



CITY OF MARINE CITY

300 Broadway Committee Meeting Agenda

City Hall, 260 S. Parker Street
Monday, September 26, 2022; 5:00 PM

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL:** Chairperson Brian Ross, Committee Members Laura Merchant, Michelle Nichter, Cheryl Ross, Kim Turner, Andrew Pakledinaz, Sheryl Zimmer; City Manager Holly Tatman; City Clerk Shannon Adams.
4. **APPROVE AGENDA**
5. **INFORMATIONAL HANDOUT**
 - A. 13 Ways to Kill a Community Summary
6. **PUBLIC COMMENT** *Anyone in attendance is welcome to address the Board. Please state name and limit comments to five (5) minutes.*
7. **APPROVE MINUTES**
 - A. Meeting Minutes August 22, 2022
8. **UNFINISHED BUSINESS**
 - A. Progress by Member Groups
 - B. Priority List of Renovations
 - C. Revenue Generating Ideas
9. **NEW BUSINESS**
 - A. Business Plan & Branding
 - B. Architect: Drawings/Retaining Historic Architect
 - C. Changing of Locks
10. **ADJOURNMENT**

13 WAYS

To Kill Your Community

Summarized from *13 Ways To Kill Your Community*, by Doug Griffiths, MBA

“Unquestionably the various levels of government play an important role in this process, but...they do not have the ultimate responsibility. That responsibility rests with those in the community. ...the only way to ever ensure the long-term success of any community is for the community itself to decide it wants to be successful.”

1. Forget the Water:

- Safe, drinkable water is one of our city’s most valuable assets, one which we should not take for granted.
- Having it is not a guarantee of a successful community but losing it is a guaranteed way to kill it.
- (The book does not mention the value of our rivers as an asset but failure to protect and develop our waterfront is a town killer as well.)

2. Don’t Attract Business:

- Competitive business-tax rates, appropriate support services, reduced rules and regulations, flexible multi-use zoning, and an environment friendly to enterprise are things city government needs to think about in order to retain and attract new businesses.
- Ask existing businesses what they need from the city.
- Ask residents what kinds of businesses they want to have available in the city.
- Look within the city to develop businesses and services that residents usually go outside the city to get.
- Be open to encouraging and inviting competition among existing businesses.
- Be wary of city officials who discourage new business to protect a business of their own or a family member’s.

3. Don’t Engage Youth:

- People 35 and under- have energy and creativity and not yet prejudiced by bad experiences and fruitless pursuits.
- Are probably not members of councils, committees, chambers or volunteer groups- need to find ways to get them there.

- Engage in succession planning for government positions and business ownership. Co-op, work/study and civics programs in school should be widely available staffed by local business owners and community leaders.
- These same leaders can create jobs and/or business opportunities for crops of graduating or near graduating students.
- Local business owners can invest time and capital in a “business incubator” to help entrepreneurial youth develop prospective business ideas in the community through low interest loans and mentorship.
- Expect youth to leave, to explore and grow beyond the borders of home, but create opportunities for them to return.
- Rule of thumb: You have to ask youth (or anyone) seven times to get involved.
- Three stages of involvement:
 - Ask for ideas as to how to solve a problem.
 - Create ways to implement those ideas.
 - Carry out the implementation.

4. Deceive Yourself:

- Every community has elements that are advantages and others that are disadvantages.
- Focus on advantages: what can we do to sustain our advantages and/or make them better.
- Focus on disadvantages: develop plans to neutralize or turn disadvantages in to advantages.
- Plans are not enough, they must lead to action steps.
- Action steps rarely succeed unless the community values the outcome.
- People, and communities live in comfort zones; you have to be willing to leave.

5. Shop Elsewhere:

- Keep your dollars in town and shop locally; every dollar spent will touch an average of seven hands before it leaves.
- Jealousy can drive new businesses from your community (the coffee shop gossip):
 - Why would anyone invest in such a business; products/services probably no good
 - Focus on how the owners are wealthy, live in big homes (maybe outside of town), or don’t look like or act like us
 - Bad gossip drives potential customers to shop elsewhere
- Chambers of Commerce must continually talk up the benefits of shopping locally and finding ways to encourage people to do so.

- Businesses must continually find ways to refresh themselves in their physical location, their products and their services.

6. Don't Paint:

- Don't paint, dust, clean, mow, wash, pick up garbage, plant flowers...
- In short, don't do anything to make your community look visually appealing; people do judge books by their covers.
- Visual aesthetics are not a 'nice-to-have' item on the budget list; they are much more important than that.
- The aesthetic aspects of a community are an outward sign of what lies deep within, about whether or not a community has confidence and pride in itself, and believes it is successful and is worth investing in.
- Invest in main street and community beautification projects, providing financial incentives if possible and/or community pride awards and recognition.
- Utilize volunteer cleanup projects for public areas and, in some cases, private areas where owners are unable to do so. Enlist existing groups or service clubs.
- If you look successful, even if you are not, you will probably get there. If you look like you are failing, you will. 'Fake it until you make it' applies here.

7. Don't Cooperate:

- Community growth and survival is too big a job for one person to accomplish; it takes many people who are willing to cooperate to achieve common goals.
- Cooperation on a high level becomes synergy, a state where group energy expands beyond individual levels and achieves higher results.
- The pool of volunteers is generally limited, often meaning multiple groups are comprised of many of the same individuals.
- Forms of non-cooperation:
 - Volunteers refuse to cooperate with one another
 - Volunteer groups refuse to cooperate with one another
 - Your community refuses to cooperate with other communities
- Result of non-cooperation is that volunteers get frustrated, burned out, alienated and never experience synergy.
- Beware of leaders who surround themselves with weak and vulnerable people who are eager to agree with anything this leader proposes just to stay on h/her good side. This leader keeps everything bundled up, not sharing, so that if this leader is ever out of the picture, nothing gets done. This leader also discourages or prevents others from reaching out to form strategic partnerships elsewhere.

