



City of Eaton Rapids, Michigan Downtown Master Plan

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Introduction

Project Rising Tide

Eaton Rapids was chosen in 2018 to participate in Project Rising Tide. Project Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth.

The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential.

MEDC's Redevelopment Ready Communities program provided the initial mechanism to develop and support the Rising Tide platform. The communities develop an Action Strategy outlining tasks, ownership, and deliverables to take place over the course of 9-12 months. The TED team, along with a consortium of consultants, support the implementation phase by offering capacity, advice, and expertise from a team of consultants selected for their successful experience with Michigan redevelopment projects. The implementation approach is centered on building capacity within the Rising Tide communities.



Redevelopment Ready Communities®

This Downtown Master Plan is also aligned with the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities® (RRC) program. The RRC program was created to assist municipalities to create transparent, predictable, and efficient processes into their development efforts by utilizing the program's six [best practices](#) (right.) This involves planning for new investment and reinvestment, identifying assets and opportunities, and focusing limited resources. RRC empowers communities to shape their future by assisting in the creation of a solid planning, zoning and development foundation to retain and attract businesses, investment and talent.

The City of Eaton Rapids sees RRC as being key to the city's efforts and has committed to becoming a Certified RRC Community by creating this transparent, predictable, and efficient environment within the city's regulatory authority.



Redevelopment Ready Communities® Best Practices

Best Practice One: Community Plans and Public Outreach

- 1.1—The plans
- 1.2—Public participation

Best Practice Two: Zoning Regulations

- 2.1—Zoning regulations

Best Practice Three: Development Review Process

- 3.1—Development review procedures
- 3.2—Guide to Development

Best Practice Four: Recruitment and Education

- 4.1—Recruitment and orientation
- 4.2—Education and training

Best Practice Five: Community Prosperity

- 5.1—Economic development strategy
- 5.2—Marketing and promotion

Best Practice Six: Redevelopment Ready Sites®

- 6.1—Redevelopment Ready Sites®



Main Street Four-Point Approach

The Eaton Rapids Downtown Master Plan is aligned with the Main Street Four-Point Approach™, created by the National Main Street Center. The City of Eaton Rapids and Downtown Development Authority (DDA) are a member of the Select Level of Michigan Main Street (MMS) program through the Michigan Economic Development Corporation (MEDC.)

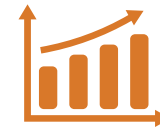
As part of the MMS program, the City and Eaton Rapids DDA will receive five years of intensive technical assistance, in the implementation of this Downtown Master Plan as well as additional services through the program.



Organization involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.



Design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.



Economic Vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

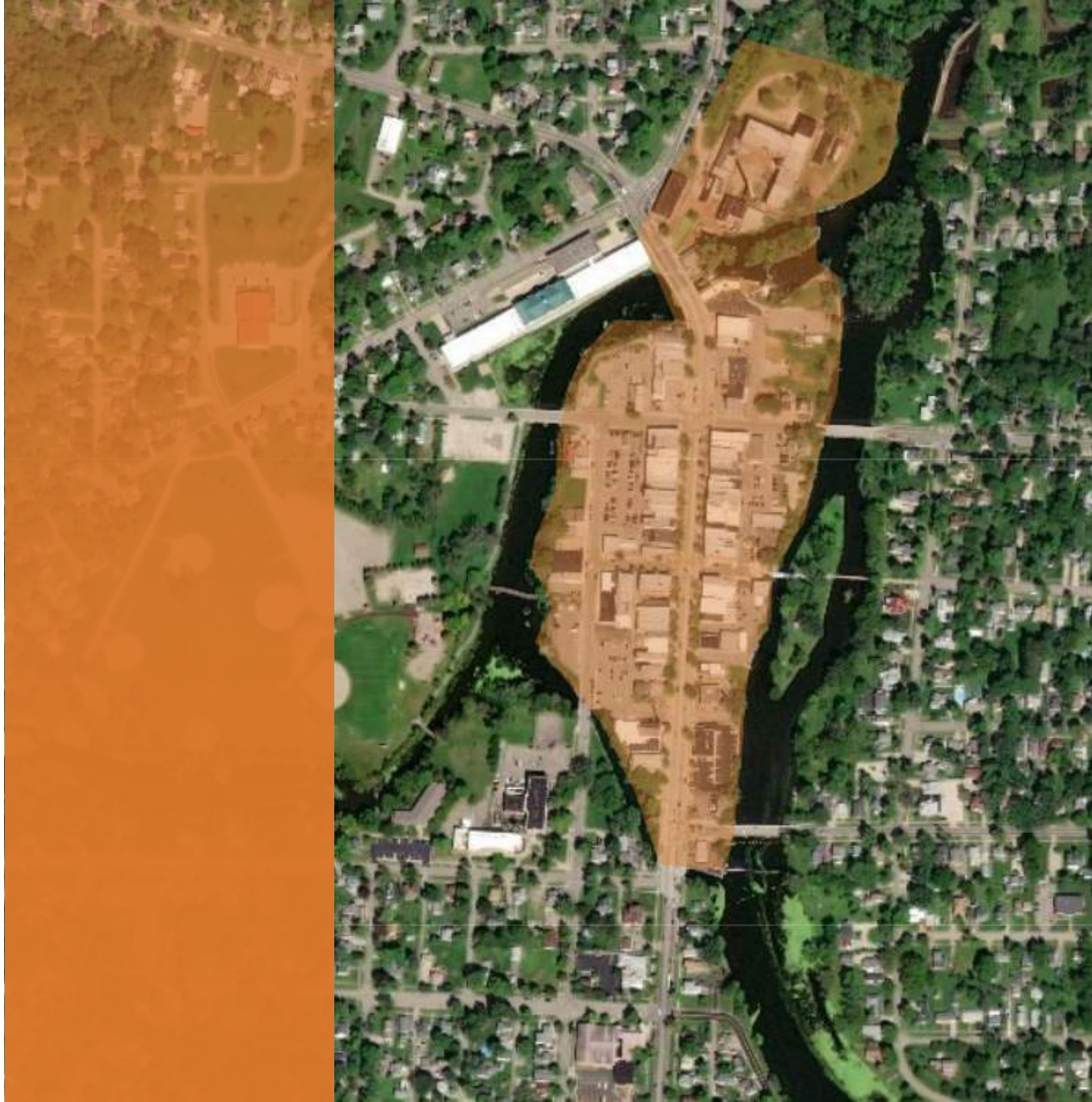


Promotion positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.



The Island City

Downtown Eaton Rapids is a literal island, giving it a unique topography and sense of place that bonds downtown to the surrounding rivers.



Downtown Eaton Rapids

Location

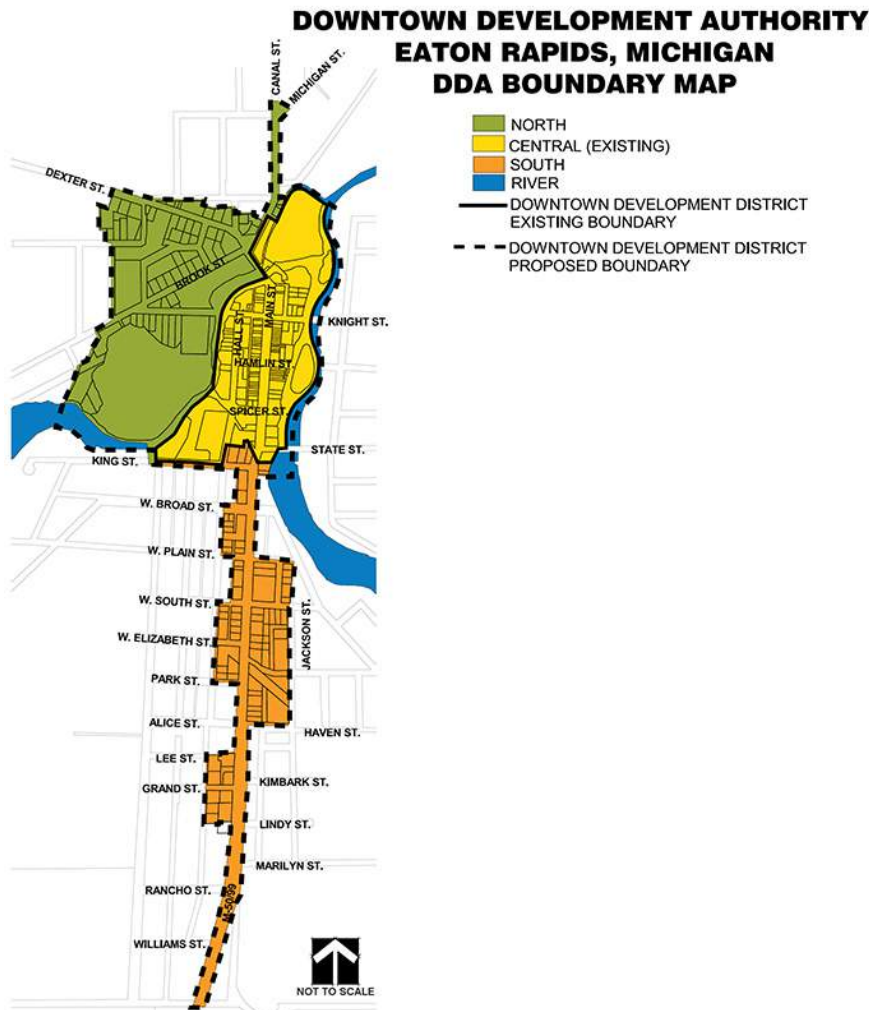
Located along M-99 in Southeast Eaton County, Downtown Eaton Rapids serves as the primary business district of this city of roughly 5,100 residents. It's small town charm and location along the Grand River make it an ideal district for residents and tourists.

