

PLACE POP

Allegan Pop-up Retail

FINAL REPORT

February 2016

INTRODUCTION

About PlacePOP

PlacePOP is a project of the Michigan Municipal League, a statewide municipal membership organization dedicated to strengthening communities by innovating programs, connecting ideas and people, serving members, and inspiring positive change. Placemaking is a dynamic, strategic approach to community and economic development based on a community's strengths. Rooted in the concept that people choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles, the League promotes community-wide placemaking education and implementation strategies.

PlacePOP is a collaborative placemaking effort focused on civic engagement, creativity, tactical changes, and experimentation. The program promotes a "[lighter, quicker, cheaper](#)" (LQC) approach to placemaking that emphasizes localized, incremental improvements to a space. With LQC placemaking, communities can test ideas, gain community support, and use the experience to plan longer-term placemaking initiatives. PlacePOP is a low-cost, high-impact approach to community building that demonstrates the power of place. With the League's leadership, local communities create temporary improvements that can catalyze development, enhance civic engagement, and strengthen support for local projects.

Project background

In August of 2015, Allegan City Manager Robert Hillard contacted the League to inquire about how PlacePOP could assist the community. Allegan is no stranger to placemaking and as a 2013 recipient of the League's PlacePlan grant (read about the grant and Allegan report at Placemaking.MML.org/Place-Plans), the community has a strong relationship with the League. The City's Downtown Development Authority (DDA) and City Council had previously discussed creative economic development opportunities for the Downtown. In an effort to fill vacant buildings and increase retail opportunities for shoppers during the holiday season, the community wanted to explore pop-up retail – creating temporary shops or activities led by local entrepreneurs, business, and organizations – during the month of December, in partnership with an existing Downtown celebration and shopping experience, Festive Fridays.

During the annual Festive Friday celebration, the City organizes special events and opportunities throughout the first three Fridays in December. The first Friday is a holiday parade, tree lighting, and Second Street Bridge light show. An "art hop" takes place on the second Friday, when participating Downtown businesses host local artists for art sales and craft events. And the Friday before Christmas, the "stocking hop" takes place; kids decorate stockings and gather goodies from participating businesses trick-or-treat-style. This year, the community wanted to capitalize on having so many people Downtown and activate their vacant storefronts. Through PlacePOP, entrepreneurs, nonprofits, and artists partnered with Downtown building owners to fill these empty spaces with temporary businesses, events, and activities. The League and City leaders determined the following vision and goals for this PlacePOP project:

Project Vision – Create vibrancy, boost foot-traffic, and encourage economic growth in Allegan's Downtown vacant storefronts. Available commercial space will be occupied with small businesses, art, and community activities that are right for the City's residents and visitors.



Project Goals & Tasks

Goal 1: Better prepare the community to support economic restructuring in Allegran's Downtown. The League will educate existing boards and stakeholders on relevant topics and develop a project report defining recommendations for long-term improvements, including property promotion, community engagement, entrepreneurship support, and potential funding opportunities.

Goal 2: Determine 'what's right' for Allegran's commercial spaces. The community will survey residents and visitors through low-barrier engagement strategies, such as an "I wish this was ..." board, during a community event.

Goal 3: Fill vacant storefronts with pop-up retail, art, and community space during the holiday season. Through the work of building owners, existing businesses, entrepreneurs, artists, and local leaders, the community will fill available storefronts and program the spaces.

ALLEGAN PLACEPOP

Project process

In September of 2015, the City Manager convened a public workshop on placemaking and pop-up retail. With more than 25 residents, elected and appointed City leaders, property and business owners, and organizational representatives in attendance (see the full list of project participants and meeting notes in the appendix), the goals of the meeting were to:

- Educate the group on placemaking's impact and place-focused economic development strategies from communities across the State;
- Agree upon project goals and identify potential building owners and vendors interested in hosting a pop-up shop;
- And identify what resources community volunteers could offer in carrying out the project.

With each goal accomplished in the meeting, the League worked the next few weeks behind the scenes to follow up with potential vendors and building owners to secure venues, connections, and resources. Through this time period, the League was able to act as a neutral third party, which proved to be a successful way to create new relationships throughout the community. PlacePOP participants stepped up and took full ownership over their portion of the project; building owners offered their vacant space for free to vendors (and even took on additional costs for electricity, heat, and small repairs), residents donated time and resources to decorate and outfit the storefronts, vendors worked long hours to create products, plan events, beautify the venues, and promote the pop-ups. It was a clear illustration of people coming together for community betterment.

Once logistics were secured, the group convened again in November to identify and offer needs any party still had, agree upon pop-up identification methods (window art, signage, etc.), and determine marketing and outreach strategies for the pop-up events during Festive Fridays. These discussions led to further collaboration, volunteerism, and project ownership. For example, a local artist convened her (previously uninvolved) friends and colleagues to paint winter scenes on the pop-up venue windows and create a special logo for the event. Similarly, a vendor used her relationships with the Downtown Regent Theatre coordinator to create a fun commercial to air during the season's free holiday movies to promote Festive Friday and the pop-ups.

Project implementation

With Downtown Allegan's holiday lights and decorations, each Festive Friday was full of people, excitement, and cheer. Through this project, the community was able to add to the event by convening four pop-up venues and a variety of vendors to fill the spaces:

- **209 Hubbard** vendors sold sweets, baby accessories, headbands, scarves, jewelry, handmade soap, and more;
- **111 Locust** was a collaborative of local artists selling wood creations, glitter chains, mittens, custom-blended make-up, and more;
- On the second Friday, **114 Locust** held a 26-hour creativity open house, an all-night, holiday-themed art, craft and music party. On the third Friday, the Allegan Jaycees chapter hosted a low-key and fun fundraiser with music, local beer, and holiday wine;
- **118 Locust** warmed Festive Friday attendees with games and hot chocolate while 4-H Camp Kidwell used the space to promote their summer camps and sell poinsettias and wreaths.

In addition to the pop-ups, window decorations, and event signage, project participants encouraged Festive Friday attendees to mark on maps from where they were visiting. Participants were also asked to record their thoughts on what they love about Downtown Allegan and what they would love to see Downtown in the future. Maps illustrated a range of visitors from as far as Florida and themes for what people love most about Allegan included the community's people, small-town feel, and fun events. Commenters most frequently wished for more restaurant options and a greater variety of local retail. (See the appendix for a full list of comments.)

PROJECT IMPACT

Allegan PlacePOP clearly demonstrates the power of placemaking. Pop-up retail was an opportunity to enhance an already successful event by bringing new energy and excitement to the Downtown. After December's events, community leaders most involved in planning the pop-ups reconvened for a debrief meeting in January 2016. Here, and through one-on-one interviews with key individuals, the

stakeholder group discussed the project's short- and long-term impacts. Stakeholders agreed that they clearly met the expectations identified through the project's vision and goals, but the more important accomplishments include the list below.

- 1. Building owners showcased available space to hundreds of prospective tenants and buyers.** With the doors open, lights on, and activity in their otherwise vacant spaces, participating pop-up building owners were able to display their storefronts in a unique and otherwise impossible way. Not only did connections to the vendors using the space open up opportunities for future use, but each building had clear signage created by the City to draw more attention to the fact that the venues were available for rent or sale. The opportunity to illustrate potential uses for the space could have an important impact on the future of the building. For example, 114 Locust housed the Jaycees' public fundraiser on December 18th.



- The Jaycees used Millgrove Brewing Company beer at the event, which encouraged Millgrove owners to attend. The company had been considering moving Downtown to expand their brewing and seating capacity and seeing the venue in action for the Jaycees event, encouraged Millgrove to engage in conversation with the building owner about occupying the space.
- 2. Vendors and entrepreneurs were able to test products and business strategy, build clients, and meet like-minded individuals working towards similar goals.** The opportunity to participate as a vendor during Allegan PlacePOP was open to anyone interested in putting in the work. Some vendors had just started their business while others were more experienced, and some were just testing out an idea or experimenting with a fundraising tactic. No matter their experience level, Allegan PlacePOP tested their strategies and products so vendors could strengthen their business skills and share lessons with each other.
 - 3. Building owners were able to show their investment and passion for the community.** Business owners involved in the PlacePOP were true leaders on the project. All three are longtime Allegan residents and have a special passion for the City. They donated free space, collaborated with partners, and spent their own time and money on the project. Without their generosity, the project would likely not have happened. Their charitable actions displayed their commitment to and investment in Downtown Allegan.
 - 4. The project gave residents and supporters a unique opportunity to get involved in a common effort.** Too often, the only way residents can display their citizenship is through voting or sitting on a local board or commission. Creative projects like Allegan PlacePOP gave people a way to connect to their government on a more personal level. They

had opportunities to learn, explore, and collaborate with their neighbors and use their skills to accomplish a common goal. For example, the artist who led the window-painting project had not been a particularly active volunteer in any past City initiative. This project piqued her interest and gave her the chance to support her community by doing something she loves. This type of capacity building encourages new people get connected to and expand relationships with their local government.

- 5. Allegan PlacePOP was a clear illustration to the community and its visitors that the City is innovative, collaborative, and focused on place.** Many small- and mid-sized communities would never consider implementing a pop-up retail project because they believe pop-ups can only be successful in larger municipalities; clearly that is not the case. This project displays Allegan's unique focus on placemaking and willingness to creatively collaborate with residents and business owners to achieve a common goal. Shining light on initiatives like PlacePOP can help attract talent and businesses that will contribute to the City's economic success.

LESSONS LEARNED

Meetings and follow-up conversations with Allegan PlacePOP leaders, building owners, and vendors also allowed the community to identify a number of lessons learned from the experience. These lessons are valuable in considering future pop-up events and many aspects of place-based projects in general.

- 1. It takes City leadership to get the project started, but it takes community ownership to get the project completed.** As mentioned, Allegan's City Manager is a strong advocate for place and was able to rally the community around a place-focused project. Hillard initiated preliminary discussions with the League and he acted as host to get the right people in the room as he organized the first community meeting. This is a strong leadership skill, but the more challenging skill was illustrated as he quickly stepped aside to let meeting attendees take ownership of the project. Attendees took the reins, brainstormed ideas, and made deeper connections within their own networks. Through the ideation process, attendees found their niche and self-selected into different planning subsets. League and City staff helped manage logistics and tasks, but without the community's dedication, collaboration, and ownership, the project would not have been successful.
- 2. Use an external, neutral facilitator to inspire, rally, and bridge new relationships.** The project was able to avoid political turbulence with the League, rather than the City, as Project Manager. Community members with a less-than-perfect relationship with the City started anew with the League, as external and neutral placemaking facilitator. The League's knowledge on placemaking and illustration of examples from across Michigan served as a way to educate and inspire Allegan leaders that was slightly different than the internal perspectives they hear more frequently at the local level.
- 3. Agree upon clearly defined project goals and objectives at the beginning of the process.** At the very first meeting, the group discussed and agreed on the project's vision and goals and took on tasks as soon as they left the room. With regular communication and check-ins, leaders were able to carry out responsibilities, while having enough ownership to



get creative and take the lead on tasks that most interested them. This got everyone moving in a unified direction and set the tone for what it would take to implement a successful project.

4. **Start with the right location and event.** To succeed in pop-up retail, there has to be enough foot traffic that make it worthwhile for vendors and building owners. With “shop local” initiatives already in the forefront during the holiday season, Festive Friday proved to be a successful event to partner. Another community event that has less focus on retail may not have been as productive. Similarly the location has an important role in the project’s success. Downtown Allegan is walkable, aesthetically pleasing, and safe so people were willing to walk from store to store. During the first Festive Friday, Downtown roads were even closed to vehicle traffic for the parade. A more sprawling, car-focused part of town would likely be less impactful for multiple pop-up vendors and building owners.
5. **Have fun.** It’s clear that people in Allegan are driven to do what they enjoy; spending time with their neighbors, being creative, and supporting the community they love. This experience is what encouraged the community to step up and take the lead.

PLANNING FOR THE FUTURE

Although the ultimate goal is to eliminate Downtown vacancies, there will likely be some level of commercial availability in any Downtown; it’s best to plan accordingly. Through the PlacePOP process, the community and League offered ideas on how Allegan can continue to focus on creative and sustainable economic development strategies, as identified below.

Keep people involved and continue to expand community-led economic development networks. Allegan PlacePOP was a unique way for people to engage with their community. The City should keep these relationships close and explore opportunities for future projects.

