



2018

CITY OF LUNA PIER

Economic
Recovery
Strategy

RESOLUTION NO. 932

A RESOLUTION APPROVING AND ADOPTING THE ECONOMIC RECOVERY STRATEGY AS FUNDED BY THE DEPARTMENT OF COMMERCE, ECONOMIC DEVELOPMENT ADMINISTRATION.

WHEREAS, the Department of Commerce, Economic Development Administration (EDA) has funded the City of Luna Pier in the amount of \$40,000 to create an Economic Recovery Strategy; and

WHEREAS, the City has been working with a Working Group and Consultants on a seven-month collaborative planning process to complete Market Research/ Analysis, Public Input, SWOT Analysis, Community Vision, Vision/Action Steps, Implementation Plan, Redevelopment Strategies/ Catalyst Projects and Goals/Objectives Action Plan for economic recovery; and

WHEREAS, Poggemeyer Design Group, Inc., CIB Planning, and LandUse USA have prepared an Economic Recovery Strategy; and

WHEREAS, the City's approval and adoption of such a Strategy is a necessary requirement of the funding source; and

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Luna Pier, Monroe County, Michigan that:

SECTION 1. The City Council hereby approves and adopts the 2018 Economic Recovery Strategy, a copy of which is attached hereto and hereby made a part of this Resolution.

SECTION 2. It is found and determined that all formal actions of the Council concerning and relating to this Resolution were adopted in an open meeting of this Council, and that all deliberations of this Council and any of its committees that resulted in such formal actions were in meetings open to the public in compliance with all legal requirements.

SECTION 3. This Resolution shall take effect from and after the date of its passage.

PASSED THIS 13th DAY OF December, 2018

YEAS: 5 NAYS: 0

ATTEST:

Jelene Upchurch
Clerk of Council

[Signature]
Mayor

Approved as to form:

Law Director



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ACKNOWLEDGEMENTS

The City of Luna Pier would like to thank all members of its Economic Recovery Working Group Committee for their assistance with the completion of this Strategy. The City would like to also thank the U.S. Department of Commerce, Economic Development Administration for its \$40,000 investment in this Strategy.

LUNA PIER ECONOMIC RECOVERY WORKING GROUP COMMITTEE

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The consulting team retained to assist the City of Luna Pier and the Economic Recovery Working Group Committee with the preparation of this document was Poggemeyer Design Group, Inc. of Monroe, Michigan; CIB Planning of Fenton, Michigan; and LandUse USA of Laingsburg, Michigan. The team appreciates the opportunity to be involved in this process.



CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

Executive Summary

EXECUTIVE SUMMARY

The City of Luna Pier and Monroe County have had multiple planning documents completed over the past eight years. A summary of prior plans and how they relate to this Economic Recovery Strategy can be found in Chapter 10. While some of these planning recommendations have been implemented, others have not. This planning effort focused on three overall visions based on public input and six catalyst projects.



LUNA PIER'S OVERALL VISIONS

- Tourism Recreation Destination
- Site Planning/ Catalyst Projects
- Neighborhood Stabilization

CATALYST PROJECTS INCLUDE:

- Accessibility for all modes of transportation to and from I-75 and within City limits
- Development of former J.R. Whiting Plant/ Consumers Property to provide revenue to the City via real property tax, while working with current property owner, Forsite Development
- Existing and new downtown businesses focusing on retail, restaurant and entertainment
- Improved, full-service existing private marina with commercial, residential and recreational focus
- Improve public beach to include public transient marina

- Pier and Memorial Park development to include stabilization of pier and additional recreational activities with Beach, Lighthouse and Park

It is imperative that the City, Council and Partners focus on these six catalyst projects in order to secure grant funding for them to facilitate a “restart” of the local economy after the loss of the former J.R. Whiting Consumer’s Energy Coal Burning Power Generation facility. With focus and the proper assistance from public and private partners, the path to recovery should be clearer. By following the Action Plan Table in Chapter 9, the consultants feel this document has six strong projects that the City can start with and continue to work productively with the private sector, non-profits, County and State to focus on getting these projects completed. Residents and visitors commented repeatedly that Luna Pier is a

“diamond in the rough,” but as these projects are completed, we feel Luna Pier can be restored to its former glory as a waterfront destination. Luna Pier wanted a clear strategy that describes how to attract investment, build tax base and create jobs. The three overall visions and related action items, including six catalytic projects, will give them a strategy to work on.

As background, the following have been implemented or are underway:

- Zoning Update to align with Master Plan
- Design Guidelines
- TIF Plan
- Lighthouse Building (\$767,585 grant from Michigan National Resource Trust Fund)



- Pier Repair (\$25,000 from Consumers Energy Foundation)
- Improvements to Lakewood Avenue (\$412,012.85)
- Reconstruction of Luna Pier Road (\$408,297.67 SIB Loan / \$42,481.82 City)
- Phase 2 of Lighthouse Building (\$210,000 grant from Consumers Energy Foundation, underway)

Other projects have not been implemented and this Economic Recovery Strategy does address a number of these projects.

From the City's successful EDA Application, "the goal of this project is to develop a strategy and action plan that will create an environment for economic growth within the boundaries of the City of Luna Pier, therefore leading to an increase in sustainable job opportunities for the citizens of Luna Pier, increase the household income, and provide capital investment to the City."

The residents, business owners and volunteers in Luna Pier are its greatest resource. All parties are passionate about Luna Pier; they enjoy living and/ or working here. While they may not always

agree on the means, they do all agree on the end results- a thriving Luna Pier. This base should be used for the implementation of this Strategy. The Working Group will become the cheerleaders of this document and will help to solicit further community buy in. The residents and volunteers will need to become "boots on the ground" to assist the City in implementing the Strategy. We would recommend this group focus on the catalytic projects in order to maximize the potential to get the project done. While Luna Pier has a number of very passionate public and private partners, consultants should be utilized when necessary

to keep projects moving and make connections with various funding sources. Recent projects have had excellent public participation and this Strategy was no different. The public survey was completed by 200 residents and approximately 19 people participated in public meetings. These residents could be partners in the future of project implementation.



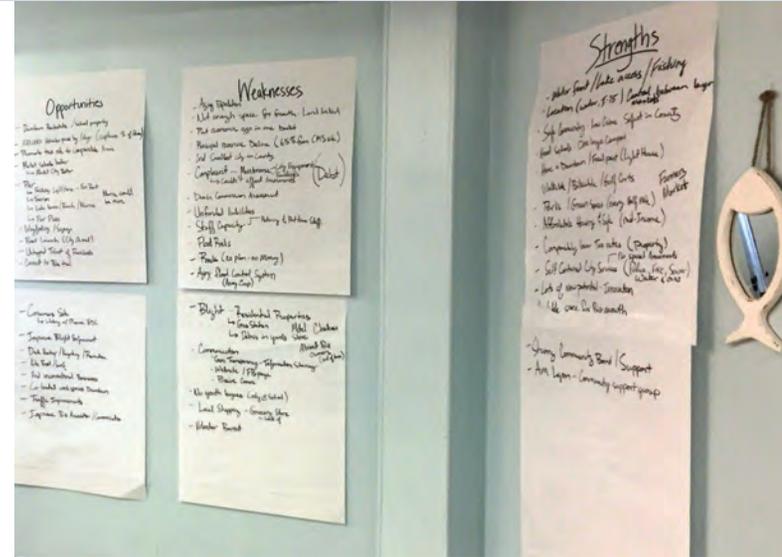


CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER I

The Planning Process

1: THE PLANNING PROCESS



The planning process started in late April 2018 with a City-appointed Economic Recovery Working Group Kick-Off Meeting. A four general work phased approach was used during this planning process with Phase 1.0 as Discovery, 2.0 as Collaboration, 3.0 as Visioning and 4.0 as Plan Development. The Discovery phase included a time to learn and gather information necessary to develop a shared understanding of the community. The Collaborative and Visioning phases provided the opportunity to have important and informed conversations about existing conditions and the future. The Plan Development phase included the assembly of the components of the Strategic Economic Recovery Strategy and allowed us to drill down toward specific implementation steps.

OUR PLANNING ACTIVITIES INCLUDED:

- SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Review of City Infrastructure
- Inventory of current Federal, State, County and City Incentive and Lending Programs
- A City Economic and Demographic Profile
- Consumer Leakage Analysis
- Current Conditions and Marketing Analysis of Potential Business/Industry Opportunity
- Conduct necessary meetings to ensure adequate community input
- Present findings on regular schedule to Working Group
- Development of achievable Action Steps
- Final Report presented to all Stakeholders in partnership with Working Group

Through this comprehensive process, the City hopes to better organize its vision into categories and identify catalytic projects that could create jobs, generate business for existing and future businesses and increase the tax base.



CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 2

Market Study Support for the Strategic Economic Recovery Strategy

2: MARKET STUDY SUPPORT FOR THE STRATEGIC ECONOMIC RECOVERY STRATEGY

INTRODUCTION

LandUseUSA has completed this market study to support the City of Luna Pier's Economy Recovery Strategy prepared by Poggemeyer Design Group and in collaboration with CIB Planning. This study was completed in 2018 and includes a qualitative market assessment; analysis of retail trade, hotels/motels and employment industries; study of the housing market; and assessment of target markets based on the lifestyle preferences of local households.

Results of the market study are summarized in Info graphics that include histograms, charts, scatter plots, photos, and other supporting images. The study results, conclusions, and implications for Luna Pier have been carefully integrated into the Strategy and action steps. During the planning process, LandUseUSA also contributed to the stakeholder engagement



process, including one-on-one phone discussions with a few of the local businesses and stakeholders; a tutorial of the study results for the project steering committee; and participation in a public workshop.

This narrative is intended to provide a bridge and link to the Economic Recovery Strategy and Vision. However, it does not explain all of the attached

exhibits, or underlying methodologies. Most of the Info graphics are relatively self-explanatory, and readers are encouraged to study the data and derive some independent observations and conclusions. They are also invited to contact LandUseUSA directly with any questions regarding the work approach, methodology, findings, and conclusions. Similarly, Poggemeyer Design Group can be contacted directly with any questions regarding the Strategy, community vision and action steps.



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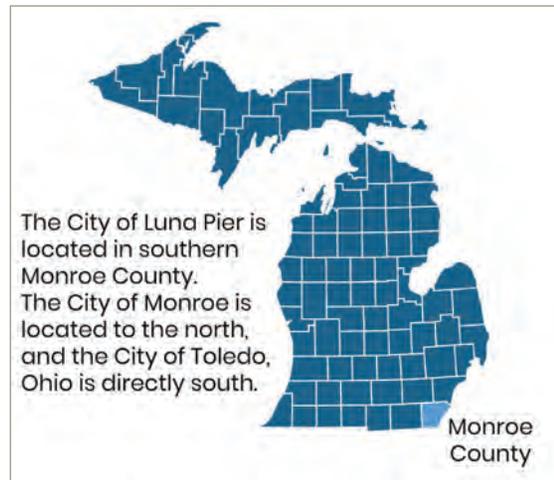
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Poggemeyer Design Group has organized the Economic Recovery Strategy to Visioning topics, each with action steps to help propel the community toward success. The Strategy, vision, and action steps accurately and appropriately reflect the findings of the Market Study completed by LandUseUSA in 2018. The following paragraphs are intended to highlight some of the most salient observations from the Market Study, and in support of the overall Strategy.

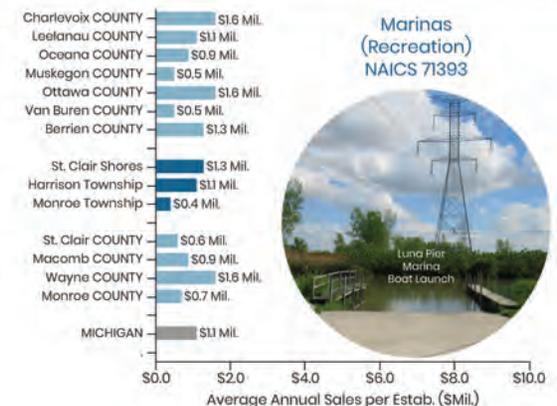
TOURISM RECREATION DESTINATION

Interstate 75 – Tourism and recreational amenities represent a significant economic growth opportunity for the City of Luna Pier and growth in this sector would also help with diversification and future economic resiliency. A high-priority item is the need to significantly improve the I-75 interchanges in ways that help draw commuters and visitors off of the highway. High traffic volumes along I-75 could also be leveraged in an aggressive marketing campaign. Specifically, large, discernible and impactful highway signs should be installed to advertise the City’s idyllic lakefront setting, public beach, crescent pier, lighthouse, farmers’ market, restaurants and future projects.

Public Beach, Two Marinas – The City also has an existing private marina (Luna Pier Harbor Club) with significant yet untapped potential. The marina’s launches, slips, shoreline, campgrounds, and other amenities should be significantly improved. Some of the property should be developed into waterfront townhouses (each with a private slip) and extended stay suites for seasonal rentals.

There is also a need for a public marina, which might be feasible near the Crescent Pier and Downtown. The private and public marinas could also serve as economic catalysts with direct and trickle-through benefits for the entire community. They will improve the overall community image, draw boating spectators to the waterfront and convert visitors into future home buyers or renters. This in turn will generate visitor expenditures needed to help support retail, restaurants and overnight accommodations.

Average Annual Sales | Marinas
comparison of transacted retail sales per establishment, forecast to 2020.





Downtown – All retail and related commercial reinvestment should be focused in the downtown district, beginning near Lake Erie and working west toward the I-75 Interchange. Near-term, most efforts should be focused on improving downtown retail space in ways that help attract new merchants. This means improving the exteriors, remodeling the interiors, installing bay windows, adding lights and signage and reinforcing the public realm with pedestrian amenities and landscaping.

The optimal strategy would include renovations of existing buildings plus development of a catalytic mixed-use project, at the eastern end of the Downtown. Several properties (south of Elm St.,

north of Luna Pier Rd. and west of Lakeside Dr.) have been identified as potential candidates and they could be combined into a new mixed-use development with street-front merchant space. Ideally the project would have at least four levels, including loft-style apartments, a boutique hotel, extended stay suites and/or office suites above the retail. The project challenges are likely to include property owner collaboration, developer recruitment and resiliency within the seasonal tourist industry.

Memorial Park – In addition, the existing parking field located on the eastern end of Memorial Park, and near the public beach, should be moved to the western end. Memorial Park should be designed and programmed as a multi-purpose town square with new pedestrian amenities and attractions. Rather than being used for parking, it should be programmed for public use and entertainment venues. Examples include a wedding chapel and gazebo, flower gardens and terraced lawn for special events.



Retail Anchors – The City should also work with neighboring Erie Township to activate corner parcels at the northwest and southwest intersection of I-75 and Luna Pier Road. There is a good chance that a national chain store would be interested in either corner; and the City should be prepared for the possibility of future chain stores in a range of convenience categories. If the brands listed below are not welcome as anchors in Downtown Luna Pier; and if access challenges cannot be resolved for them to anchor Pier Plaza; then they will seek alternative locations in Erie Township. (Note: Small tenants are also addressed among the market study Info graphics).



Prospective Anchor Stores – Downtown Luna Pier OR Erie Township

- Small grocery store (like Spartan, IGA, or Aldi)
- Independent party store (wine and liquor)
- Gasoline station, with or without convenience store
- Dollar store (like Family Dollar or Dollar General)
- Automotive supply (like Napa, AutoZone, or AutoValue)
- Pharmacy or Drug (like Walgreens, Rite Aid, or HomeTown)
- Thrift or consignment (like Goodwill or an antique mall)
- Fireworks (a seasonal outlet)

NEIGHBORHOOD STABILIZATION

Residential Market Potential – There currently are 35 renter households, and 35 owner households migrating into and within the City of Luna Pier annually. This indicates a market-wide, annual market potential and need for 35 for-rent



units and 35 for-sale units annually. About 25 of the units (renter and owner, each) should be recent remodels, and 10 units (renter and owner, each) can be new-builds.

Rehabbing Vacancies – Households moving into and within the City of Luna Pier will transition into the remodeled and new units, resulting in a higher vacancy among units that do not meet household needs or expectations. These vacancies should then be targeted for significant remodel and improvement before returning them to the market for sale or for lease.

