2024 DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN

City of Grayling, MI | Downtown Development Authority and Michigan Main Street

August 22, 2024





2024 DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN

for the

City of Grayling Downtown Development Authority and Michigan Main Street

Downtown Development Authority (DDA) and Michigan Main Street City of Grayling, Michigan

Adopted by the Downtown Development Authority (DDA):	April 11, 2024
Approved by the Grayling City Council:	June 10, 2024
Public Hearing:	June 10, 2024
Adopted by the Grayling City Council:	August 12, 2024

Prepared with the Assistance of:



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ACKNOWLEDGEMENTS

The participation and cooperation of residents, members of the business community, community stakeholders, and agency leaders in preparation of the Grayling 2024 Downtown Development and Tax Increment Financing (TIF) Plan is greatly appreciated. We send a sincere 'thank you' to everyone who participated in its development.

We acknowledge the efforts of:

Downtown Development Authority (DDA) Board

Chair – Josie Swander Vice Chair – Jack Pettyjohn Treasurer – Christine LaFontaine Member – Wyatt Thompson Member – Kyle Stonehouse Member – Michelle Millikin Member – Erich Podjaske, City Manager Member – Natasha Wheeler Member – Stacey Huber

City Council

Mayor – Heather Forbes Mayor Pro-Tem – Jack Pettyjohn Councilperson – William Dennis Sloan Councilperson – Roger Moshier Councilperson – McKenzie Nelson



TABLE OF CONTENTS

Acknowledgements	ii
EXECUTIVE SUMMARY	1
Purpose of the Project	2
Community Voice	3
Overview of Goals / Projects	
Overview of Tax Increment Financing District	
Next Steps	5
DOWNTOWN GRAYLING	7
Brief History	8
Regional Context	
Downtown Grayling Today	10
COMMUNITY ENGAGEMENT	13
Introduction	14
DDA Board of Directors Kick-Off Meeting	
Online Engagement	
Strategic Planning Workshop	
Interviews with community leaders	27
DEVELOPMENT PLAN	33
Overview of State Requirements	34
Development Area Boundaries 125.4217 2(a-b)	35
Existing Land Use, Streets, and Public Facilities Description 125.4217 2(B)	
Planned Projects within the Development Area with Time and Cost Estimates and DDA Funding	
Overview 125.4217 2(C-E & I)	
Open Space in the Development Area 125.4217 2(F)	
Sites the DDA Wishes to Sell, Donate, Exchange, or Lease 125.4217 2(G)	
Desired Zoning, Street, and Utility Changes 125.4217 2(H)	
Procedures for Development 125.4217 2(J-K)	54
Comments on Displacement and Relocation Plan 125.4217 2(L-N)	54
Condemnation of Property 125.4217 2(O)	54
Other Material 125.4217 2(P)	54



TAX INCREMENT FINANCING PLAN	55
Overview of State Requirements	56
Explanation of the Tax Increment Procedure 125.4214(1)	
Bonds and Alternative Financing 125.4214(1)	57
Duration Of TIF 125.4214(1)	
Transparency in TIF Spending and Commitment to TIF Plan 125.4214(1) and 125.4215 (2)	
Impact on Taxing Jurisdictions within the Development Area 125.4214(1)	
Estimated TIF Revenue 125.4214(1)	
Property Value Growth from Inflation 125.4214(1)	63

APPENDIX	65
Appendix A: Legal Description	
Appendix B: List of Parcels within the Downtown Development Area	69
Appendix C: Resolution of Intent to Create and Provide for a DDA TIF Authority	71
Appendix D: Notices of Public Hearing – Newspaper	73
Appendix E: Notices of Public Hearing Posted at 20 Conspicuous Places	74
Appendix F: Notice of Public Hearing Mailed to Property Owners with the Development Area / DDA District	75
Appendix G: Notice of Public Hearing Mailed to the Governing Body of Each Taxing Jurisdictions within the Development Area / DDA District	76
Appendix H: Resolution of DDA Development and TIF Plan Adoption	77
Appendix I: Stakeholder Interview Questions	78

List of Maps

MAP 1: Regional Location	9
MAP 2: Existing and Proposed DDA Boundary	11
MAP 3: DDA Boundary	
MAP 4: Existing Land Use	

EXECUTIVE SUMMARY





PURPOSE OF THE PROJECT

The City and Business Community of Grayling formed the Downtown Development Authority (DDA) in 2003 as a response to meet the ongoing need for upkeep, expansion, and preservation of Grayling's emerging downtown area. In 2014, the Grayling DDA became a Michigan Economic Development Corporation Certified Main Street. Since its establishment, the DDA has accomplished many important projects:

- 1. Revitalization of the Bicycle Shop.
- 2. Development of Sawmill Lofts (40 apartments with a ground floor retail option).
- 3. Redesign and redevelop of five commercial building facades.
- 4. Installation of string lights along the 100 and 200 blocks downtown.
- 5. Installation of self-watering flowering pots and baskets.
- 6. Initiation to create a TIF District!

However, despite the dedication and hard work of the DDA Board of Directors, Chamber of Commerce, City Staff, and its volunteers, the DDA relies on the City of Grayling's general fund for financial support. Every year since 2014, the City of Grayling allocated \$50,000 from the general fund to the DDA. Most recently, in 2023, the city only allocated \$15,000 to the DDA.

Grayling's increasing popularity as a destination community in northern Michigan, augmented by the annual Au Sable River Canoe Marathon visitors and daily guests from Camp Grayling, calls for a strong economic development strategy and a mechanism to achieve financial security.

For these reasons, the City of Grayling and the Grayling DDA initiated the Development and Tax Increment Financing (TIF) Plan Project. This project produces a Development Plan with an Action Table that categorizes projects, assigns priorities, and anticipates cost. In addition, this project outlines a plan using TIF to fund these projects. Both the Development and TIF Plans contain the information required by Public Act 57 of 2018, the State of Michigan Recodified Tax Increment Financing Act, Part 2: Downtown Development Authorities. Below is a table of how the project meets Part Two of the act requirements.



PA 57 OF 2018 Part Two: Section	Description	Date Occurred	Notes
125.4203	Resolution of Intent to Create and Provide for a DDA TIF Authority	February 12, 2024	See Appendix C
125.4217	Development Plan Required Contents	-	See page 37 – 56
125.4214	TIF Plan Required Contents	_	See page 57 – 65
125.4218	Notices of Public Hearing – Newspaper	May 2, 2024 May 16, 2024	See Appendix D
125.4218	Notices of Public Hearing – 20 Conspicuous Places	Week 1 of May 2024	See Appendix E
125.4218	Notice of Public Hearing – Property Owners within proposed DDA District	Week 1 of May 2024	See Appendix F
125.4218	Notice of Public Hearing – Governing Body of each Taxing Jurisdiction within the proposed DDA District	Week 1 of May 2024	See Appendix G
125.4214 (3)	Public Hearing for DDA Development and TIF Plan	June 10, 2024	-
125.4218	Adoption Meeting and Ordinance Reading for DDA Development and TIF Plan	June 10, 2024	See Appendix H

COMMUNITY VOICE

The community fueled the creation of the Downtown Development Plan. Feedback from the engagement activities informed the projects, policies, and partnerships that are within the Development Plan Action Table. The project prioritized four different forums for engagement: a Kick-Off meeting with the DDA Board of Directors, a community-wide survey; a Strategic Planning Workshop; and interviews with community leaders and stakeholders. See a summary of each engagement in the Community Engagement Chapter.



OVERVIEW OF GOALS / PROJECTS

Due to the Grayling DDA's membership with the Michigan Main Street program, we organize the goals of the Development Plan using the Main Street's Four Points: Economic Vitality, Design, Organization and Promotion. The Four Points are proven techniques for community revitalization developed by the National Main Street Center.

Projects within the Development and TIF Plan provide for the acquisition, construction, and financing of the necessary street, sidewalk, lighting, streetscaping, parking, leisure, recreational and other facilities in Grayling's Downtown District. See the Action Table within the Development Plan Chapter for a complete list of all projects.

OVERVIEW OF TAX INCREMENT FINANCING DISTRICT

Considering the goals and projects of the DDA, the Grayling DDA needs a funding source. Public Act 197 of 1975¹, the Downtown Development Authority Act, authorizes the use of Tax Increment Finance to correct and prevent the deterioration of downtown areas in the State of Michigan. Per the Michigan Downtown Association:

TIF is the annual capture of the year-to-year growth in property values in a defined district. The power of TIF is that it allows municipalities to direct funds to engage in specific, critical economic development activities without raising local property taxes. DDAs that use TIF are self-sustaining, because as a DDA invests in the district, property values increase above the baseline value (typically the value at the time the district was established). As property values increase, the DDA captures more funding and is able to do more projects.

TIFs districts are all about growth in tax revenue. Taxing jurisdictions still receive the same amount of tax revenue after the creation of the TIF district. The only change is that the anticipated growth or increase in tax revenue is now allocated only to the DDA, as opposed to distributing the growth amongst all taxing authorities. This is a powerful tool because now the dollars can be targeted towards strengthening the economic vitality of the downtown, instead of being stretched thin and allocated equally throughout all jurisdictions. Downtowns are the economic powerhouse of a city. Downtowns attract residents, businesses, visitors, who all contribute to the tax base of a city, and therefore, the county. Being intentional about investing in downtowns pays dividends for the future economic stability of the region.



The Grayling DDA became a Michigan Main Street community in 2017. The objective of the Michigan Main Street program is to support and improve Michigan's downtowns and traditional commercial neighborhood districts by leveraging existing social, economic, physical, and cultural assets to energize community revitalization efforts and help manage success for the long term.

¹ PA 197 of 1975 was recodified in 2018 as Public Act 57.



NEXT STEPS

The Action Table outlines projects by category, priority, and timeline. The Table also provides ideas on how to support funding for projects. See the Development Plan Chapter for the Action Table.

Within the TIF Plan Chapter, the TIF projection table shows us that DDA will break \$100,000 in revenue in 2040. This rate is calculated with a 2% anticipated growth rate. To expedite more revenue, and break \$100,000 sooner than 2040, the DDA could maintain the energy of passing this Development and TIF Plan, keep up the momentum, and continue to promote investment and improve the downtown within the initial years of the TIF district creation. The quicker the DDA facilitates more impactful projects like the Sawmill Lofts project, see graphic, the more money the DDA will have to accomplish larger-scale, impactful projects that drive a higher-level of economic success.

A great project that will impact the winter tax bill and therefore be part of the DDA TIF capture is the Sawmill Lofts project. The \$15 million project provides 40 apartments with ground floor retail within the downtown. Projects like these drive the additional capture needed to accomplish more impactful projects within the Development Plan.





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DOWNTOWN GRAYLING



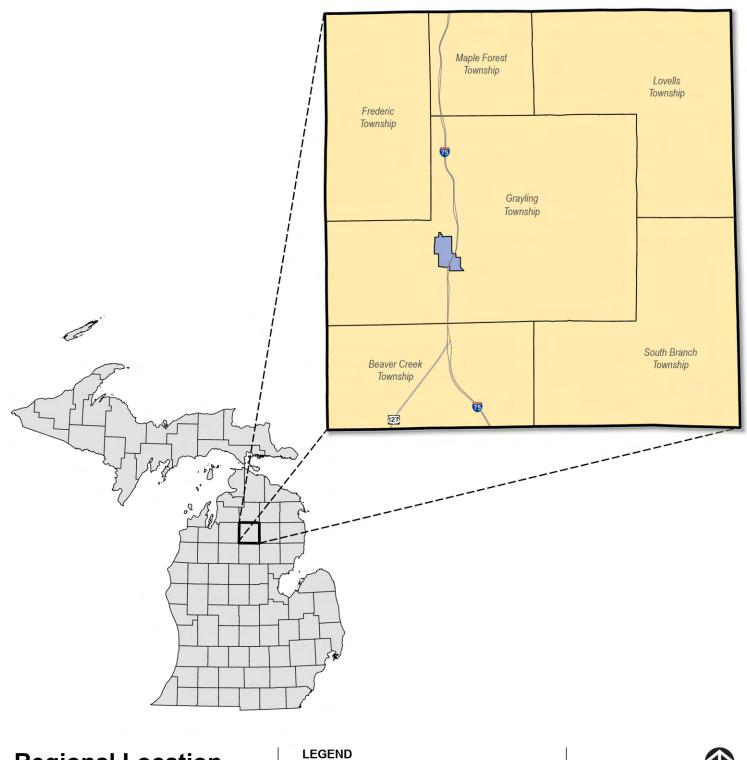


BRIEF HISTORY

The Grayling DDA was established in 2003 and earned Michigan Main Street certification in 2014. Milestones achieved by the DDA thus far are listed within the Executive Summary Chapter, Purpose of the Project section.

REGIONAL CONTEXT

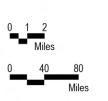
The City of Grayling is the county seat of Crawford County, and it is the only incorporated community within the county. Grayling is an important economic force for the county because it is its only municipality with a downtown within the county.



Regional Location



Surrounding Townships **Crawford County**



Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: City of Grayling, 2023. McKenna, 2023.



City of Grayling, Crawford County, Michigan

March 19, 2024



DOWNTOWN GRAYLING TODAY

DDA Boundary Today

Before the beginning of this project, the DDA has 196 parcels. This plan proposes to expand the DDA by 11 parcels; the proposed DDA will now contain 207 parcels. See the map to understand the existing DDA boundary. See Appendix B for a list of parcels within the proposed 2024 Development Area.

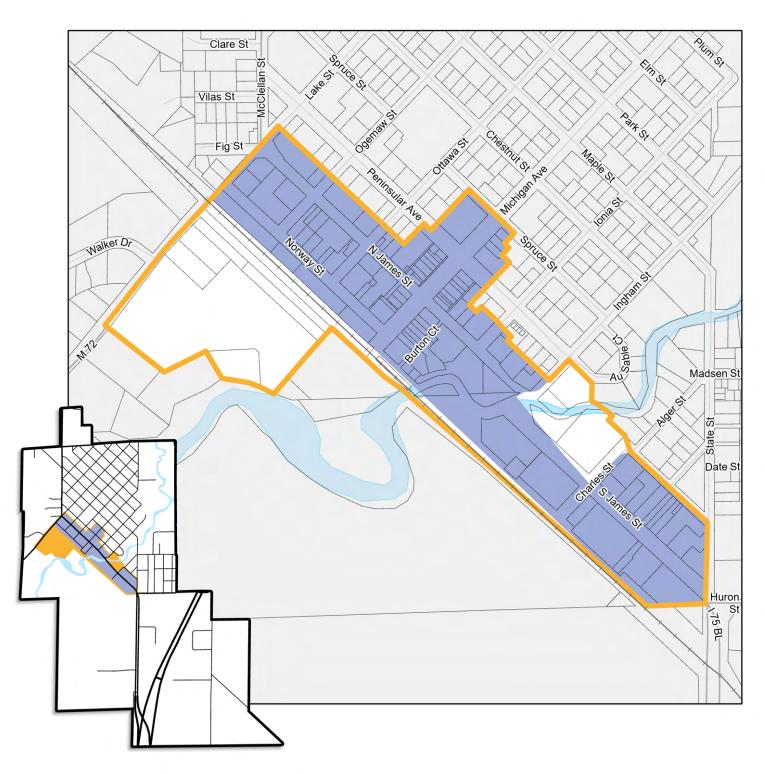
Existing Downtown Land Uses

See "Development Plan" Chapter.

Downtown Events

Per community engagement results, community members are satisfied with the events in Downtown Grayling. Stakeholder interviewees scored events as 4 out of 5. See list below of events in Downtown Grayling.

- Farmer's Market (weekly in the summer months)
- Christmas Walk
- Harvest Festival
- Block parties (quarterly)
- River Festival (weeklong celebration surrounding AuSable River Canoe Marathon)
- 4th of July Parade
- River Festival Parade



Existing and Proposed DDA Boundary

City of Grayling, Crawford County, Michigan

March 14, 2024



- Existing DDA Boundary
- Proposed DDA Boundary
- City of Grayling Boundary
- City of Grayling Parcels



Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: City of Grayling, 2023. McKenna, 2023.