1. **Experiment with meet-up groups and networking events.** New residents, entrepreneurs, and business owners came to the table during Allegan PlacePOP. The City should keep these

individuals engaged in discussions on economic development and encourage them to reach out to new audiences. For example, active PlacePOP stakeholders could organize “meet-ups” on topics related to entrepreneurship, business, art, or placemaking. These informal gatherings could be the perfect venue to generate new ideas, implement creative projects, and develop new leaders. Community leaders in Kalamazoo are already organizing a number of entrepreneurship-focused gatherings through the [Meetup online platform](#). If encouraged, Allegan PlacePOP leaders could explore starting similar gatherings for the Allegan area.

2. **Explore partnerships with regional entrepreneurship organizations.** Michigan is full of small businesses looking for resources, support, and a community in which to grow. Building relationships with nearby incubators could help attract some of these entrepreneurs to Allegan when they’re ready to open a permanent space. [Can-Do Kitchen](#) is a food-based incubator in Kalamazoo. In PlacePOP’s engagement exercises, residents and visitors said they wanted more restaurant options Downtown Allegan. Reaching out to entrepreneurs at Can-Do and similar community kitchens could attract new food options to the community. Western Michigan University has a new entrepreneurship program Allegan leaders could also reach out to. With a [student business accelerator](#), [entrepreneur club](#), and [Center for Entrepreneurship and Innovation](#), Allegan could promote their Downtown to these ambitious students to help attract talent and investment to the community.

Continue pop-up retail projects and explore longer-term opportunities with entrepreneurship start-ups.

With one pop-up retail project under their belts, the community was eager to do others in the future. If capacity and leadership allow, consider planning future events with these lessons in mind.

1. **Create standards for future Allegan pop-ups.** With more time to plan, all participating building owners could be pre-determined and more effort can go into recruiting vendors and entrepreneurs. One recommendation is to create an information packet, marketing materials, and vendor application to be able to select from a wider range of vendor options. Although specific to Detroit, [Revolve Detroit](#)’s pop-up retail initiative offers a detailed guidebook for community leaders interested in activating vacant space. Using these checklists, best practices, and case studies as a base, Allegan leaders could create something similar for future pop-up events (more information on Revolve in the appendix). Promoting this resource to nearby business owners, incubators, and universities could attract vendors more poised to make the leap from a side business to a permanent institution.
2. **Consider developing a local incubator space.** Many cities now have co-working spaces Downtown, which gives small business owners or independent contractors the opportunity to work in a shared office. The City of Newaygo, with a population of only 2,000, created a co-working space to act as a small business incubator and telecommuting site. The City engaged in a public-private partnership to start a tech-based incubator, [The Stream](#), which has proven to be a successful way to attract and retain talented workers to the small community (find



more details in the appendix). In 2009, the City of Kalamazoo launched a retail incubation program to help create new Downtown shops. The [Downtown Kalamazoo Innovation Incubation Program](#) provides business training, mentoring, and subsidized rent for a select group of small businesses each year (read details in the appendix).

Likewise, Detroit nonprofit [D:hive](#) created a rotating retail pop-up program for entrepreneurs. The organization renovated a vacant storefront and offered free rent and marketing support to applicants on a quarterly basis. In Allegan, the City, DDA, Chamber, or nonprofit could create a similar program to help small businesses excel in the Downtown area.

Strengthen new and existing businesses by offering and promoting start-up or growth opportunities.

1. **Offer build-out grants.** The City currently offers façade improvement grants, which can be a game changer for small businesses. But there may be other, more pressing needs to a new or expanding business. The Ypsilanti DDA, for example, currently offers a program that encourages private investments to the Downtown by granting \$2,500 to building or business owners who need improvements to the interior space. The [YDDA's Interior Improvement Program's](#) intent is to create economic activity in vacant or underutilized space (program details included in the appendix).
2. **Promote investment crowdfunding.** Investment-based crowdfunding is a growing trend in Michigan small businesses. Traditional financing does not often match modern business opportunities and recent Michigan legislation puts the local economy directly in the hands of the local community. In 2014, [Tecumseh Brewing Company](#) became the first Michigan business to take advantage of the new law and successfully raised \$175,000 through 21 local investors. Between seed funding and traditional financing, this money provided the gap funding necessary to complete their building rehab projects and cover start-up costs to open their new business. (The full League case study is available in the appendix.)

Keep doing what you're doing: focus on place.

More than anything else, it's clear that Allegan is a community fully focused on placemaking. Not only do municipal leaders preach its practices, but residents and business owners consider placemaking in almost everything they do. It's clear that the people of Allegan love where they live, and that is a community's greatest asset of all.

APPENDIX LIST

1. Allegan PlacePOP participants
2. Allegan PlacePOP vendor & building participants
3. Allegan PlacePOP meeting notes and interviews
 - a. September 2015
 - b. November 2015
 - c. January 2016
4. Allegan PlacePOP engagement wall comments
5. Allegan PlacePOP visitor map distribution
6. Revolve Detroit case study
7. Revolve Detroit Guidebook entrepreneur resources
8. Newaygo Stream article
9. Kalamazoo Incubation Program
10. Ypsilanti DDA Improvement Program
11. Tecumseh Brewing Company case study

Allegan PlacePOP participants

Name	Affiliation	Phone	Email
Alison Van melle	Vendor		avanmell@zps.org
Andrea Jordan	Graphic Designer	317-417-3409	jordanakay@yahoo.com
Ann Carns	118 Locust	269-673-8041	
Arlene Barber	Paupers Painting		pauperspainting@gmail.com
Audra Lang	Vendor		alang@alleganps.org
Ben Hillard			benhillard2@gmail.com
Betty McDaniel	City Council		b.mcdaniel437@live.com
Carole Ann Ashley	Little Shops of Hoarders Antique Mall	686-0651 (home), 673-5841 (mall)	cava@charter.net
Chris Capitano	Sew Sisters, "Made in Allegan"	770-778-9107	capitano@charter.net
Cindy Langhorst	DDA , Design		beneaththetrees@frontier.com
Cindy Thiele	City	269-673-4514	
Craig Van Melle	Berkshire Hothoway, EDC, Restructuring Chair	269-377-9937	cvm.schulzrealty@yahoo.com
Deb Ieverence	Mayor		dleverence@cityofallegan.org
Delora Andrus	Jaycees		deloraa@hotmail.com
Dennis Sturgis	Landlord, property owner		sturgis@chartermi.net
Douglas Langhorst	Chamber, building owner		ppdlang@yahoo.com
Joe Leverage	DDA promotions		we.dreambig@yahoo.com
John Watts	245 hubbard		johnawatts49010@gmail.com
Kass Hillard	Reflexions	269-650-7359	kass_hillard@yahoo.com
Kelsie King	Promotions coordinator	810-252-5489	kking@cityofallegan.org
Ken & Renee Huber	Newcomers, entrepreneurs		kenhuber@comcast.net
KJ Kelly	Camp Kidwell Director		campkidwell@btc-bci.com
Lilly Ade	Camp Kidwell Associate director		lillyade428@gmail.com
Lovedia Stap	Chemical Bank, EDC, ER Committee	269-673-6691	lovedia.stap@chemicalbankmi.com
Malanie West, email not right?			mal_westile@yahoo.com
Marcia Neigebauer	Delano Mansion Inn	269-686-0240	innkeeper@delanoinn.com
Marcia Wagner	property & business owner		marcia@grillhouse.net
Michael Zeter	City Council		michaelazetter@yahoo.com
Mike Villar	DDA	616-299-5433	mike@verdelawoffices.com
Nancy Langbee?	City of Allegan		
Phil Siegler	Bartz/Rumery		phil@bartzrumery.com
Rachel Mckenzie	City Council		rachel.mckenzie09@gmail.com
Stacie Gratz	City Council	616-481-9520	sgratz@cityofallegan.org
Steven TenBrink			mal_westle@yahoo.com
Tim Perrigo	Allegn Area Chamber of Commerce		director@alleganchamber.com
Tory Kragt	Still Point Massage, 207 Locust	6161-510-4123	stillpointmassage@gmail.com
Traci Perrigo	DDA		traci.perrigo@gmail.com

Allegan PlacePOP vendor & building participants

209 Hubbard	Craig Van Melle	cvm.schulzrealty@yahoo.com
Alison Van Melle	Ironwood Cupcakes	avanmell@zps.org
Alison Van Melle	Baby Accessories	avanmell@zps.org
Jessie Cornhitke	Immenual Lutheran Church free-trade items	269-650-0026
Landria Christman	The Sassy Olive headbands and scarves	https://www.etsy.com/shop/TheSassyOliveShop
Nicole Hasse	Handmade Soap	
Audra Lang	Made-to-order Jewelry	alang@alleganps.org
Carol Tiller	First United Methodist Church nativity sets	269-673-4236
111 Locust	Denny Sturgis	sturgis@chartermi.net
Kass Hillard	Reflexions Plus, Random Acts of Art	kass_hillard@yahoo.com
Kali Frankhauser	Reflexions Plus	
	PJMonroe Creations textiles	
Patti Henderson	Custom blended make up	
Chris Capitano	Sew Sisters upcycled mittens	
Shari B	PJMonroe Creations upcycle clothing	
Elizabeth Siegler	Tu-tu skirts	
Christina Thompson	The Chemical Attraction and The Garden Collection books	
Leah Wood	Candied apples and delectables	
Jodi Schroeder Heany	Barn wood creations	
Kathy Conder	Holiday pillows and jewelry	
114-116 Locust	Denny Sturgis	sturgis@chartermi.net
Arlene Barber	Paupers Painting 26-Hour Creativity Open House	pauperspainting@gmail.com
Stacie Gratz	Jaycees Roudy Reindeer holiday beer and wine fundraiser	stacie@stotmeister.com
118 Locust	Anne Carns	269-673-8041
KJ Kelley	Camp Kidwell camp sign-up, games, and poinsettia sales	campkidwell@btc-bci.com

Allegan PlacePOP meeting notes and interviews

SEPTEMBER 30, 2015 MEETING NOTES

Next meeting: Tuesday, October 20 6:00 – 8:00 at Griswold Auditorium lower level – Bring a friend who's willing to help out!

Project Goals

1. Better prepare the community to support economic development opportunities in downtown Allegan
2. Determine “what’s right” for Allegan’s commercial spaces: what do people want? Can we test ideas to see how entrepreneurs or business owners might do?
3. Fill vacant storefronts with pop-up retail, art, and community activities during the holiday season ... and beyond!

Estimated project timeline

1. September 30: Community meeting to get everyone on the same page –education, brainstorm
2. October 1 – October 10: Secure building owner participation: what spaces can be used? how will we use them?
3. October 10 – 19: Secure pop-up retailers, artists, community organizations, and food vendors who will participate in Festive Fridays
4. October 20: Second community meeting to coordinate volunteers & activities, offer support, and promote Festive Friday participants and events
5. November – December 1: Coordinate logistics, beautify storefronts, support Festive Friday participants, promote & market the event
6. Participate in Festive Fridays: 12/4, 12/11, 12/18
7. January: Host debrief meeting, prepare final report
8. February: Deliver final report with what happened, who was involved, challenges, opportunities, and lessons learned

Pop-up brainstorm

Food & Drink

- Food trucks
 - o Sloppies
 - o Beachwood Inn (Holland)
 - o Ed’s Meats (Holland)
- Street performers – could do tryout competition on the stage in the fall, charge \$10 for licenses: look to Holland for contacts to past street performers
 - o Mike Villar and Kass Hillard will coordinate
- Speakeasy: Montage Market is thinking about doing one in the future, could they test out the idea here?
 - o Marcia Wagner
- Appetizers: Hickory Farms gift basket model
- Cupcakes, cookies, pie shop
 - o Craig VanMelle?
 - o Iron Bridge Cakes
 - o Cottage Industry
 - o Earl’s Farms, Fennville

- Christmas cookie exchange
- Old fashioned soda bar
- Food court downtown, food trucks but with restaurant space: In Old Rennies Building on Locust
- Mill Grove Brewery
- Chili Cook Off
- Downtown deli
- Candy and fudge shop

Specialty Shops

- Variety/consignment shops, ebay store
- Ladies apparel and shoes
- Trim a tree store
 - o Camp Kidwell
- Craft/art mall, small artisans in a shared space
- Toy store, children's store
 - o Fair Ground Vendors (Kelsie) – wait until we have the building secured
- Shared retail space to serve a variety of customers
 - o Made in Allegan – Kass Hillard will coordinate
- Jerkey outlet? Tasting?

