

AGENDA

CHARTER TOWNSHIP OF MERIDIAN
Economic Development Corporation

January 9, 2020 7:30 am
5151 Marsh Road, Town Hall Room

1. CALL MEETING TO ORDER
 2. MISSION: Set the standard in creating an entrepreneurial culture; be the example for revitalization of our business districts and be the leaders in building sustainable public/private partnerships.
 3. APPROVAL OF AGENDA
 4. CONSENT AGENDA
 - A. Minutes – December 5, 2019
 - B. Financial Report
 - C. Development Projects
 5. PUBLIC REMARKS

 6. NEW BUSINESS
 - A. Officer elections
 - B. 2020 Goals
 - C. 2020 Budget

 7. OLD BUSINESS
 - A. Chinese New Year Sponsorship
 - B. Committee Reports
 - i. School District Engagement – Drink Cart opportunity

 8. TOWNSHIP REPORTS
 - A. Township Board
 - B. Township Manager
 - C. Planning Commission
 - D. Chair
 - E. Staff

 9. COMMUNITY REPORTS
 - A. Meridian Mall
 - B. Marketplace on the Green
 - C. MABA

 10. OPEN DISCUSSION/BOARD COMMENTS
 11. PUBLIC REMARKS
 12. NEXT MEETING DATE
 - A. February 6, 2020, 7:30am
 13. ADJOURNMENT
-

Individuals with disabilities requiring auxiliary aids or services should contact the Meridian Township Board by contacting:
Township Manager Frank L. Walsh, 5151 Marsh Road, Okemos, MI 48864 or 517.853.4258 - Ten Day Notice is Required.
Meeting Location: 5151 Marsh Road, Okemos, MI 48864 Township Hall



Charter Township of Meridian
Meridian Economic Development Corporation
5151 Marsh Road, Okemos, MI 48864
Thursday, December 5, 2019- Minutes -DRAFT

Members

Present: Jade Sims, Joel Conn, Adam Carlson, Treasurer Phil Deschaine, Shawn Dunham, Kimberly Thompson, Mikhail Murshak, Tom Conway, David Ledebuhr, Brenda Chapman, and Trustee Kathy Ann Sundland

Members

Absent: Township Manager Frank Walsh

Others

Present: Executive Assistant Michelle Prinz, Community Planning & Development Director Mark Kieselbach and Economic Development Director Chris Buck

1. CALL MEETING TO ORDER

Chair Sims called the meeting to order at 7:30 am.

2. **MISSION:** Set the standard in creating an entrepreneurial culture, be the example for revitalization of our business districts, and be the leaders in building sustainable public/private partnerships.

3. APPROVAL OF THE AGENDA

MOTION BY MEMBER DUNHAM TO APPROVE THE AGENDA. SUPPORTED BY MEMBER CARLSON. MOTION PASSES 11-0.

4. CONSENT AGENDA

- a. Minutes-October 3, 2019
- b. Financial Report
- c. Development Projects

MOTION BY MEMBER CONN TO APPROVE THE CONSENT AGENDA. SUPPORTED BY MEMBER LEDEBUHR. MOTION PASSES 11-0.

5. PUBLIC REMARKS

None.

6. NEW BUSINESS

- a. Officer election prep-2 year terms with vote in January 2020
Chair Sims discussed prepping for new officers. If you are interested, please contact Chair Sims or Director Buck.
- b. 2020 Meeting Schedule and Resolution
The draft schedule was reviewed.

MOTION BY MEMBER CONWAY TO APPROVE THE 2020 ECONOMIC DEVELOPMENT CORPORATION SCHEDULE RESOLUTION. SUPPORTED BY MEMBER LEDEBUHR. MOTION PASSES 11-0.

7. OLD BUSINESS

- a. Committee Reports
 - i. Business Promotion-EDC/MABA Awards
The EDC is partnering with MABA to sponsor two awards that will be presented at MABA's meeting on December 13th. MABA and the EDC voted and selected High Caliber Karting as New Business of the Year and Playmakers as Existing Business of the Year.
 - ii. School District Engagement
Director Buck discussed that Scott Weaver is willing to donate 2 food carts to the schools. This might be an opportunity for the kids to learn some entrepreneur and business skills. Director Buck will discuss more with the schools and Scott Weaver after the holidays.
- b. Haslett Study
The visioning, marketing and absorption study funded through the MEDC and MML has been received. It shows that Haslett can support an optimal number 660 new homes by 2025. However, a probable number of new homes is 350 by 2025. As far as commercial space, the study shows there will be the demand for an additional square feet of retail goods and related service space of between 62,000 and 142,000. It also shows middle housing is missing and modern office space is needed.

8. TOWNSHIP REPORT

- a. Township Board
 - Okemos Road Bridge Replacement discussion
 - Amendment to multiple family zoning ordinance
 - Bennett Road Rezoning
- b. Township Manager
Chair Sims reported for Manager Walsh.
 - Working on the 2020 Road Plan
 - Discussing expanding the Township Hall hours until 6pm on Wednesdays
 - Deborah's farewell party is on December 19th at 3:00pm-4:30pm
 - Wayfair is coming to the Township and bringing 500 jobs
- c. Planning Commission
Planning Commission former Vice-Chair John Scot-Craig has moved out of the area. Next year the Planning Commission will choose a new liaison for the EDC to replace John.

- d. Chair
Chair Sims discussed what the EDC 2020 goals may entail. Suggestions included promoting businesses that will be impacted by Okemos Village project construction, promote Carriage Hills, possible study for that area, support Farmers' Market opening. Discussion will continue in January.
- e. Staff
Director Buck reviewed the development projects and the financial report showing a balance of \$37,955.89. Projects to highlight include the Courtyard Marriot opening, Zoom in Carriage Hills and Soldan's opening at their new location.

9. COMMUNITY REPORTS

- a. Meridian Mall
 - The Mall celebrated their 50th anniversary
 - Old Navy is closing
- b. Marketplace on the Green
Dave Ledebuhr reported that we are working with the Ingham County Drain Commissioner's office to get the permit issued for construction to begin.
- c. MABA
Tom Conway reported he was reelected to the MABA Board and the next meeting is next Friday.

10. OPEN DISCUSSION/BOARD COMMENTS

The EDC discussed a donation request from the Greater Lansing Chinese Association for an event at the Mall at the end of February. Director Buck will check with Parks to see what gift they are considering. The EDC will vote on the donation in January.

11. PUBLIC REMARKS

None

12. NEXT MEETING DATE

- January 9, 2019 at 7:30am

13. ADJOURNMENT

Hearing no objection, Chair Sims adjourned the meeting at 8:59am.

**MERIDIAN TOWNSHIP ECONOMIC DEVELOPMENT
CORPORATION**

12/19/2019 (No Statement Yet)

Independent Bank	Total EDC Funds	\$40,394.30
	MARC Funds	\$7,071.32
	TOTAL	<u>\$47,465.62</u>

TRANSACTION ACTIVITY - Deposits

Date Deposit Type Amount

CHECKS WRITTEN Since Last Bank Statement

<u>Date</u>	<u>Ck.#</u>	<u>Amount</u>	<u>Paid to:</u>
12/02/19	0	292.29	EDC/Maba Awards
12/02/19		207.71	Meridian Area Business Assoc.

\$47,465.62

EDC 2019 Expenditures

<u>Date</u>	<u>Amount</u>	<u>Paid to :</u>
2/7/2019	\$ 10,000.00	Patroncity Campaign
2/25/2019	\$ 200.00	Shark Tank event
5/6/2019	\$ 2,000.00	Tinker lab - Camp Scholarship
5/29/2019	\$ 40,000.00	Farmers Market
12/2/2019	\$ 292.29	EDC/Maba Awards
12/2/2019	\$ 207.71	Meridian Area Business Assoc.



