St. Block and retention of important downtown anchor locations of the US Post Office, Rialto Theatre and Citizen’s Bank.

Key DDA Action Components / Work Tasks:

1. Timing of Design/Preliminary Engineering to coordinate with MDOT and Design for the BL-75 project.
2. Timing of grant funding application through MDOT TEA-21, and tapping the MDOT Grayling TSC as the applicant for the enhancement grant match (20%)
3. Getting City commitment to the funding of Design/preliminary engineering and allocation of a local match to increase grant percentage.
4. Closely coordinate with GUDA, City DPW, MDOT and other groups through the design process (set up of a Streetscape Design – steering committee).

Projected Cost Range:

\$400,000-550,000 (Streetscape with some infrastructure improvements, pedestrian alley/mid-block connections, and parking considerations; does not include rear alley or parking lots improvements)

The City has previously targeted budgeting within its CIP that would provide initial base funding to implement the improvements to Michigan Avenue (DDA Plan Match) - \$350,000. This base line estimate will be refined with further design development including at a minimum, of the elements described in the Goals and objectives and Key DDA action components and action steps.

Timeframe / Milestones:

Consideration of common streetscape elements should happen in several phases: Physical planning and design engineering (2005-06); coordination with major private redevelopment projects for the Keeland and Shoppenagon Block (Brownfield), (as soon as potential developers are speculating on property / project); grant development and funding; and implementation (2006-08).

It is critical the Michigan Avenue project both design and sequenced implementation closely correspond with the MDOT BL-75 James Street project and DDA James Street Enhancement (see section 4.6).

(Insert DDA Proposed Projects / Land Use - MAP 4.1- 11x17)

(Insert DDA Proposed Projects Core Detail - MAP 4.2- 11x17)

4.2 Storefront Façade Initiative (DDA Businesses Eligible)

Project Description / Purpose:

The purpose of initiating a Storefront Façade Initiative is to help DDA businesses invigorate the core downtown image most recently evoked by the “*Milltown*” theme of past decades, but needing reinvention. Strengthening downtown’s authenticity by celebration of the eclectic architectural blend, preservation of meaningful period buildings, highlight of key anchors, and improved connection to the historic AuSable River resource, will help re-ignite downtown as a desirable destination. The DDA can help guide this process by creating programs, catalysts and incentives for businesses to participate as they consider renovation, relocation, and new speculation.

The continued decline of a cohesive, complimentary design aesthetic and departures from the tired and true principles of urban design in the downtown core are contributing to loss of market share. With significant vacancies and real estate speculation, The DDA has an opportunity to revitalize, and help “reinvent” the character of the Place through close collaboration with its entrepreneur’s and owners.

In addition, there is a necessity for the DDA work with the Planning Commission to development of downtown architectural design guidelines or a form based design initiatives/ ordinances to provide the review and regulatory tools to support any Façade Improvements Program.

Goals and Objectives:

1. Strive to continue the tradition of tasteful period storefronts in combination with streetscape improvements in the downtown. Michigan Avenue storefronts portray a pattern of dissonant images, few of which are true to the period of their origination. Original architecture has been covered over with competing facades, making the street wall look like a collection of parts rather than a unified whole.
2. Investigate the downtown to determine how many architecturally significant buildings are actually hidden by the false storefronts. Some may simply be replacements for original buildings, and therefore, have no historical significance.
3. Encourage the palette of downtown buildings to look like they are part of a cohesive whole if they are to market themselves as a shopping district.
4. Understand the architectural quality and extent of the Michigan Avenue buildings, by assessment by an architect who specializes in historic design. If a significant number of original facades are found, then architectural standards will be necessary to guide the restoration of storefronts, including materials, fenestration, window proportions, etc
5. Develop a low-interest revolving loan fund program with local lenders as an enticement for building owners to participate. This would be an entirely voluntary program that could produce noticeable results within a few years.

6. Develop pilot façade design initiatives to involve DDA business owners in a process of graphic conceptual development, and cost estimates in exchange for owner participation in a low interest loan program. Two to three sites per year should be targeted, if possible with ongoing streetscape planning and design initiatives. The program should not be limited to Michigan Avenue only.

Key DDA Action Components / Work Tasks:

1. Create a DDA Low-Interest Loan Facade Improvement Program:
This program will be available to properties within the boundaries of the Grayling Downtown Development District. The DDA will develop a funding program and target between \$1000 and \$3000 per pre-approved loan applicant to go towards architectural design and cost estimates. This seed funding will be available to interested businesses who can apply for the seed funding and once complete pursue a low interest loan from a participating local lender. Eligible improvements will include front and/or rear facades, or any side facade that abuts public property. Both building owners and tenants are eligible. Facade loans will be made in partnership with the applicant's choice of local banks.
2. Develop communication tools for the public that include complete program guidelines (brochure) and facade, loan application forms, locations for availability. In addition, key contact information at the DDA and City including the City Website – DDA link should be developed.
3. Integrate façade improvement incentives into the Shoppenagon Block redevelopment venture, with specific attention to the adaptive reuse of the hotel, and the Keeland Building. (See section 4.8 – Shoppenagon Block Redevelopment).
4. Integrate façade improvement incentives into the Michigan Avenue and DDA Parking lot improvement projects by specifically targeting businesses and owners that present a key façade to the public view of R.O.W. (See Section 4.1 – Michigan Avenue Streetscape and Section 4.4 and 4.5 - Public Alleys/Parking Lots Improvements (East and West sides respectively)).

Projected Cost Range:

Initially the DDA may commission an architectural evaluation and with it develop architectural design guidelines or possibly evolve a form based design ordinance for the district. Costs for these products may be between \$8000-12,000. Outlay by the DDA to pay for conceptual design with prospective owners could range from \$2000-3000 per property or \$3000 to 9000 annually, depending on the size and complexity of the property and architecture. Implementation costs will be borne by the owner through the low interest loan program

Timeframe / Milestones:

Consideration of façade improvements program can begin at any time. The actual rollout of the program should occur only once architectural assessment is performed and working design guidelines or a form based design ordinance is in place (See Section 4.7 – Michigan Main Street Program).

Conceptual designs for properties (incentives) ideally will be conducted concurrent to associated streetscape design development.

The planning and development of a low interest loan program sponsored by the DDA and set up with the help and participation of several local banks should commence as soon as the DDA is ready to proceed (targeted rollout 2005). Through downtown design development for streetscapes, the DDA may choose to solicit interested businesses and include façade improvement studies in the design process if the business commits to an improvement project.

During the conceptual feasibility portion of the project, several businesses within the DDA District were identified, interested, or otherwise necessitated consideration for façade improvements, including Bear’s Den, The Bicycle Shop and The Sawmill Tavern among others.

4.3 Norway Streetscape (from M-72 W to Michigan Avenue)

Project Description / Purpose:

Norway Street as a gateway corridor:

The DDA District core roads share many common intersections and facilities. A prime example is the intersection at Michigan Avenue and Norway and again at Norway and M-72 W. The quality and function of these intersections should be considered very important to the image of the core downtown, as they are literal gateways to the shopping district. Aesthetics, function and utility, safety and ease of use all factor into a well functioning gateway corridor to downtown.

Norway Avenue currently suffers from a bit of an identity crisis. Its full continuum of business retail, service, agency, tourism, and even urban decay properties do not provide a cohesive or strengthening aspect to the downtown core of Michigan Avenue. However, the corridor does enjoy several of Graylings most prided establishments including The Icehouse Quilt Shop, Goodale's Bakery and the Historical Museum. Each pull a unique set of local and regional clientele, as well as are there for the Touring visitor to Grayling. Finally, Norway Street provides an "off the beaten path" parking and staging opportunity for touring visitors to Grayling, particularly suitable to those with larger RV's and/or boats due to the widen cross-section and on street parking. This should be considered carefully as redesign is considered.

The City grid of Historic Grayling is wonderfully preserved if not protected by the River that embraces it. Opportunities to extend that grid into the Bear Archery Property over time, whether motorized or non-motorized, should be sought. These would occur from the Norway corridor. The long-term outlook for the railroad, of course, and the downtown's relationship to it, will play a major factor in those considerations. The potential of a Michigan Avenue extension into future redevelopment of the CCCH / Bear Archery Property could also create an alternative gateway aspect to downtown, with both positive and negative aspects to consider for Norway Street depending on its progress forward.

Goals and Objectives:

1. Implement Streetscape elements to tie to Michigan Avenue (lighting, street tree program, pedestrian amenities/niches).
2. Consider phasing of streetscape improvements to correspond to redevelopment of blocks or major property improvements such as Knights of Columbus or DuBois Lumber.
3. Consider pursuit of Community Development Block Grants (CBDG) funding for streetscape and infrastructure improvements to leverage local funds. Funding to coincide with potential private re-development.
4. Provide public incentives (i.e. streetscape cost share) to partner with private redevelopment of vacant, and/or marginal properties (Brownfield sites) for future commercial/retail ventures
5. Encourage development of live/work or mixed-use residential in future redevelopment blocks

6. Incorporate some programmable open space and staging area for street type activities/festivals/events
7. Consider indoor public entertainment / recreation venues
8. Consider historic use of corridor by RV/Trailer tourism
9. Consider winter season snowmobile trail, gas station access and appropriate downtown designated parking areas
10. Strengthen south visual terminus (Sawmill Tavern) with façade improvements (consider for façade redesign program candidate).
11. Strengthen north visual “gateway” as secondary access and egress to Michigan Avenue Downtown.

Key DDA Action Components / Work Tasks:

1. Consider introducing Live/work units or mixed commercial retail with residential above as the Dubois Lumber properties change over.
2. Consider Live/work units or mixed commercial retail with residential above. These could be introduced as future redevelopment of the Moshier Garage Block (Brownfield site). See Project 4.9 – Moshier’s Garage Redevelopment.
3. Develop additional sidewalks for future redevelopment of Knights of Columbus and Dubois Lumber when the sites transition.
4. Consider snowmobile crossings (for the railroad and/or Norway Street) at Ottawa and/or Ionia to local services stations within the downtown (work with either or both stations to consider access and designated seasonal parking on or across from their properties). Keep Norway and all other side streets “NO Snowmobile” zones with seasonal signage and enforcement. Crossings, if made, must be reinforced concrete and could be dual purpose for non-motorized trail links to Norway from Bear Archery.
5. Consider snowmobile parking areas downtown. Currently there is a designated parking area on the CCCH property on the west side of the tracks.
6. Consider snowmobile refueling parking (designated seasonally) in the downtown vicinity (possibly with future redevelopment of Moshier’s Property). Currently, rider’s can refuel on the M-93 (north end) and on South James Street.
7. Work with the Chamber of Commerce to consider design and program possibilities regarding better integration and tapping of the snowmobile trail user’s in Grayling and possible economic benefits to downtown.

Projected Cost Range:

\$200,000–400,000 (streetscape with some infrastructure improvements on side street sewer and water lateral lines and hookups on Ogemaw and Ottawa Streets)

Timeframe / Milestones:

Consideration of common streetscape elements should happen in several phases: Physical planning and preliminary engineering (Q4 2005-06); coordination with major private redevelopment projects for the Knights of Columbus (K.O.C.) / DuBois Lumber Block, Moshier Garage Block (Brownfield) and Shoppenagon Block (Brownfield); grant

development and funding; and implementation. Due to local funding limitations, timing will depend on when other major redevelopment / Brownfield projects commence.

However, a design plan and preliminary engineering for the Norway Street corridor should be developed as soon as possible so it is ready to create incentives, integrate, and otherwise guide private development plans that may come on line earlier than an overall streetscape project.

Pursuit of Community Development Block Grants (CBDG) funding for streetscape and infrastructure improvements should be anticipated to coincide with potential private redevelopment of one or a set of properties on the Norway Street Corridor. The DDA will work to identify potential developers and property speculators to initiate early discussions and provide incentives for cooperative redevelopment efforts.

4.4 Public Alleys/Parking Lots Improvements (WEST) (West Side of James Street off Michigan Ave.)

Project Description / Purpose:

The purpose of the project is to develop a cohesive West side alley and parking lot plan integrating all elements affecting the land procurement, infrastructure design, involvement of affected businesses, funding and timing for implementation.

Goals and Objectives:

1. Integrate alley and parking lot redevelopment objectives into the City Capital Improvements Plan (CIP), including Burton Court and Shoppenagon parking lot with cellar-phone tower parcel.
2. Improve public parking availability on the west side blocks of Michigan Avenue, and consider land procurement through all means available to the City and DDA through PA 197.
3. Develop parking facilities to the rear of the Michigan Avenue (west side) Block that will maximize downtown shopping capacity.
4. Provide an opportunity for true double frontage for the blocks businesses, while working to improve “backdoor” visual appearance of businesses visible from the Business Loop approaches to downtown.
5. Clean up utility issues such as trash (dumpster) pick-up, overhead utility and pole placement, and delivery zones.
6. Consider traffic flow directions and possible one –way routing where appropriate.
7. Consider City (AuSable) Park improvements along Burton Court, and design development and construction coordination.
8. Improve visual aesthetics of back alleys and parking form roadway corridors and pedestrian users.
9. Organize traffic circulation within and to parking areas from side streets and the business loop.