Art

- Make existing window snowflakes into a kids art competition
- Kids art in storefront windows
- Professional artists: Andrea Jordan can help coordinate

Activities

- Small fireworks off of the bridge: \$5k for 8 minute show
- Ball Drop for NYE
- Art classes – make a holiday gift, for kids or all ages
- Holiday take & make projects
 - o Kass Hillard and Tory Kragt will coordinate – Kass will check with landlord
- Kid & adult bounce zone – indoor bounce inflatables or ropes course
 - o Ropes Course, Inc. (Kelsie)
- Dance club – for adults but also a teen night
 - o Chauncy (Kelsie) – probable yes but need a location. Dance lessons somewhere
- Couples dance classes
 - o Delano Mansion offering space at Inn
 - o Wendy Wood – dance instructor
- After 6 activities that are coordinated: “Allegan After 5” “Allegan After Dark”
- Workshops
 - o Stress relief from Tory Kragt
- Horseback riding
 - o Malanie West

Possible buildings

- Denny Sturgis
- Craig VanMelle
- John Watts

- City-owned properties

Other ideas

- Close off locust to traffic during events

TASKS:

- **If you're a building owner:** contact Sarah or Rob to confirm if & how your space can be used for Festive Fridays.
- **All others:** let us know how you can help – offer an activity, find a retailer, talk to an existing business, promote the event to the community!

NOVEMBER 5, 2015 MEETING NOTES

- Welcome & introductions
 - One word to describe Allegan during the holidays: Left out, warm & cozy, horse & buggy, togetherness, fun, energy, family, community, tradition, historic hometown, Norman Rockwell, bright lights, friendly
 - We'll use these terms to talk about our events! (besides "left out" – but working towards not making people feel left out this year ☺).
- Venue and vendor presentations: needs, resources, and volunteers for pop-up activities. How can you help?
 - 209 Hubbard, Craig van Melle**
 - Vendors: **There is room for one or two more vendors if anyone is interested**
 - Ironwood cupcakes, Alison van Melle – Cupcakes
 - Baby accessories, Alison van Melle
 - Immanuel Lutheran Church, Jessie Cronkhite – hot chocolate and popcorn, free-trade items for sale
 - The Sassy Olive, Landria Christman – Headbands and scarves
 - Nicole Hasse – soap
 - Needs: None**
 - 111 Locust, Dennis Sturgis**
 - Vendors: Made in Allegan, Kass Hillard & local artists (full list TBD)
 - Needs:**
 - Lighting – Joe's spotlight?
 - Christmas decorations – Marcia's fake trees, others??
 - 114-116 Locust, Dennis Sturgis**
 - Vendors:
 - CONFIRMED: Dec 18 - Jaycees indoor beer tent, Delora Andrus
 - Possibly paired with dancing or live music: Mike Villard, Tori's contact to the West Family
 - POSSIBLY: Grill House dinner, Marcia Wagner
 - POSSIBLY: Food entrepreneurs from Kalamazoo's kitchen incubator
 - Needs:**
 - Lighting
 - Floor covering – dance floor from the arts council? (Douglass has a contact)
 - Dennis will confirm use of bathroom
 - Brady & Hubbard, Ann Carns**
 - Vendor CONFIRMED: Camp Kidwell, KJ Kelly

1. I haven't finalized the details just yet, but I am thinking we will have someone there with the idea of hopefully signing kids up for Winter Camp, Summer Camp and selling gift certificates as well. I am hoping to possible have wreath and poinsettias for sale as well. Might even have a wreath making station(need to talk with Ann to be sure that is okay)
 - ii. **Needs:** cleaning, light bulbs
3. **Decorating downtown windows: pop-up locations and others**
 - a. How do we mark pop-up buildings?
 - i. Talk to art groups about making something for the wall/window front in the theme of Positively Allegan or the Allegan City logo – Talk to Andrea Jordan
 - ii. “Town crier” sign up to hang out in front of one of the venues, bring people in, act as info for the group – I’ll send sign-up sheet around in a week or two
 - iii. “favorite things” displays
 - b. **How should we decorate other downtown storefronts?**
 - i. Visitor interaction:
 1. Inside the bank building: ask people where they’re visiting from (map of Allegan County & map of U.S.)
 2. On the side of the Brady building: What do you love most about Allegan?
 3. On the side of Tory’s building: What would you love to see in Downtown Allegan?
 - ii. Continuing snowflakes, having kids art, or professional art
4. **Promoting pop-ups and venues**
 - a. Festive Friday poster is already made
 - b. Opportunity for vendors to get a listing in the spread in the paper \$25 cost
 - c. Art hop & stocking hop listings
 - d. Kass and Marcia can put together a commercial for the pop-up vendors to air at the theatre
 - e. Put together talking points, local press release, and statewide press release
 - i. Message themes: warm & cozy, horse & buggy, togetherness, fun, energy, family, community, tradition, historic hometown, Norman Rockwell, bright lights, friendly
 1. New businesses in Downtown Allegan
 2. Great shopping experience
 3. Activities
 4. Community support (for local businesses)
 5. Antique vendors are there to deal – shop antiques all year round
 6. New retailers coming to DT Allegan
5. **Next steps**
 - a. Venues & vendors are responsible for coordinating volunteer and set-up needs
 - b. MML present for Dec 4, welcome to use materials through Dec
 - c. Report/lessons due early January

JANUARY 14, 2016 MEETING NOTES

PROUD

- Lots of activity downtown
- As Allegan native, it's good to see the progression of downtown over the past few years
- Working with building owners and vendors – the community came together, got creative
- Lots of people
- How the community came together
 - o Building owners & sellers
- Enhanced an already successful event. Helped raise the bar for future events
- Great vendor participation
- Art creation
- Bring people together
- Positive comments about Allegan: opportunities for children and families, fun, unique place
- No dead zones during the events – sidewalks were full, storefronts were full
- You felt the magic of Christmas!
- Turned vacant space into an opportunity
- People had fun: Jaycees was a blast and even the bar owners were happy about having them there
- Gave vendors/entrepreneurs a chance to test out their products/business plans

CHALLENGES & OPPORTUNITIES

- Needed more time to attract more lasting business
- Needed maps of downtown all three nights that highlight all open businesses, feature pop-ups
 - o Needed better wayfinding & town criers to move people through the city
 - o Should we have a big map in a few locations throughout town?
- Should work with all downtown building/business owners to keep the lights on
- Needed more in the department store space – trees and wreaths should have been in the forefront
- Missed opportunity: Talk to existing business owners to see what they thought of the event, pop-ups
- People didn't know about the pop-ups before the event: should we have done special/different vendors for just the pop-ups? We used only existing marketing for Festive Friday
- How did vendors get the word out about their event? Should create a marketing "tips" sheet to help promote event & pop-ups
- Need Festive Friday signage to promote the event that we can re-use every year (i.e. large banner without specific dates)
- Need more street lighting in certain areas – Christmas lights were better this year but it was still dark throughout some parts of town
- Could we explore historic lighting for businesses – could use as part of façade improvement grant
- Encourage vendors to do both card & cash sales & to have signs that say they'll accept cards (promote the use of Square and similar smart phone-sales services)

- The biggest sales night was Art Hop and poorest was Stocking Hop – need to figure out what to do on slower nights to improve foot traffic: activity, light show, music, etc.
- Weather may have had an impact – there wasn't any snow so people weren't shopping!

IMPACT: Overall

- No one bought a building, but possibly increased chances to rent space or sell in the future
 - o I.e. Milgrove Brewing has been interested in coming downtown. Saw Jaycees event, helped view that space as a possible venue for growth
- Evening events illustrated there is potential for more night life in the city
- Existing businesses liked having the sellers there – it brought more people and encouraged foot traffic
- Beautiful art, improved the downtown look & feel
- Created more retail and art opportunities
- Built, improved relationships
- Illustrates that the spaces are viable – some sellers even went through and sold through the weekend
- People liked having many retail options in one spot
- Showed that people care about the community, local business
- Improved collaboration and cooperation
- People were downtown on a Saturday morning – it was hard to get parking when the 26-hour art-a-thon was hosting a class!
- Lights were on in empty spaces
- Downtown looked full

IMPACT: Vendors

- Made sales
- Built new & strengthened relationships – with building owners, with each other, with potential buyers, with city
- Got experience running their business, testing product demand
- Want to do it again! Have the expectation that they'll have more opportunities to sell in the future downtown Allegan
- Music was a success, promoting local art and band

IMPACT: Building owners

- Exposure to the space
- Inspiration of what could-be
- Gave them a way to give to the community – show investment, shows the love they have for Allegan
- Promote retail in the DT
- Access to entrepreneurs, encourage vendors to open

IMPLEMENTATION

Positives:

- More of this type of activity all year long – perhaps different vendors on Fridays and Saturdays, or in conjunction with Thursday Farmers Market
- City and organizational leadership
- Energy and excitement
- Gave opportunity for people to get involved in the community
- People had ownership over their projects, autonomy to take charge and make things happen
- MML set the tone with clear expectations and follow-ups
- MML brought an expert perspective, acted as independent facilitator
- Beautiful window decorations!

Negative:

- Need more time to plan
- Create an applicant pool of vendors
- Info packet and marketing to promote the opportunity to vendors in the future:
 - o Existing businesses
 - o Entrepreneurs
 - o Community
- More & bigger signage promoting the event
- Include existing business more in marketing, map
- Better evaluation – how do we measure impact?
- Could we have done more?
 - o More spaces
 - o More later activities into the evening

LESSONS

- Building owner has to be willing to work creatively with vendors. Sometimes that means you have to spend money to make money
- Don't be afraid – go big, go quickly
- Have fun
- Pick the right locations to have the most success (i.e. a walkable spot, where people will already be gathering)
- Work off existing event that makes sense (i.e. people are already shopping, people will be in the area and wanting to walk around – opportunities with sidewalk sales in the summer)
- There has to be good leadership at the top (city manager) and ownership throughout (residents, business owners, vendors)
- Foster new leadership
- City should be “host of the party” and bring everyone together – but let people do what they want to do
- Let things happen – give people the opportunity to be creative
- There's a clear love for Allegan – “Felt like holiday shopping when I was 10”
- Promote this sort of citizenship – involvement, participation, volunteerism, ownership
- There will always be vacancies – have a plan of what to do
- Someone has to be the project manager

- Keep talking, keep the momentum going
- Could we test in other parts of the year?
 - o Always think about the next thing –where could something like this work? Ladies Night Out? Sidewalk sales?

Lesson from entrepreneurs: Collaborate, help each other, have fun, use the information you gather to improve your business, product

Allegan PlacePOP engagement wall comments

What do you love most about downtown Allegan?

- Mug Shots
- The bridge
- Family
- Santa visits
- The whole city
- The 4th of July
- The bridge
- Mom
- Good police officers
- Reindeer fly
- Movie theatre
- Movies
- MugShots
- Mr. Hellman
- Small town atmosphere
- Regent theatre
- Bridge
- The parade today
- Seeing santa
- The bridge colorful lights
- The band in the parade
- The ambiance, familiarity, beauty
- Friendly faces
- Everything
- The small, home-town feel
- The fun
- Allegan Bible Study
- The post office because Erin Schneider is the best ever
- One of my friends lives by me
- Christmas decorations
- Family and friends
- Mug shots
- Great scenery on the lake
- The fair

- Living near my grandkids
- We care
- Friendly town
- A safe place for teens
- Historic character

What would you love to see in downtown Allegan?

- Comic book store
- Skate center
- More restaurants
- Locally owned bakery
- A place for teens to hang out and make better choices
- Bookstore
- Everything
- More stores
- Bridgeview fine dining
- Bookstore
- Bookstore
- Interactive place for children to play
- When you have an event downtown, no traffic
- A good restaurant (not pizza)
- Deli/soup/sandwich place
- Bookstore
- Toy shop
- Building owners keeping their buildings up better
- Owners keeping prices down so people can afford to come downtown
- Variety of restaurants
- Variety of stores
- More fun activities for kids
- Roller rink

Allegan PlacePOP visitor map distribution

Nation-wide map: 9 marks with representation from Florida, Canada, New York, and more.

Michigan-wide map: 28 marks with representation from the Upper Peninsula, Detroit, Southwest Michigan, and more.

Allegan County-wide map: 33 marks with representation from Trowbridge, Hopkins, Ganges, Overisel, and more.

