



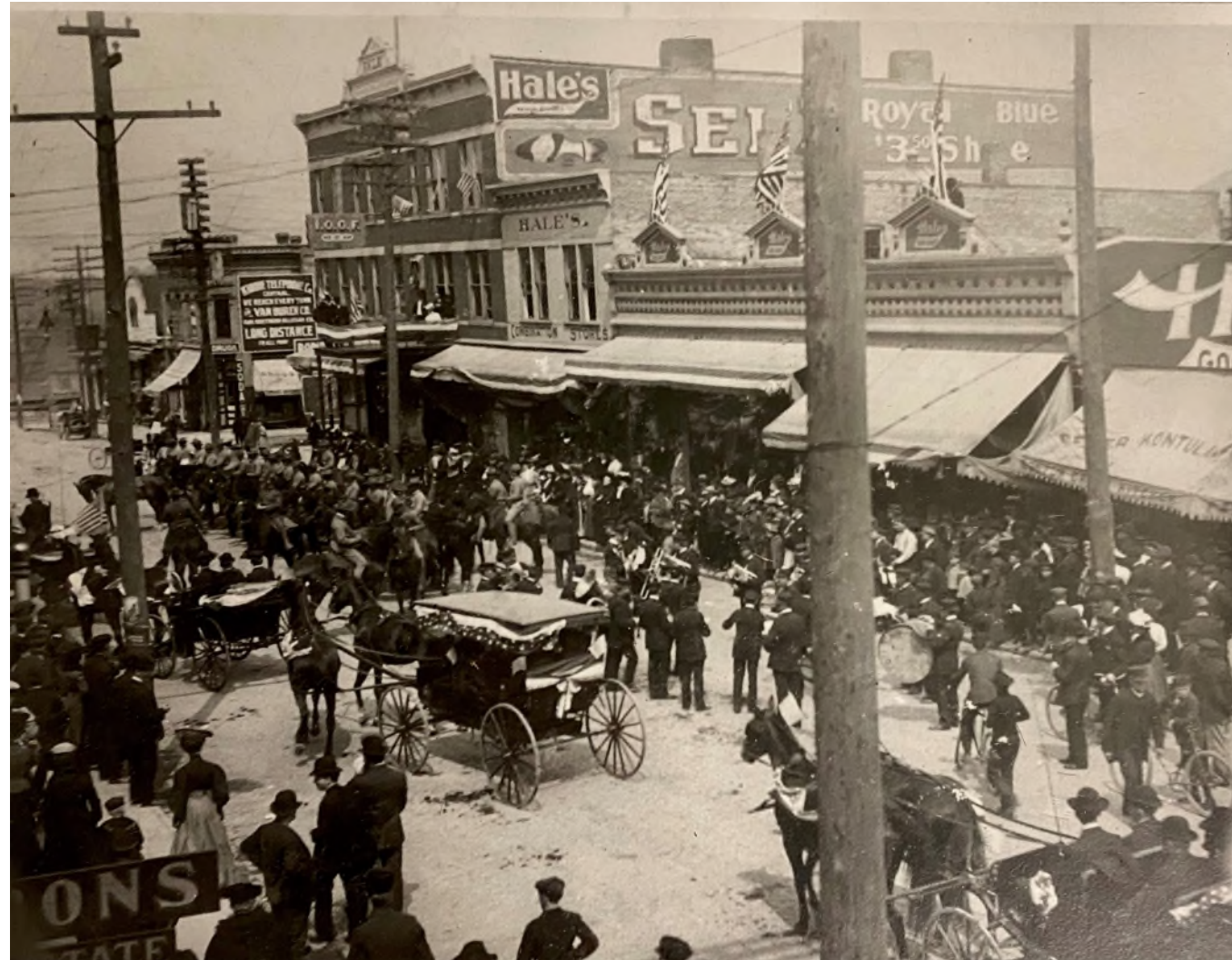
Hale's Redevelopment Project

2024 MME WINTER INSTITUTE
KATE HOSIER, CITY MANAGER
CITY OF SOUTH HAVEN



Background

- After 154 years of business in downtown South Haven, the Hale's Department Store closed in September 2009. It was believed to be Michigan's oldest family-owned clothing business at the time.









Background

- A large part of the Hale's Department Store was demolished during the reconstruction of Center Street in downtown South Haven.
- It had become blighted and unable to be redevelopment for the exception of 253 Center Street.



Next Steps

- Acquired by local development team (Locker & Locker Properties)
- Rehabilitation of 253 Center Street (12 market rate apartments, 3 commercial storefronts) with the help of CRD Exemption.





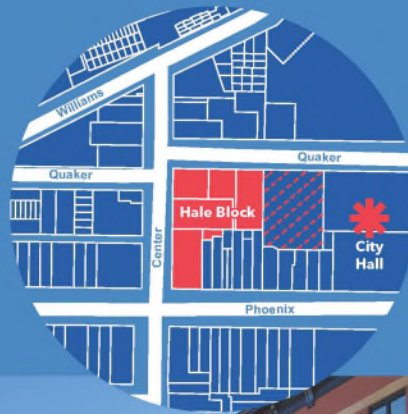
HALE BLOCK REDEVELOPMENT OPEN HOUSE

Join Us!

The City of South Haven is working with the owner of the former Hale's site to host a Public Open House. Join us to talk about early concept drawings and discuss how this project could further community visions & goals for the Central Business District.