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COMMUNITY ENGAGEMENT





INTRODUCTION

The community fueled the creation of the Downtown Development Plan. Feedback from the engagement activities informed the projects, policies, and partnerships that are within the Development Plan Action Table. The project prioritized four different forums for engagement: a Kick-Off meeting with the DDA Board of Directors, online engagement; a Strategic Planning Workshop; and interviews with community leaders. See summary of engagement activities below.

DDA BOARD OF DIRECTORS KICK-OFF MEETING

During the November 2023 Kick-Off meeting, the Board of Directors outlined several areas in which they would like to keep (elements to preserve), fix (elements to improve) and aspire (elements to create) in downtown Grayling. For example, the Board of Directors would like to preserve the AuSable River Canoe Marathon, remove and prohibit vinyl siding downtown, and hire a DDA Executive Director. See table below for results.

Кеер	Fix	Aspire
 Preserve the AuSable River Canoe Marathon 	» Remove vinyl siding	» Hire DDA Director
 Support the week of marathon 	 Rehabilitate the Shoppenagon 	 Create more career apport unities
events	building	opportunities for young professionals
 Preserve and support locally owned businesses (e.g., PaddleHard 	 » Rehabilitate the Brickery building » Improve parking lots 	 Create wayfinding signage campaign
Brewing, not a franchise)		» Install art / sculpture / sign by the
 Support community-based events and businesses 	 Improve pavilion for the Park / Farmer's Market 	river that pays homage to the AuSable Canoe Marathon
» Preserve historic architecture		(e.g., an archway over the river)
(e.g., the theatre)		 Provide hotel / lodging for tourists







ONLINE ENGAGEMENT

The City of Grayling launched a project webpage for the Downtown Development Plan on December 1, 2023. The page linked visitors to important project updates and additional engagement opportunities. From December 1, 2023, through February 1, 2024, a 15-minute online survey and interactive comment map were available to supplement in-person engagement effort. Below is a summary of feedback received of both the survey and map.

Survey

The survey received 130 responses, primarily from middle-aged and older adults (69%) and women (74%). About half of respondents were residents of Grayling proper, the rest being from Crawford County at-large. Generally, it was found people are **happy with their Downtown** and want to make sure it is an attractive place to live, work, and play. Addressing **vacant storefronts** is a major concern and people are supportive of **recruiting new**, **varied businesses** to give more people more things to do. To have a more vibrant and active Downtown, the city needs to **prioritize housing availability and affordability** in the area. And while most respondents recognize the importance of growth and development, they also **do not want to lose the 'up north feel' of Grayling**. The correct messaging, marketing, and collaboration with local businesses and the community will help ensure the right development happens in the right places and with the right considerations for the environment (especially the river and stormwater runoff); housing affordability; and diverse business and recreation opportunities.

When asked **how often people visited throughout the year**, 75% said at least once a week, 32% of whom said they visit every day, with the **most popular time of day** being the afternoon. Eating, drinking, shopping, and community events were the **most popular reasons** for going downtown.

Most people said they would not **consider living downtown**, citing a preference for rural living and additional space. Those that would like to see **more housing options** downtown preferred upper story apartments above retail, townhouses, smaller apartment buildings (20 units or less), and larger apartment buildings (more than 20 units).

Most people find it **easy and convenient to park downtown**, usually parking on the street anywhere from 30 minutes to two hours at a time. Further, Downtown Grayling was **praised for its walkability**, but respondents desired **additional amenities** such as raised crosswalks, pedestrian bridges, street closures, wayfinding signage, and lighting leading to Main Street to enhance safety and accessibility.

Most respondents were not familiar with the DDA or its work; however, a more active digital presence on social media, as well as traditional flyers and seasonal displays can enhance the DDA's profile and connect people to more events and opportunities downtown. Additional events downtown such as live music/concerts, farmer's market stands, and youth-focused activities can further drive engagement and participation.

When attracting different groups to Downtown Grayling, respondents prioritized courting young families, veterans, and seniors to **live downtown**; older adults, childless couples, and young families to **visit downtown**; and singles, teens, and remote workers to **work downtown**.

Comment Map

Promotion:

According to survey respondents, promotion of the DDA and its businesses would be best served by:

- » Ad calendars of events,
- » Street festivals, and
- Marketing downtown as a food and beverage destination.

Accoraing to survey

respondents, the most important elements of civic design downtown are:

- » Active storefronts,
- » Well-kempt streetscapes, and
- » Historic charm.

Organization:

To organize the DDA and its businesses, respondents preferred:

- Greater collaboration between downtown businesses,
- Holding regular

 (annual) downtown
 business strategy
 meetings with the
 larger community, and
- » Volunteer recruitment and development.



Several map comments focused on potential redevelopment sites that include:

- Shoppenagon's
- Norway and Ogemaw;
- Plaza at Cedar/M-72 and Ionia; and
- The large industrial site between the County building and Cedar/M-72.
- Parking lots along Cedar (Behind Paddle Hard locations)
- Gas stations at Ionia and Cedar/M-72

Other comments focused on additional recreation opportunities along the river, including:

- Skate park,
- Splashpad,
- Additional ball courts, and
- A nature trail connecting to other parks and neighborhoods outside of Downtown.

Comments regarding the streetscape were focused on traffic calming and pedestrian safety at the intersections of Michigan with Peninsular and Cedar by implementing:

- Raised crosswalks,
- Modified traffic light times,
- Landscaped medians, and
- Gateway treatments such as signage and lighting.

Additional gateway treatments should be considered for at the intersection of State, Huron, and M-72 such as:

- High-quality and native landscaping,
- A roundabout, and
- More visible signage to welcome people into Grayling.





STRATEGIC PLANNING WORKSHOP



January 22, 2024, Strategic Planning Workshop at the City of Grayling

On January 22, 2024, the City of Grayling hosted a workshop with 16 stakeholders including city council members, planning commission members, zoning board of appeals members, DDA board directors, business owners, and city residents. The workshop stations were organized around the Michigan Main Street Community four pillars. For an overview of the stations, see the table below. The following tables provide a summary of feedback for each station.

Workshop Overview

Station	Discussion Topics	
1 – Welcome	Favorite Place; Gateways; Preferred Wayfinding Signage	
2 – Economic Vitality	conomic Vitality Definition Activity; Desired Businesses; Desired Business Support Resources; Housing and Transportation Preferences; Priority Redevelopment Sites	
3 – Design	Definition Activity; Amenity Location and Preferences; Evaluate Downtown Design	
4 – Organization	Definition Activity	
5 – Promotion	Definition Activity; Online Image Audit; Desired Events and Festivals; Population Attraction and Retention; Communication Preferences	



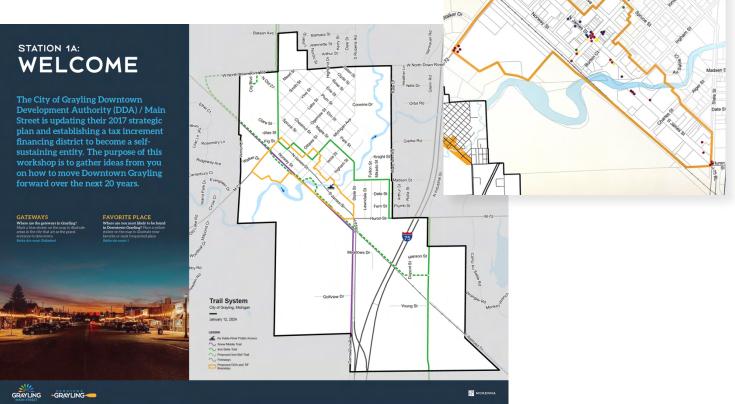
Welcome Station Results

The first station asked two important questions, where are the downtown Grayling gateways and where should there be more wayfinding signage. Results from these questions will inform a wayfinding campaign, i.e., where to install much needed directional signage within downtown Grayling. See summary of the engagement boards below. Key take-aways regarding the existing gateways and wayfinding signage needs for Downtown Grayling are summarized below. See also Engagement Board results.

GATEWAYS

Important gateways identified at the workshop include:

- 1) The intersection of Mc Clellan St and W M 72 Hwy (the Business Loop);
- 2) The intersection of Norway St and W M 72 Hwy;
- 3) The intersection of Ogema St and I 75 (the Business Loop);
- 4) The intersection of Ottawa St and I 75 (the Business Loop);
- 5) The intersection of Michigan Ave and I 75 (the Business Loop);
- 6) The intersection of Michigan Ave and Peninsular Ave;
- 7) The intersection of Michigan Ave and Chestnut St;
- 8) The intersection of Ionia St and I 75 (the Business Loop);
- 9) The intersection of the AuSable River and I 75 (the Business Loop).

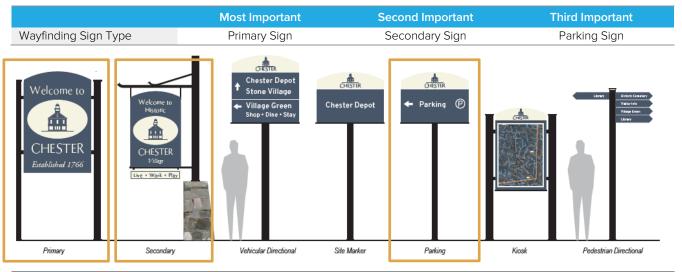




WAYFINDING SIGNAGE

Wayfinding signs are tools to orient visitors in physical space and help them navigate from place to place. Wayfinding sign campaigns are low cost yet have a high impact on supporting economic vitality within a downtown. The City of Grayling needs a wayfinding campaign. One stakeholder mentioned that "if you're not from here, you don't know where to go." Wayfinding signs help visitors become familiar with new downtowns immediately upon arrival.

During the Community Workshop, the community recognized that primary signs are the most important (see tables and graphic). Most wayfinding signs were called for at the Four Corners of the DDA, which is the intersection of the Business Loop and Michigan Avenue.



Sign	Preferred Location	Number of Signs	Cost per Sign	Total Cost
Primary Sign	Northernmost edge at Business Loop Southernmost edge at Business Loop Four Corners Michigan Ave and Railroad Northwesternmost edge City of Grayling Park	6	\$3,500	\$21,000
Secondary Sign	(see above)	6	\$3,500	\$21,000
Vehicle Directional	Four Corners City of Grayling Park Norway and Michigan Ave	3	\$2,000	6,000
Site Marker	Crawford County Historical Society Museum Rialto Theatre and Brick Building	2	\$1,800	3,600
Parking	Municipal Parking Lots along James Four Corners City of Grayling Park	3	\$1,800	\$5,400
Kiosk	Michigan Ave Pocket Park City of Grayling Park	2	\$2,800	\$5,600
Pedestrian Directional	Four Corners City of Grayling Park	2	\$1,800	\$3,600

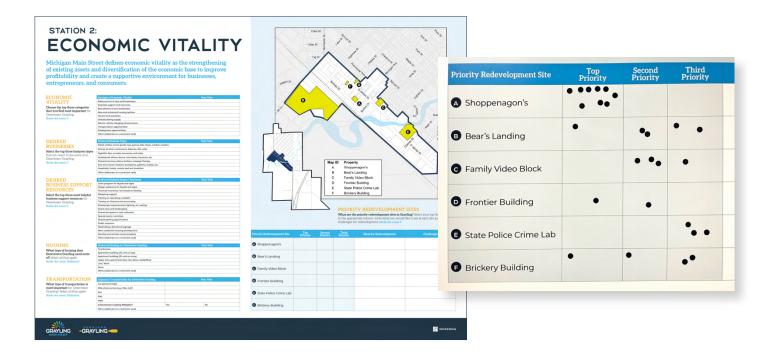


Station 2: Economic Vitality Results

Community feedback from the workshop indicates that the most important economic vitality initiatives that Grayling needs to prioritize are to create a balanced mix of uses and businesses, recruit new businesses, and activate vacant land. The most desired businesses to recruit are retail shops that feature clothes, home goods, toys, games, and outdoor supplies. Other desired businesses include sit-down restaurants, bakeries, cafes, and arts and culture stores like theaters, bookstores, galleries, and studios. When the City recruits new businesses, the top way to support business owners is via financial assistance. This means financial incentives such as tax breaks or grant programs. The city also supports businesses by organizing special events, and workshop results indicate that the city should expand and preserve the special events. The preferred housing option for downtown Grayling is upper story apartments, which means residential units above retail or office use.

Key take-aways regarding the needed economic vitality efforts for Downtown Grayling are summarized in table below. See also Engagement Board results.

Top Economic Vitality Needs	Votes
Balanced mix of uses and businesses	8
Business support and resources	0
Recruitment of new businesses	8
New and enhanced housing options	5
Vacant land activation	6
Overall parking supply	0
Electric vehicle charging infrastructure	0
Transportation opportunities	0
Employment opportunities	5





Preferred Business Types	Votes
Retail: clothes, home goods, toys, games, bike shops, outdoor retailers	10
Dining: sit-down restaurants, bakeries, deli, cafes	7
Nightlife: Bars, arcades, breweries, and clubs	5
Professional offices: doctor, real estate, insurance, etc.	0
Personal services: salons, barbers, massage therapy	1
Arts and culture: theaters, bookstores, galleries, studios, etc.	9
Hospitality: hotels, motels, bed and breakfast	1

Preferred Business Support Resources	Your Vote
Grant program for façade and signs	4
Design assistance for façade and signs	2
Financial incentives / tax breaks to develop	5
Marketing support	0
Training on operating a website	0
Training on finances and accounting	0
Streetscape improvements: lighting, art, seating	3
Street trees and landscaping	2
Shared dumpsters / trash collection	3
Special events / activities	5
Shared parking opportunities	0
Public restroom	0
Wayfinding / directional signage	0
More residential housing development	1
Develop and activate vacant property	4

Preferred Housing for DT Grayling	Votes
Townhomes	1
Apartment building (20 units or less)	1
Apartment building (20 units or more)	1
Upper story apartments (low-rise, above retail/office)	6
Live / Work	1
None	1

Priority Redevelopment Site	Votes
A – Shoppenagon's	9
B – Bear's Landing	5
C – Family Video Block	4
D – Frontier Building	2
E—State Police Crime Lab	3
F – Brickery Building	4



PRIORITY REDEVELOPMENT SITES

1. **Shoppenagon's Inn.** The highest priority site to redevelop is Shoppenagon's Inn. The site is .25 acres with an existing 15,449 SF building. The Inn was named after Chief Shoppenagon, a Chippewa Chief who guided sportsmen throughout the region while they hunted, fished, and canoed. Shoppenagon's Inn is also known as Chief Shoppenagon's Motor Hotel. The inn / hotel was a staple business in the community for 100 years. Michigan's State Historic Preservation Office (SHOP) has visited the property and said there is not enough original character worth saving.

In 2019, a group of developers were interested in demolishing the building to establish a new 4-story hotel in its place. See photos below of the trajectory of the building. The 2019 development interest fell through because the current owner could not agree on a purchase price. call out

The community expressed that they would like to see the site redeveloped into a mixed-use apartment building with ground floor retail or a hotel with ground floor retail. Previous comments also include the desire for short term apartment rentals between 6 to 12 months.

The site is zoned as the CBD, Central Business District, which allows for mixed-use residential projects as an automatically permitted use. However, hotels are allowed as a special land use. The city should consider changing hotels to be an automatically permitted use within the CBD District to make it easier for development.





2. **Bear's Landing.** The second highest priority site to redevelop is Bear's Landing. Bear's Landing is a 14-acre site, previously home to a manufacturing plant called Bear's Archery, which had more than 200 employees. The factory manufactured recurve bows and longbows and relocated in 1947. The site has approximately 350 feet of river frontage and 600 feet of commercial road frontage with 13,000 cars passing through per day.

Currently, the site is used as a storage facility for winter gear and a tree nursery. Community engagement received during this project indicates that the community would like the site redeveloped into a sports center and dog park. In 2017-18 the community indicated that they would like to see a mixed-use project with housing, office space and retail. In fact, a market study conducted during the same year discovered a large need for general merchandise stores and that Grayling has an excess of \$12 million in market leakage.

The site is zoned C-3A, General Commercial District, which permits fitness and recreational sports centers as permitted uses. However, the district requires special land use for multifamily apartments, mixed-use apartments, schools, and other arts, entertainment and recreation uses. The city should consider allowing these uses as permitted uses, especially since theatres and sports centers are allowed as a by-right use, and the former uses are less intensive on the community in terms of regional traffic than the latter uses. Furthermore, the district does not permit parks and should be changed to allow parks as a permitted use.