Michigan Municipal League

Revolve



michigan municipal league

Better Communities. Better Michigan.



PROJECT DETAILS:

NAME:

Revolve

DATE:

2012–Present

LOCATION:

Detroit, Michigan

CATEGORIES:

Live, Work, Play
Built Environment

THE GIST:

Revolve is a pop-up retail initiative that partners community leaders, building owners, entrepreneurs, and artists to activate vacant storefronts with transformational businesses and art installations. Businesses have included eateries, galleries, and clothing shops, among many other entrepreneurial ventures.



michigan municipal league

Revolve

PROJECT SCOPE:

The Challenge:

How can we fill vacant spaces or enliven neighborhoods when little to no market demand exists?

Overview:

Inspired by the pop-up revolution in cities throughout Europe, Revolve seeks to foster this model by building upon the evolution and vibrancy of Detroit's neighborhood business districts through a series of temporary-use projects. The program collaborates with entrepreneurs, community leaders, and property owners to collectively transform neighborhoods, starting with the West Village. Revolve also provides resources and project management to implement these projects and leverage short-term investments into sustainable long-term investments. Revolve's end goal is to fill the spaces with full-time paying tenants, punching life into the city's retail scene and creating vibrancy on once-sleepy streets.

Accomplishments:

- Invested over \$540,000 and created 40 new jobs in the first year for The Villages.
- Provided a safety net for two culinary entrepreneurs to test additional businesses.

- Launched the establishment of four new permanent retail businesses in The Villages: CraftWork restaurant and bar, Red Hook coffee shop, Detroit Vegan Soul, and Tarot and Tea.
- Created buzz about Detroit's retail and business revitalization.
- Enlivened vacant storefronts and put people and art where sidewalks stood empty.
- Spiffed up, cleaned, and renovated abandoned spaces for retail.

Organization:

Revolve is a program of the Detroit Economic Growth Corporation. While there is a single project manager coordinating the program, many volunteers including artists, business owners, and designers support the projects during the construction and deconstruction phases. It is very much a collaborative effort.

Budget/Equipment:

Pop-ups executed by Revolve range from \$5,000 to create a 5,000 sq ft coffee shop to no cost at all for some events, especially those with substantial volunteer support. Revolve relies on matching grants to help bolster its projects, and the program has committed an additional \$40,000 to develop participants' brand and marketing platform.

Funding:

In several cases, the program has also used crowdsource funding to bring projects to interested neighborhoods. This funding model worked particularly well in Lafayette Park, where neighbors wanted a coffee shop just around the corner from where they live and work. Revolve has also had significant grant support from local foundations to help build-out projects as well as private investment from building owners.

Participants:

The entrepreneurial community in Detroit is thriving. Revolve relies upon diverse participation to keep the experiences new and innovative. Culinary artists, fashion designers, performance artists, and traditional retailers have joined the pop-up revolution. Revolve projects attract customers and support from local neighborhoods, but there is also a citywide and regional draw.

Inspiration:

Pop-up is an affordable and sexy solution for economic development and a catalyst for long-term investment and economic growth. Revolve never loses sight of its end goal to have the experiences be permanent. Its structure allows businesses to experiment and to change the conversation, experience, and perspective in a neighborhood, frequently adding liveliness to its character and investment in its economy.

Actions Taken:**1) HAVE URGENCY.**

The Revolve team always considers working quickly and effectively. Make a three- to six-month timeline for your pop-up project and get started. Come up with a definitive start and end date and use this to your advantage. There is no time to waste when working on temporary projects.

2) CONSIDER CONTEXT.

Each Revolve project is site-specific. A pop-up is also an opportunity to test-run small businesses, expand existing businesses in second locations, or have a temporary showcase. Choose neighborhoods with strong community organizations, good building owners, market demand, and bubbling entrepreneurial interest. Whether your goal is to fill a block of vacant buildings with pop-up tenants or host a single-day event, consider the following questions:

- Where should we pop up?
- What does this community need?
- Who could benefit from a pop-up in the community?
- Who will participate?
- What impact would you like to have on the physical space?
- What impact would you like to have on the surrounding neighborhood?
- When would be the best time to start?

3) MAKE IT LEGAL.

Revolve uses legal contracts that have been modeled after the city of Pittsburgh's pop-up program. These documents include: (a) agreement between building owner and tenant and (b) agreement between Revolve, building owner, and tenant. The license agreements describe the pop-up experience, owner requirements, free rent and/or electricity, and outline a 30-day notice for vacancy.

4) FIND COMMITTED PEOPLE.

Dedicated property owners, entrepreneurs, and community leaders are key partners for successful pop-up projects. Revolve projects have been a pretty easy sell, especially if there is a 2:1 matching grant on the table for property build-out, a commitment to innovative marketing, and additional business resources for participants.

5) SPREAD THE WORD.

Revolve spends a good bit of time and energy building its brand and its marketing campaigns. Pop-up is a great way to experiment and change the conversation and experience in a neighborhood in person and online.

6) CONSTRUCT.

Revolve relies heavily on volunteers during this phase of the project. Friends, family members, neighbors, and creatives band together to create cool spaces and experiences. All construction projects have challenges, and you have to be prepared to roll with the punches. Seek advice from local experts and borrow tools, equipment, and furniture to cut down on project costs and promote community ownership.

7) SHOWCASE THE EXPERIENCE.

Plan an opening event that will attract a variety of participants and really highlight the new business or activity. Recruit artists and consider unexpected ways to animate the space and street to attract foot traffic.

8) CONTINUE MARKETING EFFORTS.

Revolve consistently promotes new content about its pop-up projects through social and traditional media. Word of mouth will always be the strongest recruitment technique, but it is important to document and share stories about the project.



9) CELEBRATE.

Enjoy what you have created. At this stage in the game, it is important to reach out to your partners and thank them for their hard work and dedication.

10) DECONSTRUCT.

Recruit volunteers that experienced the pop-up to help you deconstruct. This is often a popular event as family and friends will come by to retrieve borrowed furniture or grab the last cup of coffee with the team. Always leave the space in better condition than when you found it.

11) PAUSE BEFORE POP.

Evaluate your experience and consider your successes and failures. Pop-ups allow you to understand what works and determine what could succeed in the neighborhood. Maybe the location needs to be shifted or the idea was not a great fit, but you are one step closer to a long-term solution.

Lessons Learned:

- You Get Out What You Put In.
“Engage with more people, find the right tenant, and it will be a better experience.”
- Failure is OK.
“There is limited risk with a pop-up, so evaluate your choices and find the experience empowering.”

Experts:

Michael Forsyth, Revolve Director, mforsyth@degc.org

Similar Projects:

Project Pop-up
Pop-up City

Documents:

Revolve Pop-up Guide—*Coming Soon*

The Center for 21st Century Communities

Building 21st century communities

Experts from around the world—in academic, business, and public sectors alike—agree that investing in communities is a critical element to long-term economic development in the 21st century. Michigan's future depends on its ability to attract and retain knowledge-based workers. Central to attracting this priceless commodity is *place*. Research proves that successful 21st century communities effectively leverage the assets summarized in this brochure. Learn more and stay engaged at mml.org.

Who we are...

The Michigan Municipal League is the one clear voice for Michigan communities. We are a nonprofit, but we act with the fervor of entrepreneurs; our people are dynamic, energetic, and highly approachable, passionately and aggressively pushing change to achieve better communities and a better Michigan.

What we know...

Never before have so many diverse interests, from academic researchers to the business community to government leaders, shared a single conclusion: Michigan's future depends on its ability to attract knowledge-based workers. And what is central to attracting this priceless commodity? *Place*, specifically vibrant 21st century communities.

What we offer...

Through its Center for 21st Century Communities (21c3), the League provides education, technical assistance, public outreach, and unprecedented access to experts and resources. The 21c3 is a "one-stop-shop" for communities interested in creating and sustaining livable, desirable, and unique places that attract the highly skilled, creative, and talented workforce of the next century.



michigan municipal league

Better Communities. Better Michigan.

CHAPTER 3: ENTREPRENEUR RESOURCES



ART IN MOTION | LIVERNOIS AVE | DETROIT, MI

HOW TO USE THIS SECTION OF THE GUIDEBOOK

We know how entrepreneurs like their information: simple and to the point. You have enough on your plate as it is. This section provides checklists, sample documents, permits and resources based on our experience and research. These are resources aimed to facilitate action. We've cut through the red tape and countless hours of trial and error to distill information down to what we believe are essential. With that said, every situation is different and we can't account for everything. These resources should in no way replace your own research nor are they an excuse not to do your own homework. One thing however remains constant - you get out what you put in. We wish you best on your endeavor and encourage you to be Revolutionary.

This guidebook provides the following:

A pop-up checklist that covers the basics to getting started, legalities and formalities, construction and deconstruction and marketing and promotion.

A building assessment guide that we use to determine the “retail readiness” of a space. If you find yourself in the midst of a building renovation, in addition to starting a business, be sure to engage design-build professionals.

Permits including temporary use permits and temporary food permits that may be necessary to make your pop-up a reality.

Sample forms that REVOLVE uses. This includes license agreements (our version of a lease) that was based on Pittsburgh's Project Pop-Up. REVOLVE also uses additional forms and contracts (not included) for participants chosen to participate directly with our program.

Resource guide which includes partial lists of insurance agencies, Detroit businesses where we've procured furniture and equipment, and the “Biz Grid” – an infographic designed to help Detroit entrepreneurs navigate the landscape of organizations providing business assistance within the city.

3. ENTREPRENEUR RESOURCES | REVOLVE POP-UP CHECKLIST

REVOLVE POP-UP CHECKLIST

This checklist covers several requirements to execute a pop-up business. While it is a long to-do list, it is by no means exhaustive. It is oriented towards pop-up businesses locating within a vacant storefront and doesn't cover things such as co-locating with an existing business, art installations, or events programming. This list was developed to help aid in the development of pop-up stores but shouldn't replace your own planning. It's also subject to change. Other great resources exist, like **Storefront's Ultimate Guide to Opening a Pop-Up Shop**. The lists cover four topics: Part 1) Get Ready for Business provides the basics. Part 2) Legalities and Formalities details important tasks for permitting, insurance and business start-up. Part 3) Construction and Deconstruction provides considerations for designing and building the space. Part 4) Marketing and Promotion explores some of the basics for getting the word out.

GETTING READY FOR BUSINESS

	TASK	NOTES
○	Develop a business plan for pop-up and permanent business.	Not required, but highly recommended. Pop-up can provide an opportunity to test and refine facets of a permanent business with less risk and cost. Determine your goals for the pop-up. Ask yourself: How do short-term actions and achievements for my pop-up advance my long-term business aspirations?
○	Develop a plan to execute the pop-up.	Your business plan is one thing, but developing a plan for executing your pop-up is more detailed and action oriented. What is your budget? What is your schedule? This to-do list is a great start for figuring out your plan.
○	Identify neighborhood(s) and space(s).	Identify the location and space that best fits your business model. Check out REVOLVE spaces here .
○	Reach out to locals.	Inquire about opportunities to collaborate with community organizations and get insider information from local businesses.
○	Price products and set financial goals.	Determine sales targets, costs, profit, unit margins, etc. This is your chance to test financial viability of your business and/or product.
○	Develop point-of-sales system.	Determine how to collect and process credit card and cash sales.
○	Determine hours of operation, opening and closing dates.	This is vital to the success of your pop-up. Keep consistent hours so that customers know when to come. Use openings to generate excitement and buzz. Use closing dates to drive traffic to the shop before the pop-up is gone.
○	Determine staffing needs.	Can you do it all by yourself or will you need help? This is a chance to also determine staffing needs for a full-time business.
○	Determine merchandising and service strategy.	How will you display your products? What is the experience you want your customers to have and remember? How does design help elevate sales.
○	Gather as much data as you can on your business.	Prove yourself and investors what the economic opportunity is. This can help secure loans, determine if the location is right and what you can afford for rent.
○	Develop strategy for post-pop-up.	If you're planning on going permanent and the pop-up is proving to be successful, be sure to start lease negotiations with the building owner ASAP. You could lose out to another potential full-time tenant after you market the space and demonstrate a viable economic opportunity.