CHARTER TOWNSHIP OF MERIDIAN Development Projects Update

December 2019

Businesses Opened

- **Zoom Express Laundry**, 3034 E. Lake Lansing Road/Carriage Hills (11.18.19)
- **Title Boxing Club**, 2842 E. Grand River Ave (former Plato's Closet - 11.18.19)
- **102 Pho & Banh Mi Vietnamese Soup & Sandwiches**, 4760 Marsh Road, Okemos (part of formers McAllisters site) 12.4.19
- **Soldans Pet Supply**, 2283 W. Grand River Ave. Relocation 12.6.2019
- **Bread Bites, Mediterranean Cuisine & Bakery**, 5100 Marsh Road, Okemos (old Tannin site)

Commercial Use Under Construction

- **Swagath Express**, food service adjacent to Swagath Market, 1731 W. Grand River (former Farm Fresh Seafood site)
- **Eagle Fit**, new gym locate in Meridian Crossing 3544 Meridian Crossings Drive
- **Wild Bill's Tobacco**, 2090 W. Grand River Ave, Okemos

Residential or Long Term Construction/Phasing

- **Elevation Phase 2**, 2362 Jolly Oak Road, Okemos. 350+ residential units
- **Super 8/Knights Inn**, new owner, complete remodel & Clarion branding. Quality micro hotel - 2736 E Grand River Ave, East Lansing, MI 48823

Approved/Not Yet Commenced

- **Village of Okemos**, mixed-use project west of Okemos Road north and south of Hamilton Road.
- **Leo's Lodge Property Redevelopment**, 2085 W. Grand River. Multi-tenant commercial project
- **Red Cedar Manor**, 2875 Northwind Drive. Mixed use project.
- **Woda Cooper**, 4.6 Acres to allow for 49 affordable housing units north of Whole Foods
- **Newton Park Apartments**, SE Corner Newton Road/Saginaw Hwy. Multifamily mixed use
- **Silverstone Estates**, 25 single family residential homes at Powell Road north of Grand River
- **Copper Creek Condominiums**, 45 acres NE corner of Haslett & Van Atta. 102 residential lots.
- **LaFontaine FCA Dealership**, NE Corner Powell Road and Grand River Ave, Chrysler, Jeep, Ram
- **Fedewa Homes**, 1730 Chief Okemos Circle - two apartment buildings totaling 15 units

Under consideration

- **LaFontaine FCA Dealership**, NW Corner Powell Road and Grand River Ave, Chrysler, Jeep, Ram

Closings/Relocations

- **House to Home Furniture**, 4800 Okemos Road, Okemos
- **Old Navy**, Meridian Mall
- **Baryames Tuxedo**, 2421 W. Grand River Ave, Okemos



CHARTER TOWNSHIP OF MERIDIAN Development Projects

2019

Businesses Opened:

- **Office Depot**, 2020 W. Grand River Ave Okemos (Best Buy Plaza)
- **Gallagher Law/Simplified Tax**, 6025 N. Hagadorn, East Lansing - vacant bank in Carriage Hills.
- **Launch Trampoline Park**, Meridian Mall Gordman's Space.
- **X-Golf**, 4950 Marsh Road, Okemos. Indoor golf driving range in Target Shopping Center
- **Pizza Hut**, 3320 E. Lake Lansing Road
- **Orthopedic Rehab Specialists**, 5100 Marsh Road, Suite G, Okemos
- **Paradise Indian Restaurant**, 4760 Marsh Road, Okemos (former McAllisters)
- **J-Dubb's Signature Subs**, 2160 W. Grand River Ave, Okemos (former Subway)
- **Plato's Closet**, 2825 E. Grand River Ave, East Lansing – relocation from smaller space
- **VIP Nail Bar**, 3552 Meridian Crossings, Okemos
- **Box Drop Mattress**, 1644 Haslett Road (Haslett Village Square)
- **Big Lots**, 2020 W. Grand River Ave, Okemos (Best Buy Plaza – grand opening July 26)
- **Kumon Learning Center**, 2398 Joly Road, Okemos. Relocation from Alaiedon Twp
- **The Black Barn Co.**, 1982 Grand River Suite 4 (Meridian Mall Food Court) 8.9.19
- **Panera Bread**, 2080 W. Grand River Ave, Okemos. (open 8.21.19)
- **High Caliber Karting**, 80,000 sq ft single story Younkens – entertainment center (8.30 event/9.20 ceremony)
- **Portnoy and Tu**, 2476 Jolly Road, Okemos. Relocation for dentist office. (Sept 26)
- **VanCamp Research Lab**, MSU Foundation incubator at 4942 Dawn Ave (Sept 12)
- **Michigan Psychiatric & Primary Care Clinic**, 6110 Abbott Road (Sept 25)
- **New Hope Church**, 2170 E. Saginaw Road, East Lansing 9.29.19
- **Constellation Cat Café**, 3320 E. Lake Lansing Road, East Lansing (Oct 8)
- **Firestone Complete Auto Care**, 2700 E. Grand River Ave, East Lansing. (Oct 25)
- **Crunch Fitness**, new fitness center at 2655 E. Grand River Ave (Oct 24)
- **School of Rock**, 2037 W. Grand River Ave, Okemos (Oct 28)
- **Mayan Buzz Coffee**, Inside Meijer (Oct 25)
- **Marriot Courtyard**, Meridian Crossing Drive. 105 rooms (Oct 2019)
- **Zoom Express Laundry**, 3034 E. Lake Lansing Road/Carriage Hills (11.18.19)
- **Title Boxing Club**, 2842 E. Grand River Ave (former Plato's Closet – 11.18.19)
- **102 Pho & Banh Mi Vietnamese Soup & Sandwiches**, 4760 Marsh Road, Okemos (part of formers McAllisters site) 12.4.19
- **Soldans Pet Supply**, 2283 W. Grand River Ave. Relocation 12.6.2019
- **Bread Bites, Mediterranean Cuisine & Bakery**, 5100 Marsh Road, Okemos (12.2019)

ARTICLE VI

A. Board of Directors of the Corporation shall consist of not less than nine persons, not more than three of whom shall be an officer or employee of the Township. The directors shall be appointed by the Township Supervisor, with the advice and consent of the Township Board, for terms of six years, except that, of the directors first appointed, four shall be appointed for six (6) years, one for five (5) years, one for four (4) years, one for three (3) years, one for two (2) years, one for one (1) year. There shall be promptly appointed, in the same manner, to the Corporation's Board of Directors two additional directors representative of neighborhood residents or business interests likely to be affected by each project proposed by the Corporation, whose term of office shall be consistent with the provisions of Section 4(2) of 1978 P.A. 388.

B. (1) The Board of Directors shall designate one of its members as Chairman, one of its members as Vice-Chairman, one of its members as Secretary, one its members of Deputy Secretary, and a Treasurer who need not be a member of the Board of Directors, each to be designated for such office for a period of two (2) years, or until their successors are designated. Such officers may succeed themselves in office.

(2) The Chairman shall preside at meetings of the Board of Directors and may sign and execute all authorized bonds, contracts, checks and other obligations and execute interest coupons with his manual or facsimile signature in the name of the Corporation as and when authorized by the Board of Directors. He shall do and perform such other duties as may be fixed by the bylaws and from time to time assigned to him by the Board of Directors.

(3) The Vice-Chairman shall, in the absence of the Chairman or in the event of his inability or refusal to act, perform the duties of the Chairman and, when so acting, shall have all the powers of and be subject to all the restrictions upon the Chairman. The Vice-Chairman shall perform such other duties as may be assigned to him by the Chairman or by the Board of Directors.