When: Wednesday, May 26 from 5 to 7 pm

Where: City Hall, 539 Phoenix Street

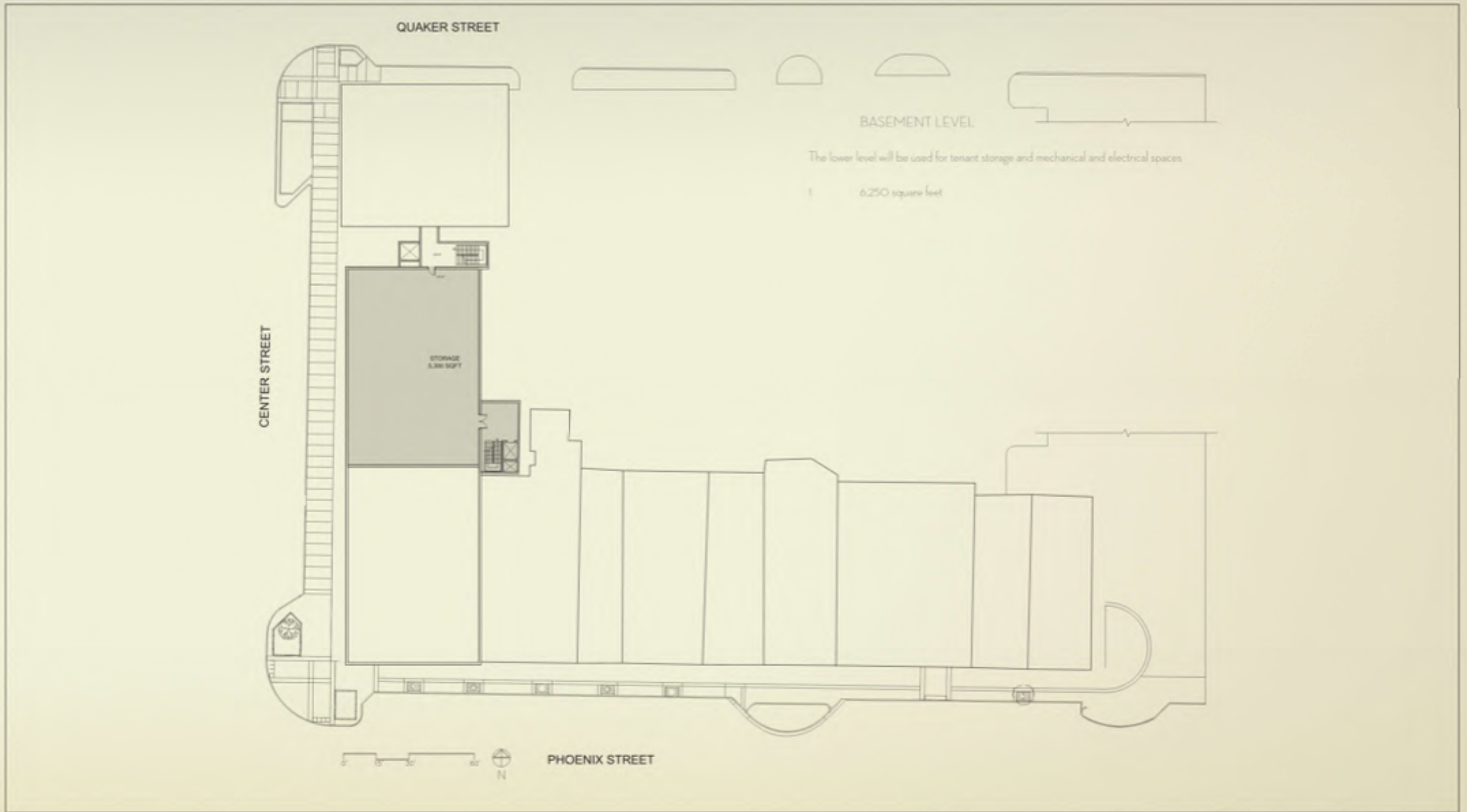


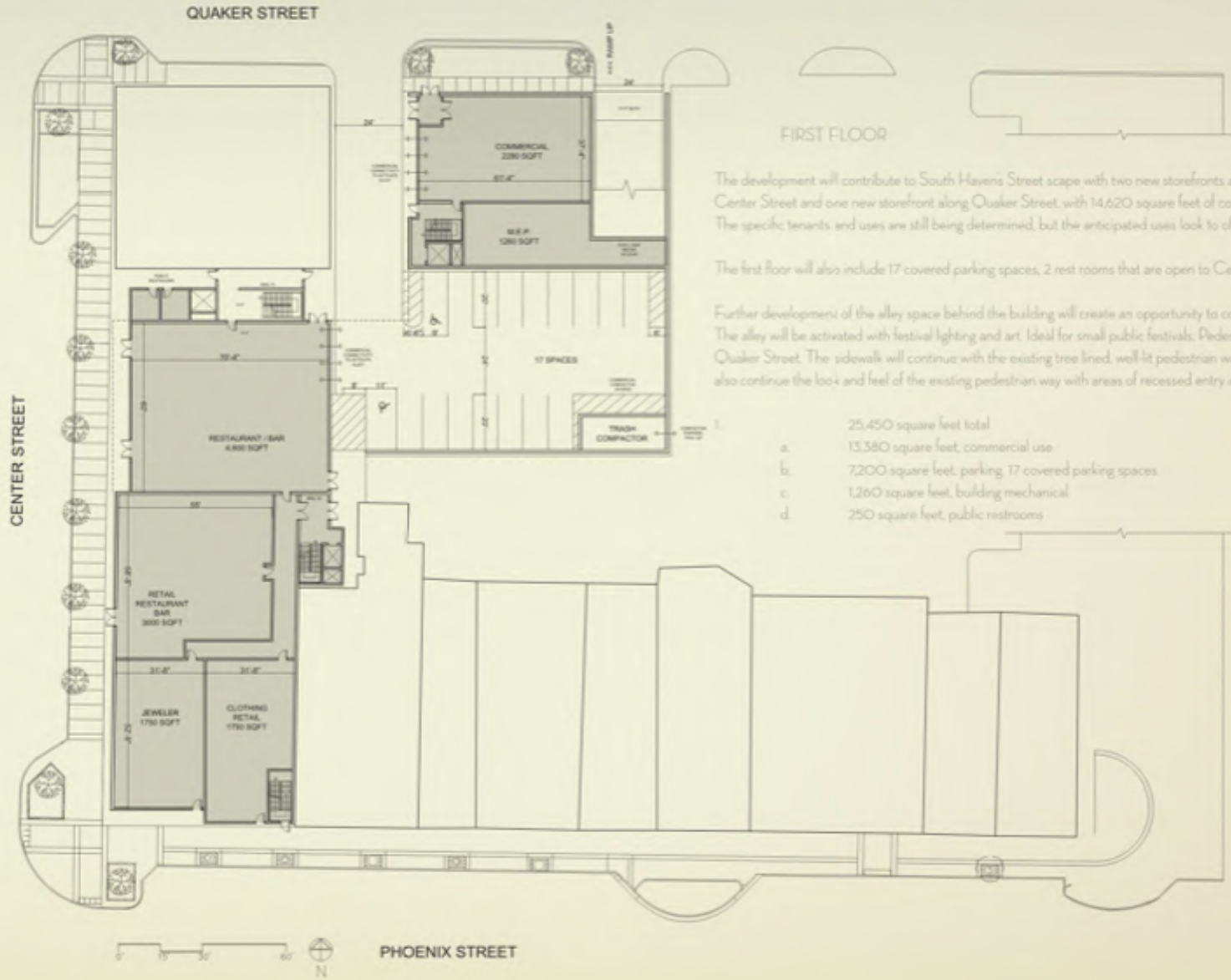
For more information
please contact:

Griffin S. Graham
Assistant City Manager
269-637-0753
ggraham@southhavenmi.gov

Community Engagement

- Engaged the MEDC Redevelopment Services Team via the Redevelopment Ready Communities® Program (March 2021)
- Site-Specific Strategy (September 2021)
- Sharing of information via Hale's Redevelopment Project (southhavenmi.gov)





FIRST FLOOR

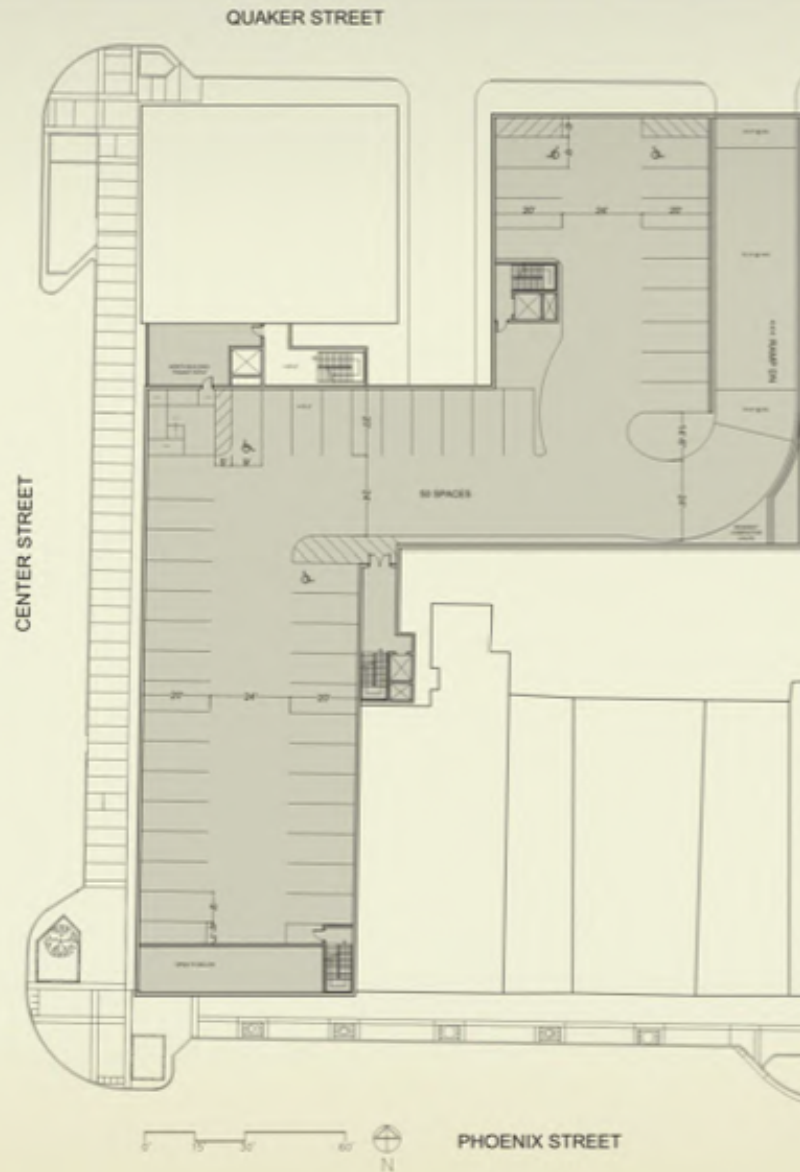
The development will contribute to South Haven's Street scape with two new storefronts along Phoenix Street, two new storefronts along Center Street and one new storefront along Quaker Street, with 14,620 square feet of commercial activation with a potential for 5 total tenants. The specific tenants and uses are still being determined, but the anticipated uses look to offer a diverse blend of restaurant, bar and retail.

The first floor will also include 17 covered parking spaces, 2 rest rooms that are open to Center Street for public use.

Further development of the alley space behind the building will create an opportunity to connect with the commercial space on Quaker Street. The alley will be activated with festival lighting and art. Ideal for small public festivals. Pedestrian access will be maintained to the north along Quaker Street. The sidewalk will continue with the existing tree lined, well-lit pedestrian way. The sidewalk to the west along Center Street will also continue the look and feel of the existing pedestrian way with areas of recessed entry into the various commercial space.

- a. 25,450 square feet total
- b. 13,380 square feet, commercial use
- c. 7,200 square feet, parking, 17 covered parking spaces
- d. 1,260 square feet, building mechanical
- e. 250 square feet, public restrooms



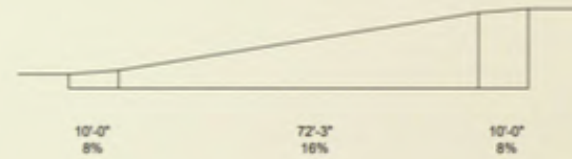


SECOND FLOOR

A new curb cut along Quaker Street connects with a ramp to lead to a second level parking deck that offers 50 spaces for the building's tenants. The architectural articulation along the Center and Quaker visually connects the first-floor retail and second story parking to read as one floor, thus masking the presence of the parking deck from the public.

1 28,350 parking deck (50 spaces)

COVERED SPEED RAMP
NO PARKING ON RAMP









FOURTH FLOOR

The Fourth floor continues the residential units with a blend of condominium and loft models. Each unit offers a significant outdoor space to provide the tenants and indoor/outdoor lifestyle, while breaking down the scale of the architecture to fit the scale and rhythm of South Haven's existing charm.

- 1. 28,850 residential
- 2. 9 condos
- 3. 3 lofts







GENTLY TUMBLED
SANDSTONE COLORED BRICK
50% of solid facade



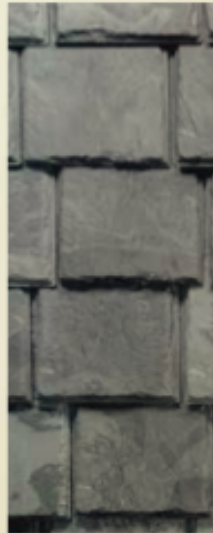
TRAVERTINE VENTILATED FACADE
TRAVERTINE / SANDSTONE AESTHETIC
40% of solid facade



ANODIZED
CHAMPAGNE
FRAMING



MANGANESE IRONSPOT BRICK
10% of solid facade



SLAT ROOFING



NATURAL OVANG
WOOD ACCENTS

Public Benefits

Public Bathrooms

New Housing & Commercial Space

Promote Year-Round Economy

Updated Streetscape

Parking

\$40 Million in Private Investment

Infill Development

Much More!

