Grosse Ile Township DDA

Economic Enhancement Strategy

Adopted by the Grosse Ile Township DDA on December 16, 2020

TOWNSHIP OF GROSSE ILE MICHIGAN

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WADE TRIM BONNER Advisory Group

1: Background

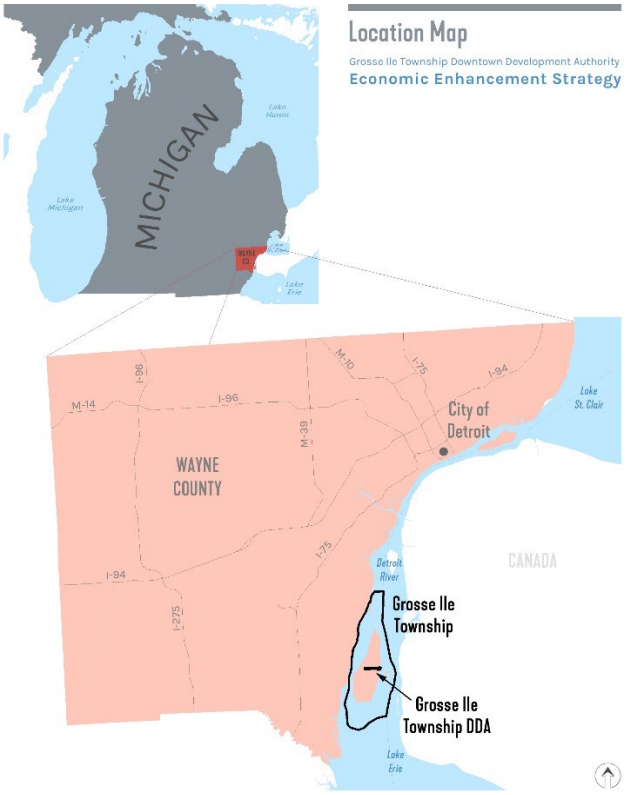
The Grosse Ile Township Downtown Development Authority (DDA) was established in 1992 as a tool to promote economic growth and development within the Macomb Street business district. Under State Law, the DDA may capture tax increment revenues and expend funds toward economic development-related initiatives within the DDA District boundaries.

Site Context

As shown in the **Location Map**, the DDA District is located in the east-central portion of Grosse Ile Township, Michigan, generally encompassing the lands along Macomb Street between Meridian Road and East River Road. Grosse Ile Township encompasses the island of Grosse Ile, as well as other smaller islands, within the Detroit River, near the mouth of Lake Erie.

Grosse Ile Township is within Wayne County, the most populous county in the State of Michigan with more than 1.75 million residents. Wayne County, in Southeastern Michigan, includes the city of Detroit and numerous suburban communities to the west and south of Detroit.

Grosse Ile Township is considered part of metropolitan Detroit. However, as an island within the Detroit River, Grosse Ile Township is physically "separated" from the mainland portion of Wayne County. Vehicular access to Grosse Ile Township is may possible by two bridges: the toll bridge (northern-most) and the free bridge (southern-most). These bridges provide access to the neighboring communities of Gibraltar, Riverview, Trenton, Woodhaven and Wyandotte. Access to the remainder of metropolitan Detroit is provided by key transportation routes including Interstate 75 and Fort Street (refer to the **Regional Context Map**).



To the east of Grosse Ile Township, across the river, is Canada; however, there is no access to Canada from Grosse Ile Township.

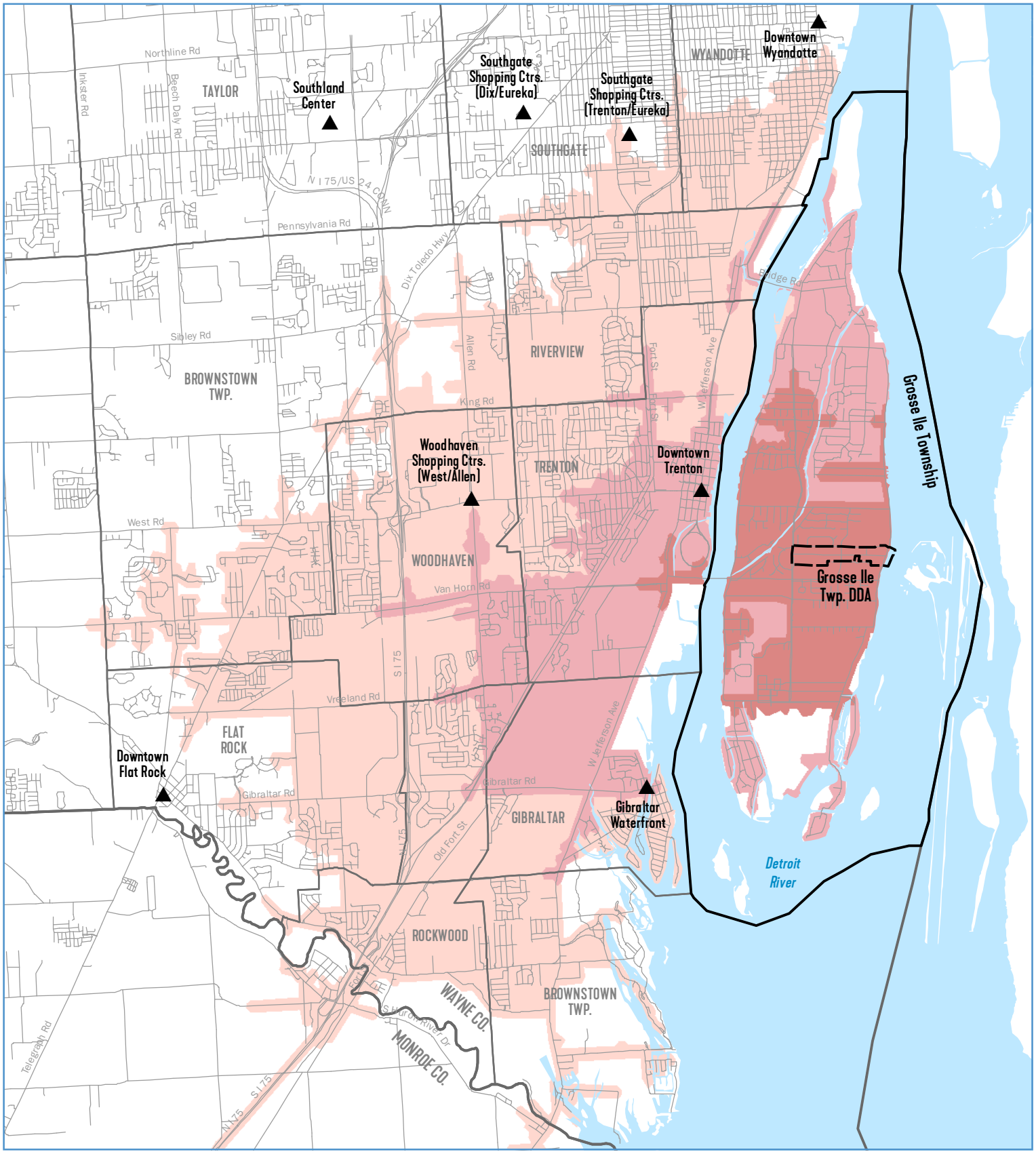
Plan Purpose

This Economic Enhancement Strategy is being prepared to help the Grosse Ile DDA realize its strategic economic development goals. This plan aims to build consensus around a strategic vision and implementation plan to guide future economic development activities.

This plan provides a blueprint over the next five to seven years for the DDA to connect with, recruit, and retain target businesses and industries that complement the district's demographics, and quality of life.

Regional Context Map

Grosse Ile Township Downtown Development Authority
Economic Enhancement Strategy



Grosse Ile Township DDA

Competing Business Districts

Drive Time from Grosse Ile DDA

- Drive time of 5 minutes
- Drive time of 10 minutes
- Drive time of 15 minutes

Grosse Ile Township

County Boundary

Roads

WADE TRIM

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0 0.5 1 2 Miles

February 2020

\\Dt-vs\Projects\GI\60011\01d\GIS-data\Projects\Regional Context Map.mxd

The process of creating economic enhancement strategies for the Grosse Ile DDA District has been guided by seeking responses to following broad-based questions:

1. What does the business district do well?
2. What does the business district want to become?
3. How can the business district get there?
4. What are the available tools and assets that will help the business district reach its goal?

Planning Process

To put the DDA in an ideal situation to answer these questions, the Project Team, consisting of Wade Trim and Bonner Advisory Group, undertook a multi-faceted process. The process started with a detailed assessment of existing conditions, demographics and market opportunities.

The Team then sought to engage key stakeholders and the public at large to ascertain beliefs related to the strengths and weaknesses of the Macomb Street business district, as well as ideas and opportunities for improvements. To this end, an online community survey was facilitated in May 2020, which generated more than 250 responses. Additionally, the Team conducted one-on-one interviews with key stakeholders in the business district, as identified by the DDA. The results of the engagement efforts are summarized in Chapter 5.

Based on the results of the existing conditions, demographics and market studies, as well as the feedback received by the public and stakeholders, the Team then prepared preliminary strategies and recommendations related to economic development. These recommendations were presented to, refined, and ultimately adopted by the DDA Board.

Pertinent Plans and Policies

Over the years, the DDA has proactively sought to reinvigorate the Macomb Street business district through various planning efforts. This Economic Enhancement Strategy is one component of this larger planning effort. A description of the various studies that have recently been completed and which have relevance to this study is provided below.

Macomb Street Master Plan (2020)

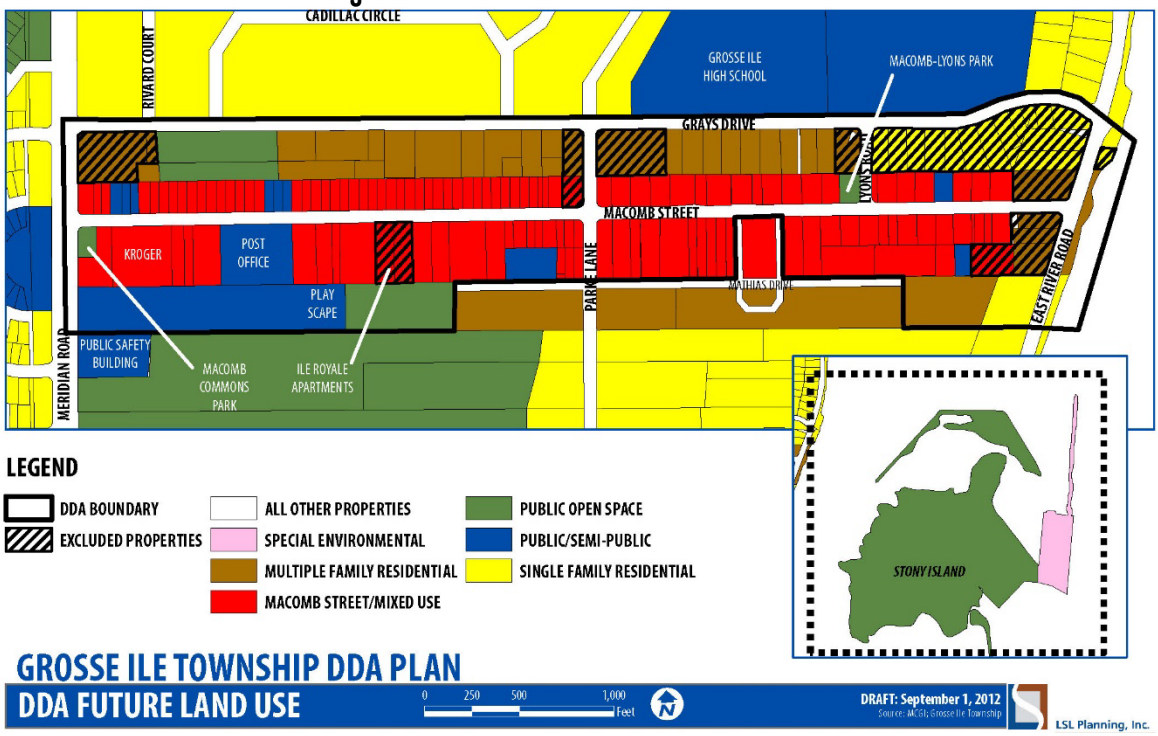
This Economic Enhancement Strategy is being prepared in coordination with a separate Macomb Street Master Plan, a blueprint for physical design improvements within the business district. The scope of the study included an analysis of existing conditions, public engagement (the May 2020 online community survey informed both the Master Plan and this Economic Enhancement Strategy), a physical design enhancement strategy, and a public arts plan. The recommendations of the Macomb Street Master Plan are intended to work together with the recommendations from this Economic Enhancement Strategy as a foundation for future district investments.

Grosse Ile Township Master Plan (2002)

The Grosse Ile Township Master Plan outlines a variety of goals to guide the Township in future preservation and development. These include: preserving the character of the Township's residential neighborhoods; enhancing the Macomb Street district as the business center of the community, with a mix of services in a walkable environment; protecting the natural features of the Township; and, providing a quality transportation system that supports both motorized and non-motorized transportation systems.

The future land use plan (see **Figure 1**) for the Township has a primary focus on maintaining the community with single family residential as the predominant land use. However, the Macomb Street district is planned to be a mix of commercial, single family and multiple family residential uses.

Figure 1: Future Land Uses in the DDA District



Macomb Street is identified within the Master Plan as a distinct community center and focal point in the Township. The business district is planned to include a complimentary and integrated mixture of residences, employment, shopping, and community uses which create a walkable "small town" environment with less reliance on automobile travel. Development and redevelopment consistent with the historic architecture of the township, mixture of uses and layout of a traditional small town is encouraged by the Future Land Use Plan.

According to the Master Plan, future commercial development should be contained to the Macomb Street frontage. This would encourage redevelopment and support existing commercial establishments with new commercial development. The physical form of buildings, roadways, parking lots, lighting, sidewalks, site design elements, signs and landscaping help define the district's sense of place and distinguish it from surrounding districts.

Specific design standards for the Macomb Street business district are outlined in the Master Plan. The following design aspects are recommended:

- Limited setbacks
- Pedestrian oriented site layout
- Compatible and high-quality building architecture
- Off-street parking to the side or rear of buildings
- Limited curb-cuts and shared driveways
- Sidewalk connection from the building to the street sidewalk
- Traditional, decorative lighting
- Preservation of existing landscape elements and provision of new site landscaping

Grosse Ile DDA and TIF Plan (2012)

The 2012 DDA Development and Tax Increment Financing (TIF) Plan is an amendment to the original plan adopted in 1992. The Plan identifies various goals and objectives organized around seven topics: economic; aesthetic; circulation; facilities and services; building/site improvements; land use; and social. The goals and objectives related to the economy are as follows:

- Improve the district through effective planning and implementation of public improvement projects including public parking areas, pocket parks, and other essential public improvements.
- Promote and coordinate activities aimed at improving the business climate within the district.
- Retain existing businesses and attract new operations that complement the existing commercial offerings.
- Improve the economic vitality of the district by providing a balanced mix of commercial uses consistent with market demands.
- Foster development, redevelopment and expansion within the district, thus creating new employment and business opportunities.

Strategy Grosse Ile (2013)

In 2013, the firm LandUse USA studied market parameters for Grosse Ile Township and gave a presentation identifying current and "hot" market trends, retail trends, and retail location strategies. The following "hot market trends" were noted:

- Movership rates – Young, single, educated, low-to-moderate income, renters are on the move. Communities are competing for these target markets.
- Placemaking - Building communities for young professionals who are highly mobile and are choosing where to live before choosing where to work.
- Downtowns – These young professionals are showing a clear preference for urban places with lots of amenities in all sizes of communities, big and small.
- The Blue Economy – Leveraging our water resources, shores, and Great Lake amenities.
    - Recreation, cruising, fishing, dining
    - Water-tech and sciences, wastewater treatment
    - Marine biology and related research
    - International trade
    - Alternative energy sources

The following "hot retail trends" were noted:

- Right-sizing – Downsizing typical tenant spaces
- Hi-technology – Reaching customers with websites, social media
- Diversification – Multi-purpose use of retail space
- Fresh branding – Fresh and modern branding of boutique stores
- The foodies reign supreme – Dining is now entertainment
- Retro revival – Riding the wave on Retro 1950's - 1970's signage

DDA Survey (2018)

In May of 2018, the DDA sponsored a survey of every island household. The goals of the survey were to:

- Identify opportunities in the business district.
- Understand the "pulse" of the residents as it relates to doing business.
- Set clear objectives and celebrate achievements moving forward.

A total of 549 responses were received, representing a return rate of 13%. Below is a summary of the results of the survey. Given the subject matter and recency of the survey, the results are very relevant to this Economic Enhancement Strategy.

How long have you lived on the Island?

- 42% answered 20+ years (232 responses)
- 140 people answered 6 or less years

Do you conduct errands on the Island?

- 60% answered YES (33% answered "Sometimes")

How often would you say you conduct errands on Island?

- 52% answered 8+ times per month

What factors led you off-Island?

- Variety (43%) and Convenience (35%)

Do you attend some of the events on the Island?

- 84% answered YES

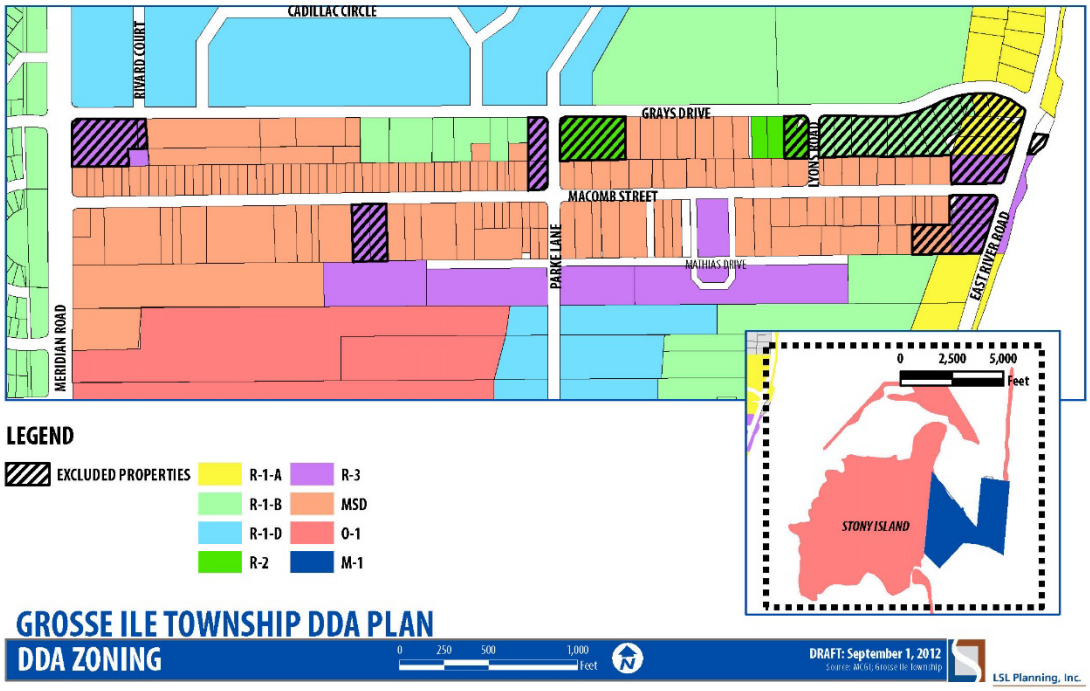
Respondents were also asked to indicate the type of businesses that are important to have on the island. The following business types were commonly noted:

1. Variety of unique restaurant offerings – tacos, brewery, organic/farm-to-table, fast/casual and ice cream/frozen yogurt
2. Family-oriented and youth/teen-focused activities
3. Fitness
4. Coffeehouse or juice bar style location (WiFi)
5. Recreational and sports equipment rentals

Grosse Ile Township Zoning Ordinance

The currently adopted Grosse Ile Township Zoning Ordinance regulates land use and development scale and character in the DDA District. Several zoning district designations are found within the DDA District, including the Macomb Street District (MSD) and several residential districts (see **Figure 2**).

Figure 2: Zoning Districts in the DDA District



Macomb Street District (MSD)
The Macomb Street District (MSD) is a mixed-use central business district offering a diverse range of businesses and services to the community, intermixed with residential dwellings. A wide variety of uses are allowed within the District as principal permitted uses, including: retail uses under 10,000 square feet; shopping centers less than 20,000 square feet; offices up to 10,000 square feet; child care; personal service; restaurants (no drive-throughs); public or semi-public uses; single-family dwellings; and, townhouse dwellings.

A number of special land uses are allowed within the Macomb Street District (MSD), including: retail uses over 10,000 square feet; shopping centers over 20,000 square feet; offices over 10,000 square feet; vehicular sales; vehicular service and washes; bed and breakfast establishments; banks with more than three teller windows; funeral homes; medical facilities; theaters; restaurants (including drive-throughs); senior housing; veterinary clinics; boarding homes; and, household tool and equipment rental.

As it relates to developments that would include both residential and non-residential uses, the MSD allows as a principal permitted use:

- "One single-family dwelling unit on the same lot as any nonresidential uses specifically permitted in the MSD District (including a single apartment above a business) …providing at least 1,000 square feet of usable floor area."

As a special land use, the MSD allows:

- "Multiple-family dwelling units on the same site as nonresidential uses."

R-1-A and R-1-B Districts
A few properties in the DDA District, presently occupied by single-family dwellings, are zoned R-1-A or R-1-B District. These districts are generally limited to single-family dwellings and complementary uses such as child care, schools and churches.

R-2 and R-3 Districts
A few properties within the DDA District, presently occupied by multiple family dwellings, are zoned R-2 or R-3 District. These districts are generally limited to single-family dwellings, multiple family dwellings and complementary uses such as child care, schools and churches.