3. Family Video Block. The third highest priority site to redevelop is the Family Video block. The site is 0.66 acres, featuring a 7,134 SF vacant building with three storefronts. The community expressed that they would like to see the site reused as an apartment building, restaurant, and / or café. The site is zoned C-1, Local Service District, which permits townhomes and condominiums, cafes, and restaurants as permitted uses. However, mixed-use residential and multi-family apartments are allowed as a special land use. To facilitate the development of more apartments, it would be wise for the city to allow multi-family and mixed-use apartments as an automatically permitted use.



Station 3: Design Results

Key take-aways regarding the needed streetscape amenities for Downtown Grayling are summarized in table below. See also Engagement Board results.

Streetscape Amenity	Preferred Location	
Sidewalk / Alley / Road / Crosswalk Improvement	The most desired location for crosswalk improvements is at the Four Corners of the City, the intersection of the Business Loop and Michigan Avenue.	
Wayfinding Signage	See station 1 description in section above.	
Lighting	The most desired location for lighting improvements is along Norway St.	
Street Trees	The most desired location for street trees is along Norway St. (Note: Peninsular Ave, which is the main street that hosts the starting point for the Au Sable River Canoe Marathon, is also a desired location to enhance street trees.	
Bicycle Rack	None. The city appears to have a sufficient supply of existing bicycle racks.	
Public Seating	The most desired location for additional public seating is along Michigan Ave and the City of Grayling Park.	
Flower / Planter Box	None. The city appears to have a sufficient supply of existing flowers / planter boxes.	
Storefront / Window Improvement	See station 2 description regarding priority redevelopment sites in section above.	
Public Art	The most desired location for public art is along Michigan Ave, especially within the 200 block.	





Station 4: Organization Results

To assist organizational activities within the DDA, the community believes that the DDA must prioritize fostering collaboration between downtown businesses. Currently, the DDA Board of Directors addresses this need by hosting quarterly meetings with business owners downtown. Key take-aways regarding the needed organization efforts for Downtown Grayling are summarized in table below. See also Engagement Board results.

Organization	Votes
Fundraising	4
Volunteer recruitment and development	5
Fostering collaboration between downtown businesses	7
Hold annual or bi-annual downtown business meetings with the larger community, including the Chamber of Commerce	1
Seek partnerships with other community or county organizations	2



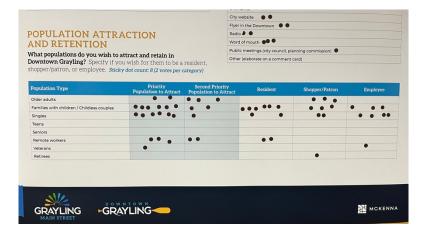


Station 5: Promotion Results

In terms of promotional activity, the community wants the DDA to prioritize their efforts on marketing Downtown Grayling as a food and beverage destination and outdoor recreation hubs. Other promotional activities that the community wants to expand and preserve are special events and street festivals. In particular, the community would like to see more live music and concerts, farmers' markets, and plays or cultural entertainment.

To assist with online promotional activities, the community believes that the DDA needs to upgrade its social media profile and presence, especially its Facebook account, since this is the top communication preference for the community to find out about DDA events. Key takeaways regarding the needed promotion efforts for Downtown Grayling are summarized in the table below. See also Engagement Board results.

Promotion	Votes
Market downtown as a food and beverage destination	8
Market downtown as an outdoor recreation hub	7
Social media campaigns	2
Street festivals / carnivals	6
Parades	2
Special events	6
Directory of downtown businesses	0
Wayfinding signs to guide visitors (including canoers) to the downtown district	2
Calendar of events and celebrations, doubling as business advertisements	0



PROMOTION

Michigan Main Street defines promotion as creating a positive image of the downtown to instill community pride, encourage commercial activity and fuel investment.

Below are several examples of pror			LINE IMAG	E AUDII	
	motion. Choose the three	e categories Wha	t do you think of de	wntown Grayling's or	line image?
you find most important for Down!				s that need improveme	
		lote Elem			
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Market downtown as an outdoor recreation h	wb	Color			
Social media campaigns		Font			
Street festivals / carnivals		Mess	age tone		
Parades		Mask	on statement		
Special events		Webs	ite		
Directory of downtown businesses		Social	I media profile		
Wayfinding signs to guide visitors (including canoers) to the downtown district			Ryers Jelaborate on a comment		
Calendar of events and celebrations, doubling as business advertisements		00.0	personale on a commune	caroj	
Other (elaborate on a comment card)		CO	MMUNICAT	TION PREFER	ENCES
				DDA events and progr	
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Grayling that are not there today?			munication Type		Your Vote
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Farmers market			valanche Newspaper		
Carnivals		Facel			
Parades		Twitte			
Youth-focused (scavenger hunt)		Tafo			
Food / Beer / Wine		Inte			
Recreation events (marathons, races)		Facel			
Plays / Cultural Entertainment		Linke			
		Event			
Ant					
Other (elaborate on a comment card)					
Other (elaborate on a comment card)		City v			
		Flyer	in the Downtown		
POPULATION ATTRA	ACTION	Flyer Radio	in the Downtown		
Other (elaborate on a comment card) POPULATION ATTRA AND RETENTION	ACTION	Elyer Radio Word	in the Downtown of mouth		
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POPULATION ATTRA AND RETENTION What populations do you wish to a bowntown Grayling? Specify if yo	attract and retain in ou wish for them to be a or dot count: 8 (2 votes per o	Pyer Radic Werd Pubb Other ategory)	in the Downtown of mouth a meetings (city council, p		
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POPULATION ATTRJ AND RETENTION What pojulitations dy ou wish to Downtown Grayling? Specify if yo shepper/patron. or employee. Skick Population Type Olare addin Familia with Differin (Ohitless couples Singles	attract and retain in ou wish for them to be a y dot count: 8 (2 votes per d Priority	resident, ategory) Second Priority	in the Downtown of mouth c meetings (city council, p (elaborate on a comment	(card)	Employee
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PROMOTIONS

Below are several examples of promotion. Choose the three categories you find most important for Downtown Grayling. *Sticky dot count: 3*

Promotion	Your Vote
Market downtown as a food and beverage destination	
Market downtown as an outdoor recreation hub	
Social media campaigns	
Street festivals / carnivals	
Parades ••	
Special events	
Directory of downtown businesses	
Wayfinding signs to guide visitors (including canoers) to the downtown district	
Calendar of events and celebrations, doubling as business advertisements	
Other (elaborate on a comment card)	

EVENTS AND FESTIVALS

What events and festivals do you wish were in Downtown Grayling that are not there today? Select the top three desired events. Sticky dot count: 3

Types of Events and Festivals	Your Vote
Live music and concerts 🕤 🖉 🔴 🖉 🔍 🔍	
Farmers market	
Carnivals	
Parades	
Youth-focused (scavenger hunt)	
Food / Beer / Wine	
Recreation events (marathons, races)	
Plays / Cultural Entertainment	
Other (elaborate on a comment card)	



INTERVIEWS WITH COMMUNITY LEADERS

During January 2024 to February 2024, six leaders from the community were interviewed to provide their feedback on the future of downtown Grayling. Interviewees consisted of members from the City Council, the DDA Board of Directors, City Administration, the Planning Commission, Camp Grayling, Artisan Village, and the business owner community. The word clouds below represent summarized responses to the short answer questions and rank choice voting of the interviews, where interviewees ranked their level of satisfaction for different elements in Grayling from 1 (lowest) to 5 (highest). For a copy of the interview, see Appendix I.

What's your favorite aspect of downtown Grayling?

Downtown Grayling's strengths include the Au Sable River, the canoe marathon, walkability, historic buildings, and restaurants.



Why do you frequent downtown Grayling and where do you go?

Stakeholders visit Downtown Grayling for its gift shops, restaurants, festivals, and day-to-day lifestyle amenities such as the laundry mat or chiropractor office. In the row below, there are ideas for how Grayling can expand its retail market to meet its demand.



City of Grayling, MI | Downtown Development Authority and Michigan Main Street

fishing



What is missing from downtown Grayling?

Key elements missing from DT Grayling are hotels, food store markets or specialty food stores, clothing opportunities for men or for teenagers / high schoolers, greenspace, barbershops, and dry cleaning. Areas to improve include rehabilitating vacant buildings such as Shoppenagon and the municipal parking lots.



PERSPECTIVE FROM A BUSINESS OWNER:

During the summer, wait times for a table at a restaurant are up to 1.5 hours with 100 people on the wait list. A DT Grayling business owner wants more green space and retail opportunities for their guests to have something to do or "mill around" while they wait. Two examples of additional recreational opportunities include providing experiential retail like an ax throwing facility or more outdoor greenspaces in the form of pocket parks.









PERSPECTIVE FROM CAMP GRAYLING:

Camp Grayling, the largest US National Guard training facility, hosts thousands of visitors throughout the year, however, downtown Grayling does not have sufficient market supply to meet the needs of the Camp Grayling visitors. For example, in February 2024, a representative from the Camp was looking for a hotel for 70 guests. Downtown Grayling does not have this type of lodging support, so visitors were guided to stay at the Marriot in Gaylord or hotels in Traverse City. Additionally, Camp Grayling needs access to fresh food, but they must go to the Orton Foods in Gaylord due to lack of access in Grayling. Camp visitors also seek barbershops, dry cleaning, and conference space. Since Camp Grayling is an important institution within the country with no plan to relocate, it would be a safe decision for the City of Grayling to invest in supply markets that meet Camp Grayling's demand.



What is your big idea for downtown?

- 1. **City Representative:** Rehabilitate vacant stores (e.g. Shoppenagon) and parking lots. Provide more street lighting, façade grants and wayfinding signs.
- Planning Commission Representative: Rehabilitate vacant stores (e.g. Shoppenagon) and parking lots. Provide more street lighting and wayfinding signs. Develop hotels, housing, and bigger venue for Farmer's Market (e.g. Gaylord's Farmers Market facility). Create outdoor restroom.
- 3. City Council Representative: Rehabilitate vacant stores and parking lots. Increase the quality of walking paths downtown by installing wider sidewalks, larger trees and benches. Orient more buildings along the AuSable River. Create a grants management database.
- 4. **Camp Grayling Representative:** Create better wayfinding / Welcome to Grayling sign coming southbound from 75 highway to downtown Grayling. Meet market demand of Camp Grayling such as hotels and barbershops.
- 5. **Business Owner:** Improve municipal parking lots and add more parking. Convert the 100 block of Michigan Avenue into a pedestrian only zone with public seating, cafes, fountain, and games.
- 6. **City Council Representative:** Rehabilitate vacant stores (e.g. Shoppenagon) and provide more cafes or experiential retail such as a Roller Skate rink or bowling alley for youth to recreate.







Table 1: Rank Choice Question Summary

Priority Level	Downtown Grayling Strengths	Downtown Grayling Areas to Improve
Тор	The strongest element of DT Grayling with the highest votes is the flowers and plantings. One stakeholder gave full credit to the Grayling Promotion Association for volunteering their efforts in administering an annual hanging flowerpot campaign. While volunteers are key to community success, it is recommended to dedicate some of the TIF fund to support this effort moving forward.	The top element of DT Grayling that needs the most improvement is the wayfinding and directional signage. One comment received indicated that "if you are not from here, you don't know where to go". This stakeholder wants to see more signage that highlights businesses, bike paths, and resources like the library. Two leaders commented on the "clutter" of existing streetlights / poles / trees / bike racks and warned that the wayfinding signs need to be "carefully placed". One strategy to reduce these "obstacles" that the city is actively implementing is removing or relocating bike racks to maintain a 5 ft pedestrian walkway. Currently, bike racks are placed awkwardly throughout city sidewalks.
Second	The second strongest element is the bicycle parking opportunities. One interviewee communicated their appreciation towards the maintenance stations.	The second element that needs the most improvement is the social media for the downtown.
Third	The third strongest element is a tie between the special events downtown, the sidewalks, and the business support and resources that downtown Grayling provides. Although, for the latter, the interviewee who identified as a business owner ranked this element low: level 2. Although events were scored high, one interviewee cautioned that the DDA should make its best attempt not to cancel events at the last minute as it does not support its goal to build trust between the DDA and the community.	The third element that needs the most improvement is the street trees. The votes for this category were split, either the leaders voted high (level 4) or low (level 2). Some interviewees suggested that the trees look "abused" and recommended to install dedicated irrigation methods.
Fourth	The element ranked fourth is a tie between public art and communication from the DDA regarding events. It is important to note that the interviewee without any formal position with the City (i.e. business owner, board member or commissioner) ranked public art low: level 2. Additionally, this same individual ranked communication from the DDA low: level 2. Understanding this perspective, communication from the DDA to the outside community could be improved, along with an art campaign that fills every corner of the city.	The fourth element that needs improvement is a tie between the mix of businesses within DT Grayling and the public seating. Public seating received multiple low votes, but the average vote count was thrown off by one individual who ranked it high. Regarding the business mix, almost all individuals assigned it with a level 3 vote, which means neither satisfied nor dissatisfied. This means that there is room for improvement because no individuals are overly impressed. See the gaps analysis in the table above for ideas from the interviewees regarding how to create a healthier business mix.



Grayling Logo. Even though the level of satisfaction with Grayling logo and colors were ranked 3.5, which resembles a middle ground, it is important to note that the two interviewees who were not formally part of a Board, Commission or City Administration ranked this category low, with either a level 1 or 2 vote. In fact, one comment stated that "there are different logos everywhere". Furthermore, the City of Grayling Branding Guide has 110 logos to choose from. An action item moving forward would be to select one logo as the City of Grayling logo and one logo for the Grayling DDA / Main Street.

Lighting. Another important feedback was regarding the parking lots and lighting—the parking lots are not well-lit and make visitors feel unsafe. Moving forward, the Action Plan will provide an objective that improves municipal parking lot lighting as an immediate step. Another interviewee commented on the lack of lighting for the 300 block, even though there are café lights strung throughout the 100 and 200 blocks.

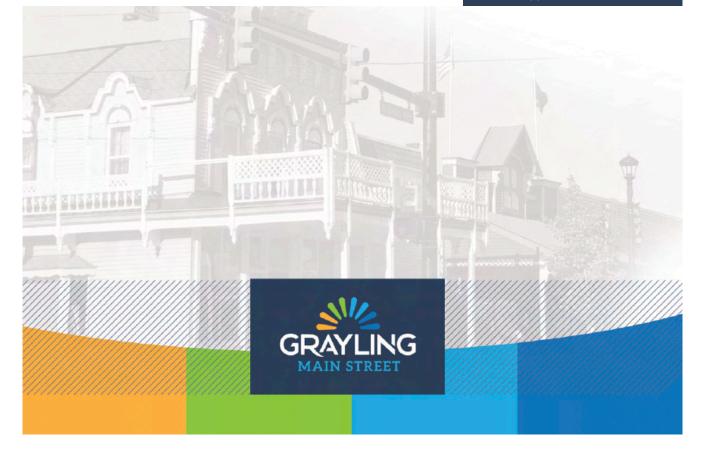
PER STAKEHOLDER INTERVIEWS:

TOP AREAS TO IMPROVE

- Wayfinding
- 2. Social Media
- 3. Street Trees

TOP STRENGTHS

- 1. Flowers and plantings
- Bicycle Parking
- Special Events / Sidewalks / Business Support Resources



DEVELOPMENT PLAN





OVERVIEW OF STATE REQUIREMENTS

Development Plans of Downtown Development Authorities (DDAs) within the State of Michigan must meet the requirements listed in Public Act 57 of 2018, Part 2: Downtown Development Authorities, Section 125.4217: Development Plan.

The following table represents how the City of Grayling DDA Development Plan meets the requirements. Contents in the table include the specific requirements from Section 125.4217, a simplified header to represent the requirements, and a page number to find where each requirement is addressed within this document.