PUD & Site Plan Approval

- Planning Commission Preliminary Review on April 13, 2023
- Planning Commission Approval on September 7, 2023
- City Council Approval on October 16, 2023 (unanimous vote)
- Construction Anticipated 2025-2027













Takeaways

- It's okay for it to take time (3-year process)
- Required significant facilitation by our team
- Project aligned with Master Plan, Economic Development Strategy, etc.
- Helped to have a local development team and local champions
- Transformation started with public investment in street/utility project in 2020

Thank You





Deborah Stuart, City Manager



WHAT YOU NEED TO KNOW ABOUT MASON:

Population: Under 9,000

Average Median Home Sale: \$190,000

Bedroom Community: 9% of residents work in Mason

Values: Welcoming, Charming, Safe

View of local government: Essential services, Efficient use of tax dollars

City Employees: 48 FT 10 FTE

Budget: All Funds \$25 M revenues, General Fund \$9 M revenues



Where you come to raise your family.

THE CHALLENGE

2019 (Pre-Covid) *hints*

Locally owned ambulance provider of over 50 years meets with City to let us know they don't have a succession plan and starting to consider buy outs.

Have a few attempts, but never close the deal.

June/July 2022 *rumors*

Start hearing about LMA service level, more calls for mutual aid.

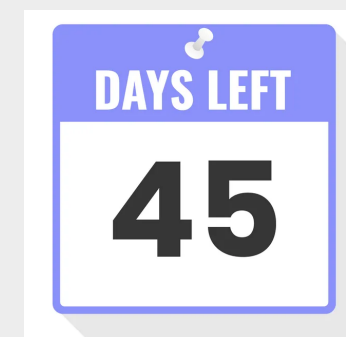
Nearby Township schedules a lunch to tell me they think LMA is closing. Tells me that they will stop at the boarder if we don't contract with them. Provides us with demands regarding that service.

Confirm with LMA that they are not closing

August 15, 2022 *the news*

LMA asks for a meeting and says they are closing at end of September and have no buyer.

Clock starts ticking....





THE KITCHEN SINK

(City Manager's Sweet Spot)



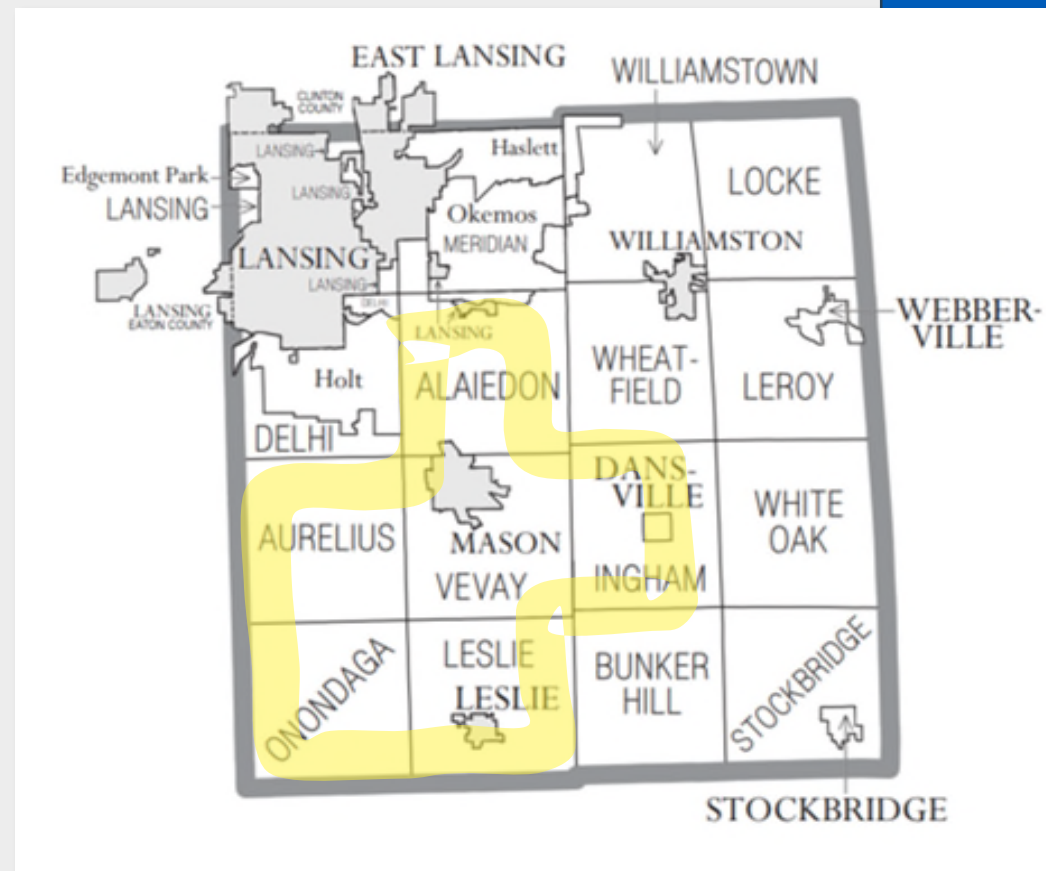
IDENTIFY PROBLEM

Who is impacted?

- LMA service area includes: Six townships and two cities. (Yellow)
- 3000 calls per year, also serve as transporter for many facilities and provides care for jail.

Short term challenge making sure someone shows up when you call on October 1.

Long term challenge getting this service without a millage increase for as long as possible. Back to values and view of government.



IDENTIFY RESOURCES AND BUILD EXPERTISE

Money Matters:

- How do we market Mason Area?