- Another type of leader gets h/her power as an elected councilor, manager, administrator or chair of some board or committee by saying 'No' and throwing up road blocks whenever they can.
- Some leaders become recognized as super volunteers, stepping up to multiple challenges and tasks and assuming control only to suck the life out of every idea and helpful volunteer.
- Real leaders build teams, empower and encourage the members, find ways to say 'Yes' and work toward making the team successful.
- Groups and organizations can enhance a communities growth through cooperative competition but can damage it through competition based upon a need for recognition, membership, funding or just a 'we're the best' mentality.
- Beware of creating arbitrary boundaries between groups, organizations or neighboring communities that could otherwise make valuable partners.

8. Live in the Past:

- The beginning and end of every community is its people and the collective attitude they have about success and their ability to achieve it.
- Few attitudes are more successful in killing a community than the one that has you living in the past, especially using events in the past that have kept them from moving forward. ("We tried that before but it didn't work because...")
- One way of living in the past is to romanticize it making it difficult to accept new ideas or respond to a changing world. These people are prone to draining the energy of new ideas or projects.
- Another way of living in the past is to remember the wrongs. These people become angry and hostile, stubbornly refusing to let past wrongs go and standing in the way of moving forward until 'justice is served.'
- Either viewpoint keeps people distracted from moving forward.

9. Shut Out Your Seniors:

- Knowledge, experience, wealth and time are all valuable in building a successful community; seniors have these in abundance.
- Some communities employ a volunteer or community organizer to help identify, recruit and match senior volunteers to tasks within the community.
- Much like matching kids and grandparents, matching the energy and ideas of young volunteers with the wisdom and experience of senior volunteers can create great results.

- Many seniors find themselves living in homes that no longer meet their needs. Rather than see them moving away and taking their time, talents and treasure with them communities need to pay serious attention to developing senior housing or living arrangements.
- In addition to housing, seniors need their community to provide quality-of-life aspects as well.

10. Reject Everything New:

- People crave security and consistency and, hence, resist change, often enduring considerable amounts of pain in doing so.
- As communities we often reject new ideas, people, ways of thinking or attitudes rather than let go of the old and familiar.
- People who take hold and reject new ideas are easy to identify: NIMBY (Not In My Back Yard), CAVE (Citizens Against Virtually Everything), BANANAs (Build Absolutely Nothing Anywhere Near Anything); their arguments are a desperate desire to keep everything the same and maintain the status-quo.
- The most dangerous of these are the FEARS (Fire-up Everyone Against Reasonable Solutions). They yell and scream, present lies and feelings as facts, attack people personally so good people become afraid to speak up at meetings and succeed by spreading fear. They are powerful and their sole intent is to stop change and prevent solutions.
- You can ignore change and change; you can deny change and change; you can fight change and change; or you can accept change and shape it to your ends.

11. Ignore Outsiders:

- Outsiders can be from different and distinct cultural groups, may speak a different language, may have a different history or religion, may have different lifestyles or eat different food or may just not originate from your community.
- Three main groups:
 - People who come from a country outside the U.S.
 - People who come from other communities within the U.S.
 - People who are inside the community but become outsiders because they do not fit into the collective character and accepted mindset of the community
- People within the first two groups are marginalized because they do not know the history of the community, who the leaders are to whom they should be paying homage, who is more important than whom or the way things always get done.

- The lack of this knowledge is precisely why these people are valuable to the community. They are agents of change because they are not entrenched in the history or politics or accepted practice that may be holding your community back.
- Also, these people chose to come to your community which means they see something of value in it to begin with. Generally, they are making an investment, either in a home or business or both and are motivated to see the community succeed.
- People coming from 'away' have living and working experiences that may be much different from those in your community; they have seen other ways that things may be done which may yield better results.
- Those coming from places outside the U.S. must have a strong spirit that has led them to leave everything they knew and the energy to do so, both of which can be valuable to your community. Studies show that they are likely to be 3-8 times more likely to be successful professionally and financially than the rest of us.
- People in the third group are home grown but along the way begin to say or do things or think in ways that do not fit the norm; they are people whose lifestyle choices run against common practice.
- While many will choose to move away those who remain can contribute unique points of view, new ideas, different skill sets or just a different and interesting character to your community.

12. Grow Complacent:

- Complacency, being comfortable with the way things are, can cause us to lose focus on achieving our goals, and the more we remain out of focus the harder it is to regain it.
- Sometimes a leader can suffer a burnout, and while they seem to be engaged on the outside, inside they have become complacent and cannot become reengaged.
- Realize that success is neither a sprint or a marathon but a relay; leadership and responsibility can and should be passed on from time to time; it can always be passed back again.
- Success at any endeavor takes work. Once success is achieved, however, it takes just as much, if not more, work to maintain it. And don't stop there!
- Overconfidence is another form of complacency. The attitude that you are unbeatable is the first step to being beaten.
- Do not allow the new goal of 'sustainability' to become another word for status quo, for keeping things the way they are. Maintaining the successes you have does not mean you should not continually strive to achieve more.
- Complacency is resistance to change. You say you want to change but do not want to leave your comfort zone to do it.