Key DDA Action Components / Work Tasks:

1. Coordinate design efforts with Shoppenagon block redevelopment planning and possible NEMCOG REBEG feasibility grant (see Project 4.8)
2. Coordinate the design and implementation of the Burton Court area for alley and parking reconstruction and amend cost projections for updating the CIP plan allocation.
3. Coordinate the conceptual design and preliminary engineering for the Shoppenagon Parking area and amend cost projections for updating the CIP plan allocation.
4. Investigate sanitary sewer and or water upgrades related to adjacent properties to Burton Court and plan for upgrades concurrent to the project where possible.
5. Investigate property transfers, easements, and or procurements for the development of the preferred option on Burton Court and mid-block pedestrian “thru-ways.

6. Investigate opportunities for mid-block pedestrian “thru-ways” using existing alley(s) off Burton Court and possibly an open air or enclosed arcade through the Shoppenagon Block.
7. Contact speculating owners or new owners of the Shoppenagon and Reliable Supply Buildings as soon as deemed possible to convey DDA desires, possible collaboration, and program and incentives being developed.

Projected Cost Range:

\$450,000 – 600,000 (including public/private alley reconfigurations for delivery, patronage, circulation and rear parking access behind all the two west blocks of Michigan Avenue and possibly including some utility under-grounding and sewer line repair on Burton Court, and land purchases and/or easements for optimal configuration.

The City has previously considered several line items on the CIP process that would provide initial base funding to implement purchase and development of the Shoppenagon (Downtown Parking Lot) - \$200,000 and the Burton Court (Alley Reconstruction) - \$250,000. These base line estimates will be refined by the DDA as with further design development is conducted.

Timeframe / Milestones:

Physical planning ongoing and should continue with design engineering (Q4 2004-05); funding (work to coincide targeted Parking lot and alley improvements with City CIP); land leasing agreement or outright purchase (2005-07) as soon as purchase option can be secured; implementation may optimally coincide with private redevelopment time frames for Shoppenagon Block Redevelopment (2006-08); Burton Court improvements (Design and bidding Q4 2004-05 / Construction 2005) will occur depending on land procurements and include investigation of mid-block pedestrian access to Michigan Avenue.

4.5 Public Alleys/Parking Lots Improvements (EAST) (East side of James Street off Michigan Ave. BL-75 to Spruce)

Project Description / Purpose:

The purpose of the project is to develop a cohesive East side alley and parking lot plan integrating all elements affecting the land procurement, infrastructure design, involvement of affected businesses, funding and timing for implementation.

Goals and Objectives:

1. Integrate alley and parking lot redevelopment objectives into the City Capital Improvements Plan (CIP), including the Bear's Den and Bicycle Shop Block's parking lots possible procurement or long term leasing.
2. Improve public parking availability on the east side blocks of Michigan Avenue, and consider land procurement through all means available to the City and DDA through PA 197.
3. Develop parking facilities to the rear of the Michigan Avenue (east side) Block that will maximize downtown shopping capacity.
4. Provide an opportunity for true double frontage for the blocks businesses.
5. Clean up utility issues such as trash (dumpster) pick-up, overhead utility and pole placement, and delivery zones.
6. Consider traffic flow directions and possible one-way routing where appropriate.
7. Improve visual aesthetics of back alleys and parking form roadway corridors and pedestrian users.
8. Work with Mr. Bill Gannon owner of several of the business and the private parking lots to the rear on the Bear's Den Block. Consider mid-block pedestrian mid-block "thru-way" for access from rear parking to Michigan Avenue.
9. Bicycle Shop Block – work with owners of the Kiss Magic Nails / Lauren's Scrap Book shops, Gale Enterprises Bookkeeping/Insurance, and House of Jerky (owner of the pocket park property), to consider future public parking and mid-block pedestrian access opportunities.
10. Include considerations for possible angle parking expansion along the north and south ends of Peninsular Street as warranted for future commercial expansion off Peninsular Street.
11. Organize traffic circulation within and to parking areas from side streets and the business loop.

Key DDA Action Components / Work Tasks:

1. Coordinate design efforts with Bicycle Shop public alley redevelopment and possible reconfiguration, acquisition or purchase of contiguous parking for public lot development.
2. Coordinate the design and implementation of the Bear's Den block public alley and parking reconstruction and amend cost projections for updating the CIP plan allocation.
3. Coordinate the conceptual design and preliminary engineering for the Bicycle Shop block public alley project and amend cost projections for updating the CIP plan allocation (include budgeting for possible land procurement).

4. Investigate sanitary sewer and or water upgrades related to adjacent properties to Burton Court and plan for upgrades concurrent to the project where possible.
5. Investigate property transfers, easements, and or procurements for the development of the preferred options on Bear's Den and Bicycle Shop Blocks and mid-block pedestrian thru-ways.

Projected Cost Range:

\$120,000 – Unknown (including public/private alley reconfigurations for delivery, patronage, circulation and rear parking access behind all the two eastern blocks behind Michigan Avenue and including some side street parking improvements on Spruce Street, but not necessarily including land purchases (possible long term lease/improvement projects for privately owned parking lots).

The City has previously considered a line item on the CIP process that would provide initial base funding to implement the improvements to Peninsular Street on street parking - \$120,000. This base line estimate will be refined with further design development including at a minimum, consideration of the public alleys on the Bear's Den and Bicycle Shop blocks.

Timeframe / Milestones:

Physical planning is ongoing and should continue with design engineering (2005-06), funding (undetermined cost range currently, but should coincide with CIP), and land leasing procurement (2005-07).

Implementation may optimally coincide with private redevelopment time-frames for Bear's Den Block working with Mr. Bill Gannon (2005-08); and as initiated with landowners behind the Bicycle Shop Block (2005-08) depending on land procurements and or agreements and including mid-block pedestrian access at the pocket park and possibly an open air or interior arcade on the Bear's Den Block. Spruce Street parking improvements need to be considered when and if optimization of Michigan Avenue rear parking has been investigated and does not become an option.

4.6 James Street Enhancements (BL-75) (From M-72W to M-72E)

Project Description / Purpose:

Historic Development Patterns

Few small-town cores such as that of Grayling have an arguably beneficial, yet in many ways detrimental, characteristic of being located on the convergence of so many heavily traveled “M” (Michigan Department of Transportation - MDOT) roadways. The 5-point intersection of the north end of Grayling’s “Uptown” has historically been an unwittingly ominous icon for locals and visitors alike. It has been an area both visiting and local motorists have carefully negotiated, “timed” for efficient passage, or altogether avoided. However, the crossroads will remain a critical, integral hub to daily life in the community.

Historic zoning and land use activities have maintained and even encouraged a hodge-podge of residential, cottage-commercial, industrial and service uses poorly navigable by vehicle and non-motorized traffic alike. Visual quality, aesthetics, and people-friendly places are scarce here. Grayling has several other key crossroads or hubs that command the same potential image evoking power and are currently in less than advantageous character. Most notably from the west – the M-72/M-93 intersection, and from the south/east - the M-72E / BL-75 intersection, should be considered.

Similarly, the M-road entry corridors – originally designed and improved over the years to move vehicles efficiently and quickly – have come to dominate the character and image of the community for many people. An overwhelming drive-thru mentality has relegated these disproportionately large areas of the community as necessary replenishment “pit-stops” rather than the destination areas they once were. Very little “cross-shopping” activity occurs, either by tourists or by locals. Increasingly the transportation corridors that were once the life-blood of the downtown are now more of a threat to it as semi-truck traffic, and thru traffic dominate the downtown experience.

BL-75 / M-93 (East):

BL-75 (James St.) is the business route for I-75, a principal N? S interstate connector that many nearby northern Michigan communities envy (Traverse City, Kalkaska), or have benefited directly from (Gaylord, West Branch). The access for commerce, communication and the potential resurgence of eco-tourism that this highway provides is immeasurable.

Currently, the BL-75 south and the M-72 W (Grayling Township) are undergoing multi-year projects focusing on the aesthetic improvement and multi-modal capability. Transportation Enhancement (TEA-21) grants with MDOT have provided the community’s first corridor aesthetic improvement projects in over 20 years and established a palette of site details and specifications that can be incorporated into future streetscape projects. Maintenance and further enhancement of the south business loop corridor is necessary by the City and businesses, although this area is not in the DDA District.

A strong connection to the remainder of the BL-75 James Street Corridor will continue the efforts and quality environment visitor's and local's will experience further south along the corridor as the nearly completed (Spring 2005) BL-75 enhancement project matures. Design detailing, lighting, and design elements that bring the corridor into even more a human-scale are called for. It may be necessary to pursue easements from private lands owners, consider highway width changes, and improved safe non-motorized crossing locations within the DDA.

BL-75 (South) and M-72 (East):

The E? W highway corridor provides connectivity to commercial service areas, as well as the City's Industrial Park, wastewater treatment plant, municipal water wells, and the Crawford County Road Commission.

At the terminus of the south business loop streetscape, the commercial parcels commonly termed the Central Michigan Lumber sites (including Coldwell Banker and Pizza Hut), may become part of a consolidated and redeveloped commercial area. A potential Wal-Mart or other "Big Box" store has been the subject of recent speculation. (See section 4.16 south BL-75 Commercial Development).

Goals and Objectives:

James Street (BL-75) – from M-72E to the AuSable River

1. Design streetscape elements along the corridor to the extent possible to tie into the South Business loop improvements and intersection at M-72E, and include consideration of possible landscape easements from businesses.
2. Improve crosswalk safety at every side street connecting east.
3. Consider future/end use of City Hall (State Police Crime Lab) and former Fire Hall property – including perennial use of grounds for AuSable River Race staging area and future Riverwalk connections.
4. Consider adaptive reuse or new development of former Crawford County Library Building at City Park as a key gateway to downtown (see Section 4.10 – AuSable River Park Project)
5. Develop specific concepts for MNRTF Grant secured for City Park.
6. Make critical linkages of trails and non-motorized passages to AuSable River Park, including safe crossing (E? W link below or above BL-75) and connections to the future AuSable River Trail proposed.
7. Investigate opportunity to integrate a river walk link "safe crossing" near the BL-75 highway bridge at the AuSable, with considerations for a pedestrian overpass of underpass in conjunction with possible highway bridge reconstruction and/or the AuSable River Dam reconstruction.
8. Work with MDOT to develop alternative (out of downtown) truck routing to western destinations (see Section 4.11 - Grayling Area Transportation Study).
9. Consider future indoor and exterior public space opportunities at VFW Hall in relation to City Park.
10. Develop routes and "wayfinding" signage to Riverwalk connections and "Riverine District" and neighborhoods.

11. Consider driveway consolidation / elimination and possible shared access businesses with MDOT trunk line project.

James Street (BL-75) - from the AuSable River to M-72W

1. Design streetscape elements at key intersections to tie to Michigan Avenue (lighting, boulevard or curb projections – improved crosswalks, visual character of the rear facades and blank walls of Michigan Avenue businesses, pedestrian amenities/niches).
2. Design streetscape elements along the corridor to the extent possible, and include consideration of possible landscape easements from businesses.
3. Consider acquisition of corner properties for creation of higher and better commercial use and public open-space
4. Introduce better “wayfinding” signage at critical intersections to direct to downtown core.
5. Encourage development businesses to participate in future streetscape revitalization by providing easement strips along the highway R.O.W. to introduce landscape buffers/islands.
6. Consider driveway consolidation / elimination and possible shared access businesses with MDOT trunk line project.
7. Improve crosswalk safety at every side street connecting east with better crosswalk striping, lighting, and safe barrier free ramps.
8. Consider Chamber of Commerce / DDA downtown core, office development in part of Keeland Building.

North Terminus Intersection (formerly Cueter’s Tire Store, formerly Albie’s, Diane’s Car Wash/vacant corner lot, Sylvester’s and Fick & Son’s)

1. Consider working with owner of former Cueter’s site new owner has to provide design incentives and input for the critical intersection.
2. Develop focal point and “wayfinding” elements at this key downtown intersection and gateway (downtown directional signage, landscaping, and elimination of unnecessary pavement).
3. Consider public/private cooperative effort for open space and visual quality improvements.

Key DDA Action Components / Work Tasks:

1. Prepare for and conduct plenary meetings with MDOT to address several major issues impacting the downtown and James Street Corridor including:
 - a. BL-75 design and construction schedule and synchronization with infrastructure and streetscape enhancement design conducted by the City/DDA.
 - b. The AuSable River Dam removal implementation schedule and future considerations for the James Street Bridge possible reconstruction.
 - c. Grayling Area Transportation Study status (proposed with MDOT and NEMCOG): funding, need, issues, relationship to design considerations for James Street Design.

- d. Truck Traffic, routing, future construction detours and options (involve the Crawford County Road Commission (CCRC)) (see project 4.11 – Grayling Area Transportation Study).
2. Coordinate the conceptual design and preliminary engineering for the James Street corridor and amend cost projections for updating the CIP plan allocation (include budgeting for possible easement procurement along trunk line R.O.W.).
3. Investigate sanitary sewer and or water upgrades related to BL-75 road project to Burton Court and plan for upgrades concurrent to the project where possible.
4. Investigate property transfers, easements, and or procurements for the development of enhancement and pedestrian access opportunities along the trunk line.

