

City of Rogers City

Economic Development Strategy 2020 report

Progress was made on the following strategies included within the City's economic development and community promotion plan between January 1 and December 31, 2020:

Strategy 2 **Pass local marketing assessment**

Desired outcome: Assessment passed
Anticipated start date: 6/1/2020
Anticipated end date: 5/31/2021

Progress made in 2020:

City attorney researched millage and implementation process
Discussion at multiple public meetings – DDA and Team Rogers City
Maximum of \$50,000 can be generated - funds could support Main Street director

Next steps:

Council will be asked to consider during 2021 budget discussions

Strategy 4 **Encourage new housing**

Desired outcome: At least 6 new housing units created
Anticipated start date: 6/1/2020
Anticipated end date: 12/31/2024

Progress made in 2020:

Zoning examination to be sure new housing is encouraged
Meetings with multiple developers/MEDC about commercial projects that include housing
Environmental consulting to convert former industrial sites into residential
Underutilized upper floors above commercial space in downtown identified through Main Street application

Next steps:

Follow through with Main Street application
Continue to work with developers/MEDC on existing projects

Strategy 7 **Activate public spaces**

Desired outcome: At least two new activation projects
Anticipated start date: 6/1/2020
Anticipated end date: 12/31/2022

Progress made in 2020:

Preliminary engineering on 4th Street parking lot; connecting downtown "nook"
Public space projects identified by parks and recreation commission

Next steps:

Application for MEDC grant funds for parking lot/nook project when they become available
Fund drive/grant application for multiple park projects
All of the projects included in City's six-year capital improvement plan

City of Rogers City

Economic Development Strategy 2020 report

Progress was made on the following strategies included within the City's economic development and community promotion plan between January 1 and December 31, 2020 (continued):

Strategy 8 Pursue Michigan Main Street designation

Desired outcome: Select level designation

Anticipated start date: 6/1/2020

Anticipated end date: 12/31/2021

Progress made in 2020:

Group of local leaders joined together to put wheels in motion

Many took engaged community training

Engaged community application submitted

Budget developed and fundraising efforts underway

Select level application started

Next steps:

Continue to fundraise

Continue to grow volunteer base

DDA agrees to become Main Street board/adopt Four Point Approach

Complete Select level application

Development of presentation for MMS Advisory Committee visit

Community celebration upon selection

Hiring of Main Street Manager

Strategy 13 Promote marina

Desired outcome: Marina occupancy up 5%

Anticipated start date: 6/30/2020

Anticipated end date: 6/30/2023

Progress made in 2020:

Many different promotional possibilities identified and examined

Additional online and social media promotion targeted at specific boater groups

Dollars from a donated Trust earmarked specifically for marina promotion

Next steps:

Continue to identify and implement promotional strategies

Continue to explore regional marketing partnerships

City of Rogers City

Economic Development Strategy 2020 report

No progress was made on the following strategies included within the plan between January 1 and December 31, 2020, as the City intends to hire a Main Street Manager to play a role in these strategies before undertaking them:

Strategy 1 Establish CVB

Desired outcome: CVB established
Anticipated start date: 1/1/2022
Anticipated end date: 12/31/2022

Strategy 3 Increase educational opportunities

Desired outcome: At least 2 higher education courses available locally
Anticipated start date: 1/1/2022
Anticipated end date: 12/31/2024

Strategy 5 Moratorium on short-term rentals

Desired outcome: Moratorium created
Anticipated start date: 1/1/2023
Anticipated end date: 12/31/2023

Strategy 6 Create façade improvement program

Desired outcome: At least four façade grants completed
Anticipated start date: 1/1/2022
Anticipated end date: 12/31/2023

Strategy 9 Assist with employee attraction efforts

Desired outcome: At least five new employees attracted by 12/31/2022
Anticipated start date: 1/1/2022
Anticipated end date: 12/31/2022

Strategy 10 Create business improvement trainings

Desired outcome: Three trainings held
Anticipated start date: 1/1/2022
Anticipated end date: 12/31/2023

Strategy 11 Create entrepreneur training series

Desired outcome: Three trainings held
Anticipated start date: 1/1/2022
Anticipated end date: 12/31/2023

City of Rogers City

Economic Development Strategy 2020 report

No progress was made on the following strategies included within the plan between January 1 and December 31, 2020, as the City intends to hire a Main Street Manager to play a role in these strategies before undertaking them:

Strategy 12 Create retail recruitment and expansion team

Desired outcome: One new business recruited and/or two local businesses expanded

Anticipated start date: 1/1/2022

Anticipated end date: 4/1/2023

Strategy 14 Host local youth sports tournaments

Desired outcome: One new tournament hosted

Anticipated start date: 1/1/2022

Anticipated end date: 12/31/2023

City of Rogers City

Economic Development Strategy 2020 report

The following is additional comment laying out some highlights pertinent to economic development activities within the City of Rogers City in 2020:

- 1) As noted above, significant efforts were made toward an application for Michigan Main Street select level status
- 2) Efforts also were made toward certified status within MEDC's RRC program
- 3) The City worked with five different developers on six different projects within the DDA district, with MEDC involved in all six; all remained in the planning stages as of 12/31/2020
- 4) A new multimillion dollar assisted living facility was constructed in town, creating jobs and tax base
- 5) The DDA worked with the Presque Isle County EDC director, MEDC, and others to bring significant Covid-19 relief funds to the business community; no businesses had closed due to Covid-19 as of 12/31/2020
- 6) Demand for housing within Rogers City increased dramatically, with homes selling rapidly, often well above asking price
- 7) In addition to the developers working with the City and MEDC, multiple new businesses opened, or had plans to open, within vacant or underutilized commercial space
- 8) A few businesses, including the Chevrolet dealership and bowling alley, invested in their facades despite hardships posed by Covid-19
- 9) Marina slip revenues/winter storage increased 21% over 2019, 43% over 2018, and 52% over 2017
- 10) The City began discussions with leaders from neighboring lakefront communities throughout northeast Michigan on regional promotional opportunities
- 11) The City entered an agreement to lease space for the installation and operation of electric vehicle fast charge stations within one of its public parking lots within the downtown
- 12) The DDA paid for engineering work that will allow it to apply for grant funds to develop and add placemaking and visitor information infrastructure to a downtown parking lot and public space
- 13) City and MDOT officials met about traffic-calming measures for its central downtown intersection and the adjoining downtown, with MDOT expressing an interest in working with the City on such endeavors
- 14) Discussions about the future location of the farmer's market and business district restrooms continued
- 15) The DDA spruced up the downtown corridor by replacing, and adding to, the LED lighting in the trees, replacing the winter banners, and repairing and replacing the sidewalk at all "heaved" locations
- 16) The DDA secured grant dollars to purchase vastly improved portable sound system for downtown events
- 17) Brownfield environmental work leading toward conversion of former blighted industrial properties to residential home locations

Rogers City Economic Development Strategy- Implementation Plan

STATUS COLOR LEGEND & TOGGLE

Not Started	In Progress	Delayed	Complete
ON	ON	ON	ON

OBJECTIVE	LOCAL GOAL(S)	REGIONAL GOAL(S)	STATUS	OWNER	ANTICIPATED		ACTUAL		Success Measurement
					START DATE	END DATE	START DATE	END DATE	
1. Establish CVB	3	2, 10	Not Started	Motel + B&B Owners	1/1/2022	12/31/2022			CVB Established
1.A. Determine potential hotels/motels that would be assessed.	3	2, 10	Not Started	Motel + B&B Owners	1/1/2022	2/1/2022			
1.B. Meet individually with various owners to discuss CVB idea and gauge interest and concerns (partner with Travel Michigan for info)	3	2, 10	Not Started	Motel + B&B Owners	2/1/2022	5/1/2022			
1.C. Develop informational sheets discussing pro/cons of CVB	3	2, 10	Not Started	Motel + B&B Owners	5/1/2022	8/1/2022			
1.D. Schedule vote of eligible hotel/motel owners for establishment of CVB	3	2, 10	Not Started	Motel + B&B Owners	8/1/2022	11/1/2022			
1.E. File info with Travel Michigan'	3	2, 10	Not Started	Motel + B&B Owners	11/1/2022	12/31/2022			
2. Pass Local Marketing Assessment	1, 2, 3	2, 4, 9	In Progress	Mayor + Council	6/1/2020	5/31/2021			Assessment Passed
2.A. Determine Council willingness to explore	1, 2, 3	2, 4, 9	In Progress	Mayor + Council	6/1/2020	6/1/2020			
2.B. Estimate total amount that could be raised based on millage (up to 4 mills)	1, 2, 3	2, 4, 9	Complete	Mayor + Council	6/1/2020	6/30/2020	6/1/2020	6/30/2020	
2.C. Conduct polling, local town halls on the idea of millage	1, 2, 3	2, 4, 9	Complete	Mayor + Council	6/1/2020	6/30/2020	6/1/2020	6/30/2020	
2.D. Determine appropriate proposed millage rate	1, 2, 3	2, 4, 9	Complete	Mayor + Council	6/1/2020	6/30/2020	6/1/2020	6/30/2020	
2.E. Develop budget and communicate uses to voters	1, 2, 3	2, 4, 9	Complete	Mayor + Council	6/1/2020	6/30/2020	6/1/2020	6/30/2020	
2.F. Conduct public hearing	1, 2, 3	2, 4, 9	Not Started	Mayor + Council	4/1/2021	5/31/2021			
2.G. Hold vote on millage	1, 2, 3	2, 4, 9	Not Started	Mayor + Council	5/1/2020	5/31/2021			