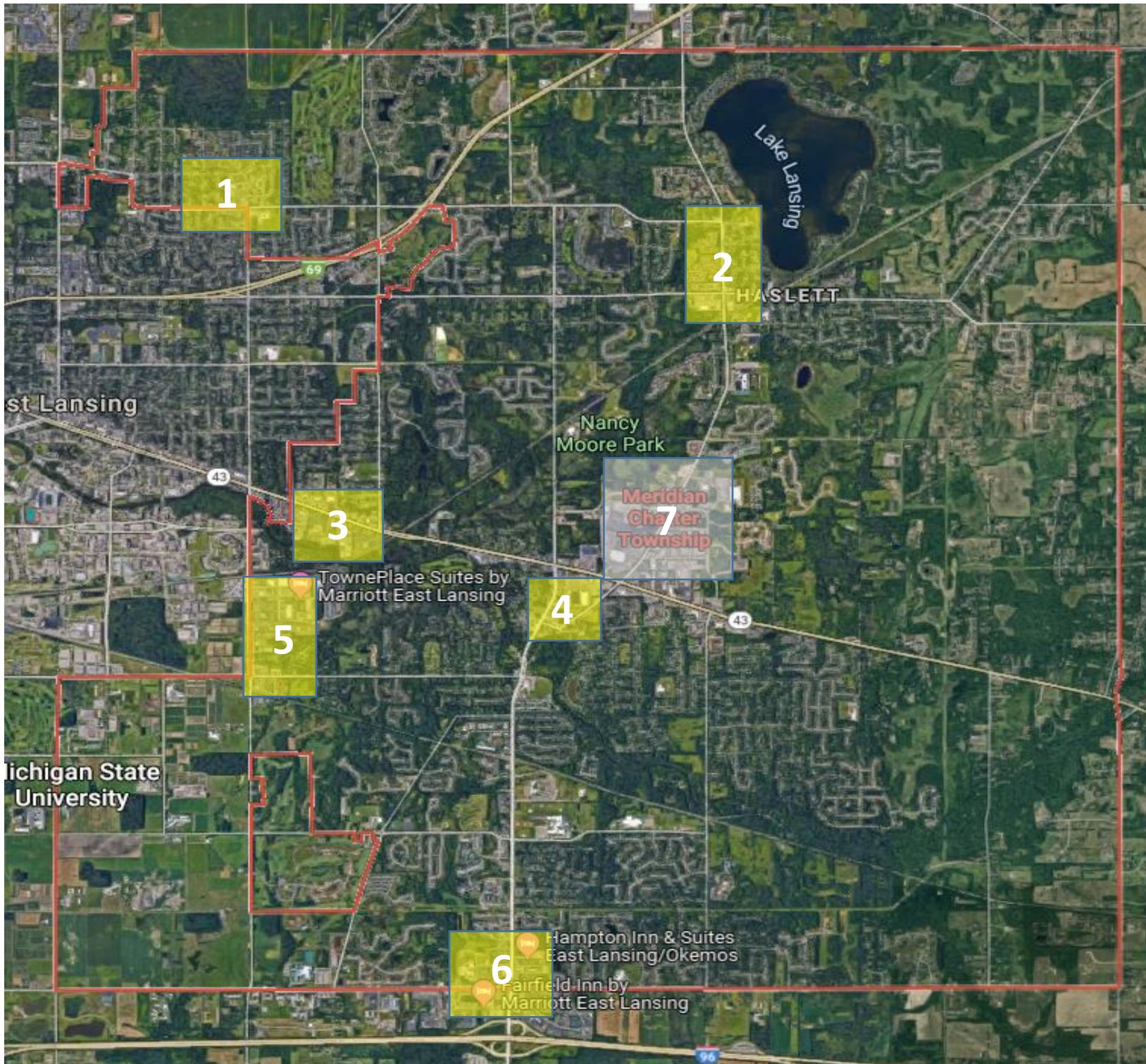
(4) The Secretary shall keep the minutes of all meetings of the Board of Directors, and of all committees thereof, in books provided for that purpose. He shall attend to the giving, serving and receiving of all notices of process of or against the Corporation. He may sign with the Chairman in the name of the Corporation all bonds, contracts and other obligations and execute interest coupons with his manual or facsimile signature in the name of the Corporation as and when so authorized by the Board of Directors, and when so ordered, he shall affix the seal of the Corporation thereto. He shall have charge of all books and records which shall at all reasonable times be open to inspection and examination by the Board of Directors or any member thereof, and by the Township Board, and, in general, perform all the duties incident to his office. The Secretary shall preside at meeting of the Board of Directors in the absence of the Chairman and Vice-Chairman.

(5) The Deputy Secretary shall, in the absence of the Secretary or in the event of his inability or refusal to act, perform the duties of Secretary and, when so acting, shall have all the powers and be subject to all the restrictions upon the Secretary. The Deputy Secretary shall perform such other duties as may be assigned to him by the Secretary or by the Board of Directors.

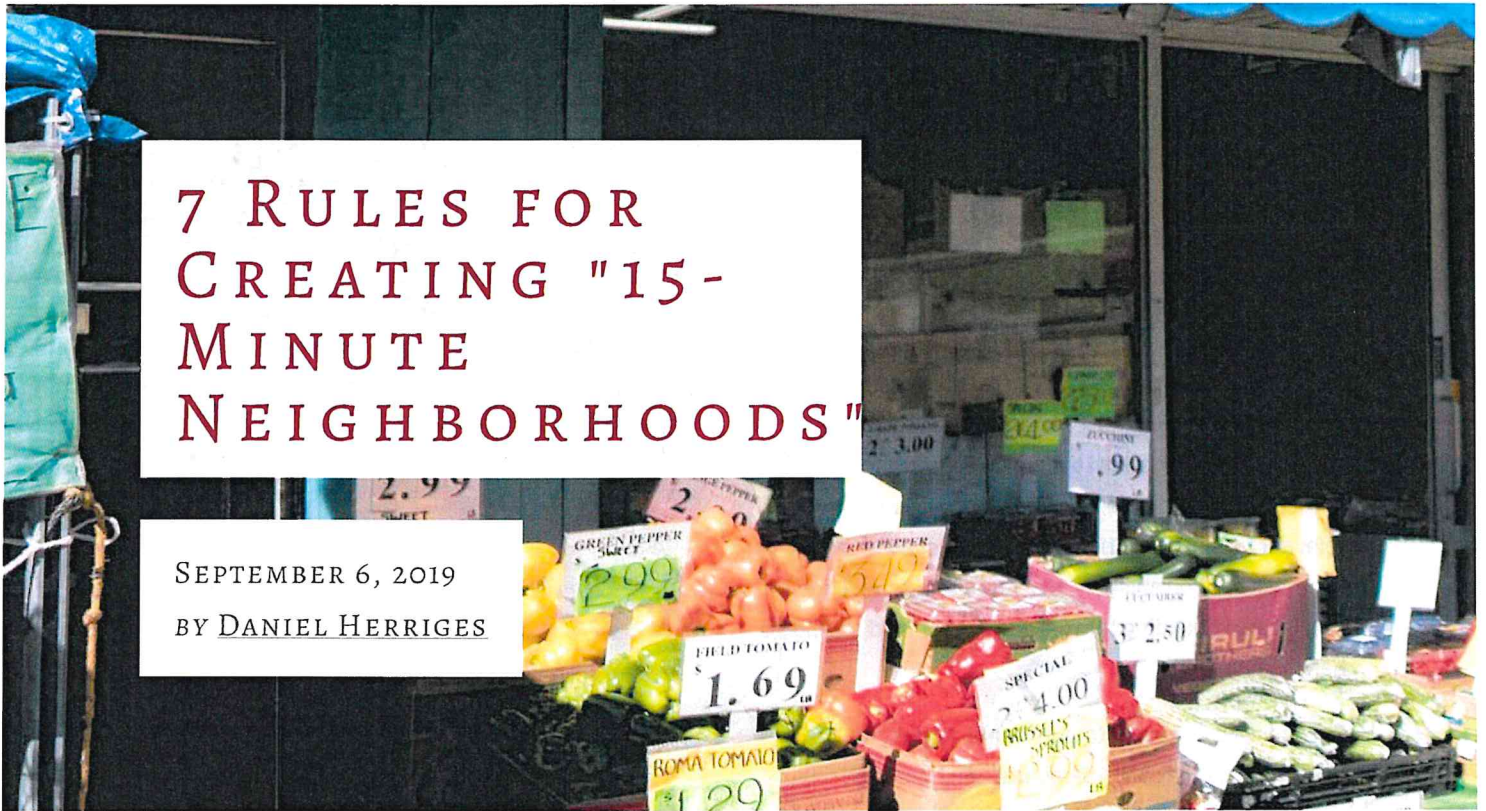
(6) The Treasurer shall have custody of all the funds and securities of the Corporation which may come into his hands or possession. When necessary or proper, he shall endorse on behalf of the Corporation for collection, checks, notes and other obligations, and shall deposit them to the credit of the Corporation in a designated bank or depository. He shall sign all receipts and vouchers for payment made to the Corporation. He shall jointly with such other officer as may be designated by the Board of Directors sign all checks, promissory notes and other obligations of the Corporation when so ordered by the Board of Directors. He shall render a statement of his cash accounts when required by the Board of Directors. He shall enter regularly in the books of the Corporation to be kept by him for the purpose full and accurate accounts of all monies received and paid by him on account of the Corporation, and shall, at all reasonable times, exhibit his books and accounts to the Board of Directors or any member thereof when so required. He shall perform all acts incidental to the position of Treasurer fixed by the bylaws and as assigned to him from time to time by the Board of Directors. He shall be bonded for the faithful discharge of his duties as Treasurer, the bond to be of such character, form and in such amount as the Board of Directors may require.