LEGALITIES AND FORMALITIES

This section of the checklist covers some important required tasks. Tasks, such as registering your business with the state will help you get closer to becoming a permanent business, while obtaining insurance can get you closer to operating full-time. Other permitting tasks are specific to the City of Detroit. It's highly recommended that you work with the City's Building, Safety, Engineering and Environmental Department to not only determine requirements to open a pop-up, but to identify needs to transition your temporary use to a permanent one at your location of choice.

	TASK	COST	PROCESS TIME	NOTES
○	Register your business and file articles of incorporation.	\$50	10 days or less	See if your business name is available here . Fill articles of incorporation here .
○	Apply for FEIN.	No fee	Immediate	Apply here .
○	Register to pay sales taxes.	No fee	4 weeks or less	Register here . If you make retail sales at only one or two events in Michigan per year, complete form here .
○	Obtain general liability insurance.	Varies	Varies	See partial list of insurance options here .
	Work with BSE&ED to determine the "existing use" and "compliance" of the space and all permitting needs.	No fee	Varies	Visit or contact the BSE&ED. An in-person visit is recommended. If the pop-up use is the same as the previous use AND the property is current on inspections, you're good to occupy the space. If the pop-up use is the same as the previous use BUT not current on inspections, inspections are required. Coordinate with the property owner to schedule and pay for the inspections. If the pop-up use is DIFFERENT than the existing use, complete a temporary use permit. If you're considering going permanent, use this opportunity to identify requirements to transition your pop-up to permanent.
○	Complete a temporary use permit (if needed, see step above).	\$150 and up	Minimum 3-5 days processing	See form here . In addition to completing the form you will need 1) a license agreement/lease showing property owner permission to use property and 2) three copies of a floor plan for the space drawn to scale and printed on minimum of 11x17. Architecture stamp is not required. Permits can be walked through on Tuesdays and Thursdays at BSE&ED.
○	Complete building inspection (if needed, see two steps prior).	\$208	Varies	See above. If you're also proposing alterations to the space (structural, plumbing, electrical and/or mechanical) building and/or trade permits may be required.
○	Submit temporary food permit (food users only).	\$125 - \$250	Submit 2 weeks from opening	Obtain permit here . Permits are good for 14 days. In-person submission recommended. Money orders only. \$125 non-profit, \$250 for profit.
○	Complete lease or license agreement.	No fee	Submit 2 weeks from opening	See sample license agreement that REVOLVE uses as a substitute to a lease.
○	Complete REVOLVE license agreement (if REVOLVE participant)	No fee	Submit 2 weeks from opening	See license agreement . This is a requirement as a REVOLVE participant.

3. ENTREPRENEUR RESOURCES | REVOLVE POP-UP CHECKLIST

POP-UP CONSTRUCTION AND DECONSTRUCTION

Opening a pop-up can sometimes feel like opening a permanent store on an abbreviated timeline. During the planning process, it is important to understand what construction tasks are necessary for you to achieve your short-term goals while advancing your long-term vision. A strong understanding of your goals, budget and schedule are essential to determining how much you should invest in a space.

	TASK	NOTES
○	Assess condition of space and determine construction and design needs.	See simple property assessment form here . It is highly recommended that you engage a design-build professional to determine design and construction needs for your pop-up. Determine build-out needs that are required for your pop-up and those can wait until you go permanent. Develop a budget, schedule and a plan for construction. If any substantial changes or additions are required you may need a building and/or trade permit(s). Be sure to get improvements approved by the building owner.
	Develop a floor plan (if necessary) and design scheme.	Floor plans, drawn to scale, are required for temporary use permits. Google SketchUp is a free and useful tool for developing floor plans. Use the floor plan to layout and design your shop – seating, merchandising, service, paint colors, shelving etc.
○	Recruit contractors and/or volunteers for construction.	Some improvements – electrical or plumbing for example – will likely require qualified contractor. Identify and execute on those needs early on and find good professionals you can trust. Identify other improvements that volunteers can help with. Nothing helps local word of mouth marketing more than involving your customers in constructing your pop-up shop. Your customers will feel a sense of ownership and will bring their family, friends and neighbors to show off the store they helped create.
○	Clean and complete improvements to the space.	Cleaning and a fresh coat of paint can go a long way. Be sure to get improvements approved by the building owner.
○	Collect furniture, shelving, and lighting as needed.	Ask local residents, friends, families, and others to donate items you need. Ask REVOLVE what you need and we'll try to point you towards someone who has it. See list of resources for rentals and purchases.
○	Obtain and install all equipment for pop-up.	See above. If you're a food user and will have dishes, you'll need a three-compartment sink. If you have hot or cold food, you'll need equipment to maintain temperatures.
○	Recruit volunteers for deconstruction.	Start planning 2 weeks in advance. Rent or borrow a truck if needed. This is the responsibility of the tenant and an often overlooked aspect of the pop-up process.

MARKETING AND PROMOTION

Strong marketing and promotion are essential to a successful pop-up. This is your opportunity to garner some invaluable attention to a new business or concept. You'll need to cover all the basics - location, hours, opening and closing date – while also determining the story you want to tell. If you have a strong understanding of what you want to achieve during your pop-up, marketing and promotion is one way to help influence those outcomes. Remember too that it's not all about you. Teaming up with local neighborhood leaders and existing businesses, can help market the destination as well. Find opportunities to co-promote and leverage new networks where ever possible.

	TASK	NOTES
○	Develop a press release.	If selected as a REVOLVE participant, REVOLVE will help market your pop-up. REVOLVE will help promote any pop-up by listing events on RevolveDetroit.com and social media pages (Facebook, Twitter, Instagram).
○	Build social media presence.	Build your following on Facebook, Twitter, and Instagram. Be sure to create a Facebook event and invite the world. Cross promotion with other businesses, events, and entrepreneurs boosts visibility. Click here.
○	Engage local residents in construction of your pop-up to support word-of-mouth marketing.	Nothing helps local word-of-mouth marketing more than involving your customers in constructing your pop-up shop. Your customers will feel a sense of ownership and will bring their family, friends, and neighbors to show off the store they helped create.
○	Work with CDC's for local outreach.	Community Development Corporations often have emails or contact information for hundreds of neighboring residents. Work with CDC leadership to craft messages and advertisements for your pop-up. This is a win-win for both of you.
○	Submit press releases to local media outlets.	Submit your press release to local publications like Model D and Curbed Detroit two weeks prior. Larger publications like the Detroit News, Free Press or television programs need a press advisory a week before and one-on-one outreach to get coverage before or during your event. You may consider giving one press outlet the "exclusive."
○	Grand opening party event and promotion.	Print and distribute flyers, make Facebook events, and send out electronic invites. This is your biggest opportunity to announce to the world that you're opening.
○	Plan interim events and collaborations.	New and interesting events will keep people coming out. Collaborating with other businesses or artists is a great way to reach new audiences and create new marketing opportunities.
○	Closing celebration and promotion.	Because you're a temporary business, it's important to let customers know that your product is only available for a certain time and if they don't visit they'll miss out. Instill a sense of urgency into potential customers and make sure you celebrate your success on your last day(s). You deserve it.

3. ENTREPRENEUR RESOURCES | PROPERTY ASSESSMENT

REVOLVE DETROIT PROPERTY ASSESSMENT

This form is designed for building owners interested in participating in the REVOLVE Detroit Program. The form presents the basic benefits and obligations for REVOLVE participation and also collects basic information about property ownership, the condition of the space, and the parameters for supporting new uses. This form can also be used by prospective entrepreneurs and artists that are considering activating or leasing a space. It's a great starting point to support owner/user collaboration and coordination.

REVOLVE is a collaborative program of the Detroit Economic Growth Corporation (DEGC) that partners with local leaders, building owners, entrepreneurs, and artists to activate vacant storefronts with transformational businesses and art installations. The goal of the program is to foster the evolution and vibrancy of Detroit's neighborhood business districts. This form assesses a property owner's willingness and qualifications to participate in the REVOLVE Detroit Program.

REVOLVE DETROIT PROGRAM PARTICIPATION

The following section asks questions about your willingness to participate and contribute to the REVOLVE Detroit Program.

What REVOLVE can do for you:

- Recruit temporary "pop-up" businesses and art to activate the space (little to no owner cost).
- Market the space and neighborhood to prospective tenants (free).
- Recruit full-time tenants, that pay full rent (free).
- Potentially provide matching grants or other financial tools to support build-out (if applicable).

What you can do to participate in REVOLVE:

- Provide free or reduced rent to temporary "pop-up" businesses and art (tenants or REVOLVE typically pay all operating expenses).
- Specify the amount of time pop-up users can occupy the space.
- Complete a Memorandum of Understanding and License Agreement.

Pop-Up Basics:

Are you willing to let a pop-up business or art installation temporarily occupy the space?

YES NO

☐ ☐

Will you provide rent for free or at a reduced rate? What do you want to charge? _____

☐ ☐

Note: Both are required to qualify for consideration of free marketing and recruitment as well as matching grants to support build-out if available.

How long could a pop-up user expect to stay?

- ☐ One weekend, plus prep time (Event pop-up)
- ☐ Two weeks (Short-term pop-up)
- ☐ One month (or more)
- ☐ Until I get the full-time tenant I'm looking for

When will the space be available? _____ How long will the space be available? _____

Note: In the event that a full-time tenant is secured, the landlord must provide the pop-up tenant with 30 days notice to vacate the space.

Utilities

Who will pay for utilities?

Lanlord Tenant

- | | | |
|-----------------------|-----------------------|------------------|
| <input type="radio"/> | <input type="radio"/> | Electricity |
| <input type="radio"/> | <input type="radio"/> | Gas |
| <input type="radio"/> | <input type="radio"/> | Water and sewer |
| <input type="radio"/> | <input type="radio"/> | Garbage Disposal |

Insurance and Compliance

What are your insurance requirements?

YES NO Are you willing to add a pop-up tenant as an additional insured on your insurance policy?

☐ ☐

PROPERTY ASSESSMENT

Property Address:

Contact Information

Name: _____
Phone: _____
Email: _____

Your role: (choose all that apply)

- ☐ Building Owner
☐ Property Manager
☐ Broker
☐ Other

Quick Assessment of Building Condition and Needs

Previous Use: _____ Desired future use: _____

General description of the space: (your selling points)

What is the general condition of the building?

- ☐ Great (it's move-in ready)
☐ Good (minimal repairs and \$)
☐ Fair (It needs some work and \$\$)
☐ Poor (it needs serious work and \$\$\$\$)

YES NO

- | | |
|---|------------------------------------|
| <input type="radio"/> <input type="radio"/> | Is there working electricity? |
| <input type="radio"/> <input type="radio"/> | Are there working bathrooms? |
| <input type="radio"/> <input type="radio"/> | Is there Certificate of Occupancy? |
| <input type="radio"/> <input type="radio"/> | All bills up to date? |
| <input type="radio"/> <input type="radio"/> | Is there working heat/AC? |

Please list improvements needed to get the space move-in ready. If you know the cost of improvements please include this here. If you have a budget for improvements please also include this here.

Are there any impediments to leasing the space beyond its condition that we should be aware of?

3. ENTREPRENEUR RESOURCES | BUILDING ASSESSMENT

BUILDING ASSESSMENT

The following section asks detailed questions about the building's condition. This helps us understand what improvements are necessary in order to get the space "retail ready." Please answer the questions to the best of your ability.

Flooring

- ☐ Wood
- ☐ Cement/Concrete
- ☐ Carpet
- ☐ Wood
- ☐ Something else

Condition Estimated Cost: _____

- ☐ Great (it's move-in ready)
- ☐ Good (minimal repairs and \$)
- ☐ Fair (It needs some work and \$\$)
- ☐ Poor (it needs serious work and \$\$\$\$)

Bathrooms

How many bathrooms?
Do they work?
Are they ADA compliant?

YES NO

- ☐ ☐
- ☐ ☐

Condition Estimated Cost: _____

- ☐ Great (it's move-in ready)
- ☐ Good (minimal repairs and \$)
- ☐ Fair (It needs some work and \$\$)
- ☐ Poor (it needs serious work and \$\$\$\$)

Electricity

Is there electricity?
Are the outlets grounded?
How many work?

YES NO

- ☐ ☐
- ☐ ☐

Condition Estimated Cost: _____

- ☐ Great (it's move-in ready)
- ☐ Good (minimal repairs and \$)
- ☐ Fair (It needs some work and \$\$)
- ☐ Poor (it needs serious work and \$\$\$\$)

Heating and AC

Is there heat?
Is there AC?