Other Pertinent Provisions
The following zoning ordinance provisions are also pertinent to development within the DDA District:

- Outside storage is prohibited in the MSD
- Special architectural design standards are applicable for development within the MSD
- Special parking provisions are applicable within the MSD, including the opportunity for shared off-street parking with adjoining sites (where an easement is secured) in the portion of the MSD east of Parke Lane

2: Existing Conditions

In order to provide an understanding of the Grosse Ile Township DDA and a benchmark for future economic development decisions aimed at revitalizing the district, a summary analysis of existing conditions has been prepared.

DDA District

The Grosse Ile Township DDA District is located in the east-central portion of the Township, stretching along both sides of Macomb Street between Meridian Road and East River Road (refer to the **DDA District Map**). The Detroit River forms the eastern edge of the District.

In total, the DDA District encompasses 125.96 acres or approximately 0.2 square miles of land.

The district is wider (approximately 1 mile east to west) than it is tall (approximately 0.2 miles north to south). The district is bisected by Parke Lane, creating a west half and east half.

Based on Wayne County parcel records from 2015, there are approximately 280 parcels of land within the DDA District.

Buildings and Site Layout Pattern

Based on data provided by the Southeast Michigan Council of Governments (SEMCOG), updated by Wade Trim, there are 191 total buildings within the DDA District. These include residential and non-residential principal and accessory buildings.

The age of buildings within the DDA District varies considerably. Some of the oldest buildings were constructed in the 1930's and 1940's. The remainder were constructed anywhere between 1950 and today. No buildings in the District are taller than two-stories in height.

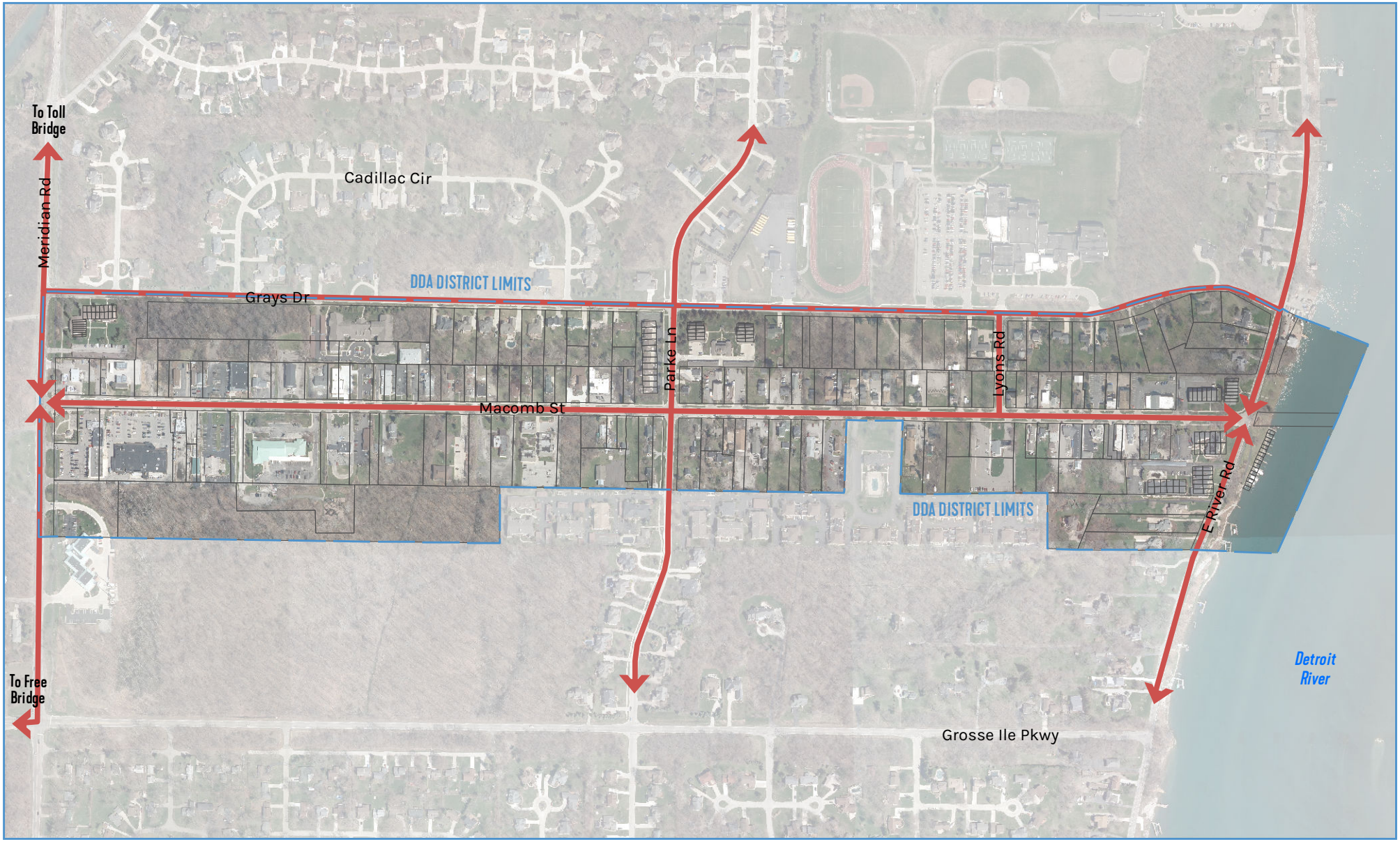
Approximately 60% of the buildings are residential principal or accessory buildings. These residential principal or accessory buildings total approximately 280,000 square feet of floor space. The largest residential building (Island Woods Senior Apartments) is more than 32,000 square feet in size.

The other 40% are non-residential principal or accessory buildings. Most of these non-residential buildings are located on Macomb Street. The non-residential principal or accessory buildings total approximately 260,000 square feet of floor space. The largest non-residential building (Kroger) is approximately 29,600 square feet in size. The average non-residential building size is approximately 3,200 square feet.

Generally, the older non-residential buildings along Macomb Street are set back 0 to 20 feet from the right-of-way line (back edge of the sidewalk). Non-residential buildings constructed in recent years also are generally situated closer to the street (0 to 20 feet). For these sites, off-street parking lots are most commonly provided to the side or rear of the building. The frontages are often green space areas and sidewalk connections are frequently provided from the front door to the sidewalk along Macomb Street.

Commercial properties which were developed in the 1960's through 1980's along Macomb Street commonly feature buildings that are set back much further from the road. For example, the building located at 8095 Macomb Street (formerly occupied by a bank) was built in in the 1970's and is set back approximately 90 feet from the sidewalk. The Kroger store located at 8999 Macomb is set back more than 150 feet from the sidewalk. These sites were typically designed for the convenience of vehicular circulation, with the frontages commonly occupied by off-street parking.

DDA District Map



DDA District Limits
Streets
Parcels

March 2020

Source: Grosse Ile Township; SEMCOG Aerial Photography, 2015; Wayne County Parcels, 2015

WADE TRIM
BONNER Advisory Group

0 100 200 400 Feet

Land Use

The **Land Use and Community Facilities Analysis Map** shows the current use of the buildings within the DDA District. For the non-residential buildings, the land use categories are based on the North American Industry Classification System (NAICS).

In general, buildings immediately fronting Macomb Street are occupied by non-residential uses, ranging from retail businesses to financial institutions to public buildings. Several buildings are occupied by multiple non-residential uses. It is unclear how many buildings are occupied by both non-residential and residential use; however, these instances appear to be very limited.

Numerous residential uses are scattered along Macomb Street, including both single family homes and multiple family apartments. The majority of the residential uses fronting Macomb Street are found in the western half of the DDA District. Properties fronting Grays Drive, Parke Lane and East River Road within the DDA District are exclusively occupied by residential uses, including both single family and multiple family uses.

Community Facilities

A variety of community facilities and other public infrastructure assets are found within the DDA District. Public facilities include the Township Fire Department and U.S. Post Office. Public properties include several pocket parks: Macomb Commons Park; Macomb-Lyons Park; and a playscape. The Grosse Ile Trail, a paved bicycle trail, extends through the DDA District along Meridian Road. A Township owned property in the western portion of the District features a public parking lot.

The Grosse Ile High School facility is located just to the north of the DDA District, with its primary entrance along Grays Drive. The Grosse Ile Historical Society is located to the south of the DDA District. Numerous undeveloped public properties are found within or in close proximity to the district.

Also notable is the presence of numerous historic properties, primarily residential dwellings, just to the south of the DDA District along East River Road. These are part of the East River Road National Historic District.

According to the Grosse Ile Township Master Plan (September 2002), the entire DDA District has access to public water, public sanitary and solid waste removal services provided through the Grosse Ile Public Works Department. The DDA Development and Tax Increment Financing Plan (October 2012) indicates that an 8-inch water main and 12-inch sanitary sewer main run within the Macomb Street right-of-way.

Telecommunications and electrical services are provided throughout the DDA District. Broadband internet access is also available through a variety of internet suppliers. Being an island, service brownouts may be more common in parts of the DDA or Township than elsewhere in suburban Detroit.

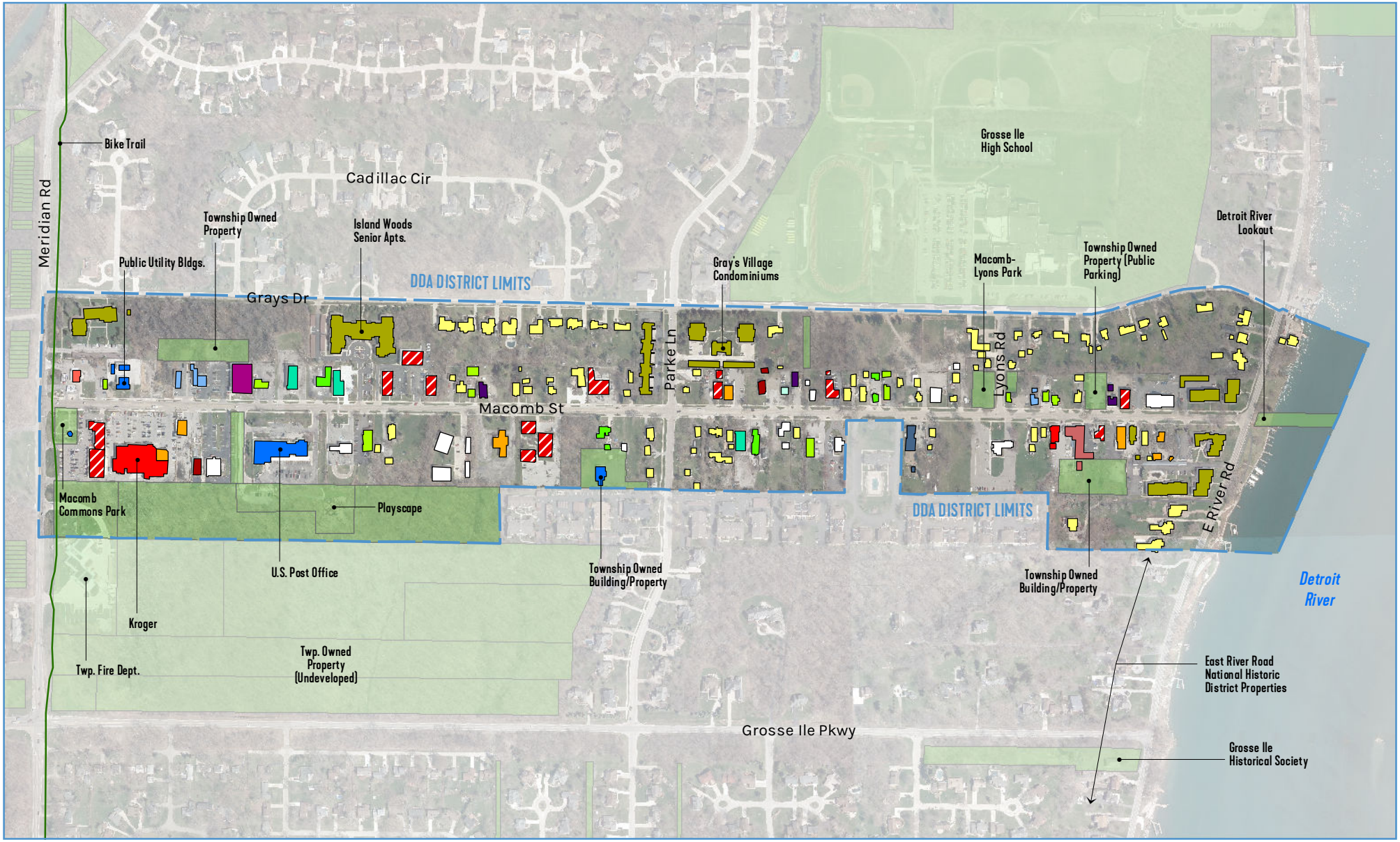
Cellular phone service coverage has been reported to be poor or limited within the DDA District, particularly within the eastern half of the DDA District. This is a concern that needs to be addressed, as customers and visitors to the DDA District will rely on cellular service for information, navigation and entertainment.

Business Inventory

A complete inventory of existing businesses within the DDA District as of March 2020 is shown as **Table 1**. A total of 76 businesses are listed, and fall within 17 business type categories (based on NAICS). If known, employment and sales data is provided, based on data from Esri in 2019.

Land Use and Community Facilities Analysis Map

Grosse Ile Township Downtown Development Authority
Economic Enhancement Strategy



Buildings by Land Use (NAICS Code)

- Single Family Residential
- Multiple Family Residential
- Arts, Entertainment & Recreation
- Finance & Insurance
- Other Services
- Professional, Scientific & Tech Services
- Real Estate, Rentail & Leasing
- Health Care and Social Assistance
- Public Administration
- Educational Services
- Multiple uses in building
- Accommodation & Food Services
- Retail - Bldg. Material & Garden Equip. Sales
- Retail - Food & Beverage Stores
- Retail - Gas Stations
- Retail - General Merchandise Stores
- Retail - Health and Personal Care Stores
- Construction
- Vacant Building

- Trails
- DDA District Limits
- Public Property

October 2020
Source: Wade Trim, March 2020

WADE TRIM
BONNER Advisory Group

0 100 200 400 Feet

Table 1: DDA Business Inventory, March 2020

NAME	TYPE (NAICS)	ADDRESS	EMPLOY-MENT (2019)	SALES (2019)
Bishop's Cottage B&B	Accommodation and Food Services	7573 Macomb	1	$143,000
Hoy Pan Restaurant	Accommodation and Food Services	7599 Macomb	10	$546,000
Island Coney Restaurant	Accommodation and Food Services	8200 Macomb	6	$328,000
Hungry Howies Restaurant	Accommodation and Food Services	8535 Macomb	9	$491,000
Perdino's Restaurant	Accommodation and Food Services	8575 Macomb	8	$437,000
Tasty Freeze Ice Cream	Accommodation and Food Services	8756 Macomb	4	$219,000
Lloyd's Bar & Grill	Accommodation and Food Services	8961 Macomb	26	$1,592,000
Starbucks (Kroger)	Accommodation and Food Services	8999 Macomb	15	$818,000
Kathy's Café Restaurant	Accommodation and Food Services	9105 Macomb	6	$328,000
Ume Asian Cuisine Restaurant	Accommodation and Food Services	9105 Macomb	--	--
SLATS Enterprises Inc.	Administration and Support	8547 Macomb	4	$315,000
The Studio (Art Studio)	Arts, Entertainment and Recreation	7596 Macomb, #13	--	--
Maria Haralambis (Pilates)	Arts, Entertainment and Recreation	7596 Macomb, #1 & 2	--	--
Grosse Ile Academy of Dance	Arts, Entertainment and Recreation	8205 Macomb	4	$122,000
Studio G Performing Arts Center	Arts, Entertainment and Recreation	8519-8525 Macomb	--	--
Old Spokes Home Bicycle Museum	Arts, Entertainment and Recreation	8802 Macomb	--	--
Grosse Ile VFW Community Center	Arts, Entertainment and Recreation	8840 Macomb	--	--
Sondrio Builders	Construction	7596 Macomb, #7 & 8	--	--
Boardman Construction	Construction	7706 Macomb	--	--
Baird & Lowler Building Co	Construction	8142 Macomb	--	--
Air Tech Welding	Construction	8220 Macomb	1	$34,000
Zubke Plumbing	Construction	8590 Macomb	5	$752,000
B & B Custom Builders	Construction	8668-8692 Macomb	--	--
Building Blocks Learning Center	Educational Services	8003 Macomb	12	$157,000
Public Service Credit Union	Finance & Insurance	24201 Meridian	--	--
Preferred Insurance Agency	Finance & Insurance	7717 Macomb	--	--
Genesis Financial Group Inc	Finance & Insurance	8100 Macomb	14	$8,757,000
State Farm Insurance	Finance & Insurance	8146 Macomb	3	$457,000
Dr. Beverly Morris DDS PC	Health Care and Social Assistance	24201 Meridian	6	$707,000
Island Medical Practice/Life Wellness	Health Care and Social Assistance	24201 Meridian	6	$980,000
Loving Care Home Care	Health Care and Social Assistance	7596 Macomb, #9 & 10	--	--
Crawford Chiropractic	Health Care and Social Assistance	7780 Macomb	--	--
Lifelong Family Dentistry	Health Care and Social Assistance	8930 Macomb	8	$943,000

NAME	TYPE (NAICS)	ADDRESS	EMPLOY-MENT (2019)	SALES (2019)
Downriver Clinic PC Urgent Care	Health Care and Social Assistance	8944 Macomb	8	$1,307,000
Ortho Sport Physical Therapy Center	Health Care and Social Assistance	8950 Macomb	5	$290,000
Island Woods Senior Apartments	N/A	8800 Macomb	2	$308,000
Dusty's Cleaning	Other Services	7717 Macomb	--	--
Richardson's Service Auto Repair	Other Services	7764 Macomb	1	$181,000
T.A.I.L.S (Animal Shelter)	Other Services	7796 Macomb	0	$0
Grosse Ile Massage Studio	Other Services	8026 Macomb	--	--
Grosse Ile Hair Studio	Other Services	8026 Macomb, #1	3	$71,000
Island Animal Clinic	Other Services	8117 Macomb, #1	6	$1,426,000
Live WELL Chiropractic/Massage	Other Services	8545 Macomb	--	--
Pet-n-on-the-Ritz	Other Services	8600 Macomb	1	$39,000
Salon Sigrid	Other Services	8801 Macomb, #1	14	$327,000
Grosse Ile Car Wash	Other Services	8890 Macomb	--	--
Everready Cleaners	Other Services	9036 Macomb	2	$119,000
Island Tax Advisory Group LLC	Professional, Scientific & Tech Services	24201 Meridian	--	--
Ark Design (Architect)	Professional, Scientific & Tech Services	7596 Macomb, #3	--	--
Rachel Helton	Professional, Scientific & Tech Services	7596 Macomb, #4	--	--
Arrington & Associates (Accountant)	Professional, Scientific & Tech Services	7596 Macomb, #5 & 6	2	$379,000
Ipsum Total Marketing	Professional, Scientific & Tech Services	7717 Macomb	--	--
The Fast Forward Way	Professional, Scientific & Tech Services	7717 Macomb	--	--
Victorian Place Office	Professional, Scientific & Tech Services	7717 Macomb	--	--
James Barton PLLC Attorney	Professional, Scientific & Tech Services	8100 Macomb	2	$304,000
K & L Services	Professional, Scientific & Tech Services	8220 Macomb	--	--
US Post Office	Public Administration	8841 Macomb	4	$0
USA Lease Inc	Real Estate, Rental & Leasing	8036 Macomb	3	$657,000
Century 21 Riverpointe	Real Estate, Rental & Leasing	8173 Macomb	22	$1,731,000
Mrs Robinson Estate Sales	Real Estate, Rental & Leasing	8365 Macomb	1	$62,000
Island Realty Inc	Real Estate, Rental & Leasing	8420 Macomb	24	$1,888,000
Carol Bollo Real Estate	Real Estate, Rental & Leasing	8764 & 8772 Macomb	30	$3,012,000
River Oaks Realty	Real Estate, Rental & Leasing	8804 Macomb	6	$472,000
MBA Realty Group	Real Estate, Rental & Leasing	9105 Macomb	13	$1,023,000
Grosse Ile Hardware	Retail Trade - Bldg. Material & Garden Sales	7737 Macomb	6	$953,000
Ralph's Lawn Equipment	Retail Trade - Bldg. Material & Garden Sales	8220 Macomb	3	$457,000
Pop Up Platter	Retail Trade - Food & Beverage Stores	7596 Macomb, #11 & 12	--	--

NAME	TYPE (NAICS)	ADDRESS	EMPLOY-MENT (2019)	SALES (2019)
Grosse Ile Bakery	Retail Trade - Food & Beverage Stores	7767 Macomb	--	--
Kroger	Retail Trade - Food & Beverage Stores	8999 Macomb	60	$13,015,000
Kroger Bakery	Retail Trade - Food & Beverage Stores	8999 Macomb	5	$213,000
Kroger Deli	Retail Trade - Food & Beverage Stores	8999 Macomb	100	$5,453,000
Island Gas Station Mobil	Retail Trade - Gasoline Stations	24305 Meridian	--	--
Ohana House Store	Retail Trade - General Merchandise Stores	8166 Macomb	1	$178,000
Island Goods	Retail Trade - General Merchandise Stores	8474 Macomb	--	--
Grosse Ile Pet and Garden Center	Retail Trade - General Merchandise Stores	8943 Macomb	3	$455,000
CVS Pharmacy	Retail Trade - Health and Personal Care Stores	8900 Macomb	34	$10,081,000
Hawthorne & Vine Florist	Retail Trade - Miscellaneous Store Retailers	8410 Macomb	--	--

NAICS = North American Industry Classification System

Source: Grosse Ile Township DDA and Wade Trim. Employment and sales data from Esri Business Locator Report, 2019.