(7) In the absence of any officer of the Corporation or for any other reason that the Board of Directors may deem sufficient, a majority of the Board of Directors then in office may delegate, from time to time and for such time as they may deem appropriate, the powers and duties of any officer elected or appointed, to any other officer or to any directors.

1. Support endeavors that foster entrepreneurship, start-ups and businesses of all sizes through volunteerism, advocacy and funding.
 - a. Assist in the **Farmers Market** project as needed.
 - b. Engage with **school districts** to offer opportunities for students to engage in entrepreneurship within the Township. Consummate the Food Truck/Golf Cart donation for Haslett and Okemos Public Schools
2. Work strategically to ensure Meridian Township is a great place to run a business.
 - a. **Highlight local businesses** utilizing video, social media, and HOM TV to announce milestones, grand openings, new products, changes in leadership, investment in community.
 - b. Work creatively with CBL Properties and advocate for the transformational redevelopment of the **Meridian Mall**.
 - c. Collaborate with **MABA** to host social and educational events designed to enhance the Township's **business retention and attraction** efforts.
3. Collaborate with other entities within the Township and in the Greater Lansing Region to ensure Meridian remains competitive and congruent with regional development initiatives.
 - a. Lobby to **expand the PICA districts** from the three defined in the 2017 Master Plan, to the seven business hubs in the Township. Provide all the assistance possible to foster redevelopment, aesthetic, occupancy and wayfinding of all PICA districts.
 - b. Advocate for the adoption of **Form Based Code** within the Township and the creation of overlay districts for each of the seven Township commercial hubs (expanded PICAs). Focus on infill, mixed use and density in these areas to preserve the subdivisions and "eastern third" of the Township as rural.
 - c. Attend meetings and maintain relationships with regional partners like **LEAP, Tri-County Regional Planning Commission, Greater Lansing Regional Prosperity Initiative (GLRPI), MDOT/ICRD, MABA, Lansing Regional Chamber, MEDC, SBDC and other Township Boards & Commissions**, among others.



1. Carriage Hills
2. Haslett Village
3. East Campus District
4. Okemos Village
5. Hannah District
6. Jolly Oak District
7. Town Center



What is a 15-minute neighborhood?

A 15-minute neighborhood is a neighborhood in which you can access all of your most basic, day-to-day needs within a 15-minute walk of your home. It is also sometimes called a [complete neighborhood](#).

How many of you live in one? When we [posed that simple question on Facebook](#)—*'Can you get to a cafe, a grocery store, a park and a library in just a 15 minute walk from your home?'*—we got an astonishing response from readers eager to tell us whether they could, or *why* they could or couldn't.

The question was prompted by a CBC News story titled "[Welcome to the 15-minute neighbourhood](#)" about Ottawa's plan to manage growth by thickening up its existing neighborhoods instead of expanding outward into farther-flung suburbs. But a quick Google search turns up other examples of the concept: visions for 15-minute neighborhoods in [Boulder](#) and 20-minute neighborhoods from [Portland](#) to [Detroit](#) and beyond.

In Ottawa, they're calling it "intensification," and the intent is to bring the necessities of life within easier reach of residents, both existing and new, without having to build a lot of costly new infrastructure. Ottawa is trying to do

what Minneapolis planner Paul Mogush memorably [describes](#) as: "Put the stuff closer together so it's easier to get to the stuff"

And the time for this approach is long overdue. All across North America, we have [bankrupted our cities and states](#) by putting the "stuff" ever farther apart, and then building huge networks of roads and pipes to connect it. Our cities have [ballooned in physical size](#) far faster than they've grown in population, and face ever-mounting maintenance costs for all that pavement, at the same time as residents [clamor for yet more roads](#) to [deal with congestion](#) caused by all the driving we've forced ourselves to do.

The intent of the 15-minute neighborhood movement is to break out of this [mobility trap](#)—the vicious cycle of [driving ever longer distances](#) to get to the same things—and get back to building places around the most [ancient](#), versatile, guaranteed-to-always-be-relevant transportation method there is: two legs. (And [for those with disabilities](#), let's be clear that building for two legs and building for two wheels can and should go hand in hand.)

The massive response to our Facebook post makes it obvious to us that the 15-minute neighborhood principle has tons of appeal. But how do you *get* there? Especially if your city is already laid out in such a way that many existing places fall far short of that 15-minute ideal?

We compiled this list of 7 rules for what a city of 15-minute neighborhoods needs, with links to some of our best articles over the years. And these aren't just for planners or developers—you'll see in here that there are things an average citizen can also do to bring their neighborhood a bit closer to being a 15-minute neighborhood.

1. Bring back the neighborhood school.

One of the most unfortunate trends in North American cities has been the consolidation of neighborhood K-12 schools into massive, isolated campuses, often located on the suburban fringe of the community where there's no choice but to drive or take a bus there. [The share of kids walking to school](#) has plummeted to unprecedented lows. A true neighborhood school is good for students' health and independence (and that of their parents, who don't have to act as chauffeurs!), helps anchor and nurture community bonds, and allows us to redirect scarce public resources from transportation into the classroom.



Strong Towns

about 4 months ago

Can you get to a cafe, a grocery store, a park and a library in just minute walk from your home?

If so, you might live in a 15 minute neighborhood—and if not, you should check out Ottawa's efforts to turn *every* block in their city one.

Via [CBC News](#).



CBC.CA

Welcome to the 15-minute neighbourhood: Intensifica

Ottawa city councillors and the public got their first glance of five r

378

33

171



Photo by SDOT via [Flickr](#)

Essential Reading:

- [How About Schools on Safe Routes?](#)
- [Is This New High School Really an Upgrade?](#)
- [Rethinking Our Approach to Busing](#)
- [It's About My Children's Independence](#)

2. Make sure food and basic necessities are available locally.

How many of us can obtain staple groceries or household supplies—the most common errand—within a short walk of home? The rise of big-box shopping has made the corner store or bodega an endangered species, yet there are examples of resurgent neighborhood retail meeting essential needs in both innovative and familiar ways. (And community gardens and other local food initiatives that aren't retail stores have an important role to play too!)

One essential but easily overlooked step in bringing food back to the neighborhood? Stop subsidizing expensive automobile infrastructure—the [stroads](#) and giant parking lots that give the big-box model an unfair advantage.

Essential Reading:

- [Bringing Back the Corner Store](#)
- [So, You'd Like a Neighborhood Grocery Store](#)
- [Big Box Stores Are Costing Our Cities Far More Than We Ever Imagined](#)
- [You—Not the Big-Box Grocery—Have the Power to Provide Healthy Food in Our Neighborhoods](#)
- [How Strong Towns Inspired a Local Food Movement in Peoria, IL](#)

3. Third Places come in all shapes and sizes.

A [Third Place](#) is a community gathering space where you can meet a friend, kill some time, or have a serendipitous encounter with a neighbor. It can be a private business, public park or plaza, or a civic space like a public library. Every 15-minute neighborhood needs a good Third Place or ten.

The best news? Such places can be as simple as a pocket park carved out of a neglected bit of land, which anyone can create with a few tools and some elbow grease!



Photo by Paul Krueger on [Flickr](#)

Essential Reading:

- [The Power of the Coffee Shop](#)
- [How a Local Bookstore Can Make Your Town Richer—in More Than One Way](#)
- [Making Places Where I Want to Sit](#)
- [Grand Parks Versus Neighborhood Parks](#)
- [Simple Things, Great Places](#)

4. House enough people, and all kinds of people.

Time for some real talk. While many people might say they want a neighborhood where they can have a big house with a big yard, few neighbors, *and* great local businesses within walking distance, those goals are often at odds with each other. The reason is simple: businesses need customers. If the customers aren't in walking distance, you won't have a walkable neighborhood.