The downtown is surrounded on all sides by the Grand River and is the location of a set of rapids for which the city derives its name.

The district is bounded to the north by former industrial property. One of the two properties has been converted into apartments while the other, the former Horner Mill, remains vacant. To the immediate west of the district are recreational baseball and softball fields, a playground, and community band shell. These community assets frequently host various events throughout the spring, summer, and fall. Residential neighborhoods are located to the immediate south and east of the district.

Boundaries

The boundaries of this Downtown Master Plan are focused on the main commercial district, roughly defined by the island and connections to nearby assets such as the island park, ball fields, band shell, and former Horner Mill. Some recommendations include the Horner Mill due to its size and locational context within the community.



The Eaton Rapids DDA has contemplated expanding its boundaries. However, this Downtown Master Plan Focuses on the existing boundary (yellow).



Market Data

The data presented here is separated into two sections:

- City of Eaton Rapids comparisons to Eaton County, the State of Michigan, and the United States
- 5-, 10-, and 20-Minute Drive Time Radii from the center point of downtown Eaton Rapids

The Key Stats section (right) provides a basic overview of the municipality versus the averages of the increasing levels of government to provide context of the area.

The 5-, 10-, and 20-Minute Drive Time Radii provide a more practical approach to evaluating key data points that may be of interest to existing and potential businesses and developers.

Both sets offer slightly different insights into the community that can help guide investment and development.

Key Stats

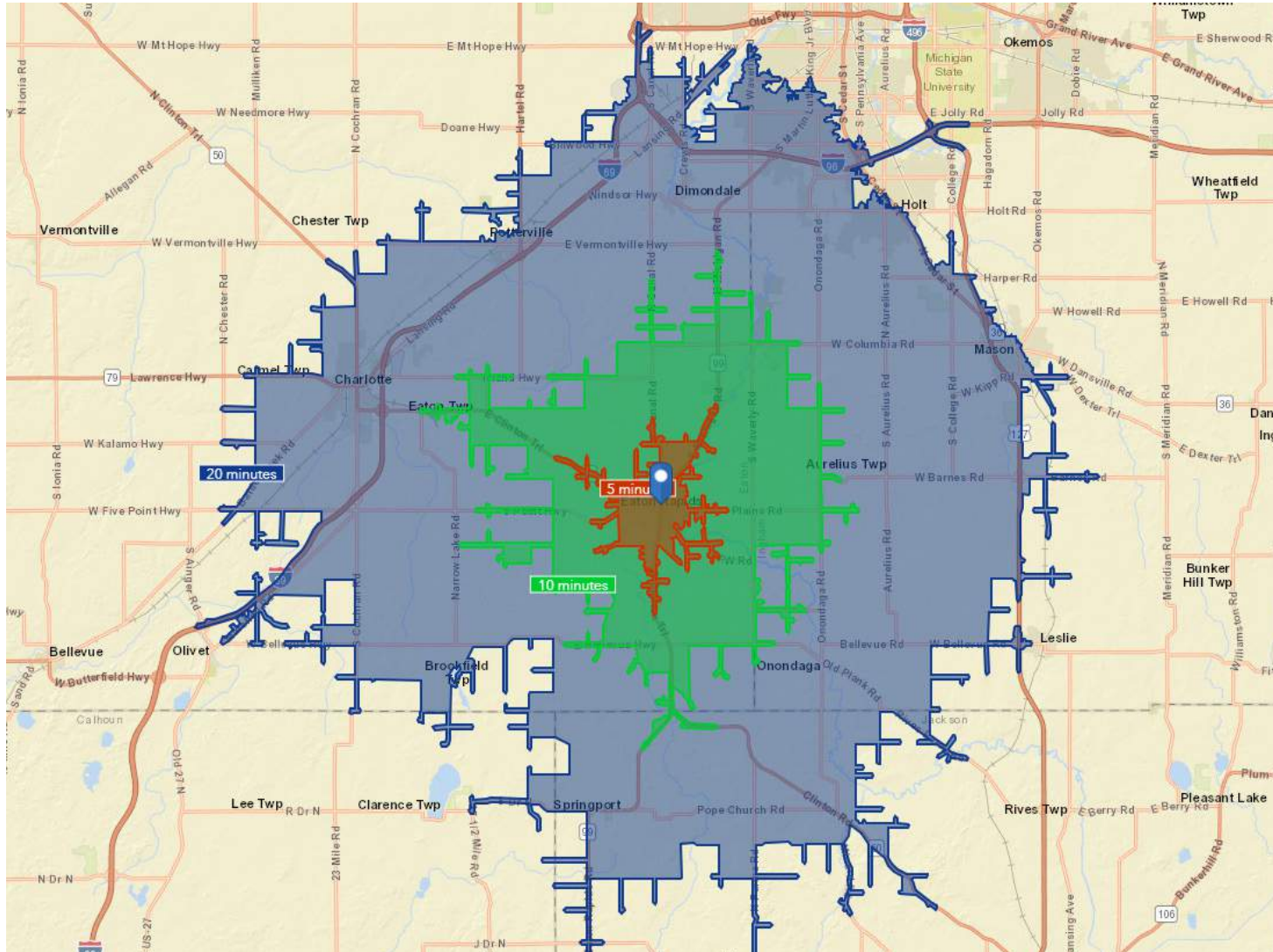
| | 2018 Population | 2018-23 Growth |
|----------------------|-----------------|----------------|
| City of Eaton Rapids | 5,352 | +0.37% |
| Eaton County | 110,402 | +0.38% |
| State of Michigan | 10,057,191 | +0.25% |
| United States | 330,088,686 | +0.83% |

| | 2018 Median Age |
|----------------------|-----------------|
| City of Eaton Rapids | 37.4 |
| Eaton County | 41.8 |
| State of Michigan | 40.2 |
| United States | 38.3 |

| | 2018 Household Income | 2018 Median Home Value |
|----------------------|-----------------------|------------------------|
| City of Eaton Rapids | \$50,580 | \$122,659 |
| Eaton County | \$58,952 | \$168,044 |
| State of Michigan | \$53,680 | \$156,034 |
| United States | \$58,100 | \$218,492 |



Drive Time Radii



Disposable Income

Below are the breakdowns of disposable income by age group for the 5-,10-, and 20-Minute Drive Time Radii

5-Minute Radius

| 2018 Disposable Income by Age of Householder | <25 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75+ |
|--|----------|----------|----------|----------|----------|----------|----------|
| Total | 91 | 330 | 342 | 386 | 414 | 292 | 211 |
| Median Disposable Income | \$31,237 | \$40,569 | \$47,946 | \$50,079 | \$39,910 | \$32,551 | \$22,176 |
| Average Disposable Income | \$37,545 | \$47,969 | \$54,604 | \$60,056 | \$49,682 | \$43,572 | \$31,114 |

10-Minute Radius

| 2018 Disposable Income by Age of Householder | <25 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75+ |
|--|----------|----------|----------|----------|----------|----------|----------|
| Total | 139 | 660 | 793 | 1,061 | 1,130 | 818 | 486 |
| Median Disposable Income | \$34,058 | \$44,416 | \$54,245 | \$59,934 | \$50,943 | \$42,408 | \$26,217 |
| Average Disposable Income | \$39,636 | \$53,221 | \$61,584 | \$71,410 | \$59,996 | \$54,056 | \$34,384 |

20-Minute Radius

| 2018 Disposable Income by Age of Householder | <25 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75+ |
|--|----------|----------|----------|----------|----------|----------|----------|
| Total | 1,503 | 6,087 | 6,734 | 7,529 | 8,404 | 6,269 | 3,971 |
| Median Disposable Income | \$27,033 | \$40,286 | \$50,980 | \$53,883 | \$46,424 | \$39,129 | \$24,789 |
| Average Disposable Income | \$33,864 | \$48,108 | \$57,114 | \$65,059 | \$56,093 | \$51,803 | \$33,898 |

Retail Gap Analysis

When an area's demand for retail goods and services does not match the supply, it creates what is called a Retail Gap. If there is more supply than demand in a geographic area, then one of two things (or a combination of the two) are occurring: 1) There may be a strong enough draw from a specific retailer/service provider or group of them that brings in additional from customers from outside the defined area and/or 2) there is an over-supply of a business type. Conversely, if there is more demand for a good or service than what exists in the area's supply, a gap (or leakage) is created. This leakage is money that leaves the area to spend in another area because the particular good or service is not available within the defined area. This leakage is the best potential source for the types of additional businesses the area may need.

The following are charts showing the market demand and highest leakage areas for the 5-, 10-, and 20-Minute Drive Time Radii.

The presence of a gap is not a guarantee of success for prospective businesses.