Projected Cost Range:

\$200,000 – 300,000 (streetscape improvements); \$565,000 Infrastructure (City CIP); possible \$1.5 –2 million (Est.) (MDOT road reconstruction)

Currently the City has line items on the CIP that would provide initial base funding to implement for water and sanitary sewer work on the BL-75 Corridor - \$565,000. These base line estimates will be refined with further design development to reflect costs share opportunities on infrastructure with MDOT, and enhancement elements to be sought through TEA-21.

Timeframe / Milestones:

According to the MDOT Grayling TSC, planning for the BL-75 trunk line reconstruction will begin in 2005-06 and construction will be completed by 2009. It is optimal to develop streetscape enhancement projects to coincide with trunk line improvements. The MDOT Grayling TSC can support a TEA-21 grant application and thus provide the minimum 20% match without commitment of local matching dollars. These aspects will increase the chance of TEA-21 funding for the project as long as the project is “ready to go” (local matches and preliminary engineering are in place) and coincides with trunk line improvements.

Preliminary engineering of an enhancement project should be conducted concurrently with MDOT trunk line design process (2005-06) and closely coordinated with the DDA Michigan Avenue Streetscape (see section 4.1).

4.7 Michigan Main Street Program

Project Description / Purpose:

The Michigan Main Street Program is sponsored by the National Trust for Historic Preservation and administered by the Michigan Economic Development Corporation (MEDC). Its philosophy is both comprehensive and incremental. It fosters self-help, public private partnerships, building on existing assets, quality, change, and action. It advocates a comprehensive strategy of work that is known as the Main Street Four Point Approach. This approach includes design, organization, promotion, and economic restructuring. Design includes enhancing the physical appearance of the district by rehabilitating historic buildings, and encouraging supportive and compatible new construction. Organization includes building consensus in seeking solutions. Promotion means marketing *traditional* district assets to customers. Economic restructuring means strengthening the district's economic base.

As part of the revitalization of Michigan's traditional downtowns, the MEDC has set aside Community Development Block Grant (CDBG) monies for public infrastructure improvements in support of specific private projects that will create private jobs and private investment in traditional downtowns. These monies can be used for both downtown and downtown gateway project infrastructure, including parking, streetscape, signage, burying utility lines, roads, sewers, drainage and water. A 10% local match is required.

The Notice of Intent (NOI) process must include a resolution of private project support; a commitment by the DDA and the City Council of the 10% local match; a strengths, weaknesses, opportunities, and threats (SWOT) analysis; a draft development agreement between the developer and the City; a signed letter of intent from the developer indicating a project outline, names of possible businesses and tenants; a signed commitment to a specific number of jobs and private investment levels; a letter confirming that no portion of private or public projects have begun or will begin prior to the signing of a grant agreement; a project history of the developer; and maps and pictures showing the project. The maximum grant amount is dependent on the number of jobs created.

Goals and Objectives:

1. Continue to evolve the four point approach integrated into the Grayling DDA Organizational Chart (see Section 2.3) and evaluate the standing board's ability to fulfill objectives identified within each area; Organization, Design, Economic and Promotional.
2. Work with the City Council to evolve funding and position description to hire a half-time DDA Director at the earliest possible opportunity. There may be some opportunity to have this position be a shared position for EDP Director given the mission being developed currently by the EDP steering committee.
3. Consider pursuit of becoming a Main Street Community, once the DDA organizational structure implementation and part time DDA directorship have been accomplished.

Key DDA Action Components / Work Tasks:

1. Assist the City Planning Commission to develop and refine a **Form Based Design Ordinance** to help guide the revitalization and renewal of the Downtown building palette (see Section 2 – Storefront Façade initiative).
2. Work to identify and pursue potential downtown development partners both private and quasi-public (NGO's) to consider development projects at available sites within the DDA. Establish and maintain a database for the DDA.
3. Work with EDP/ City Council and other entities to collaborate with in order to pursue funding and grant opportunities for projects in the downtown.

Projected Cost Range:

A half-time DDA Director for a community the size of Grayling will likely need a compensation range of \$25,000 to \$35,000 depending on experience level. It is likely this level of funding may only be possible with a partnership by the EDP and through other matching funding, and/or once a Tax Increment capture is being made for the DDA.

Cost projections for development funding under the Main Street Program are variable dependent upon private developer investment, jobs created in a venture project and the level of local match outlay (10% at minimum).

Timeframe / Milestones:

Over time, the DDA/City will be pursued several facets of the Michigan Main Street Program. In the near term, the DDA could greatly benefit by technical assistance, particularly shared expenses for workshops and training conferences. The Grayling DDA should strive to become a selected Main Street Community (assuming the MEDC sponsored program continues) over the next several years. However, the Community, City, and or Grayling DDA will have to demonstrate that a staff person that provides at least a half-time capacity dedicated to issues related to the downtown and the Main Street progr

Secondly, as project areas within the downtown evolve in terms of discussions with private developers, The DDA and developer can develop a Notice of Intent (NOI) to pursue CBDG funding. Projects identified and necessitating high priority are infill of the northwest block of Michigan Avenue, namely the Shoppenagon Hotel and the Keeland Building, of which the former is up for sale (also see Section 8 – Shoppenagon Block Redevelopment).

4.8 Shoppenagon Block Redevelopment

Project Description / Purpose:

To assess the economic feasibility of the adaptive reuse of the Shoppenagon and Keeland Buildings, identify funding source availability, and seek developers/users to implement the plan for adaptive reuse.

Consideration of infrastructure improvements to the block including possible purchase of part of the Shoppenagon Hotel Parking for public parking redevelopment (See section 4.4 – DDA Alleys / Parking Lots Improvements (EAST)).

The project will also pursue investigation of possible redevelopment options for the Reliable supply property and Au Sable Gifts relocation, renovation and/or integration into future redevelopment of the remainder of the Shoppenagon Block.

The entire block is also listed on the County BRA Brownfield site, and will likely see site investigation under a Grant to commence with the Brownfield Authority or could be kept in the TIF District as is currently proposed.

Goals and Objectives:

1. In the case of the Shoppenagon block, specific attention to the adaptive reuse of the hotel, restaurants and support facilities, and/or redevelopment should be considered.
2. Pursue with assistance from the Northeast Michigan Council of Governments (NEMCOG) will pursue a U.S. Department of Agriculture – Rural Business Enterprise Grant (RBEG) grant targeted to accomplish an Adaptive Reuse Study.
3. Develop a request for a development proposal to solicit entrepreneurial investment from outside Grayling.
4. Investigate the possibility of working with a training or educational institution to develop programs within and for the context of an adaptively reused hotel.
5. Investigate opportunities with Keeland property, which has an inherent mixed-use potential and could be considered as a possible relocation site for the Chamber of Commerce / Visitor's Bureau new and larger location, preferably in the downtown, but not taking prime retail space along Michigan Avenue, or possibly exploring expansion on the current site. The DDA may also seek shared space in a venture downtown.
6. Work with the Crawford County BRA to consider redevelopment end-uses most desirable to compliment the Downtown Michigan Avenue Block.

Key DDA Action Components / Work Tasks:

1. Phase I – Downtown Grayling Adaptive Reuse Study
 - a. Task 1. Project Investigation. The objective of this task will be to prepare a baseline inventory of the project area to be used to attract prospective developers and users for the project.

- b. Task 2. Development of Reuse Options and Preliminary Construction Cost Estimates. The objective of this task will be to stimulate interest in and an awareness of the project among members of the development community and institutional users.
 - c. Task 3. Review Plan Options with Key Stakeholders. The objective of this task will be to select the reuse option that most closely agrees with the Downtown Plan and developer/user preferences.
 - d. Task 4. Assess Project Options Economic and Market Feasibility. The objective of this task will be to determine the feasibility of the preferred reuse option.
 - e. Prepare Feasibility Study Report. The purpose of this task will be to document the results and present the findings to the community.
2. Phase II – Selection Of A Developer (Optional Service)
- a. Task 1. Prepare Adaptive Reuse Request For Proposal (RFP). The purpose of this task will be to seek a developer(s) to undertake the adaptive reuse project.
 - 1. Development of an RFP to Seek Prospective Developers/Users.
 - 2. Solicitation of Prospective Developers/Users
 - 3. Assistance with Interviewing Prospective Developers/Users
 - 4. Recommendation of Qualified Developers/Users to the DDA.
 - 3. Attend future Crawford County Brownfield Redevelopment Authority (BRA) meetings and request updates on properties within the DDA to remain aware of work being conducted for and by the BRA particularly in the case of the Shoppenagon Site.
 - 4. Attend future Economic Development Partnership (EDP) meetings and seek potential partnerships for future redevelopment of the block.
 - 5. Assist the City Planning Commission to develop and refine an *Adaptive Reuse Ordinance* to help guide the revitalization and renewal of the Downtown building palette by conversion of older, economically distressed or historically significant buildings to apartments, live/work units or visitor serving facilities (see Section 4.7 – Michigan Main Street Program).

Projected Cost Range:

USDA (RBEG) grant targeted \$70,000; Redevelopment costs unknown and will be the objective of the economic feasibility grant to determine with the identification and participation of possible end-users and developers.

Timeframe / Milestones:

USDA RBEG Grant pre-application fall 2004; Federal funding appropriated for USDA (unknown timeframe – depends on U.S. Congressional action agenda, anticipated for early 2005); Final application Summer/Fall 2005 closely followed by authorization to commence work.

4.9 Moshier's Garage Redevelopment

Project Description / Purpose:

To assess the economic feasibility, possible uses and Brownfield redevelopment potential of the Moshier's Garage Site, identify funding source availability, and seek developers/users to implement the Brownfield plan with through the BRA.

The City and DDA must continue to work with and encourage the Crawford County BRA to attract and actively pursue private developers to clean-up and redevelop these sites. In addition to, or instead of TIF, other economic incentives that may be considered by the City/DDA to promote the redevelopment of these sites including complementary infrastructure development projects through other grant programs and the City Capitol Improvement Plan (CIP).

The BRA activities have been largely been limited to site identification. Brownfield redevelopment discussion to date has focused largely on the Crawford County and former Bear Archery Sites immediately to the west. Development objectives of these parcels include extension of Michigan Avenue through to M-72W, effectively linking Downtown with an alternative "destination" business route to downtown. The eventual realization of this key initiative necessitates the involvement of the DDA, possibly EDP with the BRA as soon as possible.

The current Brownfield Redevelopment Plan (AKT Peerless Environmental Services - January 2002) focuses only on the former Bear Archery Property. Although there are eleven properties listed on the potential list, none have been or is scheduled for even Phase 1 assessment, most notably the County Building/Jail property. The list also includes the several sites in and adjacent to the Downtown DDA District (BP Station, Moshier's Garage, and Cueter's Garage), all of which could seemingly affect the defined DDA boundary and likely consideration for redevelopment funding on these sites in the future.

Goals and Objectives:

1. In the case of the Moshier Garage block, specific attention to the Brownfield redevelopment process and end uses such as mixed-use commercial, live work units possible and support facilities should be considered.
2. Consider the redevelopment context of adjacent downtown anchor's specifically the Ice House Quilt Shop, Goodales's Bakery, and future end use of the DuBois Lumber Facility (moving out to the township in 2005) should also be considered, and Knights of Columbus (for sale).
3. Develop a request for a development proposal to solicit entrepreneurial investment from outside Grayling.
4. Investigate the possibility of working with a training or educational institution to develop programs within and for the context of an adaptively reused hotel.
5. Consider snowmobile crossings (for the railroad and/or Norway Street) at Ottawa and/or Ionia to local services stations within the downtown (work with either or both stations to consider access and designated seasonal parking on or across from

their properties). Keep Norway and all other side streets “NO Snowmobile” zones with seasonal signage and enforcement. Crossings, if made, must be reinforced concrete and could be dual purpose for non-motorized trail links to Norway from Bear Archery.

6. Consider a possible option for snowmobile refueling parking (designated seasonally) in the downtown vicinity (possibly with future redevelopment of Moshier’s Property).
7. Work with the Chamber of Commerce to consider design and program possibilities regarding better integration and tapping of the snowmobile trail user’s in Grayling and possible economic benefits to downtown.
8. Investigate opportunities with Moshier Garage property, which has an inherent mixed-use potential. Its main challenge will be to find a development end use, which will work well with the existing Shell Service Station immediately adjacent to the property.
9. Work with the Crawford County BRA to consider redevelopment end-uses most desirable to compliment the Downtown Michigan Avenue Block.

Key DDA Action Components / Work Tasks:

1. Attend future Crawford County Brownfield Redevelopment Authority (BRA) meetings and request updates on properties within the DDA to remain aware of work being conducted for and by the BRA particularly in the case of the Moshier Garage Site.
2. Attend future Economic Development Partnership (EDP) meetings and seek potential partnerships for future redevelopment of the block.
3. Assist the City Planning Commission to develop and refine a **Blight Ordinance**. Such an ordinance would help to guide strengthen regulatory tools and renewal of Downtown and citywide decayed or blighted areas for cleanup and conversion to highest and best uses identified (see section 4.7 – Michigan Main Street Program).
4. Work with the current owner has to consider land use practice, interim physical site improvements, and future enhancements to help clean up and potentially attract speculation for on the property.
5. Work with the current owner has to broker a potential future land transfer in exchange for relocation to land within the City’s Industrial Park in conjunction with a potential Brownfield redevelopment proposal for the site.