Remodel and Add Accessory Dwellings –

There is a need to stabilize and continually improve some of the City's older neighborhoods with detached houses located inland from the Lake Erie waterfront. Success will depend on the motivation of private property owners, with neighborhood support through the enforcement of municipal codes.

Lakefront & Canal Homes – Along all waterfronts (lakes and canals alike), private property owners should remodel (but not expand) existing residences; add rooftop balconies or build accessory dwelling units above detached garages (whenever practical); and invest in landscaping and



other exterior improvements. Units may be owner- or renter-occupied, and some Airbnb units should also be expected and allowed.

There are also many houses located along the Venice Canals, which have an untapped potential to attract new households seeking boating access to Lake Erie. Significantly improving the canals (dredging, treating for weeds, etc.) could motivate some owners to make additional improvements, ideally realizing their full property value and increased equity.

Inland Homes – Many inland houses have glimpses and lake breezes from Lake Erie; and



they are walkable to the beach, Downtown and/or City parks. In the Downtown, a short row of houses face north onto Memorial Park “town square.” All of these represent ideal candidates for remodel and the addition of accessory dwelling units. New detached cottages and small houses should also be added on any infill lots.

Improved Property Values –These combined strategies of remodel, new-build in infill locations, plus the addition of accessory dwelling units will help the City attract new residents, enable some modest population growth and improve the surrounding neighborhoods. Each household that makes improvements will generate trickle-through benefits, gradually increasing property values throughout the community while inspiring other households to reinvest.

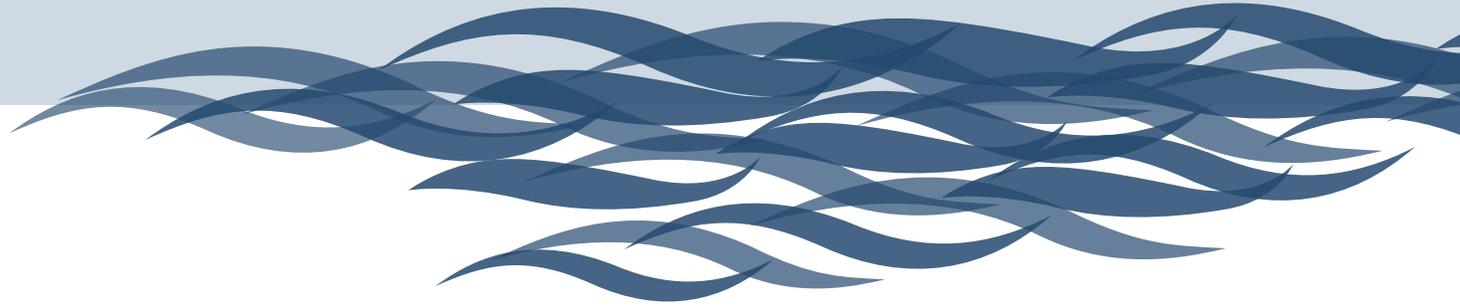
MARKETING PLAN

As part of the market study, LandUseUSA included a qualitative assessment of Luna Pier and a PlaceScore™ analysis based on a scoring system across 30 criteria.

The City currently has a low PlaceScore, even with consideration for its small size. However, there are several relatively easy strategies that could be undertaken to achieve a higher score.

To begin, the City should participate in the Michigan Economic Development Corporation’s (MEDC) Redevelopment Ready Communities® (RRC) program. The program will guide the City through the pre-development steps; strategies for attracting developers and reinvestment; and the process of streamlining project approval processes to save developers time and money. Initial steps include enrolling; participating in an educational seminar; and completing a community self-assessment. Additional information on MEDC’s RRC program is included in Chapter 11.





A number of marketing strategies can be underway at any given moment; and a few suggestions are provided below:

- Actively working on the MEDC's Redevelopment Ready Communities ® program
- Aggressively advertise the lakefront attractions, Downtown, restaurants, retailers and farmers' market with prominent highway signage along Interstate 75
- Create a free-standing DDA website; list all business and merchants on all websites
- Post all downtown planning documents online and where they are easy to find by prospective developers
- Organize a group of businesses and merchants to collectively join the Monroe County Chamber of Commerce and actively engage the Monroe County Convention & Visitors Bureau
- Use hand-held devices to register amenities and attractions on the WalkScore application
- Clearly define, demark and promote shared public parking behind all downtown businesses





CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 3

Public Input

3: PUBLIC INPUT

A similar public engagement process as the City's 2010 Master Plan was utilized. A public resident survey on Survey Monkey was created, along with stakeholder interviews. Four Working Group meetings were held (April, June, September and October), along with one public SWOT Analysis (July) and one public Visioning Session (August). The Final Economic Recovery Strategy was presented at a public Council meeting on December 13, 2018.

PUBLIC SURVEY

In mid- June, a survey tool was developed and put into Survey Monkey to complement the Economic Recovery planning process. The City wanted to ask residents questions about current and future Luna Pier. The survey link was emailed to all participants in the planning process (Working Group Members, Stakeholder Interviews and SWOT Analysis/ Visioning Session attendees). The link was also published on the City's website and in its quarterly newsletter.

Approximately 200 people responded to the survey over a 3-month period. This was a much better survey response rate than the

11/26/2018 SurveyMonkey Design : City of Luna Pier Community Strategic Economic Development Plan

City of Luna Pier Community Strategic Economic Development Plan

Public Input Survey

The City of Luna Pier would like your input as it works with its consulting team on a Community Strategic Economic Development Plan. Public input is vital to the success of this Plan. The planning process goals will be to understand community attitudes and preferences, provide strong insights into market forces that present opportunities, identify projects that will continue to move Luna Pier forward and help to forge new and strengthened partnerships aimed at gathering support and funding for local initiatives. This survey will take between 10-15 minutes to complete. Thank you for your time and assistance.

SCORE SURVEY PREVIEW LOGIC

SURVEYMONKEY GENIUS

Good

ESTIMATED COMPLETION RATE

53 % Completed

New version available!

Saving changes...

1 RECOMMENDATION

1 A Ranking question in your survey has a lot of rows.

last Master Plan survey in 2010, which had 53 respondents. The majority of the respondents were residents, between the ages of 35-44 and employed. Visitors were visiting weekly and staying for the entire day. The primary reasons respondents visited Luna Pier were family and the waterfront. 32% of respondents own a boat. Of most interest

to the DDA, 57% of respondents were willing to give 8-10 hours a year to help the City with beautification/ festivals/ events. The DDA plans to follow up with these individuals since a weakness in Luna Pier was listed as volunteer burn out. Only two downtown business owners responded to this survey.



A complete list of responses gathered is provided in Appendix C. A number of key findings from the community survey generally supported attitudes and preferences expressed during the Stakeholder Interviews, SWOT Analysis and Visioning Session. Some of the findings from this survey echoed the survey from the 2010 Master Plan (relatively same key strengths and weaknesses and relatively same top three issues facing the City). Others differed, specifically the respondents to this survey felt life in Luna Pier had improved from three years



ago, whereas respondents in the 2010 survey felt quality of life had stayed the same. Some of the observations from the survey include:

- All respondents had been to the Freedom

Festival. Additional festivals desired included: Concert Series, Movies on the Beach, Art Festivals, Holidays in the Park and Fishing Tournaments

- The majority of respondents see Luna Pier's role in the regional economy as a tourist and recreational center
- The top recreational activities included: walking, biking, boating, swimming and fishing and additional recreational activities needed included: hiking, biking, birding, boating and fishing
- Respondents want to see the following types of additional development: retail, recreational, restaurants and commercial
- Respondents are eating out and want to see additional local restaurants (coffee shop, bakery, grocery, Mexican, ice cream, food truck) and also want additional retail (water related and gift store)
- The greatest asset for economic development and future growth was overwhelmingly Lake Erie, then I-75 and the former J.R. Whiting Plant
- Respondents would like to see the former J.R. Whiting Plant developed as either mixed use or industrial
- The top major issues facing the City included:

aging infrastructure, commercial area redevelopment and general appearance

- The top key strengths in the City included: Lake Erie, friendly community and small/ quaint atmosphere
- The top key weaknesses in the City included: limited retail options, property maintenance and condition of commercial area
- Services for City to improve on included: property maintenance, roads, erosion, streetscape, electricity and taxes

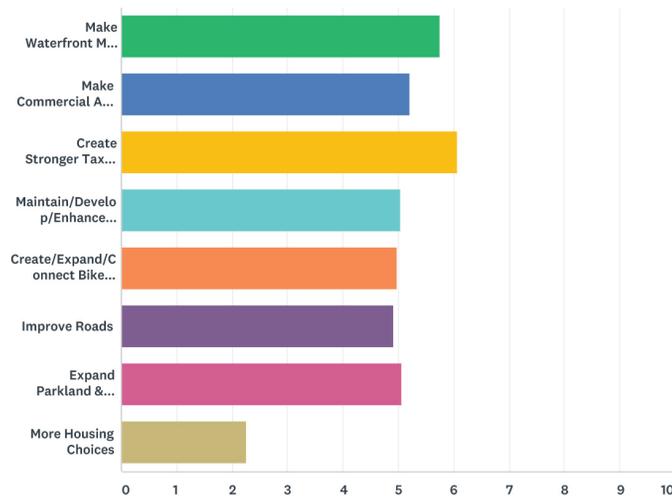




Survey Monkey Results

Q27 What are the top 3 things you would like to see the City of Luna Pier accomplish in the next ten years? Rank 1-3 with 1 being most important.

Answered: 131 Skipped: 70



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Make Waterfront More Attractive	20.00%	27.62%	15.24%	7.62%	11.43%	10.48%	7.62%	0.00%	105	5.75
Make Commercial Area More Active and Vibrant	17.14%	23.81%	13.33%	9.52%	4.76%	9.52%	19.05%	2.86%	105	5.20
Create Stronger Tax Base	44.12%	8.82%	10.78%	10.78%	10.78%	3.92%	7.84%	2.94%	102	6.07
Maintain/Develop/Enhance Existing Character	12.24%	13.27%	23.47%	11.22%	14.29%	12.24%	10.20%	3.06%	98	5.05
Create/Expand/Connect Bike Paths	6.32%	16.84%	21.05%	20.00%	10.53%	13.68%	7.37%	4.21%	95	4.97
Improve Roads	13.68%	18.95%	11.58%	14.74%	9.47%	11.58%	13.68%	6.32%	95	4.92
Expand Parkland & Green Space	14.13%	9.78%	22.83%	14.13%	16.30%	11.96%	5.43%	5.43%	92	5.07

- Overwhelming majority stated they would support measure to clean up and enforce blight and debris removal from property
- Vision for the next 10 years included: stronger tax base, make waterfront more attractive and make commercial area more vibrant

STAKEHOLDER INTERVIEWS

The Working Committee was charged with identifying “key people” in the community to interview by the consultants regarding this planning process. The Committee identified 24 people and many people were “nominated” multiple times. In mid- July, a survey tool was developed and utilized to interview 10 of these individuals. The balance of the key people names who were not interviewed were invited to take the public survey and to attend the SWOT Analysis and Visioning Public Meetings.

Consultants spent approximately one hour interviewing these individuals and cataloguing the results. The initial takeaway was that the City of Luna Pier has a passionate group of people who are smart, hardworking and even with disagreeing positions on certain issues, all seem to be working towards the good of the City. The residents were proud to live, work or own a business in Luna Pier. This theme also came through in the SWOT Analysis and Visioning Session.



Information from these interviews is summarized below:

FAVORITE CITY ATTRIBUTES/ BEST STRENGTHS

- Water, people, size, blue collar, lake town, smart, well-educated, low-pressure living, proximity to larger markets
- Water, beach
- Diamond in the rough, public beach, marina, water, sewer, police, waterfront
- Freedom Festival, beach customers
- Safe





LEAST FAVORITE ATTRIBUTES/ BIGGEST CHALLENGES

- Lack of revenue, old culture, resistant to change, challenges working together, dike/canals
- Small community with limited resources
- Existing housing stock (small and not well maintained)
- Neglected blight, I-75 gateway, lagoons (algae)
- Clique-ish, resistant to change, charging for parking





CITY'S LOCATION WITHIN REGION AND RELATIVE TO LAKE ERIE

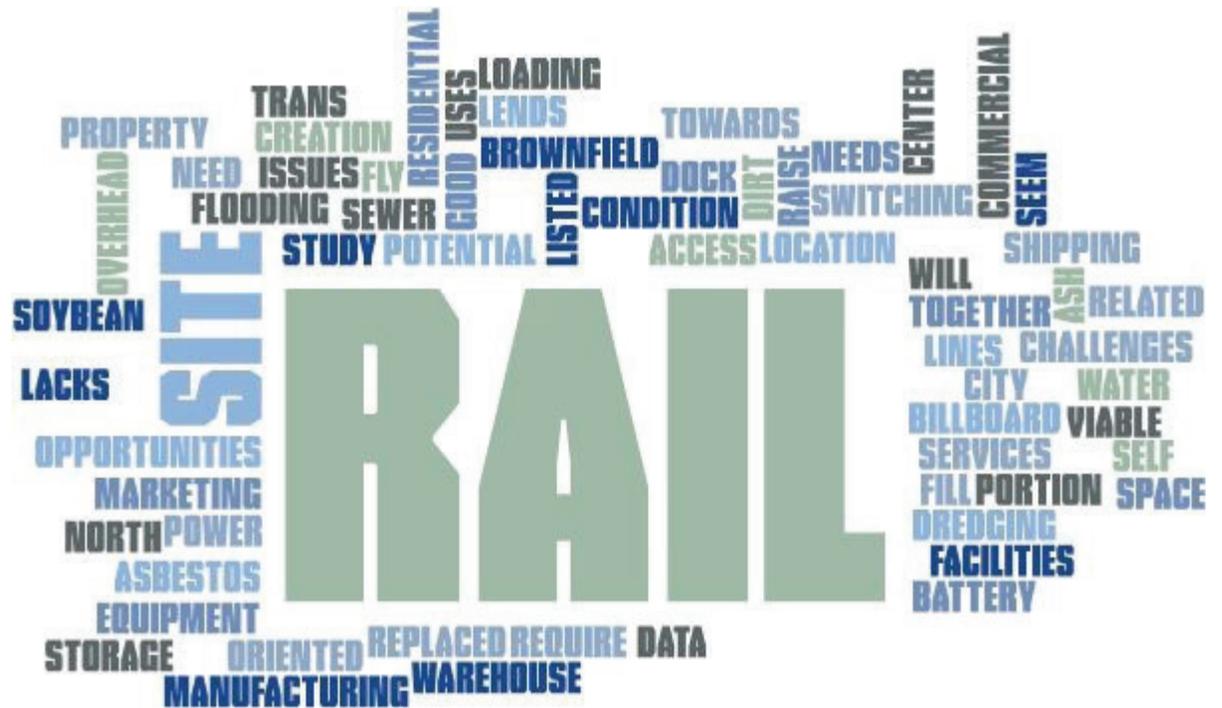
- Gateway to Michigan, advertise more, draw people in from I-75, history of area (folk lore, Canadian Boats, Al Capone), lighthouse
- Tourist place
- Welcome to MI, first beach on Lake Erie coming into Michigan (beautify entrance) with flowers that bloom every year

FLOWERS ENTRANCE
 EVERY TOURIST FIRST YEAR ERIE PLACE
 HISTORY AREA PEOPLE GATEWAY DRAW FOLK
 LORE CANADIAN LIGHTHOUSE
 CAPONE WELCOME COMING BEAUTIFY BLOOM
 ADVERTISE BOATS AL BEACH LAKE
MICHIGAN



FORMER J.R. WHITING PLANT/ FORSITE PROPERTY

- Opportunities- rail access, soybean study listed as potential location, marketing site and City together (billboard I-75), rail in good condition
- Challenges- brownfield, lacks water/sewer services, overhead power lines, flooding issues (north portion, fill dirt to raise the site), asbestos, fly ash, creation of shipping dock would require dredging, switching equipment related to rail will need to be replaced
- Residential/commercial uses do not seem viable
- Property lends self towards rail-oriented warehouse space, trans loading facilities, manufacturing that needs rail, battery storage, data center