13. Don't Take Responsibility:

- The most effective way to create failure is to find someone else to blame for what is wrong.
- Complaining and blaming are easy; taking responsibility for solving/fixing the problem/issue is not but that is what it takes to make your community successful. It starts and ends with you.
- Success or failure always comes down to attitude. There are many things in the world, in our communities that we cannot control; we always have control of our attitude.
- Take the responsibility to believe in yourself, in your community. Your belief in success and your willingness to act on that belief is what counts.
- The author ends with two quotes:
 - “Whether you think you can or think you can’t, you’re right.”
 - “Those who say it cannot be done should not interrupt those who are doing it.”

**City of Marine City
300 Broadway Committee Meeting Minutes
August 22, 2022**

A regular meeting of the 300 Broadway Committee was held on Monday, August 22, 2022, at 300 Broadway Street, Marine City, MI 48039 and was called to order at 5:05 pm by Chairperson Brian Ross.

The Pledge of Allegiance was led by Chairperson Ross.

Present: Chairperson Brian Ross, Committee Members Andrew Pakledinaz, Michelle Nichter, Cheryl Ross, Laura Merchant, Kim Turner; Deputy Clerk Goodrich

Absent: Committee Member Sheryl Zimmer; City Manager Holly Tatman

Motion by Committee Member Merchant, seconded by Committee Member C. Ross, to excuse Committee Member Sheryl Zimmer. All Ayes. Motion Carried.

Approve Agenda

Motion by Committee Member Turner, seconded by Committee Member Merchant, to approve the agenda with the addition of 8D: Meeting Schedule. All Ayes. Motion Carried.

Public Comment

None.

Approve Minutes

Motion by Committee Member Merchant, seconded by Committee Member Pakledinaz, to approve the 300 Broadway Committee Meeting Minutes of August 8, 2022. All Ayes. Motion Carried.

Unfinished Business

None

New Business

Reviewing Progress by Member Groups

Committee Member Pakledinaz informed the Committee that he had put a question out on social media asking community members what they would like done with the building however, the answers offered no pertinent suggestions.

Committee Member C. Ross stated that the CEDB had briefly discussed what could be done to make the building self-sustaining and what would happen with the money from the sale of 303 South Water.

Committee Member Merchant provided suggestions that the building could be used as a welcome center and Chamber office; the Chamber would pay rent and for a discounted rate, they could run the welcome center. She stated that River Rec Teen Zone did not have a representative however, they were in the midst of redoing their lease with the City and should have input. She stated River Rec Teen Zone needed to produce income and presented the idea that they could offer their meeting space to outside groups for a fee however, there needed to be an outdoor keypad for entry. Committee Member Merchant questioned the zoning of the building and what uses were permitted.

Committee Member Turner addressed the Heritage Square Historic District handout and informed the Committee that she would like signs to be reflective of the historical period and would like them to not be affixed to the brick.

Developing Priority List of Renovations

Chairperson B. Ross addressed the zoning of the building and what allowable uses were permitted. The City was tasked with contacting Wade Trim to confirm zoning. He also addressed the necessity for potential asbestos testing and mitigation.

Committee Member Pakledinaz stated that he was now the Friends of City Hall President and upon access to FOCH documents, he would provide outstanding grant and project information.

Committee Member Nichter addressed her priority task as fixing the masonry work on the exterior of the building; she handed out POE Restoration & Waterproofing quote for masonry repairs and restoration.

The Committee discussed the City putting out an RFP for immediate and necessary repairs to the exterior including brick repair and sealing the brick.

Committee Member Pakledinaz questioned if there was an analysis of the mortar conducted. He also advised that there was a scheduled appointment with an electrical company to come out and hook up the hose for the air compressor in order to complete the fire suppression system. He stated he would confirm if a generator would be required for the fire suppression system to operate in the event of no power.

Chairperson B. Ross presented his idea for a Mission Statement and building name and tasked the Committee with coming up with additional ideas at the next meeting. Committee Member Merchant made comment that branding was important and the name needed to appeal to a broad audience.

Discussion of Revenue Generating Ideas

The Committee discussed various revenue generating ideas which included: daycare facility, dance studio, revised lease with River Rec Teen Zone, guided walking tour, ghost hunting excursions, flea market, and wine tasting fundraisers. The Committee needed to verify the City's Liability Insurance to hold events on the property.

Meeting Schedule

Motion by Committee Member Merchant, seconded by Committee Member Turner, to cancel the September 5, 2022 meeting due to the Labor Day Holiday. All Ayes. Motion Carried.

Motion by Committee Member Pakledinaz, seconded by Committee Member Merchant, to hold 300 Broadway Committee meetings on the 4th Monday of every Month at 5:00 starting September 26, 2022. All Ayes. Motion Carried.

Motion by Chairperson B. Ross, seconded by Committee Member Pakledinaz to move meetings to 260 South Parker, except on an as needed basis. All Ayes. Motion Carried.

Adjournment

Motion by Committee Member Turner, seconded by Committee Member Merchant, to adjourn at 6:56 pm. All Ayes. Motion Carried.

Respectfully submitted,

Michele Goodrich
Deputy Clerk

Shannon Adams
City Clerk

BUSINESS PLAN

FOR CITY HALL CENTER

Friends of City Hall

P.O. Box 283
Marine City, MI 48039

(810) 765-1296 or
(810) 794-7331
friendsofcityhallmc@gmail.com

Submitted by: Rebecca Lepley, Judith White
February 2018

SUMMARY

Friends of City Hall is a 501(c) 3 dedicated to the preservation and promotion of the historic City Hall in Marine City, Michigan. Friends proposes a business to be run out of City Hall that capitalizes on the unique, historic and architectural features of this building. Designed and built in 1884 by the noted architectural firm of Mason and Rice, it is a Richardson Romanesque structure in brick and limestone. Towers and arches grow from a heavy, rusticated base creating a strong and elegant façade. It sits in the midst of Heritage Square, which is adorned with a community bandstand and a variety of marine artifacts from city history. This city block is a single resource historic district. It is certainly a part of the “old town charm” of Marine City, but deserves to be fully integrated in the tourism market.