Projected Cost Range:

Redevelopment costs are undetermined, however specific infrastructure and streetscape costs can be prorated from Norway Streetscape estimates to demonstrate potential City outlay as part of a redevelopment initiative (See Section 4.3). The DDA will need to work with potential developers to consider the possible infrastructure improvement costs desired in the public R.O.W. to support a redevelopment. The DDA/City may choose to assess the financial merit of land transfer (for industrial park land) with current owners as part of a future redevelopment package.

Timeframe / Milestones:

Due to the high impact and image evoking presence of the current Moshier Garage site and its proximity along the Norway and James Street, the DDA/City must work with the current owner to begin remedial action in 2005. Longer-range opportunities can be depicted with the vision set forth in this DDA Development Plan and future design and communications efforts by the DDA, owner and future developers/purchasers.

Additional work being developed by the Crawford County Brownfield Redevelopment Authority (CCBRA) for the Moshier site should be assessed and considered by the DDA as it becomes available. The DDA should also pursue partnership with the Economic Development Partnership (EDP) to pursue the redevelopment of this crucial downtown block before completion of the decade.

4.10 City “AuSable River” Park (Chamber of Commerce / Former Library)

Project Description / Purpose:

To physically improve and establish a destination public open space and Park Amenities within the context of the historic park confines. The project will make improvements to the AuSable River Park with funding received from MNRTF grant. Design should include considerations for the two parts of property: (1) the existing Chamber of Commerce on the north side of the AuSable River, (2) the existing Municipal Park on the south side of the AuSable.

The will be better physically connected to the downtown Michigan Avenue by means of non-motorized pathway links, wayfinding signage and other amenities. Design development, engineering and construction of the park improvements is anticipated to be concurrent with improvements to DDA public parking and alley connections implemented in the Burton Court (alley) project (see Section 4.4).

Goals and Objectives:

1. Expand the existing City Park at the AuSable River (on the south side of the River by developing a linear connection to American Legion Hall and better interpretive and aesthetic value of the historical military equipment displayed there.
2. Enhance the picnic pavilion near the existing Chamber of Commerce.
3. Consider converting the existing Chamber of Commerce into a Public Teen Community Center with 4-H Club, Boy Scouts, etc.
4. Consider 3 options for the Chamber of Commerce Building: (1) relocation to a downtown site with Visitor’s Bureau, and possibly DDA office space, (2) renovation and expansion of the current building in its general location, and (3) relocation of the Chamber and possibly other partners into an adaptive reuse of the former Crawford County Library Building and reuse of the vacant building for City/Public meeting room/restrooms/festival and events office space.
5. A non-motorized bridge or underpass should be considered within the context of changes occurring to the River Dam, MDOT Bridge or BL-75, and/or the Park. The City/DDA should take an active role in review and approval of the project plans, and work with MDEQ and MDOT to solve this critical pedestrian crossing problem while the Dam and Highway corridor projects are still being planned and designed.
6. Improve aesthetic character of the site along the Business Loop (both sides and Alger and Oliver Streets on the east side.
7. Consider the property along the river that is adjacent to the City of Grayling’s former municipal building (currently leased to the State Police Crime Lab), and used seasonally for part of the AuSable River Canoe Race spectator seating (see also Section 4.13 – AuSable River Walk).

It will be critical to investigate all options before the AuSable Dam removal project pending (Wade Trim / MDEQ) goes to construction in winter 2004 -05.

Key DDA Action Components / Work Tasks:

1. Identify a DDA Board member liaison to the City Park Ad Hoc Committee, which will be responsible for administering the Grant.
2. Bring DDA direction and advisement through the Board liaison to the Park Ad Hoc committee.
3. Assist other entities with the future programming, promotion, and project based improvements and funding identification and procurement.

Old City Hall / Fire Hall / Canoe Livery

1. Consider duration of State Police Crime Lab lease and long term aspect of public open space and parking use
2. Consider adaptive reuse/sale of former City Fire Hall property if State police do not option for its lease.
3. Consider public a walkway and/or trail connection on the riverside of the Old City Hall building, as the area is a viewing and key staging point for annual canoe races. (The grades for a walkway have been incorporated into the Current phase of the Storm water (LID) project going to construction in 2005.

Park (South Side) – Including former Crawford County Library Building

1. Consider improvement of South side parking (24 spaces, need to check topographic survey /boundary)
2. Look at better connectivity to VFW Hall (bowling alley and improving interpretive opportunity at VFW military vehicle displays
3. Consider better screening of Consumer's sub-station
4. Determine location of the former CC Library building septic tank and field

Park (North Side) – Including Chamber of Commerce Building

1. Consider pedestrian/Bike safe access across BL-75
 - a. Under road bridge stakes of MDNR Project. (Dam reconstruction) probably out as an option.
 - b. B.F. overpass bridge from old library site to former City Hall site.
 - c. Possible underpass – in conjunction with BL-75 James Street Bridge reconstruction and rising.
2. Consider a Canoe/Kayak launch – trailer/vehicle access and parking options
 - a. Access behind Spikes (easement) to parking area adjacent to Chamber.
 - b. Access behind Spikes (easement) to launch, return to park along Norway R.O.W.
 - c. Access from ex. Chamber parking.
 - d. City parking lot from Burton Court (Alley).
3. Improve parking circulation on north side parking also (Chamber side)
4. Consider future expansion of Chamber building
- 4a. Design South side parking (24 spaces, need to check topographic/boundary)
5. Consider trail access around north end of park (across R.R. trestle), is an easement needed, etc.
6. Trail / Boardwalk access to the rear of Title Company building

Projected Cost Range:

The 2004 City budget included the projected a 25% local Match (\$116,250) of an overall \$465,000 budget secured from the Michigan Natural Resource Trust Fund (MNRTF) for the City "AuSable River" Park Project. Authorization has been received from Department of Natural Resources to start design.

Timeframe / Milestones:

The project will be designed in conjunction with the Burton Court Project in winter 2004-05, bid in winter 2005 and constructed in 2005-6. Initial public input and Park Ad Hoc Committee meetings are scheduled for December '04 and January '05 respectively.

4.11 Grayling Area Transportation Study

Project Description / Purpose:

For many years, it has been understood that the North Down River Road interchange at I-75 would eventually become a full interchange, leaving the south access unchanged.

During the late 1990s, the circumstances that seemed to warrant a full north interchange have changed. One significant change has been that substantial land located between the south City limits and Four Mile Road has been sold by the MDNR to expand the local industrial base.

In 2000, the Grayling Area Chamber of Commerce sought proposals to investigate the opportunities and implications and Interstate 75 (I-75) interchange on either the north or south end of the City of Grayling. A special transportation committee was selected to oversee the Study and determine which of the two existing interchanges should be expanded to accommodate all directional movement. The Committee consisted of Township, City, County, Military, Business, and Citizens.

While traffic efficiency was very important, the potential impacts on existing and future land use in the downtown core and neighborhood patterns were identified to be of equal or greater importance. The full interchange, wherever located, would need to support desired growth patterns and not produce unwanted and unintended outcomes. It was thus determined that the study not only serve as a traffic analysis, but also as a land use planning study with a traffic component.

Therefore, it was proposed the community might want to employ an objective "process" that would be structured to consider all viewpoints and achieve consent for a community-based solution that satisfies the needs of the overall Grayling Community.

The need for better understanding of the projected Downtown core land uses and budget limitations to accomplish both land use and traffic analysis through a public process, and a requirement for a significant local match, eventually stalled the potential funding.

Since that time, the City and County have jointly completed a Downtown Market and Feasibility Study, and the DDA has completed the Downtown Development Plan. Both sets of recommendations have provided valuable direction regarding the critical nature of revitalizing the Downtown Core. Additionally, MDOT is preparing to begin the design and construction process for reconstruction of the BL-75 (James Street) corridor from M-72 W to M-72 E, through the heart of Downtown Grayling (2006-09).

Due to the aforementioned imminent and critical factors, the community is continuing to prepare for revitalization opportunities proactively. The purpose of this DDA initiative is to partner with other groups such as the EDP, reopen discussions regarding funding, and conduct appropriate traffic analysis with the land use directions and traffic related issues now identified.

Goals and Objectives:

Some perennial transportation issues that directly and indirectly affect the Downtown core also need to factor into the action program and will involve revisiting initiatives with MDOT and the Crawford County Road Commission, including:

1. Consider MDOT master planning scheduled for BL-75 (M-72W to M-72E), and anecdotal information MDOT has offered regarding consideration of widening the cross section if possible.
2. An expanded interchange off I-75 at North Down River Road may divert traffic away from the downtown, create retail fragmentation with the development of convenience stores, and have serious ramifications for established businesses in the community. However, this should be determined with a detailed and comprehensive traffic study.
3. Conduct a comprehensive traffic study to ascertain whether there are traffic, safety and noise pollution concerns that should be addressed, as indicated in focus group sessions that were facilitated in fall 2003 as part of the Downtown Market and Economic Feasibility Study.
4. Consider reduced speed limits, truck-braking restrictions, increased enforcement, and additional stop signs, on-street angle parking and traditional street grid patterns, which can help slow traffic and in turn help to convert car passengers into pedestrian shoppers.

Key DDA Action Components / Work Tasks:

1. Initiate future interaction with MDOT / Crawford County Road Commission (CCRC) on key highway and roadway design and planning efforts with respect to the downtown core.
2. Partner with the EDP and local units of government to reestablish a Transportation Committee to develop an appropriate work plan to conduct a study.

Projected Cost Range: To be determined

The Transportation Study proposed through the Chamber committee process identified a cost range of \$60,000 – \$100,000 depending on the scope of services finally determined.

Timeframe / Milestones: To be determined

The need to pursue this effort is immediate, in order to correspond to the MDOT planning process for BL-75 (2005).

4.12 Michigan Avenue Extension (Crawford County/Bear Archery Redevelopment)

Project Description / Purpose:

As part of Downtown Concept Feasibility Analysis conducted in 2004, redevelopment of options for the former Bear Archery and Crawford County Courthouse (CCCH) Properties were considered. The concept scenarios explored additional public road ROW with the extension of Michigan to M-72W with a 2-lane cross-section, on-street parking and a traffic rotary (roundabout).

It is envisioned that this road extension would provide a secondary access to the existing Michigan Avenue / Norway Street corridors and a visual and physical “*synergy*” with Downtown. A newly constructed CCCH would be the focal terminus of that link, and a Michigan Avenue would provide an opportunity to extend City street grid by utilizing existing City road alignments, County-acquired (MDOT R.O.W.) and Bear Archery property.

Goals and Objectives:

1. Investigate the options to extend Michigan Avenue with a public private redevelopment initiative.
2. Provide a public road that would effectively double the developable acreage of the Downtown core and possibly provide more public access to the AuSable River.
3. Pursue public/private cooperation in funding and financing the road and infrastructure improvements.
4. Pursue funding through Brownfield TIF and/or CDBG funds for infrastructure.
5. Partner to create public infrastructure that will encourage mixed-use development and new businesses to complement the downtown palette of businesses as identified in the 2004 Downtown Market Study.

Key DDA Action Components / Work Tasks:

1. Provide a DDA Board liaison to future public/private efforts to provide connection to the Board and representation of the DDA Plan.
2. Help establish a vision for the redevelopment of the Bear Archery and County Courthouse projects as plans progress.
3. Consider future assistance on redevelopment projects depending on timing of Downtown streetscape and Open space Projects.

Projected Cost Range:

Variable depending on the option selected (see Section 6 of the Downtown Concept Feasibility Analysis for detailed financing feasibility and cost projections).

Timeframe / Milestones:

The planning and project development of the Extension of Michigan Avenue will likely be a public-private cooperative and would commence in conjunction with County/Bear Archery redevelopment plan. A project initiative on the County/Bear Archery property will have an integral relationship with the Brownfield Redevelopment Plan developed for

the Bear Archery property, in terms of the necessary remediation, design criteria and cost/funding implications not yet discerned.

However, to move forward with such an initiative the BRA would have to continue work with a Phase II ESA, in order to determine Additional Response Activities, Due Care Plan Components, and like factors affecting site preparation, demolition and infrastructure improvements. These activities should be commissioned (and will be required) as early in a project critical path as possible (see next section, Phasing and Funding Scenario – Crawford County/Bear Archery Redevelopment).

4.13 AuSable Riverwalk

(Bear Archery to Fish Hatchery Park / Township Park)

Project Description / Purpose:

In early 2004, the City Council submitted a grant proposal to the State of Michigan's Cool Cities Initiative. Although the grant was successful, the grass roots efforts continue to be fostered by local residents. The "Riverwalk" initiative should take the momentum from the Cool Cities submittal effort and make it into an officially sanctioned project.

Although the Riverwalk project has only a partial presence in the Downtown core, the leisure time activities, tourism-based visitation, and quality of life elements generated by the project greatly strengthen efforts in the Downtown area. Therefore, the project must be supported by the DDA in general, and specifically through efforts to improve and connect AuSable River Park in the center of the DDA District (see project 4.12 – AuSable River Park.).