Relationships Matter:

- Limited to contentious relationships with neighbors

A Community of Experts that Care:

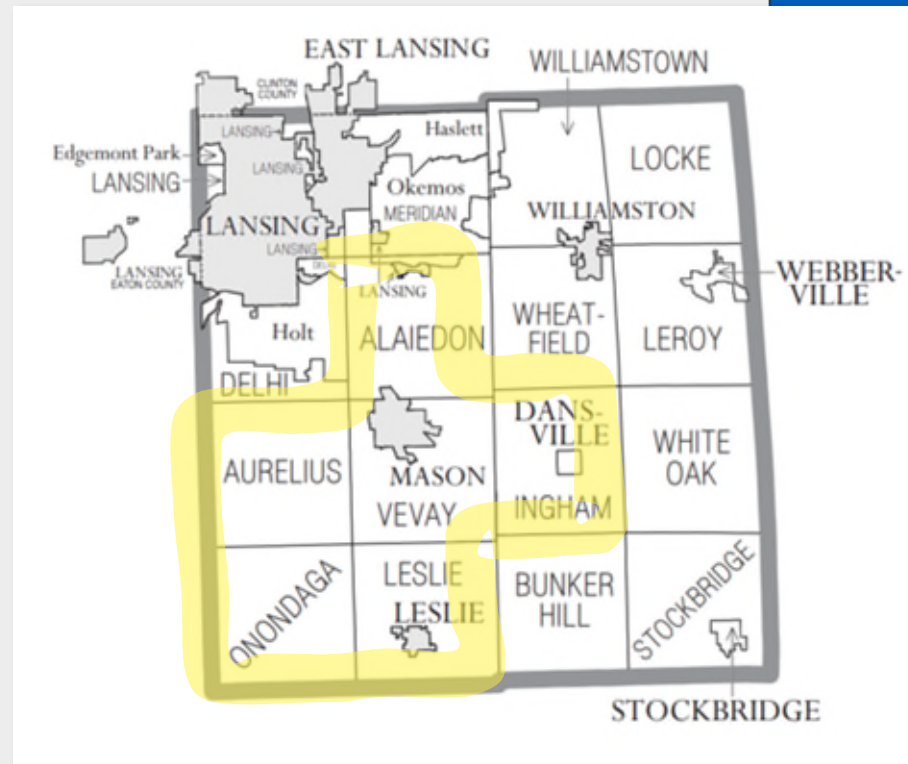
- Ambulance Experts (My secret weapon)
 - Data: What we need and how to get it?
 - Key Players: Who I needed to pull in
 - Magic Numbers: 6!
 - Introductions to Anyone with Capacity



BUILD PARTNERSHIPS AND UNDERSTAND ROLES

Understanding Roles

- Fire Chiefs: No one wants to be on the bad side of fire and they don't like private EMS
- County Jail: Previously not getting charged, huge user feeling pressure.
- Michigan Department of Health and Human Services: License ambulances to serve area, takes time.
- Dispatch: Provides access to ambulance, takes time.
- Private providers: All connected and want to make money, **the Ingham County Problem...**

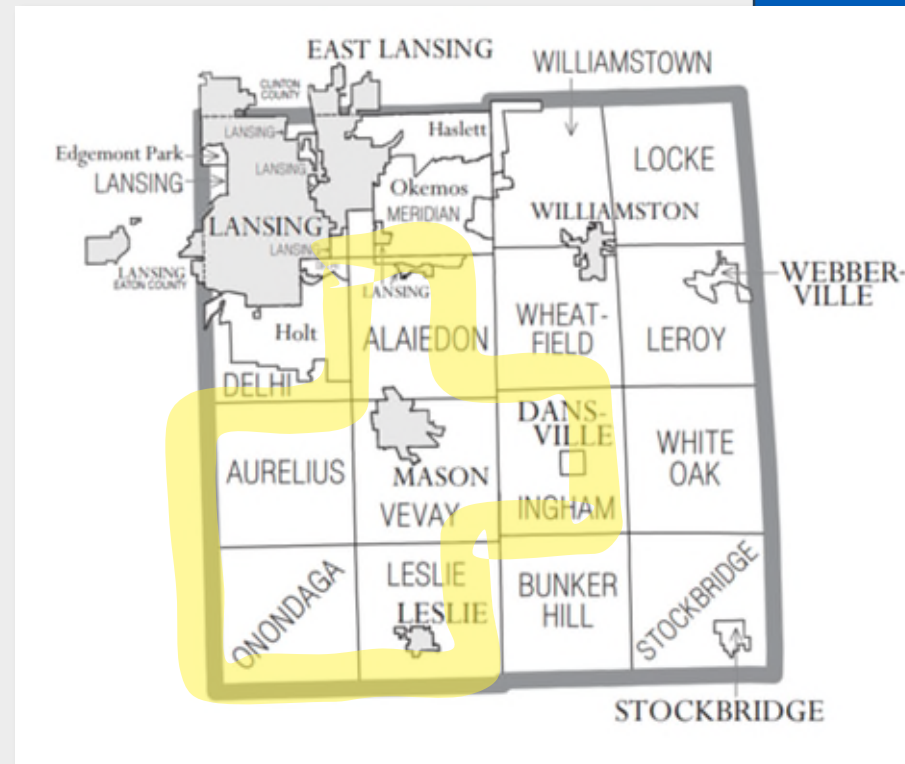


Remaining area served by Lansing, East Lansing, Lansing Township, Meridian, Delhi, NIESA, SAESA

BUILD PARTNERSHIPS AND UNDERSTAND ROLES

Form a Coalition

- Are you interested in being part of a larger package area including Mason as we talk to these providers? If so, would you like to be part of meetings or would you like us to gather information and report back?
- Do you prefer to reach out to providers directly and just for your area? We are happy to let the ones we are talking to know you may be interested in a direct conversation.
- Are you not planning to establish a provider and will just see who fills the void?



Identify coalition
(all but two commit)

THE CHALLENGE



August 15, 2022 *the news*

LMA asks for a meeting and says they are closing at end of September and have no buyer.

Clock starts ticking....

August 31, 2022 *solutions*

First meeting of coalition where we discussed feedback from all options. City had met with four private providers, MDHHS, public providers in area are pitching directly.

Reinforce we are better together!



GENERATE SOLUTION AND ALTERNATIVES



Mercy and Medstar are only interested if fee based, as they think the investment would not be recovered based on calls.

Emergent is still running numbers but anticipate they would need a fee-based model.

MMR is still running numbers and based on the current footprint Ingham is the most likely.

The Sheriff has committed to adjusting the fees to match what other jails are paying to make the area more attractive, we have shared that information with Emergent and MMR.



Public providers threaten to not cover our area on October 1, DHHS lets them they will lose their license if they don't. 30-day buffer is understood.

Secret Weapon Prepared Us!