3. Increase Educational Opportunities	1	9	Not Started	City Manager + Alpena Community College	1/1/2022	12/31/2024			At least two higher ed courses available locally
3.A. Talk with local employers about workforce training needs	1	9	Not Started	City Manager + Alpena Community College	1/1/2022	12/31/2022			
3.B. Survey residents about continuing education desires (online, four-year university opportunities)	1	9	Not Started	City Manager + Alpena Community College	1/1/2022	12/31/2022			
3.C. Identify potential satellite location for remote or in-person classes	1	9	Not Started	City Manager + Alpena Community College	1/1/2022	12/31/2022			
3.D. Promote educational opportunities through ACC and partners	1	9	Not Started	City Manager + Alpena Community College	1/1/2023	12/31/2024			
4. Encourage New Housing	2	1	In Progress	City Manager	6/1/2020	12/31/2024	6/1/2020		At least six new housing units created
4.A. Meet with downtown building owners with second floors (or vacant property) to discuss adding apartments to downtown	2	1	In Progress	City Manager	6/1/2020	12/31/2022	6/1/2020		
4.B. Host MEDC/MSHDA reps for discussion on incentives	2	1	In Progress	City Manager	6/1/2020	12/31/2022	6/1/2020		
4.C. Review local zoning to confirm upper floor housing and duplex/triplex options can be created (amend to allow if needed)	2	1	Complete	City Manager	6/1/2020	12/31/2020	6/1/2020	12/31/2020	
4.D. Identify potential single family or multi-family sites	2	1	Complete	City Manager	6/1/2020	12/31/2020	6/1/2020	12/31/2020	
4.E. Market sites to potential builders/developers	2	1	In Progress	City Manager	6/1/2020	Ongoing	6/1/2020		
5. Moratorium on Short-Term Rentals	2	1	Not Started	Mayor + Council	1/1/2023	12/31/2023			Moratorium Created
5.A. Draft ordinance to define and prohibit new short-term rentals	2	1	Not Started	Mayor + Council	1/1/2023	12/31/2023			
5.B. Hold public hearing on ordinance	2	1	Not Started	Mayor + Council	1/1/2023	12/31/2023			
5.C. Enact and enforce ordinance	2	1	Not Started	Mayor + Council	1/1/2023	12/31/2023			
6. Create façade improvement program	1	1	Not Started	DDA	1/1/2022	12/31/2023			At least four façade grants completed