125.4217 DDA De	7 velopment Plan Contents	Simplified Plan Header
2(a)	The designation of boundaries of the development area in relation to highways, streets, streams, or otherwise.	Development Area Boundaries
2(b)	The location and extent of existing streets and other public facilities within the development area, shall designate the location, character, and extent of the categories of public and private land uses then existing and proposed for the development area, including residential, recreational, commercial, industrial, educational, and other uses, and shall include a legal description of the development area.	Existing Land Use, Streets, and Public Facilities
2(c)	A description of existing improvements in the development area to be demolished, repaired, or altered, a description of any repairs and alterations, and an estimate of the time required for completion.	
2(d)	The location, extent, character, and estimated cost of the improvements including rehabilitation contemplated for the development area and an estimate of the time required for completion.	Planned Projects within the Development Area with Time and Cost Estimates and DDA Funding Overview
2(e)	A statement of the construction or stages of construction planned, and the estimated time of completion of each stage.	
2(f)	A description of any parts of the development area to be left as open space and the use contemplated for the space.	Open Space in the Development Area
2(g)	A description of any portions of the development area that the authority desires to sell, donate, exchange, or lease to or from the municipality and the proposed terms.	Sites the DDA Wishes to Sell, Donate, Exchange, or Lease
2(h)	A description of desired zoning changes and changes in streets, street levels, intersections, and utilities.	Desired Zoning, Street and Utility Changes
2(i)	An estimate of the cost of the development, a statement of the proposed method of financing the development, and the ability of the authority to arrange the financing.	See "Planned Projects within the Development Area with Time and Cost Estimates" above.
2(j)	Designation of the person or persons, natural or corporate, to whom all or a portion of the development is to be leased, sold, or conveyed in any manner and for whose benefit the project is being undertaken if that information is available to the authority.	
2(k)	The procedures for bidding for the leasing, purchasing, or conveying in any manner of all or a portion of the development upon its completion, if there is no express or implied agreement between the authority and persons, natural or corporate, that all or a portion of the development will be leased, sold, or conveyed in any manner to those persons.	Procedures for Development

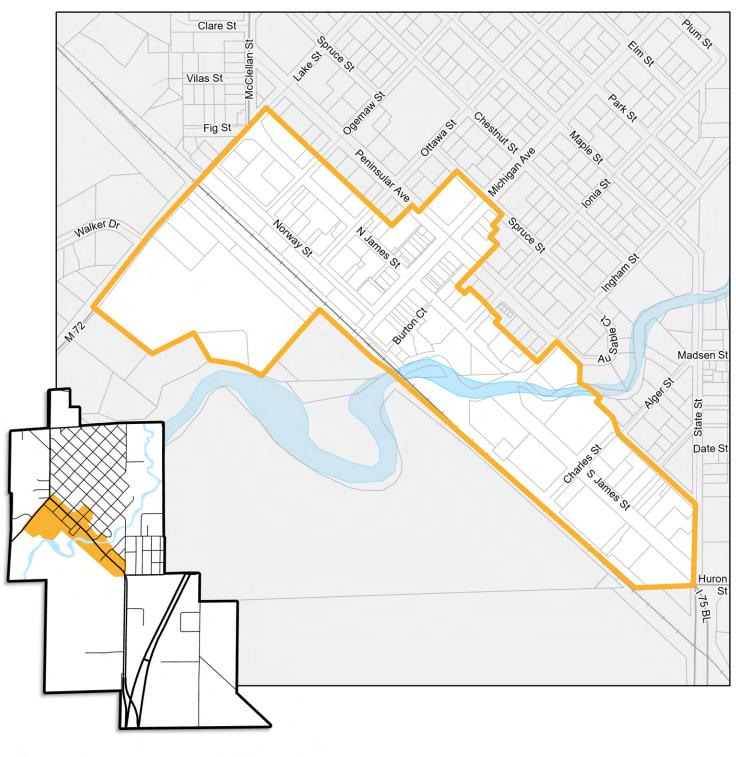


125.4217 DDA De	7 velopment Plan Contents	Simplified Plan Header
2(I)	Estimates of the number of persons residing in the development area and the number of families and individuals to be displaced. If occupied residences are designated for acquisition and clearance by the authority, a development plan shall include a survey of the families and individuals to be displaced, including their income and racial composition, a statistical description of the housing supply in the community, including the number of private and public units in existence or under construction, the condition of those units in existence, the number of owner-occupied and renter-occupied units, the annual rate of turnover of the various types of housing and the range of rents and sale prices, an estimate of the total demand for housing in the community, and the estimated capacity of private and public housing available to displaced families and individuals.	Comments on Displacement and Relocation Plan
2(m)	A plan for establishing priority for the relocation of persons displaced by the development in any new housing in the development area.	
2(n)	Provision for the costs of relocating persons displaced by the development and financial assistance and reimbursement of expenses, including litigation expenses and expenses incident to the transfer of title, in accordance with the standards and provisions of the federal uniform relocation assistance and real property acquisition policies act of 1970, Public Law 91-646, 42 USC 4601.	
2(o)	A plan for compliance with 1972 PA 227, MCL 213.321 to 213.332.	Condemnation of Property
2(p)	Other material which the authority, local public agency, or governing body considers pertinent.	Other Material

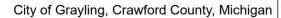
DEVELOPMENT AREA BOUNDARIES

125.4217 2(A-B)

The City of Grayling's Development Area boundaries are the boundaries of the DDA. In general, the DDA north and south boundaries span from M-72 W / Lake St. to Huron and State St. The east and west boundaries span as wide as Spruce St. to the Ideal Transmission & Auto property. Most of the east and west boundaries are between M-72 E / James St. and the railroad tracks. A segment of the Au Sable River flows through the DDA District. For specific property boundaries, see the legal description in Appendix A and see the map on the next page.



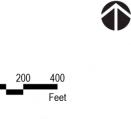
DDA and Development Area Boundary



February 20, 2024



- DDA Boundary
- City of Grayling Boundary
 - City of Grayling Parcels



Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: City of Grayling, 2023. McKenna, 2023.





EXISTING LAND USE, STREETS, AND PUBLIC FACILITIES DESCRIPTION

125.4217 2(B)

Existing Land Use

About one third of the DDA's existing land uses are vacant uses, such as the corner of Cedar and Lake Street or the northeast lots from Ionia Street to Ingham Street. Less than a quarter of the DDA's land is used for larger scale commercial uses, such as the Ford Dealership or Huntington Bank. These uses are different from "food and beverage", "gas stations", "retail", and "mixed-use", which have smaller business footprints. For more information on the different land uses, see the table below and the Grayling DDA Existing Land Use Map.

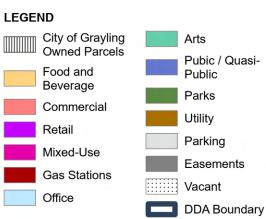
Existing Land Use Type	Definition	Example	Percentage of Development Area	
Vacant	Unoccupied land that is not being used for any purpose	Corner of Cedar Street and Lake Street, Northeast lots from Ionia Street to Ingham Street	31%	
Commercial	Larger scale commercial businesses	MLA Auto Spa, Ace Hardware, Ford Dealership, Huntington Bank	19%	
Public / Quasi-Public	Municipal and governmental uses, as well as religious uses and non-profit organizations	Post Office, American Legion, Michigan State Police Forensic Lab, Crawford County Sherriff	9%	
Parks	Recreation and greenspace	City Park	8%	
Food and Beverage	Establishments that serve food or beverage as a primary use	Two River Deli, Paddle Hard Brewing, Rolling Oak Brewing, Subway	7%	
Easements	Roadway or rail right-of-way and alleys	Alley between Michigan Avenue and Ottawa Street, Railroad easement	7%	
Gas Stations	Fuel service stations	Speedway, Shell, Marathon, Amoco	6%	
Retail	Smaller scale commercial businesses	The Old Lumberyard Shoppes, Tip'n the Mitten, Old AuSable Fly Shop, North Country Corner	5%	
Parking	Paved or unpaved lots used for parking automobiles	City of Grayling Public Parking, Burton Ct. Private Parking Lot	4%	
Office	Professional businesses, such as accounting, law, medical	Suchey Chiropractic, JPK Accounting, Grayling Regional Chamber of Commerce	3%	
Arts	Uses dedicated to artistic and cultural purposes	AuSable Artisan Village Art Center, The Rialto Theater	1%	
Utility	Land used for the development and operation of public utility infrastructure and facilities	Substation near the Nature Center, Tower behind Au Sable Title & Escrow Agency	1%	
Mixed-Use	A combination of different types of uses, such as residential, commercial, office, and/or industrial, within the same area or structure	Heart of the North Salon, Kim's Magic Nails	<1%	



Existing Land Use

City of Grayling, Crawford County, Michigan

February 20, 2024





Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: City of Grayling, 2023. McKenna, 2023.





Existing Public Facilities

Parcels with easements can be seen on the Existing Land Use Map, as well as the Michigan Central Railroad. Additional public facilities within the Development Area noted by the Chair of the DDA include the Nature Center, City Park Playground, City Park Pavilion, and an accessible public canoe launch and parking area.

Existing Streets

Public streets within the Development Area include portions of the following:

Existing Street	Ownership
Ionia Street	City of Grayling
Ingham Street	City of Grayling
Charles Street	City of Grayling
Ottawa Street	City of Grayling
Ogemaw Street	City of Grayling
Oliver Street	City of Grayling
Spruce Street	City of Grayling
Norway Street	City of Grayling
Peninsular Avenue	City of Grayling
Michigan Avenue	City of Grayling
State Street	City of Grayling
Lake Street / M 72	City of Grayling
James Street / Cedar Street / M 72	Michigan Department of Transportation
Burton Court	City of Grayling



PLANNED PROJECTS WITHIN THE DEVELOPMENT AREA WITH TIME AND COST ESTIMATES AND DDA FUNDING OVERVIEW 125.4217 2(C-E & I)

Overview: Existing and New Improvements

The Grayling DDA plans a variety of projects over the next 20 years that will boost downtown Grayling as a place to live, work and play. The Development Plan projects range from performing existing improvements, such as renovating or repairing parks, infrastructure (roads and utilities), sidewalks, landscaping, and lighting, to undergoing new construction / installations, such as creating new mixed-use buildings, designing new gathering spaces, and installing wayfinding signage or artwork. The full extent of existing improvements or new construction is not yet known, and project plans will be refined as the DDA works through the Development Plan.

Time

The anticipated schedule for projects within the Development Plan will occur over a period of one to twenty years. See the Action Plan to understand initial recommended project sequencing, however, it is important for the DDA to maintain a flexible timeline so that they can respond and adapt to available funding and land opportunities.

There are four phases of time within the Action Plan:

- 1. On-going;
- 2. Complete within 6 months;
- 3. Complete within 1 year to 3 years; and
- 4. Complete within 3 or more years.

The proposed phasing is based on several factors, including input from the DDA Board of Directors, City Administration, the expected funding of the TIF Plan, the relative speed by which various projects are likely o be accomplished, potential collaboration with partnerships, and the benefits and value that the project brings to the community.

Cost

Cost estimates for the projects are preliminary as the extent of these projects are not yet known—there are no construction / engineering drawings. Therefore, costs are general budget estimates in 2024 dollars. Specific plans and refined cost estimates will be completed and approved prior to the initiation of each project.



DDA Funding

The estimated cost of all the Development Plan projects over the next 20 years is \$25,086,500. It is anticipated that these projects will be paid for with TIF revenue generated by annual increases in property values from economic growth and new construction within downtown Grayling. Funding will be supplemented with grant funds as they may become available.

Most projects will be financed on a "pay-as-you-go" basis using funds on-hand or accumulated from prior years' captures. However, the DDA may determine that there is a need to sell bonds, obtain loan funds or grants, or receive contributions from any other source permitted by the State of Michigan.

Additional Funding Sources

Important external funding sources may include federal and state grants (e.g., Housing and Urban Development (HUD), Community Development Block Grant (CDBG), Michigan Department of Transportation (MDOT), Michigan Economic Development Corporation (MEDC), Michigan State Housing Development Authority (MSHDA). Other sources may include private donations during special events, City funds, and additional sources consistent with PA 57 of 2018 such as bonds.



Action Plan Projects

The Grayling DDA uses the Michigan Main Street Approach and organizes the Development Plan projects into the Main Street Four Points: Economic Vitality, Design, Organization, and Promotion. Furthermore, the Action Plan adds sub-categories, assigns a priority level, provides a recommended timeframe, cost estimates, additional funding support (beyond the TIF revenue), identifies the responsible groups who will implement the project and also recognizes the community groups that called for and supported the project within the Community Engagement portion of this project.

MAIN STREET FOUR POINTS®

ECONOMIC VITALITY

DESIGN

Economic vitality strengthens the existing economic assets while diversifying the economic base of the Main Street District to support and improve profitability. The goal is to build a strong commercial district that creates a supportive environment for small businesses, entrepreneurs and consumers.

Examples of economic vitality activities include: analyzing current market forces, providing a balanced commercial mix, supporting and expanding existing businesses, recruiting new businesses, supporting housing options, developing infill space, and converting unused or underused commercial space into economically productive property.

ORGANIZATION

A successful Main Street organization builds consensus between the many vested stakeholders throughout a Main Street District to ensure everyone is mobilized and working toward a shared vision for the future of the district. Organizational structure can take many forms depending on community capacity.

Examples of organization actions include: fundraising, volunteer recruitment and development, public relations, fostering collaboration between stakeholders, and developing work plans to guide the organization's work. Design capitalizes on and enhances the visual aspects of a Main Street District to create a safe, appealing and inviting atmosphere for people to shop and spend time. The physical elements such as the storefronts and building architecture, streetscape, public art, street furniture, parking areas, and public spaces are used to convey a positive image for the downtown.

Examples of design actions include: improving the physical appearance of the Main Street District, quality maintenance practices, historic building rehabilitation and adaptive use, and design review processes.

PROMOTION

Effective promotion creates a positive image of the Main Street District to instill community pride and encourage commercial activity and investment in the area. Promotions can be used to communicate the unique characteristics of a Main Street District to spark interest in shopping, dining, living or investing in the community.

Examples of promotion actions include: marketing an enticing image, social media campaigns, street festivals, parades, and retail or other special events.