A seven-member management team has worked for years to protect this building. Each team member is a well-educated professional representing a wide variety of fields.

Our intent is to create a business that manages the large and small rooms of City Hall as rental spaces. We are calling this enterprise the City Hall Center. The Opera House on the top floor will serve as a venue for weddings, ceremonies, government meetings and other like events. A medium size main floor room, the Mason Room, can handle smaller, more intimate events. Office space in the basement, main floor and mezzanine offer attractive business locations. A gift shop featuring regional, artisanal arts and crafts is also planned.

The building itself offers a very strong competitive edge in the venue rental market. There is no other structure like it in the Blue Water area. Consumers who are seeking a picturesque, memorable and meaningful event location get all of these benefits. The current trend in celebratory gatherings is to select unique, one of a kind, settings to make the experience more special and memorable. In addition, it is our intent to offer variety and high quality catering, in keeping with the specialness of the location.

Pricing will be moderate and reflect local fee structures. Promotion of the facility will be aggressive and utilize media out of Detroit and the River District. A significant investment of time and money will be devoted to marketing City Hall Center to the metro-Detroit community.

Restoration and remodeling of the interior, basement and Opera House, will cost approximately 3.5 million dollars. We are requesting funding in this amount and believe it is the most cost effective way to return this building to useful civic service.

Projected initial funding is estimated at \$27,000, with post-renovation and prior to opening expenditures totaling \$25,000. Once open, monthly expenses will be \$2,145 with monthly income ranging from \$2,150 to \$4,350, based on seasons, and an annual income of \$42,100. As bookings increase we expect an annual increase of 10 to 15 percent. To make the project successful, we have deemed the formation of a foundation to protect City Hall in perpetuity a key part of our exit strategy.

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COMPANY HISTORY

To date Friends of City Hall has emphasized educating the community to the historical and design importance of City Hall. Considering the building to be a very valuable asset handed down from town fathers over 135 years ago, we have tried to highlight its inception and the nature of that era through an annual event we call Heritage Days. Each year since 2012 we have structured a free, three-day event that evokes the 19th century. The technology, games, hobbies, music, transportation, culture and clothes of the era are highlighted. All activities are centered in or around City Hall. We make a point of appealing to children with a wide variety of supervised games and activities of the 1800's. Over the years our attendance numbers have gradually increased, and 2017 we saw our largest turnout yet. With free entry we have no way of counting attendees, but what we saw was a constant flow of people, frequently complete families, that flowed through all our exhibits and presentations. With that being said, we are more concerned with visitor attitudes, questions and commentary than precise head counts. Anecdotal evidence tells us our efforts are paying off with significant increase in community support and interest in the survival of the building.

In order to make the public aware of the historic beauty in City Hall, we complete a variety of different networking and marketing strategies. Some of these include:

- Public outreach through organized building tours, which we now schedule by appointment. The tours are free but we tend to generate around \$300 in donations per tour.
- Creating links with other historically oriented civic groups and obtaining memberships with them.
- Cultivating relationships with local media and in turn receiving quality publicity for our activities and events.

We actively work toward increasing our membership base, which has grown to over 200 individuals and over a dozen institutions. To facilitate activity within the group, we communicate with members and the general public via Facebook and our website, www.friendsofcityhall.com. We also use postcards and letters to share information with members and are contemplating initiating a quarterly newsletter, with the first newsletter going out sometime this year.

Fundraising is a constant effort; we distribute quantities of trifold brochures that enumerate all the best arguments for architectural preservation and restoration, seek bequests and donations and include a membership form. Due to its importance, this document is regularly edited and updated.

In an effort to increase revenues, we introduced a new fundraising dinner dance that occurred on January 27, 2018. The Blue Denim Ball attendance totaled 150 people and over \$6,000 dollars was raised. For a first time event, we believe we did quite well.

MANAGEMENT TEAM

Rev. Rebecca Lepley is a co-founder and current president of Friends of City Hall. She has a Bachelor's Degree in Music Foundation and a Master's Degree in Theological Studies. She has taught junior and senior high school choral music and served as Arch Deacon for Region III Episcopal Diocese. She is now Rector Emeritus, of St. Mark's Episcopal Church in Marine City, and currently Priest in Charge at St. Paul's Church on Harsens Island. In addition, she serves as Chaplain for the Marine City Police Department and holds a certificate as a Public Service Chaplain. In 2016, she was appointed as a City Commissioner in order to fill the vacancy. She has continued her education earning recent certificates in Critical Incident Stress Management and Master Planning. Her volunteer work includes working on a local music festival, counseling inmates and abused women and supporting the volunteers for Blue Water Habitat for Humanity.

Judith White is a co-founder and past president of Friends of City Hall. She has a Bachelor's and Master's degree in History and was a Professor of Humanities at Macomb Community College where she taught for 32 years. She has also served as President of the Lake St. Clair Advisory Committee and helped preserve the St. John's wetlands. In addition, she serves on a local board and chairs occasional committees. She was President of the Marine City Music Festival and produced summer music festivals for 8 years, as well as, served as President of the Marine City Chamber of Commerce. She has served as Chair of the Marine City Historical Commission and during her tenure the first historic district was established and soon after the first historic district ordinance was enacted.