VISION

- Clean up blight (multiple responses), paint, debris clean up, facelift, domino effect
- Tourist town (multiple responses)
- Recreational (include camping- mentioned multiple times, ferry services, float planes, water related, bird watching, finished lighthouse, biking/hiking/ walking, eco and historical tourism)
- Arts and culture (theater)
- Not sure where new housing would go
- Water/sewer to Forsite property
- More retail/services/restaurants/attractions/ lodging in City (fish market to complement farmers market)
- Forsite property redeveloped
- Better communication (internal, external with marketing and branding, improved website)
- More aspirational
- Waterfront improvements (beach, lake, canals)





BARRIERS TO VISION

- Hard to change people (blight)
- Protect water quality to draw people to beach, canals, fishing
- Clique-ish, resistant to change
- Charging for everything (parking)
- Lack of water/sewer to former J.R. Whiting Plant
- Existing housing stock (small, not updated)
- Money (multiple responses)
- Volunteer time





PHYSICAL IMPROVEMENTS NEEDED

- Downtown facades, organization of buildings
- Marina improvements
- Canal improvements
- Blight clean up
- Parking

IMPROVEMENTS

CANAL PARKING CLEAN ORGANIZATION BLIGHT MARINA DOWNTOWN BUILDINGS FACADES



ECONOMIC DEVELOPMENT ITEMS NEEDED

- Waterfront attractions
- Recreational attractions
- Entertainment
- Retail, services, restaurants
- Year-round events
- Lodging

ATTRACTIONS

RECREATIONAL
RESTAURANTS SERVICES

EVENTS
ENTERTAINMENT

RETAIL WATERFRONT
YEAR ROUND
LODGING



CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

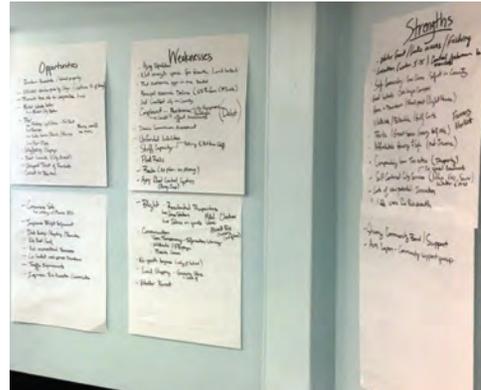
CHAPTER 4

SWOT Analysis

4: SWOT ANALYSIS

On July 25, 2018, the City and its consultants conducted a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) at Water Tower Park. This was dedicated to an energetic and interesting group conversation about perceptions of Luna Pier. Participants shared ideas about what makes Luna Pier special, what challenges it faces, opportunities that need to be captured and what obstacles may need to be overcome. The goal was to understand not only the strengths and opportunities available in Luna Pier (which are many), but also the weaknesses and threats that can hinder an economic recovery, specifically as it relates to the proposed projects and implementation. Participants from each group reported back to the entire audience. Approximately 19 residents, Committee Members and public officials participated in this two-hour event.

The following was recorded:



Luna Pier

You are invited to share your thoughts and ideas on what steps the City of Luna Pier should take to further encourage economic development. If you ever thought, why doesn't the City do something about specific opportunities or issues, now is the time to share those thoughts. For example, do you think Luna Pier needs...

- To help land owners develop or redevelop key parcels?
- To add more recreational attractions?
- To add more improvements to the downtown for residents and tourists?

Your Community Needs Your Thoughts and Ideas!

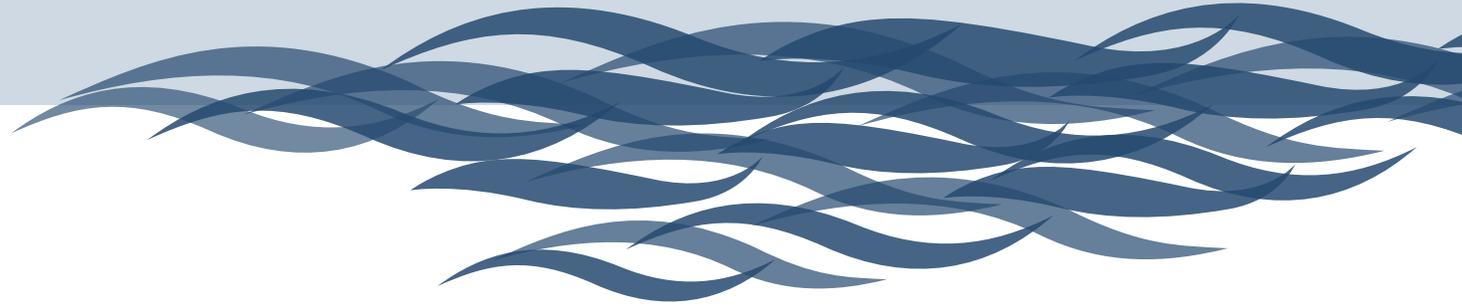
PUBLIC PLANNING EVENT
WEDNESDAY
JULY 25
2018
6:30-8:30 PM
WATER TOWER PARK
 11345 Harold Drive
 Luna Pier, Michigan 48157

WHAT TO EXPECT
 To begin, the City's consultants will lead a brief conversation about the work that has been completed to date, including some geographic information and some information about potential business and industry opportunities. Most of the meeting time will be dedicated to energetic and interesting group conversations about perceptions of Luna Pier. Participants will share where they see the most potential for growth and what challenges it faces, what opportunities need to be captured and what obstacles may need to be overcome. We will use a tool called a SWOT analysis to provide structure to these conversations. Participants will also learn from each other as we hear from all groups.

BACKGROUND
 Working with the Monroe County SDC, Luna Pier was awarded a federal grant to fund professional assistance to help set priorities, build consensus and define action steps needed to help expand economic opportunities. This grant came from the U.S. Economic Development Administration and a team of consultants has been hired to work with the City's Economic Recovery Working Group. The Working Group includes citizens, local business leaders, local elected officials, a public school official, the SDC and a member of SDCMOG. The consultants are industry leaders in the field of economic development and include Poggemeyer Design Group, Inc., CDR Planning and LandUse, USA.

We Hope to See You on the 25th!

The City of Luna Pier has many great assets and is hoping that through this process we will learn more about each other and what we need to help make Luna Pier an even more economically strong and vibrant community.



STRENGTHS

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> • Things your company does well • Qualities that separate you from your competitors • Internal resources such as skilled, knowledgeable staff • Tangible assets such as intellectual property, capital, proprietary technologies etc. 	<ul style="list-style-type: none"> • Things your company lacks • Things your competitors do better than you • Resource limitations • Unclear Unique selling proposition 	<ul style="list-style-type: none"> • Underserved markets for specific products • Few competitors in your area • Emerging need for your products or services • Press/media coverage of your company 	<ul style="list-style-type: none"> • Emerging competitors • Changing regulatory environment • Negative press/media coverage • Changing customer attitudes toward your company

- Airport proximity (Detroit and Toledo)
- American Legion as community support group
- Diversity
- Downtown (waterfront-program events, Lighthouse focal point) (2)
- Educational/community college/in-state tuition (University of Toledo)
- Farmers market (2)
- Festivals/activities every season of year
- Fishing, most productive fishing waters in world (2)
- Governance in place- DDA,TIF, PUD (2)
- Historical tourism/nature tourism (birding)
- Housing (affordable mid-income and safe)
- Innovative (lots of new potential)
- Location to employment centers, central between larger markets (3)
- Marina (2)
- Partners for planning, ability to tap into Monroe County and others
- Parks, trees, green spaces every half mile (2)
- Proximity to regional centers-good for seniors
- Safe community, low crime, safest in county (2)
- School district Erie Schools (small/family oriented, one large campus, good school) (2)
- Services- Police and Fire and Sewer (self-contained) (2)
- Space for business growth
- Support- strong community bond
- Railroads- 3 Class I railroads
- Taxes (lower comparable property tax rates, no special assessments)
- Transportation network (3)- I-75, (4) major markets/freeway network (Toledo, Detroit, Ann Arbor, Monroe), 600 miles from 50 percent of the population
- Walkability (bikeable and golf carts) (2)
- Waterfront- Lake Erie, beach, harbor, first sight of Lake Erie in MI (3)

WEAKNESSES

- Aging population, older residents (2)
- Blight/appearance of buildings/ homes (3)
- Change, resistance to change/ new ideas (2)
- Communication –Government transparency with information sharing, website/FB page, passive communication, getting access to information if not in the loop (2)
- Community participation
- Complacent-maintenance, City equipment, buildings (debt)
- Drain Commission assessment
- Downtown area needs more retail and attention, e.g. gas station, debris in yards, motel, store, chateau, absent business owners
- Financial position, over-reliance on government grants, over-reliance on one tax payer, put all economic eggs in one basket, municipal revenue decline, tax base (6)
- Flooding, flood risks, aging flood control system (3)
- Freeway exit conditions (potholes, garbage)
- Lack of business investment
- Lack of commercial development and dining/ entertainment options
- Lack of connectivity, connecting to area parks, trails for hiking, cross country skiing (3)
- Lack of festivals especially in winter (could have concert series, or movies on the beach)
- Lack of lodging for gatherings (2)
- Lack of parking, trash
- Land locked, no infrastructure, no space for growth (2)
- Local shopping, lack of grocery
- Marina and Downtown connection lacking
- No youth leagues (only at school)
- Not a good mix of housing
- Roads (no plan, no money)
- Size, second smallest City in County
- Staff capacity- retiring and part-time staff
- Train blockages on road could deter people
- Unfinished municipal marina and harbor structures
- Unfunded liabilities
- Volunteer burnout
- Water quality (swimming and drinking, algae, e coli) (2)



OPPORTUNITIES

- I- 75 (traffic counts-100,000 vehicles per day-capture 90% of them)
- Anchor stores, potential for Ace Hardware/ Walgreens/ hair salons
- Arts and crafts element-studios, galleries, work/live spaces
- Asian commerce opportunities/coordination w/ Asian population-create a destination, pull from Novi/Ohio
- Beach
- Bike trail connection
- Bird watching
- Boat dinner cruises
- Boat launch (City-owned)
- Canal-dredging can spur development, new walls
- City is development friendly, willing to vacate street
- Cluster of restaurants, can create synergies
- Co-located work spaces downtown
- Consumers site- working with Monroe BDC
- Coordinating w/Bedford Township (Toledo's largest suburb) to cross market events
- Downtown, downtown development, downtown real estate (3)
- Duck hunting/kayaking rentals (2) /recreation
- Festivals/bands, food trucks
- Historical tourism
- Hotel
- Improve business association/communication
- Improve blight enforcement
- Kite boarding and surfing
- Lighthouse (finishing upstairs for rental, need parking for increased usage)
- Marina
- Marketing/ rebranding and better marketing for Schools and City (2)
- More efficient use of signs/announcements
- Pier (fishing, harbor dredged, tourism, access- 3)
- Tourism- waterfront access (beach, lake, marina, pier)
- Residents- untapped talent
- School property
- Promote tax rate as reasonable to comparable areas
- Purchases of inexpensive properties below market that can be easily rehabbed
- Redevelopment ready
- Retail/storefront-dealer opportunities w/online presence (e.g. beach rentals and purchase for kayaks and other recreational beach items)
- Traffic improvements
- Turtle Island is part of Luna Pier (Chief Little Turtle)
- Unconventional businesses
- Wayfinding signage improvements (2)
- Wetlands

THREATS

- Budget, inability to raise new funds
- Communication with public, keeping them up to date
- Decline in economy/tie to automotive downtowns
- Financial instability/insolvency/tax base/potential loss of services (2)
- Flooding, loss of beach, homes (3)
- I-75- access issues at times of emergency, construction (2)
- Invasive plant/animal species
- Lack of welcoming, inviting environment to new people (2)
- Lake levels
- Land locked/cannot grow
- Negativity (business owners)
- Not protecting parks (e.g. at risk of selling them due to financial reasons)
- Polluted tributaries flowing into Lake with phosphorous
- Resistance to change
- Unplanned growth- land uses/function and form
- Water quality/ beach shut down (algae blooms, e coli) (3)
- WWTP Inspections/ state and federal regulations

OVERALL STRENGTHS & OPPORTUNITIES

The City is the first public access beach on Lake Erie for the State of Michigan. The waterfront was listed repeatedly as the most important strength of the community. The City's transportation network with access to I-75 at Exit 6 was also listed repeatedly as the most important strength. I-75 provides access to Toledo, Monroe, Ann Arbor and Detroit. Additional repeated strengths included the Downtown, festivals/activities, recreational amenities (marina, fishing, parks, trees, water-related), school district, public services (police, fire, sewer), walkability and governance.

The most repeated opportunities included the Downtown and the waterfront. Downtown development and redevelopment offer many opportunities for expanding the tax base. Waterfront opportunities listed included fishing, harbor improvements, increased public access and recreational uses. Marketing, rebranding the community and wayfinding also were listed as having some potential opportunities.



OVERALL WEAKNESSES & THREATS

The City's declining tax base was listed repeatedly as the most important weakness. Blight and appearance of buildings and homes were also repeatedly listed as weaknesses. Flooding and aging population were also mentioned repeatedly, along with water quality, lack of communication, lack of amenities for lodging and lack of connectivity and some infrastructure.

The most repeated threats included flooding and water quality. Lack of tax base, I-75 access at times of emergency/construction and lack of welcoming newcomers were also listed as potential threats.





CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 5

Visioning

5: VISIONING

A visioning session was undertaken by the City and its consultants on July 25, 2018 at Water Tower Park. The purpose of this process was to review key findings from prior steps and focus on essential elements of a sound and well-reasoned strategy for helping Luna Pier move forward toward economic stability and growth. The Planning Team carefully recorded ideas and conclusions generated by this session and used them as building blocks for the Strategy. Our goal was to engage the public in an interactive way to:

- Develop a shared understanding of problems
- Identify and raise level of awareness of root causes
- Conduct a true brainstorming session
- Add items to list without evaluation (this will happen later in process)

Approximately 19 residents, Committee Members and public officials participated in this exercise and spent 2 hours moving between 5 stations to create visions based on broad categories identified in previous planning efforts. Each group was facilitated by a consultant or team leader. The following draft vision statements were developed:

TOURISM / RECREATION DESTINATION

- Improved beach and pier, to include public transient marina
- Improved full service private marina with residential and commercial amenities

- Year- round events to attract residents and visitors
 - Festivals, tri-athlon, arts, music at Memorial Park
- Amenities for tourists- lodging, destination restaurants, retail, recreational, facilities (Lighthouse), parking, eco/historic tourism
- Accessibility for all forms of transportation (walk, bike, boat, car)

SITE PLANNING/CATALYST PROJECTS

- Accessibility for all modes of transportation to and from I-75 and within City limits
- Existing and new Downtown businesses focusing on retail, restaurant and entertainment
- Development of former J.R. Whiting Plant/ Consumers Property into income tax generating facility, working with Forsite Development and State
- Improved, full-service existing marina with commercial, residential and recreational focus
- Improve public beach to include public transient marina
- Pier and Memorial Park development to include stabilization of pier and additional recreational activities with beach, Lighthouse and Memorial Park





NEIGHBORHOOD STABILIZATION

- Improve I-75 exit ramps and gateway into Luna Pier
- Identify areas for future industrial and commercial development to secure additional tax base
- Continue beautification efforts and eliminate blight in commercial and residential areas
- Market Luna Pier as a place to work, live and play
- Continue and advance communication through different platforms between City, residents, non-profits, County
- Additional wayfinding signage, utilizing existing logo showing points of interest, directional, parking and gateway at I-75
- Utilize land and buildings to highest and best potential (parking, downtown, marina, mixed use, housing, industrial)
- Utilize recreational and open spaces to highest and best potential (public spaces, beach/waterfront, trails, street furniture, street lighting, canals, open spaces)
- Utilize existing vested residents and visitors for partnerships to complete projects (new events, expansion of existing events, govt projects)

MARKETING ANALYSIS POTENTIAL

- Balance or increase tax base
- New or expanded local retail and restaurants
- Tourist destination utilizing highway, water and nostalgia
- Mixed-use downtown including restaurants, bars, retail and entertainment
- Updated zoning to address highway noise, mixed use and housing availability
- New transient public marina and upgraded existing private marina with additional services



- Small business services, including incubators
- Additional public parking through re-design and improved access and signage
- Strong partnerships with City, residents, visitors, schools, County and State (organizational, infrastructure, utilities)
- Expanded recreational activities at beach, Pier, wildlife refuge, marsh, etc.