3: Demographic Profile

This section highlights key trends within and around the Grosse Ile Township DDA District related to key demographic indices including population, housing, income, educational attainment and employment.

Several data sources have been utilized for this profile, including the U.S. Census Bureau's decennial census reports and American Community Survey estimates. Data forecasts for 2019 and 2024 are published by Esri and have been obtained through Esri Business Analyst Online (BAO). Source citations are noted throughout the report.

Data for the following geographies are commonly presented and compared within this section:

- Grosse Ile Township DDA District Limits
- Grosse Ile Township Limits
- Lands within a 15 minute drive from the center of the Grosse Ile Township DDA (intersection of Macomb Street and Parke Lane)
- State of Michigan

The **Regional Context Map** shows the limits of Grosse Ile Township, the DDA District, and the lands within a 5, 10 or 15 minute drive time from the center of the DDA District.

Population

Population Trends and Forecasts

Population trends and forecasts for the four geographies are included in **Table 2**. As of 2019, the DDA District has an estimated population of 229 residents. This figure has declined slightly since 2010 and is forecasted for another slight decrease over the next five years. Similarly, the population of Grosse Ile Township, which is slightly above 10,000 residents, has declined slightly since 2010 and will continue a slight decline through 2024.

Slightly more than 92,000 citizens live within a 15 minute drive of the center of the DDA. The population of this area is forecasted to remain relatively steady, with a modest population increase of 1.0% from 2010 through 2024.

Somewhat in contrast to Grosse Ile Township and the surrounding areas, the State of Michigan as a whole is forecasted to increase in population between 2019 and 2024, and will see a 3.5% growth between 2010 and 2024.

Table 2: Population Trends and Forecasts, 2010-2024

GEOGRAPHY	2010	2019	2024	% Chg. '10-'24
Grosse Ile Township DDA	232	229	227	-2.2%
Grosse Ile Township	10,371	10,314	10,236	-1.3%
15 Minute Drive Time from DDA	92,310	93,482	93,211	1.0%
Michigan	9,883,640	10,097,897	10,233,588	3.5%

Source: Esri Demographic and Income Profile, 2020

Table 3: Median Age, 2010-2024

GEOGRAPHY	2010	2019	2024	% Chg. '10-'24
Grosse Ile Township DDA	50.2	54.5	56.5	12.5%
Grosse Ile Township	49.0	53.0	55.1	12.4%
15 Minute Drive Time from DDA	41.9	44.6	45.3	8.1%
Michigan	38.8	40.4	41.3	6.4%

Source: Esri Demographic and Income Profile, 2020

Median Age

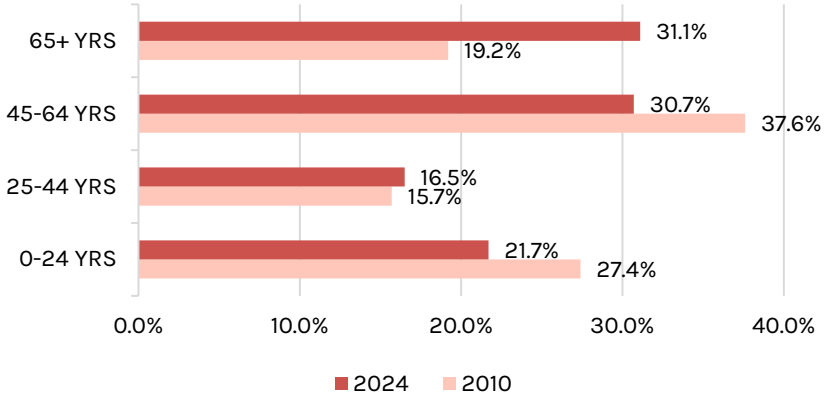
Following national trends, the median age of the population has increased since 2010 and is forecasted to continue to increase through 2024 for all geographies compared (see **Table 3**). For the State of Michigan and the lands within 15 minutes of the DDA, the median age will rise 8.1% and 6.4%, respectively, between 2010 and 2024. Notably, for both Grosse Ile Township and the DDA Limits, the median age will rise by over 12% between 2010 and 2024.

Population by Age Trends

Figure 3 highlights the changing distribution of population within four age group categories for Grosse Ile Township between 2010 and 2024. Significant differences are seen in three of the four age group categories. Unsurprisingly, the population aged 65 years or older has increased from 19.2% of the population in 2010 to 31.1% of the population by 2024. Significant declines were seen in two age groups: the 24 years or younger age group (27.4% in 2010 to 21.7% in 2024); and the 45-64 years age group (37.6% in 2010 to 30.7% by 2024). The 25-44 year age group remained relatively steady at around 16% of the total population.

With an aging population, Grosse Ile Township and the DDA face both challenges and opportunities. Challenges include providing municipal services and amenities to serve the aging population; opportunities include new businesses that offer products demanded by an aging population. As a mixed-use district, the DDA also has an opportunity to attract new empty nesters and retirees who are looking to live in a walkable community with varied amenities.

Figure 3: Population by Age, Grosse Ile Township



Source: Esri Demographic and Income Profile, 2020

Table 4: Housing Units by Occupancy Status and Tenure, 2019

	GROSSE ILE TWP DDA		GROSSE ILE TWP		MICHIGAN	
CATEGORY	#	%	#	%	#	%
Total Housing Units	**174**	**100.0%**	**4,418**	**100.0%**	**4,754,954**	**100.0%**
Occupied Housing Units	155	89.1%	4,204	95.2%	4,047,627	85.1%
Owner-Occupied	*120*	*69.0%*	*3,723*	*84.3%*	*2,878,191*	*60.5%*
Renter-Occupied	*35*	*20.1%*	*481*	*10.9%*	*1,169,436*	*24.6%*
Vacant Housing Units	20	11.5%	214	4.8%	707,327	14.9%

Source: Esri Housing Profile, 2020

Housing

Total Units

As of 2019, there are an estimated 174 total housing units within the DDA District. This figure has been relatively steady, as 178 total housing units were recorded in 2010. No change in the current number of housing units is forecasted by 2024.

Grosse Ile Township has an estimated 4,418 total housing units in 2019, which is slightly lower than its total (4,465) in 2010. By 2024, it is forecasted that there will be 4,424 housing units in the Township.

At the local level, slight housing unit declines are being experienced. In comparison, for the State as a whole, an approximate housing unit growth rate of 5% is forecasted between 2010 and 2024.

Occupancy and Tenure

Table 4 presents occupancy and tenure characteristics for the housing units within the DDA District, Grosse Ile Township, and the State of Michigan.

Of the 155 occupied housing units within the DDA as of 2019, only 35 (22.6%) are renter-occupied while 120 (77.4%) are owner occupied. Within Grosse Ile Township, the owner occupancy percentage is much higher at 88.6%. Only 11.4% of the Township's occupied housing units are renter occupied.

Within the DDA, an 11.5% housing unit vacancy rate exists as of 2019. This is slightly less than the State's vacancy rate. For the Township, the housing unit vacancy rate stands much lower at 4.8%.

Housing Value

As shown in **Table 5**, housing values within the Grosse Ile Township DDA and the Township as a whole are very high in comparison to the State. Michigan's median value of owner occupied housing units in 2019 was slightly more than $170,000, while in the DDA District the median value was over $280,000 and in the Township it was over $350,000.

For all three geographies, the median housing value of owner occupied units is forecasted to increase through 2024 – within the DDA by 3.0%, the Township by 9.7% and the State by 12.8%.

Income

Table 6 highlights high incomes within Grosse Ile Township and the DDA District, especially in comparison to the State of Michigan. With a median household income of $106,128 in 2019, Grosse Ile Township's income is nearly double the State. All geographies compared in the table are forecasted to see median household income growth through 2024, especially within the DDA where the median household income will reach $96,499 (25.6% growth).

Table 5: Median Value of Owner Occupied Housing Units, 2019-2024

GEOGRAPHY	2019	2024	% Chg. '19-'24
Grosse Ile Township DDA	$280,078	$288,559	3.0%
Grosse Ile Township	$351,330	$385,543	9.7%
Michigan	$172,136	$194,113	12.8%

Source: Esri Housing Profile, 2020

Table 6: Median Household Income, 2019-2024

GEOGRAPHY	2019	2024	% Chg. '19-'24
Grosse Ile Township DDA	$76,847	$96,499	25.6%
Grosse Ile Township	$106,128	$118,379	11.5%
15 Minute Drive Time from DDA	$64,997	$77,785	19.7%
Michigan	$55,885	$63,460	13.6%

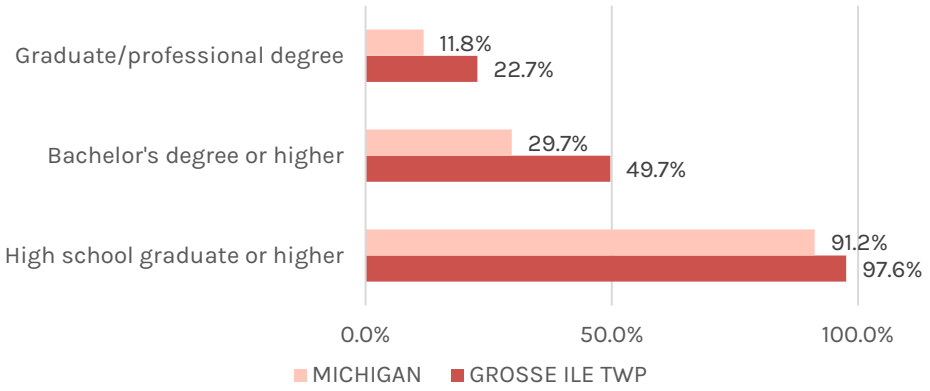
Source: Esri Demographic and Income Profile, 2020

Educational Attainment

Educational attainment characteristics are shown in **Figure 4** and **Table 7** and reveal a highly education local population. As of 2019, high school graduate rates in the DDA and Township are over 96%, very high in comparison to Michigan at 91.2%.

Associate, bachelor and professional degree holder percentages in the DDA and the Township are also significantly higher than State rates.

Figure 4: Educational Attainment, 2019



*Population 25 Years or Older; Source: Esri Market Profile, 2020

Table 7: Educational Attainment, 2019

CATEGORY	GROSSE ILE TWP DDA % OF POP.*	GROSSE ILE TWP % OF POP.*	15 MINUTE DRIVE TIME FROM DDA % OF POP.*	MICHIGAN % OF POP.*
Did not graduate high school	3.4%	2.4%	6.7%	8.7%
High school graduate or higher	96.7%	97.6%	93.3%	91.2%
Associate Degree or higher	54.6%	60.8%	36.6%	39.4%
Bachelor's degree or higher	42.2%	49.7%	25.7%	29.7%
Graduate/professional degree	19.7%	22.7%	10.4%	11.8%

*Population 25 years or older
Source: Esri Market Profile, 2020

Employment

Employment by Occupation

Occupational statistics for the employed population aged 16 years or older in 2019 for Grosse Ile Township, lands within a 15 minute drive of the DDA and the State of Michigan are shown in **Figure 5**.

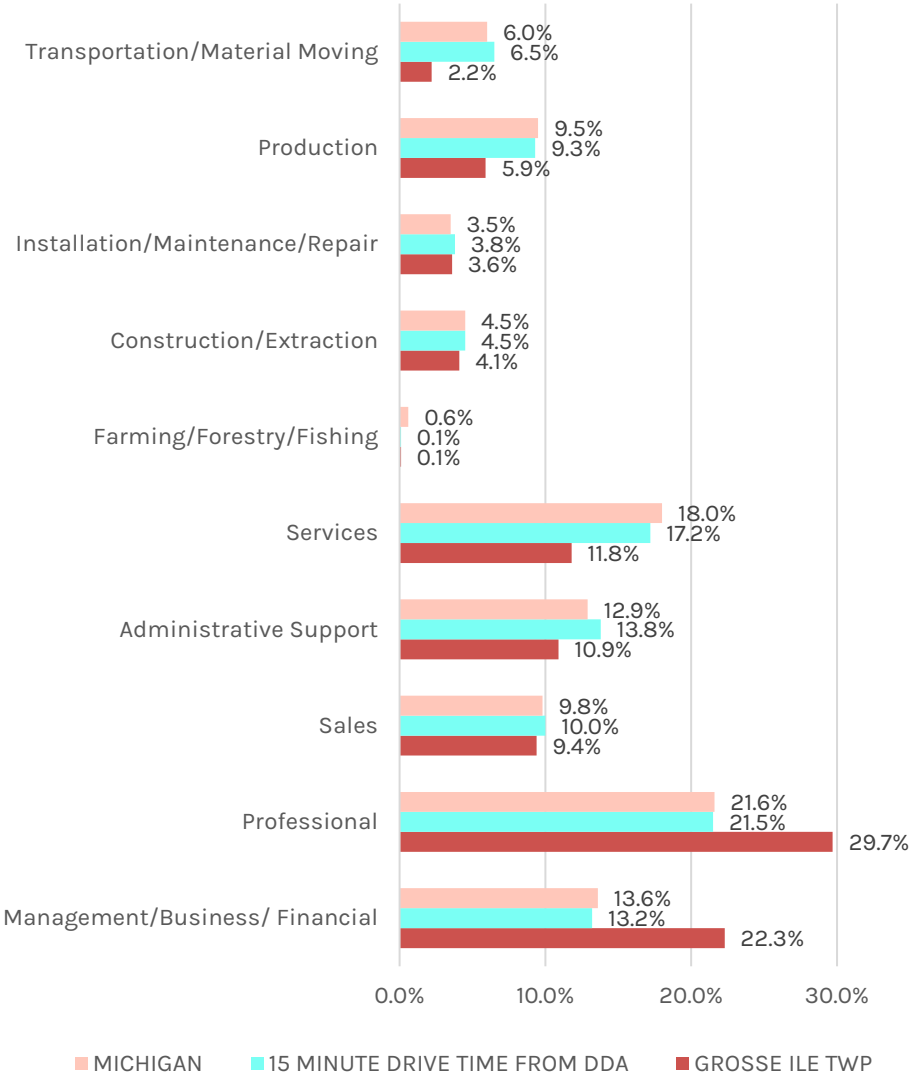
Uniquely, much higher percentages of the employed population of Grosse Ile Township are occupied in the professional (29.7%) and management/financial/business (22.3%) fields in comparison to the State and surrounding areas. Occupations less common in Grosse Ile Township in comparison to the State include production (5.9%), transportation/material moving (2.2%) and services (11.8%).

Labor Force Participation/Unemployment

Of Grosse Ile Township's population 16 years or older and in the labor force, nearly all (98.6%) have a place of employment in 2019 (see **Table 8**). Only 1.4% are unemployed. The unemployment rate for the State of Michigan is estimated at 4.3% in 2019.

Table 9 shows unemployment trends from 2010 through 2017. For both Grosse Ile Township and the State of Michigan, unemployment rates have declined. In 2010, the Township's unemployment rate was 8.0%.

Figure 5: Employment by Occupation, 2019



*Employed Population 16 Years or Older; Source: Esri Market Profile, 2020

Table 8: Labor Force Participation, 2019

STATUS	GROSSE ILE TWP % OF POP.*	15 MINUTE DRIVE TIME FROM DDA % OF POP.*	MICHIGAN % OF POP.*
Employed	98.6%	96.8%	95.7%
Unemployed (Unemployment Rate)	1.4%	3.2%	4.3%

*Civilian population 16 years or older and in the labor force
Source: Esri Market Profile, 2020

Table 9: Unemployment Rate, 2010-2017

GEOGRAPHY	2010 RATE*	2017 RATE*
Grosse Ile Township	8.0%	2.2%
Michigan	11.5%	7.4%

*Percentage of the civilian population 16 years or older and in the labor force
Source: American Community Survey 5-Year Estimates, 2010 and 2017

4: Market Profile

This section provides a comprehensive analysis of the Grosse Ile Township DDA's retail market opportunities. The market data included in this analysis was obtained from Esri, Inc. through Business Analyst Online (BAO). Utilizing extensive demographic, consumer spending, and business data, BAO provides detailed information and insights about consumers, their lifestyles and buying behavior, and businesses in a market area.

This section includes summary data and narratives. Detailed Esri data profiles are included in the **Appendix**.

Trade Area

As shown in the **Regional Context Map**, Grosse Ile Township and its Downtown Development Authority are situated in a unique geographic setting – an island within the Detroit River. It is also located along an international border between the United States and Canada, with access only from the United States. Given its location, there is limited pass-through traffic on and off the island. Access to the island is limited to two bridges, the toll bridge (northern-most) and the free bridge (southern-most).

Due to this setting, its trade area does not follow typical rules. For this report, three trade area geographies are analyzed which are based on the drive time from the center of the DDA District (intersection of Macomb Street and Parke Lane).

- The 5 minute drive time geography includes a good percentage of central Grosse Ile Township and a small portion extends across the Detroit River to the mainland areas near the free bridge.
- The 10 minute drive time geography encompasses all of Grosse Ile Township. This geography also includes portions of the cities of Gibraltar and Trenton which would need to access the DDA District via the free bridge. A very limited strip of land across the river and immediately adjacent to the toll bridge is also included in the 10 minute drive time geography.
- The 15 minute drive time geography includes all of Grosse Ile Township and portions of numerous communities across the Detroit River, including the cities of Gibraltar, Trenton, Woodhaven, Riverview, Southgate and Wyandotte as well as Brownstown Township.

Analysis of the market opportunities within the 5 minute drive time geography will provide the DDA with important insights about the retail spending of island residents – spending which currently "leaks" off the island could potentially be captured instead within the DDA District.

Analysis of the market opportunities within the 15 minute drive time geography will provide the DDA with important insights about the ideal retail mix that may be necessary to draw residents to the DDA from off-island.

Lifestyle Characteristics

Various commercial data services including Esri provide demographic analyses which identify certain lifestyle characteristics from traditional demographic data. These analyses go beyond income, age and employment and assess the lifestyle characteristics of populations and address subjects like housing type preferences, spending habits, leisure preferences and family associations. An understanding of the lifestyle characteristics of the local population helps to determine the type of businesses, recreational facilities, housing styles and other facilities and services that might be appropriate within the local area.

Esri's Tapestry Segmentation provides a portrait of the 65 Tapestry Segments (consumer markets) within the United States. For each of the three drive time geographies (5, 10 and 15 minutes from the DDA), **Table 9** shows the top 5 tapestry segments and their percentage of the overall population of that geography.

5 Minute Drive Time from DDA
Five tapestry segments comprise 100% of the population within 5 minutes of the DDA. One tapestry segment – comfortable empty nesters – dominates the population (comprising 69.5%). The other significant tapestry segment is savvy suburbanites, comprising 19.3% of the population.

10 and 15 Minute Drive Time from DDA
Tapestry segment distribution is much more varied for the 10 and 15 minute drive time geographies; no particular segments dominate. Tapestry segments which are most prevalent include comfortable empty nesters (29.8% for 10 minute geography; 16.0% for 15 minute geography) and rustbelt traditions (12.5% for 10 minute geography; 11.4% for 15 minute geography).

Given their prevalence in the trade area, a brief profile of the comfortable empty nesters, savvy suburbanites and rustbelt traditions tapestry segments is provided below. However, a detailed profile for each of the 11 tapestry segments listed in **Table 10** is included in the **Appendix**.

Table 10: Top 5 Tapestry Segments, 2019

TAPESTRY SEGMENTS	5 MINUTE DRIVE TIME FROM DDA % OF POP.	10 MINUTE DRIVE TIME FROM DDA % OF POP.	15 MINUTE DRIVE TIME FROM DDA % OF POP.
Comfortable Empty Nesters	69.5%	29.8%	16.0%
Exurbanites	1.7%	--	--
Golden Years	3.0%	--	--
Heartland Communities	--	--	8.2%
Middleburg	--	--	7.2%
Midlife Constants	--	--	7.2%
Rustbelt Traditions	--	12.5%	11.4%
Savvy Suburbanites	19.3%	8.4%	--
Senior Escapes	6.6%	--	--
Small Town Simplicity	--	10.2%	--
Traditional Living	--	9.8%	--

Source: Esri Retail Demand Outlook, 2020

Tapestry Segment Quick Profile:
COMFORTABLE EMPTY NESTERS



Average HH Size = 2.52
Median Age = 48.0
Median HH Income = $75,000

Key Characteristics:

- Married couples, some with children, but most without
- Most own and live in single-family detached homes
- Most homes built between 1950 and 1990
- HH's generally have 1-2 vehicles
- Low unemployment; average labor force participation
- Physically and financially active
- Prefer eating at home instead of dining out
- Home maintenance a priority

Source: Esri

Comfortable Empty Nesters

According to Esri, residents in this large, growing segment are older, with more than half of all householders aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefitting from years of prudent investing and saving. Their net worth is well above average. Many are enjoying the transition from child-rearing to retirement. They value their health and financial well-being.

Savvy Suburbanites

According to Esri, these residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise.