THE CHALLENGE

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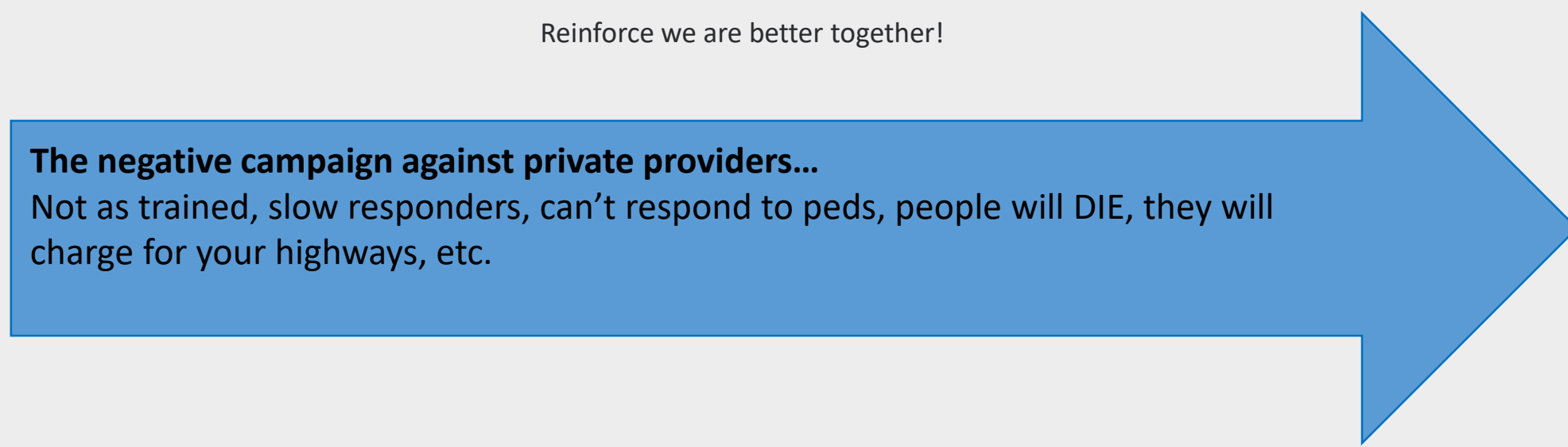
Reinforce we are better together!

September 9, 2022 *Draft agreement*

Proposal by MMR, no municipal fees. Need all jurisdictions to sign and get approval from boards.

The negative campaign against private providers...

Not as trained, slow responders, can't respond to peds, people will DIE, they will charge for your highways, etc.



DECIDE AND IMPLEMENT



September 9, 2022

Present proposal from MMR with no municipal fees for one year.

Quarterly meeting/ review of data to address rumors, 6-month notice if going to not renew/charge fee.

One jurisdiction decides to not join.

On track until... Ingham County Dispatch won't approve or provide radio access. Backup plan.

Relationships Matter





THE CHALLENGE

August 15, 2022
the news

LMA asks for a meeting and says they are closing at end of September and have no buyer.

Clock starts ticking....

September 9, 2022
draft agreement

Proposal by MMR, no municipal fees. Need all jurisdictions to sign and get approval from boards.

October 1, 2022
executed agreement

MMR is provided radio access and responds to first call in Mason.

The negative campaign against private providers by fire chiefs...

Not as trained, slow responders, can't respond to peds, people will DIE, they will charge for your highways, etc.

DECIDE AND IMPLEMENT



City of Mason Government's Post

City of Mason Government
Published by Debi Weid · September 30, 2022 ·

On September 19th City Council Authorized [Mobile Medical Response](#) Ambulance Service to Provide Medical Emergency Service to the City of Mason beginning October 1, 2022. Unfortunately, Lansing- Mason Ambulance decided to end operations after years of dedicated service to Mason and the surrounding communities.

Final agreements are in place and MMR is starting to respond today (photo from this am) in coordination with Lansing-Mason Ambulance to make the transition as smooth as possible.

On Saturday, MMR will also have representatives at our City Open House to answer questions and get to know our community better. We look forward to this new partnership and value citizen feedback on their experiences with MMR. Please welcome them to our community!



103 21 comments 41 shares

Hidden by this Page

Mandi June
Be prepared for a long response time

1y Unhide

Teresa Powell
Mandi June That's NO joke...I'm very disappointed in several choices Mason has made in the last 2 years and I'm beginning to look elsewhere now as we venture into buying a permanent home.

1y Unhide

The comment Jetanie Knight is replying to has been deleted.

Jetanie Knight
Kellie Marie Smith MMR from my understanding is only staffing 1 ambulance.

1y Unhide

Hidden by this Page is selected, so other comments have been filtered out except related replies that provide context. To reply to a comment you've unhidden, change your filter selection.

Reply to Mandi June...

Keh Bee
Thank you for the update. Will they be operating a station in the City of Mason? If not, where will they be based out of?

1y Unhide

Angela Madden
Welcome to the neighborhood, Mobile Medical Response!

1y Unhide

Cheri Woodring
Welcome to Mason so happy to have you here!!!

1y Unhide

Andrea Strach
What is the estimated response time? Will they be based in the city limits?

1y Unhide

Seth Matthew
Prepare for the truck covering your city to be constantly gone running transfers in lansing

1y Unhide

DECIDE AND IMPLEMENT

Success depended on quickly addressing issues.

Connecting MMR to the community.

Negative campaign continues:

- Athlete issue (within a month of signing)
- Parent of team issue (right before first review)
- School issue (right before renewal)

Data and facts matter, don't be afraid of them.



October 1, 2022: City Open House

EVALUATE

October 1, 2022
agreement

MMR is provided radio access and responds to first call in Mason.

January 1, 2024
executed agreement

MMR provides service for three year with no municipal fees

Quarterly meetings, addressing the magic number

Addressing negative campaign. Another township joins...