Amy Bouren is the Secretary of Friends of City Hall. She holds a Bachelor of Science degree in Business Administration and is employed as a Price/Cost Analyst for the US Army Contracting Command - Warren. She has received several awards for her work including Civilian Service Commendation Award, The Global War on Terrorism Award, Secretary of the Army Excellence in Contracting Award and the Department of the Army Achievement Medal. She volunteered to serve doing contract work in Bagram, Afghanistan in 2009. Additionally, she is a business partner in her family owned antique store and maintains an active portion of that business. She is also a member of Faith Baptist Church and does volunteer work in their nursery. Her hobbies include: old home restoration and antique treasure hunting.

Judee Jobin is the Treasurer of Friends of City Hall. She is a homemaker and businesswoman. She left college before earning a degree to work as a legal secretary and raise her family. She has been a community activist and political campaign manager directing the campaign of District Judge Richard Riordan. She opened an art gallery and framing shop (still in operation under new ownership) and was the office manager for 1301 Exchange Alternatives, a family owned business. She is the author and leader of what is known as the CHAMP Plan, which proposes a mixed use function for a restored City Hall and was adopted in 2008 by the City Commission. Lastly, she is a certified Master Gardiner and is very active in the Garden Club and numerous park and garden projects in the city.

Anita Desrosiers is a Certified Public Accountant and holds a Bachelors of Accounting Degree. She owns and operates a tax service and accounting firm specializing in serving the needs of small businesses. She has been active in PTO work and community efforts to protect and preserve City Hall and is currently responsible for the annual tax report and other financial reports for Friends.

Bud Babchek is the Vice President of Friends of City Hall and holds a Bachelor's Degree in Engineering. His working career was spent at Ford Motor Company where he worked for 42 years. Beginning in the Parts and Service Division he concluded his career as a heavy truck parts price and marketing specialist. He is very active in county and civic affairs and serves as a member of the Marine City TIFA Board, as well as, the St. Clair County Brownfield Redevelopment Authority. He belongs to the Michigan Marine Historical Society and the Great Lakes Historical Society. Bud has been a member of the Algonac Lions Club since 1976 and has had held several officer positions including Secretary and Treasurer.

Patrick Phelan is a founding member and engineering consultant for Friends of City Hall. He holds a Bachelor of Science Degree in Civil Engineering and is Principal Engineer at BMJ Engineering and Surveyors, Port Huron. His work focuses on engineering design and construction of public works and site developments. He was a Planning Commissioner for Marine City and subsequently was elected City Commissioner. During his tenure in office he was involved in the Michigan Main Street Program. In addition, he implemented the Rental Rehabilitation Grant Program and supported the exterior restoration of City Hall. He has completed the ACEC-Michigan Emerging Leaders Program and serves as a mentor for Future City Competition in Port Huron Schools. Lastly, he was recently appointed to the Audit Committee for the Community Foundation of St. Clair County.

MARKET ANALYSIS

The Great Recession significantly hurt Marine City. Recovery has not only brought back employment and occupancy rates but a literal renaissance of the city. Significant new investment has occurred and the town now has two legitimate theatres in full operation and a brand new small boutique hotel is opening. The antique business has always flourished in Marine City and several new antique stores have opened. In addition, two new restaurants and a flower shop have opened as well as, a musical instrument sales and teaching store that has just relocated to Marine City. Furthermore, new management has rejuvenated a banquet center located on the outer limits of the city. With that being said, there are numerous "feet on the street", and the city has become a destination for shopping, food and entertainment. The success can be measured, in part, by the parking problem. Since Marine City preserved late 19th and early 20th century architecture, in regard to both commercial and residential, a draw was

created for investors who recognized the market value in preserving and embellishing the old styles. There is a pronounced effort to amp up the charm factor in Marine City businesses. The largest and most dramatic of these structures is, of course, City Hall. It is located at a confluence of major roadways and sits on one complete city block like property. Thanks to funding from Friends of City Hall and the Marine City Historical Society the building is now dramatically washed in uplighting at night.

We know that people are very interested in and curious about City Hall. In many ways all we need to do is put up a sign, turn on the lights and open the doors. The Southeast Michigan Council of Governments (SEMCOG) business analysis in 2017 identifies the service and tourism industries as growth areas for the coming decades with other business sectors shrinking or becoming somewhat stagnant. There are several such markets a restored City Hall can serve.

- **Multi-Purpose Meeting Room Rental Space, the “Opera House”:** Given the large space, existing stage and good acoustics the second floor “Opera House” (to use the old name for the second floor) can serve city government as the hall for Board and Commission meetings, lectures, concerts, and small scale theatrical presentations up to an audience of 300. Conventions, weddings and other celebratory events would be well served here as well. The location offers a blend of the romantic and the historical. The second floor will generate the majority of City Hall Center’s income via rental fees and some ticket sales.
- **Basement Offices Rental Space:** Small and medium size offices could house a business incubator, certain city government offices, the business office for Friends of City Hall, or a building manager’s office. It would also include a mini-kitchen intended for occupants and visitors.
- **Basement Comfort Station:** This would consist of toilet facilities for occupants and visitors.
- **Main Floor Meeting Space:** In keeping with the original use, the main floor offers a moderate size, open space that would also serve multiple functions. There is some potential for renting the use of this space for ceremonial purposes.
- **Main Floor Gift Shop:** A gift shop is planned for a main floor office in which merchandise will reflect City Hall through images on local, handmade pottery and personal use items like tote bags and desk items. It is our intent to have regional artists offer art pieces there. For example, there are a number of regional artisans and craftspeople that make oils and soaps, hand woven fabrics, various fiber arts, clothing and household goods. Stocking their wares will offer a window on local, artisanal enterprise.
- **Main Floor Office:** This would be a prime location for the regional Chamber of Commerce and tourist information center. The Chamber has not had a central, advantageous location for the last few years and we are moderately confident Chamber leadership would welcome a move to City Hall. This office would produce higher rent if it were sublet to a catering business or wedding planner.