Retail Gap

Below are the identified retail gaps for the 5-,10-, and 20-Minute Drive Time Radii.

| | 5-Minute | | | 10-Minute | | | 20-Minute | | |
|-------------------------------------|--------------|--------------|--------------|---------------|--------------|----------------|-----------------|-----------------|---------------|
| | Demand | Supply | Retail Gap | Demand | Supply | Retail Gap | Demand | Supply | Retail Gap |
| Total Retail Trade and Food + Drink | \$58,723,876 | \$54,766,338 | +\$3,957,538 | \$169,483,453 | \$69,060,585 | +\$100,422,868 | \$1,242,464,514 | \$1,178,974,647 | +\$63,489,867 |
| Total Retail Trade | \$53,292,757 | \$50,445,412 | +\$2,847,345 | \$153,661,340 | \$62,765,157 | +\$90,896,183 | \$1,126,313,263 | \$1,092,113,105 | +\$34,200,158 |
| Total Food + Drink | \$5,431,119 | \$4,320,926 | +\$1,110,193 | \$15,822,112 | \$6,295,427 | +\$9,526,685 | \$116,151,251 | \$86,861,541 | +\$29,289,710 |



Retail Gap: 5-Minute Drive Radius

Downtown Eaton Rapids has several large retail gaps in the 5-, 10-, and 20-Minute Drive Radii that lend themselves to potential retail and restaurant opportunities.



Retail Gap: 10-Minute Drive Radius

\$21,201,126

**General Merchandise
Stores**

≈ 60,500 square feet

\$2,891,341

**Sporting Goods/Hobby/
Musical Instr Stores**

≈ 8,900 square feet

\$5,046,355

Clothing Stores

≈ 15,500 square feet

\$9,526,685

**Food Services + Drinking
Places**

≈ 27,200 square feet

\$7,983,235

**Health + Personal Care
Stores**

≈ 9,900 square feet

\$5,931,569

Grocery Stores

≈ 11,700 square feet

\$4,131,729

**Furniture + Home
Furnishings Stores**

≈ 25,800 square feet

Retail Gap: 20-Minute Drive Radius

\$28,666,410

Department Stores

≈ 81,900 square feet

\$12,262,342

**Sporting Goods/Hobby/
Musical Instr Stores**

≈ 37,700 square feet

\$35,269,737

Clothing Stores

≈ 108,500 square feet

\$29,289,710

**Food Services + Drinking
Places**

≈ 83,600 square feet

\$28,747,253

**Health + Personal Care
Stores**

≈ 35,900 square feet

\$19,957,284

**Furniture + Home
Furnishings Stores**

≈ 124,700 square feet

Market Segmentation

As important as knowing what an area's retail gap is, understanding it's market segmentation is equally valuable. What is market segmentation? Market segmentation is the process of dividing a market of potential customers into groups, or segments, based on different characteristics. The segments created are composed of consumers who will respond similarly to marketing strategies and who share traits such as similar interests, needs, or locations.

To define the various market segments for Eaton Rapids, the 5-, 10-, and 20-Minute radii are divided into segments using the Tapestry Market Segmentation tool. Tapestry is a tool created by data firm ESRI to provide an accurate, detailed description of America's neighborhoods—U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition—then further classifies the segments into LifeMode and Urbanization Groups.

The charts on page 17 outline the various Tapestry segmentations. Their full profiles are included in Appendix B.



LifeMode Group: Hometown

Traditional Living

12B

Households: 2,395,200

Average Household Size: 2.51

Median Age: 35.5

Median Household Income: \$39,300

WHO ARE WE?


Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Unemployment is higher at 7.3% (Index 134); labor force participation is also a bit higher at 63.4%.
- Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the internet, they are more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.



esri.com/tapestry

Note: The index represents the rate of the segment rate to the US rate multiplied by 100. Consumer preferences are indicated from index to 100.



LifeMode Group: Cozy Country Living

Green Acres

6A

Households: 3,923,400

Average Household Size: 2.70

Median Age: 43.9

Median Household Income: \$76,800

WHO ARE WE?

The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

OUR NEIGHBORHOOD

- Rural enclaves in metropolitan areas, primarily (not exclusively) older homes with acreage; new housing growth in the past 15 years.
- Single-family, owner-occupied housing, with a median value of \$235,500.
- An older market, primarily married couples, most with no children.

SOCIOECONOMIC TRAITS

- Education: More than 60% are college educated.
- Unemployment is low at 3.8% (Index 70); labor force participation rate is high at 66.8% (Index 107).
- Income is derived not only from wages and salaries but also from self-employment (more than 13% of households), investments (27% of households), and increasingly, from retirement.
- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the internet is not viewed as entertainment.
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.



esri.com/tapestry

Note: The index represents the rate of the segment rate to the US rate multiplied by 100. Consumer preferences are indicated from index to 100.

Tapestry Segmentation

Below are the breakdowns of Tapestry Segmentation for the 5-,10-, and 20-Minute Drive Time Radii

5-Minute Radius

| Tapestry Segment | % of Population |
|--------------------------|-----------------|
| Traditional Living (12B) | 42.5% |
| Down the Road (10D) | 19.9% |
| Old and Newcomers (8F) | 19.6% |
| Salt of the Earth (6B) | 17.3% |
| Green Acres (6A) | 0.6% |

10-Minute Radius

| Tapestry Segment | % of Population |
|--------------------------|-----------------|
| Green Acres (6A) | 37.3% |
| Salt of the Earth (6B) | 23.8% |
| Traditional Living (12B) | 21.1% |
| Old and Newcomers (8F) | 8.9% |
| Down the Road (10D) | 8.5% |

Key Segments

Based on the segments present in the 5-, 10-, and 20-Minute Radii the key segments that define the market are Traditional Living, Salt of the Earth, Green Acres, and Down the Road. These segments have different average incomes, but share common traits like affinity for country living. These three segments should be the focus of efforts to attract new businesses and residents to downtown.

20-Minute Radius

| Tapestry Segment | % of Population |
|---------------------------------|-----------------|
| Traditional Living (12B) | 15.8% |
| Salt of the Earth (6B) | 13.0% |
| Green Acres (6A) | 12.2% |
| Rustbelt Traditions (5D) | 10.7% |
| Hardscrabble Road (8G) | 8.7% |
| Comfortable Empty Nesters (5A) | 6.0% |
| Midlife Constants (5E) | 5.2% |
| Southern Satellites (10A) | 3.9% |
| Middleburg (4C) | 3.2% |
| Heartland Communities (6F) | 3.1% |
| City Commons (11E) | 2.6% |
| Down the Road (10D) | 2.3% |
| Social Security Set (9F) | 2.2% |
| Young and Restless (11B) | 2.1% |
| Soccer Moms (4A) | 1.9% |
| Set to Impress (11D) | 1.9% |
| Family Foundations (12A) | 1.6% |
| Home Improvement (4B) | 1.5% |
| Old and Newcomers (8F) | 1.1% |
| Bright Young Professionals (8C) | 0.6% |

Public Engagement

On February 18, 2019 a community-wide Downtown Revitalization Summit was held to gain insight from the community on what residents, business owners, and other stakeholders feel are the downtown's biggest strengths, weaknesses, opportunities, and threats (SWOT.) Attendees provided more than fifty points of conversation and were asked to rank their top three choices in each of the four categories. Attendees were also engaged to try to assess public opinion on significant "problem properties," or properties that seem to cause issues within the community. Lastly, the community was asked to contemplate what they wanted downtown Eaton Rapids to look and feel like in the next five years. These highest ranking responses for the SWOT are below and vision for downtown to the right.

Strengths, Weaknesses, Opportunities + Threats (SWOT)

| | |
|------------------|--|
| Strengths | <ul style="list-style-type: none"> Historic Properties (31) Island City/Topography (25) Small Town Feel (23) Walkable Downtown (22) Location/Proximity (15) Rapids (9) Safety (9) |
|------------------|--|

| | |
|---|-------------------|
| <ul style="list-style-type: none"> Colthorpe (Corner/Mill) Property (33) Empty Storefronts (32) Storefronts/Façades (20) Property Maintenance (17) No Signage (16) Not Enough Parking (14) Garbage/Overgrown Waterfront (11) | Weaknesses |
|---|-------------------|

| | |
|----------------------|--|
| Opportunities | <ul style="list-style-type: none"> Redevelop Corner Property (33) Use River More (21) Fill Storefronts (15) Main Street Program (12) Covered Farmer's Market (12) More Residential Units (9) Expand Riverwalk (9) |
|----------------------|--|

| | |
|---|----------------|
| <ul style="list-style-type: none"> Flooding (26) Fear of Change (21) Lack of Forward Thinking (20) Inappropriate Development (18) Lack of Volunteerism (17) Kids Leaving/Moving Away (15) | Threats |
|---|----------------|



Downtown Vision

By 2029, Downtown Eaton Rapids will be an active, vibrant district with residents and visitors shopping and dining.

The historic storefronts are renovated and filled with thriving and unique small businesses. The upper floors are active with new apartments and several office spaces.

The river and surrounding parks are full with people kayaking, canoeing, and enjoying nature and the outdoors. There is a thriving arts and culture scene.

Downtown Eaton Rapids will be seen as a asset to not just the city, but to the entire region.