YES NO

- ☐ ☐
- ☐ ☐

Condition Estimated Cost: _____

- ☐ Great (it's move-in ready)
- ☐ Good (minimal repairs and \$)
- ☐ Fair (It needs some work and \$\$)
- ☐ Poor (it needs serious work and \$\$\$\$)

Can we make modifications to the space? If so, please describe what's allowed:

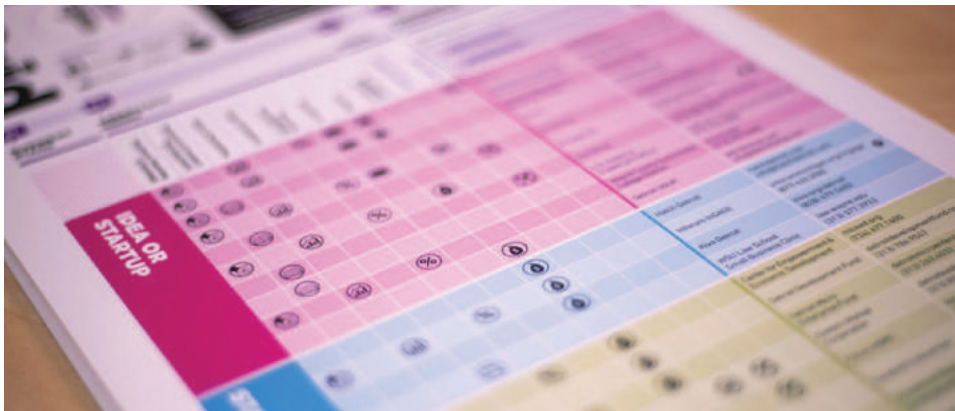
What modifications are you willing to make to the space? These are the financial responsibility of the landlord.

POP-UP RESOURCES

SMALL BUSINESS SERVICES

Detroit BizGrid

The BizGrid is a physical infographic designed to help Detroit entrepreneurs navigate the landscape of organizations providing business assistance within the city. The BizGrid features 54 organizations offering services ranging from business planning and strategy to real estate assistance, funding, co-working space, and beyond. Its crisp, simple design enables an entrepreneur to find names and contact information for assistance organizations based on the entrepreneur's business stage and needs. The BizGrid was created by a committee of the Detroit Business Support Network consisting of **Bizdom**, **D:hive**, the **Detroit Economic Growth Corporation**, **InsYght**, & **TechTown** with the support of the **New Economy Initiative** of Southeast Michigan. The committee drew on its members' day-to-day interface with entrepreneurs and invited input from business owners who represent the BizGrid's target user base. We thought we'd share this resource rather than re-creating the wheel.



D2D Business Database

Refined other small businesses in Detroit. The database introduces Michigan companies to opportunities that help them grow and expand.

PERMITS

The following provides two permits that are commonly used to support temporary uses in the City of Detroit. Temporary Use permits may be required by the City of Detroit's Building, Safety, Engineering and Environmental Department (BSE&ED) to activate a space. Temporary Food permits may be required by Detroit's Institute of Population Health (IPH). Both permits are unique to Detroit. Other municipalities will have their own regulations and permitting requirements. See the REVOLVE Checklist for more information to understand if the forms are required and how to complete them. We've also included contact information for BSE&ED and IPH officials to contact with further questions.

Helen Broughton
313.628.2459
broughtonh@detroitmi.gov

Mignon Lott
313.522.0673
mignonlott@gmail.com

Temporary Use Permit

Temporary Food Permit

3. ENTREPRENEUR RESOURCES | SAMPLE AGREEMENTS + INSURANCE CONTACTS

SAMPLE AGREEMENTS

The following are three “license agreements” which REVOLVE uses to help define roles and responsibilities between pop-up participants. These documents are based on Pittsburgh’s Project Pop-Up program. We’re grateful that the good folks in Pittsburgh shared these with us, so we’re sharing them with you. Please note that when these documents are used outside of the REVOLVE program, users will be responsible for changing these documents to meet individual needs. Independent legal counsel may be required.

The “Building Owner and Participant License Agreement” can serve as a substitute for a lease for REVOLVE pop-ups. “DEGC and Building Owner License Agreement” serves as an agreement between the DEGC (the managers of the REVOLVE Program) and building owners. This form can be used when REVOLVE essentially master leases a space to allow for a series of pop-up programming. The “DEGC and Tenant License Agreement” can be used to simply solidify responsibilities for participating in the REVOLVE program, or can be used when REVOLVE essentially sub-leases to one or more pop-up tenants in a space.

Building Owner and Participant License Agreement

DEGC and Building Owner License Agreement

DEGC and Tenant License Agreement

Note: These are references that we have collected. Use them as a starting point. We do not endorse the organizations and we do not endorse the views they express or the products/services they offer.

INSURANCE CONTACTS

ACT Insurance Program

<http://www.actinspro.com>

\$39 - \$265

Fractured Atlas

<http://www.fracturedatlas.org/site/liability/PublicArt>

\$425-525

Johnsonese

http://www.johnsonese.com/creative_businesses

K&K Insurance Group

<http://www.kandkinsurance.com/EventsAttractions/Pages/Special-Events.aspx>

Popupspace

<http://www.popupspace.com/index.jsp?nav=insurance>

\$120

Veracity Insurance

<http://www.veracityinsurance.com/products/insurance/special-events-liability-insurance/>

Detroit Insurance Agency

<http://www.aemourad.com/SmallBusiness/DIA.aspx>

Van Wyk Risk & Financial Management

<http://www.vanwykcorp.com>

Matt Capel

Main: 616.942.5070

Direct: 616.726.1068

mattc@vanwykcorp.com

FURNITURE AND EQUIPMENT

Architectural Salvage Warehouse of Detroit

4885 15th St
Detroit, MI 48208
313.896.8333
<http://www.aswdetroit.org/>

Detroit Antique Mall

828 W Fisher Fwy
Detroit, MI 48201
313.963.5252

Detroit Display

1332 Broadway St
Detroit, MI 48226
Contact: Paul Balog
313.575.2004

Detroit Store Fixture Co

7545 W. Eight Mile Rd.
Detroit, MI 48221
313.341.3255
<http://detroitstorefixture.com/>

Display Group

1700 W Fort St
Detroit, MI 48216
313.965.3344
<http://www.displaygroup.com/pages/home>

Eastern Market Antiques

2530 Market St.
Detroit, MI 48207
313.259.0600
<http://www.easternmarketantiques.com/>

Franklin Furniture

5062 Loraine Street
Detroit, MI 48208
Contact: Jim
313.393.2500

Fred's Unique Furniture and Antiques

<http://fredsuniquefurniture.smugmug.com/>

Warren Location
14901 E 8 Mile Rd
Warren, MI 48089
586.776.7100

Livernois Location
20201 Livernois
Detroit, MI 48221
313.345.0884

Modern Stool Manufacturing Co (new and used furniture)

4885 15th St
Detroit, MI 48208
313.896.8333
<http://www.aswdetroit.org/>

People's Restaurant Equipment Company

2209 Gratiot Ave
Detroit, MI 48207
313.567.1944
<http://www.peoplesrestaurantequipco.com/>



1. The Newaygo Brewing Co., a new craft beer business in an historic downtown building.

GO WITH THE FLOW

Newaygo's Positive Business Climate Inspires Innovation)

By Lisa Donovan

What do craft beer, a vault full of money, home health care, and bright, contemporary office space have in common? They're all part of the new wave of developments in Newaygo that are bolstering the business community and contributing to an inviting sense of place.

This fall, customers will be ordering up cold, hard cash instead of soft drinks as Gerber Federal Credit Union's new building bubbles up on the site of a former root beer stand. But this spring has already seen increased activity in the city as they welcomed both Community Home Health Care and Newaygo Brewing Co.

The city joined the craft brewing trend when co-owners Nick and Krista Looman settled on Newaygo as the site for

their new business, Newaygo Brewing Co. They chose the city in part because of their fond memories of vacationing on nearby Pickerel Lake. Even more importantly, they wanted to bring craft beer to a place that didn't already have it and become a community hub.

Leaders from the city and River Country Chamber of Commerce jumped right in to help the Loomans find the perfect business site—a historic downtown building close to a Muskegon River staging area for rafting and kayaking. “We kind of get some customers delivered to us,” quipped Nick.

“We try to be helpful, flexible, and understanding,” said

Newaygo
pop. 1,976





2

2. Meeting room in The Stream, an ultra-modern co-working space in Newaygo

City Manager Jon Schneider. “When someone is interested in starting or expanding a business here, we meet with them to understand what they’re looking for, help them brainstorm ideas to be more effective, and if they have challenges, we help them solve them in an expedient manner.”

With a focus on lighter, subtly flavored, English-style craft beers and a menu with Italian flair, Newaygo Brewing Co. has already exceeded its founders’ expectations. “The community was very excited to see something new run by young people,” said Nick. “Now that summer is underway, we’re seeing people from places like Grand Rapids and Kalamazoo come here for the prime purpose of coming to the brewery. That’s what we hoped would happen.”

Adding to the Flow of Development

Perhaps the most innovative new development to hit Newaygo in recent years is The Stream, an ultra-modern co-working space “where talent flows.” Launched in 2010, the site’s state-of-the-art technology serves a variety of purposes for residents and visitors alike. If you’re an entrepreneur starting your own business, there’s a cool, private office calling your name. For commuters or vacationers, a cubicle filled with natural light and a high-speed Internet connection makes an

ideal remote workspace. Or, hard-working students can take a quick trip to The Stream to attend classes offered by Montcalm Community College.

The Stream also has the distinction of being a test site for office furniture maker Haworth. Members are treated to the latest designs in office furniture, walls, and flooring so that Haworth can study usage, traffic flows, and gathering spaces to help them perfect their products for the co-working/remote workplace market.

“People are surprised how nice it is. The professional environment and natural light are a real change of pace for someone who has worked in a basement or with fluorescent light,” said Executive Director Rhonda Wert-Carr. “Now, there are a number of work spaces like The Stream, but we were ahead of the curve for a small, rural town.”

The Stream developed from West Michigan’s recognition that our country is shifting to a knowledge-based economy and that is affecting how and where people work. Through the Workforce Innovation in Regional Economic Development (WIRED) initiative, Newaygo received several million dollars in grants to develop the second floor of a former fire-ravaged hotel into a workplace for the new knowledge economy. Many partners brought the project to fruition, including

state and local officials, economic development professionals, corporations, developers, and educators. Now, The Stream is owned and operated by the city.

The Stream prides itself on flexibility, both in the configuration of the building and the membership options it offers. Within 13,000 square feet, the site offers five meeting rooms that seat up to 40 people, three private offices, 40 cubicles, and a variety of informal areas with comfortable couches and chairs. Its flexible system also allows walls and floors to be moved and configured to meet a variety of needs.

Their high-tech, flexible space has caught the attention of individuals and groups alike. Organizers for Code Michigan were so impressed that they held their annual hackathon for developers of civic apps at The Stream in 2014. And lawyer Valerie Smulders has made it a regular meeting place for clients. "I have probably retained over 75 new clients from this location since I began using it in August 2012," said Smulders of Smulders Law Office, PLLC. "Almost all of my clients have commented on the space and how professional and modern it is for Newaygo. I feel that it provides me with an environment and working space that I can be proud of."

The meeting rooms, equipped with everything from a full wall of whiteboards to large flat-screen TVs, are especially popular. One member is a health care system that regularly

brings in employees from different sites to take advantage of the meeting rooms. Wert-Carr says she has seen more than a 100-percent increase in meeting room usage from spring to fall last year. She attributes that increase to people telling their friends how much they love the space.

Membership options are equally flexible. Most of The Stream's 50 members purchase monthly passes, but they will create customized packages based on the needs of the individual or company. Prices start at \$25 for a day pass, \$150 for a monthly individual membership, and \$300 per month for a small business. Some members are looking for permanent office space, and others have more temporary needs, such as the company that's housing 44 employees at The Stream for several months while they remodel their home office.

"People familiar with The Stream refer to it as a gem," said Wert-Carr. "Our biggest hurdle is that people don't know what we are and what we have to offer."

Lisa Donovan is a communications coordinator for the League. You may contact her at 734-669-6318 or ldonovan@mml.org.