Traditional American neighborhoods used to provide a diverse mix of housing options for homeowners, renters, people of different ages and walks of life. Over the 20th century, we made many of those options illegal, and that, more than anything else, has killed the walkability of many of our would-be 15-minute neighborhoods. Want to reverse it? Allow every neighborhood to incrementally fill in with housing options that meet people's real needs.

Essential Reading:

- [Making Normal Neighborhoods Legal Again](#)
- [One in 5 U.S. Households is a Nuclear Family. Our Housing Stock Hasn't Caught Up.](#)
- [5 Ways to Make the Missing Middle Less Missing](#)
- [Accessory Dwelling Units: A Flexible, Free-Market Housing Solution](#)

5. Density isn't enough.

It's tempting to reduce walkability to a simple arithmetic problem—a matter of having sufficient density to support amenities like a grocery store. But density alone does not a 15-minute neighborhood make. If you take the Sim City approach and separate uses from each other—commercial cluster over here, residential high-rises over there—you may still fail to produce a place where people can functionally meet their needs without driving.

A 15-minute neighborhood may be dense, but the more important thing is that it's fine-grained and truly mixes homes, businesses, and public spaces seamlessly instead of segregating them into zones. This is why we need to let *all* our neighborhoods thicken up incrementally, instead of building clusters of high-rises to meet the demand for new housing.

Essential Reading:

- [Fine-Grained Versus Coarse-Grained Urbanism](#)
- [What Happens When You Densify The Suburbs?](#)
- [What Can Assembling a Pizza Teach Us About Strong Communities?](#)

6. Sweat the small stuff for true walkability.

None of this proximity to stores, cafes, parks, or libraries is any good if you can't comfortably and safely "get to the stuff." Walkability is absolutely essential for a 15-minute neighborhood. And often, it's the little things that matter most—and that show us the way to some of the highest-returning investments we can and should be making in our places. Our favorite example? Street trees, which provide shade and comfort and instinctively slow down traffic—no speed enforcement required.



Essential Reading:

- [The Magic of Tree-Lined Streets](#)
- [Think Small. Help Something Grow.](#)
- [Is Your City Pedestrian-Unfriendly?](#)
- [How Fire Chiefs and Traffic Engineers Make Places Less Safe](#)

Photo by SDOT via [Flickr](#)

7. Know when to get out of the way.

This one's especially for you, local governments. The way we used to get 15-minute neighborhoods, for most of human history, was simple: we just let them happen. We didn't plan and zone for them in elaborate ways. What's more relevant is what we *didn't* do: rigidly dictate what kind of activity can take place on what block or lot. Today, nearly all of our places can stand to lower the bar to entry to being a local entrepreneur, by getting out of the way of things like in-home businesses, food trucks, farmers' markets, and pop-up shops, which in too many cities are heavily regulated or banned.

For all that is different about the modern world from that of our ancestors, we still believe this: If you allow people to take steps to meet their own and their neighbors' needs right in their neighborhoods, they will. And often in ingenious ways.

Essential Reading:

- [Savor Your Small Parcels, and Create More of Them](#)
- [Learning From a Non-Conforming Neighborhood](#)
- [Low-Cost Pop-Up Shops Create Big Value in Muskegon, Michigan](#)
- [The Unlikely Urbanism of a Flea Market](#)

(Cover photo by [Adam Muise](#) on [Unsplash](#))



Daniel Herriges

Daniel Herriges (Twitter: [@DanielStrTowns](#)) serves as **Senior Editor** for Strong Towns, and has been a regular contributor since 2015. He is also a founding member of the organization. Daniel has a Masters in Urban and Regional Planning from the University of Minnesota. His obsession with maps began before he could read. His budding environmentalism can be traced back to age 4, when he yelled at his parents for stepping on weeds growing in sidewalk cracks. His love of great urban design and human-scaled, livable places has also been lifelong. Daniel has a B.A. from Stanford University in Human Biology with a concentration in Conservation and Sustainable Development. After college, he worked as an environmental activist for several years, in support of indigenous people's rights and conservation in the Amazon rainforest. He can often be found hiking or cycling. Daniel is from St. Paul, Minnesota, and now lives in Sarasota, Florida.

Interested in writing for Strong Towns, or got a story you'd like Strong Towns to cover? [Please email Daniel.](#)

🗨 34 Comments ❤️ 1 Likes ➦ Share

Posted in [Walkability](#), [Urban Design](#), [Neighborhood Design](#), [Neighborhoods](#), [Herriges](#), [Top Story](#) and

PSQ (/publicsquare)



Rockville Town Square is living room for the community, surrounded by shops and restaurants.

DEVELOPMENT (/PUBLICSQUARE/CATEGORY/DEVELOPMENT)

Designing and building mixed-use centers in the suburbs

Retail success is tricky in new urban places—so pay attention to fundamental principles because buying and selling are essential activities in a walkable urban center.

ROBERT STEUTEVILLE (/node/538) DEC. 11, 2019



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This is one of a series (<https://www.cnu.org/publicsquare/category/retail-or-mixed-use>) of ongoing Public Square articles on the market, technological, and cultural transformation of the \$5 trillion retail industry—and how it relates to a continued shift toward walkable, urban living.

Mixed-use centers—often in suburban locations—continue to be built from the ground up in many communities across the US. This commercial component is important because many new urban developments are planned or under construction, and most include retail. Retail is an essential part of a walkable urban center—and has been the case for as long as people have been selling goods in the marketplace.

Living spaces, offices, and restaurants in new urban centers in the suburbs tend to be very successful, but the retail has been less profitable in many instances. Pros and cons of mixed-use centers are on display at the Shops at West End in St. Louis Park, Minnesota—just west of Minneapolis. The Shops at West End is “pretty much” the only walkable urban place outside of downtown that is available for major commercial development, according Sam Newberg, a commercial real estate analyst in the Twin Cities area.

The Shops at West End was hit economically by the Great Recession. Since then, it has struggled along with the shopping center/mall industry, according to *the Minneapolis/St. Paul Business Journal*. “The first phase, a 349,000-square-foot retail center, has lived a rocky life and still has a vacancy rate north of 25 percent. But focusing on the struggles of the retail portion of the project ignores the fact that the area is red-hot with the development of apartments, hotels, and the largest suburban speculative office project since the recession.” Developers have completed 779 apartments around the West End since 2013 and are constructing 262 more. A final multifamily project will break ground this winter, adding another 207 apartments. All told, developers will surpass \$350 million worth of investment and construct 1,248 apartments in the West End and neighboring parcels between 2012 and 2020. This development would not have happened if not for the urban retail, according to the *Business Journal*.

Mixed-use urban centers can be seen as a glass half full or half empty, but overall, one could say the glass is *more* than half full. The need for walkable urban places continues to grow, and this demand will drive planning and development for decades to come. Conventional retail in suburban

malls is struggling, and that makes for a carrot-and-stick incentive that is driving more retailers into urban formats (<https://www.cnu.org/publicsquare/2019/12/04/changes-retail-encourage-walkable-urban-designs>).

The retail in some mixed-use centers has struggled for a variety of reasons. Some of these centers are losing anchors—just like enclosed malls—due to the current crisis of department stores. Also, some were designed with too much retail to begin with—like an outdoor mall with mixed-use added in ways that suggests it was just an after-thought.

Bayshore Town Center in Glendale, Wisconsin, a first-ring suburb of Milwaukee, was designed with too much retail (about 1.2 million square feet). Like a lot of malls, Bayshore has been hit with department store woes. Sears closed, and then Boston Store (formerly owned by Bon-Ton), leaving two anchors empty. Nordstrom's Rack plans to open in 2020, and complex announced a conversion of much of its vacant space to offices, a hotel, and apartments. The plan is to reduce retail space (<https://shoppingcenterbusiness.com/cypress-equities-acquires-1-2-million-square-foot-bayshore-town-center-near-milwaukee-plans-repositioning/?fbclid=IwARoYltXhMyT2h3k1NGhwhCB7TEI4tnN5m3OA57EZ6z7OLRZ-kZz9dXEoM>) by 37 percent.