Tapestry Segment Quick Profile:
SAVVY SUBURBANITES



Average HH Size = 2.85
Median Age = 45.1
Median HH Income = $108,700

Key Characteristics:

- Lived in established neighborhoods built between 1970 and 1990
- Married couples with no children or older children
- Primarily single-family homes
- Low unemployment; higher labor force participation rate with proportionately more 2-worker households
- Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating
- Informed shoppers that do their research prior to purchasing and focus on quality

Source: Esri

Rustbelt Traditions

According to Esri, this segment is the backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the workforce is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade and health care. Rustbelt Traditions represent a large market of stable, hard-working consumers with modest incomes, but above average net worth. Family-oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

Consumer Spending Potential

Consumer spending potential data for 2019 is provided through Esri's Retail Goods and Services Expenditures report, which relies on information provided from the 2016 and 2017 Consumer Expenditure Surveys from the Bureau of Labor Statistics. Consumer spending potential is represented by the Spending Potential Index (SPI), a figure which is the amount spent for a product or service relative to a national average of 100. The figure is household-based. SPI data is provided for 17 retail categories, and more than 50 retail subcategories.

By Retail Category

Table 11 indicates the SPI for the 17 retail categories for the three drive time geographies (5, 10 and 15 minutes from the DDA). In terms of average amount spent per household, the top five categories are the same and in the same order for all three geographies:

1. Financial (between $134,000-$222,000 spent, depending on the geography)
2. Home (between $18,000-$28,000)
3. Food (between $9,000-$12,000)
4. Insurance (between $7,000-$10,000)
5. Transportation (between $6,000-$8,000)

Tapestry Segment Quick Profile:
RUSTBELT TRADITIONS



Average HH Size = 2.47
Median Age = 39.0
Median HH Income = $51,800

Key Characteristics:

- Almost half are married-couple families, most without children
- Most residents live in modest, single-family homes in older neighborhoods built in the 1950s
- Nearly ¾ own their homes, nearly ½ have mortgages
- Most HHs have 1-2 vehicles available
- Unemployment below the U.S. average; labor force participation higher than the U.S. average
- Family-oriented consumers who value time spent at home
- Most lived, worked, and played in the same area for years
- Budget aware shoppers that favor American-made products

Source: Esri

5 Minute Drive Time from DDA

In terms of the SPI, differences are seen across the three drive time geographies. For the 5 minute drive time, it is notable that the SPI is well above 100 (the national average) for all seventeen retail categories. The following retail categories have the highest spending potential:

1. Financial (SPI = 160)
2. Home (160)

3. Health (153)
4. Insurance (153)
5. Travel (152)

10 Minute Drive Time from DDA
For the 10 minute drive time, the following retail categories have the highest spending potential:

1. Health (SPI = 118)
2. Financial (117)
3. Home (117)
4. Entertainment and Recreation (111)
5. Housekeeping Supplies (111)

15 Minute Drive Time from DDA
For the 15 minute drive time, only seven of the seventeen retail categories have an SPI that is above 100 (the national average). The top five include:

1. Health (SPI = 106)
2. Smoking Products (105)
3. Home (104)
4. Insurance (104)
5. Financial (102)

By Retail Subcategory

Spending potential is also forecasted for the various retail subcategories, providing more detailed insight to consumer spending within the three drive time geographies. **Tables 12, 13 and 14** show the top 20 retail subcategories with the greatest spending potential for the 5 minute, 10 minute and 15 minute drive times.

5 Minute Drive Time from DDA
For the 5 minute drive time geography, no retail subcategory has a SPI less than the national average. The lowest subcategory SPI is 120, while the highest SPI is 176. Many of the top SPI subcategories are related to financial services and home goods/services. Financial related subcategories include retirement plans and stocks/bonds/mutual funds. Home related subcategories include maintenance and remodeling services and materials, mortgage payments, household furnishings and equipment, and household operations.

10 Minute Drive Time from DDA
Consumer spending potential within the 10 minute drive time geography is also strong, with no subcategory SPI less than 100. Like the 5 minute drive time, the highest SPI subcategories are often related to financial services and home goods/services.

15 Minute Drive Time from DDA
Consumer spending potential within the 15 minute drive time is substantially different from the other two drive time geographies. Of the more than 50 retail subcategories, approximately half have SPI figures that are less than the national average. The subcategory with the highest SPI is maintenance and remodeling materials at 110, followed by prescription drugs, rugs, and owners and renters insurance, all of which have SPIs of 108.

Table 11: Consumer Spending Potential by Retail Categories, 2019

RETAIL CATEGORY	5 MINUTE DRIVE TIME FROM DDA		10 MINUTE DRIVE TIME FROM DDA		15 MINUTE DRIVE TIME FROM DDA	
	SPI	AVG. SPENT*	SPI	AVG. SPENT*	SPI	AVG. SPENT*
Apparel and Services	138	$2,954	106	$2,262	95	$2,041
Computer	141	$281	106	$211	95	$189
Entertainment and Recreation	146	$4,786	111	$3,615	99	$3,250
Food	140	$12,353	108	$9,537	98	$8,634
Alcoholic Beverages	145	$836	107	$615	95	$547
Financial	160	$222,146	117	$154,475	102	$133,797
Health	153	$922	118	$712	106	$641
Home	160	$27,891	117	$20,104	104	$17,863
Household Furnish. & Equip.	146	$1,973	110	$1,484	98	$1,334
Household Operations	142	$1,533	107	$1,134	96	$1,031
Housekeeping Supplies	144	$1,079	111	$833	101	$754
Insurance	153	$9,764	116	$7,462	104	$6,718
Personal Care Products	141	$709	109	$545	98	$492
School Books and Supplies	135	$210	103	$161	94	$146
Smoking Products	127	$513	114	$459	105	$422
Transportation	139	$8,278	110	$6,555	101	$5,999
Travel	152	$2,633	109	$1,878	96	$1,664

SPI = Spending Potential Index. SPI is household-based, and represents the amount spent for a product or service relative to a national average of 100.

*Per Household

Source: Esri Retail Goods and Services Expenditures, 2020

Table 12: Top Consumer Spending Potential by Retail Subcategories, 5 Minute Drive Time from DDA, 2019

RANK	TOP 20 RETAIL SUBCATEGORIES	RETAIL CATEGORY	SPI
1	Retirement Plans	Financial	176
2	Stocks/bonds/Mutual Funds	Financial	174
3T	Maintenance and Remodeling Services	Home	167
3T	Maintenance and Remodeling Materials	Home	167
5T	Recreational Vehicles and Fees	Entertainment and Recreation	166
5T	Value of Other Financial Assets	Financial	166
7	Mortgage Payment and Basics	Home	165
8	Life/Other Insurance	Insurance	163
9	Rugs	Household Furnish. & Equip.	162
10	Lawn and Garden	Household Operations	161
11	Owners and Renters Insurance	Insurance	160
12	Lodging on Trips	Travel	157
13	Prescription Drugs	Health	155
14	Eyeglasses and Contact Lenses	Health	154
15T	Computer Accessories	Computer	153
15T	Reading	Entertainment and Recreation	153
17	Fees and Admissions	Entertainment and Recreation	152
18T	Nonprescription Drugs	Health	151
18T	Major Appliances	Household Furnish. & Equip.	151
18T	Health Insurance	Insurance	151
18T	Food and Drink on Trips	Travel	151

SPI = Spending Potential Index. SPI is household-based, and represents the amount spent for a product or service relative to a national average of 100.

Source: Esri Retail Goods and Services Expenditures, 2020

Table 13: Top Consumer Spending Potential by Retail Subcategories, 10 Minute Drive Time from DDA, 2019

RANK	TOP 20 RETAIL SUBCATEGORIES	RETAIL CATEGORY	SPI
1	Maintenance and Remodeling Materials	Home	123
2T	Value of Retirement Plans	Financial	122
2T	Value of Other Financial Assets	Financial	122
4T	Prescription Drugs	Health	121
4T	Rugs	Household Furnish. & Equip.	121
6T	Value of Stocks/Bonds/Mutual Funds	Financial	120
6T	Owners and Renters Insurance	Insurance	120
8	Life/Other Insurance	Insurance	119
9T	Eyeglasses and Contact Lenses	Health	117
9T	Lawn and Garden	Household Operations	117
11	Mortgage Payment and Basics	Home	116
12T	Recreational Vehicles and Fees	Entertainment and Recreation	115
12T	Nonprescription Drugs	Health	115
12T	Maintenance and Remodeling Services	Home	115
12T	Health Insurance	Insurance	115
16	Major Appliances	Household Furnish. & Equip.	114
17T	Pets	Entertainment and Recreation	113
17T	Reading	Entertainment and Recreation	113
17T	Housewares	Household Furnish. & Equip.	113
20T	Computer Accessories	Computer	112
20T	Utilities, Fuel, and Public Services	Home	112
20T	Lodging on Trips	Travel	112

SPI = Spending Potential Index. SPI is household-based, and represents the amount spent for a product or service relative to a national average of 100.

Source: Esri Retail Goods and Services Expenditures, 2020

Table 14: Top Consumer Spending Potential by Retail Subcategories, 15 Minute Drive Time from DDA, 2019

RANK	TOP 20 RETAIL SUBCATEGORIES	RETAIL CATEGORY	SPI
1	Maintenance and Remodeling Materials	Home	110
2T	Prescription Drugs	Health	108
2T	Rugs	Household Furnish. & Equip.	108
2T	Owners and Renters Insurance	Insurance	108
5T	Eyeglasses and Contact Lenses	Health	106
5T	Life/Other Insurance	Insurance	106
7T	Value of Retirement Plans	Financial	105
7T	Value of Other Financial Assets	Financial	105
9T	Nonprescription Drugs	Health	104
9T	Lawn and Garden	Household Operations	104
9T	Health Insurance	Insurance	104
12	Value of Stocks/Bonds/Mutual Funds	Financial	103
13T	Pets	Entertainment and Recreation	102
13T	Mortgage Payment and Basics	Home	102
13T	Major Appliances	Household Furnish. & Equip.	102
13T	Payments on Vehicles excluding Leases	Transportation	102
17T	TV/Video/Audio	Entertainment and Recreation	101
17T	Recreational Vehicles and Fees	Entertainment and Recreation	101
17T	Maintenance and Remodeling Services	Home	101
17T	Utilities, Fuel, and Public Services	Home	101
17T	Housewares	Household Furnish. & Equip.	101
17T	Vehicle Maintenance and Repairs	Transportation	101

SPI = Spending Potential Index. SPI is household-based, and represents the amount spent for a product or service relative to a national average of 100.

Source: Esri Retail Goods and Services Expenditures, 2020

Retail Supply, Demand and Gaps

Information on retail supply, demand and gaps within the three drive time geographies (5, 10 and 15 minutes from the DDA) for 2017 is provided through Esri's Retail MarketPlace profile. The following key terms are utilized:

- Supply (retail sales) is an estimate of sales to consumers by establishments. Sales to businesses are excluded.
- Demand (retail potential) is an estimate of the expected amount spent by consumers at retail establishments.
- Retail gap represents the difference between demand (retail potential) and supply (retail sales).
- Leakage/surplus factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

Data is provided for 27 retail categories along with 3 eating and drinking categories. **Tables 15, 16 and 17** highlight the supply, demand and gaps for the 5 minute, 10 minute and 15 minute drive time geographies. Leakage/surplus factors are also included in the tables. The categories in the tables are sorted by the total retail gap, greatest to smallest.

5 Minute Drive Time from DDA

Data in **Table 15** reveal that there are significant retail gaps within a 5 minute drive of the DDA District. These numerous and notable retail gaps represent a clear opportunity for new business to locate within the DDA District or existing businesses to expand and capture the demand which is presently "leaked" outside the District and off the island.

Of the 30 categories profiled, there are existing retail gaps in 27. A total of 14 categories have no current supply (i.e., no current businesses) within the geography. The five categories with the largest retail gaps include:

1. Automobile dealers ($15.6m)
2. Gasoline stations ($10.9m)
3. Department stores excluding leased departments ($10.4m)
4. Restaurants/other eating places ($5.7m)
5. Other general merchandise stores ($4.4m)

Of the 30 categories profiled, only 3 have a negative retail gap (where supply exceeds the demand). These include grocery stores, drinking places – alcoholic beverages, and health and personal care stores.

The total combined retail gap within this geography is slightly less than $54 million.

10 Minute Drive Time from DDA

As shown in **Table 16**, major retail gaps also exist within this geography. Only one of the 30 categories has a negative gap (where supply exceeds the demand). The five categories with the largest retail gaps include:

1. Automobile dealers ($63.2m)
2. Department stores excluding leased departments ($40.9m)
3. Grocery stores ($28.8m)
4. Restaurants/other eating places ($17.0m)
5. Other general merchandise stores ($16.5m)

The total combined retail gap within this geography is nearly $275 million.

Table 15: Retail Demand, Supply and Gaps, 5 Minute Drive Time from DDA, 2017

CATEGORY	DEMAND (RETAIL POTENTIAL)	SUPPLY (RETAIL SALES)	RETAIL GAP*	LEAKAGE/ SURPLUS FACTOR**	NO. OF BUSIN-ESSES
Automobile Dealers	$16,556,930	$939,684	$15,617,246	89.3	1
Gasoline Stations	$10,897,087	$0	$10,897,087	100.0	0
Department Stores Excl. Leased Depts.	$10,591,236	$201,000	$10,390,236	96.3	1
Restaurants/Other Eating Places	$9,573,808	$3,911,824	$5,661,984	42.0	10
Other General Merchandise Stores	$4,725,358	$296,581	$4,428,777	88.2	1
Clothing Stores	$3,488,402	$0	$3,488,402	100.0	0
Bldg. Material & Supplies Dealers	$6,706,051	$3,461,182	$3,244,869	31.9	1
Auto Parts, Accessories & Tire Stores	$2,199,165	$115,444	$2,083,721	90.0	1
Furniture Stores	$2,011,209	$0	$2,011,209	100.0	0
Other Miscellaneous Store Retailers	$1,992,662	$110,067	$1,882,595	89.5	1
Other Motor Vehicle Dealers	$1,835,045	$0	$1,835,045	100.0	0
Electronic Shopping & Mail-Order Houses	$1,453,292	$0	$1,453,292	100.0	0
Home Furnishings Stores	$1,347,165	$0	$1,347,165	100.0	0
Beer, Wine & Liquor Stores	$1,304,219	$0	$1,304,219	100.0	0
Jewelry, Luggage & Leather Goods Stores	$1,066,062	$0	$1,066,062	100.0	0
Sporting Goods/Hobby/Music Stores	$2,270,753	$1,335,766	$934,987	25.9	2
Electronics & Appliance Stores	$3,229,984	$2,430,565	$799,419	14.1	2
Shoe Stores	$740,505	$0	$740,505	100.0	0
Used Merchandise Stores	$617,678	$0	$617,678	100.0	0
Office Supplies, Stationery & Gift Stores	$757,600	$181,118	$576,482	61.4	1
Book, Periodical & Music Stores	$422,617	$0	$422,617	100.0	0
Lawn & Garden Equip & Supply Stores	$655,711	$303,782	$351,929	36.7	2
Direct Selling Establishments	$303,594	$0	$303,594	100.0	0
Specialty Food Stores	$846,864	$585,763	$261,101	18.2	2
Florists	$199,699	$0	$199,699	100.0	0
Special Food Services	$301,931	$108,522	$193,409	47.1	1
Vending Machine Operators	$103,108	$0	$103,108	100.0	0
Health & Personal Care Stores	$7,241,374	$7,696,793	-$455,419	-3.0	3
Drinking Places - Alcoholic Beverages	$661,902	$1,321,758	-$659,856	-33.3	1
Grocery Stores	$15,213,281	$30,239,058	-$15,025,777	-33.1	1

*The retail gap represents the difference between retail potential and retail sales

**The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

Source: Esri MarketPlace Profile, 2019

Table 16: Retail Demand, Supply and Gaps, 10 Minute Drive Time from DDA, 2017

CATEGORY	DEMAND (RETAIL POTENTIAL)	SUPPLY (RETAIL SALES)	RETAIL GAP*	LEAKAGE/ SURPLUS FACTOR**	NO. OF BUSIN-ESSES
Automobile Dealers	$65,712,933	$2,518,594	$63,194,339	92.6	2
Department Stores Excl. Leased Depts.	$41,150,681	$201,000	$40,949,681	99.0	1
Grocery Stores	$60,209,736	$31,441,854	$28,767,882	31.4	2
Restaurants/Other Eating Places	$36,958,175	$19,968,636	$16,989,539	29.8	39
Other General Merchandise Stores	$18,712,793	$2,210,104	$16,502,689	78.9	3
Gasoline Stations	$43,765,318	$27,915,407	$15,849,911	22.1	5
Clothing Stores	$13,423,790	$520,646	$12,903,144	92.5	2
Health & Personal Care Stores	$28,339,315	$18,342,708	$9,996,607	21.4	9
Electronics & Appliance Stores	$12,457,772	$4,572,577	$7,885,195	46.3	6
Auto Parts, Accessories & Tire Stores	$8,565,460	$1,561,001	$7,004,459	69.2	3
Other Miscellaneous Store Retailers	$8,065,204	$1,331,144	$6,734,060	71.7	7
Sporting Goods/Hobby/Music Stores	$8,763,700	$2,922,640	$5,841,060	50.0	5
Electronic Shopping & Mail-Order Houses	$5,666,376	$0	$5,666,376	100.0	0
Furniture Stores	$7,798,419	$2,568,141	$5,230,278	50.5	2
Home Furnishings Stores	$5,069,630	$236,788	$4,832,842	91.1	1
Beer, Wine & Liquor Stores	$5,080,625	$2,206,679	$2,873,946	39.4	2
Shoe Stores	$2,862,255	$0	$2,862,255	100.0	0
Specialty Food Stores	$3,360,006	$727,539	$2,632,467	64.4	2
Other Motor Vehicle Dealers	$7,234,338	$4,645,755	$2,588,583	21.8	2
Office Supplies, Stationery & Gift Stores	$2,912,519	$458,287	$2,454,232	72.8	2
Bldg Material & Supplies Dealers	$25,551,532	$23,147,287	$2,404,245	4.9	5
Jewelry, Luggage & Leather Goods Stores	$3,932,484	$1,546,529	$2,385,955	43.5	3
Used Merchandise Stores	$2,399,845	$284,138	$2,115,707	78.8	2
Book, Periodical & Music Stores	$1,655,111	$0	$1,655,111	100.0	0
Lawn & Garden Equip & Supply Stores	$2,519,845	$1,136,259	$1,383,586	37.8	4
Direct Selling Establishments	$1,179,778	$0	$1,179,778	100.0	0
Drinking Places - Alcoholic Beverages	$2,446,317	$1,755,738	$690,579	16.4	4
Florists	$735,137	$60,433	$674,704	84.8	1
Vending Machine Operators	$406,121	$0	$406,121	100.0	0
Special Food Services	$1,170,237	$1,443,869	-$273,632	-10.5	3

*The retail gap represents the difference between retail potential and retail sales

**The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

Source: Esri MarketPlace Profile, 2019

Table 17: Retail Demand, Supply and Gaps, 15 Minute Drive Time from DDA, 2019

CATEGORY	DEMAND (RETAIL POTENTIAL)	SUPPLY (RETAIL SALES)	RETAIL GAP*	LEAKAGE/ SURPLUS FACTOR**	NO. OF BUSIN-ESSES
Electronics & Appliance Stores	$41,346,892	$7,577,317	$33,769,575	69.0	11
Department Stores Excl. Leased Depts.	$137,346,029	$104,394,988	$32,951,041	13.6	6
Other General Merchandise Stores	$62,922,181	$33,077,331	$29,844,850	31.1	16
Clothing Stores	$44,563,006	$15,315,083	$29,247,923	48.8	22
Other Miscellaneous Store Retailers	$27,365,889	$8,764,499	$18,601,390	51.5	22
Electronic Shopping & Mail-Order Houses	$18,922,889	$1,885,792	$17,037,097	81.9	1
Other Motor Vehicle Dealers	$24,497,275	$8,616,043	$15,881,232	48.0	9
Sporting Goods/Hobby/Music Stores	$29,223,519	$15,610,937	$13,612,582	30.4	19
Furniture Stores	$25,992,509	$13,348,274	$12,644,235	32.1	5
Auto Parts, Accessories & Tire Stores	$28,546,893	$17,047,473	$11,499,420	25.2	19
Home Furnishings Stores	$16,710,012	$6,185,415	$10,524,597	46.0	7
Jewelry, Luggage & Leather Goods Stores	$12,720,765	$3,402,540	$9,318,225	57.8	6
Shoe Stores	$9,582,724	$1,796,931	$7,785,793	68.4	2
Beer, Wine & Liquor Stores	$16,874,053	$10,012,234	$6,861,819	25.5	10
Bldg Material & Supplies Dealers	$85,111,330	$78,795,489	$6,315,841	3.9	19
Lawn & Garden Equip & Supply Stores	$8,342,133	$2,475,346	$5,866,787	54.2	7
Used Merchandise Stores	$8,013,168	$2,517,224	$5,495,944	52.2	7
Book, Periodical & Music Stores	$5,533,440	$297,605	$5,235,835	89.8	1
Office Supplies, Stationery & Gift Stores	$9,689,478	$5,427,290	$4,262,188	28.2	12
Direct Selling Establishments	$3,830,740	$0	$3,830,740	100.0	0
Florists	$2,368,044	$1,115,075	$1,252,969	36.0	6
Vending Machine Operators	$1,362,566	$932,400	$430,166	18.7	1
Specialty Food Stores	$11,290,730	$11,378,720	-$87,990	-0.4	4
Drinking Places - Alcoholic Beverages	$7,920,830	$9,144,529	-$1,223,699	-7.2	17
Special Food Services	$3,929,915	$10,466,102	-$6,536,187	-45.4	17
Restaurants/Other Eating Places	$123,233,190	$132,032,510	-$8,799,320	-3.4	192
Health & Personal Care Stores	$94,407,748	$113,218,461	-$18,810,713	-9.1	45
Automobile Dealers	$222,289,349	$275,453,585	-$53,164,236	-10.7	16
Grocery Stores	$202,069,320	$264,617,455	-$62,548,135	-13.4	22
Gasoline Stations	$148,232,964	$229,486,877	-$81,253,913	-21.5	24

*The retail gap represents the difference between retail potential and retail sales

**The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

Source: Esri MarketPlace Profile, 2020

15 Minute Drive Time from DDA

Data in **Table 17** for the 15 minute drive time geography illustrate a contrasting picture in comparison to the other two geographies. In this geography, a much smaller retail gap is found. In fact, the total combined retail gap within this geography is slightly less than $49 million, which is less than the $54 million gap found in the 5 minute drive time geography and much less than the $275 million gap found in the 10 minute drive time geography.