Legend	
AARP	American Association of Retired Persons Community Challenge grant
AM	Arts Midwest grant opportunities for ArtsHERE, GIG Fund, Jazz Road, NEA Big Rea, Shakespeare in American Communities
ASAV	Au Sable Artisan Village
ATIIP	US Department of Transportation Active Transportation Infrastructure Investment Program
BP	Planning Best Practice
BRA	Crawford County Brownfield Redevelopment Authority
CDS	Congressionally Directed Spending from US Congress, up to \$1 million
CE	Consumers Energy
CEDAM-F	Community Economic Development Association of Michigan – Fellow
СНАМ	Chamber of Commerce
CHARGE	Charge Up Michigan Program via EGLE
CITY	City Administration
CRAW	Crawford County (see available ARPA funding)
DDA	DDA Board of Directors
DNR	Department of Natural Resources
DNR-F	Department of Natural Resources Forestry grant, which includes the DTE Energy Foundation Tree Planting grant
DNR-R	Department of Natural Resources Recreation grant
DX	Design Committee
EAR	Earmarks from state legislature, up to \$1 million
EGLE	Environment, Great Lakes, and Energy
EV	Economic Vitality Committee
FTE	Full Time Equivalent (e.g., \$ for salaried worker to complete)
GCC	Grayling City Council
GF	Grayling General Fund
GPA	Grayling Promotional Association
GT	Greetings Tour Mural grants
MACC	Michigan Arts and Culture Council
MACVB	Michigan Aris and Culture Council Michigan Association of Convention & Visitors Bureaus
MDA	Michigan Downtown Association
MDHHS	Michigan Department of Health and Human Services
MDOT	Michigan Department of Transportation
MEDC	Michigan Economic Development Corporation
MHEF	Michigan Health Endowment Fund
MMS	Michigan Main Street grant
MOM	Michigan Main Street grant Match on Main grant via MEDC
MSU	Match on Main grant via MEDC Michigan State University First Impressions Tourism Assessment
NCMCF	North Central Michigan Community Foundation \$2,500 Community Impact grant
NEMCOG	
-	Northeast Michigan Council of Governments
ORG ORP	Organization Committee Office of Rural Prosperity
PC	Planning Commission
	•
PLANET	\$250,000 Consumers Energy Planet grant Parks and Recreation
PR	
PROMO	Promotion Commutee
PSCP	Public Spaces Community Places grant
SURV	Community Survey
RAISE	Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant
RAP 3.0	Revitalization and Placemaking \$1 million grant
RRC	\$50,000 Redevelopment Ready Community Technical Assistance grant
RS	Redevelopment Services grant via MEDC



listoric Preservation Office al Fish and Wildlife Foundation Sustain Our Great Lakes grant partment of Transportation Safe Streets for All Planning and Demonstration grant (must have plan before city can apply for
5
nentation dollars)
partment of Transportation Safe Streets for All Implementation grant
older Interviewees
cal Assistance Provider (e.g., consultant)
00 Hometown grant
f Michigan Department of Treasury
) Foundation grant
aste Reduction Model
0 of)

About the Category Headers:

Project	Description of project or actionable task to implement project.
Priority	Priority of projects ranging from 1 to 3. 1 = Highest priority; 3 = Less of a priority. Projects are chosen to have a higher priority based on results from community engagement when multiple participants expressed the importance of the project. Priority 1 is also assigned if the task is easier to complete.
Timeframe	Predicted timeline to initiate project. Use this category to help create a schedule and capital improvement plan. Timelines have one of the following designations: ongoing; less than one year, 1 to 3 years, or 3 or more years.
Cost	Estimated project cost. Project costs consist of capital expenditures and annual operational costs. Annual costs for Economic Vitality and Design are only counted once. Annual costs for Organization and Promotion are counted for 20 years. Estimates are preliminary and need to be refined as projects are initiated.
Funding	Funding sources to implement a project apart from the DDA TIF. Funding sources represent either actual grants, organizations that can support the project, or ideas of organizations that might have grant opportunities. The next step is for the DDA to refine this table by researching and planning for specific grant opportunities. Sources listed in this table come from conversations with economic development professionals, including the MEDC.
Lead	Groups assigned to take the lead on implementing the action item.
Support	The groups who identified the need for the project as part of the community engagement for the creation of this Development and TIF Plan.
Action Item	Action items include the following ideas but are not limited to these projects. The DDA maintains the right to expand upon actionable items as they pursue each project.



CATEGORY	PROJECT / ACTION ITEMS	PRIORITY	TIMEFRAME	COST	FUNDING	LEAD	SUPPORT	Desired end-use ideas we heard durin the Community Engagement section of
Vacant Land	 Activate vacant land and support the rehabilitation (or demolition) of vacant buildings including but not limited to (listed in order of priority): 1) Shoppenagon's Inn 2) Bear's Landing 2) Formitabilitabilitation 							 this project include the following: 1) Shoppenagon's Inn = Mixed-Use apartment / hotel with ground floor commercial.
	 3) Family Video Block 4) Frontier Building 5) State Police Crime Lab 6) Brickery Building 7) Huntington Bank (22 likes) 8) Du Bios Lumber (17 likes) 						DDA, WORK, STAKE, CITY, SURV	 Bear's Landing = Indoor sports complex, recreation center, dog pa Family Video Block = Apartments, restaurant / cafe
	 9) Smoking Bucks and Sunny's Spot (17 likes) » Host bi-annual meetings with the property owners to strengthen relationships and 	1	Ongoing, < 1 year	\$80,000 (includes all		CITY, EV, ORG		4) Frontier Building = Mixed-use project
	understand their redevelopment needs / desires.	1		recommended priority redevelopment site coordination,	-	CITT, ÉV, UKU	-	
	» Apply for funding to perform an environmental assessment for each site. Perform environmental assessment and share results with property owner.	1	<1 year	approximately 1 year FTE or technical assistance provider)	-	CITY, ORG		State Crime Lab = Mixed-use projec with a park
	» Create a design plan for the proposed redevelopment of each site. The design plan consists of needed site upgrades / repairs, building typology, desired end use.	1	1-3 years	\$20,000 per concept plan (renderings, economic analysis, construction cost estimate, development feasibility)	RS	CITY, DX	-	6) Brickery Building = Retail 7) Huntington Bank = Mixed-use proje
	» Host quarterly meetings with Crawford County, MEDC, and Camp Grayling to check-in and understand available redevelopment funding and demand. Invite property owners to the table.	1	Ongoing, <1 year	\$40,000 (includes all priority site redevelopment preparation activities within project, ~ ½ year FTE or TAP)	-	CITY, EV, PROMO	-	8) Du Bois Lumber = Mixed-use projec 9) Smoking Bucks / Sunny's Spot =
	» Conduct Phase 1 environmental assessments and Phase 2 as needed.	2	As needed	\$25,000 per site	CRAW, BRA, EGLE	CITY, ORG		Park / Greenspace
Farmer's Market / City Park	Preserve, expand and maintain the Farmer's Market and City Park.					-	DDA, STAKE, SURV	
	» Install 6,000 SF enclosed building / shed with garage doors. The shed has 4,000 SF open space, public restrooms, and kitchen.	1	1 – 3 years	\$2 million	RAP 3.0, T-Mobile, DNR-R, CDS, EAR, PSCP, MHEF	CITY, EV, PR	-	
	» Support the updates, maintenance, and implementation of the City of Grayling Park, Recreation, Open Space and Greenways Plan.	1	<1 year	\$5,000	ORP, MHEF	ORG, PR	-	
	» Create a Parks and Recreation Authority.	1	Ongoing	\$27,000 (~ 1/3 year FTE or TAP)	-	ORG, PR	-	
	» Install more recreational opportunities at the park, such as a riverfront splash pad, skate park and/or basketball court.	2	3 + years	Splashpad = \$850,000 Skate park = \$95,000 Basketball court = \$65,000	DNR-R, PSCP, MHEF	EV, PR	-	
Parking Lot	Maintain, preserve and expand municipal parking lots.					-	DDA, CITY, STAKE, WORK, SURV	
	 Reconstruct, pave, paint, bury power lines and install lighting for S Municipal Parking Lot. 	1	1 – 3 years	\$1 million		CITY, EV	-	
	» Reconstruct, regrade, pave, paint, bury power lines, install lighting and shared dumpster for N Municipal Parking Lot	1	1 – 3 years	\$1 million	RAISE, CDS, EAR, CRAW	CITY, EV	-	
	 Install lighting around the existing parking lots. Instead of waiting until there is \$ 2 million in financing to support a parking lot reconstruction project, install better lighting now. 	1	< 1 year	\$60,000 for 6 to 10 poles w/ electric conduit	CE	CITY, EV	-	

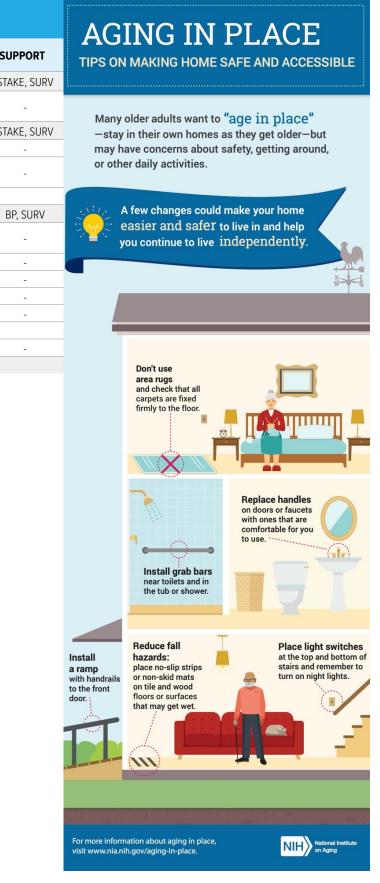


CATEGORY	PROJECT / ACTION ITEMS	PRIORITY	TIMEFRAME	COST	FUNDING	LEAD	SUPPORT
Local Businesses	Support, preserve and expand the population of small, local businesses. Cultivate a balanced mix of uses and businesses.						DDA, WORK, STAKE, SUI
	 Change the zoning ordinance to regulate chain / franchise businesses within the DDA as a SLU. 	1	< 1 year			CITY	-
	 » Update the zoning ordinance to allow the following uses as automatically permitted uses within the CBD and C-3A districts: 1) Caterers 2) Drinking Establishments (already regulated by the State) 3) Hotels / Motels 4) Microbreweries / Wineries 5) Farmer's Market 6) Billiards Halls 7) Bowling Center 8) Pet Store 9) Recording Studio 10) Small-scale Craft Making 11) Governmental Buildings 12) Institutions of Higher Education / Universities / Colleges 13) Childcare center; 	1	< 1 year	\$80,000 (includes all recommended zoning changes within project, ~ 1 year FTE or TAP)	CITY	CITY	-
	 Nixed-Use Residential; and 15) Multi-Family Apartments. » Update the zoning ordinance to allow the following uses as automatically permitted uses within the C-1 District: 1) Multi-family apartments; 2) Mixed-use residential. 	1	< 1 year			Image: City DDA, WORK, City Image: City Image: City City, Promo Image: City, Promo Image: City, Promo City, Promo, Ev Image: City, Promo Image: City, Promo City, Promo, Ev Image: City, Promo, Ev Image: City, Promo City, Promo, Ev Image: City, Promo, Ev Image: City, Promo City, Promo, Ev Image: City, Promo, Ev Image: City, Promo City, Promo, Ev Image: City, Promo, Ev Image: City, Promo City, Promo, Ev Image: City, Promo, Ev Image: City, Promo City, Promo, Ev Image: City, Promo, Ev Image: City, Promo City, Promo, Ev Image: City, Promo, Ev Image: City, Promo City, Promo, Ev Image: City, Promo Image: City, Promo City, Promo, Ev Image: City, Promo Image: City, Prom City, Promo, Ev Image: City, Prom Image: City, Prom City, Promo, Ev Image: Ci	
	» Update the zoning ordinance to create a master land use table that references all uses allowed by zoning district in one table.	1	< 1 year				-
	» Recruit and support existing retail stores such as clothes (especially for men, children, and teenagers), home goods, toys, games, outdoor sports and gear.	2	1-3 years				-
	» Recruit and support existing dining businesses such as restaurants, bakeries, cafes.	2	1-3 years				-
	» Recruit and support personal services such as barbers, dry cleaning.	1	< 1 year			CITY, PROMO, EV	-
	» Recruit and support existing arts and culture stores such as theatre, bookstores, galleries, studios.	2	1-3 years	\$40,000 (includes all business recruitment activities within project, ~ ½ year FTE or TAP)	CEDAM-F	CITY, PROMO	-
	» Recruit fresh food markets and specialty wine / cheese store.	2	1-3 years			CITY, PROMO, EV	
	» Recruit short term lodging like a hotel, see "Tourism" below.	1	1-3 years			CITY, PROMO, EV	DDA, WORK, STAKE, SUF
	» Recruit more experiential retail businesses, especially for the youth, such as a roller skate rink, axe throwing, or bowling alley.	2	1-3 years			CITY, PROMO	-
Tax Incentives	Create financial incentives to support new construction or adaptive reuse projects.						WORK
	» Establish an Obsolete Property Rehabilitation Tax Exemption District within the DDA.	1	1 – 3 years	\$27,000 (~ 1/3 year FTE or TAP)	TREAS	CITY	-
Housing	Support, preserve and create more housing opportunities downtown.						WORK, STAKE, SURV
	 Create a housing coordinator position to support the following activities: 1) Update Master Plan to reflect housing needs. 2) Expand upper story apartment stock. 3) Expand affordable and attainable housing stock. 4) Expand multi-family apartments, especially attached single-family townhomes. 5) Increase availability of short-term rentals. 6) Expand accessibility of housing to support aging in place. 	2	3 + years	\$80,000 (includes all housing activities within project, ~1 year FTE or TAP)	CEDAM-F, MHEF	CITY, EV	-



Goal 1: Economic Vitality (cont.)

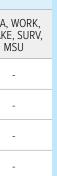
CATEGORY	PROJECT / ACTION ITEMS	PRIORITY	TIMEFRAME	COST	FUNDING	LEAD	SUF
Tourism	Create lodging options, such as hotels, to support tourists and short-term guests.						STAK
	» Attend quarterly meetings with Camp Grayling to understand their visitor demand and available funding support and implement results.	1	Ongoing	\$20,000 (~ 1/4 year FTE or TAP)	-	CITY, EV, PROMO	
Public Restroom	Create a permanent public restroom opportunity.						STAK
	» Consider locations for a public restroom.	2	1 – 3 years		-	DX, EV	
	» Perform a cost evaluation of the project. Record cost within the Capital Improvement Project plan for the city.	2	3 + years	\$20,000 (~ 1/4 year FTE or TAP)	-	CITY, EV	
	» Install a public restroom downtown.			\$1 million	DNR-R, PSCP	DX, EV, CITY	
Public Infrastructure	Fund public infrastructure as needed.						BP
	» Plan, design, maintain and finance sidewalks, roadways, utilities, alleys, and other infrastructure.	1	Ongoing	\$5 million	MDOT	CITY, DDA, MDOT	
	» Maintain street cleanliness by providing trash / recycling collection services.	1	Ongoing	\$15,000	WARM, MDHHS	CITY, DDA	
	» Support and finance snow removal services.	1	Ongoing	\$12,000	-	CITY, DDA, EV	
	» Maintain the Parks and Recreation Plan.	1	Ongoing	\$35,000	-	PR, DDA	
	» Maintain a Capital Improvement Project Plan.	1	Ongoing	\$15,000	-	CITY, DDA	
	» Install electric vehicle supply equipment.	3	3 + years	\$15,000 per EVSE	CE, CHARGE, EGLE	EV	
	» Use and install alternative energy solutions such as wind and solar, when feasible.	2	3 + years	\$100,000 per building	CE, EGLE	EV	
TOTAL				\$11,726,000			