LAND USE

- Highway/Highway Commercial I-75 Interchange District
- Recreational Districts (Pier & Transient Marina, Long Term Marina, Trails, Golf Course, Resort)
- Downtown Commercial/ Lifestyle Commercial Districts
- Historical/ Eco Tourism Districts (Turtle Island, Wildlife Refuge)
- Industrial Districts (Former J.R. Whiting Plant/ Consumers Property)
- Residential Districts (Canals)

To close the event, a group activity was undertaken with participants writing newspaper headlines for the future of Luna Pier. “Imagine you are



all newspaper writers writing for a regional newspaper. Please write a headline (print neatly on sticky note) that you hope to see in the newspaper about Luna Pier in next 5 years. Something positive that captures what you would like people to talk about.” Themes from headlines included: boat cruises, marina redevelopment, lakefront restaurants, first stop in Michigan, hotels, casino, fast growth, changed, hidden gem, cleaned up, canals restored, festive and fun place.

This information was compiled and another steering committee was held on September 27th to determine final vision statements and action plans, which are outlined on the next pages.

COMMUNITY VISION

TOURISM RECREATION DESTINATION

“Luna Pier Will Leverage Community Assets to Attract Tourists and Visitors”

The two most important resources to Luna Pier, as identified during this planning process and previous planning processes, are waterfront access (Lake Erie) and highway access (I-75, Exit 6). In order to attract visitors, businesses, industry and even future residents, the I-75 exit ramps must be improved. Improvements should include paving, signage (gateway and wayfinding) and overall general blight removal. Once this is completed, additional steps should be taken to promote the area as a destination including utilizing recreation and festivals as a catalyst.



SITE PLANNING/CATALYST PROJECTS

“Luna Pier Will Complete Six Catalyst Projects within the Next 10 Years”

The planning process developed six catalyst projects for the City of Luna Pier. These projects drill down to what the City needs to do to increase its tax base and become a tourism and recreation destination. These projects are further discussed in Chapter 8, but include:

1. Ensure accessibility for all modes of transportation to and from I-75 and within the City limits
2. Development of the former J.R. Whiting Plant
3. Grow existing and add new downtown businesses
4. Improve private full-service marina with amenities
5. Improve public beach and Pier to include public transient marina
6. Complete Pier and Memorial Park development



NEIGHBORHOOD STABILIZATION

“Luna Pier Will Stabilize Commercial, Residential, Recreational and Industrial Neighborhoods”

The largest issue with neighborhood stabilization that was reviewed repeatedly in the public input of this Strategy was the elimination of blight in both the commercial and residential areas and the utilization of all property to the highest and best potential. As visitors are pulled from I-75, they will need to find an inviting community through continued beautification efforts, elimination of blight and enforcement of zoning and design standards. A branding and marketing campaign with wayfinding signage will also lead to neighborhood stabilization.

MARKET RESEARCH AND ANALYSIS

“Luna Pier Will Utilize Market Study Data to Target Areas to Increase Economic Development Opportunities”

A wealth of information is included in Chapter 2 and the full Market Analysis in Appendix B. This document and its summary components should be readily available to residents, visitors, developers, etc. to work toward the following:

- Balancing, expanding and increasing the City's tax base
- Targeting new and expanded existing retail and restaurants
- Capturing tourist/visitor interest from heavy I-75 traffic
- Developing mixed-use downtown including restaurants, bars, retail, housing and entertainment
- Updating zoning to support mixed-use development formats and greater housing availability
- Encouraging small business development, providing services and entrepreneurial support
- Adding new parking spaces through re-design, improved access and signage
- Promoting strong partnerships between City, residents, visitors, schools, County and State



LAND USE

“Luna Pier Will Divide Community into Districts to Become a Destination for Residents, Visitors and Businesses.”

Committee members repeatedly spoke of dividing the City up into districts and it has been discussed in previous planning efforts. This group discussed six districts:

1. Highway/ Highway Commercial
2. Recreational
3. Downtown Entertainment Commercial/Lifestyle
4. Historical/Eco Tourism
5. Industrial
6. Residential

This district concept can be found in previous plans, such as Luna Pier Tax Increment Financing and Development Plan (2013) and Recommendations for Diversifying the Tax Base of Luna Pier, Michigan (2011). After further discussion with the Working Group, it was decided that this was more of a Master Plan Update process, so formalization of the boundaries of these districts will be done under that planning process. The Master Plan Update could take these districts a step further by putting a Planned Unit Development (PUD) in place and completing overlays to further guide development. Michigan’s Redevelopment Ready (RRC) Program is a potential technical assistance and grant funding source for this project. Cross access easements could be put in place immediately in these districts to ensure easy access between properties (an example would be the gas station and hotel). This will serve as a safety issue as the City does not want a number of driveways on access roads.





CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 6

Vision & Action Steps Table



6: VISION & ACTION STEPS TABLE

Action steps have been identified related to vision statements taken from the public input, with additional input and refinement by the Working Group, in this planning process. Visions can translate into high level policy statements that drive future decisions around projects and investment opportunities that can contribute to community recovery. Action steps are specific ideas, strategies, policy statements or projects that achieve vision results. This table summarizes the vision and action steps described throughout the Strategy.

	Vision	Action Steps
Tourism Recreation Destination	Luna Pier will leverage community assets to attract tourists and visitors	Add year-round events to more fully engage residents in community activities and attract visitors Improve I-75 exit ramps in terms of functionality and aesthetics to provide a more welcoming and appealing community entrance and gateway Pursue reinvestment into the downtown district, and provide hard and soft incentives as needed to catalyze new projects. Focus on sites and projects that clearly contribute to creation of a recreational and entertainment district that leverage the lakefront Create entertainment district in the downtown Add community amenities that support tourist and visitor needs such as lodging, destination restaurants, retail, recreational, fishing, facilities, parking, eco/historic tourism Create tourist destination utilizing highway, water and nostalgia Continue to develop viable non-motorized transportation options within the City limits Target new and expand existing local retail and restaurants
Site Planning/Catalyst Projects	Luna Pier will complete six catalytic projects within the next ten years	Add accessibility for all modes of transportation from I-75 and within City limits Develop former J.R. Whiting Plant property into an income generating and job creating facility Grow existing and add new downtown businesses focusing on retail, recreation, restaurants and entertainment Develop an improved, private, full-service marina with commercial, residential and recreational components Develop public beach and Pier to include public transient marina Develop Pier & Memorial Park to include stabilization and additional recreational activities with beach, Lighthouse and Park



VISION & ACTION STEPS TABLE

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Neighborhood Stabilization</p>	<p>Luna Pier will stabilize commercial, residential, recreational and industrial “neighborhoods”</p>	<p>Support industrial and commercial development in key areas to develop additional tax base</p> <p>Continue beautification efforts and eliminate blight in commercial and residential areas with code enforcement to instill community pride</p> <p>Continue to develop a community brand that expresses Luna Pier as a destination and a great place to work, live and play</p> <p>Utilize land, buildings, recreational and open space to best and highest potential</p> <p>Utilize existing vested residents and visitors for partnerships to complete projects</p> <p>Continue and advance communication through different platforms between City, residents, non-profits and County</p> <p>Create additional public parking</p> <p>Install additional wayfinding signage, utilizing existing logo, showing points of interest, directional, parking and gateway at I-75</p> <p>Encourage small business development, providing services and entrepreneurial support</p> <p>Update zoning to support mixed-use development formats and greater housing availability</p> <p>Promote strong partnerships between City, Residents, Visitors, Schools, County, and State</p>
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CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 7

Implementation Plan

7: IMPLEMENTATION PLAN



This Strategy serves as the policy guide for moving Luna Pier forward, guiding decisions about future physical and economic development. Implementation of this document will require cooperation and coordination with various public and private entities. Partnerships will be key to transforming the Strategy's goals into reality and will require long-term commitment and political consensus. By working as a unified group, Luna Pier's public and private entities will be able to accomplish this Strategy. The past should remain in the past and with these vision items and goals, the City and its partners should be able to move forward towards making Luna Pier a great place to work, live and play, as the gateway to Michigan and Lake Erie. The Strategy is designed to be a road map for action, incorporating strategies, specific projects, responsibilities and incentive programs that will achieve the desired results.



TOURISM RECREATION DESTINATION

With the greatest strengths of the waterfront and location off of I-75, a vision of a tourism recreation destination was developed. In order to further cultivate this vision, many improvements will be necessary including the addition of year-round events, improvements to the I-75 corridor and exit ramps, additional investment in the downtown, creation of an entertainment district, addition of amenities for tourists (recreational, lodging, destination restaurants/retail, parking, etc.) and development of non-motorized transportation options. The Goals and Objective Action Plan table in Chapter 9 gives specific action items for this vision. Additionally, committee members

recommended spending additional time and effort lobbying MDOT and State legislators for additional attention for Luna Pier. It is anticipated that I-75 will be improved in Luna Pier, starting in 2020. The City should be vocal in what it wants to see for improvements to the gateway of its community. Additional signage along I-75 to capture tourists and visitors is a good start, along with overall maintenance of areas at the exit ramps.

A reinvestment into the downtown will assist in making the area a tourist and recreational destination, as well as servicing existing residents and current/ future employees. As land uses and



districts are examined, an entertainment district should be designated. If Luna Pier is to market itself as a tourism and recreation destination, additional amenities for visitors are needed. These include lodging, destination restaurants, retail, recreational activities, facilities, parking and eco/historic tourism vehicles. The Market Study identified missing, overlapping retail categories such as grocery, meats, prepared foods; drug store, pharmacy, personal care; automotive parts and supplies; and variety or dollar store. These were all mentioned in the public input process. Additional festivals and events were also mentioned to generate interest and visitor traffic in Luna Pier. Any festivals Luna Pier supports should focus on promoting the area, not necessarily making money, but also not losing money either. Other communities in the area have worked with corporate sponsors or underwriters to control costs. Main Street Michigan can provide best practices for promotions in a downtown. Specific types of festivals listed in the public survey included: Concert Series, Movies on the Beach, Art Festivals, Holidays in the Park and Fishing Tournaments. With the addition of these downtown improvements, additional parking

spaces will be needed and can be realized through re-design, improved access and signage. All this being said, future development should not compromise the City's small-town, lake front and safe atmosphere.

SITE PLANNING/CATALYST PROJECTS

Based on the public input, market data and existing conditions in Luna Pier, six catalyst projects were identified:

1. **Ensure accessibility for all modes of transportation to and from I-75 and within the City limits**
2. **Develop the former J.R. Whiting Plant into an income tax generating and job creating facility**
3. **Grow existing and add new downtown businesses in retail, restaurant, entertainment categories**
4. **Improve private full-service marina with amenities (Luna Pier Harbour Club)**
5. **Improve public beach and Pier to include transient public marina**
6. **Complete Pier and Memorial Park development, including stabilization and additional recreational activities**

These projects are discussed in detail in Chapter 8.

NEIGHBORHOOD STABILIZATION

For the purposes of this Strategy, “neighborhood” is a broad category and includes residential, industrial and commercial areas. In order to sell a place to work, live and play, the overall “neighborhood” has to be strong. While Luna Pier has many strengths in this category (interstate location, waterfront access, safety, passionate residents), there are still items that should be addressed. In working through the public input and Working Group meetings, the number one item that was mentioned repeatedly in different formats was using all land to its best and highest potential. This would include all areas of the community, along I-75, the commercial corridor to the Downtown, the Downtown, the waterfront (beach, Pier, and Lighthouse), Memorial Park, Luna Pier Harbor Club and the former J.R. Whiting Plant. The City should support industry and commercial development in designated areas and provide connections to incentives, when available. This would include directing small business development to the County and State for services and entrepreneurial support. While it is understood the City does not have the resources at this time to offer incentives, a list of incentives is provided in Chapter 11 and should be available for any size business looking to locate or expand in Luna Pier. Encouraging proper development through zoning (including mixed-use development formats), design guidelines and marketing will all be necessary.





Beautification efforts must be continued with the goal of eliminating blight in residential and commercial areas. The City follows the International Property Maintenance Code. Blighted property is currently addressed mostly through complaints. Communication may be the first step in working with these property owners. The City could provide a list of potential resources for property owners; work with realtors to review property maintenance with potential buyers and sellers; use social media to review best practices and continue to spotlight improved properties; and even designate neighborhood block captains to assist with beautification efforts.



Adding a “clean, green and safe” component to the City will strive to make Luna Pier a more inviting place to live, work and visit by enhancing the cleanliness, attractiveness and friendliness. Clean, green and safe efforts in other communities across the country include: aggressively addressing blight and neglect, overseeing daily clean-up crews, managing and maintaining public property, employing an on-street ambassador and contracting with private security and/or public police force for camera monitoring and bike, car or foot patrol services. The DDA could consider implementing this component in its district as a first step. This could be implemented in conjunction with a marketing and branding campaign to express Luna Pier as a destination and a great place to live, work and play. Wayfinding signage from I-75 and through the community could be created with this branding process, utilizing the pending County brand. Updated City and DDA websites could be completed after this process with links to County and State websites to further promote Luna Pier’s “neighborhood.” The RRC program could also assist with this process. As a first step, the DDA should undertake a lot by lot evaluation of the area, identifying vacant

lots, vacant structures, dilapidated structures, underutilized buildings, buildings or lots for sale and opportunities for acquiring and/or combining lots for resale. This would assist in neighborhood stabilization in that the City and DDA would know what they have to offer incoming developers. This would also support the Market Research and Analysis recommendations for the Downtown in Chapter 2.



A strong “neighborhood” is built on a foundation of partnerships and communication between these partners. Luna Pier has many partners in this recovery process. Open communication between the City, residents, visitors, business owners, property owners, Schools, non-profits, County and State should continue utilizing multiple platforms including social media (website, Facebook, Twitter) as well as print material and word of mouth. While it is understood that the City website must contain certain legal information, its goal should also be marketing the community as a great place to live, work and play.





CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 8

Redevelopment Strategies/ Catalyst Projects



8: REDEVELOPMENT STRATEGIES/ CATALYST PROJECTS

All of these catalytic projects were listed in one or all of the public survey, stakeholder interviews, visioning and SWOT analysis. One of the strengths listed in the SWOT analysis was the governance already in place, specifically the DDA, TIF District, PUD and Zoning. These tools should be used as the City and private developers are able to begin these catalytic projects. Catalyst projects are denoted on map in Exhibit A by number.

1. Ensure accessibility for all modes of transportation to and from I-75 and within City Limits

The consulting team felt this was the most important project for the City to undertake first as Exit 6, I-75 is one of the City's biggest strengths in drawing visitors, potential residents and new businesses. The City and its partners need to leverage this asset better. Updating the interchange and gateways would be a start to development in that area. With MDOT's plans to complete I-75 improvements, getting to Luna Pier in 2020, now is the time to determine what the City needs to meet its vision. The Mayor has attended several MDOT meetings and we recommend the City continues to be involved, not only with MDOT, but with State legislators,

too, to be vocal on the type of design as well as potential for extension of water/sewer which is necessary for economic development in the City. Design should take into account overall clean-up of area, signage (wayfinding family of signs) and access for all modes of transportation, including pedestrian and bicycle. Maintenance of the interchange area should also be discussed and planned for between MDOT, the City and Erie Township. Continued discussions with MDOT regarding lack of access from Luna Pier Road to Pier Plaza should also be reviewed with State legislators. While it is the general consensus that a right of way turn lane will not be implemented





due to cost, signage for Pier Plaza on Luna Pier Road should be included in any wayfinding plan.

We would recommend a 425 Agreement with Erie Township to open up some of the farm land around the interchange for development and job creation. The City would provide the water/ sewer and receive the water/sewer tap fees and potentially monthly usage fees and the Township would collect the physical real property taxes. A further revenue sharing agreement could also be completed, a State Essential Services Assessment Exemption (which the State has used to replace the personal property tax) and the Township/City could split this capture. Additional information on both of these revenue sharing agreements can be found in Appendix E.