A key reason for the difference is the number of existing businesses found in this geography – 544 total – which far exceeds the number of businesses in the smaller geographies. Of the 30 categories, 8 have negative retail gaps, where supply exceeds demand. Notably, three retail categories have a supply which far exceeds demand. The businesses in these categories, listed below, draw customers in from outside of the geography.

1. Gasoline stations (24 businesses supplying $81.3m more than demanded)
2. Grocery stores (22 businesses supplying $62.5m more than demanded)
3. Automobile dealers (16 businesses supplying $53.2m more than demanded)

Nonetheless, for many categories, opportunities exist to capture additional sales. The five categories with the largest retail gaps in this geography include:

1. Electronics and appliance stores ($33.8m)
2. Department stores excluding leased departments ($33.0m)
3. Other general merchandise stores ($29.8m)
4. Clothing stores ($29.2m)
5. Other miscellaneous store retailers ($18.6m)

5: Public and Stakeholder Engagement

Two primary methods were utilized to uncover community feedback related to the strengths and weaknesses of the Macomb Street business district, as well as ideas and opportunities for improvements: an online community survey; and, one-on-one stakeholder interviews. A summary of the results of each engagement method is presented below.

Community Survey

An online community survey was facilitated in May 2020. The survey included questions that related to this Economic Enhancement Strategy as well as the parallel Macomb Street Design Plan effort. In total, 252 persons responded to the survey. Of these, 62 were considered to be direct Main Street business district stakeholders, as they were either Macomb Street residents, property owners or affiliated in some way with existing businesses on Macomb Street. The response summaries included in this section often differentiate between the direct stakeholders and all other responses.

Findings

Below is a summary of the responses received for the survey questions most applicable to economic development within the Macomb Street business district.

What store type(s) do you wish to see added to Macomb?

By Category (All Responses):

- Restaurants (205)
- Retail Stores (98)
- Food Stores (70)
- Service/Entertainment (63)
- Bars (28)
- No more stores needed (6)

Top 10 Types (Direct Stakeholders):

- Restaurants generally (22)
- Coffee/tea shops (11)
- Brewery/beer garden (7)
- Specialty food/grocery (6)
- Bars generally (5)
- Farmers/food market (5)
- Clothing stores (5)
- Mexican restaurants (5)
- Banks (4)
- 4 tied with 3 responses

Top 10 Types (All Others):

- Restaurants generally (62)
- Coffee/tea shops (28)
- Farmers/food market (22)
- Specialty food/grocery (21)
- Sub/sandwich/deli (17)
- Gym/fitness (12)
- Gift/antique/specialty stores (12)
- Banks (11)
- Mexican restaurants (10)
- 2 tied with 9 responses

What first comes to mind when considering the Macomb Street business district in the following areas:

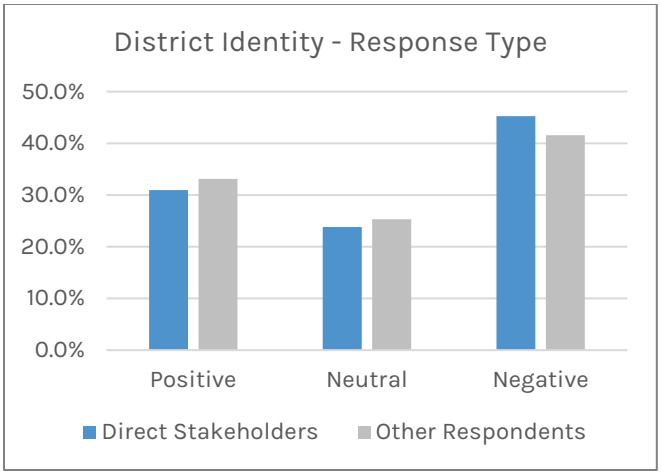
A. District Identity?

Common responses (positive):

- Small town
- Hometown
- Quaint
- Friendly

Common responses (negative):

- Lacks an identity
- Disjointed
- Limited
- Underutilized



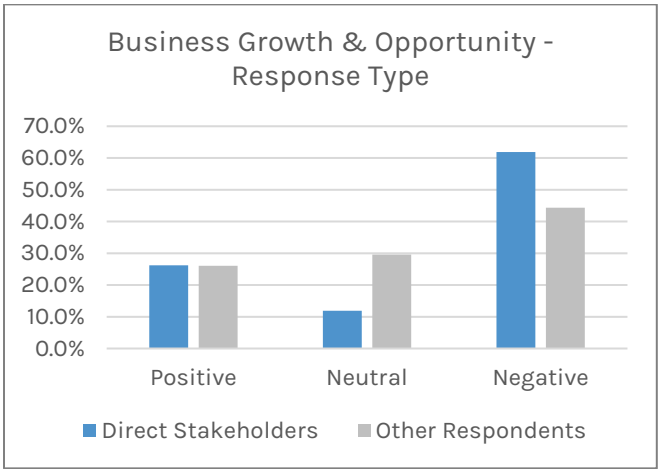
B. Business Growth and Opportunity?

Common responses (positive):

- Opportunity to support the large resident base
- Considerable land available to grow
- Opportunity… for the right businesses
- Loyal, community support

Common responses (negative):

- District not concentrated enough
- Difficult to attract customers from off-island
- Vacant/undeveloped land, poor image



C. Business Variety and Choice?

Common responses (positive):

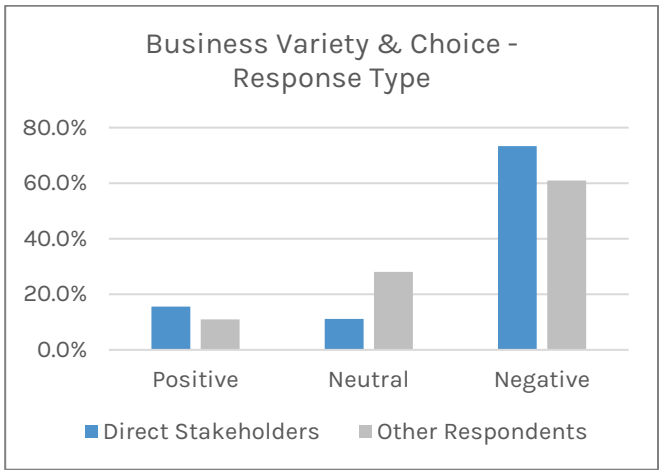
- Good variety in line with a small town district – meets basic needs

Common responses (neutral):

- Has the essentials, but could use more variety

Common responses (negative):

- Limited variety – need more choice
- Need more restaurants, boutiques, specialty grocery and entertainment



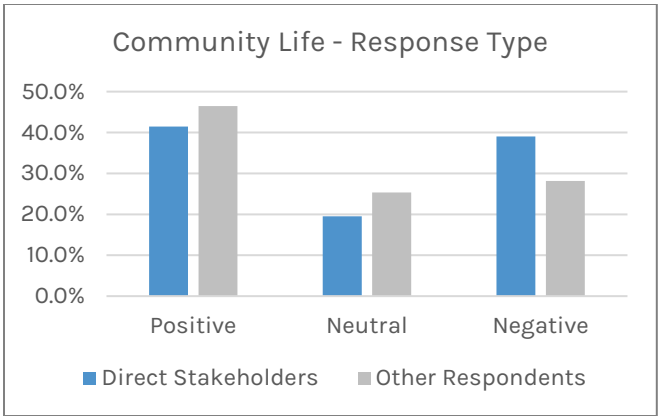
D. Community Life (Civic, Social, Recreational)?

Common responses (positive):

- Strong, close-knit community with variety of civic events
- Numerous social and recreational activities

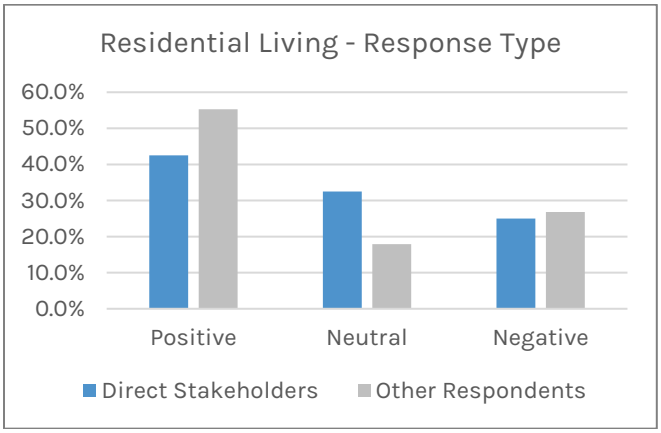
Common responses (neutral/negative):

- Need gym/fitness center
- Bring Island Fest back
- Need more outdoor recreation
- Take better advantage of waterfront location



E. Residential Living?

Overall, most respondents noted the small town charm and high quality of life and that is conducive to residential living. Numerous respondents commented that Macomb Street can accommodate residential living, such as mixed-use, provided it complements the overall business character. Numerous respondents felt that residential properties need to be better maintained. Finally, some respondents did not understand why you would want to have residential use in a business district.



Please rate each of the following factors in terms of how important it is to growing and sustaining business activity within the Macomb Street district. Use a 1 to 5 scale, with 1 indicating not at all important and 5 indicating extremely important.

Top 10 Responses (All Respondents):

1. Clean community (87.9% voted 4 or 5)
2. Safe community (87.5%)
3. Available parking (78.5%)
4. Recreational opportunities (73.8%)
5. Flow of traffic (69.0%)
6. Quality of roads (67.3%)
7. Tech infrastructure (66.5%)
8. Ease of doing business with the government (65.3%)
9. Empty buildings ready for development or occupancy (52.2%)
10. Community bank or other local financial institutions (51.0%)

Top 10 Responses (Direct Stakeholders):

1. Clean community (87.1% voted 4 or 5)
2. Safe community (87.1%)
3. Available parking (72.6%)
4. Quality of roads (67.7%)
5. Tech infrastructure (66.1%)
6. Recreational opportunities (64.5%)
7. Ease of doing business with the government (61.3%)
8. Flow of traffic (59.7%)
9. Empty buildings ready for development or occupancy (54.8%)
10. DDA/Township financial incentive packages (53.2%)

What are the greatest strengths of the Macomb Street business district as it relates to supporting business activity?

Top 5 Responses (Direct Stakeholders):

1. Advantageous location (30.2%)
2. Accessibility (18.6%)
3. Opportunity/land availability (14.0%)
4. Social/experience/character (9.3%)
5. Strong/committed businesses (7.0%)

Top 5 Responses (Other Respondents):

1. Social/experience/character (21.9%)
2. Convenience/quality/variety (17.2%)
3. Strong/committed businesses (15.2%)
4. Advantageous location (13.9%)
5. Opportunity/land availability (6.6%)

What are the primary weaknesses of the Macomb Street business district as it relates to supporting business activity?

Top 5 Responses (Direct Stakeholders):

1. Lack of businesses/too spread out/limited concentration (31.8%)
2. Lack of variety/choice/prices (18.2%)
3. Lack of character/poor appearance/cohesion (13.6%)
4. Island/poor location/limited population (13.6%)
5. Limited community support (9.1%)

Top 5 Responses (Other Respondents):

1. Lack of businesses/too spread out/limited concentration (36.7%)
2. Lack of variety/choice/prices (17.3%)
3. Island/poor location/limited population (17.3%)
4. Lack of character/poor appearance/cohesion (12.7%)
5. Limited community support (4.7%)

What opportunities should the DDA and/or Township pursue to support business growth within the Macomb Street district?

Common responses all respondents:

- Promote communication, awareness and advertising of businesses
- Recruit/attract new businesses and customers from off-island
- Provide grants and incentives for businesses (new and existing)
- Better/more efficient government communication/procedures (reduce red tape)
- Provide public amenities – parking, parks (particularly waterfront), restrooms
- Beautification – clean up vacant and unkept properties
- Add new or bring back former events/festivals

What services or programs are missing that the DDA and/or Township should provide to help support business activity?

Common responses all respondents:

- Business directory, print and online
- Marketing program/plan for advertising, events, etc.
- Work to make both bridges free
- Community programs, such as exercise classes and youth programs
- Incentive programs to attract new businesses or retain businesses
- Better district circulation – bike lanes, shuttle bus

In what areas can the Macomb Street business community collaborate for the benefit of the district and/or township as a whole?

Common responses all respondents:

- Marketing program/plan for advertising, events, etc.
- Beautification and clean up of vacant or unkept properties
- Offer more community events/festivals to draw people in

- District identify – establish an overall theme for the district and follow-up with standardized appearance, signage, materials, etc.
- Provide public amenities – parking, parks (particularly waterfront), restrooms
- Form a business committee

If Macomb Street had a motto, what would it be?

The "word-cloud" on this page highlights the most common terms used by respondents in crafting a motto. The common themes included:

- **Island**… life, living, vibe, pride, time, paradise, peace
- **Home**… welcome home, home on Macomb, shop at home, family
- **Welcoming**… friendly, meet me on Macomb, familiar, neighborly
- **Charming**… small, historic, quaint, gem
- **Local**… live local, buy local, community, down home, yours
- **Central**… heart of the island, island central, heart of Grosse Ile, hub, convenient

Stakeholder Interviews

During the months of May and June 2020, the consultant team conducted confidential stakeholder interviews to gain strategic insight into current attitudes, beliefs, and priorities related to the economic conditions and future success of the DDA. A total of 10 stakeholders were interviewed. These stakeholders represented Macomb Street residents, property owners, business owners and investors.

A detailed summary of the confidential stakeholder interview results is included as **Appendix A**. Below is an overarching summary of the findings.

Findings

Provided below are the questions asked during the interviews and a summary of the findings.

What are Macomb Street's assets?

Stakeholders were able to point to a variety of strengths of the business district. These included convenience due to the business district's central location on the island, with limited traffic and easy parking. The character


Macomb
Island
Street
Home
Live
Main
Heart
Welcome
Small
Historic
Grosse
Ile
Town
Local
Shop
Community
Downtown
Charm
Life
Peace
Family
Here
Now
Stay
Think
Low
Key
Business
Quaint
Water
Place
Need
Best
Feel
Go
Friendly
Pride
Unique
Hometown
Possible
Support
Connect
Fun
Name
Appeal
Central
Something
Find
Imagine
Country
Keep
Time
Residents
People
Quiet
Up
Back
Early
Boring
Oasis
Together
River
Bring
Hub
Convenience
Parts
Reason
Out
Gods
Motto
Pride
Clear
Cute
Sure
Come
Comp
Use
Big
Better
Much
Movie
Misfits
Experience
Isle
Meet
Keep
Great
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Residents
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of the district was also cited, with its small-town charm and a unique history. Stakeholders indicated that the variety of businesses was a strength, noting that most everything you need can be found in the business district. The committed, loyal members of the community who care about the success of the business district was mentioned as an asset. Finally, the local events were noted as a strength.

What are the biggest challenges facing Macomb Street?

Stakeholders were concerned about a preference of island residents to shop off-island, possibly due to their not knowing what is available to them within Macomb Street. With many local business districts in the region (Wyandotte, Trenton, etc.), as well as regional big-box shopping centers, stakeholders noted the importance of convincing island residents to shop local. Trying to bring in customers from off-island was also noted as a major challenge.

It was commonly mentioned that Macomb Street is too spread out, with most businesses concentrated on one end. Further, buildings are set back from the road and each other, lacking the intensity of use and walkable character found in traditional downtowns. Stakeholders found that, although streetscaping does exist, there is not a strong enough design theme to make up for the disjointedness of the district and lack of density. The number of empty lots and vacant buildings was also noted as a challenge.

There is a sense that certain regulations are overly restrictive and serve as barriers to development. Finally, the cell phone dead zone on the east end of the district was cited as a challenge that needs to be addressed.

In what way do residents want Macomb Street to be different?

Stakeholders expressed several suggestions for changes to the district that may result in being able to attract more customers to the district. These suggestions included:

- More community gathering spaces
- Increased entertainment activity, including night-time activity
- Attract more eating and drinking options
- Establish a stronger connection to the water

What improvements should be made?

Stakeholders were asked about needed improvements within the Macomb Street business district, ranging from physical, economic to social improvements.

Suggested physical improvements included:

- Consistent/uniform streetscape theme and site furnishings
- Redevelop underutilized sites that are taking up prime real estate
- Encourage mixed-use buildings, with residential uses on the upper stories.
- Create a civic gathering space at Lyons Park and/or other locations in the district
- Bring in public art and employ other beautification methods (flowers)

Ideas for economic improvements included:

- Regulatory changes that allow businesses to create vibrant street life and increase activity through mixed uses
- Amend stringent parking standards, which is a barrier to business expansion
- Increase communication between the Township leaders and business owners
- Tax relief
- Offer additional incentive programs to existing and prospective businesses

Related to social improvements, stakeholders noted the many successful events held throughout the year and expressed support for these events to continue. Many stakeholders expressed hope that more events can be facilitated. Others suggested that Island Fest should be brought back to Macomb Street.

What projects or actions should be taken to advance a Macomb Street vision?

Recognizing the need and opportunity for businesses to coordinate and help each other, stakeholders asked for the DDA's help with enhanced business-to-business communication. Several noted the potential to establish a formal business district association.

To ensure that any vision and strategies are implemented, stakeholders suggested a clear implementation plan be developed. Following the vision, stakeholders see the opportunity for the DDA to be their advocate for improvements within the district, including changes to regulatory policies such as parking standards.

What project or projects are of the most interest to Macomb Street?

In answering this question, several projects were noted by multiple stakeholders. These included:

- Facilitate the redevelopment of key sites, such as Lloyd's
- Attract new businesses, particularly food related establishments
- Coordinate hours of operation between the various businesses

What is one action you would do to improve Macomb Street?

This question attempted to focus in on one key action step that would have the greatest influence on district improvement. A variety of proposals were advanced, including:

- Improving business-to-business communication
- Provide incentives for new businesses and entrepreneurs
- Recruit new anchor businesses
- Increase activity and night-life
- Amend stringent parking standards
- Undertake physical design improvements

Stakeholder Feedback: SWOT Matrix

After reviewing the responses, we prepared a Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix – a high-level summary of the collective opinions of the stakeholders. This matrix is included as **Table 18**.

Table 18: Stakeholder Feedback SWOT Analysis Matrix

STRENGTHS	
Natural gathering spot	Events
Useful stores	Passionate residents
Small town charm	Dedicated local business owners
Convenience	

WEAKNESSES	
Streetscape	Few dining options
Lack of consistent hours	No comprehensive plan
Little night life	Trade area: hard to attract off-island
Cell phone coverage	Development barriers

OPPORTUNITIES	
Redevelopment of Lloyd's	Physical improvements
New businesses to activate street	Improve B2B connections
Build upon successful events	Move Island Fest back
Dedicated plan to shape growth	Grant programs
Waterfront gateway park	Playground/splash pads

THREATS	
Covid-19 bankrupts businesses	Other thriving downriver DDA's
Lack of strategy and alignment	High taxes
Big box retail off island	Bridge construction
Lack of critical mass	No sense of place

6: Economic Enhancement Strategy

This Chapter outlines the Economic Enhancement Strategy for the Grosse Ile Township DDA and the Macomb Street business district. The strategy builds upon the district's many exceptional qualities and seeks to capitalize on its many opportunities. The Strategy is rooted in the three foundational principles highlighted at right.

Strategy Recommendations

Several specific economic enhancement strategies have been crafted for the Grosse Ile Township DDA to achieve the strategic direction outlined above. These strategies are listed here and are described in this Chapter.

A. Implement a Business Recruitment Initiative
B. Fund a Kitchen Incubator
C. Focus on Priority Redevelopment Sites
D. Employ Advocacy Best Practices
E. Identify and Eliminate Regulatory Impediments

A: Business Recruitment Initiative

The Grosse Ile Township DDA has a strong opportunity to capture new business growth. This opportunity stems from a variety of factors, including the Township's many strengths (highlighted in the SWOT Matrix) and the positive market indices (highlighted in the Market Profile). However, to capitalize on these opportunities, the DDA needs to take a proactive approach to capture new businesses. This can be accomplished by undertaking a 3-step business recruitment initiative. The 3-steps of this initiative are summarized below. More detail on each step is provided in **Appendix B**.

Foundational Principles of the Economic Enhancement Strategy

1. Secure New Businesses

- ✓ Recruit business types supported by the local market
- ✓ Support entrepreneurial and start-up business activities
- ✓ Promote key redevelopment sites and their market feasibility
- ✓ Inventory and communicate investment opportunities and available incentives
- ✓ Work to provide flexible incubator spaces
- ✓ Support streamlined development review processes

2. Retain and Grow Local Businesses

- ✓ Facilitate district-wide marketing and promotions
- ✓ Develop and strengthen business-to-business support networks
- ✓ Identify and eliminate barriers to business expansion
- ✓ Support key infrastructure investments, including cellular/internet service upgrades

3. Leverage Local Identity and Opportunity

- ✓ Advertise key district attributes and business success stories
- ✓ Promote and celebrate the island's unique culture and amenities to attract visitors
- ✓ Identify a clear brand that showcases Macomb Street's strengths
- ✓ Expand events and opportunities for citizens and visitors to engage with local businesses

Step 1: Form a Business Recruitment Team

This team will help serve as a management entity for recruitment efforts, focusing on those properties and areas that are critical for the economic success of the business district. The team will need to establish an initial work plan to establish a baseline of market opportunities, available sites and incentives.