The Current State of Downtown

Downtown Eaton Rapids is fortunate to have many natural and man-made assets. From the surrounding Grand River and rapids, for which the community is named, to the historic buildings and unique businesses, downtown is positioned for success.

While downtown is still the main retail hub of the community, larger big box retailers exist within a 15-20-minute drive north on M-99 in south Lansing. This provides significant competition to local retailers as well as local commuting patterns that take a significant number of residents out of the community on a daily basis.

The physical appearance of downtown, from building façades to pedestrian experience, as well as connection to the surround river and neighborhoods make a difference in how the downtown is perceived by residents and visitors alike.

This section will examine the condition of the building, traffic, physical connections.

State of Downtown Areas of Emphasis

I) **Façades + Building Conditions**

- (a) Façade Treatments
- (b) Inappropriate Design
- (c) Incomplete Projects

II) **Traffic Flow**

- (a) Annual Average Daily Traffic
- (b) Commute Patterns + Impact on Downtown

III) **Physical Connections**

- (a) River + Parks
- (b) Neighborhoods

IV) **Infrastructure**

- (a) Pedestrian Experience
- (b) Parking + Parking Supply
- (C) Bicycles + Alternative Transportation

Façade + Building Conditions

Façade Treatments

While downtown has a significant number of historic buildings, many recent renovations have diminished the value of these, and surrounding buildings. Inappropriate design and materials used on these renovations covered up underlying structural issues, putting the buildings in greater jeopardy and have limited their reuse potential beyond current tenants. Two main areas of focus on these façades are inappropriate design and materials.

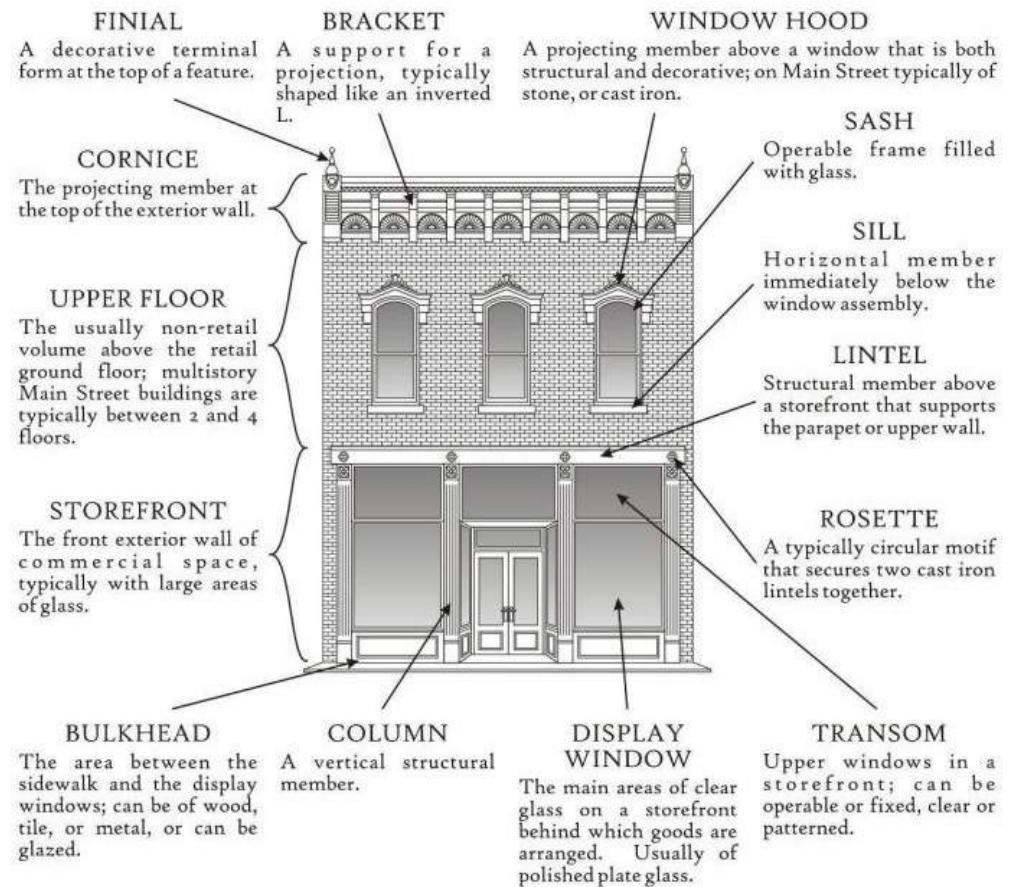
Anatomy of a Main Street Building

To understand Eaton Rapids' specific façade issues, it is important to understand what is appropriate historic design and terminology. This graphic (right) gives a cursory explanation of the design components of a historic building. Following appropriate design increases the building's:

- Flexibility in reuse
- Ability to use upper floors for housing/office
- Ability to utilize Federal Historic Tax Credits
- Aesthetics
- Value

As part of the Michigan Main Street program, Eaton Rapids will be eligible for additional training and design services to assist with façades downtown.

ANATOMY OF A MAIN STREET BUILDING



Source: Illinois Main Street

Façade + Building Conditions

Inappropriate Design

Façade renovation design that limits reuse, such as permanently blocking off windows, should not be allowed in the downtown district. By removing these features future use of the building is incredibly limited. Blocking off upper floors, which blocks off a method of egress, makes future apartments or office space impossible. Thereby making the building less profitable from a cash flow perspective and less valuable real estate. Eliminating windows at the street level eliminates interaction with pedestrians, creating “dead space” in the street wall, it devalues the district for retail, and restricts any immediate reuse as office.

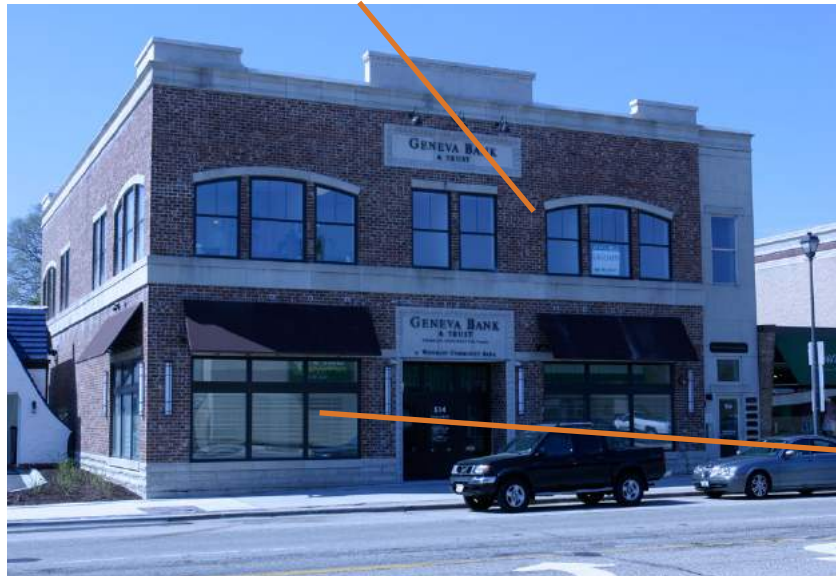
Upper Floor Closed Off



PNC Bank Eaton Rapids, MI

*Retail Level
Windows
Eliminated*

Upper Floor Windows Replaced



Geneva Bank & Trust Geneva, IL

*Retail Level
Windows
Replaced +
Awnings Added*

These two buildings, both renovated and currently used as banks, show the difference between appropriate (left) and inappropriate design (top.)

Façade + Building Conditions

Inappropriate Materials

In addition to inappropriate design, the use of inappropriate materials also poses a threat to the integrity of the historic district and the structural integrity of the buildings as well. When brick façades require tuck pointing or other maintenance, building owners often see this as cosmetic and may attempt to cover over the brick with another material. This is called a false façade.

When this occurs, the brick and mortar still continues to deteriorate. Water may still erode the brick and mortar underneath and ice may form between the false façade and brick, making the underlying problem worse. Additionally, these inappropriate materials do not age as well as the original materials and decrease the attractiveness of the building.



As these photos demonstrate, the façade covering was originally intended to improve the appearance of the building. However, the underlying brick and mortar have only continued to deteriorate.



This building (right) is a mix of inappropriate design and inappropriate materials. The original storefront has been closed off with much smaller windows and the entryway, which was likely originally recessed is covered over and replaced with residential door.

The upper front façade is covered with aluminum siding while the side façade is covered with a Dryvit-like material. Water damage to the exterior side façade is visible, meaning there is likely damage to the brick and mortar below the façade.



Façade + Building Conditions

Incomplete Projects

Owning a building in a downtown is often a dream for many people. In numerous downtowns, including in Eaton Rapids, prices for these buildings are within reach for a beginning developer. These well intentioned, but often inexperienced, individuals go into a project without the necessary capital and/or time required to complete a project in an acceptable timeframe.

Many times, and especially with historic buildings that have had inappropriate materials in place, find new or unanticipated problems once the outer layer is removed. The end results

are frequently a steady mix of beautifully renovated projects, projects that end up being pieced together, or projects that aren't completed at all. These last two types of end products are the biggest danger to downtowns.

Eaton Rapids has a few buildings who are currently in the middle of a renovation or have become stalled due to a lack of either capital or time of the owner. Communities should make every effort to assist building owners to the best of their ability. However, in the event an owner does not complete their project, the city's building codes must be followed and enforced in order to protect the investment of nearby property owners.