6.A. Determine what components of improvements (signage, awnings, windows, tuck pointing, painting, etc.) would create the most impact	1	1	Not Started	DDA	1/1/2022	4/1/2022			
6.B. Budget for façade improvement program	1	1	Not Started	DDA	4/1/2022	6/1/2022			
6.C. Create component façade program with focus on a new component each year (awnings first year, signage next, etc.)	1	1	Not Started	DDA	1/1/2022	6/1/2022			
6.D. Determine appropriate match (lower match = higher participation)	1	1	Not Started	DDA	1/1/2022	6/1/2022			
6.E. Promote program to downtown business owners. Open to all, but target those most in need	1	1	Not Started	DDA	1/1/2022	9/1/2022			
6.F. Fulfill as many grant requests as possible, prioritizing properties in most need	1	1	Not Started	DDA	9/1/2022	12/31/2023			
6.G. Celebrate success	1	1	Not Started	DDA	12/1/2023	12/31/2023			
7. Activate Public Spaces	1	1	Not Started	DDA	6/1/2020	12/31/2021			At least two new activation projects
7.A. Determine public spaces available for programming	1	1	In Progress	DDA	6/1/2020	12/31/2021	6/1/2020		
7.B. Determine what types of activation the community would like to see (types of events, interactive art, splash pad, etc.) via survey	1	1	In Progress	DDA	6/1/2020	12/31/2021	6/1/2020		
7.C. Identify potential funding sources for respective activation	1	1	In Progress	DDA	6/1/2020	12/31/2021	6/1/2020		
7.D. Identify project lead(s)	1	1	In Progress	DDA	6/1/2020	12/31/2021	6/1/2020		
7.E. Execute project	1	1	Not Started	DDA	6/1/2021	12/31/2022			
8. Pursue Michigan Main Street Designation	1	1, 3, 10	In Progress	DDA	6/1/2020	12/31/2021	6/1/2020		Select Level Designation
8.A. Identify group of local leaders to attend Michigan Main Street (MMS) informational session	1	1, 3, 10	Complete	DDA	6/1/2020	12/31/2020	6/1/2020	12/31/2020	
8.B. Local leaders assist in Engaged Community application	1	1, 3, 10	Complete	DDA	6/1/2020	12/31/2020	6/1/2020	12/31/2020	
8.C. Local leaders attend Engaged Community Trainings	1	1, 3, 10	Complete	DDA	6/1/2020	12/31/2020	6/1/2020	12/31/2020	

8.D. Local leaders develop budget and fundraising plan to create local Main Street program	1	1, 3, 10	Complete	DDA	6/1/2020	12/31/2020	6/1/2020	12/31/2020	
8.E. Community applies for Select Level Status	1	1, 3, 10	In Progress	DDA	1/1/2021	7/1/2021	12/1/2020		
8.F. Community develops presentation and presents to MMS Advisory Committee	1	1, 3, 10	Not Started	DDA	3/1/2021	7/1/2021			
8.G. Community Celebration upon selection	1	1, 3, 10	Not Started	DDA	9/1/2021	9/30/2021			
9. Assist with Employee Attraction Efforts	2	9	Not Started	Chamber + DDA	1/1/2022	12/1/2022			At least five new employees attracted by 12/31/2022
9.A. Work with local employers to determine best methods (brochure, website, etc) for communicating to potential employees	2	9	Not Started	Chamber + DDA	1/1/2022	12/31/2022			
9.B. Develop materials (brochure, website, etc.) that tout community and availability of jobs	2	9	Not Started	Chamber + DDA	1/1/2022	12/31/2022			
9.C. Work with local employers to distribute	2	9	Not Started	Chamber + DDA	1/1/2022	12/31/2022			
9.D. Track success rate and refine as needed	2	9	Not Started	Chamber + DDA	1/1/2023	12/31/2023			
10. Create Business Improvement Trainings	1	3	Not Started	Chamber + DDA	1/1/2022	12/31/2023			Three trainings held
10.A. Create survey of business community determine what areas they feel they need help with (marketing, online selling, customer service, merchandising, etc.)	1	3	Not Started	Chamber + DDA	1/1/2022	7/1/2022			
10.B. Identify potential sources of training (SBDC, consultants, associations, etc.)	1	3	Not Started	Chamber + DDA	1/1/2022	3/1/2022			
10.C. Budget for training	1	3	Not Started	Chamber + DDA	1/1/2022	3/1/2022			
10.D. Execute training	1	3	Not Started	Chamber + DDA	9/1/2022	9/1/2023			
10.E. Evaluate effectiveness and refine	1	3	Not Started	Chamber + DDA	9/1/2023	12/31/2023			
11. Create Entrepreneur Training Series	1	3	Not Started	Chamber + DDA	1/1/2022	1/1/2023			Two trainings held
11.A. Work with SBDC to host quarterly entrepreneur workshops	1	3	Not Started	Chamber + DDA	1/1/2022	7/1/2022			
11.B. Identify Space for trainings	1	3	Not Started	Chamber + DDA	1/1/2022	7/1/2022			