meet
here

Mt. Pleasant, Michigan

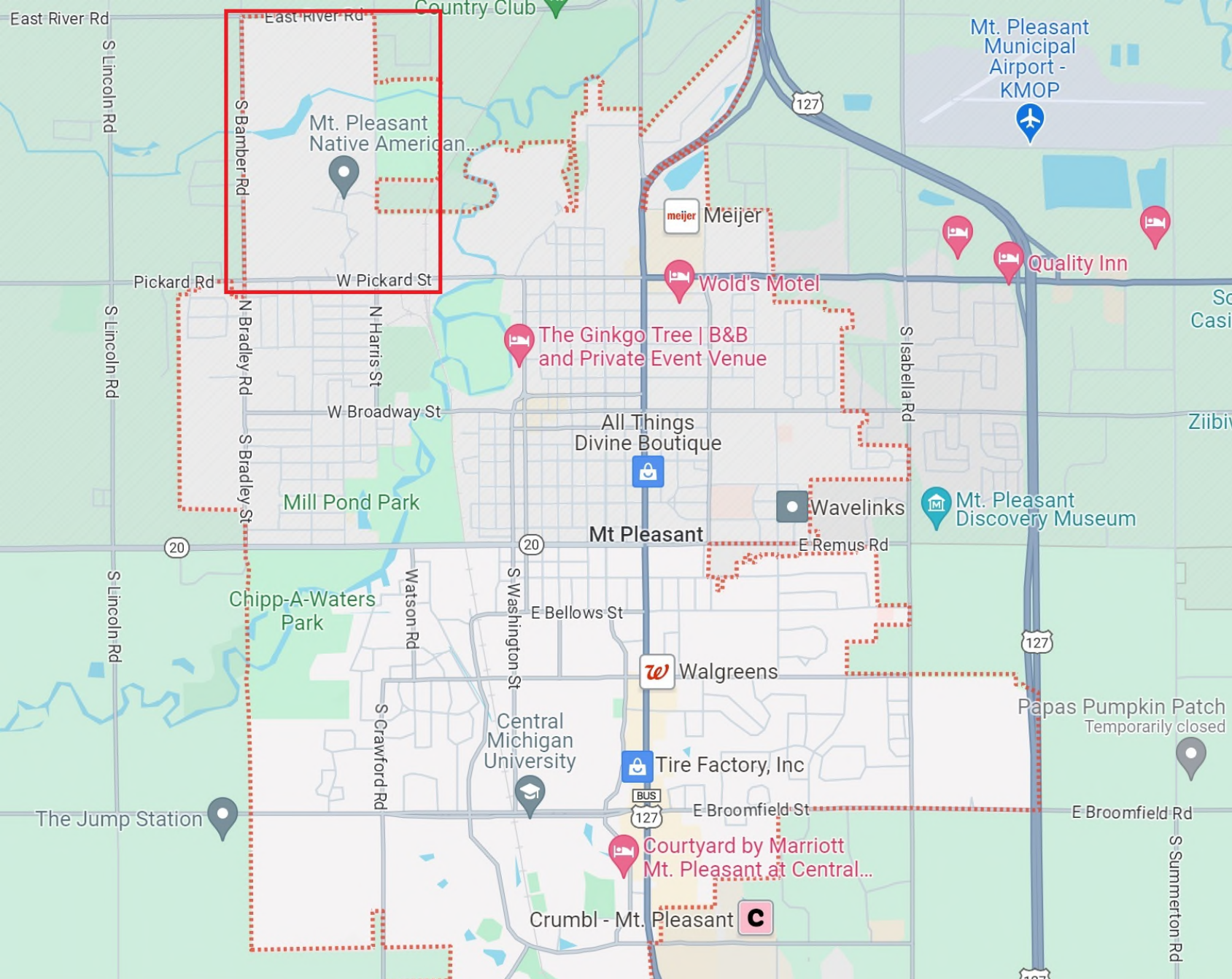
What we will discuss



The City's purchase of the former Mt. Pleasant Center property, issues with the purchase, remedies, and lessons learned.



Highlight ways in which the example illustrates the use of various key skills that managers can use for successful outcomes.



Mt. Pleasant Regional Center

- Mt. Pleasant Regional Center
 - City Expansion
 - Future Development
 - Valuable location
 - Many issues

City of Mt. Pleasant Stats



Pop. 21,243



8 Sq. miles



140 FTE



Regional Center Property

Former site of the Mt. Pleasant
Regional Center (home for people
with developmental disabilities)

Borders property with the former
Mt. Pleasant Indian Industrial
Boarding School

300 acres of property with frontage
on a major thoroughfare

Purchased by the City in 2011

- At time of purchase former Center buildings were still on the property

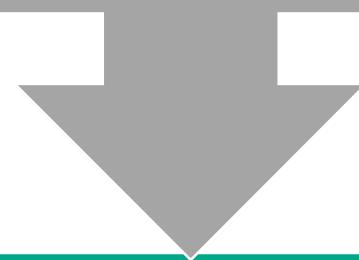
Ingredient Number 1: Knowledge

- Become the expert on the project
- Research and understand all aspects of the project
- Know the stats and figures inside and out



Regional Center Property History

Property purchased in 2011 through public act enabling the City to use the property for public purpose for one dollar.



Archeological concerns about the site due to proximity to the former Mt. Pleasant Indian Industrial Boarding School

Concerns that the site may have remains or artifacts buried under ground

Memorandum of Understanding with the Tribe on how archeological study will proceed

Regional Center Property History

- The deed provided by the State of Michigan used the term **public use** rather than the term in the authorizing legislation which was **public purpose**.
- The City spends over \$5 million on clean up of the former Center buildings from 2011 to 2018.
- In 2018 and 2019 the City engages the public on the future development of the property.
- Then in 2019 DTMB takes the position that the City can only use the property for public use.



Problem in Focus

The City now owns property that it invested over \$5 million into which according to the State cannot be used for development.

- DTMB rejects the City's argument that the deed as provided does not comply with the enabling legislation.

Discoveries and comparisons from other former boarding schools sites magnify the local concerns within the community.

- This puts pressure on the City to move forward with an archeological study.
- The City has no use for 300 acres of public use land.



Ingredient Number 2: Create Options

- Options:
 - Do nothing
 - Keep the property in its current state
 - Addressed dilapidated buildings
 - Legislative
 - Introduce legislation to fix the issue
 - Tried 2020-2022 and was not successful
 - At the whim of politics