Step 2: Create a Supportive Business Environment

Before actual recruitment can begin, the team must make sure that the district presents itself as an inviting place to do business. The DDA must present a quality business environment to attract viable businesses and ensure the successful operation of businesses. It must appeal to the rational investor who is seeking to minimize risk and maximize financial return.

This step involves working with business operators and Township officials to make the DDA aesthetically appealing, identifying and overcoming barriers to business investment, and incentive packages to be offered.

Step 3: Assemble Recruitment and Marketing Materials

Attractive recruitment and marketing materials should be developed to convey the market potential of the DDA and show the existing marketing done to help existing businesses. Business recruitment materials must help convince a business operator that Grosse Ile's DDA is unique and that it offers a competitive edge over other locations. General marketing materials, maps, and site specific materials must all be maintained and be assembled into an attractive packet that is offered in print and online.

B: DDA Kitchen Incubator

Introduction to Retail Incubators

Increasing numbers of communities are realizing the importance of a healthy retail sector to the local economy, and many local governments are taking steps to nurture retail development in their communities. The idea that retail development can spur economic growth is fairly new in the field of economic development. Retail incubators are a specialized type of business incubator. Most are located in underserved sectors of a community with the intent of creating opportunity and preventing retail leakage. (source: The Buxton Company)

The State of Michigan passed an amendment to the Downtown Development Authority (DDA) Act in 2008 allowing DDAs to create, operate and fund retail business incubators. According to the Act, if the DDA Board decides to create, operate or fund a business incubator, it must give preference to tenants who will provide goods or services that are not available or that are underserved in the downtown area. Each tenant who leases space in an incubator must enter into a written contract with the DDA that addresses lease/rental rates, timeframes, business plans, and continuing education as required by the Act.

DDA Kitchen Incubator

Given the community's desire to see expansion of the restaurant industry within the DDA, this Plan recommends that the DDA establish and fund a kitchen incubator program. There are four critical components for developing a highly effective kitchen incubator:

1. Clear community support
2. Funding
3. Facility
4. Experienced leadership

Without widespread community engagement to understand and realize the benefits and opportunities, a kitchen incubator can create, then it may vanquish before it gets started.



Many DDA's are taking steps to nurture retail development in their communities through retail incubators. Given Gross Ile's desire to see expansion of the restaurant industry, a recommendation of this plan is for the DDA to establish and fund a kitchen incubator program.

Photo Source: Shutterstock.com

Funding is extremely important. Funds to lease a space to house the incubator, and funds to hire an experienced leader who can execute a highly effective program are essential. The DDA can do both. Experienced leadership will ensure the program has a great network, can teach, and is managed in a first class way.

Best Practices

Leaders in the shared kitchen industry serve as inclusive economic engines, creating environments for entrepreneurs to build wealth, create jobs and bolster the local community. There are several best practices to consider when establishing a kitchen incubator:

- Provide ongoing regulatory, operational, and business management support and curriculum to build entrepreneur capacity - at start-up, second-stage growth, and beyond. This includes formal and informal coaching on go-to-market strategies, product development, branding, and sales and distribution support.
- Curate a member mix with an eye toward collaboration, mutual respect, cross-pollination, and product diversity for a sustainable operation and maximum benefit to the food community being built.
- Offer accessible, sliding scale pricing that transitions alongside the growth of the business until they reach market parity.
- Help entrepreneurs achieve scale by cultivating relationships along the food value chain, from suppliers, to skilled labor, to sales channel partners.
- Develop a supportive network and community of support beyond the walls of the kitchen facility. Bring in experienced mentors including industry experts, regulators, consultants, institutional and funder contacts. Build industry as well as community networks.

A kitchen incubator can create a buzz and excitement that will draw people to Macomb Street. Food entrepreneurs or aficionados will have a place to test concepts with the public and if successful can set up shop as a new restaurant right in Macomb Street.

C: Priority Redevelopment Sites

As a key component of the overall economic enhancement strategy, the Grosse Ile Township DDA should target specific "priority" redevelopment sites for investment. Identifying and marketing priority sites can assist the DDA to stimulate the real estate market for obsolete, vacant and underutilized property. To encourage development, it is essential that the DDA actively package and market sites prioritized for redevelopment. Developers look to invest in places that have

an overall vision for the community and priority sites.

Three priority redevelopment sites are targeted for reinvestment in this plan. Although many other sites in the DDA may be ready for redevelopment, these sites are targeted because they are currently vacant/unoccupied, have been identified by community leaders and stakeholders as being strong candidates for new investment, and, if implemented, would serve as for catalysts for additional investment in the DDA.

As shown in the **Priority Redevelopment Sites Map**, they are:

A. Undeveloped property located across from Kroger
B. 8905 Macomb – Former restaurant
C. 7560 Macomb – Former market

For each site, this plan outlines recommendations for the character and scale of redevelopment that can be realistically supported by the market. A concept plan, along with representative imagery, has been prepared for each site to illustrate redevelopment potential. Additionally, a feasibility assessment – in the form of a financial pro-forma - has been prepared for each and are included in **Appendix C**. It should be noted that the recommendations and financial assumptions have been prepared based on available information and consultant insights. All of the sites are privately owned; the recommendations do not necessarily represent the property owner's desires for redevelopment.

Site A – Undeveloped property located across from Kroger

This approximately 0.8 acre site is located in the western portion of the DDA, on the north side of Macomb Street, across from the existing Kroger store. The site is presently undeveloped and therefore is a "clean" slate for new development. The concept plan for this site contemplates a new, two-story mixed-use building that could accommodate retail or office ground floor use and upper story office or residential use. The approximately 6,600 square foot of ground floor retail space would likely be occupied by multiple tenants. The concept plan imagines the mixed-use building to be well integrated to the street, built toward the front of the property with street fronting greenspace and connections to the sidewalk. Off-street parking would be accommodated to the side and rear of the property.



Site A has the potential to accommodate mixed-use development with multiple ground floor retail uses and potential upper-story residential use.

Site B – 8905 Macomb – Former Restaurant

This approximately 1.1 acre site is located in the western portion of the DDA at 8905 Macomb Street. The site contains an existing one-story building, formerly occupied by a restaurant, that is approximately 5,400 square feet in size. The building is set back considerably from Macomb Street, and a large off-street parking area is located between the street and the building. The concept plan for this site contemplates a complete indoor rehabilitation of the existing building to be occupied by a new restaurant use. This site is also a prospective location for the DDA kitchen incubator program described above.

Exterior façade improvements are also likely to occur to suit the aesthetic character of the prospective restaurant and/or kitchen incubator use. An advantage of this site is the large size of the building and existing improvements (off-street parking, etc.) that are already in place.

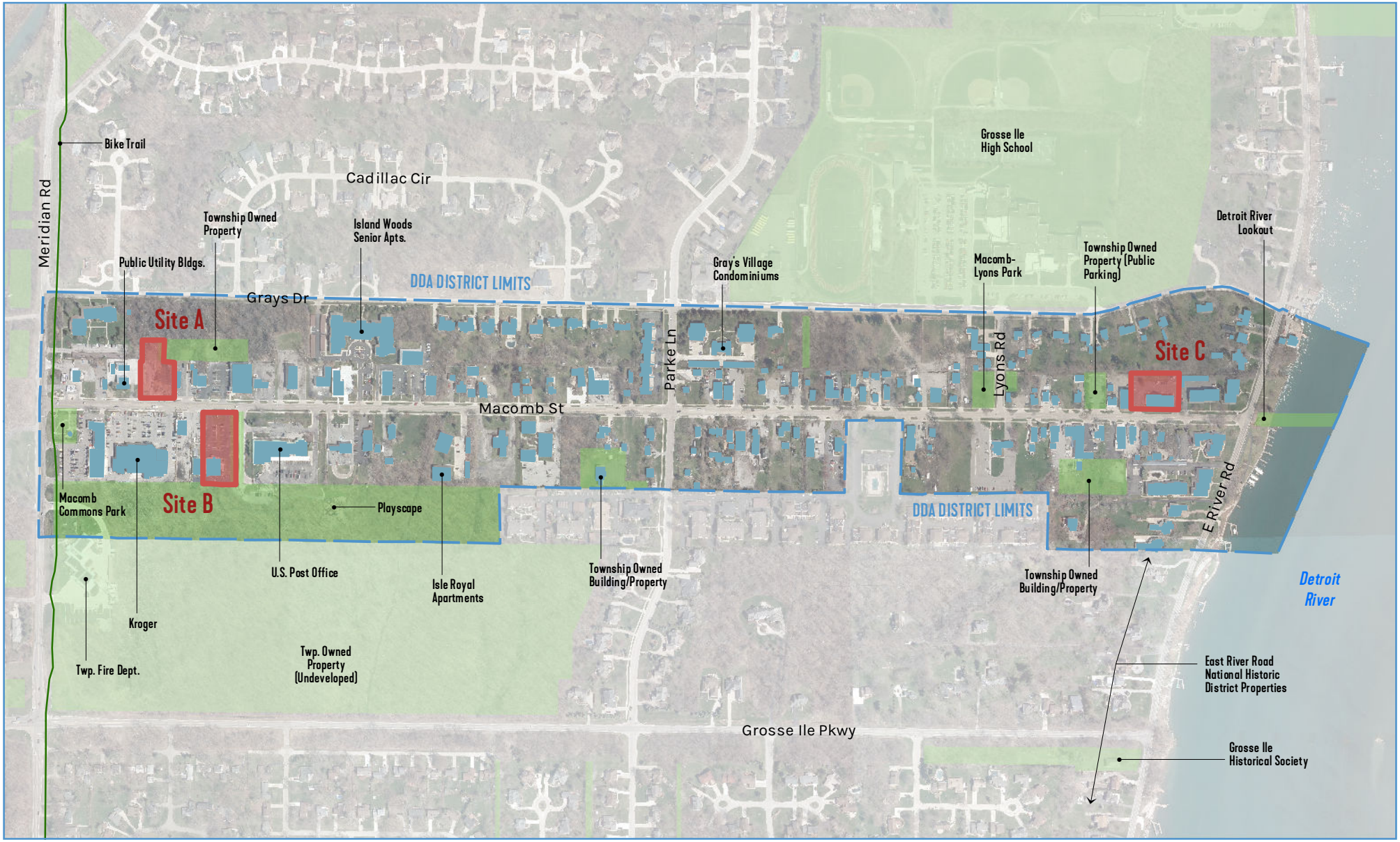
With the existing building set back so far from the street, it is a challenge for redevelopment at the site to establish an "on the street" atmosphere. The concept plan imagines a scenario where the DDA and property owner partner to establish a pocket park within the existing greenspace between the street and the parking lot. This space could become a small plaza with amenities geared toward pedestrians and bicyclists, such as a rest shelter, bike sharing station, benches and shade trees.

Site C – 7560 Macomb – Former Market

This approximately 0.8 acre site is located in the eastern portion of the DDA at 7560 Macomb Street. This site includes an approximately 6,000 square foot, one-story building that was formerly occupied by the Macomb Street Market. The building is located along the street frontage with an existing off-street parking lot to the side and rear. The concept plan for this site contemplates rehabilitation of the existing building to accommodate flexible space that can be utilized by a variety of shared uses. Examples include shared office space or retail space that can be occupied by multiple small businesses. The building would also be a good fit for incubator space for start-up businesses.

Priority Redevelopment Sites

Grosse Ile Township Downtown Development Authority
Economic Enhancement Strategy



Priority Redevelopment Sites
Buildings
DDA District Limits
Trails
Public Properties

August 2020
Source: Wade Trim, July 2020

WADE TRIM
BONNER Advisory Group

0 100 200 400 Feet

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Priority Redevelopment Site A: Vacant Land Across from Kroger



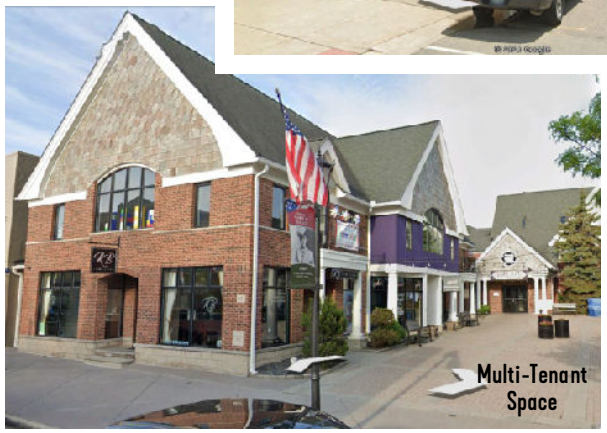
Priority Redevelopment Sites
Existing Buildings
New Buildings
Building Rehabilitation
Patio/Hardscape Areas
Streets/Parking
Sidewalks

October 2020
Source: Wade Trim, July 2020

Precedent Images


Ground Flooor Office/Retail

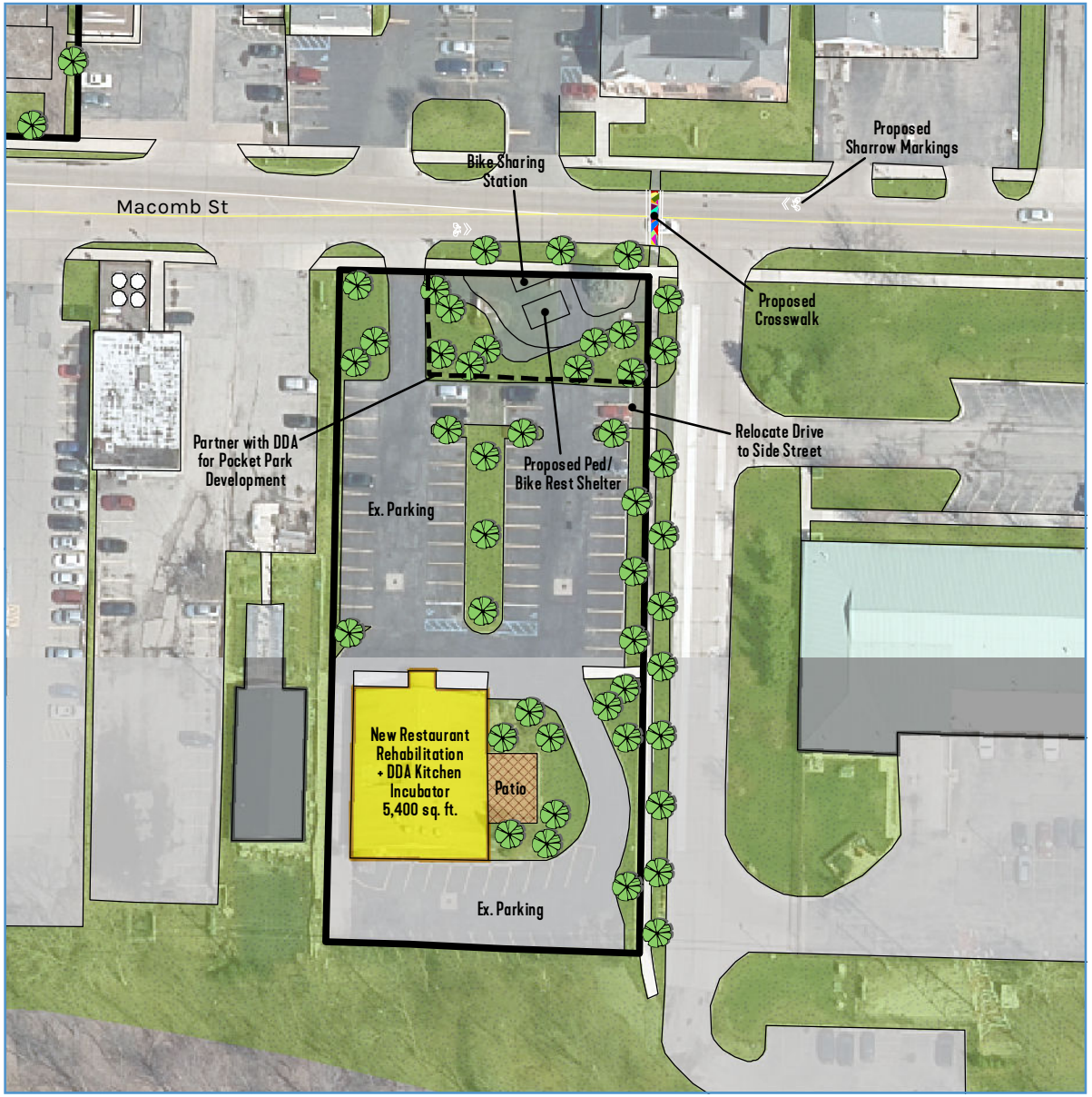

2nd Floor Residential


Multi-Tenant Space

WADE TRIM
BONNER Advisory Group

0 15 30 60 Feet

Priority Redevelopment Site B: 8905 Macomb (Former Restaurant)



Priority Redevelopment Sites
Existing Buildings
New Buildings
Building Rehabilitation
Patio/Hardscape Areas
Streets/Parking
Sidewalks

October 2020
Source: Wade Trim, July 2020

Precedent Images


Indoor Restaurant Renovation


DDA Kitchen Incubator


Pocket Park for Ped/Bike Refuge


Pocket Park

WADE TRIM
BONNER Advisory Group

0 15 30 60 Feet

Priority Redevelopment Site C: 7560 Macomb (Former Market)



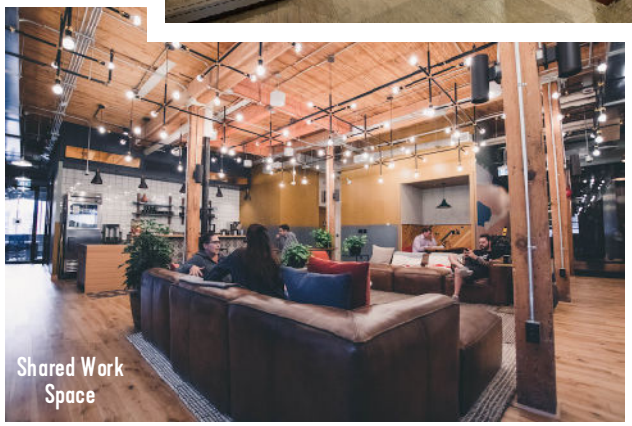
Priority Redevelopment Sites
Existing Buildings
New Buildings
Building Rehabilitation
Patio/Hardscape Areas
Streets/Parking
Sidewalks

October 2020
Source: Wade Trim, July 2020

Precedent Images







WADE TRIM
BONNER Advisory Group

0 15 30 60 Feet

D: DDA Advocacy Best Practices

Three State programs offer valuable assistance to Michigan downtowns. The Grosse Ile Township DDA should explore each and consider participation/membership in one or all of the programs. A summary of each program and its potential benefits to the Grosse Ile DDA is provided below.

Michigan Downtown Association (MDA)

Founded in 1980, the Michigan Downtown Association (MDA) is a state-wide, non-profit organization and a driving force in the interest and growth of downtowns and communities throughout Michigan. The MDA encourages the development, redevelopment and continuing improvement of Michigan communities and downtowns. Its members support economic development within the State of Michigan.
www.michigandowntowns.com

Specifically, this organization offers certificate training to individuals managing downtowns, provides educational events on downtown best practices, and is an advocacy group on issues facing downtowns today such as public policy, land use reforms, and funding programs.

Michigan Main Street (MMS)

Michigan Main Street (MMS) assists communities across Michigan interested in revitalizing and preserving their traditional commercial district. MMS provides technical assistance to local communities as they implement the Main Street Four-Point Approach®, a community-driven, comprehensive strategy encouraging economic development through historic preservation in ways appropriate for the modern marketplace. The program aims to create communities distinguished by economically vital and vibrant commercial districts and downtowns, thereby developing attractive places that make the state economically stronger and culturally diverse.
www.miplace.org

Redevelopment Ready Communities (RRC)

The Redevelopment Ready Communities (RRC) program, through the Michigan Economic Development Corporation (MEDC), measures and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. The RRC certification is a formal recognition that your community has a vision for the future - and the fundamental practices in place to get there. RRC requires a community to focus on a series of best practices to achieve the certification. These best practice areas are: Public Outreach and Engagement; Zoning Regulations; The Development Review Process; Marketing and Promotion; Economic Development Strategy; Prioritization of Redevelopment sites. RRC unlocks potential community place making funding from the MEDC, as well as potential incentive programs for mixed use developments.
www.miplace.org/programs/redevelopment-ready-communities/

The RRC certification program enables special grant and loan programs for mixed-use developments (Community Revitalization Program) in RRC communities, specifically in downtowns on behalf of private developers. The RRC program also makes funding available for special projects such as public artwork, public spaces, and additional planning and technical assistance.

E: Elimination of Regulatory Impediments

Local land development regulations and development review processes should work together with DDA programming to achieve community design goals and support economic growth. However, development regulations and processes can also serve as barriers to economic growth. For example, inflexible or obsolete zoning regulations can

lead to development that runs contrary to community goals. Similarly, fragmented and unclear development review procedures can increase time and expenses associated with development.