Software Based on How You Do Your Job

BS&A financial management experts are focused on developing software that meets the needs of financial, utility and HR professionals with integrated, flexible and efficient applications. 1,585 municipal customers across the state have learned that BS&A provides innovative solutions backed by unmatched service and support. Our Financial Management Suite delivers real world solutions, resulting in:

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- Integrated functions for easy tracking, quick analysis and less repetition
- Improved accuracy to reduce errors and provide immediate information

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04/03/15

DOWNTOWN KALAMAZOO INCORPORATED

DOWNTOWN KALAMAZOO INNOVATION PROGRAM GUIDELINES

The Program

The purpose of Downtown Kalamazoo Incorporated's (DKI) Downtown Kalamazoo Innovation Program is to create vibrancy and wealth in downtown Kalamazoo by supporting new commercial businesses to the TIF district. (See attached map.)

The Downtown Kalamazoo Innovation Program (DKIP) is a program offered to new retail, restaurant, service organization or office tenants. Emphasis will be placed on tenants and established businesses, however, start-up businesses may apply with a formal business plan. The applicant can be the property owner or tenant. The funds shall be in direct benefit to the tenant. They may choose any location consistent with the DDA's 2009 Comprehensive Plan, as long as the landlord agrees to the terms and conditions of the program.

The program is offered through Downtown Kalamazoo Incorporated's Business Recruitment and Retention Committee. DKI administers the program.

Business Benefits

The Downtown Kalamazoo Innovation Program has a total amount of \$10,000 in its fund for up to two potential grants per year. Businesses that become part of DKI's Downtown Kalamazoo Innovation Program are eligible for and may receive the following benefits:

- **Subsidized rent** (follows the general guidelines of the Business Incubator Program)
- **Tenant space improvements** (follows the general guidelines of the Business Incubator Program/Business Recruitment and Retention Incentive Program)
- **Monthly employee parking** (applies to employee parking only)

Business Requirements

The business agrees to the following conditions, which are required in an effort to ensure success:

1. All applicants shall provide a letter describing their business model. Businesses shall be required to provide a small business plan.
2. Retail Businesses shall, at a minimum, be open for business 55 hours per week, 6 days per week.
3. New start-up businesses shall obtain the services of a bookkeeper, attorney and CPA acceptable to DKI.
4. Additional Criteria
 - a. The maximum **rental subsidy** over 18 months shall be a maximum of \$10,000.
 - i. Month 1-6 50% subsidy or \$830/month maximum
 - ii. Month 7-12 33% subsidy or \$560/month maximum
 - iii. Month 13-18 17% subsidy or \$275/month maximum
 - b. Grants for permanent **tenant space improvements** will be determined by the following:

The grant amount shall be based on the length of occupancy and the amount of space occupied by the business. Grant amounts shall be calculated as follows:

- i. \$.60 per square foot of space occupied, per lease year (initial term only) will be offered to businesses new to the TIF District (see attached map).
 - ii. For businesses purchasing property, a lease term of 5 years shall be used for purposes of calculating eligible grant funds.
- c. Grants for **monthly employee parking** are based on a special need to assist the business.
 - d. Businesses that take part in the DKIP Program shall not be eligible for other Business Recruitment & Retention Funds until 3 years after opening for business.
 - e. Useable square foot measurement shall be based on BOMA standards.
 - f. Business shall remain in continuous operation within the TIF district for 3 years from date of opening. Businesses who relocate outside the TIF district before this time shall repay all or a portion of the rent subsidy.
 - g. Priority shall be given first to established businesses expanding to downtown, then new start-up businesses.

Application Process

1. Applicant submits application and all required attachments to DKI (see application for required documentation).
2. Business Recruitment & Retention Committee meets to review application and make a recommendation to the DKI Board of Directors. BRRRC meetings occur on the second Tuesday of each month. Application must be received two weeks prior to the BRRRC meeting.

Application approval and potential award amount is based on the following criteria:

- ***Likelihood for success***
- ***Downtown impact/promoting growth***
- ***Job growth***
- ***Economic strength***
- ***Downtown market need***
- ***Fit the 2009 Downtown Comprehensive Plan***

3. Applicants are encouraged to attend small business training support provided by local agencies like the Small Business Development Center and SCORE.
4. Applicant signs a lease within the TIF district.
5. DKI Board reviews application, committee recommendation and lease and takes action. DKI Board meetings occur on the third Thursday of each month; the signed lease or purchase agreement must be received one week before the DKI Board meeting.
6. Business has 180 days from DKI Board approval to be open and operational or grant may be rescinded.
7. Once start-up business is open and operational and for the first two years the business will meet biannually with DKI staff and or BRRRC to review business status and progress.
8. The BRRRC Committee and the DKI Board has the final decision on the allocation of funds and repayment of grant dollars.
9. Grant applications will be accepted and reviewed based on a first come, first serve basis and dependent on available funds.

KALAMAZOO DOWNTOWN DEVELOPMENT AUTHORITY

DOWNTOWN KALAMAZOO INNOVATION PROGRAM

2015

Application & Checklist

Applicant Name:	
Applicant Address:	Applicant Phone:
Business Name:	Proposed Location:
Email Address:	

Anticipated Date of Lease Agreement: _____ Anticipated date of Occupancy: _____

Required Attachments:

- | | |
|---|--|
| <input type="checkbox"/> Business Summary | <input type="checkbox"/> Signed Copy of Lease or Intent to Lease |
| <input type="checkbox"/> Resume/s | <input type="checkbox"/> Formal Grant Funding Request Letter |

Private Estimate:	Estimated Open Date:
Usable SF:	Lease Term:

I / We certify that all information set forth in this application is a true representation of the facts pertaining to the proposed business for the purpose of obtaining funding under the DKI Downtown Kalamazoo Innovation Program. I / We understand and acknowledge that any willful misrepresentation of the information contained in this application could result in disqualification from the program, requiring any funds already disbursed to be repaid in full to Downtown Kalamazoo Incorporated.

The applicant further certifies that he/she has read and understands the DKI DKIP Guidelines. If a determination is made by DKI staff that program funds have not been used for eligible program activities, the Applicant agrees that the proceeds shall be returned, in full, to DKI and acknowledges that, with respect to such proceeds so returned, he/she shall have no further interest, right, or claim. It is understood that all DKI funding commitments are contingent upon the availability of program funds.

The applicant further certifies that, as of the date of this application, there is no signed lease or purchase agreement on the property between the tenant/purchaser and landlord/seller.

Signed this _____ day of _____, 20____ By: _____

DOWNTOWN KALAMAZOO INCORPORATED
DOWNTOWN KALAMAZOO INNOVATION PROGRAM

To Be Completed by DKI Staff:

☐ New/Underserved business

Application Received: _____ BRRC Agenda: _____

BRRC Recommendation on Concept:

Site Selected:

Address: _____ Monthly Rent: _____

Business Plan Received: _____

Sub Committee Recommendation on Full Plan:

DKI Board Approval: _____

Referral _____

Signed Lease & Addendum: _____ Signed Agreement: _____

Open Date: _____

Ypsilanti Downtown Development Authority YDDA Interior Improvement Program

Summary:

The Ypsilanti Downtown Development Authority (YDDA) has created the Interior Improvement Program to encourage private investment in the DDA districts building stock and to enhance the appearance of interior space within the buildings of Downtown Ypsilanti.

This program was created to assist property and business owners to improve the interior space of their buildings. Funding for the grant program will come from the YDDA. The grants will be issued as a reimbursement for eligible expenses related to permanent interior improvements. The maximum grant award will be for 50% of the eligible expenses not to exceed \$2,500.

Applications will be reviewed by the YDDA staff and Economic Restructuring & Design Committee. It is the intent of the YDDA to provide the greatest impact possible through this program with a focus on creating economic activity in vacant and underutilized spaces. Funding will be available on a first-come first-serve basis and will be available through June 30, 2015.

Program Rules:

- Building must be within the YDDA District (see attached map)
- Improvements funded through this program must be permanent improvements on any first floor interior spaces that will have a commercial use.
- This is a grant program. Grants will be distributed as a reimbursement after project completion and upon presentation of satisfactory evidence of expenditure/billing.
- All grant requests must be submitted before any work is started. Work not approved will not be grant-eligible.
- The applications will be reviewed by the YDDA Economic Restructuring & Design Committee, and presented to the YDDA Board for approval. The decision of the YDDA shall be final and binding.
- Work must comply with the City of Ypsilanti building and zoning codes. The Economic Restructuring & Design Committee reserves the right to inspect all completed work before payment of the grant.
- Any changes to the originally approved scope of work must be approved in writing by the YDDA Economic Restructuring & Design Committee prior to construction. Failure to receive written approval may invalidate the grant award.
- Building owners or tenants are eligible. If the tenant applies they must provide written proof that the building owner has authorized proposed improvements.
- All real and personal property taxes must be current to apply for the grant.
- Once a project is approved for funding, work should begin within 30 days of the execution of the program agreement and be completed within 90 days thereafter, or the grant funds may revert back to the funding pool. Requests for time extensions must be submitted in writing and will only be approved upon the expressed consent of the YDDA Executive Director.
- All work must be performed in accordance with all applicable local, state, and federal codes.
- Applicant agrees to display signage provided by the YDDA acknowledging our financial support for the project during the improvement work.

Application and Funding Process:

Interested applicants should submit their applications to the Ypsilanti Downtown Development Authority.

In addition to a completed application, the following information will be required for consideration:

- Minimum of one estimate of project costs from a licensed contractor.
- Color photos of the existing space.
- Sample materials (glass, trim, colors, etc.).
- Proposed project timeline.
- Letter of permission from the property owner if not the applicant.
- Proof that all applicable taxes are up to date on the property.

All funding will be paid as a reimbursement of project costs. The applicant must submit “paid in full” invoices or cancelled checks for all costs considered for reimbursement. Reimbursement can be withheld for all or a portion of completed work if the applicant has deviated from the originally approved scope of work. Any proposed changes to the approved plan must be submitted in writing to the YDDA Design Committee for consideration.

Eligible Projects:

The following interior improvements are eligible for grant funding:

- Repair and painting or other decorative features to Walls and Ceilings
- Sub-floors and flooring
- Permanent fixtures
- Window features such as blinds, shades, or sconces
- Other permanent decorative features

The following items are not eligible for grant funding:

- Property acquisition, mortgage or land contract, or other financing fees
- Rent
- Payroll
- Exterior Improvements
- Permit fees
- Appraisal, legal, or accountant fees
- Costs incurred before grant application submitted to the YDDA

SELECTION CRITERIA

1. Attachment one of this packet is a Cooperation Agreement that states that the applicant will cooperate with the YDDA in furtherance of its fundamental goal of halting property deterioration, eliminating that deterioration, and promoting economic growth and vitality within the Downtown Development Area.

Ypsilanti Downtown Development Authority
YDDA Painting/Façade Grant Application

Ypsilanti DDA
1 S. Huron
Ypsilanti, MI 48197
734.482-9762

Name	
Mailing Address	
Phone Number	
E-Mail	
Business Name	
Project Address	
Property Owner Name	

Estimated Total Cost of Project:_____

Project Description:_____

By submitting this application I (we) affirm that the information provided herein is true and accurate to the best of my (our) knowledge;

Acknowledge that I (we) have read and understood the terms and conditions of the YDDA Interior Improvement Grant Program;

Understand that if my (our) application is approved that I (we) will be required to sign an Interior Improvement Grant Agreement prior to commencement of work on the proposed project;

Allow any photos, renderings, or descriptions of the work to be performed on said project to be used the Ypsilanti DDA for promotional purposes.

Name	
Signature	
Date	

Please attach the following items:

- A minimum of one estimate of project costs from a licensed contractor.
- Color photos of the existing facades.
- Sample materials (glass, trim, colors, etc.).
- Proposed project timeline.
- Letter of permission from the property owner if not the applicant.
- Proof that all applicable taxes are up to date on the property.