11.C. Hold trainings	1	3	Not Started	Chamber + DDA	7/1/2022	1/1/2023			
11.D. Evaluate trainings and refine as needed	1	3	Not Started	Chamber + DDA	12/1/2022	1/1/2023			
12. Create Retail Recruitment and Expansion Team	1	3, 10	Not Started	DDA	1/1/2022	4/1/2023			One new business recruited and/or two local businesses expanded
12.A. Identify local business leaders to lead efforts	1	3, 10	Not Started	DDA	1/1/2022	4/1/2022			
12.B. Distribute Retail Leakage Data to retailers already located in Rogers City	1	3, 10	Not Started	DDA	1/1/2022	4/1/2022			
12.C. Create marketing materials	1	3, 10	Not Started	DDA	4/1/2022	10/1/2022			
12.D. Identify businesses in the region who fit leakage data	1	3, 10	Not Started	DDA	4/1/2022	10/1/2022			
12.E. Identify potential retail spaces that match leakage numbers	1	3, 10	Not Started	DDA	4/1/2022	10/1/2022			
12.F. Local business leaders visit the business and pitch	1	3, 10	Not Started	DDA	10/1/2022	4/1/2023			
13. Promote Marina	3	4	In Progress	City Manager	6/30/2020	6/30/2023	6/30/2020		Marina occupancy up 5%
13.A. Identify additional online resources to promote marina	3	4	In Progress	City Manager	6/30/2020	6/30/2023	6/30/2020		
13.B. Budget for additional marketing	3	4	In Progress	City Manager	6/30/2020	6/30/2023	6/30/2020		
13.C. Execute marketing	3	4	In Progress	City Manager	6/30/2020	6/30/2023	6/30/2020		
13.D. Track and evaluate marketing efforts	3	4	In Progress	City Manager	6/30/2020	6/30/2023	6/30/2020		
14. Host Local Youth Sports Tournaments	3	4	Not Started	CVB	1/1/2022	12/31/2023			One new tournament hosted
14.A. Identify partner organizations (local clubs) and sports (Baseball/Softball/Basketball)	3	4	Not Started	CVB	1/1/2022	7/1/2022			
14.B. Identify potential space for tournaments	3	4	Not Started	CVB	1/1/2022	7/1/2022			
14.C. Work with local motels and restaurants to create tournament discount	3	4	Not Started	CVB	1/1/2022	7/1/2022			
14.D. Assist partners in promoting tournament	3	4	Not Started	CVB	1/1/2023	7/1/2023			
14.E. Host tournament	3	4	Not Started	CVB	7/1/2023	9/1/2023			
14.F. Evaluate efforts	3	4	Not Started	CVB	9/1/2023	12/31/2023			

Economic Development Strategy- Implementation Plan

NAME

City Manager

Mayor + Council

DDA

Chamber

CVB

Motel + B&B Owners

City Manager + Alpena Community College

Chamber + DDA

Economic Development Strategy- Implementation Pla

GOALS

- 1) Provide reasonable opportunities for the retention of existing businesses, the establishment of new commercial uses & redevelopment of vacant commercial buildings which meet the demonstrated market needs of area residents.
- 2) Develop and promote the growth of a diverse industrial economic base to serve the employment needs of the City and region.
- 3) Continue to market the Rogers City area as a tourism destination.

REGIONAL GOALS

- 1) Strengthen the quality of place throughout Northeast Michigan to entice talent and business development.
- 2) Increase national and global recognition of the region by showcasing a consistent and effective Northeast Michigan image.
- 3) Facilitate entrepreneurship and grow existing businesses in the region.
- 4) Present Northeast Michigan to the global community as a high quality regional destination.
- 5) Expand, enhance, and support the Wood Products Industry Cluster in the Region.
- 6) Expand, enhance, and support the Local Foods Cluster in the Region.
- 7) Move toward sustainability by seizing green opportunities in Northeast Michigan.
- 8) Expand, enhance, and support the Aerospace Cluster in the Region.
- 9) Attract, develop and retain a talented workforce in Northeast Michigan.
- 10) Ensure adequate infrastructure exists which meets the needs of business, residents, and visitors.
- 11) Collaborate to provide consistent and coordinated level of service in the region.