The following development considerations provide the basis for further discussion, evaluation, and eventual prioritization of public and quasi-public improvement considerations for the "Riverine District" AuSable Riverwalk. The following areas are not necessarily projects the DDA will financially participate in, but rather co-sponsor, perhaps with initiatives considered at the EDP. The community has yet to see a lead agency or organization take on project planning and fund raising, although a grass roots citizenry interest has been growing.

Goals and Objectives:

Crawford County Library Building

1. Determine key access point for proposed Riverwalk
2. Consider sponsor for trail head improvement
3. Consider public open space programming/events
4. Develop water access decks (to help control bank erosion, and provide barrier free access)

Grayling Elementary School

1. Determine key access point for proposed Riverwalk
2. Consider PTA as sponsor for trailhead improvement
3. Develop an outdoor classroom / education pavilion and water access decks

Mercy Hospital Complex

1. Determine key access point for proposed Riverwalk
2. Consider sponsor for trailhead improvement
3. Consider public open space programming/events
4. Install a pedestrian bridge to Fish Hatchery property boardwalk
5. Develop trailhead public parking designations / barrier-free improvements

Fish Hatchery Park

1. Create a boardwalk/trail connection on east side of river to future Riverwalk

2. Consider public programming/events
3. Develop trail head parking designations / barrier-free improvements

Grayling Township Park

1. Connect the pedestrian underpass to the trail from Fish Hatchery Park
2. Consider Riverwalk improvements with Township
3. Develop trail head parking designations / barrier-free improvements

Key DDA Action Components / Work Tasks:

1. Bring agenda item to the public forefront including the EDP as part of the considerations being made as part of the SWOP work group; and potential funding USF funding being targeted.
2. Work to establish City "AuSable" River Park as a key trailhead and staging area for the expansion of the Riverwalk (see Section 4.10).
3. Help investigate and design a critical safe non-motorized link from City Park across the BL-75 James Street corridor as part of the Park project or James Street Enhancement Project (in conjunction with the road reconstruction project).

Projected Cost Range: Undetermined

Variable depending on scope developed selected and plans developed. The City has considered a local match of \$100,000 for a future Riverwalk project in its Capital Improvements Plan (CIP) budget planning, but has not yet dedicated future funds.

Timeframe / Milestones

A project of this size and complexity (e.g. likely to involve multiple landowners and partners and funding sources), will be a longer-term effort, and should by its nature commence with careful planning and coordination between catalyst groups and the Governmental units.

Based on momentum being garnered and the recent attempt by the City to pursue "Cool Cities" monies, the planning initiative has already begun. However, a physical concept plan and cost projections should be developed within the next year (2005) with as much detail depicted as possible. This product will provide the basis for more discussion with user groups and landowners, and the impetus to coordinate other infrastructure, survey/easement, and planning work ongoing with City and private development projects.

4.14 Bear Archery Open Space Amenities (Crawford County Courthouse / Bear Archery Redevelopment)

Project Description / Purpose:

Based on conceptual plans developed for the *Downtown Concept Feasibility Analysis - Section 7.3 Recommendations*, significant open space and public facilities could be incorporated into the new environs of the CCCH. With the creation of a courthouse square, there is the potential for significant public open space amenity development along the AuSable, including but not limited to options such as trails and boardwalks; a canoe and kayak launch; amphitheatre; public open space; shade shelters; and site amenities such as benches, litter containers, bike racks, drinking fountains, public restrooms, and landscaping.

Goals and Objectives:

1. Design and create a boardwalk/trail connection to the Downtown
2. Consider public programming/events with other NGO's
3. Develop trail head parking designations / barrier-free improvements
4. Investigate and possibly fund a public amphitheatre project
5. Investigate and possibly fund an open-air / farmer's market project.

Key DDA Action Components / Work Tasks:

1. Facilitate discussion between and with private developers and governmental units to maximize public open space integration and development.
2. Help other NGO's seek and obtain public grant and private foundation funding.

Projected Cost Range:

Variable depending on the redevelopment options developed and funding available from public grants, private foundations, and local government sources. The DDA may not choose to directly assist with finance projects as they are outside of the DDA district.

Timeframe / Milestones:

The planning and project development of the Bear Archery Open Space amenities will likely be public-private cooperative and would commence in conjunction with a County/Bear Archery redevelopment plan. In 2004, a local group initiated pursuit of grant funding to design and program an open-air Farmers' Market, and the local Rotary organization is considering funding an amphitheatre (possibly a mobile type of stage) as part of their Centennial Project.

These efforts should be coordinated with redevelopment plans for the Bear Archery (CCCH) open spaces even if initially the siting or use has to occur on a different location until redevelopment begins. Open space and leisure time opportunities are considered critical to the revitalization of Downtown. The DDA will make significant efforts in the near term and longer term to foster the success of these types of projects.

4.15 Rialto Theatre / Community Playhouse (Future Adaptive Reuse of Key Downtown Anchor)

Project Description / Purpose:

Traditionally, theatres and playhouses have brought concentrations of patrons to the downtown shopping districts of communities – literally feeding patronage at otherwise “off hours” directly into the shopping areas. With the advent of suburban multi-plexes, the video/DVD rental industry, and most recently the Internet availability of similar entertainment, downtown theatres are virtually extinct in many towns and cities. However, the intrinsic appeal of “theatre-going” for the in-person experience, social, and participatory aspects it offers has brought about a revival. Economic viability has also followed suit – and in fact shown these facilities can and should exist even with the other resources in a community.

Nationwide trends demonstrate that theatres can be key catalysts in the stimulation of Downtown renewal and revitalization efforts. They provide additional off-hour patronage; enrich leisure time opportunity; provide flexible venues to meet demand and trends in the arts; and extend the intrinsic richness and culture of a place.

The eastern (third) block of Michigan Avenue in Grayling has just such an opportunity with the Rialto Theatre. Located between the Peninsular and Spruce Streets on Michigan Avenue, the theatre has served as a historical downtown anchor.

(Source: Historic Theatres as Tools of Economic Revitalization – Ilene R. Tyler and Norman Tyler; Michigan Society of Planning Conference, October 2004).

Goals and Objectives:

1. Preserve this key historic downtown anchor
2. Promote the venue to attract “bigger name” entertainment
3. Provide additional off-hour patronage to the downtown area
4. Enrich leisure time opportunity for local and visitors
5. Provide flexible venues to meet demand and trends in the arts
6. Extend the arts and cultural opportunities locally

Key DDA Action Components / Work Tasks:

1. Work with current Rialto owners to determine intent, opportunities and limitations
2. Extend an invitation to current or future owners to participate in DDA / Downtown initiatives and project development for the Rialto.
3. Consider revitalization / enhancement efforts that will stabilize and extend the function, economic viability, and critical connection within the downtown context.

Projected Cost Range: - *To be determined*

One aspect that can be considered early on in any discussion is targeting the theatre for the façade improvement program, which would identify possible exterior enhancement costs.

Timeframe / Milestones: - *To be determined*

This effort, along with elements that may be identified and offered by the owners and/or potential user groups to improve and upgrade the interior facilities, should be explored near term (2005-06) while the facility is still operation.

4.16 South BL-75 Commercial Development (Preparation for “Big Box” Pending Development)

Project Description / Purpose:

As previously identified in the *Downtown Market Study Analysis - Section 7* completed in 2004, Grayling is not currently home to a larger “Big Box” retailer, but it is likely that the community will acquire one in the near term. Currently a K-mart store (approximately 52,500 gross square feet) is located on the south BL-75 (James Street).

The *Market Study* indicates that downtown merchants may realize the temporary impact of a Wal-Mart or Meijer store, but enjoy a recovery within six months of an opening. In addition, the downtown, even with the advent of a south BL-75 Big Box store, could support as much as 85,000 square feet of new retail if no significant downtown revitalization occurs, and as much as 165,000 square feet if downtown revitalization and redevelopment of the Bear Archery and CCHH project occur. Speculation and land purchases in the South BL-75 area (former Michigan Lumber Company and other sites) have accumulated over 25 acres of contiguous land. This could allow for a store considerably larger than the current K-mart store.

The most critical realization of the 2004 downtown studies is, in order to strengthen downtown business, revitalization in the core (filling of vacancies and removal of “blight”) will have the most benefit if it occurs before a Big Box comes to Grayling. Therefore, the purpose of this project is to identify proactive measures the DDA and other local NGO and governmental entities can participate in to soften the new competition local businesses will face. Cooperative efforts to strengthen zoning and planning tools and fund and phase redevelopment projects are the key aspects DDA can be a catalyst for this effort.

Goals and Objectives:

1. Recognize and proactively plan for the advent of a new Big Box store in the Grayling area.
2. Help local governmental units develop a vision for introduction of a Big Box to the south BL-75 district adjacent to the downtown.
3. Help local businesses (particularly Downtown) prepare for a new Big Box retailer in their service market.

Key DDA Action Components / Work Tasks:

1. Work with the Planning Commission to evolve appropriate “Big Box” language to supplement the current zoning ordinance.
2. Work with planning Commission, City Council and local NGOs to evolve an appropriate strategy to incorporate the advent of a Big Box as an asset – not detriment – to businesses and the community.

Projected Cost Range: - To be determined

Timeframe / Milestones: - To be determined

5. PROJECT FEASIBILITY

The feasibility of the projects identified by the DDA Board in the development plan is clearly dependent foremost on the involvement of many public and private players. In order for the projects to be successful, the DDA will necessarily play a leadership role and need a Director to help coordinate the Board and its partners in projects. Several key entities must be involved in order for the potential of local agency and Non-governmental Organizations (NGO) partnering, maximum project connectivity and sequencing, as well as leveraging of locally available funds, and winning grant funding.

5.1 Partnering

The **City of Grayling Council** has provided the meeting venue, supplies and administrative assistance to the DDA Board to date, and will continue to do so into the foreseeable future. The City Manager also sits on the DDA Board providing a direct, consistent connection to the Grayling City Council. This connection is critical for the DDA Development Plan to be closely married to the City's Capital Improvements Plan (CIP) process, because the Income Tax fund will initially be its primary source of funding. The City of Grayling is already supporting the DDA Board with some administrative help, but the need will grow as project implementation progresses. The amount of \$10,000 has been pledged (over three years) by the City towards the funding of an Economic Development Partnership (EDP) Director. A logical fit is possible given the right candidate with the right skill sets.

The **Economic Development Partnership (EDP)**, developed out of recommendations by the Community Assessment Team (CAT) of the Michigan Economic Development Corporation (MEDC) in 2003, will play an important role. The EDP, still developing its mandate, will likely function as a non-profit corporation spearheading local fund raising initiatives. It is the EDP's intent to engage a full-time director with several core mandates possible, including industrial (park) and downtown development. With the need identified for at least a part-time Director, the community has an opportunity to look at an individual who can work in a partnering capacity for the EDP and DDA, given the desired overlap of the EDP and DDA mandates. If such a position can demonstrate a 50% dedication of time to the Downtown, then Grayling will become eligible to apply to the MEDC Michigan Main Street Program and seek further funding assistance for training and projects (see Section 4.7).

The **Crawford County Brownfield Redevelopment Authority (BRA)** will have to play a key role in the evolution of redevelopment projects such as Shoppenagon, Moshier and Bear Archery redevelopments. The existing Brownfield Plan will need additional detailed environmental assessment of sites and planning.

Other key NGO's will play varying roles both directly and indirectly with the DDA Development Plan Projects, including **Grayling Uptown District Association (GUDA)**, **Chamber of Commerce and Visitor's Bureau**, and **Grayling Promotional Association (GPA)**. The DDA will work to maintain relationships with these organizations and

maximize coordination of efforts, project timing, and funding. It is clear that they are fulfilling key roles in the eco-tourism based and promotional arenas. However, appropriate venues, amenities, and even a cohesive, collective image for Grayling is lacking. The DDA has an opportunity to unite these entities and mobilize them in a more comprehensive and cooperative manner (*see Appendix B - Organizational Fact Sheets*).

5.2 Phasing and Funding

The following Phasing and Funding Scenario matrix anticipates acquisition or development (redevelopment) of specific areas over the next 5 – 10 years. For each project listed, the target year(s) for those components indicated. It is the intent of this Phasing and Funding Scenario to provide flexibility when developing funding, pursuing grants, and otherwise sequencing and coordinating project timing.

Certain projects have similar or the same priority, but their development commencement will depend on variable factors, such as the availability of land, grant and funding availability/likelihood, and/or cooperative efforts by the DDA, governmental units, private developers or existing tenants.

Prior to the pursuit of a specific project(s), it is anticipated that public hearings, project plan adoption, and funding resolutions will be held to discuss and confirm the participants' roles, cost share, and public benefit for the projects in which the governmental units and or NGO's are involved.

The DDA Projects outlined have been assigned a *priority level from 1 to 4*. Projects assigned a higher priority have been determined to have a more imminent need to commence. Each priority level (project) has an *anticipated timeframe* with detailed quarterly assignments made where applicable.

Cost projections developed are to help establish *targeted funding allocations* and work tasks for budgeting. Detailed cost estimates developed with preliminary design engineering will still need to be completed. The budgeted cost projections may vary up or down dependant upon the design program developed through the preliminary design process. The summary below also identifies targeted *financing and funding sources*.

