

Stockbridge Downtown Development Authority

Strategic Work Plan

Fiscal Years 2022 and 2023



Introduction

The Stockbridge Downtown Development Authority (SDDA) Board of Directors desires to complete a two-year work plan that will serve the purposes of:

- Guiding its efforts over the relevant period
- Providing for continuity as needed for organizational/leadership changes
- Outlining the projects to be included in the development plan such that only one amendment shall be necessary.

Credits

Members contributing to this strategic work plan are:

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Discussion facilitated by: Annette Knowles on Friday, September 3, 2021.

Organizational Statements

Mission Statement

The Stockbridge Downtown Development Authority exists to be the lead organization that fosters business growth in the downtown district, in both quantity and quality, by improving the district's attractiveness and amenities, by funding and coordinating projects, by supporting businesses and engaging stakeholders, and by implementing district-related components in the 2021 Village Master Plan.

Vision Statement

In 2041, Downtown Stockbridge will be a vibrant and bustling commercial and recreational destination that has improved aesthetics and amenities. The greater community is recreation-oriented and the downtown district offers a connectedness to the trail system and other nearby historic and/or outdoor resources. The small-town charm of the downtown district has cohesive architecture where building conservation blends with compatible infill. Buildings have been preserved or improved with most upper floors occupied with viable uses. The downtown district has adapted to embrace technology through the availability of such advances as WIFI networks and electric vehicle charging stations. The community honors and educates stakeholders about its history through self-guided tours and celebrates the stories of its heritage.

Process

The completion of the strategic work plan was facilitated by four steps: SWOT analysis (strengths, weaknesses, opportunities, threats), identification of focus areas, review of downtown-related projects in the Village Master Plan, and identification of short-term

projects that the SDDA wishes to accomplish over the two-year period. The results of these four steps are outlined in the remainder of this document.

SWOT Analysis

Strengths of Downtown Stockbridge

Trail System	Walkability
School System	Plentiful parking
Town Hall, Historic Buildings	Small town charm
Existing anchors - pharmacy, Plane Food	Lower cost of living
Veteran's Park amenities	

Strengths of the Stockbridge DDA

On the up-swing	Becoming more known
Moving toward action-oriented	Passion/commitment of members
TIF, while limited	Positive image

Weaknesses of Downtown Stockbridge

Business mix, no grocery	Lack of local resources for investment
Leakage	No large employers/anchor
Narrow hours, businesses not open	No regional tourist attraction
Buildings in poor condition	

Weaknesses of the Stockbridge DDA

Lack of interest to participate on board	Education/training of board
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Previous high turnover, loss of institutional knowledge

No staff

Opportunities for Downtown Stockbridge

Upgrade the streetscape

Promote upstairs use for apartments/lofts/rentals

Facilitate business growth through filled vacancies

Appeal to new residents

Park improvements

Opportunities for the Stockbridge DDA

Volunteerism and Michigan Main Street

Hire a staff member

Starting from scratch

Master Plan implementation

Orientation for new board members

Create a downtown logo v. organizational

Threats to Downtown Stockbridge

Chelsea

Crumbling infrastructure

Rehab costs are high/prohibitive

Population loss - how to attract new families to replace outmigration

Threats to the Stockbridge DDA

Lack of resources

Identification of Focus Areas

Placemaking - a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being (Source: Wikipedia)

Economic Development - the process by which the economic well-being and quality of life of a nation, region, local community, or an individual are improved according to targeted goals and objectives (Source: Wikipedia)

Marketing - positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics (Source: Main Street America)

- Downtown promotion
- Event sponsorship

Village Master Plan

The list below highlights and categorizes projects included in the 2020 Village Master Plan. The Stockbridge Downtown Development Authority may be the lead organization or a partner organization in the implementation of projects; however, the SDDA should act as the primary advocate for improvements in the downtown district and may provide guidance and direction on the projects that will add the most value and may yield a return on investment in a time of scarce resources.

<i>Placemaking</i>	<i>Economic Development</i>	<i>Marketing</i>
Maintain character through preservation/restoration of significant properties	Encourage commercial development, concentrate in CBD (not at expense of CBD)	Promote a thriving CBD
Provide a transportation system based on Complete Streets principles	Revolving loan program	Banner and bracket program
Install sidewalks, south end of M-52/M-106, improve walkability	Facade improvement program	Support events - Small Business Saturday, All Club's Day, Day in the Village, Harvest Festival, Open Air Market, etc.
Festive decorations, tree maintenance	Business attraction package	Positive community marketing other than incentives
Planters and benches	Usage criteria for industrial park	Promote establishment of compatible business
Walking connector to Lakeland Trail	Encourage adaptive reuse of existing structures, development contiguous to existing	Promote the village center as a destination place
Establish streetscape standards	Recruitment task force	
Design standards for restoration projects, infill, etc	Encourage upper floor lofts and apartments	
Gateway/wayfinding signage	Develop a Historic District	
Create open space in the downtown district	Collect market data	
Downtown maintenance	Vacant building window program	
Welcome center and public restrooms		

Project Prioritization

Year 2022-2023

<i>Project Name</i>	<i>Estimate of Probable Cost</i>	<i>Funding Source</i>
Streetscape on ...		
Facade Program		
Fire hydrant replacement		
Pumptrax		
Event sponsorship		
Veteran's Park improvements	\$25,000	DDA TIF

Year 2023-2024

<i>Project Name</i>	<i>Estimate of Probable Cost</i>	<i>Funding Source</i>

Next Steps