Mixed-use centers need a broad mix of tenants to succeed, explains Lee Sobel, a long-time urbanist with experience in commercial real estate. “The failures don’t offer a true mix of uses,” he says. “These are the shopping and dining destinations surrounded by parking lots. The good ones will survive due to location, demographics, and tenants.”

The need for visibility

Other urban centers hide the stores from passing traffic, ignoring a basic rule of retail success, says Robert Gibbs, author of *Urban Retail*. “There’s been an overconfidence in the importance of aesthetic qualities—the architecture and placemaking over the fundamentals of retail. When they work, the retail, residential, office and hotels produce above market rents,” he says.

The retail in Rockville Town Square in Rockville, Maryland, struggled at first, partly because it was not visible from the main road. But the office, residential, and civic space (a public library), were all successful. A grocery store went out of business—and it has been replaced by local grocer. The storefront commercial space is now mostly leased, largely with local and regional shops and restaurants—and there are a few national chains, such as a CVS pharmacy, Verizon store, and Gold’s Gym.

Unique local stores in a new urban center are refreshing—even if they don't achieve the sales/square foot of national chains. “When you start seeing mixed-use town centers with the exact same retailers as others, something has gone wrong,” says Kennedy Smith, a main street economics consultant. More high-density residential is being built all around Rockville Town Square, which should strengthen the retail, which already appears to have turned a corner.

Some mixed-use centers were designed without anchors, which is a mistake in all but the smallest scale projects: Anchors draw shoppers and support the smaller stores. “Every mixed-use project should have at least one anchor store,” notes Sharon Woods of LandUseUSA | Urban Strategies. “This may be a department store, grocery, hardware, pharmacy, or furniture store. In some markets, a cluster of destination-type restaurants can also serve as an anchor. These anchors are essential for attracting patrons that can then be converted into impulse and repeat shoppers.”

Town centers sometimes feel artificial or contrived because the main street isn't a through street, Gibbs adds—they start and stop in the middle of nowhere. A real town is located on a main highway that connects part of the region together. If you build a town center on an arterial thoroughfare, you get more authenticity. Woods explains: “main street tenants have the best chance of succeeding when they are aligned along and facing the main traffic arterial. Tenants located along perpendicular or side streets tend to have less than half of the exposure to passing traffic, and therefore will be significantly disadvantaged.”

Overall, office and residential uses are more of a sure bet, Gibbs says: “Shopping is an elective activity compared to living in a house and working in a job. You can have the worst office park and you have to go to work.” A successful retail project “has to make it easy for people to shop,” he says. Mixed-use centers depend on a combination of destination and impulse buying, Woods explains. “In successful retail projects, the smaller tenants will depend on cross-shopping generated by destinations and anchor stores, plus impulse shopping from drive-by traffic.”

Variety of activities

Mixed-use centers in the suburbs need a real variety of activities, including social and civic spaces. Pike & Rose in Montgomery County, Maryland, is a case in point. It's got anchors like an LL Bean store and clothing retailer H&M. Pike & Rose also includes a 17,000 square foot rooftop farm, a hotel, a bowling alley/restaurant, a live music venue (increasingly common in urban centers), and movie theaters. It's got substantial office space and housing.



A restaurant with the LL Bean store and other uses at Pike & Rose. Source: Federal Realty

The Mosaic District in Fairfax, Virginia, consists of city blocks built from the ground up—it used to be a drive-in movie theater, then a movie theater. It is located near a Metro station. Anchors include a multistory Target and Great Gatherings, a large store that offers game furnishings. There's a Mom's Organic Market and a variety of retailers from Lululemon Athletica to Williams-Sonoma. Food options of all kinds are available, and an eight-screen cinema (a takeoff on location's historic use). The site hosts a farmer's market and a variety of festivals. A range of housing types and price points has been built, including condominiums, apartments, townhouses. The Mosaic is also the home to a custom shirt manufacturer. The center has been a catalyst for redevelopment around it, and new construction is ongoing.

Mixed-use centers are sometimes confused with, and distinct from, so-called “lifestyle centers,” which have no residential units and little mixed-use. They were commonly built in the 2000s by conventional retailer developers who wanted to create urban experience without changing the fundamental business model of the mall. A lifestyle center is essentially a mall with no roof, and is often surrounded by parking. A lifestyle center can feel overly contrived and even phony as an urban place because it does not include the various uses of an urban center—and should be avoided by developers and cities alike.

Mixed-use urban centers come in many types to suit whatever kind of walkable place is being created. Sometimes they are built on a very small scale for the purpose of providing destinations and urbanity—rather than meeting significant shopping needs. About 70 businesses are located in Norton Commons, Louisville, Kentucky, even though the development has little or no access to drive-by traffic.

The businesses in Norton Commons comprise a mix of restaurants, which are fairly successful, and personal businesses located out of the owners' properties—some of which may be part-time operations. There are no chain stores—and Norton Commons is not unlike many small main streets in that regard. The businesses offer a sense of place and liveliness to this new town that attracts residents and outsiders alike. Nearby drivable retail meets day-to-day shopping needs. Developer David Tomes attributes the better-than-expected mixed-use to a daytime office population in Norton Commons—plus a YMCA that serves as an anchor, attracting many outsiders from several miles around.



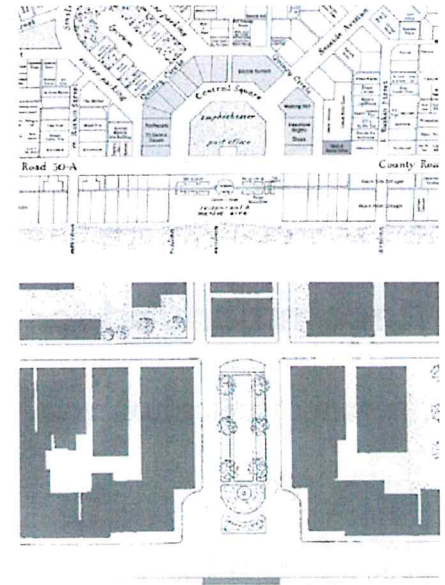
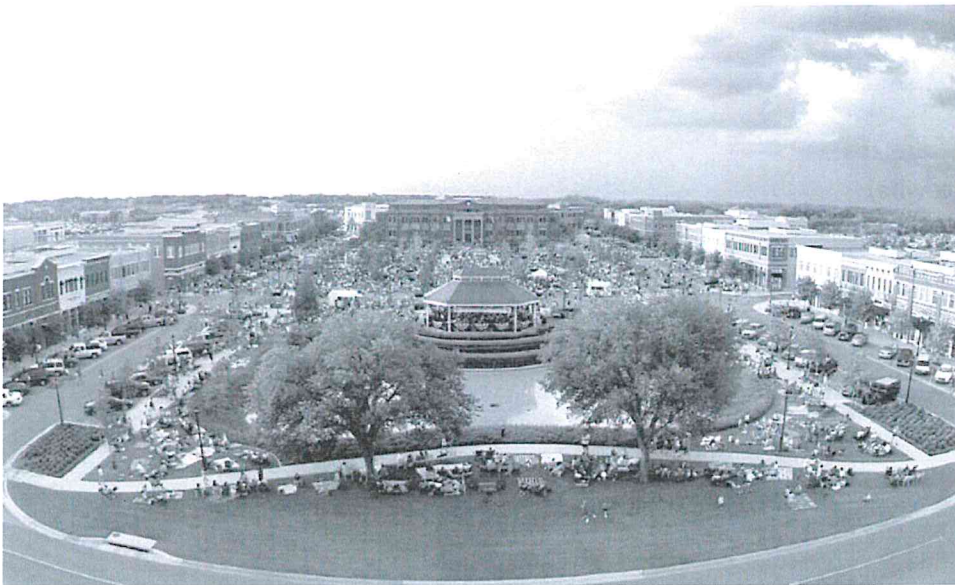
A cafe in Norton Commons. Source: Traditional Town LLC

Drive-by traffic

Mixed use centers of all sizes rely on drive-by traffic, Wood notes. “The smaller the project, the more essential it is to have excellent visibility to impulse shoppers,” she says. “Larger centers are more likely to have anchors and a mix of destination-type stores to help compensate. Small town centers without anchors are the riskiest—and if they don’t have visibility to traffic then they shouldn’t even be considered.”