Projects 1 through 10 above are all critical to fulfilling the public's role in the revitalization of the Downtown District. In addition, the DDA recognizes the need to be an active supporter in projects outside of the district in the sense that public facilities and businesses within the District relate to and can affect areas outside the District, and visa versa. Projects 11 – 16 described in the plan are an attempt to outline the supportive roles the DDA could play and the community "partnering" envisioned for their respective areas of concern (see also Section 4 - Project Summaries).

The Summary charts on the following pages identifies the targeted funding and financial targets for the DDA Development Plan.

PROJECTS FOR 2004 to 2012 (first 7 years)								
Proj. #	Map Id#	DDA Project Priority	Project Name	Total Cost Range Projected (Estimate as of 2004)		Low/High end cost variance	Additional Funding Source(s)	START Year / Duration
4.1	1	1	Michigan Avenue Streetscape (3 Blocks)	\$400,000	\$550,000	-\$150,000	TEA-21 / Local / DDA Bond Issue	2005-08
4.2	2	1	Storefront Façade Initiative (DDA District only) - DDA to augment Low interest loan program in Form Based (Design) Ordinance Development and Façade Design Seed match Funding	\$18,000	\$55,000	-\$37,000	Local Lending institutions / Private / DDA Bond Issue	2005-10
4.3	3	2	Norway Streetscape & Infrastructure	\$200,000	\$400,000	-\$200,000	Local / DDA Bond Issue	2005-10
4.4	4	1	Public Alleys/Parking Lots Improvements (West) - DDA to target land procurement	\$450,000	\$600,000	-\$150,000	Local / DDA Bond Issue / CDBG related to Private	2004-06
4.5	5	2	Public Alleys/Parking Lots Improvements (East) - DDA to target land procurement	\$225,000	\$380,000	-\$155,000	Local / DDA Bond Issue / CDBG related to Private	2005-08
4.6	6	1	James Street Enhancements (BL-75) Not Incl. Infrastructure already programmed in City CIP	\$200,000	\$300,000	-\$100,000	TEA-21 / Local / DDA Bond Issue	2005-09
4.7	7	4	Michigan Mainstreet Program (Principle cost to maintain a Director dedicating 50% of time to downtown initiatives)	\$10,000	\$100,000	-\$90,000	Mainstreet (MEDC) / DDA Bond Issue / City-EDP	2007-10
4.8	8	1	Shoppenagon Block Redevelopment (Total redevelopment costs to be determined) - DDA could target some seed money	\$0	\$20,000	-\$20,000	USDA RBEG Grant / CDBG / Local match / DDA Bond issue	2005-10
4.9	9	2	Moshier's Garage Block (Brownfield Redevelopment) - (Total redevelopment costs to be determined) - DDA could target some seed money	\$0	\$20,000	-\$20,000	EPA Brownfield Assessment Grant / EPA BCRLF / DDA Bond issue as it relates to Norway / BL-75 Improvements	2007-12
4.10	10	3	City "AuSable River" Park (Funded 2004 - MNRTF \$465,300 / \$116,325 local match)	\$0	\$0	\$0	MNR Trust Fund Grant - Approved in design	2004-06
Sub Total				\$1,503,000	\$2,425,000	-\$922,000		

PROJECTS FOR 2004 to 2012 (first 7 years)								
Proj. #	Map Id#	DDA Project Priority	Project Name	Total Cost Range Projected (Estimate as of 2004)		Low/High end cost variance	Additional Funding Source(s)	START Year / Duration
4.11	11	2	Grayling Area Traffic Study	\$20,000	\$50,000	-\$30,000	MDOT / Local match / DDA Bond Issue	2006-07
4.12	12	3	Michigan Avenue Extension (Total cost of new Development including all new utilities estimated at 1.5 - 2.2 million assuming no land purchase costs) - DDA could target some seed money	\$0	\$50,000	-\$50,000	CDBG / in conjunction with Brownfield redevelopment / MEDC Gateway project	2007-12
4.13	13	3	AuSable Riverwalk (no official estimates or design has been developed - \$500,000 estimated) - DDA could assist in Design Development and Seed match Funding	\$0	\$15,000	-\$15,000	MNRTF / USFS Grants thru EDP / Local match / DDA Bond Issue	2005-10
4.14	14	4	Bear Archery Open Space / Amenities (Leisure time facilities and elements expanding / supporting downtown) - Including Grayling CC wetland easement, Open Air-Farmer's Market, Amphitheatre etc. (cost range estimates \$460,000 - 560,000) - DDA could assist in Design Development and Seed match Funding	\$5,000	\$8,000	-\$3,000	MNRTF / USFS Grants thru EDP / USDA Conservation Grants / Local match / DDA Bond Issue	2007-12
4.15	15	4	Community Playhouse - DDA could assist in Design / Grant Development and Seed match Funding	\$5,000	\$8,000	-\$3,000		2005
4.16	16	1	South BI-75 Commercial Development - DDA could assist in funding preparation of Big Box Ordinance and/or Business training assistance	\$5,000	\$8,000	-\$3,000		2005
Sub Total				\$35,000	\$139,000	-\$104,000		
Grand Total (all Project Proposed)				\$1,538,000	\$2,564,000	-\$1,026,000		

5.3 Project Financing

For all DDA Projects identified, it will be *critical* to continue to target design and construction to coordinate and coincide with the James Street (BL-75) design and reconstruction by MDOT anticipated for 2006-09. The DDA Development Plan has identified the following Priority 1 projects, associated work components, and budgeting for the period of 2004-06:

Michigan Avenue Streetscape: *(Preliminary Engineering)*

Storefront Façade Initiative: *(Form Based Design; Low Interest Loan Program)*

Alleys & Parking Lots (West): *(Burton Court Design Engineering; Construction '05)*

James Streetscape (BL-75): *(Preliminary Engineering; Coordination w/ MDOT project)*

Shoppenagon Block Redevelopment: *(RBEG Grant Application; Feasibility Study)*

City "AuSable" River Park: *(Design; Bidding; Construction '05)*

Although these are the initial components of the top priority projects, the funding and financing of Priority 2 and 3 projects may have work tasks that commence before 2007. The supporting project work components, research, and budgeting are included in the DDA Project Financing strategy below. Timing and work scopes for future tasks will occur regularly as the DDA Board identifies the strategic opportunities and initiative. It is envisioned that the DDA Board will therefore meet periodically (typically every 2 years) to develop and confirm a strategic plan.

DDA Project Financing

In late 2004, the City conducted work sessions to develop and approve the Capital Improvements Plan (CIP), focusing largely on public infrastructure projects. The DDA has evaluated the following scenarios to structure funding and financing of the proposed projects and will employ one of following financing options and/or combinations thereof:

Property Tax Levy: Set up project seed money through a tax levy for funding of selected projects included in the Plan. A levy will not generate enough revenue in and of itself to accomplish the principle projects of the Plan. The following considerations will be made:

- Target monies from a City approved property tax levy of up to two (2) mills to conduct design development / preliminary engineering in 2005-06. The percentage of such a levy available for use with brick & mortar projects will need to be confirmed through work with bond and/or legal council.
- Target matching brick & mortar funding for top one or two DDA development projects as prioritized.
- Consider matching or increasing a tax levy with funds generated from either TIF, and/or the City Income Tax residual funds

Tax Increment Financing (TIF): Set up a TIF plan that would generate revenue based on new development coming into the district and redistribute the revenues in the form of targeted projects in the Plan.

- Capture TIF revenues from the City and County to assist with the redevelopment of the Shoppenagon block and the Moshier property.
- TIF could be used to purchase all or part of the Shoppenagon block and the Moshier property, an approach that may require the use of eminent domain. In lieu of the DDA purchasing land and buildings, the DDA could require that a developer purchase the real estate and then offer a TIF subsidy to facilitate rehabilitation and redevelopment.
- TIF could be used for other projects in the priority list but redevelopment has to be the priority for this funding source to the extent that it is available.

The current TIF district would capture only the City's increment from new development, not that of the school district or County (unless the County would agree to allow its increment to be captured). If only the City's TIF were captured and not the County's, this would do little more than move the increase in property taxes attributable to new development from the City's general fund to the DDA's TIF fund. In other words, there would be no reason to use TIF if the City/DDA captures only its own increment. It could do the same thing with much less scrutiny by the State of Michigan with a line item in the general fund budget earmarked for infrastructure debt retirement related to development projects. Again, this would simply reallocate money that already accrues to the City from another general fund use to debt retirement.

Another approach may be to cooperate with Crawford County in a manner that would allow the City to capture the County's tax increment from new development within the DDA district, and in return, the County would capture the City's increment from within the adjoining Brownfield district to help fund the County courthouse renovation. This may provide the DDA with enough increment to make it worthwhile to create a TIF district because it would capture both the City and County increment (14.8 and 8.213 mills respectively in 2003).

City Income Tax: Use the City Income Tax fund as the match to leverage funds for selected projects to be included in CIP:

- Target monies from the Income Tax Fund to conduct design development / preliminary engineering in 2005-06
- Target matching brick & mortar funding for top one or two DDA development projects.
- Consider matching or increasing a funds allocated from the City Income Tax fund with those generated from either TIF, and/or the approved Tax levy.

Finally, the DDA/City may seek to set up a bond issue(s) over a yet to be determined time period to finance improvements targeted in the district, and likely propose a combination of funding sources to pay down the dept service over time. These could possibly include the use of city income tax funds, a district tax levy (up to 2%), and/or establish of a Tax Increment Finance Plan (TIF) over the district.

The 2003 City Council approved the DDA budget allocation providing for additional discretionary revenues for the board to consider assistance from bond and/or legal council and the like. Such assistance will be sought to conduct additional DDA work sessions to discuss the details of the financing scenarios and establish targeted bonding amount(s) for upcoming short term 2005-06, a debt retirement schedule and financing details.

6. PUBLIC PROCESS AND COMMUNICATIONS

6.1 PARTICIPATION / PLAN ADOPTION

The DDA commenced formal work on the Development Plan in July of 2004. At its kick-off meeting conducted at the normally scheduled DDA meeting held Thursday, July 22 the Board approved the development Plan project schedule (see Appendix D - Project Schedule). The DDA Board, recognizing the targeted plan adoption goal of March 2005, instituted a second board meeting per month and dedicated a majority of each meeting agenda to the Plan Development.

The City has regularly posted the DDA Board meetings and specific project schedules for the public, and the DDA has implemented several methods of communication and invitation to the community's agencies and the general public (refer to Communication Plan below). Mr. Doug Mulrone, president of the Grayling Uptown District Association (GUDA), has been a consistent attendee and contributor to the process.

Pursuant to P.A. Act 197 the DDA board has conducted a plan review with City Council, including integrating the Proposed DDA Projects with the City's Capital Improvements Plan (CIP), which is being developed concurrently. The project then conducted a public hearing and the City Council proceedings in early 2005 (see Appendix E, Public Plan Adoption).

6.2 COMMUNICATIONS PLAN

The purpose of the DDA Communication Plan is to outline methods, tools, and processes to introduce, update, and advance ideas, objectives and opportunities initiated by the DDA for execution of the Downtown Development Plan. The following four-point plan provides the framework to be implemented at the Board and Board sub-committee level, and is a working model and checklist to strengthen DDA communication.

1. **Provide consistent, timely methods to update the public on the process being conducted regularly at the DDA Board level:**
 - a. **Regular meeting minutes** – The DDA has targeted development of a method to generate, produce and post regular meeting minutes pursuant to PA 197 - open meetings act.
 - b. **Regular postings on City web site** – The DDA should initiate a page on the City-sponsored website (<http://www.cityofgrayling.org>) and work to develop links to the Chamber of Commerce and Crawford County websites, among others.
 - c. **Press Releases** – The DDA has already initiated contact with the City newspaper *AVALANCHE*, and posted several press releases during the process of the development plan creation. A formal process for press releases with a Board member point person will also be implemented. This

should be a regular agenda item and function of a sub-committee of the DDA Board.

2. Provide periodic updates to the public on major process functions being conducted by the DDA Board over the course of the year:

- a. **Quarterly Budget/Financial Reports** – the DDA will work with City staff to develop appropriate financial tracking and reporting for DDA related activities.
- b. **Project updates** (purpose, scope, timing, budget, construction progress) – (see Section 3 for Proposed Project Summaries) should be performed.
- c. **DDA Board member visibility** at other non-governmental organization (NGO) meetings – the DDA visited each major NGO currently performing public and quasi-public functions on behalf and for the betterment of the Grayling community. A PowerPoint presentation has been developed and utilized at meetings with these groups, which includes the Grayling Uptown District Association (GUDA), Grayling Promotional Association (GPA), and Chamber of Commerce and Visitor’s Bureau.

The DDA should pursue additional attendance at presentations to the Economic Development Partnership (EDP), U.S. Army Camp Grayling, Crawford County Board, City of Grayling Council, Mercy Hospital Board, and Grayling School District Board among others. As part of this plan, the DDA has developed organizational fact sheets to facilitate contact, tracking and interaction with Grayling’s other critical NGO’s (see Appendix B - NGO Organizational Fact Sheets).