- **Museum Nook:** A former small filing room and one corner of the lobby are excellent locations for museum exhibits in lighted cabinetry. The Pride and Heritage Museum and the Historical Society of Marine City will be invited to contribute revolving exhibits and to advertise their meetings and memberships.

TARGET MARKETS

The General Public: We want to cultivate the regional market for weddings and other ceremonial functions to be booked at City Hall. Specifically, we would like to appeal to those seeking a unique environment for an event that doesn't require a huge space but desire something special. Not surprisingly, consumers seeking to book a wedding in 2018 have already approached us.

Part of advertising our facilities and generating income will be to offer medium to small-scale entertainments such as concerts and small stage productions to the general public. Although some members of our management team have years of experience as producers a full time music venue is not intended.

Tourism: Housing a visitor information kiosk, a comfort station and the Chamber of Commerce will bring people in off the sidewalk.

A Shared Market: We want to form a cooperative linkage with the hotel and the banquet center to offer our space and services as an additional facility within the city for conventions and other types of meetings.

Start Ups: Reasonable rent office space within a notable location will give new businesses a decent chance for success. A business incubator is good business for Marine City.

Institutional Presentations: This is a very limited but select market audience. Speeches, lectures, presentations, debates, monologues would all work very well in the Opera House. Some of these presentations could be ticketed events and a source of income. It would be a major plus for the city to have all Board and Commission meetings, public hearings and Town Halls take place in the Opera House or main floor meeting room. The location would offer ample seating and a high quality sound system. A more formal environment would lend an appropriate seriousness and dignity to city meetings.

COMPETITION ANALYSIS

In terms of building identity, location and history there is nothing comparable. The structure is completely unique.

Serving Large Groups:

There are three facilities, a new, small hotel, a banquet center and a former elementary school now operating as a senior center that can host small to moderate size gatherings. The hotel has an advantageous location overlooking the St. Clair River but is a relatively small facility. The banquet center offers both a large hall with a 350 capacity and small hall with a 100 person capacity. A kitchen, bar and storage capacity allow ease of catering and drink service.

Furthermore, there is ample, convenient parking alongside the building. The location however is nondescript and out at the edge of town overlooking fields. Although the building is decently maintained the décor is dated and rather dull. All told it is not aesthetically pleasing. The senior center offers no ambience beyond a well-kept public school facility. The multi-purpose room has a small stage, and small kitchen facility and occupancy is approximately 300 with parking for 50 cars at best. As far as utilizing City Hall, it would require that all food and beverage be per the occasion. Parking is inadequate for large groups, and attendees would have to utilize street parking or park as many as two or three blocks away from the building. Entry into City Hall means climbing a few stairs, a flight of stairs or riding an elevator. Handicap parking would be adjacent to the building but perhaps as many as 100' from the elevator.

Cooperative agreements with the hotel and banquet center could bring occasional business but pursuit of medium and small size bookings is a necessity. Intensive marketing to create a presence and an identity is required. An opportunity exists for offering very easy, convenient bookings for the online shopper. Providing a consumer oriented website, online communications via Facebook messaging, an accessible booking calendar, and easy access to services and fees would all help to reach and please the consumer. Being the only special place and unique environment can be further exploited by offering what the competition does not and that is the choice of ethnic food caterers. Having authentic Thai, Korean, Greek, and French menus as an option in addition to predictable American fare pushes the uncommon status up one more notch.

In addition to indoor amenities City Hall has Heritage Square as an optional meeting and ceremonial venue. The bandstand, marine artifacts and monuments offer numerous pleasant settings and vistas in this park environment. Moreover, the option of moving inside in inclement weather offers secure backup.

Gift Shop:

There are at least five shops in town that offer gift type merchandise. They are located on S. Water Street and Broadway. Each one offers a different style or appeals to a particular niche. Although Michigan and to a small degree, Marine City, appear in some of their goods there is

currently no particular emphasis on City Hall or Marine City imagery. A few examples of regional products are offered but there is no concentration on regional artisanal manufactured products. This, combined with regional artwork, would have a place identity appeal. A consignment agreement with producers offers room for experiment and flexibility stocking. Regional artisans should also be encouraged to manage the gift shop on a share basis and be allowed to work on their art or craft while doing so. These features do not exist in other shops in town. Stocking errors producing a glut of unpopular items, staffing difficulties, unattractive displays or inadequate quantities, messy or dusty merchandise, unreliable business hours would hurt any retail operation. That being said, the gift shop could only be operated during the winter when activities are scheduled in the building, or in tandem with antique shop hours in town and open more often in tourist season.

Business Incubator:

There is no business incubator in the city presently. Rental income would be small but rewards for the town would be big if it meant getting a new business on its feet. This office space could sit idle when entrepreneurs are lacking.

Chamber of Commerce or Other Business:

The Chamber has not had its own business address for several years. It has occupied small areas within other businesses and has not had a visible presence on the street. Persuading the Chamber to be our tenant may not be difficult. City Hall offers prominent visibility and excellent signage opportunities plus the possibility of a wide range of Chamber sponsored activity spaces. It is typical for a Chamber to maintain a Visitors' Information Bureau and City Hall is the perfect location. Small town Chambers have restricted budgets so rental income would be duly limited. They tend to wax and wane over the years so a shrinking of perhaps moribund Chamber may occur. It is doubtful anyone would offer a competing base for the Chamber.

Catering/Wedding Planner and Building Manager:

This business activity will be housed in City Hall in a Mezzanine office.