The buildings above are two examples of projects currently underway, but taking longer than the community anticipated. The City must keep a close eye on these projects and offer assistance if needed, but remain vigilant on its code enforcement.

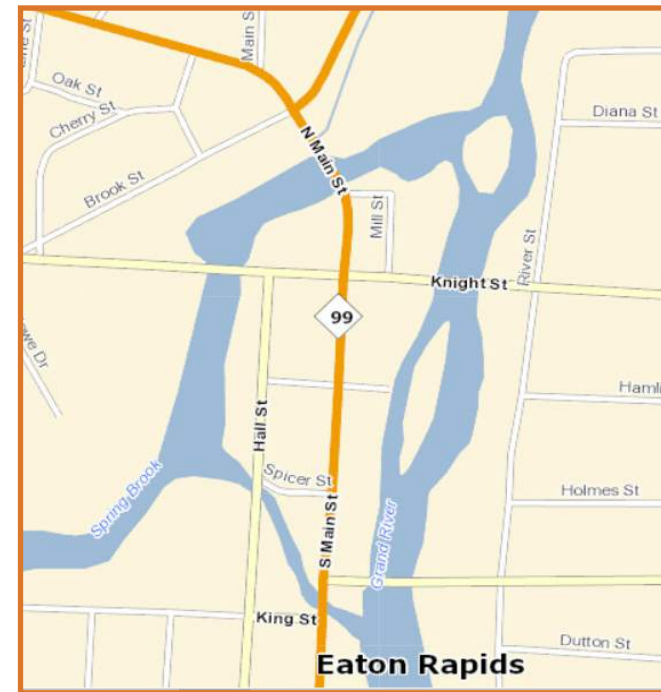
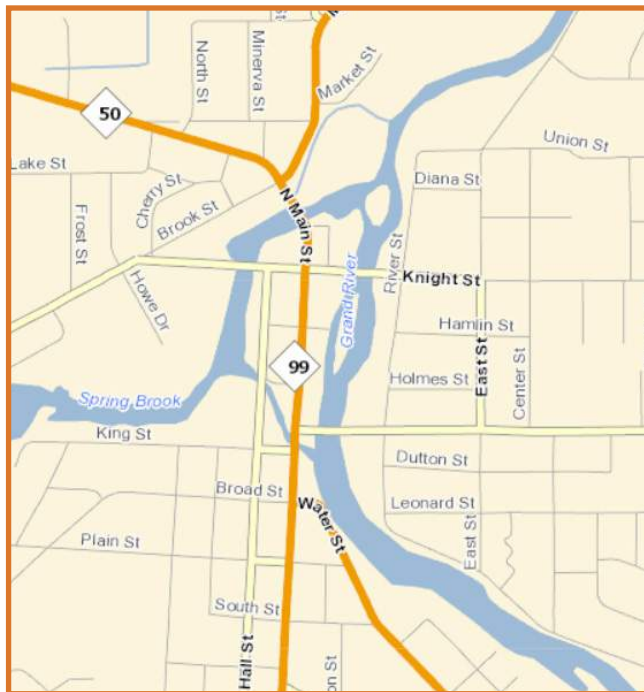
Traffic Flow

Annual Average Daily Traffic

Downtown Eaton Rapids is primarily served by a state trunkline, M-99. Another state trunkline, M-50, converges with M-99 on the north end of the district and flows through downtown. This road serves as the primary road in and out of town. Once in downtown, M-99 connects to other locally-controlled roads creating two north-south routes downtown (M-99 and Hall Street to the West) and crossed by two cross streets (Knight Street to the North, State Street to the South) that connect car traffic to the surrounding neighborhoods, particularly to the East. Hamlin and Spicer Streets also bifurcate the district East to West, but do not connect car traffic beyond the river. They do, however, offer pedestrian connections to the surrounding areas which will be covered in a later section.

| Street | Annual Average Daily Traffic |
|------------------------------|------------------------------|
| M-50 | 5,777 |
| M-99 (North of M-50) | 9,672 |
| M-99 (M-50 to State Street) | 14,369 |
| M-99 (South of State Street) | 12,500 |
| Hall Street | 317 |
| Knight Street | 4,047 |
| State Street | 7,347 |

Source: Michigan Department of Transportation



Traffic Flow

Commute Patterns

According to the U.S. Census' American Community Survey, roughly 25% of residents work within the city boundaries, meaning almost 75% leave the city each day, with a vast majority (78.6%) driving 15 minute or more for work. This commute pattern is consistent with the type of community that could be considered a "bedroom community," where people live, but work somewhere else. With a mean travel time of 25.4 minutes, this also verifies Eaton Rapids' status as a bedroom community.

Peak Travel Times

Based on this data, the peak time for people leaving the community (most likely headed north on M-99) is between the hours of 6am-8am, where 42.4% of the population leaves for work. Conversely, estimating a 9-hour work shift and a mean commute time of 25.4 minutes, the peak time for afternoon/evening traffic is between the hours of 3:30pm-6:00pm.

Impact on Downtown

These commuting patterns have a significant impact on downtown. With nearly 75% of residents leaving the community during the work day, there is a significantly smaller market for restaurants and retailers between the weekday hours of 8am-3:30pm.

To take advantage of morning peak traffic, when residents are trying to commute to work (and can frequently be rushed) retailers and restaurants should be focused on convenience items and potentially located on the east side of M-99, to correspond with northbound (outbound) traffic. For restaurants and retailers looking to take advantage of peak afternoon and evening traffic times and when the community's residents are in town, their focus should be during the weekday times of 3pm-10pm. This will necessitate a shift in current hours of operation for a majority of businesses downtown. While changing business hours to a later time may seem like an inconvenience, it will allow a greater number of residents (and customers) access to the goods and services they offer.

| Time Leaving Home to Work | % of Population | Time Leaving Work* |
|---------------------------|-----------------|------------------------|
| 12:00 a.m. to 4:59 a.m. | 3.1% | 9:00 a.m. to 1:59 p.m. |
| 5:00 a.m. to 5:29 a.m. | 6.7% | 2:00 p.m. to 2:29 p.m. |
| 5:30 a.m. to 5:59 a.m. | 6.2% | 2:30 p.m. to 2:59 p.m. |
| 6:00 a.m. to 6:29 a.m. | 14.0% | 3:00 p.m. to 3:29 p.m. |
| 6:30 a.m. to 6:59 a.m. | 6.9% | 3:30 p.m. to 3:59 p.m. |
| 7:00 a.m. to 7:29 a.m. | 15.7% | 4:00 p.m. to 4:29 p.m. |
| 7:30 a.m. to 7:59 a.m. | 5.8% | 4:30 p.m. to 4:59 p.m. |
| 8:00 a.m. to 8:29 a.m. | 6.7% | 5:00 p.m. to 5:29 p.m. |
| 8:30 a.m. to 8:59 a.m. | 6.4% | 5:30 p.m. to 5:59 p.m. |
| 9:00 a.m. to 11:59 p.m. | 28.6% | 6:00 p.m. to 8:59 p.m. |

* Assuming 9-Hour Work Shift

| Travel Time to Work | % of Population |
|---------------------|-----------------|
| < Less than 10 mins | 15.9% |
| 10 to 14 mins | 5.5% |
| 15 to 19 mins | 10.5% |
| 20 to 24 mins | 20.8% |
| 25 to 29 mins | 14.0% |
| 30 to 34 mins | 18.9% |
| 35 to 44 mins | 6.5% |
| 45 to 59 mins | 4.6% |
| 60 or more mins | 3.3% |
| Mean travel time | 25.4 mins |

Source: 2013-2017 American Community Survey 5-Year Estimates






Physical Connections



Physical Connections

Downtown Eaton Rapids plays a vital role in the community and has critical connections to the surrounding neighborhoods, parks, and, of course, the river. Since the core of downtown is a literal island, the condition of the physical connections is even more critical than a typical downtown.

The map (left) shows the key areas that are connected to downtown.

-  Auto + Pedestrian Bridge
-  Pedestrian (only) Bridge
-  Park
-  Kayak/Canoe Launch
-  Nearby Neighborhood

Physical Connections

Physical Connections

The downtown's geography, particularly its status as an island in the middle of the Grand River, make the physical connections to the surrounding areas even more critical. This section will examine those connections.

River + Parks

One of the biggest assets downtown has is the river. From the rapids that give the city its name, to the launch and parks that draw thousands of visitors every year, if downtown is the heart of the community, then the river is the blood that pumps through it.

The river's role in downtown is as both a people magnet and playground. The City has wisely positioned its public assets, parks and (naturally) launch, along the riverfront. The canoe and kayak launch on the east side of downtown and the ball fields to the west bring visitors from far and wide. Meanwhile, the City's Island Park plays host to festivals and every day play by residents. From a walkability perspective, the launch is located in the downtown proper, while Island Park and the ball fields are connected by pedestrian bridges.

Strengthening the Connections

Because the river and parks play such a vital role in bringing people to the edge of downtown, strengthening these connections will be very important for the success of the district. Kayakers/canoers, as well as those in Island Park, can be engaged by adding murals along the riverfront.