The 2010 Master Plan identified a prototypical family of signs to illustrate a possible wayfinding system for Luna Pier with a consistent design theme. While signage has improved within the City limits with the brown marker signs for swimming/ fishing on I-75, larger and more enticing additional signage is necessary along I-75 and at the I-75 exit ramps that follows the existing signage

in Memorial Park. Since the Master Plan was completed, the County is in the process of adopting a County Wayfinding System. The City should be involved in this, not only to take advantage of the County “brand,” but also if funding is available. The Monroe County Link Plan envisions a “County Brand” that would be used in marketing the County, both inside and outside its boundaries. Each community, such as Luna Pier, would have its brand that ties into the overall brand and strategy. Ashtabula County, Ohio currently uses this idea in branding.

An additional project which could be a phase of this focus on accessibility would be the paving of the former trolley line to create an all access route from the north end of Luna Pier to the south end. This would open up a second access point to I-75 at Erie Road and would provide an alternative route of transportation for residents as well as potential new businesses locating near the Luna Pier Harbor Club or the former J.R. Whiting Plant. This would also be the best way to connect water and sewer



to the south end of the City beyond the channel. Additional potential funding sources are listed in the table in Chapter 9 and detailed funding program information is listed in Chapter 11.

2. Develop former J.R. Whiting Plant into an income tax generating and job creating facility

The J.R. Whiting Power Plant, operated by Consumers Energy, was closed in 2016 as a part of a broad plan to meet EPA mandates. The plant had the electrical generating capacity of 328 megawatts. At peak operations, the plant employed approximately 110 employees and represented more than 2/3rds of the City's tax base.

While developers around the world are turning these large, obsolete facilities into award winning mixed-use development opportunities, Luna Pier will need to work closely with the current property owner, Forsite Development, to determine what opportunities are available for this specific site.

Boston, Providence, Austin and London all have had success with redevelopment efforts. Locally, ProMedica purchased Toledo Edison's old steam plant in Downtown Toledo, along the waterfront. They converted it to their corporate headquarters, using State and Federal Historic Tax Credits. Based on conversations with Forsite (through stakeholder interview) and Committee meetings, here is additional information on the site:

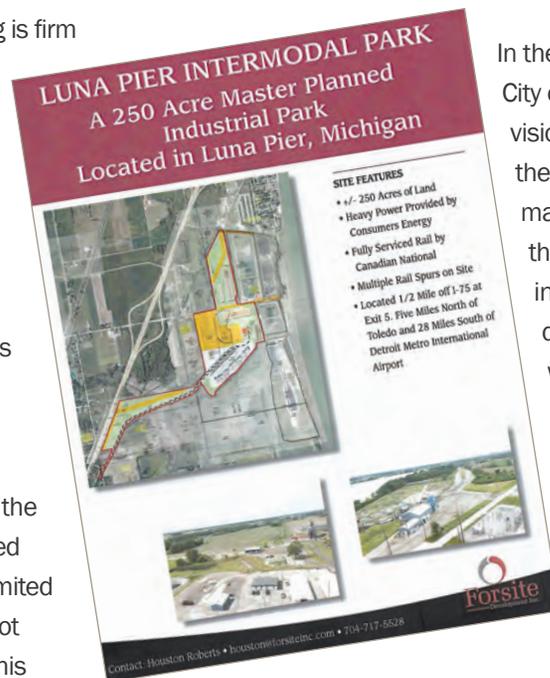
- 250 acres
- Heavy power provided by Consumers Energy
- Fully serviced rail by Canadian Rail
- Multiple rail spurs on site

- Located ½ mile off I-75, five miles north of Toledo and 28 miles south of Detroit Metro Airport
- Fly ash pits make residential development not an option. Consumers Energy will be continuing ownership of the waterfront land where fly ash is stored
- Shallow waterfront access
- Rail infrastructure is in good shape and just needs some switching equipment
- Lacks water/sewer
- Single access to property



While the number one, largest single potential for new tax base is the former J.R. Whiting plant, the Committee and City recognize that there are a lot of uncontrollable variables to this project. It was difficult to strategize, without specifics of the new potential development, as Forsite is still marketing the property. Based on initial feedback from Forsite, it seems that rail-related industries have shown some interest, but nothing is firm at this point. As this Strategy is being finalized, Forsite is working on dismantling the property. The City will keep lines of communication open with Forsite on its current and future plans and on marketing the property. Unfortunately, on a site like this it is impossible to do a gap analysis because there is no trade area. We cannot measure advantages through gap analysis. We do know that the property has a number of challenges: the waterfront portion of this property is tied up with fly ash, access to property is limited to one way and the water/sewer has not been extended. While participants in this planning process had all kinds of ideas for

this property, at the end of the day, this massive parcel has limitations and development may need to wait for right buyer. If a potential project is presented, the City will work with the County, State and Feds to put together a competitive list of incentives with the hope of being able to extend water/sewer and provide any improvements to site access.



In the meantime, the City could develop a vision/concept for the site as well as marketing materials that incorporate information on demographics, workforce availability, infrastructure, tax structure, zoning and applicable incentives. That will assist with the attraction of potential

companies interested in expanding to Luna Pier or the surrounding area. The Redevelopment Ready Communities program can assist with the marketing of the site as well as Monroe County Business Development Corporation and the Detroit Regional Chamber of Commerce. Developing this material will help Luna Pier engage with regional business attraction strategies in place.

Additional potential funding sources are listed in the table in Chapter 9 and detailed funding program information is listed in Chapter 11.





3. Grow existing and add new downtown businesses in retail, restaurant and entertainment categories

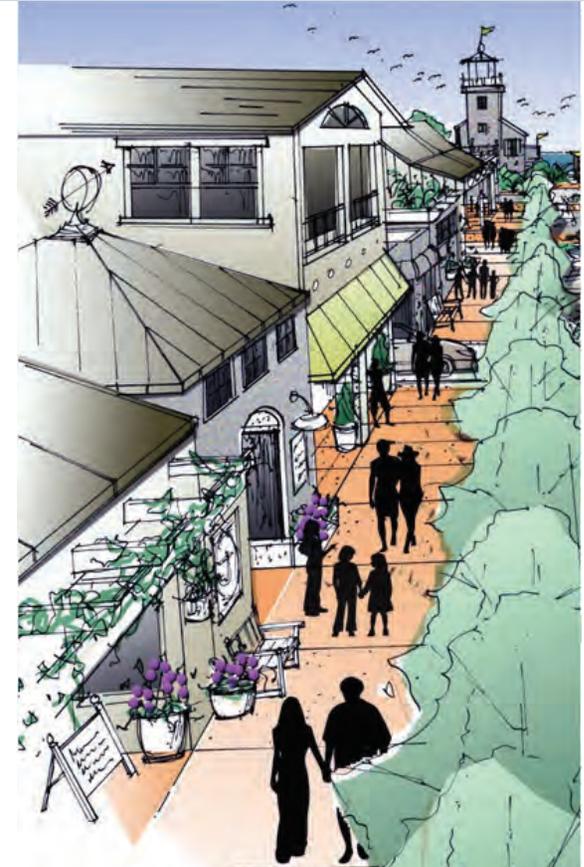


Image 10:
Future Downtown Streetscape

The 2010 Master Planning put a substantial amount of effort into land use planning in the Downtown because it has tremendous untapped potential for redevelopment and this area is critical to the future of the City in terms of economic development, community pride and local efforts to create a renewed sense of place.

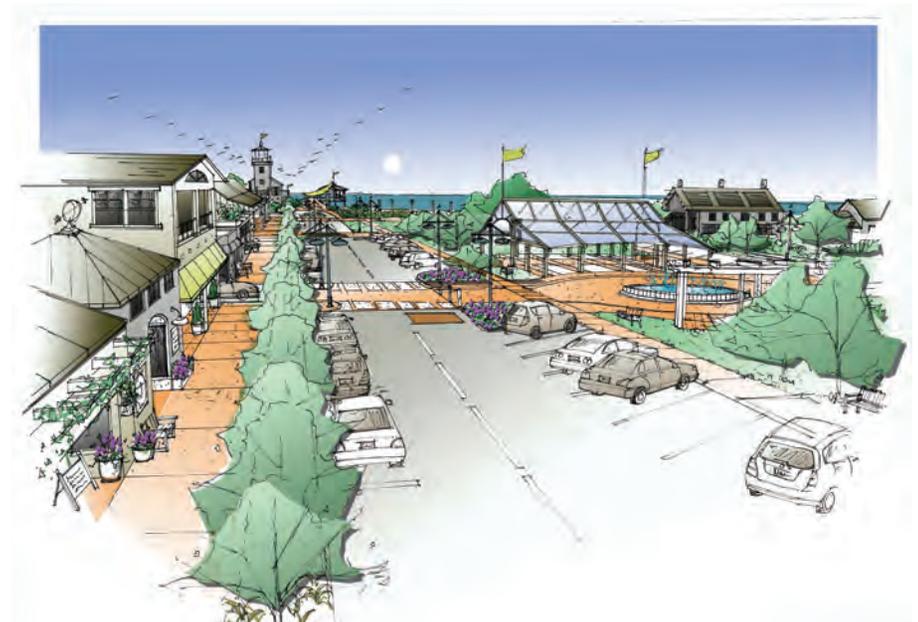
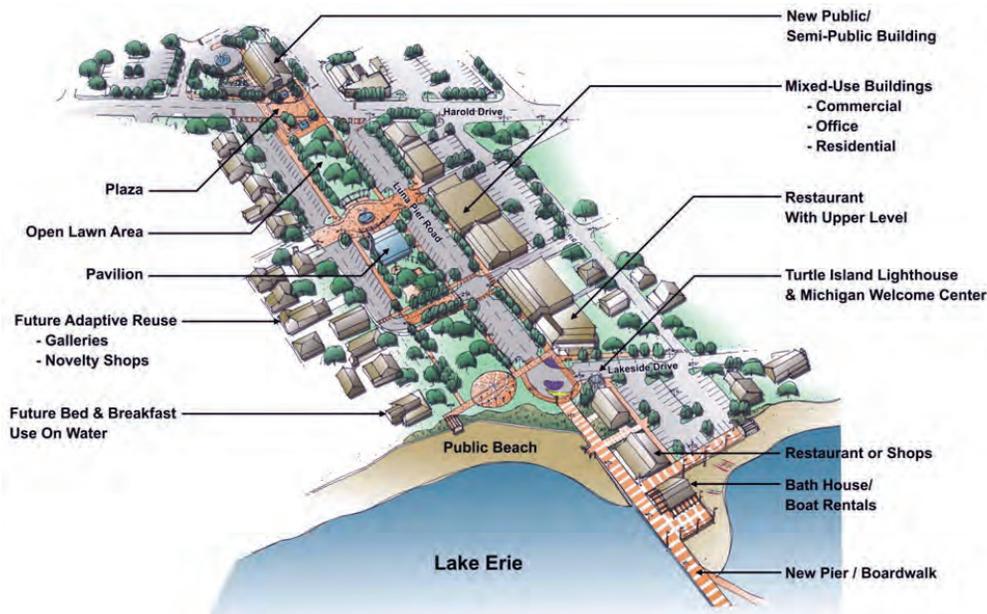


This vision came out again in this Strategy's public input process and market research/analysis. Using the Downtown and its buildings to the highest and best potential is important to service existing and future residents and employees as well as visitors. A vibrant mixed-use downtown with expanded and new retail, restaurants, entertainment, technology and upper floor residential is necessary to assist with expanding the tax base and increasing property value. Additional preliminary work has

been completed by a current property owner with hopes of completing this project within the next 1-2 years.

Using the market research and analysis as well as the lot by lot analysis of what property is available and what property needs to be improved in the Downtown, the DDA could start to recruit various types of businesses in order to utilize the buildings and spaces to best and highest potential. The

market research and analysis recommends renovations of existing buildings plus development of a mixed-use project, at the eastern end of the Downtown. Several properties (south of Elm St., north of Luna Pier Rd. and west of Lakeside Dr.) have been identified as potential candidates, and they could be combined into a new mixed-use development with street-front merchant space. Ideally the project would have at least four levels, including loft-style apartments, a boutique hotel,





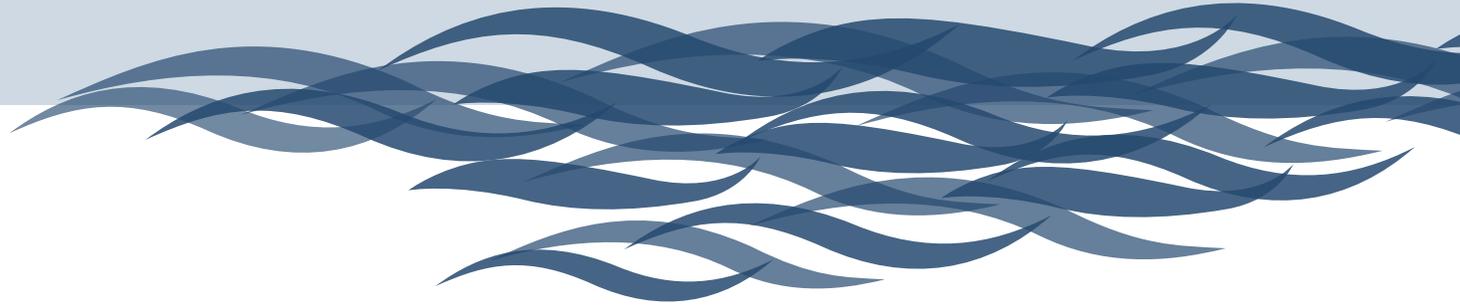
windows, adding lights and signage and reinforcing the public realm with pedestrian amenities and landscaping are all important renovations and could be funded by the MEDC program. The City's Design Guidelines should be utilized in any projects. Additional potential funding sources are listed in the table in Chapter 9 and detailed program information is listed in Chapter 11.

An important key to downtown development will be the management of the Downtown. While physical improvements are important, organizational improvements are also necessary to bring the current and future business owners together, working as one unit to revitalize the Downtown.



extended stay suites, and/or office suites above the retail. The City will also need to examine if public-owned and non-profit buildings are best utilizing the Downtown streetscape with any

revitalization plans. These second story residential could fill the need for 35 for-rent units and 35 for-sale units as outlined in Chapter 2. Improving the exteriors, remodeling the interiors, installing bay



While the DDA is currently active, the Main Street Four Point Approach™ (specifically Organization) should be revisited and further implemented. A successful Organization committee is building consensus between the stakeholders in the Downtown to ensure everyone is working toward a shared vision for the future of the Downtown. Examples of organization actions include: fundraising, volunteer recruitment/development, public relations, fostering collaboration and developing work plans to guide the work.

4. Improve private full-service marina with amenities

Luna Pier Harbour Club (LPHC) was built in 1987 and is a private marina with access to Lake Erie via LaPointe Drain. It is comprised of 32 acres and provides launching facilities, dockage for boats up to 40' and winter storage. It is also home to several professional fishing charters. The LPHC was called a “diamond in the rough” with “untapped potential” during the planning process due to its location and property size.

While this project is a private activity, it does have the opportunity to be a catalyst project and economic recovery tool for the City of Luna Pier. While the City cannot be involved in this private development, it could promote gateway improvements (signage, landscaping, etc.) leading to the





LPHC to complement any future development. Significant waterway improvements are necessary including a channel to serve larger boats. The permitting process has also been a challenge with coordination between Fish and Wildlife, Army Corps and MDNR. Additional efforts with these public entities will be necessary for this development.

The owner has done a lot of work on visioning for this property. In order to take the vision to a reality, we recommend the following steps:

- Owner should work to create 3 options for development to include commercial, residential and recreational uses. Each option would have related cost estimates by a professional and a proforma for financial viability of proposed options. Options including a developer partnership should be examined. This is the most important first step in order to move from the visioning phase to the reality phase.
- Owner should present 3 options to the City to see how proposed project fits within the City's Master Plan. Once final option is decided on, owner will need to work with City, County and State on accessing a potential financing package. Public



funds are typically last in, so owner will need to secure private funding or developer assistance first.

- Owner should refine his existing RFP to be more specific and then utilize contacts already made in the industry and through his past planning efforts to sell the project.

Additional potential funding sources are listed in the table in Chapter 9 and detailed funding program information is listed in Chapter 11.

5. Improve public beach and Pier to include transient public marina

In order to make Luna Pier into a true tourist destination, additional improvements are necessary to the waterfront. This proposed public marina would be for transient boaters, those looking to spend a few hours, the day and/or night in Luna Pier and access it by water. This should increase foot traffic into the Downtown. It is not anticipated that this marina would compete with the LPHC or the nearby Toledo Beach Marina (north of Luna Pier), since they are serving different markets.