PRODUCTS AND SERVICES

The chief product a restored City Hall offers is its large spaces for group activities. The Opera House is the largest assembly space in downtown Marine City, but other facilities further afield, including the Washington Life Center, offer large meeting spaces. To compete with other locations it must offer the best sound and lighting systems, an aesthetic experience based on

enjoying the restoration, easy access to quality food and drink, and professional wait staff that are aware of and mirror the environment. It is thought that people will choose City Hall because it is a special place and because of what it is historically not because it is the most convenient or cheapest facility. The selection of City Hall due to its memorable setting needs to be met with equivalent services.

PRICING

The regional average for catered buffets and open bars is \$25.00 per person. Given that all food and drink must be transported in, City Hall's per person fee would need to be \$35.00.

<i>Opera House Ceremonial/Celebration</i>	<i>\$700 to \$1,000 (see fee schedule)</i>
<i>Opera House Performance/Event</i>	<i>\$500 to \$700</i>
<i>Main Floor Meeting Space - 4 hours</i>	<i>\$100/resident to \$200/non resident</i>
<i>Main Floor Office (A)</i>	<i>\$300</i>
<i>Main Floor Office (B) Gift Shop</i>	<i>\$100</i>
<i>Mezzanine Catering Office</i>	<i>\$300</i>
<i>Basement Offices (3 @ \$150 each)</i>	<i>\$450</i>

PROMOTION

The restoration process is a news worthy activity itself. There will be numerous occasions when the press and social media will find aspects of the restoration to be interesting and informative. The progress of restoration is worthy of documentation and publicity and by sharing the steps and stages of restoration with the public interest in the structure and public awareness will be amplified. There is educational merit here as well and many reasons to engage regional experts in tours and talks about the building. Photographs and video of the process will become important records and can be used in material for introductory media to explain the building.

Of course there will be a Grand Opening that will be covered by all local media and news outlets from Detroit; every newspaper and TV station will be contacted for coverage. Our local writers, TV personalities and publicists will be given special opportunities for publicity stories, tours, tapings and interviews. Since a restored City Hall is in itself a historic event all publicity will be free.

It will be important to integrate city government and leadership in all facets of this debut. Special events open to the public will be scheduled and tours will be offered as well as musical performances scheduled. These observations and celebrations will span a weekend.

After the Grand Opening, City Hall will rely on regional media such as Discover the Blue, EBWTV and Community TV in addition to the local weekly and daily newspapers for publicity. Additionally, Facebook and the website will be used for advertising.

A City Hall brochure will be widely distributed in town detailing the building, its history and facilities. The brochure and one-page flyers will always be stocked in public info kiosks in City Hall.

Lastly, we will introduce City Hall as a venue at regional conventions for rental venues.

REQUEST FOR FUNDING

Friends of City Hall is campaigning for funds to restore the interior of the building. These funds will be used to finalize a design plan for the interior of the structure, basement to Opera House. Construction drawings will also be paid for with grant money.

Restoration work will begin with final demolition of surviving vestiges of old partition walls, drop ceilings, flooring layers, wiring and plumbing. Where feasible, original moldings and trims will be conserved for later duplication and integration into the final design. Once stripped back to the bare brick, the building will be rewired to serve both high demand power needs for HVAC, standard lighting, stage lighting and high consumption utilities like catering warming/holding cabinets. Wiring/cable for computer and TV use will be installed to make every room a smart room. In order to make the building ADA accessible, an elevator system is required; it must serve basement, main and second floors. Furthermore, the elevator system must be large enough to handle caterer's carts and racks of chairs or multiple wheelchairs.

Plumbing will have to be redone from the drain system on up. There are no usable plumbing parts in the entire building. The transition from very minimal water usage and waste water to high demand bathroom facilities for the public will likely require replacing the entire drain system under the building and perhaps to the street as well.

Reframing will be necessary where divider walls and doors will be required at reconfigured interior entrances. The Opera House balcony will be properly framed in and tiered for seating.

A completely new HVAC system is required. No original equipment is useable or properly energy efficient.

The building was never insulated when first built. The entire structure requires a variety of insulating techniques to conserve energy.

In some instances wet plaster will be used to fish a wall or ceiling. Plasterboard will be utilized where it is more practical and efficient.

Lighting fixtures will match contemporary office standards in many rooms but the east stair well, Opera House, balcony, and main floor meeting room will require period designs.

Interior trim and doors in period style are required for the Opera House and main floor meeting room. Other main floor doors into the gift shop and rental office need to be commercial looking glass doors.

Flooring in the Opera House is the original maple, which needs sanding and refinishing. Stage flooring requires sanding and refinishing. Main floor floors need the old floor surfaces removed and hardwood flooring installed throughout. Basement floors need some cement leveling and paint.

Standard, neutral paint can be employed in the basement offices, gift shop and rental office on the main floor. The east staircase, main floor meeting room and Opera House require a restoration of stencil work. In keeping with surviving remnants of original stenciling, this should be minimal in scope.

Furnishings are required for the gift shop, and the Friends/Building Manager's office. Interior restoration and remodeling, as indicated above, will cost 3.5 million dollars. Given the extreme cost both in dollars and ecological damage to demolish and waste this structure to build something new, we see the price of restoration as a very cost effective way to return this building to useful and creative public service.