3. Provide information on DDA program opportunities available on a general and project-specific basis as they are developed and rolled out to the business community and broader public:

- a. **Façade improvement low interest loan program** – The DDA has outlined a development of a low interest loan program specifically targeting Downtown (DDA) business façade improvements
- b. **Business incubator program** – The DDA has initiated submittal of a RBEG Grant through NEMCOG to develop a Business incubator Downtown (Project #8 – Shoppenagon Block Redevelopment).
- c. **Business “after hours” program** – The DDA co-sponsored the first SBA workshop assisting businesses with how to prepare for the arrival of a new “big box” store in Grayling. This initiative could easily be adopted into a periodic program to provide a casual but professional business-people interaction venue.
- d. **DDA real estate database** – Adopt and continue to update the available real estate spreadsheet developed by the City.

- e. **DDA / GUDA business profile database** – Continue to integrate the City spread sheet/database and DDA sub-district “Know your DDA” database initiated in 2004.
4. **Develop marketing/business development products and tools to broadcast and broaden the Mission of the DDA and specific opportunities unique to Grayling:**
- a. **Work to strengthen the image and “branding”** of “Destination – Grayling” and the DDA District specifically.
 - b. **Implement a “Wayfinding” and DDA Signage system** – Currently the Downtown can be accessed from many directions. Clear DDA District boundary demarcation and announcement is needed. Strategically placed signage system (parking, wayfinding, and informational) within the district implemented with new streetscape, corridor, and alley-parking projects is also necessary.
 - c. **Consider highway corridor advertising** – The City recently reached a settlement with LAMAR outdoor advertising that allows them the right to develop two billboard locations on the BL-75 business route. The DDA/City should consider a lease for one or both of these locations and develop an appropriate entry message/image for the community, rather than defaulting to market driven advertising of a specific product or business.
 - d. **Develop a marketing plan** targeting both current DDA members and prospective incoming businesses and entrepreneurs.
 - e. **Develop promotional materials** specific to the various DDA programs, projects, and initiatives. Recently the DDA and City have adapted (but not formally adopted) the new *Grayling logo* recently developed for and by the Chamber of Commerce. Although seemingly easy, something as simple as a logo designed and used thoughtfully conveys a first impression image and is a form of “branding.” If appropriate community agencies can utilize the same image-evoking logo, it begins to send a cohesive message.

The DDA may choose to develop *tri-fold brochures and fact sheets* that can be distributed at meetings, placed in counter displays, mailed, e-mailed as .pdf files, or posted on the website.

As mentioned previously, the DDA Board has developed a *PowerPoint presentation* for use when visiting different organizations or at meetings. This form of communication/promotional material can be expanded and distributed inexpensively via the Internet.

The *electronic graphics* produced for the Development Plan and which will be produced for future projects are also easily utilized in any or all of the promotional materials mentioned above. The images convey a strong

impression of the vision of the place and helps quickly translate the Goals and Objectives and Mission of the DDA to the layperson.

5. Themes for Destination

Reinvent Grayling to mean something beyond “Milltown.”

- River Festival
- Recreation (year-round sports activities)
- Diversity of leisure time activities (for singles, couples, families)
- Highlight unique businesses (Icehouse Quilt Shop, historic museum/train station, Rialto, Goodale’s Bakery, etc.)
- Farmers’ Market
- River Amphitheater

Appendix A:

DUTIES AND RESPONSIBILITIES GRAYLING DOWNTOWN DEVELOPMENT AUTHORITY

1. **According to Section 7 of the Downtown Development Authority Act 197 of 1975, the Powers of the Authority are as follows:**
 - (a) **Analyze economic changes** taking place in the downtown district,
 - (b) **Study** the impact of area-wide growth on the downtown district,
 - (c) **Plan** and propose the construction, renovation, repair, remodeling, rehabilitation, restoration, preservation, or reconstruction of a public facility or building that aids in the economic growth of the downtown district,
 - (d) **Plan**, propose, and implement an improvement to a public facility to comply with barrier-free design,
 - (e) **Develop long-range plans** in conjunction with the Planning Commission to halt the deterioration of property values in the downtown district,
 - (f) **Implement a plan** for downtown development,
 - (g) **Enter into contracts** necessary to the exercise of the DDA's powers (attorneys, planners, bond counsel)
 - (h) **Acquire land** and property,
 - (i) **Improve land** within the downtown district,
 - (j) **Fix, charge and collect rents** and fees for use of property the DDA owns,
 - (k) **Lease buildings** and properties under the control of the DDA,
 - (l) **Accept grants** and donations,
 - (m) **Acquire and construct** public facilities.

2. **In addition, the DDA or its representatives shall/may:**
 - (a) **Take**, transfer and use private property,
 - (b) **Levy an ad valorem tax and borrow money** in anticipation of collection, with the approval of the Council,
 - (c) **Finance the activities of the DDA** with money received by the Authority,
 - (d) **Issue revenue bonds** and borrow money with the approval of the Council,
 - (e) **Prepare and submit a tax increment financing plan** (if TIF is to be used) for approval by the Council,
 - (f) **Submit an estimate of the anticipated tax increment revenues** available for payment of principal and interest on bonds,
 - (g) **Issue and sell tax increment bonds** with the approval of the Council,
 - (h) **Prepare a development plan** for approval by the Council if the financing involves revenue bonds or TIF (this plan must comply with the specific requirements of Section 17 of the Act),
 - (i) **Periodically advise the Citizens Council** regarding the aspects of the development plan,
 - (j) **Work with SHPO** for any site listed on the state or national registers.

Appendix B:

Grayling DDA Business / Facility List

1	7-Eleven	51	Just Jenn's (coffee house)
2	Ace Hardware	52	Karp's Kitchen & Bath
3	American Legion	53	Key Ports
4	Aubrey's Barber Shop	54	Kiss Magic Nails
5	AuSable Family Dental (Gambler's Corner)	55	Knights of Columbus
6	AuSable Gifts	56	Lauren's Scrap Book Nook
7	Avalanche Crawford Co.	57	Little Caesars Pizza (business relocating)
8	B.C. Pizza	58	Look Insurance (Gambler's Corner)
9	Bear's Den Pizzeria	59	Marathon Gas Station
10	Ben Franklin	60	Medicine Shoppe, The
11	Bicycle Shop, The	61	Milltown Title & Escrow
12	Blockbuster	62	Monte J. Burmeister PLC (Law Office)
13	Bloomin' Grape Gourmet	63	Moshier's (Salvage Yard)
14	Cedar Motel	64	Napa Auto Parts
15	Chamber of Commerce	65	Northern Care Walk-in Medical Clinic
16	China West	66	Northern Concepts
17	Citgo Gas Station	67	Northern Expressions (Nails)
18	Citizens Bank	68	Parrott's Perch Boutique
19	Clark Gas Station	69	Parrott's Perch Craft Shoppe, The
20	Copy Shop, The	70	Post Office
21	Dairy Queen	71	Ray's Canoe
22	David R. Sabin, P.C.	72	Residential Home
23	Davis Jewelers	73	Rialto Theatre
24	Dept. of Agriculture (USDA)	74	Riker Automotive
25	Dharma Music	75	Rite Aide Pharmacy
26	Diane's Car Wash	76	Riverland (gifts, clothing, dry cleaners)
27	Discount Mart & More	77	Rochettes
28	Dr. Mark D. Noss (Optometrist)	78	Sawmill Tavern (food, beverages)
29	Dubois Lumber (Rental Center)	79	Shell Gas Station
30	Dubois Lumber Co.	80	Signals & Sounds (Radio Shack)
31	DXR Computers	81	Speedway Gas Station
32	Fannie Finn's	82	Spikes Keg O Nails (food, beverages)
33	Farm Bureau Insurance	83	Star Liquidators (Formerly Reliable Supply)
34	Fenton's Auto	84	Steven's (Ice cream / deli / sodas)
35	Fick & Son's Inc. (Pacific Pride)	85	Subway
36	Flowers by Josie	86	Sunoco Gas Station
37	Scott McNamara Ford Dealership	87	Upscale Resale
38	Gale Enterprises	89	Vacant (Formerly B.C. Pizza)
39	Goodale's Bakery	90	Vacant Building (Former Crawford Co. Library)
40	Grayling Laundromat	91	Vacant Building (Keeland Bldg.)
41	Grayling Pharmacy	92	Vacant Hotel (Formerly Shoppenagon)
42	Grayling Restaurant	93	Verizon
43	Great Lakes Mortgage Services	94	World of Floors (former Grayling Flooring)
44	Growler's Pub		
45	Hair Station, The		
46	Heirloom Antique Mall		
47	Grayling Historic Museum		
48	House of Jerky		
49	Icehouse Quilt Shop, The		
50	J. Dap Company		

Grayling DDA Business / Facility Inventory (Note: some businesses / facilities are outside of but adjacent to the district.)

55	ID#	Business Name	Status	Owner/Contact Information	Notes & Concerns	Goal for DDA
A		(DDA Liason - Pete Ingvarsson)				
	1	Citizens Bank				
B		(DDA Liason - Pete Ingvarsson)				
	1	Key Ports				
	2	Rialto Theatre (movie)				
	3	Post Office				
C		(DDA Liason - Pete Ingvarsson)				
	1	Clark Gas Station				
	2	Cedar Motel				
	3	Fenton's Auto				
	4	Discount Mart & More				
D		(DDA Liason - Pete Ingvarsson)				
	1	Rochettes				
	2	The Medicine Shoppe		Michelle Steffey		Business plan; tie to Streetscap
E		(DDA Liason - Mary Fox)				
	1	Verizon				
	2	Growler's Pub (Pizza / Beer)		Bill Gannon		see comment
	3	Aubrey's Barber Shop				
	4	Northern Expressions (Nails)				
	5	The Copy Shop				
	6	Bear's Den Pizzeria		Bill Gannon		see comment
	7	Davis Jewelers				
	8	Steven's (Ice cream / deli / sodas)		Bill Gannon		see above comments
	9	Northern Concepts				
	10	Ben Franklin	Sold	Bill Gannon		
	11	Grayling Restaurant				
	12	Parrott's Perch Boutique				Façade improvements
13	Fannie Finn's		Doug Mulroney	Interest in upgrading	Expansion	
F		(DDA Liason - Dick Fultz)				
	1	AuSable Family, Dental (Gambler's Corner)				
	2	Look Insurance (Gambler's Corner)				
	3	Signals & Sounds (Radio Shack)				
	4	House of Jerky				Pocket park (Owner)
	5	Flowers by Josie				
	6	Grayling Pharmacy				
	7	The Hair Station				
	8	The Bicycle Shop				
	9	Upscale Resale				*Parking (public/private, % of p
	9A	Kiss Magic Nails				Parking closed to non-patrons
	9B	Lauren's Scrap Book Nook				Parking closed to non-patrons
10	Blockbuster					
11	Vacant (Formerly B.C. Pizza)	or Lease/Sale		Moved to SBL-75 (James St.)		
12	Gate Enterprises (Bookkeeping/Insurance)				Parking closed to non-patrons	
G		(DDA Liason - Dick Fultz)				
	1	Citgo Gas Station				
	2	Farm Bureau Insurance				
	3	Sunoco Gas Station				
	4	Ray's Cance		Steve Southard		Outside of District
H		(DDA Liason - Charlotte Mosel)				
	1	State Police (Old City Hall / Fire Dept.)	leased fr City			Outside of District
	2	Grayling Laundromat		Carl & Shirley (348-9844)	Recently remodeled & e	LID landscape