Pier upgrades would be necessary for these improvements. At this time, Committee Members stated that the break wall is currently a difficult spot due to existing design and water flow. Dredge permits with Army Corps of Engineers will also need to be reviewed. Committee Members also discussed potential of a confined disposal facility (CDF) on the north side of the existing Pier, near the small park, using the dredged materials. Constructing a new CDF is difficult and expensive, so further study should be undertaken.

Additional potential funding sources are listed in the table in Chapter 9 and detailed funding program information is listed in Chapter 11.

6. Complete Pier and Memorial Park development

The last catalyst project includes developing the Pier and Memorial Park to its best and highest potential which would include stabilization of the Pier and the addition of recreational activities with the beach, Lighthouse and Park. The City is currently working on finishing the second story of the Lighthouse which will include an elevator, rental space and a viewing deck off the second floor, facing Lake Erie. This project will finish a project and activate the Lighthouse to its fullest potential. Funding was provided by Consumers Energy Foundation.



Committee Members would like to see additional recreational structures and activities added to the Park, including a new play structure and a splash pad. This was echoed by public survey respondents. Funding is available for these projects, through MDNR and private foundations and this may be a quick hit for a project. The Park, Pier, waterfront and Downtown are the living room or “third place” of Luna Pier. Once the Park is further revitalized, it can become home to the proposed, expanded events for the City.

Additional potential funding sources are listed in the table in Chapter 9 and detailed funding program information is listed in Chapter 11.





CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 9

Goals and Objectives Action Table



PRIORITY TIMELINE	
Immediate	1-2 Years
Short-Term	3-5 Years
Long-Term	6-10 Years

9: GOALS AND OBJECTIVES ACTION TABLE

Bridging planning with results is important with any effort. No community, or consultant for that matter, wants to have a plan or strategy sit on the shelf. This Goals and Objectives Action Table will allow the City leaders and other key people/organizations to check off items as they are completed or plan out items for future capital improvement plans. This table will serve as a guide and quick reference for all to monitor progress or serve as a “checklist” for implementation of the Strategy. The following table identifies major steps and projects designed to assist Luna Pier move toward economic recovery. The table is organized by vision/action items, priority, responsibility and potential funding sources. A common theme in this Strategy is cooperation and coordination, so many of these action items will require both between public and private entities.

GOALS AND OBJECTIVES ACTION TABLE			
Action	Priority	Responsibility	Funding Source
TOURISM RECREATION DESTINATION			
Identify year-round events to attract residents and visitors <ul style="list-style-type: none"> Seasonal festivals Tri-athlons Art festivals Music and movies at Memorial Park Fishing tournaments 	Immediate	Volunteer Groups, Non-Profits, Monroe County Convention & Visitors Bureau, MMS, DDA	DDA, Donations, MMS (In Kind)
Improve I-75 corridor <ul style="list-style-type: none"> Remove garbage at intersection with Luna Pier Road Fill in potholes on exit ramps (MDOT) Install gateway and directional signage Encourage adjacent property owners to clean up property Capture tourist/visitor interest from heavy I-75 traffic 	Immediate	Administration, City Council, DDA, County, State Legislature, MDOT, Private Property Owners, Building Inspector, Design Guidelines, I-75 Link Plan	Transportation Economic Development Fund, Act 51 Fund, 425 Revenue



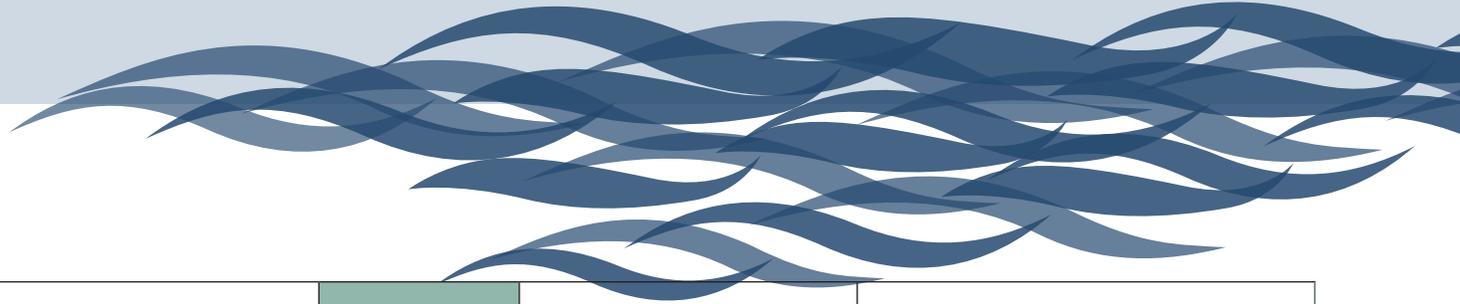
<p>Pursue reinvestment into the Downtown District</p> <ul style="list-style-type: none"> • Provide hard and soft incentives needed to catalyze new project • Focus on sites and projects that clearly contribute to creation of recreational and entertainment district that leverages the waterfront 	Immediate	City Administration, Council, DDA, MMS	RRC, CDBG, DDA, CRA, SBDC, New Market Tax Credits
<p>Create Entertainment District</p> <ul style="list-style-type: none"> • Review outdoor refreshment district/area for open containers, as long as area does not include waterfront (festivals only) 	Short-Term	Administration, City Council, DDA	DDA
<p>Add amenities for tourists</p> <ul style="list-style-type: none"> • Lodging • Destination restaurants • Retail • Recreational • Fishing • Facilities • Parking • Eco/Historic tourism <ul style="list-style-type: none"> -Erie State Game Area -Turtle Island 	Short-Term	Administration, City Council, Non-Profits, Private Developers, DDA	DDA, Private Developers, CDBG, New Market Tax Credits, Rehabilitation, CRA, Business Development Program, SBDC, MDNR, DEQ, US Army Corps
<p>Create tourist destination utilizing highway, water and nostalgia</p> <ul style="list-style-type: none"> • Expand recreational activities at beach, Pier, canals, wildlife refuge, marsh, etc. 	Immediate	City Administration, Council, Business Owners, County, Monroe County Convention & Visitors Bureau, State	Pure Michigan
<p>Continue to develop non-motorized transportation options within the City limits</p>	Immediate	City Administration, Council, County, State	MDNR, MDOT, Act 51, Ralph C. Wilson, Jr. Foundation
<p>Target new and expand existing local retail and restaurants</p> <ul style="list-style-type: none"> • Downtown and Highway Commercial Districts 	Immediate	City Administration, Council, County, Business Owners	CDBG, Matching Fund Program, CRA



PRIORITY TIMELINE	
Immediate	1-2 Years
Short-Term	3-5 Years
Long-Term	6-10 Years

SITE PLANNING/ CATALYST PROJECTS

<p>#1. Ensure accessibility for all modes of transportation to and from I-75 and within City limits</p> <ul style="list-style-type: none"> • Auto, pedestrian, bike, transit • Access for Pier Plaza (turn lane, wayfinding) • MDOT project 2020: bike lane, water/sewer • Look to pave former trolley line to create road connection to south end of Luna Pier • Wayfinding • Explore opportunities to partner with Erie Township with an Act 425 Revenue Sharing Agreement to attract new industrial or commercial development opportunities 	<p>Immediate</p>	<p>City Administration, Council, MDOT, State Legislators</p>	<p>Transportation Economic Development Fund, Act 51 fund, MDNR Recreation Grant, Ralph C. Wilson, Jr. Foundation</p>
<p>#2. Develop former J.R. Whiting Plant into income tax generating and job creating facility</p> <ul style="list-style-type: none"> • Water/sewer connections • Business Attraction Strategy • Property asset inventory • Property marketing information 	<p>Immediate</p>	<p>Forsite Development, City Administration, Council, County, State, Federal, MEDC RRC Program, MEDC Business Attraction Team, Monroe County Economic Development, Detroit Regional Chamber of Commerce – Economic Development Team</p>	<p>Community Revitalization Program, New Market Tax Credits, Brownfield Program, EDA, PA 198, Michigan Works, MEDC Business Development Program, MSF, Private Equity</p>
<p>#3. Grow existing and add new downtown businesses</p> <ul style="list-style-type: none"> • Retail • Restaurant • Entertainment • Technology • Mixed use/live work/upper floor residential 	<p>Immediate</p>	<p>City Administration, Council, DDA, County, State</p>	<p>CDBG, DDA, CRA, SBDC, New Market Tax Credits, Matching Fund Program, MEDC CRP, MMS (In-Kind)</p>

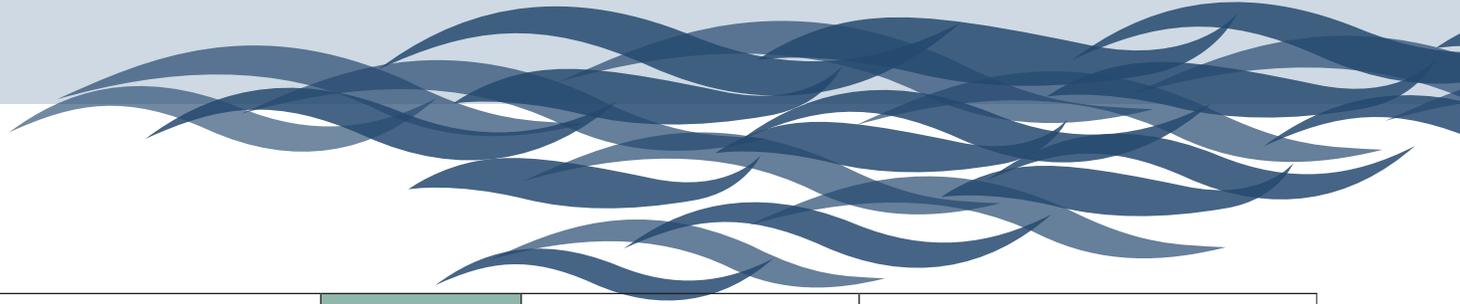


<p>#4. Improve private full-service marina with amenities</p> <ul style="list-style-type: none"> • Review changes in dredge permits with Army Corps of Engineers • Develop Concept Plan with engineering costs and proforma • Develop Request for Proposal (RFP) for regional and national distribution utilizing existing private work done to date by Luna Pier Harbor Club • Commercial: store, restaurant • Residential: condos, campground • Recreational: watercraft rentals • Gateways to marina 	Immediate	Private, Public (Gateways to Marina)	Matching Fund Program for Monroe County, Business Development Program, CRA, CRP, Michigan SBDC Network, Private Equity
<p>#5. Improve public beach and Pier to include public transient marina</p> <ul style="list-style-type: none"> • Review changes in dredge permits with Army Corps of Engineers • Implement marina construction to allow docking and overnight stays from day-boaters 	Immediate	Administration, City Council, State, Non Profits, Army Corps, Flood Erosion Committee	Nature Conservancy, MDNR Waterways Grant, US Army Corps, MCRP, DEQ, RRC
<p>#6. Complete Pier & Memorial Park development</p> <ul style="list-style-type: none"> • Stabilize pier • Add recreational activities • Additional Lighthouse activities (rentals) • Additional park activities • New play structure • New splash pad 	Short-Term	City Administration, Council, MDNR	MDNR, Ralph C. Wilson, Jr. Foundation, MEDC, DEQ, MCRP, US Army Corps, Fundraisers, Private Foundations (KaBOOM, Lowes, etc.)



PRIORITY TIMELINE	
Immediate	1-2 Years
Short-Term	3-5 Years
Long-Term	6-10 Years

NEIGHBORHOOD STABILIZATION			
<p>Support industrial and commercial development in key areas to develop additional tax base</p> <ul style="list-style-type: none"> • Former J.R. Whiting Plant • Downtown • I-75 commercial corridor • Pier Plaza strip • Memorial Park 	Immediate	City Administration, Council, Non-Profits, County, State	CRA, New Market Tax Credits, Brownfield Program, EDA, PA 198, Michigan Works, MEDC Business Development Program, MSF, Private Equity, Ralph C. Wilson, Jr. Foundation, Transportation Economic Development Fund, Act 51, CDBG, DDA, SBDC, Matching Fund Program, MEDC CRP, MMS (In-Kind)
<p>Continue beautification efforts and eliminate blight</p> <ul style="list-style-type: none"> • Commercial areas: zoning enforcement • Residential areas: neighborhood pride day, non-profits, churches, education, housing code • Enforce Master Plan Design Standards • Implement Clean, Green, Safe component 	Immediate	City Administration, Council, Non-Profits	NA
<p>Continue to develop a community brand that expresses Luna Pier as a destination and a great place to work, live and play</p> <ul style="list-style-type: none"> • Branding campaign, strategy, contest • Updated website 	Immediate	City Administration, Council, County, Non-Profits	RRC
<p>Utilize land and existing buildings to highest and best potential</p> <ul style="list-style-type: none"> • Downtown • Parking • Private marina • Mixed use • Housing • Industrial • Transient public marina • Conduct lot by lot evaluation for marketing purposes 	Immediate	City Administration, Council, DDA, County, State, MMS, Federal, Private Developers	DDA



<p>Utilize recreational and open spaces to highest and best potential</p> <ul style="list-style-type: none"> • Pier • Beach/ waterfront • Trails • Memorial Park • Public spaces (Meters Bend Park) • Open spaces • Street furniture/lighting 	Immediate	City Administration, Council, County, State, Non-Profits	MDNR, DEQ, US Army Corps, Guardians of Luna Pier Waterways, Special Assessment Districts, Fundraising, Ralph J. Wilson, Jr. Foundation, Nature Conservancy, MCRP, DEQ, RRC
<p>Utilize existing vested residents and visitors for partnerships for project completion</p> <ul style="list-style-type: none"> • New events • Expansion of existing events • Government projects 	Immediate	Non-Profits, City Administration, Council	NA
<p>Continue and advance communication between City, Residents, Non-Profits, County</p> <ul style="list-style-type: none"> • Social media • Print material • Signage • Online presence 	Immediate	City Administration, Council, County, DDA, Residents, County	N/A
<p>Create additional public parking</p> <ul style="list-style-type: none"> • Re-design of existing lots • Striping spaces • Improved access • Signage • Add parking for golf carts and other alternative pedestrian vehicles 	Immediate	City Administration, Council, DDA	DDA, CDBG



PRIORITY TIMELINE	
Immediate	1-2 Years
Short-Term	3-5 Years
Long-Term	6-10 Years

<p>Install additional wayfinding signage using existing logo</p> <ul style="list-style-type: none"> • Points of interest • Directional • Parking • Gateway at I-75 • Billboard on I-75 • Link with proposed County wayfinding signage 	Short-Term	City Administration, Council, County	RRC, County
<p>Encourage small business services</p> <ul style="list-style-type: none"> • Incubators • Shared marketing • Shared parking 	Short-Term	City Administration, Council, DDA, County	SBDC
<p>Update zoning to address highway noise, mixed use (specifically downtown) and greater housing availability</p> <ul style="list-style-type: none"> • Create districts • Review zoning for food trucks, outdoor entertainment, outdoor refreshment districts (festivals only) • Relocation of City service buildings to free up Downtown space 	Short-Term	City Administration, Council	NA
<p>Promote strong partnerships with City, Residents, Visitors, Schools, Non-Profits, Volunteers, County, State</p> <ul style="list-style-type: none"> • Organizational • Infrastructure • Utilities 	Long-Term	City Administration, Council, Residents, Visitors, Schools, Non-Profits, Volunteers, County, State	NA



ACRONYMS

CDBG: Community Development Block Grant

CRP: Community Revitalization Program

DDA: Downtown Development Authority

DEQ: Department of Environmental Quality

EDA: Economic Development Administration

MEDC: Michigan Economic Development Corporation

MMM: Michigan Main Street

MDNR: Michigan Department of Natural Resources

MDOT: Michigan Department of Transportation

RFQ: Request for Qualifications

RRC: Redevelopment Ready Community

SBDC: Small Business Development Center

TIF: Tax Increment Financing



CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER 10

Past Planning Efforts

10: PAST PLANNING EFFORTS

LUNA PIER MASTER PLAN (2010)