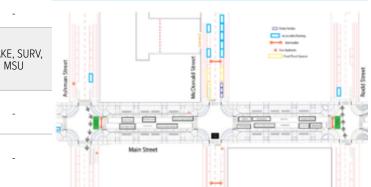
CATEGORY	PROJECT / ACTION ITEMS	PRIORITY	TIMEFRAME	COST	FUNDING	LEAD	SUPP
Wayfinding	Plan, design, finance and implement a wayfinding system. Wayfinding systems can be signage, landscaping, art, murals, or other features. Wayfinding systems may be placed anywhere within the DDA.						DDA, V STAKE, MS
	» Install signs that show the distance between bike / walking / canoeing paths, the business district, and the library at 14 intersections. See MSU FIT Assessment page 11.	1	1 – 3 years	\$84,000 (\$6,000 per intersection, includes 10 signs)	AARP, DNR-R, MDA, MDOT	DX, PROMO	-
	» Place 4 wall signs and paint in alley behind "Spikes" to create a safer walking path to the City Park from the downtown.	1	1 – 3 years	\$8,000	AARP, DNR-R	DX, PROMO	-
	» Install the 9 gateway signs as listed in the Community Engagement Chapter, Strategic Workshop Section.	1	1 – 3 years	\$31,500	AARP, DNR-R	DX, PROMO	-
	» Install the 18 wayfinding signs as listed in the Community Engagement Chapter, Strategic Workshop Section.	1	1 – 3 years	\$45,200	AARP, DNR-R	DX, PROMO	-
	» Install a sign for guests to view as they drive into downtown Grayling. Include illumination and a native species landscaped garden. See MSU FIT Assessment page 11.	1	<1 year	\$10,000 per sign	Wade Trim, NCMCF, MDOT	DX, PROMO	-
	» Install a banner that stretches over Michigan Ave at the business loop, welcoming guests to participate in seasonal events.	1	< 1 year	\$400 per banner	AARP	DX, PROMO	-
Walkability / Streetscape	Support, maintain, expand, and finance the walkability elements and streetscape of the downtown. Projects that enhance walkability include but are not limited to widening sidewalks, enhancing safety of crosswalks, providing more landscaping and screening, providing designated walking paths and installing traffic calming devices.						STAKE, MS
	 » Update the Zoning Ordinance to require landscaping screening devices between the public right-of-way and parking lot. When planting new trees / plants is not an option, require planter boxes. » Change Zoning Ordinance Section 3117 Commercial and Inductrial Encose and Walls 	1	< 1 year	\$80,000 (includes all recommended		CITY	-
	» Change Zoning Ordinance Section 3.11.7 Commercial and Industrial Fences and Walls Required for Screening Purposes to prohibit the use of chain link / metal fences as screening devices. Instead, require brick, composite wood, or composite plastic for enhanced aesthetics.	1	< 1 year	zoning changes within project, ~ 1 year FTE or TAP)	RRC	CITY	-
	» Support the expansion of the sidewalk along the Business Loop, especially between Burton Ct and Ingham St.	2	3 + years	\$5 million per mile (10 – 15 ft commercial grade sidewalk, both sides of street)	AARP, MDOT, ATIIP	DX	-
	» Convert the 100 block of Michigan Avenue into a woonerf, which is a flexible street that serves both pedestrian and vehicle needs, with curbless roads, cobblestone, public seating, a fountain, and yard games. Consider starting with summer weekends, then transition to all summer and early fall.	3	3 + years	\$1 million	SS-I, RAISE, ATIIP	DX	-
	 Create ladder crosswalks at the 4 corners (intersection of Michigan Ave and Business Loop) 	2	1-3 years	\$10,000 per intersection	SS-I, RAISE, ATIIP	DX	-
	» Create a nature trail that runs through the downtown along the river and connect the trail with the Hartwick Pines and Hanson Hills trails.	1	1-3 years	\$600,000 per mile for paved asphalt or limestone path	DNR-R, ATIIP	DX	-
	» Improve the crosswalk at SW corner of Michigan Ave and Peninsular Ave by installing a ladder painted crosswalk and a "Must Yield to Pedestrian" and "Advanced Warning" signs.	2	3 + years	\$10,000	SS-I, RAISE, ATIIP	DX	-
	» Improve the crosswalk along the business loop at the nature center and Ray's BBQ by installing a HAWK signal and re-painting the ladder crosswalk.	1	3 + years	\$200,000	SS-I, RAISE, ATIIP	DX	-
	» Install a roundabout at Huron St and the business loop to calm traffic.	3	3 + years	\$2 million per multi-lane roundabout	SS-I, RAISE, ATIIP	DX, MDOT, CITY	-
	» Conduct a signal light timing study and implement results. Ensure safe and sufficient travel time for pedestrians and vehicles crossing the business loop.	1	3 + years	\$100,000	SS- P&D, ATIIP	DX, MDOT, CITY	-
	» Complete a City of Grayling Mobility / Complete Streets Plan to improve non-motorized infrastructure and operations for all users. Specifically, consider strategic placement of any bike routes / lanes, bike racks, designate cut out lanes for ridesharing, mid-block crossings, and green infrastructure.	3	3 + years	\$100,000	SS- P&D, ATIIP	DX, EV, MDOT, CITY	-
	» Create a paved riverwalk. See MSU FIT Assessment page 13.	3	3 + years	\$600,000 per mile for paved asphalt or limestone path	DNR-R, ATIIP	DX	-

PPORT



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Cities around the country are converting portions of their downtown streets into seasonal pedestrian plazas. For example, The Commons, a pedestrian plaza in the City of Midland, operates from June to October. The Commons features expanded outdoor dining options, retail area, gathering spaces, outdoor games, special events, activities, programs, and live music.



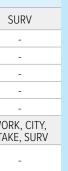




Goal 2: Design (cont.)

CATEGORY	PROJECT / ACTION ITEMS	PRIORITY	TIMEFRAME	COST	FUNDING	LEAD	SUP
Green Infrastructure	Install and support green infrastructure.						S
	» Install rain gardens, bioswales, and curb extensions for first flush events.	1	1-3 years	\$1,800 per device		DX	
	» Install green roofs.	1	1-3 years	\$600,000 per roof		DX	
	» Install rain barrels.	1	1-3 years	\$100 per barrel	SOGL, EGLE, PLANET	DX	
	» Install permeable pavement.	1	1-3 years	\$5,000 per parking space	TLANET	DX	
	» Conserve trees by creating a tree preservation ordinance.	1	1-3 years	\$7,000		DX	
Lighting	Maintain, improve, and expand street lighting and amenities.						WOR STAK
	» Install string lights within the 300 block along the Business Loop.	1	< 1 year	\$5,000	CE, MDA, AARP, MMS	CITY, DX	
	» Install light poles along Norway St, to match the municipal light poles downtown	1	1-3 years	\$375,000 for 25 poles (\$15,000 per pole)	CE, MDA, SS-I, MMS	CITY, DX	
Flower Planter Box	Maintain, preserve and expand the successful annual flower planter box campaign.						ST
	» Allocate funding to support the program.	1	< 1 year	\$4,000 per year	MMS, GPA, ASAV	ORG, DX	
Street Trees	Improve and expand street tree planting.						WOR
	 Plant 20 or more street trees along Norway St. Apply for urban forestry grants to secure funding for new street trees. 	1	< 1 year	\$5,000 (\$250 per tree)	DNR-F	ORG, DX	
	 Install dedicated irrigation systems for street trees. 	1	< 1 year	\$100,000 (~ 1/3 of the landscaping budget)	DNR-F	CITY	
	» Plant more street trees as needed.	1	Ongoing	\$500 per 1 tree; \$400 per 2-4 trees, etc.	DNR-F	ORG, DX	
Public Seating	Improve, preserve and expand public seating.						WOR
	» Install seating along Michigan Ave.	3	1-3 years	\$2,000 per bench	AARP, MMS	DX	
	 Install seating at City of Grayling Park. 	3	1-3 years	\$2,000 per bench	AARP, MMS	DX, PR	
Public Art	Improve, preserve, and expand public art.						ST
	 Install art along Michigan Ave, especially within the 200 block. Review MSU FIT Assessment page 10 to understand mural locations. 	3	1 – 3 years	\$10,000 per mural	MACC, MMS, GPA, ASAV, GT, AM	DX	
Façades	Improve the quality of facades.						SURV, D
	» Update the zoning ordinance to restrict the use of vinyl and EIFS as façade materials within the DDA.	1	<1 year	\$80,000 (includes all recommended zoning changes within project, ~ 1 year FTE or TAP)	RRC	CITY	
	» Create a façade and sign grant program with updated standards to incentivize property owners to enhance / repair / expand their business.	1	1 – 3 years	\$15,000 (\$5,000 per façade, three facades per year)	MMS	DX, DDA	
Au Sable River	Preserve, clean and protect the Au Sable River, including all programming events that come with the river.						DDA, S
	» Install a piece of art or sculpture that pays homage to the Au Sable Canoe Marathon (e.g., an archway over the river).	3	3 + years	\$600,000	MACC, MMS, GPA, ASAV, AM	DX, DDA, DNR	
	» Ensure that new development activates the river. For example, design patios and main entrances to be along the river. Create a design overlay for properties that front the river.	1	Ongoing	\$80,000 (includes all recommended zoning changes within project, ~ 1 year FTE or TAP)	-	DX, DDA, CITY	
Historic Architecture	Preserve and restore historic architecture.						DDA, S
	» Evaluate creating a Local / State / Federal Historic District and nominating individual properties of historical significance to the National Register of Historic Places. For instance, the Rialto Theatre and the Masonic Lodge.	3	Ongoing	\$60,000	SHPO	DX	
MSU First Impressions Tourism	Implement the MSU FIT Assessment findings.						MSU
	» Record the findings within this Action Table and implement.	1	< 1 year		_	DX, ORG	

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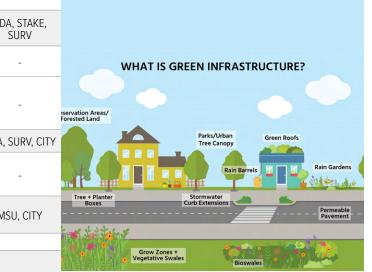
-DRK, STAKE

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STAKE

, DDA, STAKE

Green infrastructure is a nature-based approach to stormwater management that protects, restores, or mimics the natural water cycle. There are many green infrastructure types and strategies such as bioswales, native plantings, green roofs, permeable pavement, rain gardens, and rain barrels. However, they are all designed with the common purpose to slow down, store and/or filter stormwater.





CATEGORY	PROJECT / ACTION ITEMS	PRIORITY	TIMEFRAME	COST	FUNDING	LEAD	SUPPORT
DDA Organization	Support and maintain the general organization of the DDA.						BP
-	» Create work plans for each committee based on the tasks within the Development Plan.	1	<1 year	\$0	-	ORG	-
DDA Staff	Support, maintain and expand DDA staff.						DDA
	» Hire a DDA Director	1	3 + years	\$65,000 per year	CRAW, NEMCOG, MMS	DDA, CITY, ORG	-
Collaboration between businesses	Foster the collaboration between businesses (see also Community Events).						WORK, SURV
	» Host quarterly DT business roundtable discussions.	1	Ongoing	\$400 per year	-	ORG	-
	» Host an annual DT business meeting and business resource fair; make available to the public or report out discussion topics and action items.	1	Ongoing	\$1,000 per year	-	ORG	-
Volunteers	Recruit and develop volunteers.						WORK, SURV
	» Start creating volunteer network.	1	< 1 year	\$0	-	ORG	-
	» Host quarterly meetings with volunteers to ensure active participation.	1	Ongoing	\$400 per year	-	ORG	-
	» Finance and create a customer relationship management software (CRM) to track and communicate with volunteers.	1	< 1 year	\$1,200 per year	-	ORG	-
Finance	Support and maintain the financial needs of the DDA.						WORK, STAKE
	» Create and support fundraising opportunities.	1	Ongoing	\$0	-	ORG	-
	» Create a grant database. Start with organizing the grants listed within this Action Plan and research specific programs to pursue. Create a grant calendar.	2	1 – 3 years	\$0	-	ORG	-
	» Research how the DDA can use bonds to support projects.	1	< 1 year	\$0	-	ORG	-
Partnerships	Preserve, improve and expand DDA partnerships.						WORK
	» Seek partnerships with the school district, the city, religious institutions, industrial companies, etc. to sponsor projects / events.	1	Ongoing	\$0	-	ORG	-
	» Host at least one annual joint meeting with the City's municipal boards, commissions, and department heads to ensure collaboration and identify common efforts.	1	Ongoing	\$100 per year	-	ORG	-
TOTAL			1	\$1,364,000			



Goal 4: Prom	otion						
CATEGORY	PROJECT / ACTION ITEMS	TIMEFRAME	COST	FUNDING	LEAD	SUPPORT	
Community Events	Preserve, improve, and expand community events.						DDA, WORK, SURV
	» Offer networking events for businesses to connect with support organizations.	2	1 – 3 years	\$1,000 per year (\$500 per event)	-	PROMO	-
	» Offer events for businesses to sell and promote their products / work.	2	1 – 3 years	\$1,000 per year (\$500 per event)	AM	PROMO	-
	» Contract with businesses to produce / cater DDA events.	1	Ongoing	\$0	-	PROMO	-
	» Enhance the quality of existing seasonal events and festivals.	1	Ongoing	\$10,000 per year	AM	PROMO	-
	» Create new event opportunities including but not limited to more live music and concerts, farmers markets, plays, cultural entertainment, and youth- focused activities.	2	3 + years	\$3,000 per festival	AM	PROMO	-
	» Support the Au Sable River Canoe Marathon Events	1	Ongoing	\$5,000 per year	CHAM	PROMO, DDA, CITY	-
Identity	Expand, improve and maintain the DDA's identity.						WORK, STAKE, SURV, MSU
	» Create, finance, and implement a marketing campaign by marketing the downtown as a food and beverage destination, an outdoor recreation hub, an Up North destination, and an ecology/nature destination. One tool to do so is a Facebook advertising campaign. See MSU FIT Assessment page 14.	1	Ongoing	\$2,000 per year	RRC, MACVB	PROMO	-
	» Be intentional about logos for the City and DDA / Main Street Board. Ensure that the same logo is used and represented accurately throughout projects. See MSU FIT Assessment page 12.	1	Ongoing	\$0	-	CITY, PROMO	-
	» Continue to fund, plan, and design marketing material and outreach efforts maintain Grayling's role as Crawford County's downtown via Facebook advertising.	1	Ongoing	\$2,000 per year	-	PROMO	-
	» Elevate the history of the area, including Native American and lumber roots.	1	Ongoing	\$2,000 per year	-	PROMO	-
Social Media	Improve, update and preserve the DDA's social media presence.						WORK, STAKE, SURV
	» Upgrade and maintain strong communication within the DDA's Facebook account.	1	Ongoing	\$0	-	PROMO	-
	» Perform quarterly audits of the DDA's website and online presence. Ensure the published content meets the marketing goals of the DDA.	1	Ongoing	\$0	-	PROMO	-
	» Create an online calendar of DDA events.	1	Ongoing		-	PROMO	-
	» Create an online directory of DDA businesses.	1	Ongoing	\$40,000, ~1/2 year FTE or TAP	-	PROMO	-
Marketing	Create a marketing campaign to recruit populations to live, work and visit.						SURV, BP
	» Send PROMO committee to graphic design / marketing training.	1	< 1 year	\$5,000	MDA	PROMO, DDA	-
	» Develop a marketing campaign to attract families with children to live in Grayling, older adults to visit Grayling, and young adults and teens to work in Grayling.	1	Ongoing	\$60,000	-	PROMO, CHAM	-
TOTAL				\$405,000		1	



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OPEN SPACE IN THE DEVELOPMENT AREA 125.4217 2(F)

There are three parks within the Development Area. See below.

Park	Ownership
City Park	Public
Canoe Launch	Public
Pocket Park along Michigan Avenue	Private

SITES THE DDA WISHES TO SELL, DONATE, EXCHANGE, OR LEASE 125.4217 2(G)

The DDA does not own any properties within the Development Area at the time of plan adoption. The DDA might be interested in purchasing the small pocket park, noted above, and the vacant parcel known as Shoppenagon's Inn. The DDA reserves the right to consider purchasing, selling, donating, leasing and exchanging properties in the future if they support the Action Table goals.

Additional right-of-way and/or easements may be required to accomplish the planned streetscape, connections, utilities, and other public improvements. While it is not the intent of the DDA to purchase either right-of-way or easements since considerable benefits will accrue to the abutting parcels from the public improvements, purchase may be required. Any road right-of-way acquired will be transferred to the road agency with jurisdiction.

DESIRED ZONING, STREET, AND UTILITY CHANGES 125.4217 2(H)

Considerations for zoning changes are listed within the Action Table. Zoning changes on parcels in the Development Area will be coordinated between the DDA, the Planning Commission, and the City Council according to State enabling acts and the adopted procedures of the City. Any change will occur in a manner that ensures appropriate future land uses within the district.

No street or utility changes are proposed at this moment within the plan. Utility upgrades will follow the schedule listed in the City's Capital Improvement Project Plan. In 2014, the City of Grayling updated its water and sewer infrastructure. In 2007, the City updated its sidewalks downtown.



PROCEDURES FOR DEVELOPMENT

125.4217 2(J-K)

All public improvement projects undertaken as part of this plan will remain in public ownership for the public benefit. The DDA may participate in and/or facilitate a purchase of other land, either for lease or for sale, for use or redevelopment in accordance with the City Master Plan and the goals of this Development Plan. The person or persons to whom such property may be leased or conveyed is unknown at this time.

In the event the DDA purchases, receives a donation of, or otherwise comes to own property in the Development Area, it will conform with any bidding or land disposition process adopted by the City or, in the absence of such procedures, the DDA will adopt suitable procedures to govern the management and disposition of property in conformance with all applicable Federal, State, and local regulations. The DDA does not have an expressed or implied agreement between any persons, natural or corporate, indicating that all or a portion of the development area will be leased, sold, or conveyed to those persons.

COMMENTS ON DISPLACEMENT AND RELOCATION PLAN 125.4217 2(L-N)

No families or individuals are planned to be displaced and no occupied residences are designated for acquisition and clearance by this Plan. The DDA does not intend to acquire any residential property in conjunction with this Plan. Any residential properties that are redeveloped under this Plan are intended to be acquired by the private sector for private development and ownership. However, in the future, if the condemnation of property is necessary to meet the objectives of this Plan and would result in persons being displaced, the DDA will submit to the City Council an acquisition and relocation plan, consistent with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. As dictated by that Act, provision for the costs of relocation of displaced persons, including financial assistance and reimbursement of expenses will be made.