Additionally, adding wayfinding near the entrances to downtown at the launch and near the pedestrian bridges at Island Park, ball fields, and amphitheater will also help direct visitors to the downtown and its key attractions.



Physical Connections

Surrounding Neighborhoods

Successful downtowns rely on serving the whole community, but particularly the surrounding neighborhoods. The physical connection to these neighborhoods in most communities is fairly straight forward. However, due to downtown's location, surrounded by the river, the physical connection between downtown and the surrounding neighborhoods is more critical than normal. By strengthening these connections, it will encourage visits to downtown by both foot and bicycle.

In this respect, downtown has seven direct entry points. Five of these points are both auto and pedestrian oriented, while the other two are pedestrian bridges.

Strengthening the Connections

These seven connections serve as the arteries into the heart of downtown. The health and vibrancy serve as the initial impression on downtown. There are four levels to strengthening these connections:

- Physical appearance of the bridge itself
- Lighting
- Welcoming + Inviting
- Non-motorized access

First and foremost, they must be in good physical condition, particularly the pedestrian bridges. The eastern most pedestrian bridge (bottom right) is structurally sound, but looks unstable from an aesthetic standpoint. Improving the appearance of this bridge in particular should be a high priority. Regular evaluation and care should be paid to the rest of the bridges as well.

At night, lighting equates to safety in people's minds. One of the pedestrian bridges has had lights added in the last year.

Lighting should be extended to all pedestrian entrances.

In addition to appearing structurally sound and well-lit, these connections should be visually appealing. The use of color, whether through banners and/or flower baskets, should be used to help create a vibrant, even if subtle, welcome to the downtown.

The last piece of further strengthening the connection to the neighborhood is to help create infrastructure within the downtown to encourage residents from nearby neighborhoods to bike downtown. The initial effort can be as simple as adding bike racks to allow people another method of getting downtown. By encouraging more pedestrian and bike traffic it will also have the benefit of decreasing demand for parking.



Infrastructure

Infrastructure is one of the most visible and impactful parts of the downtown environment. This area is entirely within the public control but often requires annual maintenance and can be a substantial financial investment. This section will focus on the Pedestrian Experience, Parking, and Bicycles + Alternative Transportation.

Pedestrian Experience

The success of businesses in downtown districts has a strong tie to the pedestrian experience, or how easily and comfortably people can travel. While many visitors to downtown get to the downtown by driving, once here, their experience is almost entirely on foot. The more engaged and safe a pedestrian feels, the more they will walk. The more people walking downtown presents more customers for downtown businesses.

Numerous factors go into the pedestrian experience downtown. The condition and connectivity of the sidewalk, speed and immediate proximity of traffic, and the ability to easily cross streets all contribute to the overall experience.

Sidewalks

The vast majority of sidewalks in downtown Eaton Rapids are in fair to good condition. However, there are a few sections along M-99 in downtown that are uneven step-up (right) where instead of fixing the problem, yellow caution markings have been applied. Additionally, the sidewalks along Hall Street are in disrepair. From the public parking lots off of Hall Street, there is no formal walkway to allow visitors transitioning from drivers to pedestrians to safely walk from the parking lot to surrounding sidewalks. These improvements should be made during the next repaving of the parking lots and regular maintenance should be made during annual upkeep efforts. Improvements to sidewalks/streetscape along Hall Street should also be made.



Infrastructure

“Beg Buttons”

The ability for pedestrians to quickly and safely cross streets is a major factor in making visitors feel safe. Pedestrian crossing buttons serve two one of two functions. 1) they ask for permission (beg) to cross an intersection when the light changes. The other is to help prioritize the pedestrians' crossing over traffic. To create a more pedestrian oriented district, the later should be the case where at a minimum, the default crosswalk sign is to “walk” versus only changing when requested. Furthermore, shortening the vehicle traffic in order to accommodate foot traffic (rather than vice versa.) Unfortunately, the buttons in downtown Eaton Rapids, where they exist, fall under the first category rather than the second. This change should be prioritized with approval from the Michigan Department of Transportation (MDOT.)

Proximity to Traffic

Humans have a natural aversion to situations where moving vehicles are within close distance. The closer the traffic, the less safe a pedestrian feels. The speed of traffic also plays a large role in how safe a pedestrian feels. Downtown Eaton Rapids has wide sidewalks with on-street parallel parking. This helps create a buffer between the traffic and the pedestrian. With a state trunkline (M-99) running through the middle of downtown, semi-truck traffic does create an uncomfortable feeling for people on the sidewalk. Further slowing this traffic should be a priority. Given approval for any significant traffic calming measures will have to be done in conjunction with MDOT, the City and DDA should begin conversations with regional MDOT representatives about options for slowing traffic and implementing context sensitive design principles.



Infrastructure

Parking

Since the 1950s, there has been an ever-growing belief that the existence of plentiful and free parking is the secret to a successful commercial district. The result has been a sprawling development pattern that shifted focus away from downtowns. Downtowns countered by trying to make sure parking was plentiful and free as well, sometimes to the detriment of existing structures (through demolition.) Unfortunately, this belief is not entirely true. Parking is important to a downtown, but there is a tendency to vastly oversupply the amount needed. This has caused a number of communities to bear costs of maintaining parking while giving the illusion parking is free to the public. For Eaton Rapids, downtown has a substantial amount of parking options and supply. Downtown is primarily served by three main sources of parking: on street, as well as both public and private lots behind the main buildings on Main Street. This section will focus on those three areas.

On Street

The vast majority of streets in the downtown allow for on street parking. All along Main and Hall Streets on both sides through downtown allows for parallel parking, as does the cross streets of Knight and Hamlin between Main and Hall. There are several angle parking spots on Hamlin between Main Street and the river to the East. This on street parking allows for easy access to the storefronts, giving a much shorter route to walk than a suburban model strip center would allow. Even as the district attracts new retail to downtown, this on street parking should be sufficient. Monitoring and enforcement of the two hour limit should also be considered, but only if it surfaces as an ongoing issue.

Private Lots

There are roughly a dozen private parking lots of varying sizes throughout the district. The largest concentration of these lots

are on the southeast side of the district. They are in decent condition but also require continued maintenance over time.

Public Lots

There are currently seven different public parking lots in the downtown. These lots are relatively well used and provide ample parking. The lots on the east side of the district are well maintained and are in good shape. Aesthetically, they could use some light landscaping, but are more than sufficient. The lots on the west side of the district, particularly along Hall Street between Knight and Hamlin and on the northwest side along the river needs repaving and landscaping as part of the city's next round of capital improvements or application for grant funding. In addition, making these spaces safer for pedestrians to get to and from their vehicles should also be integrated.



Public lots on the west side of downtown are in need of repair and improvements.

Infrastructure

Parking Supply

The map (right) shows where all available parking is located in downtown Eaton Rapids. The orange lines represent on street parking, orange blocks represent publicly-owned parking lots, and red blocks represent privately-owned parking lots.

In fact, the surface area of all the parking in downtown is near equal to the total first floor space of all buildings downtown. Furthermore, with limited ability to add to parking inventory in the district, no new lots should be considered.

Bicycles + Alternative Transportation

It is possible that during large events parking downtown becomes scarce. One of the ways to both mitigate limited parking congestion and attract an expanded visitor base is provide infrastructure for bicycles and other forms of transportation. Simple, low cost additions like adding bike racks will open up the ability for visitors to access downtown without the need for parking space for a car.

The benefits of adding bicycle infrastructure has been well documented as it provides for a healthier alternative for residents to additional economic benefit and businesses around cycling.

Additionally, the City may want to consider how it will handle newer forms of transportation, such as electric scooters, and how to best integrate these into the downtown. New innovations to personal transportation will continue to evolve. The City should be prepared to embrace these changes as they occur.



Future Projects

To best position Downtown Eaton Rapids for success going forward, and to align with its efforts participating in the Michigan Main Street program, the following recommendations are organized in the operating methodology of the Main Street Four-Point Approach.

Organization

- A. Main Street Designation
- B. Volunteer Recruitment
- C. Board/Volunteer Position Descriptions
- D. Fundraising
- E. Subcommittee Structure
- F. Communications Plan



Promotion

- A. Branding
- B. Alignment of Events (Purpose, Goals)



Future Projects

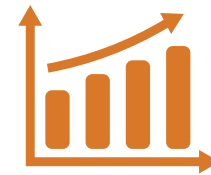
Design

- A. Façade Education + Improvements
- B. Connection of Island/Downtown to surrounding area (lighted bridges + improvements)
- C. Parking Lot Improvements
- D. Murals
- E. Wayfinding / Connection to Downtown from Rivers
- F. Road Diet
- G. Alternative Transportation Options
- H. Vacant Building Registry



Economic Vitality

- A. Market Data Distribution
- B. City Development Process Mapping
- C. Recruitment
- D. Small Business Development
- E. Increase Housing In/Near Downtown
- F. Upper Floor Housing
- G. Red Ribbon Hall Redevelopment
- H. Corner Building Redevelopment



Future Projects

Organization

A. Main Street Select Level Designation- The Eaton Rapids Downtown Development Authority (DDA) has pursued and was accepted into the Select Level of the Michigan Main Street (MMS) program. This program will be extremely beneficial to downtown Eaton Rapids and its successful implementation should be the downtown's highest priority. The program will encompass all four points, but the primary initial focus will be on the organization point.