ATTACHMENT ONE; Cooperation Agreement

If the project for which this application is submitted is approved for funding by the Board of Directors of the YDDA, the applicant shall cooperate with the YDDA in furtherance of its fundamental goal of halting property deterioration, eliminating that deterioration, and promoting economic growth and vitality within the Downtown Development Area by:

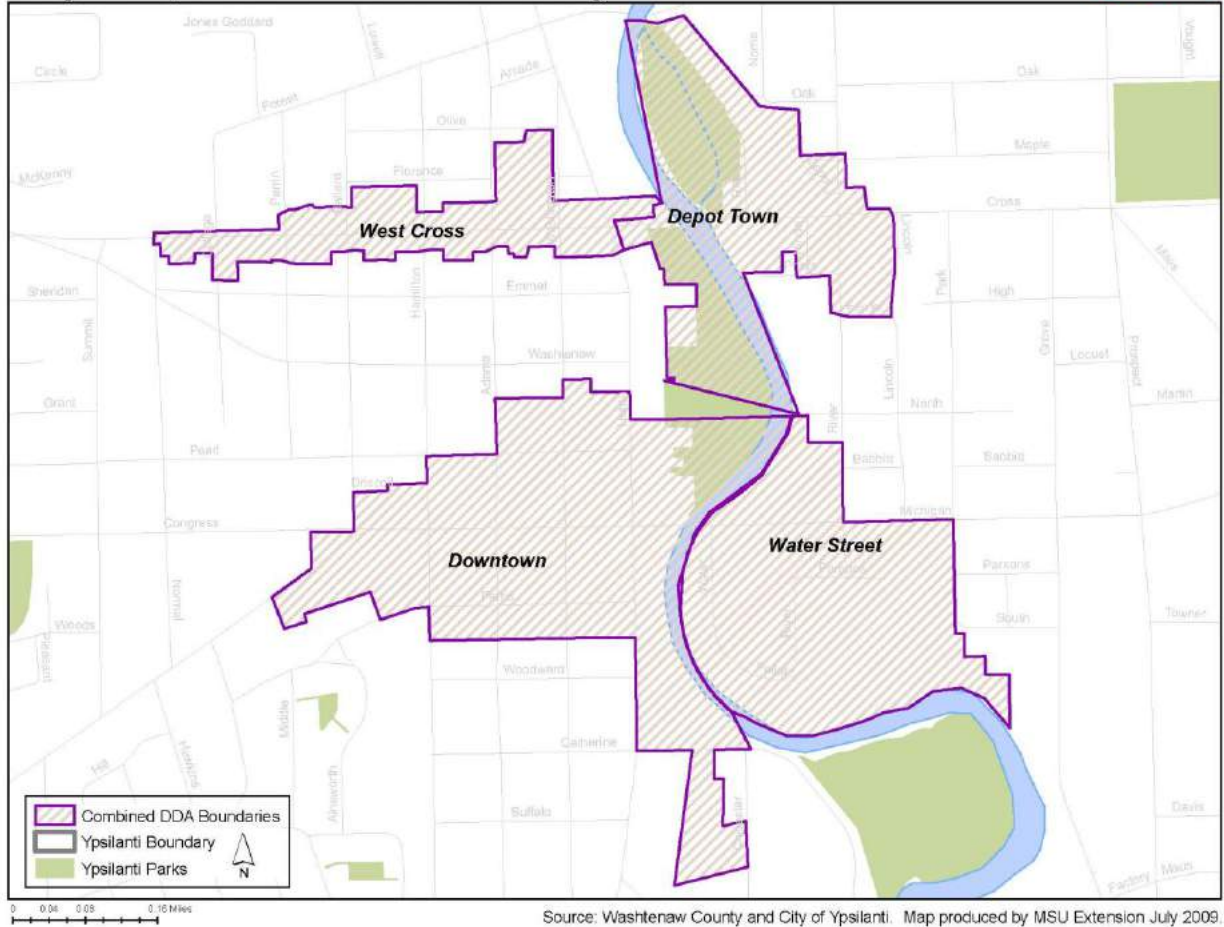
- ☐ Participating in YDDA sponsored tours of Downtown
- ☐ Working with the YDDA on business development programs.
- ☐ Committing where possible to uniform store hours
- ☐ Participating in downtown promotion
- ☐ Display signage provided by the YDDA acknowledging our financial during the façade renovation process.

Applicant Signature

Date

City of Ypsilanti - DDA boundary

DRAFT



Michigan Municipal League

Tecumseh Brewing Company



michigan municipal league
Better Communities. Better Michigan.



PROJECT DETAILS:

NAME:

Tecumseh Brewing Company

PROJECT START DATE:

March 2014

LOCATION:

Tecumseh, Michigan

THE GIST:

Crowdfunding successfully matched a local entrepreneur with local investors to capitalize their new downtown business, directly impacting talent retention and downtown redevelopment.

Tecumseh Brewing Company

PROJECT SCOPE:

The Challenge:

Traditional funding templates often do not match modern business opportunities; in fact small business hears “no” from traditional funding sources 95 percent of the time, yet is responsible for 65 percent of net new jobs over the past 17 years!¹ Until Michigan’s crowdfunding legislation² passed in December, 2013, 93 percent of local investors were denied the opportunity to put their money where their hearts are—the local businesses they know, trust, and love—because they are “unaccredited” investors (meaning not rich!)

Overview:

National demand for crowdfunding has never been stronger—it has *TRIPLED* in the just the past three years with an estimated \$5.1 billion raised in 2013 alone! Crowdfunding is a revolutionary way to capitalize local entrepreneurs, and Michigan has one of the most progressive investment crowdfunding opportunities in the nation. For those looking to start a new venture, grow an existing business, or invest in real estate, investment crowdfunding³ offers an effective alternative to traditional funding, or can help supplement it. It puts the local economy directly in the hands of the local community—so now anyone from Michigan can invest in a Michigan business.



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Accomplishments:

- Tecumseh Brewing Company raised \$175,000 (their funding goal) through 21 investors in *advance* of their fundraising deadline!
- Over 100 investors expressed interest in Tecumseh Brewing Company; 16 of the 21 investors had no prior relationship with Tecumseh Brewing Company.
- They were fully funded in half the time anticipated and had to turn away interested investors.
- They plan a total investment of half a million dollars in the community.
- They plan to employ 10 staff.
- They plan to locally source as much as possible, including materials, labor, food, supplies, etc. to create even more positive economic ripples in the local community.
- Their business philosophy is to be a brewpub for the community, including being active in hosting and sponsoring community events that add to the vibrancy of the downtown, the community at large, and the success of their business.
- The Brewery is completing a rehab and retrofit of a building in the heart of downtown Tecumseh, including residential apartments on the second floor.
- The Brewery is expanding its outdoor space in the back of the building to accommodate a beer garden.
- The City of Tecumseh retained smart, creative, talented people willing to put down roots and grow their success and the community through crowdfunding.
- One of the owners and his wife are from California, and attended the University of Michigan; crowdfunding helped make it possible for them to stay in Michigan and grow a business here.
- Michigan is quickly becoming a national example of how crowdfunding can spur significant economic growth.

Participation:

- Family and friends helped seed initial business development and startup costs for the first couple years.
- Local economic development entities connected Tecumseh Brewing Company to myriad resources, most importantly crowdfunding; Lenawee Now (formerly the county economic development corporation), and the City of Adrian DDA & Economic Development.
- The City of Tecumseh/DDA provided assistance in building acquisition, rehab process, outdoor seating expansion, and permitting.

Budget:

The fees associated with a crowdfunding platform (Localstake was used in this successful raise) vary depending on the scope of services provided. For example, consultants can be hired to assist in developing business plans and documents.

Funding:

Seed funding was provided through family and friends, with gap funding of \$175,000 raised through crowdfunding, and a substantial amount to come through traditional bank financing. Property improvement/façade grants were available through the DDA and other sources.

How-to:

- 1) Find what you love to do and decide where to do it.
- 2) Do your research and make use of local resources and information. The City of Tecumseh's blueprint study⁴ was a key source of information that Tecumseh Brewing Company used in backing their intuition with data.
- 3) Identify a couple champions in the system to help guide you and assist you in breaking down walls (literally and figuratively!). The local city and DDA staff and Lenawee Now were extremely helpful in guiding Tecumseh Brewing Company through the process of property selection and acquisition, building rehab, permitting, licensing, etc.
- 4) Get the boring stuff together early; business plans, articles of incorporation, etc. Have these foundational documents in order before beginning any formal fundraising.
- 5) Cultivate a following through community ties, family, social media, and good old fashioned word-of-mouth. These are your potential investors and customers! (But be careful not to solicit investors for crowdfunding on social media...this could violate the intrastate investment requirement.)
- 6) Find ways to make your local business a *community* business by sourcing whatever you can locally. It adds to your authenticity, it is good for the environment, and super-charges the local economy. Tecumseh Brewing Company will offer grilled cheese made from a local creamery's cheese, YUM!
- 7) Rehab what is already there and reclaim bits of the community to work into your space wherever you can. Old stuff is cool and usually less expensive.
- 8) Start selling swag early, even before the opening, to generate buzz and following. Use social media but also start establishing a presence in the community at various events.
- 9) Use a well-established crowdfunding platform with proven success. Tecumseh Brewing Company used Localstake⁵.
- 10) Be prepared to give an "elevator pitch" about what crowdfunding is and how it works. Crowdfunding is new to people so you'll be selling not only your business opportunity, but the mechanism for investment. Be sure "legitimate" community representatives are well versed as well (the Chamber, DDA, local leaders, etc.)
- 11) Get funded, and get going!

Lessons Learned:

- Do not take the first or easiest option in locating. In the case of Tecumseh Brewing Company, waiting for just the right spot in the heart of downtown will define the brewery and drive success as much as its award-winning brew master will! And the business will benefit tremendously by playing off established downtown events.
- Spend the time discovering and articulating what makes your idea unique. Tecumseh Brewing Company is proud of its approach to brewing, which is a distinct break from a corporate brew structure, and is excited to be a community business with strong, deep roots in Tecumseh.
- Share your plans with your champions and get their real feedback. Let them shred it so you can revise it and make it better, then let them shred it again, then do it again, then do it one last time. Preparing to pitch investors is serious business, so be ready to make your case and anticipate concerns and tough questions.
- Be patient with funding—some will come slow, and there may be lots of bits and pieces to assemble, but stick with it! Crowdfunding can be the critical piece of gap funding that takes you from getting started to getting profitable.
- Tell your story and give people an experience. Crowdfunding works well when there is a local, emotional connection, as well as a great business case. Tecumseh Brewing Company hosted tasting events where potential investors could see the future space, view pictures/sketches, logos, sample menus, etc. and, most importantly, meet the owners. This personal connection helped get Tecumseh Brewing Company fully funded in half the allotted time.
- Consider whether you are prepared to be a true community-based business and, if so, shout it out loud and proud! If you plan to sponsor downtown events, reinvest in the community, hire and source local, let everyone know it. It will make investing a good economic decision as well as a heartwarming one.

Similar Projects:

Tecumseh Brewing Company is the first company in Michigan successfully funded through crowdfunding/MILE. Stay tuned for more success stories!

Documents:

http://www.mytecumseh.org/images/documents/economic_development/tecumseh%20downtown%20blueprint%202007.pdf

Experts:

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¹ <http://www.crowdsourcing.org/editorial/crowdfunding-saving-the-us-economy-infographic/16461>

² <http://www.legislature.mi.gov/documents/2013-2014/publicact/pdf/2013-PA-0264.pdf>

³ Investment crowdfunding provides a return on investment to the investor, distinct from “reward” crowdfunding which is more like donation, wherein contributors receive a reward like a coffee mug or free CD for a donation.

⁴ http://www.mytecumseh.org/images/documents/economic_development/tecumseh%20downtown%20blueprint%202007.pdf

⁵ <https://localstake.com/>



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Better Communities. Better Michigan.

The Center for 21st Century Communities

Building 21st century communities

Experts from around the world—in academic, business, and public sectors alike—agree that investing in communities is a critical element to long-term economic development in the 21st century. Michigan's future depends on its ability to attract and retain knowledge-based workers. Central to attracting this priceless commodity is *place*. Research proves that successful 21st century communities effectively leverage the assets summarized in this brochure. Learn more and stay engaged at mml.org.

Who we are...

The Michigan Municipal League is the one clear voice for Michigan communities. We are a nonprofit, but we act with the fervor of entrepreneurs; our people are dynamic, energetic, and highly approachable, passionately and aggressively pushing change to achieve better communities and a better Michigan.

What we know...

Never before have so many diverse interests, from academic researchers to the business community to government leaders, shared a single conclusion: Michigan's future depends on its ability to attract knowledge-based workers. And what is central to attracting this priceless commodity? *Place*, specifically vibrant 21st century communities.

What we offer...

Through its Center for 21st Century Communities (21c3), the League provides education, technical assistance, public outreach, and unprecedented access to experts and resources. The 21c3 is a "one-stop-shop" for communities interested in creating and sustaining livable, desirable, and unique places that attract the highly skilled, creative, and talented workforce of the next century.