Best Practice Recommendations

The RRC program has established a series of best practices that communities are encouraged to follow to ensure they have a solid zoning and development foundation to retain and attract businesses, investment and talent. These include best practices for zoning regulations and development review procedures. Based, in part, upon these best practices, below are several recommendations that seek to eliminate impediments to economic growth that may be contained in the Grosse Ile Township Zoning Ordinance:

Consider More Uses Allowed "By Right"

The Macomb Street District (MSD) is a mixed-use central business district offering a diverse range of businesses and services to the community, intermixed with residential dwellings. A variety of uses are allowed "by right" within the District as principal permitted uses. However, certain uses are either not allowed or are only allowed after special approval, which requires a discretionary decision by the Township's Planning Commission after holding a public hearing. The following uses are largely considered appropriate within downtown business districts and should be considered as being allowed by right:

- Bed and breakfast inns
- Convenience stores
- Funeral homes
- Indoor entertainment/assembly (theaters, health and fitness centers, etc.)
- Multi-family as part of mixed-use buildings and developments

Allow for Compatible New Economy Uses

In this new economy, certain uses have emerged as being effective contributors to successful business districts. These and other similar uses should be considered for being listed and allowed within the MSD:

- Medical research facilities
- Alcohol production/tasting facilities (breweries, distilleries, wineries)
- Studios (film, arts, crafts)
- Maker-spaces ("artisanal manufacturing")
- Incubator spaces
- Food truck "parks"

Flexible Parking Standards

Especially within established business districts, where most projects consist of expansion or redevelopment of existing sites, outdated and/or inflexible parking standards often stand as a barrier to development. It is recommended that the Township conduct a review of existing zoning ordinance parking formulas to ensure that the required parking is reasonably in line with actual parking demand found within Macomb Street. Given its mixed-use, walkable character, as well as the availability of on-street and public parking, a flat reduction in required parking may be appropriate for businesses on Macomb Street. Another consideration is to give the Township Planning Commission the authority to modify parking requirements based on site-specific conditions.

Development Review Procedures

A well-defined and streamlined development review process is important to business owners and prospective developers. To this end, the DDA should facilitate a roundtable discussion with selected Township leaders and business owners to discuss the effectiveness of current review processes and where improvements can be made. Potential improvements may include:

- Allowing changes of use within existing buildings to be subject to administrative review (by the Township's Site Plan Review Committee) in lieu of more formal review by the Planning Commission.
- For projects that trigger Planning Commission review, but which are minor in nature, consider eliminating the need for an "introduction" meeting before the Planning Commission.

Other Considerations

Principal Shopping District

Through the provisions of Public Act 120 of 1961, cities, villages, and urban townships may create a Business Improvement District (BID) or a Principal Shopping District (PSD) to promote economic development within a defined area of the municipality. A BID/PSD allows a municipality to collect revenues, levy special assessments and issue bonds to address the maintenance, security and operation of that district. Although not a specific recommendation of this Strategy, the DDA should explore the costs and benefits of establishing a BID/PSP.

This program can co-exist with the DDA or act as a subset of the DDA. The primary purpose of creating this mechanism is to bring additional funding into the district, while harboring more collaboration through a specific group of businesses (required by the Act). While a DDA is focused on property tax revenues from tax incremental financing, a PSD/BIZ funds itself once businesses in the district agree to asses themselves using a municipal special assessment tool to fund projects consistent with the DDA plan.

Public Act 120 of 1961 allows a Business Improvement Zone (BIZ) or Principal Shopping District to be created by private property owners of those parcels in a zone plan within

Case Study:
DOWNTOWN KALAMAZOO, INC.

Downtown Kalamazoo Inc. (DKI) was the first to take advantage of the legislation that "targeted tenants who will provide goods or services that are not available or that are underserved in the downtown nearby" by establishing the Retail Incubation Program.

DKI's Business Recruitment & Retention Committee managed the program which provided the following support to retail start-ups in downtown:

- 18 months of subsidized rent, incrementally reduced from a maximum of 50% or up to $830 a month.
- Training in Merchandise Management, Marketing, Human Resources, Financial Management and Customer Service.
- Business mentoring from a successful downtown business.

Returns to the community were maximized by requiring that participants:

- Attend all of the training sessions.
- Obtain a bookkeeper or CPA deemed acceptable by the program.
- Provide sales, inventory and expense information to the program for macro tracking of downtown retail.
- Be open for business 6 days a week or 50 hours a week.

The program was not tied to a single location but allowed a retailer to occupy any downtown space as long as the property owner agreed to the terms and conditions.

In four years, the street-level vacancy rate in Kalamazoo's downtown dropped from 20-percent to 2-percent. As the program filled key locations with interesting, new retail concepts, business attitudes towards downtown changed.

a city, village or urban township (Grosse Ile Township qualified). A BIZ or PSD may levy special assessments to finance activities and projects outlined within a zone plan for a period of ten (10) years. This could be done in partnership with the DDA as the BID/PSD is ultimately a private business association made of members from the district that agree to work together and leverage their own resources for the betterment of businesses in the DDA.

Public Facility Improvements

Downtown Development Authorities have the authority (per Public Act 57 of 2018) to plan and undertake a wide variety of initiatives that support the economic growth of the district, including public facility improvements. Public facilities include streets, streetscapes, non-motorized facilities, public parking lots, parks, public buildings and utility infrastructure.

The recently adopted Macomb Street Master Plan is the DDA's principal vision document for physical design improvements within the district. The Master Plan outlines several recommended short, mid and long-term physical design improvements within the district. These recommendations include:

- Long-term improvements to Waterfront Park, creating a gateway to the business district
- Mid-term improvements to redevelop Lyons Park as an intergenerational community space
- Short-term streetscape improvements, including street trees, benches, pedestrian rest stops, painted crosswalks, and similar unifying elements

This DDA Economic Enhancement Strategy incorporates, by reference, and supports the implementation those physical design improvement recommendations as part of the DDA's broader enhancement strategy.

Infrastructure Investments

Over the years, the Grosse Ile Township DDA has worked cooperatively with the Township to support infrastructure investments along Macomb Street. This Economic Enhancement Strategy supports additional infrastructure investments that are critical to the success of a healthy business district.

Public WiFi Network

One of the deficiencies frequently noted during the public engagement process is a cellular signal "dead zone" in the eastern portion of Macomb Street. Cellular phone network infrastructure is generally outside of the jurisdiction of local municipalities. Therefore, the DDA's options to help with a direct solution is likely limited. However, one potential alternative solution is for the DDA to explore the development of a publicly accessible WiFi network within the district. In addition to a potential fix for cell phone users (by enabling WiFi calling), providing customers and visitors with access to public WiFi can greatly enhance their shopping experience.

Establishing a public WiFi network could potentially involve partnerships with internet service providers or mobile carriers to leverage already existing infrastructure. Many DDA's in Michigan have implemented public WiFi networks. The Grosse Ile DDA could consult with these pioneering DDA's to determine the best approach for moving forward.

Support for Community Events

Special events can be a significant economic engine for a downtown. Historically, the Grosse Ile Township DDA has offered technical and administrative support as well as financial support to facilitating local events. Local events that currently take place on Macomb Street include Chocolate Walk, Ladies Night Out, and Island Glow. DDA

support for community events should continue, with an emphasis on support for those events with the greatest potential for attracting patrons, generating interest and awareness, and contributing to the overall sense of place within Macomb Street.



The Grosse Ile DDA should strategically invest in special events, which can be significant economic engine for a business district.

Island Fest is one of the largest and most well attended festivals in the area. Previously, Island Fest was held within the Macomb Street business district, but this event has since been relocated to the southern portion of the Township. During the public engagement events, numerous stakeholders and citizens expressed their desire to bring Island Fest back to Macomb Street. Although it is likely not feasible to relocate the entire Island Fest event to Macomb Street, the DDA should explore facilitating parallel and complementary activities on Macomb Street in conjunction with Island Fest. Similarly, there may be other opportunities for integrated Township and DDA events taking place on Macomb Street and other island locations.

Additional events should be considered by the DDA to bring in visitors and prospective customers throughout the calendar year. The Macomb Street Master Plan offers several suggestions for new events that can be held.

Public Art

Public art installations are a tool to enhance the experience of Macomb Street for residents and visitors while showcasing the island's culture and the creativity of its residents. The recently adopted Macomb Street Master Plan recommends the establishment of a rotating public art program with installations strategically located within the district. The implementation of this public art program is an important component of the DDA's broader economic enhancement strategy.

Implementation Matrix

A variety of strategic recommendations have been outlined in this Chapter. **Table 19** has been prepared as an implementation matrix, which can be utilized by the DDA as a guide to execute the strategies contained in this plan. It includes a listing of key action tasks, a general priority for the task, an approximate timeframe for completion, and the responsible leaders and participants for the task.

Implementation Matrix Key

PRIORITY	
A	Most Important
B	Very Important
C	Important

ABBREVIATIONS	
DDA	DDA Board
DDA Dir.	DDA Director
BRT	Business Recruitment Team
KIC	Kitchen Incubator Committee
Stakeholders	Stakeholders in the business community, including business owners, property owners, real estate professionals, etc.
TB	Township Board
PC	Township Planning Commission

Table 19: Strategy Implementation Matrix

Task ID	Action Task	Priority	Timeframe	Responsibility	
				Lead	Others
A: BUSINESS RECRUITMENT INITIATIVE					
A-1	Identify/appoint Business Recruitment Team (BRT) members	**A**	**Q1 2021**	**DDA Dir.**	**DDA**
A-2	BRT initial meetings and work plan development	**A**	**Q2 2021**	**DDA Dir.**	**BRT, DDA**
A-3	Consider and implement DDA incentive programs, such as: *Assemble a Technical Assistance Team to support business owners* *Identify a Development Review Process Liaison to support new/expanding businesses* *Façade improvement program* *District wide marketing and advertising*	**A**	**Q3 2021 and Ongoing**	**BRT**	**DDA Dir., DDA**
A-4	Prepare and make available a business recruitment materials package, to include: *General data on the community (demographics, community assets, vision statements)* *Market data (market opportunities)* *Successful businesses case studies* *Listing of available DDA incentives* *Calendar of special events* *Information on zoning and development review procedures* *Properties available for development, along with site and building specific details*	**A**	**Q3 2021 and Ongoing**	**BRT**	**DDA Dir., DDA, TB, Stake-holders**
A-5	Develop prospect list of businesses to recruit	**A**	**Q4 2021**	**BRT**	**DDA Dir., DDA, Stake-holders**
A-6	Undertake business recruitment efforts	**A**	**Q4 2021 and Ongoing**	**BRT**	**DDA Dir., DDA, Stake-holders**

Task ID	Action Task	Priority	Timeframe	Responsibility	
				Lead	Others
B. DDA KITCHEN INCUBATOR					
B-1	Identify/appoint Kitchen Incubator Committee (KIC) to explore feasibility	B	2022	DDA Dir.	DDA
B-2	KIC conducts a kitchen incubator feasibility study, to include: *Identify potential partnerships* *Identify prospective incubation spaces* *Explore purchase/lease scenarios and general terms of the program* *Conduct initial discussions with prospective restauranteurs* *Identify prospective team to manage and oversee the program*	B	2022	KIC	DDA Dir., DDA, Stake-holders
B-3	KIC presents findings and program recommendations to DDA	B	2023	KIC	DDA Dir., DDA
B-4	DDA approval of program and allocation of funds	B	2023	DDA	DDA Dir., TB
B-5	Execute/administer kitchen incubator program	B	2023 and Ongoing	KIC	DDA Dir., DDA
B-6	Measure and track program success	B	Ongoing	KIC	DDA Dir., DDA
C. PRIORITY REDEVELOPMENT SITES					
C-1	Secure support from property owners and real estate agents to assist in site marketing	A	Q1 2021	DDA Dir.	DDA, Stakeholders
C-2	Finalize concept plans and pro formas for priority redevelopment sites	A	Q1 2021	DDA Dir.	DDA
C-3	Promote site redevelopment as part of BRT recruitment efforts	A	Q2 2021 and Ongoing	BRT	DDA Dir., DDA, Stake-holders
D. DDA ADVOCACY BEST PRACTICES					
D-1	Evaluate and consider membership with the Michigan Downtown Association (MDA)	C	2021	DDA Dir.	DDA
D-2	Evaluate and consider participation in the Michigan Main Street (MMS) program	C	2021	DDA Dir.	DDA
D-3	Evaluate and consider engagement in the Redevelopment Ready Communities (RRC) program, coordinating with Grosse Ile Township *Assist Township in RRC baseline evaluation* *Participate with Township in efforts to incorporate RRC Best Practices into Township regulations*	B	2021	DDA Dir.	DDA, TB, PC

Task ID	Action Task	Priority	Timeframe	Responsibility	
				Lead	Others
E. ELIMINATION OF REGULATORY IMPEDIMENTS					
E-1	Initiate discussions with the Township regarding the regulatory changes recommended in this plan	**A**	**2021**	**DDA Dir.**	**DDA, TB, PC**
E-2	Coordinate with Township to establish work plan and timeline for regulatory amendments	**A**	**2021**	**DDA Dir.**	**DDA, TB, PC**
E-3	Provide technical and financial support for the development and adoption of regulatory amendments	**A**	**2021**	**DDA Dir.**	**DDA, TB, PC**
OTHER CONSIDERATIONS					
O-1	Explore benefits of establishing a Principal Shopping District (PSD)/Business Improvement Zone (BIZ) and conduct follow up actions, if deemed beneficial	**C**	**2023**	**DDA Dir.**	**DDA, Stake-holders, TB**
O-2	Consider feasibility of establishing a public WiFi network	**C**	**2022**	**DDA Dir.**	**DDA, Stake-holders, TB**
	Consult with other Michigan DDA's who have implemented a public WiFi network				
	Explore prospective partnerships with internet service providers or mobile carriers				
	Present findings to DDA and consider next steps				
O-3	Initiate discussions with the Township on the potential to move Island Fest back to the Macomb Street District	**B**	**2021**	**DDA Dir.**	**DDA, TB**

Appendix A: Confidential Stakeholder Interviews

During the months of May and June 2020, the consultant team conducted confidential stakeholder interviews to gain strategic insight into current attitudes, beliefs, and priorities related to the economic conditions and future success of the DDA. A total of 10 stakeholders were interviewed. These stakeholders represented Macomb Street residents, property owners, business owners and investors.

Provided below are the questions asked during the interviews and a summary of the responses received.

What are Macomb Street's assets?

- If anything is going to happen on the island – it's going to happen on Macomb. It's the Main St – you don't have to compete with another street.
- It's considered safe, small-town America.
- The events held there are great – parades, homecoming festivities, ladies night out.
- Kids congregate and ride their bikes there.
- Great local area, great community. People care a lot about it.
- Local businesses are great – have a lot more than what you think. Hardware store overhaul was amazing.
- For a small town it has a Kroger, CVS, gas station where you can get most things.
- Small town charm and feel yet you feel close to a lot of things. Macomb is the epitome.
- Lots of history on the island.
- Very cool and sophisticated customers on the island.
- Convenience – close to everyone and you don't deal with waiting, parking or traffic issues.

What are the biggest challenges facing Macomb Street?

- Mentality - it's an uphill battle – there is not a mindset of residents to see what stores have to offer – every month 30-year residents tell us they are first time shoppers. People will drive off island to save $1.
- Residents want to go off island to buy things. They think there is nothing for them on Macomb St. besides Kroger and CVS.
- Township Officials – Poor leadership.
- Bureaucracy is similar to what you deal with in other municipalities.
- Overly restrictive and lack of common-sense development barriers.
- Most things are based at one end – Lloyd's, Kroger, gas station. Everything is on the west end besides the bakery, hardware store and Chinese restaurant.
- Cell phone service goes away on east end. People avoid it – should be a beautiful spot to take advantage of.
- Lots of empty storefronts.
- Limited options to talk with other people or go out as a family – Tasty Freeze and bakery are about it.
- Streetscape is awful – looks bad.
- Hard to draw residents from other communities.
- Wyandotte has a lot going for it – Grosse Ile could emulate it.
- From a small business standpoint, it's hard. Lots of small businesses being pushed out by big boxes. Have to have certain attributes to survive – owner needs to be one-part business owner and one-part community passion leader.

- Limited amount of labor and small trade area – hard to draw from off island. This does not favor small, independent, niche businesses.
- Not a lot of night life – sleepy town that shuts down early.
- Lack of consistent hours.
- Not a lot of businesses to fulfill daily needs.
- There's not an overall look / theme / feel. So many different businesses, homes, setbacks. Kroger area works – rest does not.
- Nothing close together like a true downtown. Major retailers of highest need are too far apart.
- No real walkability or areas where people spend time visiting multiple stores in a row.

<u>In what way do residents want Macomb Street to be different?</u>

- Create a better community center for people to go to. Have patios and areas to congregate like the Tasty Freeze. Doing this and enhancing the streetscape brings a vibe and energy.
- No community gathering spots besides Macomb St. There's no coffee shop so adults don't congregate there for a long time.
- Residents want a blockbuster restaurant on Grosse Ile. If you put it there will they support it? Lloyd's revenue is one-third of Truago and one-half of Major Biddles.
- Want it to be like downtown Wyandotte. There are always things happening that bring people out. You could pull people from off island.
- Make it look like an up north downtown. You could park somewhere, grab a coffee and walk and stroll through lots of residents.
- Not enough anchor businesses to connect the street from one end to the other.
- Open up the street or make connections to the water if possible. Bring businesses towards the east side.
- Want a place to hang out later – post 9pm. Vision for Lloyd's do be open late and meet this.
- Something that would tie everything together environmentally beautiful.
- More choices for entertainment and to eat and drink.

<u>What improvements should be made?</u>

A. <u>Physical</u>

- Consistency of benches - some parts of Macomb have benches, some do not.
- Need Township support to maintain the street – for instance – they place a Temporary Stage for Paint the Town Red (Homecoming) – Great event but hard to coordinate with Township and get them to do stuff.
- No consistent style so we do have a development standard?
- Zoning code should be updated.
- Ways to do it without breaking the bank. Can't change the inside of the stores but some lipstick on the pig helps.
- More benches and bike racks would be helpful.
- Make it more inviting – cute little park where they do music – activate it further.
- Put more benches. Young crowd goes to Wyandotte because of curb appeal.
- Repurpose or redevelop old banks that are sitting taking up prime real estate.
- Ground floor retail and lofts above.
- Some sort of entryway into downtown (arch or something similar to mark the entrance).
- Park at Lyons and Macomb – make it a gathering spot.
- Do a fairly good job with flowers on the streetlamps.
- Park at the end is underutilized.
- Expand the sidewalk for more room for bikes and pets.

- Disconnected streetscape, starts, then stops, then bare spots, mixture of residential and commercial hurts.
- Light poles, flowers and décor are nice.
- Park behind post office needs improvement – lots of teenagers go there which makes it hard for families to go there.
- All about flowers – poles that garden club does are nice, but high school kids do not maintain and they die.
- Art and flowers focus.
- Need to be a more fun place to go – water features / monuments / public art / benches.

B. Economic

- Township gets money from business taxes paid by tenants. Why not procure supplies from on island businesses vs. off island?
- Allow for small restaurants/bars to create a vibrant streetscape. First floor business, second floor residence.
- The bridge being closed is good and bad. People are stuck on the island which can be something to take advantage of.
- There are not a lot of town halls going on. I think I could speak for the majority of Grosse Ile businesses that the township doesn't help them. The township higher ups don't live here and don't care.
- Taxes are astronomical compared to other downriver communities – 30/40% higher – very hard to make a business work.
- Put events from Island Fest on Macomb St. – helps businesses out vs. everything down by the airport.
- Curb appeal of residences – they look old and dated.
- $5000 1x grants to new businesses would be nice but doesn't help you in the long run to compete with larger off island big box shops.
- Different rules for parking. Doesn't incentivize businesses.
- Food trucks are annoying – provide good food but they don't pay taxes and hurt other full-time residents.
- Small improvements would go a long way to overhaul Lloyd's.
- Incentivize existing benefits to be overhauled. Very hard to start a new business from scratch.
- Not much of a business community.
- Opportunity to change residential into commercial.
- Lots of inconsistency in business hours.
- Potential to profit on after kids traffic – lots of kids want to go to a restaurant or spot where they can their independence and hang out with friends. They invade Kroger and potentially Tasty Freeze. Could be many more spots.
- I've signed up for pretty much everything that is possible – getting nothing in return. Not sure if I am going to reopen up.
- Provide welcome packages and connections to new businesses.
- Grant Programs through the DDA
- DDA needs someone who can be a connector, chamber is not relevant and viewed as an off-island organization.

C. Social

- Island fest should be on Main St. Forces businesses to pack up and move to south side of island for biggest event.
- Events that bring people out are a positive - Rotary scavenger hunt – was great. Ladies night out is popular.
- I think there are a lot of good events they do – Ladies Night out, chocolate walks, parades.
- The challenge is when there is nice weather people are golfing and boating.
- Communication for events could be better.
- GI Connect app – age group that should be using it don't use it.

- Parades are good. People come out for them. Residents will come out if there is something for them to go to.
- Ladies night out and Movie Nights can be worthwhile.
- Put crafts from Island Fest on Macomb St. instead of by airport.
- Do more movies in the park.
- Island Fest pulls people away from downtown – funnel them towards businesses. Used to be downtown when it was the Azalea festival.
- Any of the parades area great.
- Lighting of the Christmas tree is great.
- Ladies night out on Macomb St. is excellent.
- Surprised that the chocolate walk went as well as it did in February.
- Kid friendly events go well (e.g. parades)
- Lady events that get raunchy are fun.
- Need to always improvise and keep them interesting.
- Hardware store is a social place.
- New Lloyd's could be a gathering spot.