B. Volunteer Recruitment- Successful implementation of the Main Street program in Eaton Rapids will require a significant number of volunteers from a broad spectrum of residents, business owners, and other stakeholders. Developing this stable of volunteers will be one of the first steps in the MMS program.

C. Board/Volunteer Position Descriptions- To effectively recruit both board members and volunteers, potential candidates must be informed on what will be asked from them on the onset. This is especially critical of board members as local Main Street boards are expected to be "working boards" and volunteers outside their normal board meeting duties.

D. Fundraising- To be accepted into the MMS Select Level the DDA needed to secure funds beyond its own sources. This required the community to do fundraising. This will be an ongoing requirement a key part of operations for the organization going forward.

E. Subcommittee Structure- Among the first actions the DDA board will be asked to take will be to create subcommittees around the four points. Having board members and additional volunteers with relevant backgrounds will be key to the successful implementation of the Main Street program. The board should be identifying which board members will serve on each of the respective committees as well as identify potential skill sets and members of the community who could also serve.

F. Communications Plan- To market the community, the DDA needs to create a comprehensive communications plan that includes a branding strategy for the community. This plan will be the primary vehicle to help raise awareness of downtown and tell its story to both existing residents and potential customers outside the immediate area.

Future Projects

Promotion

A. Branding- Downtown Eaton Rapids currently does not have a defined brand of any kind. To successfully market the community to both potential investors and customer, the downtown must have a brand that helps convey its benefits. The branding should be done in conjunction with the Communications Plan listed in the Organization section and should be done jointly by the Promotion and Organization Committees.

B. Coordination of Events- Eaton Rapids has a number of events it puts on throughout the year. Some of these events are coordinated by the DDA. For those events that are coordinated by the DDA, careful thought and consideration should be given as to the purpose and goals of each event. Likewise, gaps in the availability of festivals and events (and what purpose they serve) should be thoroughly analyzed and potential new or revised events and/or festivals should be created.



Future Projects

Design

A. Façade Education + Improvements- Numerous façades downtown have been remodeled over the years from changes inconsistent with the historic design of the façade to original windows being replaced with inappropriate styles. These renovations have decreased what the maximum value of the buildings could be and have detracted from the aesthetic and real property value of neighboring buildings in the district. The first step in correcting these issues is education on appropriate design. Through the Michigan Main Street (MMS) program downtown Eaton Rapids will have access to free education sessions for local property and business owners in these areas. Once these trainings have completed, the DDA's resources can be focused (and pooled with MEDC grants) to help address these issues through:

- 1) Rewriting the design standards for downtown
- 2) Historic Tax Credit education and training
- 3) Façade grants

In addition to being inappropriate, many of the materials used on a number of buildings is simply covering up larger structural issues that need to be addressed in order to save the buildings long-term.

Inappropriate façade coverings such as those used on the Family Dollar building are both not consistent with the historic nature of the building and district, but also covers up potentially damaging building failures.



Future Projects

B. Connection of Island/Downtown to surrounding area (lighted bridges)- The City and DDA have already begun making better connections to the city's excellent park system, several of which surround the downtown district. The initial effort with Island Park has been a success and should be carried through to include the bridge connecting the ball fields and band shell. In addition, physical improvements should be made to the eastern most pedestrian bridge to improve its appearance. These improvements should be further enhanced by using either banners or flowers to add color to help draw people to these connections.

C. Parking Lot Improvements- The City has ample parking downtown in appropriate locations. However, these areas could use more appropriate landscaping and maintenance. The city can and should set a higher standard for development and quality for the community. That begins with the city's leadership through its parking lots. Keep in mind, this does not mean overly expensive landscaping, just a higher quality.

D. Murals- The City and DDA are currently pursuing several locations for murals throughout the downtown and river areas. This project should carry forward. Murals add art and a sense of liveliness to areas and can make large blank spaces, like building sides facing public parking lots or views, more engaging.

E. Alternative Transportation Options (Bike Racks)- Downtown Eaton Rapids is landlocked and future parking options will be difficult to come by. One of the easiest solutions to this is to make downtown more accessible to alternate forms of transportation,

particularly bicycles. Adding bike racks will allow for residents and visitors to access the downtown without taking up parking spots. This will allow the downtown to add visitors and customers without the need for additional parking.

F. Wayfinding / Connection to Downtown from Rivers- Downtown has a number of businesses and assets that visitors from outside the community would find attractive. However, little to no signage exists to help direct people to these assets, especially from the parks surrounding the downtown. Wayfinding, consistent with the downtown's branding, should be created to help direct pedestrians and vehicles to the various assets downtown.

G. Road Diet- The City currently has plans to create a road diet in downtown. This would create additional infrastructure to help make the distance between the two sides of M-99 in the downtown core more accessible to pedestrians. This road diet should be strongly considered and implemented.

H. Vacant Building Registry- As a longer-term goal, the City should consider creating a vacant building registry which would require owners of vacant storefront to actively try to recruit new tenants (or sell the property) or risk compounding fines. This recommendation will require significant buy-in from existing property owners and is only advised when the DDA is able to build sufficient support.

Future Projects

Economic Vitality

A. Market Data Distribution- One of the best ways to fill storefronts in downtown is by helping the businesses that are already there to expand. This Downtown Master Plan and its Appendix contains market data retailers may find valuable as it details areas where there is significant retail leakage. This information should be given to businesses owners downtown prior to recruiting businesses from outside the community.

B. City Development Process Mapping- If the City and DDA want to be more successful in assisting existing business and property owners as well as in attracting new investors to the community, creating an easy-to-understand process map of the city's zoning and approval process would be an excellent place to start. Understanding how each process works and the timing related to each one helps provide a consistent and dependable environment for investment.

C. Recruitment- A staple of downtown redevelopment is retail recruitment. This entails having DDA board members or Economic Vitality Committee members identify potential businesses to recruit them using market data as part of the sales pitch. This is can be an effective way to attract additional restaurants to the community by focusing on successful restaurants in other communities. Specifically identifying what types of restaurants may be lacking will aid in the recruitment process.

D. Small Business Development- Recruitment alone will not be enough to fill the empty storefronts downtown. Eaton Rapids must "grow their own" as well. The DDA should partner with the Small Business Development Corporation (SBDC) to hold sessions on creating a business and various education sessions related to business growth. These sessions should be marketed to existing business owners and interested residents.

E. Upper Floor Housing- Downtown Eaton Rapids went through a period where it successfully utilized the Downtown Rental Rehab program with the State of Michigan to create new apartments downtown. This program should be utilized again, now with the Michigan Economic Development Corporation (MEDC), to increase the number of residents downtown as well as improve cash flow of the multi-story buildings.

F. Increase Housing In/Near Downtown- While not in the downtown proper, increasing the number of housing units, both single family, multi-family, and "missing middle" adjacent to downtown will increase the amount of demand and overall spending in the downtown district. This will help attract new businesses to the downtown district as well.

G. Red Ribbon Hall Redevelopment- This is the highest priority redevelopment project due to its location, and prominence, the city controls it, and potential for reuse, the City is currently actively trying to redevelop this property. The potential for this historic two-story building is strong. Its redevelopment will also help generate interest in other low barrier of entry projects in the downtown.

Future Projects

H. Corner Building Redevelopment- Easily the most recognizable property in the community, this large former mill and sprawling complex stands at the entryway to downtown. It represents both the community's proud history as well as the potential it holds for the future. It is also universally considered the biggest eyesore and challenging property in or near downtown. The need to redevelop this property is clear, but taking on the challenge of a project this size will take several years to culminate. Furthermore, for the size of investment that will be required to make its redevelopment happen, the community will first need to prove to the real estate development community that money can be made in Downtown Eaton Rapids. Therefore, the community needs to keep and preserve this site for future redevelopment, but focus its efforts on other potential redevelopment projects, and help make those successful before taking on a project of this size.



Implementation Timeline

Below is the recommended timeline (and responsible group) for implementation of the projects outlined.

Organization

| Project | Responsible Party | Timeline |
|--|--|---------------|
| A. Main Street Designation | DDA/Main Street | March 2019 |
| B. Volunteer Recruitment | DDA/Main Street - Organization Committee | August 2019 |
| C. Board/Volunteer Position Descriptions | DDA/Main Street - Organization Committee | October 2019 |
| D. Fundraising | DDA/Main Street - Organization Committee | December 2019 |
| E. Subcommittee Structure | DDA/Main Street - Organization Committee | December 2019 |
| F. Communications Plan | DDA/Main Street - Organization Committee | June 2020 |

Implementation Timeline

Below is the recommended timeline (and responsible group) for implementation of the projects outlined.

Promotion

| Project | Responsible Party | Timeline |
|---|--|---------------|
| A. Branding | DDA/Main Street - Promotions Committee | December 2021 |
| B. Alignment of Events (Purpose, Goals) | DDA/Main Street - Promotions Committee | December 2019 |



Implementation Timeline

Below is the recommended timeline (and responsible group) for implementation of the projects outlined.