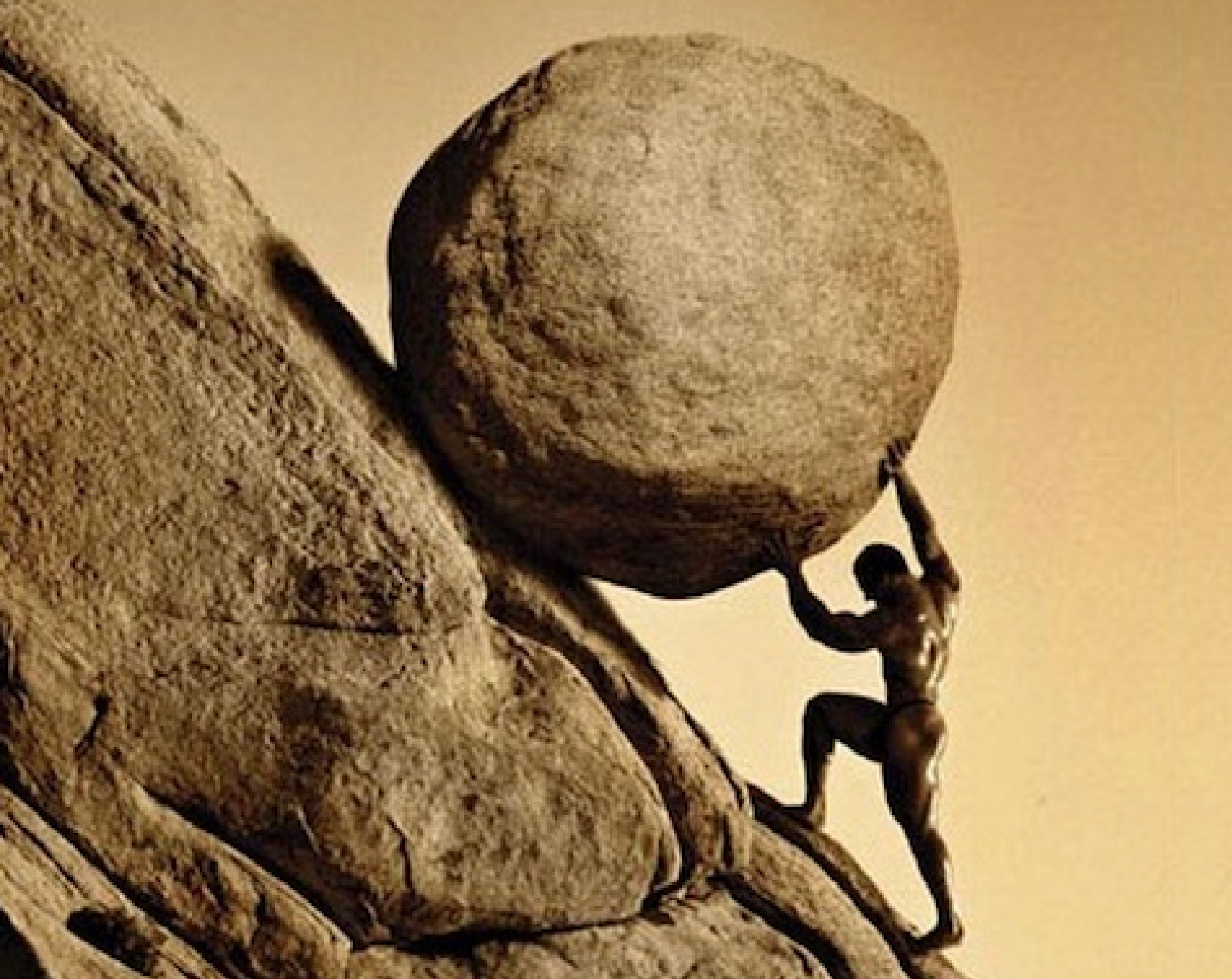


Ingredient Number 2: Create Options

- Options:
 - Pay “fair value” for the property
 - State will not consider \$5 million investment
 - Negotiate with DTMB
 - Tried 2022 and was not successful
 - State failed to make the case for not allowing development



SUE!



Ingredient Number 3: Tenacity

- Do not give up
 - Consider other options
 - Consult other professionals
 - Do not let fear or uncertainty cloud your judgement
 - Take a step back and look at the problem with fresh eyes

Ingredient Number 4: Focus on the Goal

- Do not lose site of your goals
- City won its case in the Court of Claims
 - State has filed an appeal
- Maintaining the value of the land as a potential development vs. restricted for public use
- Next area of focus will be discussing historical importance with the Saginaw Chippewa Indian Tribe





Meridian Cares:

"Healing From Tragedy"



Why and How Meridian Cares

Meridian Cares offers:

- Utility bills assistance
- Rent assistance
- Helping residents fill out applications for poverty property tax exemptions, ambulance waivers
- Collecting and distributing donations in emergency situations
- Gathering donation matches from other agencies, allowing Meridian Cares to double donations
- Grocery assistance



MERIDIAN
Cares Making a Difference



Meridian Cares

For Families Facing the Unthinkable

As a testament to the program's abilities, Meridian Cares was uniquely posed to support an extraordinary number of families following the fatal Knob Hill Apartment fire on December 21, 2022.

Meridian Cares proved its viability in this unprecedented circumstance by:

- Coordinating the collection and distribution of \$115,638.04 in community-based donations to 31 displaced apartments.
- Creating a donation-based free store for residents.
- Hosting a Christmas Eve party for impacted youth.
- Connecting individuals with resources by providing information to assist with the physical, mental, and financial recovery.

Meridian Cares

in Action





Meridian Cares in Action

- \$115,638.04 was collected through community-based donations within 72 hours.
- Checks totaling \$3,730.26 were disbursed to each apartment affected within 5 days.
- A Christmas Eve party was coordinated by Meridian Cares volunteers to provide food, gifts, and relief to 29 affected youth.



Meridian Cares

For Residents Rebuilding Everything

When addressing the Knob Hill Fire, Meridian Cares staff jumped into action by effectively communicating with Township residents about participation opportunities, providing supplemental gift cards for community members to restore lost assets, the execution of a holiday party for affected children, and the establishment of an entirely donation-based free store, complete with furniture, clothing, toiletries, kitchen essentials, and more.



Meridian Cares

Supporting Mental Health

Following the mass shooting at MSU, Meridian Township's residents struggled to cope, showing the Township the need to host a health and safety expo. The resulting inaugural expo drew between 400 and 500 people to connect with experts, including several mental health resources.

Meridian Cares is proud of putting our residents' mental health first.



Meridian Cares

Testimonials

"Thank you. Without your help, my kids would not have had a Christmas."

"I'm a single mom. Without Meridian Cares, my kids and I would have lost our apartment."

"Our community jumped in so quickly."

"With the community's help, I think we'll have a lot of what we need...It's been very touching."

"Thank you for the health and safety expo. I better understand my child's struggle with mental health."



Stuffing backpacks for students in need



Meridian Cares booth at Health & Safety Expo



Annual holiday food basket distribution for seniors



Meridian Cares Coat Drive 2022



Christmas Eve party for Knob Hill residents

Meridian Cares Fundraiser
Wear Your Support




Scan the QR Code or visit <https://www.boonfire.com/meridian-cares-fundraiser/>

Proceeds from sales will directly support those in need in the Meridian Township Community.



Meridian Cares shirt fundraiser