<u>What projects or actions should be taken to advance a Macomb Street vision?</u>

- Business to business connection doesn't exist and it would be helpful to know what everyone else has.
- Robert Sawyer has organized zoom calls connecting businesses. These have been very helpful
- Need a better restaurant or two – Mexican restaurant would be great.
- How do we get from points A to Z? Will take a comprehensive plan.
- Business owners need more consistent hours so residents know what to expect.
- Overhaul Lloyd's
- Consistent hours of operation for businesses
- Need a local gathering spot or a café – people could spill out onto the street instead of inside Kroger at the Starbucks there.
- If a restaurant is good enough, it will work.
- Figure out parking and zoning.
- Residents and the community is close-knit but never felt much of a business community in Grosse Ile.
- Wyandotte vs. Grosse Ile contrast – People from Grosse Ile will leave and go wherever but to get a person from the off the island to on the island is very difficult. Hard to remake it into an area like Wyandotte – there is potential from within the island to spend their dollars here.
- Macomb St. can be a wedding gold mine with all the natural resources around it.
- Collaboration of small businesses that help and refer to each other – e.g. weddings.
- Physical improvements that really make it enjoyable that enable things to do and see.
- Have 5-6 quality events each year that draw people.

<u>What project or projects are of the most interest to Macomb Street?</u>

- Find ways to take eyesore properties and incentivize owners to make them look better.
- Fifth Third property would be a great redevelopment.
- Food Trucks.
- Compare taxes from Macomb St. to others in the area.
- Have consistent hours of operation in the DDA so people know when it is open. Lloyd's is the only consistent one.
- Café – figure out a model for ground floor café and the ability to live above it.
- Add a Mexican restaurant, brewery and café.
- Redevelopment of Lloyd's.
- Lloyd's redevelopment.
- Areas where kids can hang out.

- Vacant parcel across from Kroger.

Who should be responsible for advancing projects (Pick one or more)?

A. Township?
B. DDA?
C. Businesses?
D. Residents?
E. Others?

- Direction has to come from the top – Angela was a part-time position, but she was putting in her hours plus that – Township Hall should see the value of helping businesses succeed.

- There's a frustration with inflexible governmental bodies – Township Hall, Planning Commission.
- Everyone should be on the same page to make things happen. If the DDA has an idea, Township should support it and businesses and resident will need to support.
- All have to be aligned. Business owners behind it, township supportive and great. communication and roll out and it should be successful.
- All of them.
- Can't hurt if everyone helps.
- DDA should be responsible as the centerpiece.

What regional resources should be leveraged to advance these actions?

- Have a plan from a township level - We have four publications that go to island residents (Profile, Trent Trip, Grosse Ile, Grand) – People need to understand what is out there and advertising should reflect this.
- Tasty Freeze meeting energized me. This meeting and Rob Sawyer zoom calls have brough people together.
- Best to focus on Grosse Ile. Different areas of downriver expect different things. Can best practice what other communities do but be careful with this as what residents of Taylor want are very different than Grosse Ile.
- Don't mix with other communities – don't focus on them.
- Make the business community connected.
- Wyandotte is the rock star of local DDA's, watch what they do – such as grants.
- Do more promotion of island businesses off island to attract people.
- Will take a lot of effort to connect with other organizations due to attitudes.

What is one action you would do to improve Macomb Street?

- Improve the business to business relationships to get us to know each other better.
- Incentivize entrepreneurs – food trucks etc. they grow and then become a business. One day a food truck was allowed, then everyone complained, and it was not.
- Make sure supplemental businesses were incentivized to be on Macomb St. $150M plus spent off island that you can get on island.
- Add 1-3 more anchor stores that make people stay on island.
- Put more small businesses there.
- Parking clarification and flexibility – would open up a lot of businesses.
- Make it livelier at night.
- Wish people had more of an open mind on things. Work with your own creativity to envision things. Usually first two years are tough, but 3rd and 4th years are when events take off. Hold out to make them better.
- DDA and Township lack leadership to pull through and make events better. Be patient.
- Physical improvements.

In light of Covid-19 pandemic, what are things that the DDA should be doing right now?

- Communicate to every household in the zip code of Grosse Ile of what is available on Macomb St.
- It's a good time to prepare and make things ready behind the scenes
- Have virtual meetings like the Tasty Freeze kick off meeting to get peoples thoughts / ideas
- Southgate – went around and put signs up for all the businesses that are open. Brought up awareness of what businesses are open and doing stuff. Promote local businesses that are open and operating right now.
- Fire department going around island to cheer up kids on their birthday. Did the same with the Easter Bunny.
- Stay at home and make it not spread.
- Encouraging people to buy gift certificates for future services to help businesses stay afloat.
- Be a resource to help people connect with small business loans.
- Grants from the DDA to help out with rehabs, façade improvements etc.
- Sustain small businesses – very hard to make numbers work and even determine if I can make it going forward.
- Promote buying local.

How do you want to be involved?

- Happy to be involved – the more I can participate and be a resource is helpful.
- I'll do what you need me to do. I won't turn down the opportunity to offer input and help out.
- Happy to help out. Want to see Grosse Ile do better. Would love to open up a restaurant someday.
- As much as I can be - it's a small community and I like to be involved a lot.
- Would be happy to add our creativity to help out with businesses and provide vision focus.
- We'd be open to participating in any way.
- Whatever I can do to help

Appendix B: Business Recruitment Initiative

The Grosse Ile Township DDA has a strong opportunity to capture new business growth. This opportunity stems from a variety of factors, including the Township's many strengths (highlighted in the SWOT Matrix) and the positive market indices (highlighted in the Market Profile). However, in order to capitalize on these opportunities, the DDA needs to take a proactive approach to capture new businesses. This can be accomplished by undertaking a 3-step business recruitment initiative. The 3-steps of this initiative are described in detail below.

Step 1: Form a Business Recruitment Team

The founding members of this team are extremely important for establishing the enthusiasm, momentum, professionalism, and organization that will be needed. They need to be problem solvers, and action oriented. This team and the recruitment process need effective and enthusiastic leadership to stay on track and be organized. Funding and in-kind services will be important to this committee.

Select the Team

To begin the recruitment process, a proactive business recruitment team needs to be assembled. This team should bring a clear and realistic understanding of the market analysis, have skills in economic development and real estate along with connections to local decision-makers, and have an ability to sell and follow through. Training for the team may be necessary. A team of five to seven participants could include:

- Established (and retired) business owners;
- Local real estate professionals;
- Current building owners who are interested in exploring various uses for their property;
- Bankers;
- Local entrepreneurship and development organization representatives;
- Elected officials; and
- Chamber of commerce and DDA Members.

The team will help serve as a management entity for recruitment efforts, focusing on those properties and areas that are critical for the economic success of the business district. Through the process, the team will coordinate efforts with local real estate professionals. A strong leader is necessary to maintain momentum of the team (preferably the new DDA Director).

Draft a Work Plan

The first step for this group is to develop an initial work plan. All work plan action steps should be listed and prioritized.

- include data about the community from the market analysis;
- inventory the real estate in the various business districts, particularly the vacant or underutilized buildings and utilize the property/commercial pro-forma developed;
- create a simple case study of businesses that have done very well on Macomb Street, and provide examples of failures and why that might have happened;
- make sure the owners of these buildings and properties being marketed are on the same page to garner their support in the process;
- outline all incentives for business development, create a simple sales package; and
- develop your prospect list; the best list would be restaurants and microbreweries Downriver that are very successful that may want to add a much smaller "sample location".

Realistic timeframes need to be assigned to every step. The right team member(s) need to be assigned to every step (match skills to tasks). Most importantly, involve the broader community in your work and seek assistance, ideas and contacts through the process. This work plan should be reviewed, updated and modified as needed.

Step 2: Create a Supportive Business Environment

Before actual recruitment can begin, the team must make sure that the district presents itself as an inviting place to do business. The DDA must present a quality business environment in order to attract viable businesses and ensure the successful operation of businesses. It must appeal to the rational investor who is seeking to minimize risk and maximize financial return. Based on our research it appears the permitting process needs to be more direct and understandable than what currently exists in Grosse Ile. Perhaps a streamlined process for Macomb Street business can be developed.

Make the Environment Appealing

To attract retailers, a community must first make its business district visibly active, attractive, convenient and safe. Before the recruitment process begins, work with existing business operators and Township officials to ensure the public improvement planning strategy is fully marketed to create a compelling case the area is going to be invested in by the DDA :

- An aesthetically pleasing commercial environment;
- Adequate and conveniently located parking; and
- High business operational standards and service which project a quality, unified and consistent image for the district.

Overcome Barriers to Business Investment in the District

Many retail and service businesses choose "edge" locations on the outside of town because such locations have proven successful and expansions are easy to replicate. According to the Vermont Forum on Sprawl, downtown and other in-town commercial areas need to recognize and overcome barriers to business investment in their districts. Barriers that have come up quite often for Macomb Street based on our interviews and research often include:

- Permitting that is more complex and time-consuming;
- Zoning that may be more restrictive;
- Parking that is more restrictive.

The recruitment team should understand these barriers, both perceived and real, and work with business and community leaders to minimize them. Sometimes creative incentives can be developed to make the district more competitive from a business investment perspective.

Offer Incentives

It is also important that the team fully understand what the DDA and Township can offer to the prospective business. The Grosse Ile Township DDA, with the assistance of the Business Recruitment Team, should be prepared to offer the following incentives:

- Technical assistance including market and feasibility analysis, business plan development, governmental regulations, advertising and physical design (establishment of retail and restaurant incubator programming can support this);
- Negotiation and leasing of space if the prospect is not working with a broker or not familiar with the area;
- Assistance with local zoning and development procedures;
- Centralized retail management in which business district organization gains the right to lease property from owners and

place businesses in locations prescribed by an overall commercial center plan;
- Financing of building improvements, facades, displays, fixtures, inventory and start-up costs allowable under the DDA Act (PA 57);
- Counseling with local financial institutions and assistance in completing loan applications;
- Financing options and incentives appealing to developers such as low-interest loan, Tax Increment Financing, or Community Development Block Grant funding programs;
- District wide image and marketing programs and advertising and promotion assistance for individual firms;
- An effective business to business networking system;
- Private development partnerships made up of local investors who might develop, own and operate a needed business; and
- Business incubator(s) to help establish new businesses at a reasonable cost and provide them with space and common services.

Step 3: Assemble Recruitment and Marketing Materials

Attractive recruitment and marketing materials should be developed to convey the market potential of the DDA and show the existing marketing done to help existing businesses. Business recruitment materials must help convince a business operator that Grosse Ile's DDA is unique and that it offers a competitive edge over other locations.

General Marketing Materials

Market analysis data already collected earlier in this study will help potential business operators evaluate the potential for their venture. When developing marketing materials, provide only relevant information to avoid information overload. Consider the following:

- Letter of introduction including compelling reasons to consider Macomb Street;
- General information and photos of the community highlighting its assets;
- Market position and vision statements;
- Wish list of new businesses supported by market demand and supply data;
- New developments demonstrating investment downtown;
- Information on past openings and closings of businesses;
- Trade area geographic definition and demographic and lifestyle data;
- Trade area economic data including actual and potential sales data;
- Vehicle and pedestrian traffic volume;
- Mix of existing retail, service, dining, housing, office and lodging on Macomb Street;
- Promotional calendar of events to be developed; and
- Summary of financial incentives and other business assistance services available in the business district.
    - Façade Improvement Grants
    - Tax Abatement Public Acts (all varying tax abatements for the rehabilitation of commercial and mixed use properties)
        - PA 146 of 200
        - PA 210 of 2005
        - PA 255 of 1978

Assemble Maps

Graphs and maps are particularly effective ways to describe the Macomb Street District.

Building/Site Specific Materials

In addition to market data, information on specific buildings may also be useful. Secure the cooperation of the building owners and the real estate brokers if the property is listed for sale or lease. In particular, use the information available from the financial pro-forma and concept site plans in this study to help attract

businesses to those locations. This information might include:

- Maps and photos describing the location, building and it history;
- Sales and rent per square foot (with comparison market data);
- Available commercial and residential space and floor plan;
- Operating expenses including utility rates and taxes;
- Zoning and building code conditions or restrictions;
- Zoning and development review process flow-chart;
- Current tenants and how the building could be optimally reused; and
- Property owner or other contact for more information.

When completed, recruitment and marketing materials should be assembled in an attractive packet and offered online. Quality content, graphics and formatting are required to support the DDA profile and image. Develop a simple sales package that is interesting, informative, honest and current, one that describes your community as a good place to do business.

Appendix C: Priority Redevelopment Sites Financial Pro-Formas

Pro Forma for Priority Redevelopment Site A: Vacant Land Across from Kroger

Grosse Ile Township DDA Economic Enhancement Strategy

Development Cost	$ 1,072,500			**Item**	**Rent PSF**		**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Main Floor SF	3,300		**REVENUE**	**Commercial Rent**	$ 18.00	$	59,400	$ 60,588	$ 61,800	$ 63,036	$ 64,296	$ 65,582
Upper Floor SF	3,300			**Apartment (4) Rent**	$ 22.20	$	73,260	$ 74,725	$ 76,220	$ 77,744	$ 79,299	$ 80,885
				N/A	$ -			$ -	$ -	$ -	$ -	$ -
IRR	16%	2026 Sale		**N/A**	$ -	$	-	$ -	$ -	$ -	$ -	$ -
IRR	17%	2025 Sale		**Vacancy**	5%	$	(6,633)	$ (6,766)	$ (6,901)	$ (7,039)	$ (7,180)	$ (7,323)
IRR	17%	2024 Sale										
IRR	18%	2023 Sale		**Total Revenue**		$	126,027	$ 128,548	$ 131,118	$ 133,741	$ 136,416	$ 139,144
				2.50% Annual Increases								
			OPERATING EXPENSES									
				Legal & Acct		$	2,000	$ 2,060	$ 2,122	$ 2,185	$ 2,251	$ 2,319
				Maint & Repairs		$	8,000	$ 8,240	$ 8,487	$ 8,742	$ 9,004	$ 9,274
				Utilities		$	500	$ 515	$ 530	$ 546	$ 563	$ 580
				Management Fees	5%	$	6,301	$ 6,427	$ 6,556	$ 6,687	$ 6,821	$ 6,957
				Insurance		$	2,000	$ 2,060	$ 2,122	$ 2,185	$ 2,251	$ 2,319
				Taxes		$	15,000	$ 15,450	$ 15,914	$ 16,391	$ 16,883	$ 17,389
				Total Expenses		$	33,801	$ 34,752	$ 35,731	$ 36,737	$ 37,772	$ 38,837
				3.00% Annual Increases								
				NOI		$	92,226	$ 93,795	$ 95,388	$ 97,004	$ 98,643	$ 100,307
			FINANCING									
				LTV	60%							
				Loan Size	$ 643,500	$	(643,500)					
				Interest Rate	5.00%							
				Amortization	20 years							
				Payment	$4,247		$50,962	$50,962	$50,962	$50,962	$50,962	$50,962
			CAPITAL									
				Development Cost PSF	$ 150.00							
				Commercial Fit Out	$ 25.00							
				Commercial LC	6%	$	18,176					
				Ongoing Capital PSF	$ 0.50	$	-	$ 1,650	$ 1,700	$ 1,750	$ 1,803	$ 1,857
				Total Capital		$	18,176	$ 1,650	$ 1,700	$ 1,750	$ 1,803	$ 1,857
			DISPOSITION									
				Sale Proceeds	7.75%	cap rate			$ 572,322	$ 614,157	$ 657,416	$ 702,159
			NET CASH FLOW		$ (429,000)	$	23,087	$ 42,833	$ 44,426	$ 46,042	$ 47,682	$ 49,345
			CUMULATIVE CASH FLOW	**Based on 2026 Sale**		$	23,087	$ 65,921	$ 110,347	$ 156,389	$ 204,071	$ 955,575
				CASH ON CASH RETURN (Per Year)			2%	10%	10%	11%	11%	12%

Pro Forma for Priority Redevelopment Site B: 8905 Macomb / Former Restaurant

Grosse Ile Township DDA Economic Enhancement Strategy

Lease Rate	$ 10.00	NNN		**Item**	**Rent PSF**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Main Floor SF	5,900		**REVENUE**	**Incubator Tenant Rent 1**	$ 4.00	$ 23,600	$ 24,308	$ 25,037	$ 25,788	$ 26,562	$ 27,359
				Incubator Tenant Rent 2	$ 4.00	$ 23,600	$ 24,308	$ 25,037	$ 25,788	$ 26,562	$ 27,359
				Incubator Tenant Rent 3	$ 4.00	$ 23,600	$ 24,308	$ 25,037	$ 25,788	$ 26,562	$ 27,359
				Incubator Tenant Rent 4	$ 4.00	$ 23,600	$ 24,308	$ 25,037	$ 25,788	$ 26,562	$ 27,359
				Percentage Rent		$ 15,000	$ 25,000	$ 35,000	$ 45,000	$ 50,000	$ 55,000
				Vacancy	5%	$ (4,720)	$ (4,862)	$ (5,007)	$ (5,158)	$ (5,312)	$ (5,472)
				Total Revenue		$ 104,680	$ 117,370	$ 130,142	$ 142,996	$ 150,936	$ 158,964
				3.00% Annual Increases							
			OPERATING EXPENSES								
				DDA Master Lease		$ 59,000	$ 60,770	$ 62,593	$ 64,471	$ 66,405	$ 68,397
				Legal & Acct		$ 2,000	$ 2,060	$ 2,122	$ 2,185	$ 2,251	$ 2,319
				Maintenance		$ 10,000	$ 10,300	$ 10,609	$ 10,927	$ 11,255	$ 11,593
				Marketing		$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796
				Utilities		$ 25,000	$ 25,750	$ 26,523	$ 27,318	$ 28,138	$ 28,982
				DDA Payroll Allocated		$ 10,000	$ 10,300	$ 10,609	$ 10,927	$ 11,255	$ 11,593
				Insurance		$ 2,000	$ 2,060	$ 2,122	$ 2,185	$ 2,251	$ 2,319
				Taxes		$ 7,500	$ 7,725	$ 7,957	$ 8,195	$ 8,441	$ 8,695
				Total Expenses		$ 120,500	$ 124,115	$ 127,838	$ 131,674	$ 135,624	$ 139,693
				3.00% Annual Increases							
				NOI		$ (15,820)	$ (6,745)	$ 2,303	$ 11,322	$ 15,312	$ 19,271
			CAPITAL								
				Initial Renovation of Space	$ 15.00	$ 88,500					
				Renovation Grant	$ 15.00	$ (88,500)					
			Net DDA Cash Flow			$ (15,821)	$ (6,745)	$ 2,303	$ 11,322	$ 15,311	$ 19,271

Pro Forma for Priority Redevelopment Site C: 7560 Macomb / Former Market

Grosse Ile Township DDA Economic Enhancement Strategy

Purchase Price	$ 300,000			**Item**	**Rent PSF**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Main Floor SF	6,000		**REVENUE**	**Commercial Rent**	$ 12.00	$ 72,000	$ 73,440	$ 74,909	$ 76,407	$ 77,935	$ 79,494
Basement SF	5,000			**Basement Rent**	$ 2.00	$ 10,000	$ 10,200	$ 10,404	$ 10,612	$ 10,824	$ 11,041
				N/A	$ -		$ -	$ -	$ -	$ -	$ -
IRR	23%	2026 Sale		**N/A**	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IRR	25%	2025 Sale		**Vacancy**	5%	$ (4,100)	$ (4,182)	$ (4,266)	$ (4,351)	$ (4,438)	$ (4,527)
IRR	27%	2024 Sale									
IRR	33%	2023 Sale		**Total Revenue**		$ 77,900	$ 79,458	$ 81,047	$ 82,668	$ 84,321	$ 86,008
				2.50% Annual Increases							
			OPERATING EXPENSES								
				Legal & Acct		$ 2,000	$ 2,060	$ 2,122	$ 2,185	$ 2,251	$ 2,319
				Maint & Repairs		$ 10,000	$ 10,300	$ 10,609	$ 10,927	$ 11,255	$ 11,593
				Utilities		$ 1,000	$ 1,030	$ 1,061	$ 1,093	$ 1,126	$ 1,159
				Management Fees	5%	$ 3,895	$ 3,973	$ 4,052	$ 4,133	$ 4,216	$ 4,300
				Insurance		$ 2,000	$ 2,060	$ 2,122	$ 2,185	$ 2,251	$ 2,319
				Taxes		$ 9,500	$ 9,785	$ 10,079	$ 10,381	$ 10,692	$ 11,013
				Total Expenses		$ 28,395	$ 29,208	$ 30,044	$ 30,905	$ 31,791	$ 32,703
				3.00% Annual Increases							
				NOI		$ 49,505	$ 50,250	$ 51,003	$ 51,763	$ 52,530	$ 53,305
			FINANCING								
				LTV	60%						
				Loan Size	$ 180,000	$ (180,000)					
				Interest Rate	5.00%						
				Amortization	20 years						
				Payment	$1,188	$14,255	$14,255	$14,255	$14,255	$14,255	$14,255
			CAPITAL								
				Renovation PSF	$ 20.00	$ 120,000					
				Commercial LC	6%	$ 22,032					
				Basement Renovation PSF	$ 2.00	$ 10,000					
				Ongoing Capital PSF	$ 0.50	$ -	$ 3,000	$ 3,090	$ 3,183	$ 3,278	$ 3,377
				Total Capital		$ 152,032	$ 3,000	$ 3,090	$ 3,183	$ 3,278	$ 3,377
			DISPOSITION								
				Sale Proceeds	8.50%	cap rate		$ 400,495	$ 415,120	$ 430,146	$ 445,588
			NET CASH FLOW			$ (120,000)	$ (116,782)	$ 35,995	$ 36,748	$ 37,508	$ 38,275	$ 39,050
			CUMULATIVE CASH FLOW	**Based on 2026 Sale**		$ (116,782)	$ (80,787)	$ (44,039)	$ (6,531)	$ 31,744	$ 516,382
				CASH ON CASH RETURN (Per Year)		-39%	30%	31%	31%	32%	33%