FINANCIAL PROJECTIONS

TABLE 1: SOURCE FUNDING

Owner's Capital Injections	\$5,000.00
Loan/Line of Credit	\$15,000.00
TIFA Business Startup Grant	\$2,000.00
Investors/Donations	\$5,000.00
TOTAL	\$27,000.00

TABLE 2: EXPENDITURES POST-RENOVATION AND PRIOR TO OPENING DOORS

Land Purchase	\$0.00
Building Purchase	\$0.00
Lease (First/Security)	\$1.00
Improvements/Build-Outs	\$0.00
Signage	\$1,500.00
Advertising/Marketing	\$3,000.00
Computers/Electronics	\$2,500.00
Equipment	\$500.00
Furniture	\$4,000.00
Inventory	\$3,800.00
Legal and Accounting Fees	\$1,000.00
Office Supplies	\$800.00
Payroll Before Opening and During Training	\$2,400.00
Payroll Taxes During Training	\$480.00
Permits and Licenses	\$200.00
Pre-Paid Insurances	\$400.00
Vehicles	\$0.00
Other #1: Printing Material and Small Signage	\$500.00
Other #2: Website and Social Media Creation	\$400.00
Other #3: Tables and Chairs	\$4,000.00
TOTAL	\$25,481.00

Working Capital/Beginning Cash Balance: \$2,000.00

TABLE 3: MONTHLY EXPENSES AFTER OPENING DOORS

Mortgage Payment	\$0.00
Lease/Rent Payment	\$1.00
Payroll	\$1,200.00
Payroll Taxes	\$240.00
Outside Services	\$75.00
Inventory	\$300.00
Insurance	\$290.00
Gas Utility	\$400.00
Electric Utility	\$300.00
Phone and Computer Utility (Combined Services)	\$150.00
Ongoing Legal/Accounting Fees	\$120.00
Building Maintenance	\$200.00
Janitorial Services	\$250.00
Vehicle	\$0.00
Office Supplies	\$75.00
Property Taxes	\$0.00
Other #1: Advertising/Marketing	\$300.00
Other #2: Painting	\$150.00
Other #3: Catering Supply and Decoration	\$200.00
Other #4: Website and Social Media Management	\$100.00
Other #5: Professional Memberships	\$50.00
TOTAL MONTHLY EXPENSES	\$4,401.00

TABLE 4: CITY HALL CENTER REVENUE PROJECTION

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ANNUAL
Basement Resident Rentals													
3 Offices @ \$150.00	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$5,400
Main Floor Resident Rentals													
Office/Box Office Rental	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Gift Shop Rental	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Main Floor Non-Resident Rentals													
Meeting Room Rental	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Mezzanine Resident Rentals													
Catering Center	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Opera House/ Bandstand Non-Resident Rentals													
Events/Performances	\$500	\$500	\$500	\$1,000	\$1,000	\$1,500	\$1,500	\$1,500	\$1,000	\$1,000	\$500	\$1,000	\$11,500
Ceremonies/Weddings	\$200	\$200	\$500	\$500	\$500	\$2,000	\$2,000	\$1,000	\$1,000	\$1,000	\$500	\$1,000	\$10,400
Projected Total Monthly Income	\$2,350	\$2,350	\$2,650	\$3,150	\$3,150	\$5,150	\$5,150	\$4,150	\$3,650	\$3,650	\$2,650	\$3,650	\$41,700

TABLE 5: FEE SCHEDULE FOR RENTALS

	MARINE CITY RESIDENTS	NON-RESIDENTS
Meeting Room		
4 Hours	\$100	\$200
Opera House Performance/Event		
One Rehearsal, One Performance	*\$500	*\$700
Set Up and Tear Down		
Opera House/Bandstand Ceremony/Celebration		
One Rehearsal, One Ceremony	*\$700	*\$1000
Seasonal Decorations		
Appropriate Set Up and Tear Down		
Catering Negotiated Individually		

*Special pricing is available for local public and private schools

Friends of City Hall Projects and Support

Newport Foundation income to cover property maintenance in perpetuity

EXIT STRATEGY

The exit strategy for the City Hall Center will occur in two phases. In the first phase, which will begin after the business has operated for a year, a foundation will be established. The foundation's purpose will be ongoing support and maintenance of City Hall. The foundation is temporarily named the Newport Foundation for convenience of discussion in this business plan. The Newport Foundation will be funded by donations, grants, and bequests and be managed by a volunteer board and trustees. Establishing this foundation and building its financial resources will take up to one year to accomplish.

A new corporation will be established to operate City Hall Center. Friends of City Hall will sell and/or donate business equipment, furnishings, inventory and rental (event) contracts to the new corporation. Any profits made in this exit strategy will be donated to the Newport Foundation.

Hi Shannon,

Sure, I understand. Unfortunately, the historic architects in our office don't do exactly what you're looking for – they work in consultation with architects hired by municipalities when plans are formulated to ensure they meet various historic guidelines, but they don't craft the plans themselves.

But all is not lost – we have a list for you! The individuals included have demonstrated to our office that they meet or exceed the federal professional requirements for "Historic Architecture" as stated in 36 CFR Part 61. This list is provided as a convenience to the public. Placement on this list does not constitute an endorsement of any individual, corporation, or institution by the Michigan State Historic Preservation Office.

You can find the **Historical Architect Consultant List** near the bottom of this webpage: <https://www.mplace.org/historic-preservation/research-resources/consultant-resources/>. I means you have a little more legwork to do, but these should be the exact right people to get you the information you and Marine City are looking for!

Please let me know if you have any additional questions.

Nathan



Nathaniel Nietering
Project Coordinator
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michigan.gov/shpo

Clerk

From: Michelle Nichter <[REDACTED]>
Sent: Sunday, August 21, 2022 8:47 PM
To: Brian Ross; City Manager; Clerk
Subject: FOCH report on building keys

Request per August 8th meeting.

Judy White, keys given to Andrew Pakledinaz

- 1) outside hose tower main door
- 2) inside main glass door
- 3) inside mezzanine door

Bob/Becky Lepley

- 1) outside hose tower main door
- 2) inside main glass door
- 3) inside mezzanine door
- 4) outside north door (old public city hall entrance)

Southeast electronic box, code [REDACTED]

Michelle Nichter