One solution is to build a pair of **one-way couplets**, a concept created by CNU co-founder Peter Calthorpe San Elijo Hills project in San Diego, California. The thoroughfare carries 40,000 cars per day, plenty to support retail. Each side of the couplet has two one-way lanes and is designed like a street, with parallel parking on each side. “Some people are opposed to one-way couplets because there is a lot of bad history couplets. Some were badly designed and too far apart,” Gibbs says, explaining that with good design “the Calthorpe model does work.”

Another solution is what Gibbs calls the “**retail crescent**,” which was built in a project called The Glen, outside of Chicago. The design brings through-traffic to the main street via a slight crescent-shaped diversion. Still another is what called “**Lake Forest model**,” where shops are grouped around a new public space on one side of an adjacent highway. The model is named after Lake Forest, Illinois, one of the first planned shopping centers in the US, which opened in 1916. The shops are all visible from the highway. In the 1980s, Seaside, the first neighborhood-scale new urban project, used the Lake Forest model.



The Lake Forest Model: At left is a photo of Southlake Town Square in Southlake, Texas, which opens to a street carrying through traffic. Photo courtesy of Cooper & Stebbins. At right are plans for Seaside's square, and the historic Lake Forest town center.

Mixed-use urban centers in the suburbs continue to be built, driven by demand for urban living. Employers are locating in such centers because that's where their young employees want to be. Municipalities, also, are looking to revitalize first-ring suburbs. As shopping malls die, this will open more opportunities for building these places. Finally, the residential market in walkable communities is strong. Mixed-use centers have long relied on retail to provide the draw, and that is still partly true. But the retail industry is in flux today and so developers and designers need to think about other strategies to generate activity—especially entertainment and food-related uses.

Although urban centers often end up getting similar retail tenants to single-use malls, they are more flexible—which is an advantage in this uncertain retail climate. Urban centers may be more driven by the development of living and working spaces. And, developers need to be aware of basic rules of retail. “The retail in mixed-use urban centers needs to adhere to fundamental shopping center principles,” says Gibbs. “Mostly, they need a green grocery, a street with parking, anchors, living spaces, office, a hotel, and off-street parking.”

◀ MIXED-USE (/PUBLICSQUARE/437) URBAN RETAIL (/PUBLICSQUARE/442)



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(/publicsquare/author/robert-steuteville)

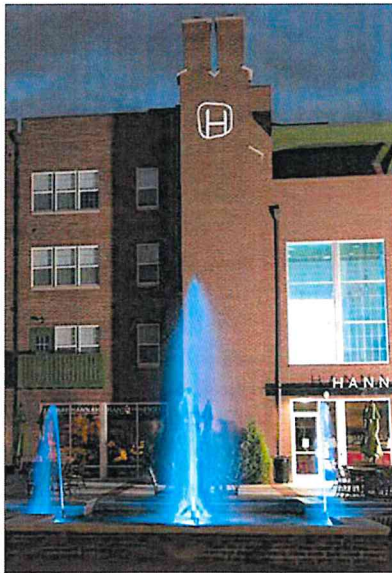
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Problems and solutions for main street retail
(/publicsquare/2019/07/29/problems-and-solutions-main-street-retail)



Mixed Use Core

The mixed use core area envisions walkable and engaging streetscapes with varied storefronts and activities. Residential housing is encouraged with a mix of townhomes, upper-story lofts, and apartments. Easy access to public transit and on-street parking should be prioritized in development. Off-street parking and other essential infrastructure should be hidden from the street.

Regulations for mixed use buildings in the Core should encourage a walkable scale of lots and buildings. Table 4 shows the model schedule of regulations for how this type of use should be incorporated into the Township's Zoning Ordinance to encourage walkable design in these districts. Residential building types listed in the following sections may also be used in the Mixed Use Core on side streets.

Three distinct town centers are recommended for redevelopment as mixed use core areas: Haslett, Okemos, and Carriage Hills. A Potential Intensity Change Area (PICA) analysis for each area is included in the following pages.

Table 4. Model Regulations for Mixed Use Districts

BUILDING TYPE	FRONT SET-BACK	SIDE SETBACK	REAR SETBACK	HEIGHT	MAXIMUM LOT SIZE
Mixed Use	Max. 0'	Min. 0'	Min. 0'	42' Max. / 3-Stories	264' Width 120' Depth
Retail	Max. 0'	Min. 0'	Min. 0'	18' Max. / 1-Story	50' Width 150' Depth
Liner	Max. 0'	Min. 0'	Min. 0'	30' Max. / 2-Stories	Corresponding to size of parking lot screened
Apartment	Min. 10'	Min. 10' / Min 0' at Secondary Frontages	Min. 10' / Min 0' at Alley Easements	42' Max. / 3 ½ Stories	100' Width 150' Depth
Cottage Retail	Min. 0'	Min. 10'	Min. 10'	42' Max. / 2 ½ Stories	100' Width 150' Depth

Definitions of the building types in Table 4 can be found at the Building Types – Examples web link located in the Attachments chapter on page 84.



Haslett PICA. Bisected by Haslett and Marsh Roads and disconnected from Haslett by the railroad, the plazas that make up this PICA--Shop Town, Haslett Village Square and Haslett Commerce Center--are a mix of highly successful and vacant retail space.

Haslett Today. East of Marsh Road, Shop Town is successful despite aging infrastructure and a disorganized development pattern. To the west, underutilized retail space in Haslett Village Square is hidden behind expanses of parking lot. Marsh Road divides the sides with five lanes of heavy traffic, creating a barrier for any potential pedestrian connection between the two sites. Haslett Road similarly deters residents from walking into the site from the north.

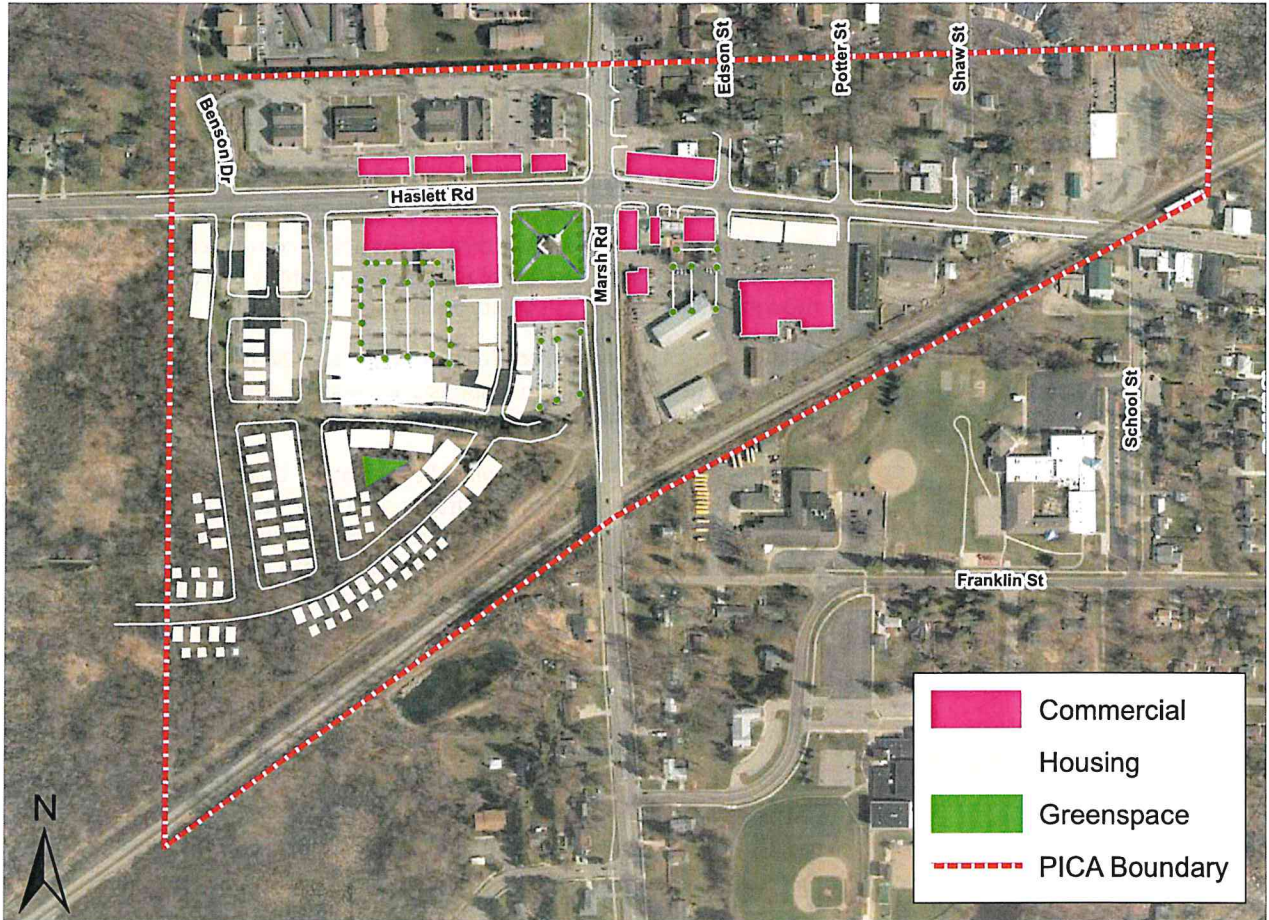
A Walkable Community Center Tomorrow. The Haslett mixed use core will benefit from an influx of residential development that places walkability and human scale above traditional suburban living.