Design

| Project | Responsible Party | Timeline |
|--|---|----------------|
| A. Façade Education + Improvements | DDA/Main Street -Design Committee | October 2020 |
| B. Connection of Island/Downtown to Surrounding Area (lighted bridges) | DDA/Main Street -Design Committee | October 2020 |
| C. Parking Lot Improvements | DDA/Main Street -Design Committee | December 2021 |
| D. Murals | City & DDA/Main Street -Design Committee | December 2020 |
| E. Wayfinding / Connection to Downtown from Rivers | DDA/Main Street -Design Committee | December 2021 |
| F. Road Diet | DDA/Main Street -Design Committee | September 2023 |
| G. Alternative Transportation Options -Bike Racks + Watercraft | DDA/Main Street -Design Committee | June 2021 |
| H. Vacant Building Registry | City Planning Commission & DDA/ Main Street -Design Committee | December 2024 |

Implementation Timeline

Below is the recommended timeline (and responsible group) for implementation of the projects outlined.

Economic Vitality

| Project | Responsible Party | Timeline |
|--------------------------------------|--|----------------|
| A. Market Data Distribution | DDA/Main Street - Economic Vitality Committee | September 2019 |
| B. City Development Process Mapping | DDA/Main Street - Economic Vitality Committee & City | June 2020 |
| C. Recruitment | DDA/Main Street - Economic Vitality Committee | June 2020 |
| D. Small Business Development | DDA/Main Street - Economic Vitality Committee | June 2020 |
| E. Increase Housing In/Near Downtown | City | December 2022 |
| F. Upper Floor Housing | DDA/Main Street - Economic Vitality Committee | December 2022 |
| G. Red Ribbon Hall Redevelopment | City & DDA/Main Street | December 2021 |
| H. Corner Building Redevelopment | City & DDA/Main Street - Economic Vitality Committee | December 2024 |

Project Budget

Below is the projected budget and potential sources for projects outlined.

Organization

| Project | Budget | Sources |
|--|-----------------------------|----------------|
| A. Main Street Designation | N/A (Organizational Budget) | TIF, Donations |
| B. Volunteer Recruitment | \$500 | DDA TIF |
| C. Board/Volunteer Position Descriptions | N/A | N/A |
| D. Fundraising | \$1,000 | DDA TIF |
| E. Subcommittee Structure | N/A | N/A |
| F. Communications Plan | N/A | N/A |

Project Budget

Below is the projected budget and potential sources for projects outlined.

Promotion

| Project | Budget | Sources |
|---|-----------------|-------------------------------|
| A. Branding | \$20,000-40,000 | DDA TIF/ Michigan Main Street |
| B. Alignment of Events (Purpose, Goals) | N/A | N/A |



Project Budget

Below is the projected budget and potential sources for projects outlined.

Design

| Project | Budget | Sources |
|--|-------------------|--|
| A. Façade Education + Improvements | \$25,000-30,000 | DDA TIF, MEDC Façade Grant |
| B. Connection of Island/Downtown to Surrounding Area (lighted bridges) | \$20,000-45,000 | DDA TIF |
| C. Parking Lot Improvements | \$50,000-100,000 | DDA TIF, CDBG |
| D. Murals | \$10,000-20,000 | DDA TIF, LEAP Arts Grant, Michigan Council for Arts & Cultural Affairs |
| E. Wayfinding / Connection to Downtown from Rivers | \$20,000-40,000 | DDA TIF |
| F. Road Diet | \$1.2-2.0 Million | DDA TIF, MDOT |
| G. Alternative Transportation Options -Bike Racks + Watercraft | \$10,000 | DDA TIF |
| H. Vacant Building Registry | N/A | N/A |

Projects Budget

Below is the projected budget and potential sources for projects outlined.

Economic Vitality

| Project | Budget | Sources |
|--------------------------------------|---------------|---------------------------|
| A. Market Data Distribution | N/A | N/A |
| B. City Development Process Mapping | \$1,000-2,500 | DDA TIF |
| C. Recruitment | \$1,000-2,500 | DDA TIF |
| D. Small Business Development | \$1,000-4,000 | DDA TIF, SBDC |
| E. Increase Housing In/Near Downtown | N/A | N/A |
| F. Upper Floor Housing | Undetermined | MEDC |
| G. Red Ribbon Hall Redevelopment | Undetermined | DDA TIF, Brownfield, MEDC |
| H. Corner Building Redevelopment | Undetermined | DDA TIF, Brownfield, MEDC |

Key Redevelopment Site

Corner Building

At the corner of Canal and South Clinton Trail, along M-99 and the northern entry point to downtown, this unmistakable site provides the initial introduction to the community for visitors coming from Lansing. A sprawling complex encompassing several buildings, it is unquestionably the largest and most important site for redevelopment in the City. Currently zoned industrial, the city has expressed a willingness to be creative with zoning, up to and including a Planned Unit Development (PUD) that would allow for multiple uses on the site. The site lends itself to the potential for loft housing (either for rent or condo ownership) and multiple spaces that could be used for maker space, artists, or other pop-up activity.

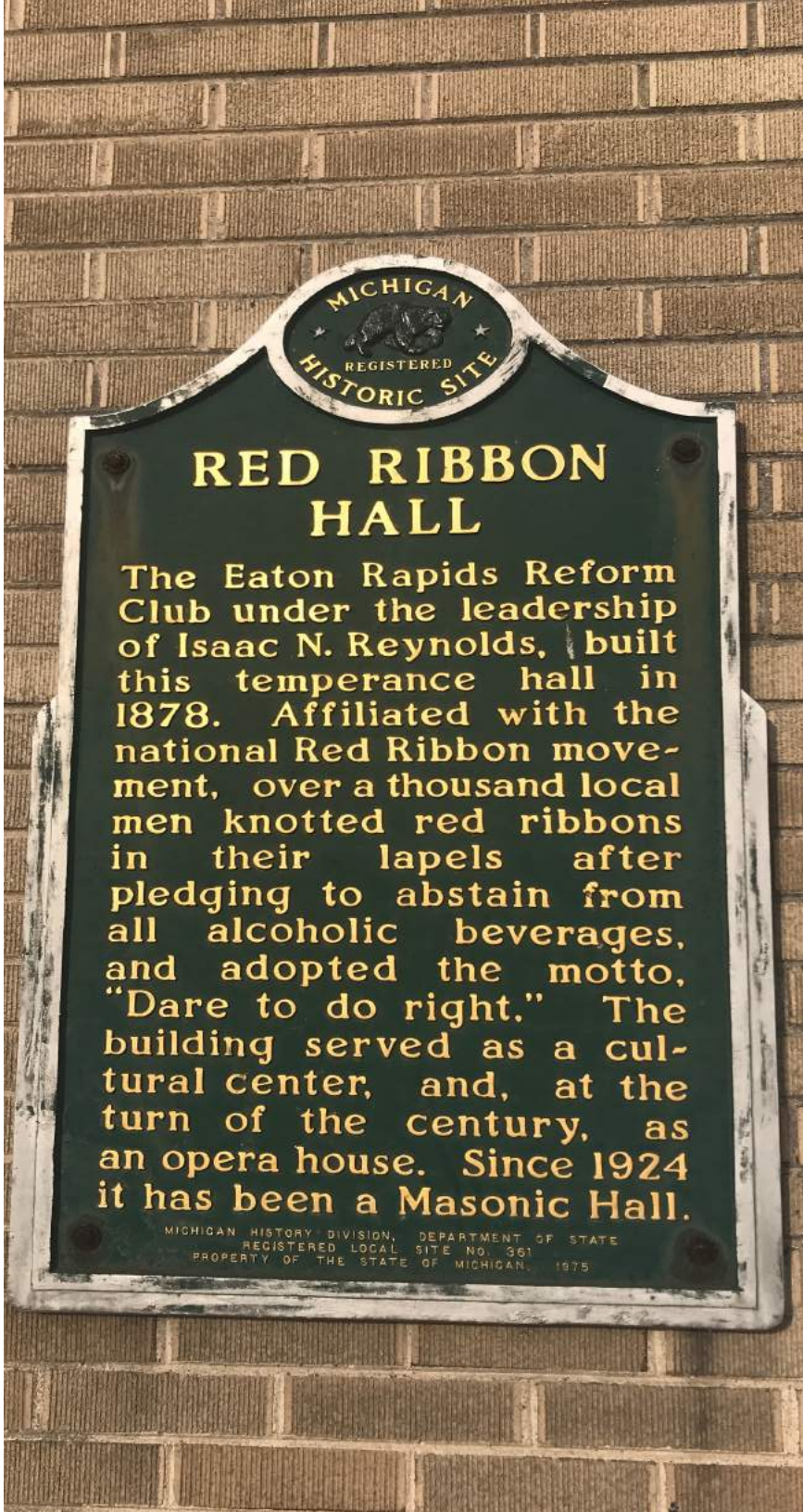


Key Redevelopment Site

Red Ribbon Hall

This historic two-story former Masonic Hall was most recently utilized as a rental hall (Red Ribbon Hall) and entails a total of 9,800 square feet (4,900 upper floor).

The main floor was recently utilized as the rental hall area with a main open area in the front and small kitchen area in the rear. The 2nd floor has one large, open meeting area in the front and two smaller, office-type rooms in the rear. The building is city-owned and has been actively soliciting developers for the property. Potential reuses include restaurant or retail on the first floor and apartments above. The building is on the historic register and qualifies for federal historic tax credits and may qualify for additional state incentives.





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