The City completed a Master Plan in 2009 and adopted it in 2010. The plan proposed numerous improvements to capitalize on the waterfront and subsequent tourism. It won the 2011 Vernon P. Deines Memorial Award, recognizing the City for an outstanding planning project in a smaller community. The creation of the Master Plan was firmly grounded in efforts to communicate with residents and community leaders and collectively define how to create a more livable and attractive community. Fifteen fundamental principles/attributes emerged that portray what Luna Pier is and what it hopes to be in the future. Many of these tie directly into the Economic Recovery Strategy and include:

- Luna Pier is Gateway City for Michigan
- Luna Pier and Lake Erie are Powerfully Connected
- Lake Erie Destinations
- Luna Pier is Among Only a Few Places in Monroe County Where Tourists and Visitors Could have a Diverse Waterfront Experience
- Luna Pier is Connected with Nature



- The Historic Pier Reinforces Lake Erie associations and provides opportunities for today
- The Turtle Island Lighthouse can be reconstructed and serve as a significant historic and place making element in the downtown
- Luna Pier's Identity and Image Should Be Expressed in Consistent and Contextual Architecture, Signage and Street Furniture
- Memorial Park is Underdeveloped
- Luna Pier Should Become a More Walkable/ Bikeable Community
- The Future of Consumers Power (J.R. Whiting Plant) is Both a Concern and Opportunity

- While the City Desires Economic Development, it is Unwilling to See Quiet Neighborhoods and Casual Lake Living Style Disturbed
- Reinforcing Neighborhood Identity
- Property Maintenance
- Luna Pier Will Develop Partnerships

Specifically related to this Economic Recovery Strategy, two pillars of an economic development strategy are listed in the Master Plan recognizing that the weight of economic development needs to be supported by “two pillars” of local strategy. These pillars include:

- Luna Pier will take necessary steps to support the modernization of the Consumers Power Plant or the replacement of current facilities with other energy or non-energy- related facilities that create substantial economic impact
- No other places in City that can support more concentrated industrial development
- Natural environment should be protected
- Recreational aspect of site should be examined with bike path over LaPointe Drain, along old rail bed toward Lake Erie



- Environmental clean-up and site remediation may be required
- Accessibility only via Erie Road, which has challenges and future development may need an extension of Harold Drive
- Luna Pier will take necessary steps to redevelop the commercial core, become a popular destination on the Great Lakes and serve as “gateway city” for Michigan
 - Define a place rooted in authenticity and define the brand
 - Build the public facilities that support the image of Luna Pier
 - Assemble the commercial base and mixed-use elements along Luna Pier Road
 - Create the partnerships
 - Capture the customers

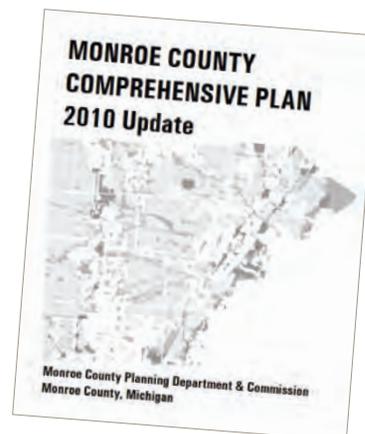
Ticking through the goals, objectives and implementation, a number of projects have been implemented. It is recommended with the Economic Recovery Strategy, the vision, action steps that were listed in both the Master Plan and here will be implemented, including:

- I-75 Corridor/Gateway to Michigan
- Tourist destination (recreational, natural, historical)

- Accessibility for all modes of transportation
- Utilize all buildings/land to best and highest potential
- Redevelopment of former J.R. Whiting Plant
- Preserve quiet neighborhoods and lakeside living
- Property maintenance
- Cooperative partnerships

MONROE COUNTY PLAN (2010)

This document addresses the entire County and has a few references to Luna Pier, mostly regarding the former J.R. Whiting Plant, I-75 access, designated bike paths, wastewater

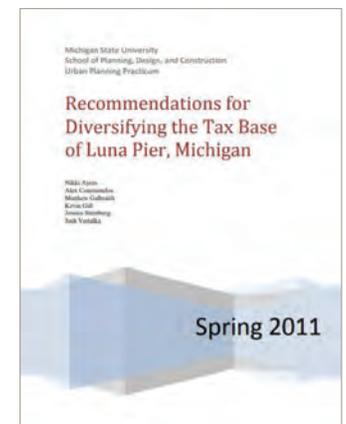


treatment and water system. Goals and objectives of this Plan are made in the areas of land use, transportation, public utilities, natural resources, agriculture, residential,

recreation/open space and economic development and could be referenced when undertaking Catalyst projects; however, since this document is over 8 years old, information may be outdated.

RECOMMENDATIONS FOR DIVERSIFYING TAX BASE OF LUNA PIER (2011)

Students at Michigan State provided recommendations for diversifying the City’s tax base by creating a tourism industry in Luna Pier. Physical improvements were recommended along Luna Pier Road (Blocks 2, 3 and 12), including walkability improvements, aesthetic improvements and place-making. Other recommendations include transforming Memorial Park with space for live performance and events and redeveloping



the beach front to attract more tourists. Marketing and branding Luna Pier as the “First Taste of Michigan”, along with the creation of districts (Highway, Market, Beach, Entertainment, Marina and Service) were also discussed. Incentives, grants and loans were outlined, including utilizing TIF, MEDC, MDOT, and Michigan Waterways Commission. Case studies of other successful lakefront communities were presented including: St. Ignace, MI; Lake George, NY; Grand Bend, Ontario; and South Haven, MI.

LUNA PIER COMMUNITY DESIGN GUIDELINES (2012)

The purpose of this document “...was to inspire and support high-quality architecture design in Luna Pier.” The City and the DDA should revisit this document as it provides a range of choices and alternatives that present unifying building characteristics and common components of architectural design that can be blended into new construction and renovation projects. The City’s zoning and Design Guidelines

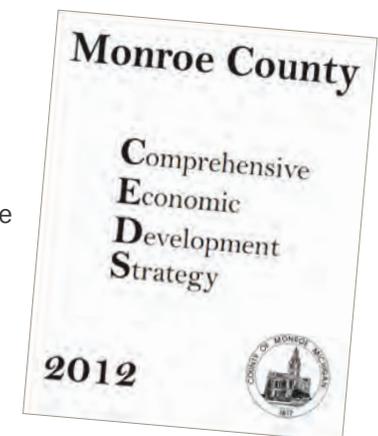


go hand in hand with guidelines focused toward architectural design issues that relate to a defined Overlay District described in Zoning Ordinance. The City’s Design Guidelines are organized into urban form/structure and then details of place/unifying themes. This document reviews urban form/structure which includes: building height, building placement, building design, building articulation, exterior building materials, building entrances, window shapes/visibility, rooflines and pedestrian connections. It also reviews in detail place/unifying themes which includes: outdoor spaces, color texture, plant material/landscaping, nautical imagery, Michigan identity and signage. The design guidelines are easy to follow in Chapters 4 and 5, giving example photos and organized into necessary, encouraged, discouraged and excluded when it comes to designs in each category. The idea in the development of

these guidelines was not to be heavy handed and mandate how buildings should look, but rather provide some direction for building remodeling and/or new construction using agreed upon nautical themes.

MONROE COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (2012)

The CEDS outlines many of the same opportunities and challenges outlined in the Luna Pier ERS. One of the weaknesses identified is a lack of enough readily marketable industrial, commercial sites and buildings. Luna Pier has a number of these sites and should work with the County to get them on their list. While the former J.R. Whiting Plant is mentioned under Utility/Energy Resources, the connection of the vacant site and industrial land is not made due to the date of the County CEDS. The City could also work with

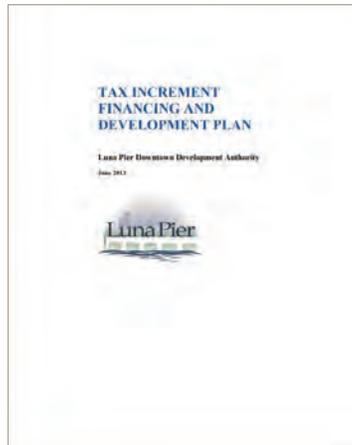


the State to have the former J.R. Whiting Plant certified as a Brownfield Redevelopment Authority to assist with clean-up of this site. The CEDS also addresses the unique location of Monroe County on Lake Erie and the Monroe County Convention and Tourism Bureau working to promote tourism in the County, particularly as it relates to Lake Erie. It also promotes county-wide and local events. The City should also work with this entity given its location on Lake Erie and its current and future planned events.

LUNA PIER TAX INCREMENT FINANCING AND DEVELOPMENT PLAN (2013)

This document outlines which projects can use TIF revenue and is a very valuable resource, which ties in well with the Economic Recovery Strategy.

This document is based on a number of goals guiding the Master Plan Vision. The TIF Plan will remain in effect until December 31, 2032.



A number of projects listed in this Plan align with projects listed in this Economic Recovery Strategy including: development of branding/marketing campaign, expand and further develop various festivals/events (Farmers/Fish Market, Movies on the Beach), keep area “clean & green”, develop and maintain volunteer recruitment & management system, prepare market study, support and encourage driveway into Plaza from Luna Pier Road, acquire and develop land for parking in strategic locations, develop new gateway and directional signage throughout area, purchase equipment necessary to activate beach area, various utility improvements (water/sewer), miscellaneous pedestrian-friendly improvements along roadway, facilitate boating at the City Harbor/Pier and kayak launch improvements. The districts proposed in this document are based on the information provided in the Master Plan, Development Plan and public input.

LUNA PIER REDEVELOPMENT PLAN (2014)

This Plan calls the City a “...rare combination of waterfront location, interstate access, property



availability and development potential.” The main focus of this Plan is Luna Pier Road from I-75 to the waterfront and the possibility of attracting a Ferry Service to Luna Pier for transportation to Detroit, Toledo, Cedar Point Amusement Park and Put-In-Bay Island. A conceptual waterfront development mixed-use complex was proposed through purchasing existing property for development, partnering with current owner for development, or securing additional property and expanding development opportunity. A public/private partnership would be necessary and would include State funding sources. In our conversations with key stakeholders, this ferry service idea is still being worked on for access to

Cedar Point and/or Put-In-Bay and is a longer-term goal. The shallow water near Luna Pier and the need for dredging is still an issue. Alternative forms of transportation, including hovercrafts and larger float planes have been discussed, as mentioned previously in this Strategy.

NW OHIO/SE MICHIGAN COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (2014)

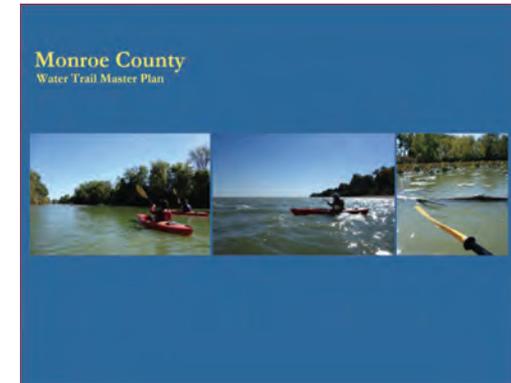
The CEDS does mention the improvement of the 20-acre former elementary site near I-75 for industrial use on its Comprehensive Projects List. A portion of this property (west of Madison Street, behind the gas station, near the expressway) has been purchased from the Mason Consolidated Schools and is going to be utilized as a medical marijuana growing facility.



The CEDS does not mention the former J.R. Whiting Plant property and this should be included as a site for industrial use on the next report. The CEDS long-term goals for the region include: 1. Support and facilitate efficient transportation of people and commerce, 2. Promote a regional business climate that encourages quality job creation, new investment and redevelopment, 3. Support a stable and skilled workforce to meet current and future business needs, 4. Harness industry and business opportunities and diversification, 5. Ensure a high quality of life for residents and visitors.

MONROE COUNTY WATER TRAIL MASTER PLAN (2014)

The County Planning Department was awarded a Coastal Zone Management grant to develop a comprehensive master plan for water trails on the River Raisin and Lake Erie. The Plan put a framework in place to link the water trails and assist local communities to maximize their rivers and coastlines for recreational and economic development. Luna Pier is mentioned in the document as part of the Otter Creek/ Toledo Beach/ Luna Pier Trail. The Pier and boat launch are both mentioned as stops on the Trail.



Improvements are mentioned to both areas and this report should be further examined as Catalyst Projects #5 and #6 go forward.

PARTNERING FOR PROSPERITY: ECONOMIC DEVELOPMENT STRATEGY FOR SOUTHEAST MICHIGAN (2016)

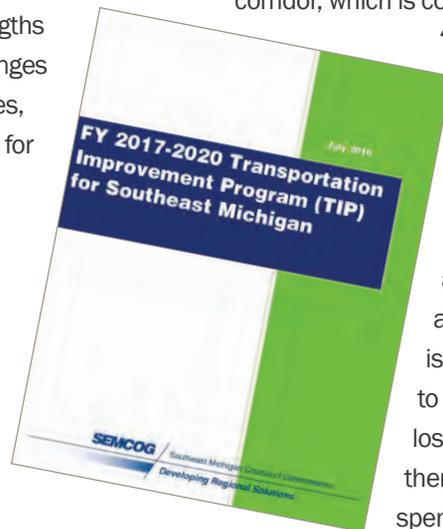
Partnering for Prosperity employs a comprehensive approach to economic development for the seven-county Southeast Michigan region. Created by SEMCOG, the Southeast Michigan Council of Governments and Metropolitan Affairs Coalition (MAC), Partnering for Prosperity is built upon extensive public outreach, research,



and data analysis. A task force composed of government, business, economic development, education, workforce, labor, nonprofit and other representatives guided development of the strategy that spans the region's community assets, business climate and talent and innovation. It reflects Southeast Michigan's current and future needs and identifies opportunities for building on our strengths and assets and addressing our challenges in order to grow investment, businesses, jobs and create economic opportunity for residents.

TRANSPORTATION IMPROVEMENT PROGRAM (TIP) FOR SOUTHEAST MICHIGAN (2016)

The TIP describes how over \$4.4 billion will be invested to support the area's transportation system.



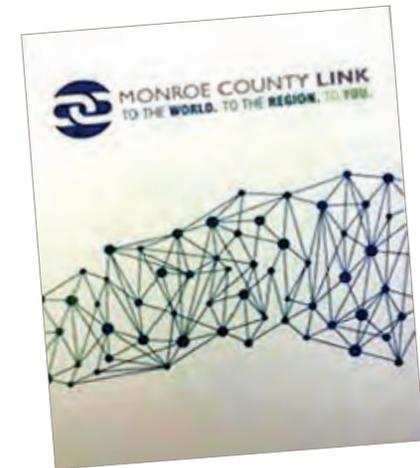
It is responsive to the many new realities in the region, country and the world. Actions described in this document are needed to improve the quality and reliability of the transportation system for all users, support our economic prosperity, maintain fiscal sustainability, broaden access to core services, make our communities more desirable and protect our environment.

MONROE COUNTY LINK PLAN (2017)

This Plan was developed as a strategy to guide future economic development along the I-75 corridor, which is considered the County's

“economic backbone,”

with its strengths listed as geography and infrastructure. The Plan identifies potential action steps to attract industries and specific development areas along the corridor. One issue that directly can relate to Luna Pier is that the County loses economic activity because there are not enough places to spend money locally. Luna Pier



has the access, waterfront and vacant/underutilized buildings, so recruiting additional commercial businesses could help to fill this gap. Big ideas to come out of the Plan included the entire I-75 corridor improvements related to a branding strategy and connecting the natural and cultural resources along I-75 corridor. Plan Pillars that can be directly related to Luna Pier include Enhance Local Image & Brand and Improve the Local Quality of Life & Strengthen Tourism Opportunities. Both of these pillars align with this Strategy. Additionally, Luna Pier is included in Priority Development Area #7. Areas were selected based on three criteria: ability to significantly elevate the character, image and brand for the County;

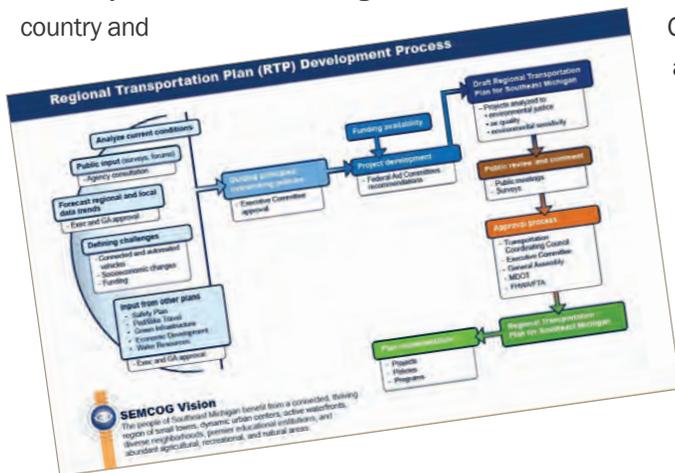
areas with considerable commercial and industrial potential; and areas identified through market analysis with the ability to accommodate economic growth. This document will be helpful as Catalyst Project #1 goes forward.