CONDEMNATION OF PROPERTY

125.4217 2(0)

The DDA does not intend to condemn property in conjunction with this plan. However, in the future if the condemnation of property is necessary to meet the objective of this plan, the DDA will submit to the City Council a plan and will comply with Act No. 227 of the Public Acts of 1972, as amended, Sections 213.321 to 213.332 of the Michigan Complied Laws.



Not applicable.

TAX INCREMENT FINANCING PLAN





OVERVIEW OF STATE REQUIREMENTS

Tax Increment Financing (TIF) Plans for Downtown Development Authorities (DDAs) within the State of Michigan must meet the requirements listed in Public Act 57 of 2018, Part 2: Downtown Development Authorities, Section 125.4214: Tax Increment Financing Plan.

The following table represents how the City of Grayling DDA TIF Plan meets the requirements. Contents in the table include the specific requirements from Section 125.4214, a simplified header to represent the requirements, and a page number to find where each requirement is addressed within this document.

125.4	214 DDA TIF Plan Contents	Simplified Plan Header							
1	Include a development plan as provided in section 217	N/A							
	A detailed explanation of the tax increment procedure	Explanation of TIF Procedure							
	Maximum amount of bonded indebtedness to be incurred	Bonds and Alternative Financing							
	Duration of the program	Duration of TIF							
	Shall be in compliance with section 215: Transmitting and expending tax increments revenues; reversion of surplus funds; abolishment of tax increment financing plan; conditions.	Transparency in TIF Spending and Commitment to TIF Plan							
	Statement of the estimated impact of tax increment financing on the assessed values of all taxing jurisdictions in which the development area is located	Impact on Taxing Jurisdictions within the Development Area							
	Provide for the use of part or all of the captured assessed value, but the portion intended to be used by the authority shall be clearly stated in the tax increment financing plan	Estimated TIF Revenue							
	Set forth the method for excluding growth in property value resulting solely from inflation.	Property Value Growth from Inflation							



EXPLANATION OF THE TAX INCREMENT PROCEDURE 125.4214(1)

As provided in Public Act 57 of 2018, tax increment financing is a tool that can be used to assist redevelopment within a DDA Development Area. Tax increment financing is the process of expending new property tax dollars for improvements that generally benefit the parcels that pay the taxes. Tax dollars generated from new private property developments and from improvements to existing private property within a designated Development Area are "captured" and utilized by the DDA to finance public improvements within that Development Area, which supports and encourages continued private investment.

To utilize tax increment financing, the DDA must prepare and adopt a Development Plan and a TIF Plan. Both plans are submitted to the City Council, are subject to public hearing, and City Council must approve the plans by ordinance. The plans specify the initial assessed value, estimate the captured assessed value, and provide for the expenditure of the funds. These plans may be amended in the future to reflect changes desired by the DDA, subject to approval by Council. All amendments must follow the procedures of PA 57 of 2018.

Captured assessed value is defined in PA 57 of 2018 as the amount, in any one year, by which the current assessed value of the Development Area exceeds the initial assessed value. Initial assessed value is defined as the assessed value, as equalized, of all the taxable property within the boundaries of the Development Area at the time the ordinance establishing the tax increment financing (TIF) plan is approved, as shown by the most recent assessment roll of the municipality for which equalization has been completed at the time the ordinance is adopted. Tax increment revenue is generated when the current assessed value of all properties within a Development Area in each year subsequent to the adoption of the TIF Plan, exceeds the initial assessed value of those properties.

Such funds transmitted to the DDA are termed "tax increment revenues". Tax increment revenues are the amount of ad valorem and specific local taxes attributable to the application of the levy of participating and non-exempt taxing jurisdictions upon the captured assessed value of real and personal property in the Development Area.

BONDS AND ALTERNATIVE FINANCING

125.4214(1)

If bonds are needed to perform the projects within the Action Table of the Development Plan, then the maximum amount of bonded indebtedness to be incurred shall not exceed \$1,531,590. Bonded indebtedness may be undertaken if the DDA determines, subject to City Council approval, that it would be advantageous to completing all or portions of the improvement program. The Grayling DDA will abide by section 125.4213 requirements if they pursue revenue bonds. The Grayling DDA will abide by section 125.4216 if they pursue general obligation bonds.

Most improvements will be implemented on a "pay-as-you-go" basis as tax increment revenues are transmitted to the DDA. Tax increment revenues transmitted to the DDA can be used as they accrue annually, can be held to calculate amounts necessary to make improvements described in the Development Plan, or can be pledged for debt service on general obligation tax increment bonds issued by the City of Grayling.

The DDA may borrow funds from other sources as permitted under PA 57 of 2018. Loans from other sources may be used, depending upon the favorability of terms, availability of other funds, and suitability for the size and type of project involved.





125.4214(1)

The duration of the Development and TIF Plan is for a period of 20 years, commencing upon approval by the City Council in June 2024—2024 will be the base year for TIF purposes. The DDA will receive its first TIF installment in the summer 2025 tax bill. The plans will expire with the collection of taxes due in winter 2045, unless they are amended to extend or shorten their duration.

TRANSPARENCY IN TIF SPENDING AND COMMITMENT TO TIF PLAN 125.4214(1) AND 125.4215 (2)

The DDA shall expend the tax increment revenues received for the development program only pursuant to the tax increment financing plan. The TIF Plan will fund the Development Plan projects listed in the Action Plan section of the Development Plan. The cost estimates shown are current estimates only. These estimates are based solely upon concepts and have not been developed from construction drawings. Specific plans and refined cost estimates for the Development Area improvements will be completed upon initiation of each project.

As can be seen from the projections, the amount of TIF revenues will be limited until such time as one or more of the larger redevelopments occur. Leveraging of funds will be very important for success. It is intended that outside grants and other sources of funding will be pursued, as permitted under PA 57 of 2018. Other private funds, in kind contributions, public-private partnerships, and non-tax increment sources will also be considered to maximize the success of this Development and TIF Plan.

Any additional tax increment revenues beyond those projected in this Plan will be:

- 1. Used to further the implementation of the public improvement program as outlined in the Action Table;
- 2. Used to expedite any debt service; or
- 3. Returned, pro-rata, to the taxing units.

If the tax increment revenues are less than projected, the DDA may choose to:

- 1. Collect and hold the captured revenues until a sufficient amount is available to implement specific public improvements;
- 2. Implement public improvement projects based upon the ability to match existing funds with expenditures, while seeking out additional funding sources; or
- 3. Amend the development plan and/or tax increment financing plan to allow for alternative projects and funding.

The DDA shall annually review its proposed increment expenditures and revenues to prioritize the use of any additional funds, or to reduce expenditures if necessary. Other projects that arise and are consistent with the objectives and priorities of the Plan may also be funded consistent with the financing methods described in this Plan. If a fund balance exists after all projects are accomplished and all debt is paid, then funds will be redistributed to the taxing jurisdictions proportionate to the amount of capture that each contributes.



IMPACT ON TAXING JURISDICTIONS WITHIN THE DEVELOPMENT AREA 125.4214(1)

The maximum effect of this Plan on the taxing jurisdictions in which the Development Area is located is that the taxable value upon which taxes are now levied will remain constant over the life of this Plan. If private development occurs and values increase as anticipated in this Plan, potential taxes captured from each taxing jurisdiction over the duration of the Plan are estimated. Of course, at the expiration of this TIF Plan, all taxing jurisdictions will benefit substantially from new private development and from a tax base that has been stabilized and enhanced as a result of the public improvement program.

The applicable tax levy for tax increment purposes in the DDA Development Area will be the total millage levied by the eligible taxing jurisdictions. The initial tax levy of all applicable taxing jurisdictions listed in Table 1 is 21.00 mills. The County, the County Commission on Aging, the Grayling Recreation Authority, the Grayling Library, the Sheriff's Office, Crawford County Road, County Veterans Services, and Snow Removal are eligible taxing jurisdictions but decided to opt out at 100% percent, see column three. Column 4 within Table 1 represents millage expiration dates. Some City of Grayling taxing jurisdictions have millages to pay off their debt, while others have millages to pay for operating costs. For this project, we remove the millages from the taxing jurisdictions when the debt is paid off. For example, the County Commission on Aging debt millage is scheduled to end in 2040, therefore, we remove any millage from this jurisdiction after 2040. Some operating millages are scheduled to expire, however, for this project, we assume that these millages will be renewed. For example, the County Commission on Aging operating millage is scheduled to end in 2023. We assume that it will be renewed, therefore, we continue to project the potential increment tax capture.

Under this TIF Plan, the tax levy on the entire captured assessed valuation is planned to be utilized by the DDA. The tax increment revenues will be expended in the manner as set forth in this Plan. Estimates of the projected growth in taxable value, the revenue captured by taxing jurisdictions and the tax increment revenues to be received by the DDA are included in Table 2.

Eligible Taxing Jurisdictions	Overall Millage Rate	Projected Captured Millage Rate	Expiration
County Allocated	5.9891	0	2035
City Oper	17.8	17.8 (100%)	2025
College Oper	2.0899	2.0899 (100%)	2023
College Debt	0.12	0.12 (100%)	2040
Public Transit	0.6906	0.6906 (100%)	2028
Commission on Aging Oper	0.983	0	2027
Commission on Aging Debt	0.3	0.3 (100%)	2033
Grayling Recreation Authority	0.4762	0	2023
Library Oper	0.4381	0	2024
Library Debt	0.3	0	2023
Sheriff Oper	0.9812	0	2023
Sheriff Sting	0.4423	0	2023
County Road Oper	0.983	0	2035
Veterans Service	0.12	0	2025
Snow Removal	1.25	0	2023
Total Applicable Millage	32.9634	21.000	-

Table 1: Taxing Jurisdictions and Millage Rates

Source: City of Grayling, 2024



ESTIMATED TIF REVENUE

125.4214(1)

The initial assessed value of the Development Area is the total State Equalized Value (SEV) for all real and personal property in the Development Area as of March 2024, which is the most recent assessment roll. The initial assessed value, or base value, of the Development Area is \$9,272,608.

Over the course of this 20-year plan, the estimated total tax increment revenue captured is 1,022,593, which uses an annual growth rate of $2\%^2$. See Table 2 to understand the projected value increase of the Development Area over the next 20 years. A list of Development Area properties and a location map can be found in the Development Plan.

Additional increases in the assessed valuation for the Development Area and consequent tax increment revenues may result from other new construction, expansion, rehabilitation, or further appreciation of property values. These increases are beyond those projected in this plan, but if such increases result, the tax increment revenues will be spent according to this plan to accelerate the implementation of the public improvement program.

 ² Annual increase in taxable value is estimated at 2%. The average increase in taxable value from 2019 to 2023 is
 3%. However, the City Manager opted to use a 2% anticipated annual increase rate.



Table 2: Future TIF Capture Estimates for 20 Years

Fiscal Year	Total Taxable Value	Total Captured Value for TIF	City Operating	County Allocated	Kirtland Community College, Operating	Kirtland Community College, Debt	Crawford County Transportation	County Commission on Aging, Operating	County Commission on Aging, Debt	Grayling Recreation Authority	Library, Operating	Library, Debt	Sheriff, Operating	Sheriff, Sting	County Road	Veterans Service	Snow Removal	Total Tax Increment Revenue
Mills			17.8	5.9891	2.0899	0.12	0.6906	0.983	0.3	0.4762	0.4381	0.3	0.9812	0.4423	0.983	0.12	1.25	
Opt In %			100%	0%	100%	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	
2024	\$9,272,608		0.0178000	0.0059891	0.0020899	0.0001200	0.0006906	0.0009830	0.0003000	0.0004762	0.0004381	0.0003000	0.0009812	0.0004423	0.0009830	0.0001200	0.0012500	
2025	\$9,458,060	\$185,452	\$3,301	\$0	\$388	\$22	\$128	\$0	\$56	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,895
2026	\$9,647,221	\$374,613	\$6,668	\$0	\$783	\$45	\$259	\$0	\$112	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,867
2027	\$9,840,166	\$567,558	\$10,103	\$0	\$1,186	\$68	\$392	\$0	\$170	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,919
2028	\$10,036,969	\$764,361	\$13,606	\$0	\$1,597	\$92	\$528	\$0	\$229	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,052
2029	\$10,237,708	\$965,100	\$17,179	\$0	\$2,017	\$116	\$666	\$0	\$290	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,268
2030	\$10,442,463	\$1,169,855	\$20,823	\$0	\$2,445	\$140	\$808	\$0	\$351	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24,568
2031	\$10,651,312	\$1,378,704	\$24,541	\$0	\$2,881	\$165	\$952	\$0	\$414	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,953
2032	\$10,864,338	\$1,591,730	\$28,333	\$0	\$3,327	\$191	\$1,099	\$0	\$478	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$33,427
2033	\$11,081,625	\$1,809,017	\$32,201	\$0	\$3,781	\$217	\$1,249	\$0	\$543	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37,990
2034	\$11,303,257	\$2,030,649	\$36,146	\$0	\$4,244	\$244	\$1,402	\$0	\$609	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,645
2035	\$11,529,323	\$2,256,715	\$40,170	\$0	\$4,716	\$271	\$1,558	\$0	\$677	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,392
2036	\$11,759,909	\$2,487,301	\$44,274	\$0	\$5,198	\$298	\$1,718	\$0	\$746	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,235
2037	\$11,995,107	\$2,722,499	\$48,460	\$0	\$5,690	\$0	\$1,880	\$0	\$817	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,847
2038	\$12,235,009	\$2,962,401	\$52,731	\$0	\$6,191	\$0	\$2,046	\$0	\$889	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,856
2039	\$12,479,710	\$3,207,102	\$57,086	\$0	\$6,703	\$0	\$2,215	\$0	\$962	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$66,966
2040	\$12,729,304	\$3,456,696	\$61,529	\$0	\$7,224	\$0	\$2,387	\$0	\$1,037	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$72,178
2041	\$12,983,890	\$3,711,282	\$66,061	\$0	\$7,756	\$0	\$2,563	\$0	\$1,113	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$77,493
2042	\$13,243,568	\$3,970,960	\$70,683	\$0	\$8,299	\$0	\$2,742	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$81,724
2043	\$13,508,439	\$4,235,831	\$75,398	\$0	\$8,852	\$0	\$2,925	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$87,176
2044	\$13,778,608	\$4,506,000	\$80,207	\$0	\$9,417	\$0	\$3,112	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$92,736
2045	\$14,054,180	\$4,781,572	\$85,112	\$0	\$9,993	\$0	\$3,302	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$98,407
			\$874,610	\$0	\$102,688	\$1,870	\$33,933	\$0	\$9,492	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,022,593



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PROPERTY VALUE GROWTH FROM INFLATION 125.4214(1)

This project does not exclude captured assessed value growth in property value resulting solely from inflation and therefore does not need a method to exclude inflation.



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APPENDIX A: LEGAL DESCRIPTION

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 southwesterly along the M-72/M-93 centerline to the southwesterly line of Parcel 070-007-009-006-00; thence southeasterly along said southwesterly line to the northerly line of Parcel 070-007-009-008-00; thence northeasterly along said northerly line to the easterly line of Parcel 070-007-009-008-00; thence southeasterly along said easterly line to the Au Sable River; thence easterly along the Au Sable River to the northwesterly line of Parcel (Crawford County Building Authority); thence northeasterly along said northwesterly line of Parcel (Crawford County Building Authority) to said 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 northeasterly along the rear property line of Parcel (City of Grayling) to the Au Sable River; thence westerly along the Au Sable River to the east line of Parcel (Riverside Venture); thence northerly along the east line of said Parcel (Riverside Venture) to the centerline of AuSable Court; thence northwesterly along the centerline of AuSable Court to the intersection of the centerlines of AuSable Court and Ingham Street; thence southwesterly along the centerline of Ingham Street to the rear property lines of Parcels (Sunoco Service station and Farm Bureau Insurance); 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 southwesterly to the point of beginning.



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APPENDIX B: LIST OF PARCELS WITHIN THE DOWNTOWN DEVELOPMENT AREA

The following parcels, as of March 2024, are located within the proposed City of Grayling DDA Development Area and are eligible for TIF capture. Parcels shaded in light grey are new parcels that are not within the existing 2024 DDA boundary.