Sub Area	ID#	Business Name	Status	Owner/Contact Information	Notes & Concerns	Goal for DDA
	3	Ford Dealer		Scott McNamara (Ford Lincoln Mercury)		
	4	World of Floors (fmr. Grayling Flooring)		Tammy Whitley (348-8934)	Remodeling currently	
	5	Ace Hardware		Bob/Jason McLean (348-2931)		
	6	China West		Nou Xiong (348-4348)		
	7	Bloomin' Grape Gourmet (Deli & Market)		Charlotte Bloomquist (344-2221)		Landscaping at road
	8	Dairy Queen		Gary McLaughlin (348-4419)	Remodeling (rear of bldg)	Wants to do façade
	9	Little Caesars Pizza (business relocating)	Selling	Skip King (422-4681)	New owner will remodel	see comment
	10	Riker Automotive		Jeff Riker (348-6421)		
	11	7-Eleven		Jacqueline Smith (348-7737)	see comment	
	12	Subway				
I		(DDA Liason - Charlotte Mose)				
	1	Diane's Car Wash		Diane Burtch (348-1377)	Open to ideas for change	Landscaping
	2	Knights of Columbus				
	3	Marathon Gas Station				
J		(DDA Liason - Kelly Elmy)				
	1	Salvage Yard (Mosier's)	Wants to sell			
	2	Vacant Building (Mosier's)	Wants to sell			
	3	Shell Gas Station				
	4	Milltown Title & Escrow		Warren		
	5	Goodale's Bakery		Warren		
	6	Great Lakes Mortgage Services		Kurt Janson		
	7	Great Lakes Mortgage Services	For Lease	Kurt Janson		
K		(DDA Liason - Kelly Elmy)				
	1	Star Liquidators (Formerly Reliable Supply)		Kurt Janson		*Parking lot
	2	AuSable Gifts		Kris McGill		
	3	Vacant Building (Keeland Bldg.)	For Lease			
	4	Vacant Building (Keeland Bldg.)	For Lease			
	5	Just Jenn's (coffee house)				
	6	DXR Computers				
	7	David R. Sabin, P.C. Attorney		Micki - Accountant		
	8	Vacant Hotel (Formerly Shoppenagon)	For Sale	Fred Fedack/Susan Bateson (litigation)		
L		(DDA Liason - Michelle Steffey)			see comment	see comment
	1	Riverland (gifts, clothing, dry cleaners)	Owned	Ann Stephenson; 122 Michigan	Weeds in front of vacant bldg; garbage in other areas	Weed control & garbage containment
	2	The Parrott's Perch Craft Shoppe				
	3	J. Dap Company (gifts, J.C. Penney catalog)	Owned	Jaime Greer; 118 Michigan Ave	None	None
	4	Northern Care Walk-in Medical Clinic	Owned	Pros Guno(?); 114 E. Michigan	People stealing flowers & shrubs in front of business	?
	5	Dr. Mark D. Noss (Optometrist)	Owned	Tamy Obermiller; 110 E. Michigan	None at this time	More benches, garbage cans
	6	Monte J. Burmeister PLC (Law Office)	Owned	Chris Ostwald; Michigan Ave	None	Vacant buildings put to use
	7	Dharma Music				
	8	Sawmill Tavern (food, beverages)	Owned	Harwood; 104 Michigan Ave.	None	?
	9	Avalanche Crawford Co. (newspaper)	?	Linda Golnick; 102 Michigan Ave.		
	10	Heirloom Antique Mall	Owned	Tom & Bernie Wittersheim; 14?		Get Mich Ave. open for business
	11	Spikes Keg O Nails (food, beverages)	Owned	Bridget Harland; 301 N. Jam	None	?
		(DDA Liason - Michelle Steffey)			see comment	see comment
	12	Crawford Co. Title Insurance Agency	Owned	Kim McClain; 108 Burton Ct.	(none listed)	Ct.
	13	Chamber of Commerce	Own building	Tim Zigilla; City Park	Within City Park property	of land to bigger area for possible expansion
M		(DDA Liason - Bill Dean)				
	1	Vacant Building (Former Crawford Co. Library)	vacant	Owned by City		
	2	American Legion				
	3	Napa Auto Parts				

Sub Area	ID#	Business Name	Status	Owner/Contact Information	Notes & Concerns	Goal for DDA
	4	Ford Dealership		Scott McNamara (Ford Linclon Mercury)		
	5	Speedway Gas Station				
	6	B.C. Pizza			Recently relocated from uptown	
	7	Rite Aide Pharmacy				
N		(DDA Liason - Bill Dean)				
	1	Dubois Lumber Co.	Relocating	Kelley Elmy	Move out to M-22 facility	
	2	Dubois Lumber Co.	Relocating	Kelley Elmy	Move out to M-22 facility	
	3	Dubois Lumber Co.	Relocating	Kelley Elmy	Move out to M-22 facility	
	4	The Icehouse Quilt Shop		Ali Baynham		
	5	Dept. of Agriculture (USDA)		State of Mi		
	6	Grayling Historic Museum				
O		(DDA Liason - Ali Bayman)				
	1	Toupin Chiropractic Clinic				Outside of district
	2	Residential Home				Outside of district
	3	Vacant Building (Former Cueter's Tire)				Outside of district
	4	Vacant Building (Formerly Albie's)		Skip King (422-4681) owns L	Little Caesar's moving in	Interested in Streetscape elem
	5	Sylvester's (Trophies)				Outside of district
	6	Fick & Son's Inc. (Pacific Pride)				Outside of district
P		(DDA Liason - Ali Bayman)				
	1	Crawford County Admin. / Courts				Consideration to renovate / relo
	2	Crawford County Jail				Newest of the complex
	3	CC 911 Dispatch / Building Inspection				Along River
	4	Crawford County Sheriff's Garage				Along River
	5	Vacant Building (Former Classic Container)	Owned	Bill Gannon		Outside of district
	6	Vacant Building (Former Bear Archery)	Owned	Bill Gannon		Outside of district
	7	Karp's Kitchen & Bath				Outside of district
	8	Dubois Lumber (Rental Center)	Will relocate	Kelley Elmy	Move out to M-22 facility	Outside of district

Appendix C:

Local Non Governmental Organizations (NGO) Fact Sheets:

1. Grayling Visitor's Bureau (GVB)
2. Grayling Regional Chamber of Commerce (GRCC)
3. Grayling Uptown District Association (GUDA)
4. Grayling Promotional Association (GPA)
5. Economic Development Partnership (EDP)
6. Crawford County Brownfield Redevelopment Authority (BRA)

ORGANIZATION FACT SHEET

Organization: Grayling Area Visitor's Bureau (located in Chamber of Commerce Building)

Contact Information:

City Park, P.O. Box 217, Grayling, MI 49738
(800) 937-8837
www.grayling-mi.com

Board Members:

Ilene Geiss-Wilson, Executive Director
Dean Smith, President
Keith Miles, Vice President
Cheri Hunter, Secretary
Judy Craft, Treasurer
Jim Humes
Bruce McGuire
Judy Fuller

Mission: To promote Crawford County as a recreational destination with the intent of increasing overnight stays in member businesses, which will have a positive economic impact on the entire area.

Financial Structure: 2% property assessment (100% of funding)

Main Programs:

Current Goals: Continue to increase occupancy in local inns throughout the County by engaging in promotional activities. Maintain an up-to-date lodging availability report: a vital part of relationship marketing for the area. Develop and maintain an effective marketing, advertising, and public relations communications program.

Future Goals:

Inter-organizational Relationship with DDA:

ORGANIZATION FACT SHEET

Organization: Grayling Regional Chamber of Commerce

Contact Information:

213 N. James Street, Grayling, MI 49738

(989) 348-2921

chamber@grayling-mi.com

Board Members:

Dennis Palmer, Chairman

Lanice Rutter, Vice-Chair

Don Schanz, Treasurer

Becky Robinson, Secretary

Laurie Figley, Past Chair

Sandy Coe

Rob Tomlinson

Bonnie Doremire

Bob White

Mary Fox

Luke Petrosky

Janet Small

Jeddy Hood

Therese Kaiser

Tim Zigila, President

Mission: The Grayling Regional Chamber of Commerce is the business and community advocate of Crawford County, focusing on the protection and advancement of economic and business development, community image, natural resources and quality of life of the region.

Financial Structure: 50% dues (approx. 320-340); 20% AuSable Festival; MSA 10% (Equity Fund); 20% miscellaneous income

Main Programs: AuSable River Festival

Current Goals:

Future Goals:

Inter-organizational Relationship with DDA:

ORGANIZATION FACT SHEET

Organization: Grayling Uptown District Association (GUDA)

Contact Information:

Fannie Finn's, 203 Michigan Avenue, Grayling, MI 49738

(989) 344-7444

www.fanniefinn.com

Board Members:

Bill Gannon, Chair

Doug Meroney

Sharon Davis

Bill Greene

Barbara Greene, Secretary

Ginger Lyons

Ann Stephenson

Ernie Dawson

Don Bowers

Lynn Trudeau

Kay Cosgray

Mission: We will work with other organizations in focusing on the preservation, improvement and beautification of the Grayling Business District while providing a healthy business climate that will inspire a sense of pride and draw new business to the area.

Financial Structure:

Member ship dues annually, events proceeds, special projects

Main Programs:

AuSable River Festival (3rd week of July)

Sidewalk Sales (2nd weekend in August)

Adventure Weekend (1st or 2nd full week in October)

Christmas Walk (Varies - after Thanksgiving)

Red Hat Celebration. (varies)

Current Goals: Create more positive relationship with the City; unity

Future Goals:

- 2nd annual Hurry-up and Paddle (or sink) HUP Race (during river festival
- Continue Red Hat celebration and possibly coincide with Sidewalk days.

Inter-organizational Relationship with DDA:

- Support the DDA with current and future programming; provide input into Downtown streetscape and physical improvement process
- GUDA Chair reports GUDA activities at DDA Board regularly

ORGANIZATION FACT SHEET

Organization: Grayling Promotional Association (GPA)

Contact Information:

GPA, P.O. Box 150, Grayling, MI 49738

Board Members:

Jeddy Hood
Betty Bennett
Gail Madsen
Ali Bayhnam
(etc.)

Mission: To work cooperatively for the benefit, education, and promotions of the community of Grayling. To increase cooperation and awareness between the business community and the community in general. To increase awareness and concern among members of GPA.

Financial Structure: Membership dues

Main Programs: *Sponsor:* Fall Arts and Craft Show; Breakfast with Santa; Chamber Business After Hours; Area Beautification and Seasonal Decorating; Pictionary Olympics; Shop Grayling First Cards; Cultural Events AuSable River Festival Food Booth; and Thank You Grayling Day. *Support:* AuSable River Festival Parade; Historical Museum Renovations; Christmas Walk/Choir; and Streetscape Enhancements.

Current Goals:

Future Goals: Targeting Half-time Director (possibly with new EDP)

Inter-organizational Relationship with DDA:

ORGANIZATION FACT SHEET

Organization: Economic Development Partnership (EDP)

Contact Information:

CCEDSC, P.O. Box 141, Grayling, MI 49738

Terry Wright (989) 348-4361

econgrowth@i2k.com

Steering Committee Members:

Terry Wright	Phil Lewis
Stephanie Riemer-Matuzak	Steve Mead
Tim Zigila	Paul Compo
Pete Ingvarsson	Milli Haug
Allen Lowe	Lee Riley
Dave Stephenson	Bill Johnson
Lynnette Corlew	Mark Kniss
Laurie Figley	Joe Myers
Dave Frederick	Fred Schaibly
Bill Gannon	John H. Sloan
Jack Stevens	

Mission: Evolving: Facilitate Industrial and downtown development in Grayling

Financial Structure:

Main Programs:

Current Goals: Development of a mission, vision, organization and bylaws; 501C3 and State of MI non-profit applications; budget, communication and fundraising plans; and hiring a staff person.

Future Goals: Formation of an economic development corporation to benefit Grayling and Crawford County.

Inter-organizational Relationship with DDA: Possible office/business partner EDP director position (50/50 DDA Assistant Director); Downtown development projects

ORGANIZATION FACT SHEET

Organization: Crawford County Brownfield Redevelopment Authority (BRA)

Contact Information: Bruce Patrick - Crawford County Environmental Specialist
Office: (989) 344-3258, bpatrick@crawfordco.org

Board Members:

Tim Zigila, Chair	Dennis Palmer
Joe Wakely, Treasurer	Lynn Porritt-McConnell
Monte Burmeister	Terry Wright
Jamie Cox	Bruce Patrick
Paul Compo	

Mission:

Financial Structure: Currently fund raising to fund EDP Director

Main Programs:

*Potential Brownfield Sites in Crawford County: (Sites on current list)

- Bear Archery
- County Building/Jail
- Jamison Property – Motel
- Grayling Reel Property – Industrial Park
- Cueter's
- "Northend" Properties (near I-75 BL & North Down River Road)
- Old Flooring Mill
- BP station site
- Mosier's Garage
- Northern Pure Ice
- Grayling Industries

*Contamination, blight or functional obsolescence

Current Goals:

Project Summary of the former Bear Archery Property:

Developer: FBMI LLC

Property Location: 5671 M-72 West, Grayling, MI

Eligibility Type: Functionally obsolete and facility (contaminated)

Eligibility Activities: Baseline Environmental Assessment Activities; Due Care and Additional Response Activities; Site Preparation; Demolition; Infrastructure improvements.

Overview: FBMI LLC purchased property in 11/01. Brownfield Plan has been created to enable qualified taxpayer to make application for Brownfield Redevelopment Single Business Tax Credit.

Future Goals:

Inter-organizational Relationship with DDA: Possible partner with project #8 redevelopment of Mosier Property; future Bear Archery and Michigan Avenue Extension

Appendix D:

List of Frequently Used Acronyms

BRA	Brownfield Redevelopment Authority (Crawford Co.)
BL-75	Business Loop I-75 (James Street)
CDBG	Community Development Block Grant (CBDG)
CIP	Capitol Improvements Plan (referring to the City's)
DDA	Downtown Development Authority
CCEDP	Crawford County Economic Development Partnership
GRCC	Grayling Regional Chamber of Commerce
GPA	Grayling Promotional Association
GUDA	Grayling Uptown District Association
GVB	Grayling Visitors Bureau
MEDC	Michigan Economic Development Corporation
MDOT	Michigan Department of Transportation
MDNR	Michigan Department of Natural Resources
MNRTF	Michigan Natural Resource Trust Fund (MDNR)
MSHDA	Michigan State Housing Development Authority
NEMCOG	Northeast Michigan Council of Governments
NGO	Non-governmental Organization
PA	Public Act (As in Public Act 197 of 1975, State Statute)
PE/CE	Professional Engineering / Construction Engineering
RBEG	Rural Business Enterprise Grant (USDA)
TEA-21	Transportation Equity Act (MDOT)
TIF	Tax Increment Finance
USDA	United States Department of Agriculture

Note: Further details on local non-governmental organizations are provided in fact sheets - Appendix C.