REGIONAL TRANSPORTATION PLAN (RTP) FOR SOUTHEAST MICHIGAN (2018)

The RTP describes how over \$50 billion in revenues will be invested to support our transportation system, including the approximately \$36 billion directed by this Plan. It is responsive to the many new realities in the region, the country and

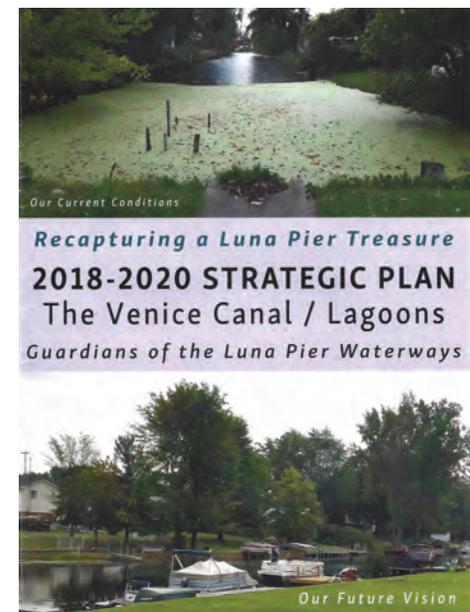
the world. Actions outlined will improve the quality and reliability of the transportation system, increase our economic prosperity, reach a higher level of fiscal sustainability, broaden our access to vital destinations, make our communities more desirable and protect our environment are described. Implementation of this Plan will help improve Southeast Michigan’s quality of life. The Plan includes transportation projects anticipated during the life of the Plan.

algae management, entry point/public access management and educational/recreational opportunities over the next two year period. This could tie into Luna Pier’s recreational and tourist vision; however for purposes of this report we reviewed the Venice Canal/Lagoons as part of neighborhood stabilization residential action items.



RECAPTURING A LUNA PIER TREASURE 2018-2020 STRATEGIC PLAN THE VENICE CANAL/LAGOONS (2018)

Guardians of the Luna Pier Waterways (GLPW), a 501c3 non-profit, was formed in 2017 to support the public component of the Venice Canal/Lagoons, which is a man-made waterway system on the south end of the City that covers approximately 1.5 miles of shoreline and represents approximately 4.5 acres. This group is focused on ownership, gate management, wall management, soil/water/environmental management, aeration/circulation management, foliage/





CITY OF LUNA PIER ECONOMIC RECOVERY STRATEGY

CHAPTER II

Incentives for Reinvestment

11 : INCENTIVES FOR REINVESTMENT

STATE AND FEDERAL PROGRAMS

Community Development Block Grant-

The CDBG programs (through Michigan Strategic Fund-MSF- with assistance from Michigan Economic Development Corporation-MEDC) offers three programs including infrastructure, facades and signature building grants for MSF approved activities. Grants and loans are available to support economic or community development projects. This would be an option for improvements to the Downtown businesses.

Commercial Rehabilitation Act – Public Act 210 of 2005 encourages the rehabilitation of commercial property by abating the property taxes generated from a new investment for a period up to 10 years. Commercial property is a qualified facility that includes a building or group of contiguous buildings of commercial property that is 15 years or older, of which the primary purpose is the operation of a commercial business enterprise or multi-family residential. The CRA freezes the taxable value of the building and

exempts the new investment from local taxes. Additional information on this program is included in Appendix E.

Community Development Brownfield-

The Brownfield Program uses tax increment financing (TIF) to reimburse brownfield related costs incurred while redeveloping contaminated, functionally obsolete, blighted or historic properties. It is also responsible for managing the Single Business Tax and Michigan Business Tax Brownfield Credit legacy programs (SBT/MBT Brownfield Credits). Additional information on this program is included in Appendix E.

Conditional Land Use Transfer (PA 425 Revenue Sharing Agreement)-

Public Act 425 of 1984, as amended, is the conditional land use transfer statute that allows two or more municipalities the option of conditionally transferring land to one another. PA 425 came into being because annexation is legally difficult, tends to pit neighbor against neighbor and because important economic development projects for

regions became victims of a lack of annexation cooperation. A conditional land use agreement allows municipalities involved in land negotiation great flexibility. Land transfer is sometimes needed for properties that lack infrastructure necessary to support economic development projects. The agreement should provide the least expensive infrastructure possible to the proposed site. PA 425 has also been used to gain economic incentive tools that only core or distressed communities can offer toward support of economic development projects. Additional information on this program is included in Appendix E.

Conservation Reserve Program- CRP is a land conservation program administered by the Farm Service Agency. In exchange for a yearly rental payment, farmers enrolled in the program agree to remove environmentally sensitive land





from agricultural production and plant species that will improve environmental health and quality. This funding source may be an option for the private marina, if mixed-use is included.

Michigan Business Development Program–

The MiBDP is an incentive program available from the Michigan Strategic Fund, in cooperation with the MEDC. The program is designed to provide grants, loans or other economic assistance to businesses for highly competitive projects in Michigan that create jobs and/or provide investment. The MSF will not provide support under this program for retail or retention projects. Additional information on this program is included in Appendix E.

Michigan Community Revitalization Program

-The Michigan Community Revitalization Program (MCRP) is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with

the MEDC, designed to promote community revitalization that will accelerate private investment in areas of historical disinvestment; contribute to Michigan’s reinvention as a vital,

job generating state; foster redevelopment of functionally obsolete or historic properties; reduce blight; and protect the natural resources of this state. The program is designed to provide grants, loans, or other economic assistance for eligible investment projects in Michigan. Additional information on this program is included in Appendix E.

Michigan Strategic Fund (MSF)-

The MSF Program, with assistance from the MEDC, administers the reimbursement of costs using state school taxes (School Operating and State Education Tax) for non-environmental eligible activities that support redevelopment, revitalization and reuse of eligible property. The MEDC also manages amendments to SBT/MBT Brownfield Credit projects approved by MSF. The Michigan Department of Environmental Quality (MDEQ) administers the reimbursement of environmental response costs using state school

taxes for environmental activities, and local units of government sometimes use only local taxes to reimburse for eligible activities (i.e., “local-only” plans).

Michigan Transportation Economic Development Fund -

The mission of the Transportation Economic Development Fund (TEDF) is to enhance the ability of the State to compete in an international economy, to serve as a catalyst for economic growth of the State and to improve the quality of life in the State. The funds are available to State, County and City road agencies for immediate highway needs relating to a variety of economic development projects. Funds available are typically around \$10,000 per job created, up to \$1,000,000. This competitive funding source usually requires a 20% match from the local jurisdiction.

Michigan Transportation Fund (Act 51)

- This is the main road funding source for most communities in the State for primary road networks (generally class a routes). A small portion of the funds can be used on construction/ improvement

of non-motorized transportation, such as sidewalks, paved shoulders, median refuge islands and non-motorized paths.

Michigan Main Street (MMS)- MMS is available to assist communities interested in revitalizing and preserving their traditional commercial district with technical assistance utilizing the Main Street Approach TM. The Four Point Main Street Approach includes:

- **Design**
- **Economic Vitality**
- **Promotion**
- **Organization**

In 2018, Dundee and Milan are the only Michigan Main Street Communities in Monroe County. A first step for Luna Pier would be to attend one of the 2019 Main Street Training Series on April 30 (Howell), June 19 (Wayland) and July 25 (Ewart). These training sessions will give a basic understanding of the Main Street Approach TM and an overview of the strategies that build awareness and participation in future Main Street

efforts. There is no cost to attend this series.

According to MMS, a successful Main Street District provides:

- Walkable, human-scale environments
- Unique, historic and visually attractive architecture
- A mix of uses, activities and consumers
- A strong existing tax base that attracts new businesses and creates jobs
- A center for activity and community life
- Positive community image and identity
- Opportunities for public-private partnerships
- A place for the community to define its identity through a shared vision of place

The City has put a number of pieces of downtown revitalization in place, including creation of a DDA. The DDA should take the next step to examine MMS assistance.



Michigan Small Business Development

Center – SBDC provides consulting, training and research to assist small businesses, including new ventures, existing small businesses and advanced technology companies. Services include business plan development, market research, raising capital, business workshops, technology commercialization, financial management, export strategy, strategic planning and human resources/organizational development. The SBDC could be a valuable resource for the existing and future businesses in Luna Pier.

Michigan Department of Natural Resources-

MDNR is a potential funding source for many recreational and trail projects in the State. Unfortunately, due to a public land property transfer error, the City is currently unable to utilize these funds. It is recommended that the City re-open discussions with MDNR to determine if they can



come to a mutually agreed upon solution to this issue to open up this funding source. The City could check to see if a non-profit could still apply for funding, like the Guardians of the Luna Pier Waterways or the DDA in the interim. The MDNR Waterways Program Grants provide funding assistance for design and construction of public recreational harbor/marina (grant-in-aid harbors) and boating access site/launce facilities. Funds (up to 50%) are also available for engineering studies and infrastructure improvement projects at State- sponsored harbor/mooring and boating access site/launch facilities.

Michigan Works! Office- This source can be used as a partner for training and retraining existing workforce and is operated locally by the Monroe County Employment and Training Department. Programs are available for both job seekers and job providers.

New Market Tax Credits -

Historically, low-income communities experience a lack of investment, as evidenced by vacant commercial properties, outdated manufacturing

facilities and inadequate access to education and healthcare service providers. The New Market Tax Credit Program (NMTC) aims to break this cycle of disinvestment by attracting the private investment necessary to reinvigorate struggling local economies. The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years.

PA 198 Industrial Facilities Exemption

– Industrial property tax abatements provide incentives for eligible businesses to make new investments in Michigan. These abatements

encourage Michigan manufacturers to build new plants, expand existing plants, renovate aging plants, or add new machinery and equipment. High technology operations are also available for the abatement. Depending on the scope and type of project, real property taxes can be abated up to 50% for a period not to exceed 12 years for new construction. Further, the 6-mil SET may be abated up to 100% with approval from the MEDC. In the case of a rehabilitation, the current assessed value of the property prior to improvement is frozen. This results in a 100% exemption from property tax on the value of the improvements. Additional information on this program is included in Appendix E.

Redevelopment Ready Community- The Michigan Economic Development Corporation (MEDC) has technical assistance and funding available to assist communities such as Luna Pier with a variety of planning and implementation issues. The City has taken the first step by passing a resolution to participate in the program (Resolution No. 913, approved 7/27/17). The City is currently waiting for the MEDC to do an audit

of all current planning documents compared to its six best practices to determine if the City has met the requirements of the program. Once certified, the City may apply for funding through MEDC. Funds are available on a first-come, first-serve basis and the MEDC currently has \$1 million set aside for business development and community development projects. Once they receive the audit report, the City will have to pass another resolution to reaffirm its commitment to the program and then provide quarterly updates with MEDC towards meeting the best practices. The RRC's Economic Development Strategy Guide highlights a 6-step process for Economic Development Strategies and the City of Luna Pier has followed this guideline with the creation of this Strategy.

Department of Environmental Quality

(DEQ)- DEQ funds could be used for projects related to Coastal Management for planning or construction including public access, water quality, coastal habitat, coastal hazards and coastal community development. Application are reviewed once a year. Michigan's coastal boundary general extends approximately 1,000 feet inland from the

ordinary high water mark. Coastal units of government, regional planning agencies/conservation districts, academic institutions, non-profits and tribal governments are all eligible applicants. Funds could be used by the City for waterfront planning/construction and/or by the Guardians of the Luna Pier Waterways for canal projects.

Economic Development Administration-

EDA funds could be used for projects including the construction of public infrastructure that result in immediate job creation. A potential project at the former J.R. Whiting Plant may be a possibility. The City could apply for funding for public infrastructure (roads, water and sewer lines, rail spur, wastewater plant, water plant, incubators, etc.) in an area of Economic Distress by EDA definition with a CEDS or other economic development strategy. EDA evaluates projects to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds, quickly and effectively, and link to specific and measurable outcomes. Typically



projects take a year to be funded, a year to start construction and potentially 18 months to 4 years to complete.

US Army Corps of Engineers- The Corps' Continuing Authorities Program (CAP) can plan, design, and implement certain types of water resources projects including feasibility and implementation phases. The feasibility phase can be funded up to \$100,000 and the implementation phase (typically a 50% match) can include final design, preparation of contract plans/specifications, permitting, real estate acquisition, project contracting and construction.



NON PROFITS

Ralph C. Wilson, Jr. Foundation- Grant funds are available for Southeast Michigan to promote livable communities, specifically parks, trails and green design, non-profit support and innovation and entrepreneurship and economic development that spurs regional growth, innovation and equity. Grant applications are accepted year-round. Opportunities for Luna Pier may include: Built to Play for skateparks and play spaces; improvements to Memorial Park; and trails connecting the waterfront to the rest of the community. Funds may also be available to help the DDA and/or Guardians of the Luna Pier Waterways.

LOCAL PROGRAMS

DDA- The City put a Downtown Development Authority in place in 2009 to promote development and economic growth and to

prevent deterioration in property value. For the most part, it focuses on commercial areas along Luna Pier Road and includes a commercial/mixed-use area along Harold

Drive, southward towards LaPointe Drain. The development area contains several residential properties. The DDA is denoted on Appendix A.

TIF- This tool covers the Downtown District and was created in October 2013 as the Tax Increment Financing and Development Plan for the Downtown Development Authority. At this time, the account balance is \$2,034.50. State enabling legislation gives local governments the authority to designate tax increment financing districts. The purpose of the TIF plan is to capture the incremental growth of the local property taxes to help fund public infrastructure improvement in the Downtown Development District. Funds in the Downtown Development Authority Project can be used for the following and in the following order: 1. Pay into the debt retirement fund, or funds, for all outstanding series of bonds issued pursuant to the Plan; 2. Establish a reserve account for payment on bonds issued pursuant

to the Plan; 3. Pay the administrative, auditing and operating costs of the Authority and the City pertaining to the Downtown District, including planning and promotion to the extent provided in the annual budget of the Authority; 4. Repay amounts advanced by the City for project costs, including costs of preliminary plans, and fees for other professional services; 5. Pay the cost of completing the remaining public improvements, if any, as set for in the Plan to the extent those costs are not financed from other sources; and 6. Pay the cost of any additional improvements to the Plan that are determined necessary by the Authority and approved by the City Council in accordance with the Act. The TIF is denoted on Appendix A. One thought may be to reset the tax base for 2019 which would require a thorough review of the existing revenues captured and whether or not the existing capture is below water so to say. This review would also look at the DDA project list to determine if an amendment would be appropriate to add new projects and to ensure the DDA is able to utilize all of the tools available at the local and state level to support projects and new investment in the district.

BDC Matching Fund Program- The Matching Fund program for Monroe County supports and encourages business growth with a variety of seed funding opportunities. There is an open funding cycle and the County BDC is committed to attracting and aiding in the expansion of businesses to help create jobs, especially leading-edge businesses and manufacturing companies looking to make investments. The Matching Fund Program's initiative will be charged with activities which will create: new higher-paying jobs that benefit Monroe County residents, new avenues for capital formulation, growth in new business startups and initiative is ultimately self-sustaining. The Small Business Development Center is also available to assist with business plans. This may be a potential funding source for any development at the former J.R. Whiting Plant or any businesses willing to locate or expand in the City's new industrial and highway commercial districts.

Monroe County CTE Program - This partnership is made up of industry, business, health care agencies and community based

organizations. It is designed to create a prepared workforce by providing a system of Career and Technical Education between secondary and post-secondary education that meets the needs of local business and industry. The nine school districts located within the service areas of Monroe County Community College are served by this program.