070-100-003-007-01 070-100-003-012-00 070-100-004-001-00 070-100-004-003-00 070-100-004-005-00 070-100-004-008-00 070-100-004-013-00 070-100-004-013-04 070-100-004-013-05 070-100-008-001-00 070-100-008-001-01 070-100-008-001-02 070-100-008-003-01 070-100-008-003-02 070-100-008-005-00 070-100-008-006-00 070-100-008-008-00 070-100-008-011-00 070-100-008-012-00 070-100-008-013-00 070-100-009-001-00 070-100-009-002-00 070-100-009-005-00 070-100-009-005-02 070-100-009-006-00 070-100-009-007-00 070-100-009-008-00 070-100-009-011-00 070-100-009-012-00 070-100-011-001-00 070-100-014-007-00 070-100-014-011-01 070-100-015-001-00 070-100-015-001-01 070-100-015-001-03 070-100-015-001-04 070-100-015-001-06 070-100-015-001-07 070-100-015-003-01 070-100-015-003-02 070-100-015-007-00 070-100-015-007-01 070-100-015-008-00

070-100-015-010-01 070-100-015-011-00 070-100-015-012-00 070-100-015-012-01 070-100-015-012-02 070-100-015-012-03 070-100-016-004-00 070-100-016-005-00 070-100-016-005-01 070-100-016-006-00 070-100-016-006-01 070-100-016-007-00 070-100-016-007-01 070-100-016-008-01 070-100-016-008-02 070-100-016-008-03 070-100-016-009-00 070-100-016-010-00 070-100-016-011-00 070-100-017-001-00 070-100-017-002-00 070-100-017-002-01 070-100-017-003-00 070-100-017-004-00 070-100-017-005-00 070-100-017-005-02 070-100-017-006-01 070-100-017-009-01 070-100-017-011-02 070-100-017-011-03 070-100-017-011-04 070-100-017-011-05 070-100-017-011-07 070-100-017-012-00 070-100-017-012-01 070-100-017-012-02 070-100-018-006-00 070-100-018-007-00 070-100-018-009-00 070-100-018-011-00 070-100-018-012-00 070-100-020-005-00

070-100-020-007-00 070-100-020-008-00 070-150-001-001-00 070-150-001-004-00 070-150-003-001-00 070-150-003-002-00 070-150-003-003-00 070-150-003-004-00 070-150-003-005-00 070-150-003-006-00 070-150-003-007-00 070-150-003-008-00 070-150-003-010-00 070-150-003-011-00 070-150-003-013-00 070-150-003-013-01 070-150-004-001-00 070-150-004-004-00 070-150-004-007-00 070-150-004-008-00 070-150-004-012-00 070-150-009-001-00 070-007-014-014-00 070-007-009-005-00 070-007-009-006-00 070-007-009-007-00 070-007-009-012-00 070-007-014-014-01 070-007-014-014-02 070-007-014-014-03 070-007-014-015-00 070-110-000-013-00 070-110-001-001-00 070-150-002-001-00

070-100-020-006-00



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APPENDIX C: RESOLUTION OF INTENT TO CREATE AND PROVIDE FOR A DDA TIF AUTHORITY

City Council

City of Grayling, Crawford County, Michigan

Resolution # 2024-017

Resolution to support the establishment of a Tax Increment Financing (TIF) Plan administered by the City of Grayling Downtown Development Authority (DDA) and Michigan Main Street Board as a component of the 2024 Development Plan.

At a meeting of the City Council for the City of Grayling, held at City Hall, 1020 City Boulevard, Grayling, MI, 49738, Grayling, Michigan, on February 12, 2024 the following resolution was offered:

WHEREAS, the City of Grayling Downtown Development Authority (DDA) and Michigan Main Street Board was established to halt property value deterioration and increase property tax valuation where possible in its business district, to eliminate the causes of that deterioration, and to promote economic growth; and,

WHEREAS, the DDA's current Development Plan was adopted in 2017; and,

WHEREAS, the DDA's Development Plan is scheduled for an update in 2024; and,

WHEREAS, the DDA finds it advantageous to establish a Tax Increment Financing (TIF) Plan, pursuant to Act 57 of 2018, as the proposed financing mechanism to promote the growth and development of Downtown Grayling; and,

WHEREAS, the DDA will engage in discussions or negotiations with applicable taxing jurisdictions that may contribute to the TIF; and,

WHEREAS, the DDA will establish a TIF Plan as a component of the 2024 Development Plan; and,

NOW, THEREFORE BE IT RESOLVED that the Grayling City Council is in support of the establishment of a TIF Plan as a component of the 2024 Development Plan update, pursuant to Act 57 of 2018, to further the DDA's mission to halt property deterioration, increase property tax valuation, and promote economic growth within Downtown Grayling.

Moved by: Sloan Supported by: Pettyjohn

Roll Call Vote Ayes: 4 Nays: 0 Absent: 1



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APPENDIX D: NOTICES OF PUBLIC HEARING - NEWSPAPER

CITY OF GRAYLING CRAWFORD COUNTY, MICHIGAN

NOTICE OF PUBLIC HEARING

AMENDMENT OF THE DOWNTOWN DEVELOPMENT AUTHORITY ORDINANCE AND CREATION OF A DOWNTOWN DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN

NOTICE IS HEREBY GIVEN, pursuant to the provisions of the Recodified Tax Increment Financing Act, Act 57 of the Michigan Public Acts of 2018, that the City of Grayling City Council shall hold a Public Hearing on **MONDAY**, **JUNE 10**, 2024 at 6:30 PM at Grayling City Hall, 1020 City Boulevard, Grayling, MI 49738.

The purpose of the public hearing is to hear and consider public comments on the Amended Downtown Development Authority Ordinance and the Proposed Downtown Development Plan and Tax Increment Financing Plan (The Plan), prior to City Council approval. The purpose of the amended city ordinance (Chapter 12, Article II) is to expand the Downtown Development Authority area, create a Development Plan and create a Tax Increment Financing (TIF) Plan. The Development Plan provides a list of projects to strengthen the economic vitality, design, organization, and promotion of downtown Grayling. The TIF Plan provides a funding strategy to implement the Development Plan. The proposed plans are a result of the community engagement process during this 9-month project. All aspects of the Plan will be open for discussion at the public hearing.

In general, the proposed Development Area north and south boundaries span from M-72 W / Lake St. to Huron and State St. The east and west boundaries span as wide as Spruce St. to the Ideal Transmission & Auto property. Most of the east and west boundaries are between M-72 E / James St. and the railroad tracks. A segment of the Au Sable River flows through the DDA District.

The proposed Plan (including maps, legal description and action table) will be available for the public to review both online and in person at City Hall beginning April 29, 2024. The Plan will be posted on the City's website and is also located at the project website: <u>https://bit.ly/3JxDb2J</u>.

At the public hearing, interested parties desiring to address City Council regarding the Plan shall have an opportunity to be heard. Written comments on this matter will be accepted at the City Clerk's office **by email to** <u>clerk@cityofgrayling.org</u>, or at the City Clerk's office, at least three days in advance to the hearing.

Crawford County Avalanche Publication Dates: May 2, 2024 and May 16, 2024

Erich Podjaske City Manager, City of Grayling

In accordance with the Americans with Disabilities Act, reasonable accommodations will be provided upon advance notice by contacting the City of Grayling in writing or calling the following: 989-348-2131 ext 106. Requests for such assistance must be made to the Clerk at least three (3) days in advance of the hearing.



APPENDIX E: NOTICES OF PUBLIC HEARING POSTED AT 20 CONSPICUOUS PLACES

City Clerk can verify the locations of the 20 places in which the notice was posted.



APPENDIX F: NOTICE OF PUBLIC HEARING MAILED TO PROPERTY OWNERS WITH THE DEVELOPMENT AREA / DDA DISTRICT

April 24, 2024

RE: Notice of Public Hearing – Downtown Development Authority of Grayling, Michigan

To Whom it May Concern:

You are receiving this notice regarding a property you own in the City of Grayling, the parcel number is referenced on the envelope mailed to you. The property is within the City's proposed Downtown Development Authority boundary, which is proposed to be governed by the Development and Tax Increment Financing (TIF) Plan. Attached is also a memo explaining the benefits of a TIF district.

NOTICE IS HEREBY GIVEN, pursuant to the provisions of the Recodified Tax Increment Financing Act, Act 57 of the Michigan Public Acts of 2018, that the City of Grayling City Council shall hold a Public Hearing on **MONDAY**, **JUNE 10**, 2024 at 6:30 PM at Grayling City Hall, 1020 City Boulevard, Grayling, MI 49738.

The purpose of the public hearing is to hear and consider public comments on **the Amended Downtown Development Authority Ordinance and the Proposed Downtown Development Plan and Tax Increment Financing Plan (The Plan)**, prior to City Council approval. The purpose of the amended city ordinance (Chapter 12, Article II) is to expand the Downtown Development Authority area, create a Development Plan and create a Tax Increment Financing (TIF) Plan. The Development Plan provides a list of projects to strengthen the economic vitality, design, organization, and promotion of downtown Grayling. The TIF Plan provides a funding strategy to implement the Development Plan. The proposed plans are a result of the community engagement process during this 9-month project. All aspects of the Plan will be open for discussion at the public hearing.

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APPENDIX G: NOTICE OF PUBLIC HEARING MAILED TO THE GOVERNING BODY OF EACH TAXING JURISDICTIONS WITHIN THE DEVELOPMENT AREA / DDA DISTRICT

April 24, 2024

RE: Notice of Public Hearing – Downtown Development Authority of Grayling, Michigan

To Whom it May Concern:

You are receiving this notice because your organization is a taxing jurisdiction that levies taxes on properties within the City of Grayling's Downtown Development Authority (DDA). The DDA is creating a Development and Tax Increment Financing Plan to guide and fund projects and expenditures. Attached is also a memo explaining the benefits of a TIF district.

NOTICE IS HEREBY GIVEN, pursuant to the provisions of the Recodified Tax Increment Financing Act, Act 57 of the Michigan Public Acts of 2018, that the City of Grayling City Council shall hold a Public Hearing on **MONDAY**, **JUNE 10**, 2024 at 6:30 PM at Grayling City Hall, 1020 City Boulevard, Grayling, MI 49738.

The purpose of the public hearing is to hear and consider public comments on **the Amended Downtown Development Authority Ordinance and the Proposed Downtown Development Plan and Tax Increment Financing Plan (The Plan)**, prior to City Council approval. The purpose of the amended city ordinance (Chapter 12, Article II) is to expand the Downtown Development Authority area, create a Development Plan and create a Tax Increment Financing (TIF) Plan. The Development Plan provides a list of projects to strengthen the economic vitality, design, organization, and promotion of downtown Grayling. The TIF Plan provides a funding strategy to implement the Development Plan. The proposed plans are a result of the community engagement process during this 9-month project. All aspects of the Plan will be open for discussion at the public hearing.

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APPENDIX H: RESOLUTION OF DDA DEVELOPMENT AND TIF PLAN ADOPTION

CITY OF GRAYLING

CRAWFORD COUNTY, MICHIGAN

Ordinance No. 2024-02

NOTICE OF ADOPTION

AN ORDINANCE TO AMEND THE CODE OF THE CITY OF GRAYLING BY ADDING A NEW SECTION, WHICH SHALL BE DESIGNATED AS SECTION 12-28 OF CHAPTER 12 OF ARTICLE II OF SAID CODE, AND UPDATING SECTION 12-23: DESCRIPTION OF DOWNTOWN DISTRICT, THEREBY ADOPTING AND APPROVING THE 2024 DOWNTOWN DEVELOPMENT PLAN AND DISTRICT AND THE TAX INCREMENT FINANCING PLAN AND DISTRICT FOR THE DOWNTOWN DEVELOPMENT AUTHORITY.

THE CITY OF GRAYLING ORDAINS:

Section I.

 ORDINANCE AMENDMENT. The code of the City of Grayling is hereby amended by revising Section 12-23 and adding Section 12-28 of Chapter 12 of Article II to read as follows:

Section 12-23. Description of Downtown District.

The downtown district shall consist of the territory in the city described in the 2024 Grayling Downtown Development Plan and Tax Increment Financing Plan ("Plans"), otherwise known as the Development Area.

Section 12-28. Creation of the Development and Tax Increment Financing Plan.

- The Council hosted a public hearing on June 10, 2024, approving the Plans, with proper noticing, pursuant to Public Act 57 of 2018, as amended, Part Two, Sections 125.4218 and 125.4214.
- The Plans are prepared in correspondence with required criteria in Public Act 57 of 2018, as amended, Part Two, Sections 125.4217 and 125.4214.
- The Council allocated 60 days after the public hearing for taxing jurisdictions to opt out of the TIF Plan.
- On August 12, 2024, the Council hereby approves the Downtown Development Plan and Tax Increment Financing Plan, which designates a new DDA and TIF District.
- Section II. CONFLICTING PROVISIONS REPEALED. That all ordinances or parts of ordinances, the Code of the City of Grayling or parts of the Code of the City of Grayling, not consistent herewith are hereby repealed.
- Section III. EFFECTIVE DATE. The provisions of this Ordinance are hereby declared to take effect ten days after publication in the local newspaper.
- Section IV. ADOPTION. The City of Grayling City Council adopted the ordinance and Plans by the authority of Public Act 57 of 2018, as amended, at a meeting duly called and held on August 12, 2024. The Public Hearing for the ordinance and Plans was held by the City Council on June 10, 2024.



APPENDIX I: STAKEHOLDER INTERVIEW QUESTIONS

MCKENNA



Memorandum

то:	City of Grayling Downtown Development Authority Board of Directors
FROM:	Mara S. Braciszewski, AICP
SUBJECT:	Stakeholder Interview Questions
DATE:	December 7, 2023

One part of the community engagement for the Downtown Grayling Development and TIF Plan project is a series of stakeholder interviews. There will be 8 interviews conducted throughout the month of January. Below is a list of questions to ask each interviewee.

INTERVIEW QUESTIONS: SHORT ANSWER

- 1. What's your favorite aspect of downtown Grayling?
 - a. Consider events, businesses, historic buildings, natural features.
- Why do you frequent downtown Grayling and where do you go? (If the interviewee is a business owner, ask where else they go besides business).
- 3. What is missing from downtown Grayling?
 - a. Missing elements could include green spaces, specific business types, investment for projects, etc.
- 4. What improvements to infrastructure, business and economic development, and downtown programs would make your job easier?
- 5. What is your big idea for downtown?
- 6. How can the Grayling DDA and your organization or business work together in the near term (this year) and long term (5 years)?

INTERVIEW QUESTIONS: RANKED CHOICE

Listed below are questions for you to rank from 1 to 5. 1 being the least satisfied and 5 being the most satisfied.

- 1. How satisfied are you with the mix of businesses in Grayling?
- 2. How satisfied are you with the business support and resources that downtown Grayling provides?

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Northville, Michigan 48167

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- 3. How satisfied are you with the quality/design of storefronts in downtown Grayling?
- 4. How satisfied are you with the wayfinding and directional signage in downtown Grayling?
- 5. How satisfied are you with the roads in downtown Grayling?
- 6. How satisfied are you with the sidewalks in downtown Grayling?
- 7. How satisfied are you with the street trees in downtown Grayling?
- 8. How satisfied are you with the flowers/plantings in downtown Grayling?
- 9. How satisfied are you with the streetlights in downtown Grayling?
- 10. How satisfied are you with the public seating in downtown Grayling?
- 11. How satisfied are you with the trash receptacles in downtown Grayling?
- 12. How satisfied are you with the public art in downtown Grayling?
- 13. How satisfied are you with the bicycle parking opportunities in downtown Grayling?
- 14. How satisfied are you with the social media for downtown Grayling?
- 15. How satisfied are you with the special events in downtown Grayling?
- 16. How satisfied are you with Grayling logo and colors?
- 17. How satisfied are you with communication from the DDA regarding downtown Grayling events and programming?

INTERVIEW QUESTIONS: CLOSE

- 1. Do you wish to elaborate more on any of the responses from above? For example, what resources would be most helpful for you moving forward? What would improve the aesthetic of downtown grayling?
- 2. Is there anything else you wish to share?

2