By providing housing on-site with existing commercial buildings, the revitalized area will provide residents with the amenities they need, while retailers will benefit from an invested customer base within easy walking distance.



Perspective View ▲
 Bird's Eye View ▶





The rendering depicted above is an example of one potential redevelopment scenario and is not intended to impair the ability of current land owners to use and maintain their properties in accordance with current zoning and building regulations. The rendering is conceptual in nature and for example purposes only.

Haslett PICA Analysis

RETAIL

- 87,428 Square Feet of Retail
- 17.9% of demand for new retail in Meridian
- 10.7% of demand for new walkable retail in Meridian
- Possible Retail Tenants:
 - » Specialty Food Stores
 - » Health and Personal Care Stores
 - » General Merchandise Stores
 - » Used Merchandise Stores
 - » Beer/Wine/Liquor Stores
 - » Bars/Restaurants
 - » Florists

HOUSING

- 320 Housing Units
- 12.8% of demand for walkable housing in Meridian

Okemos PICA. Located along Okemos Road a short distance south of Grand River Avenue, this once-thriving historic activity center is utilized as a vehicular cut-through.

Okemos Today. The street grid is desirable in scale and has the potential to support mixed use infrastructure of a walkable urban form. In its current form, Okemos lacks true connection to the active commercial corridor just minutes to the north. The center is missing an identity and purpose, even though visibility and accessibility are high.

A Bustling Downtown Tomorrow. The Okemos core will embody traditional urban living, with emphasis on creating spaces for living, working, and recreation within the neighborhood.

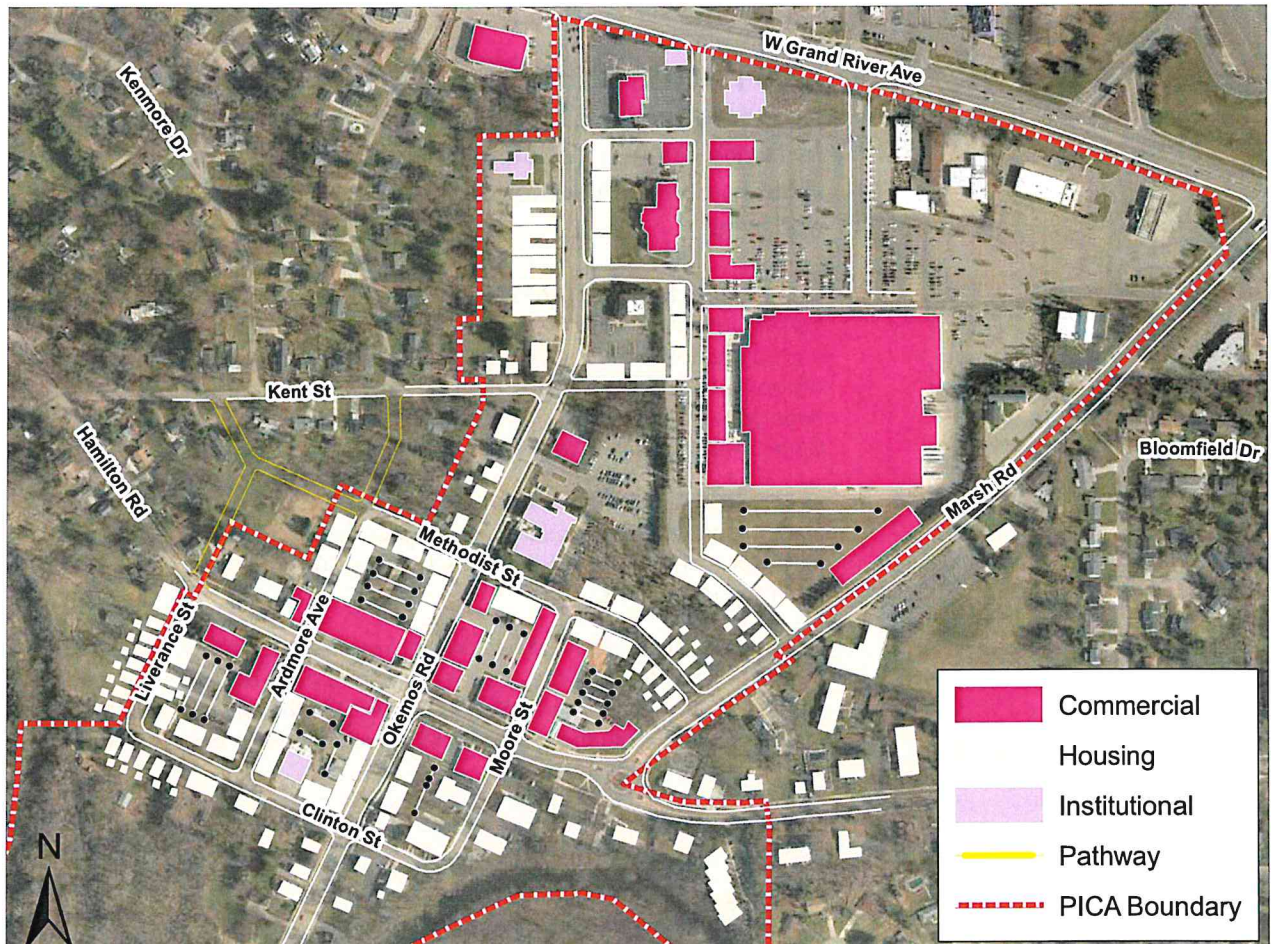
New development in Okemos will take advantage of its location to provide residents great access to regional transportation systems and draw in visitors with unique retail and service amenities. First floor storefronts and upper-level apartments and condos will provide an eclectic mix of users that will take advantage of plazas and street cafes to create an active streetscape.



Perspective View ▲

Bird's Eye View ▶





The rendering depicted above is an example of one potential redevelopment scenario and is not intended to impair the ability of current land owners to use and maintain their properties in accordance with current zoning and building regulations. The rendering is conceptual in nature and for example purposes only.

Note: This conceptual build-out scenario shows buildings in floodplain areas. All future development must be consistent with Meridian Township floodplain policies.

Okemos PICA Analysis

RETAIL

- 191,458 Square Feet of Retail
- 39.2% of demand for new retail in Meridian
- 23.4% of demand for new walkable retail in Meridian
- Possible Retail Tenants:
 - » Furniture Stores
 - » Home Furnishings Stores
 - » Electronics Stores
 - » Specialty Food Stores
 - » Beer/Wine/Liquor Stores
 - » General Merchandise Stores
 - » Bars/Restaurants

HOUSING

- 695 Housing Units
- 27.9% of demand for walkable housing in Meridian

Carriage Hills PICA. The northwest corner of Hagadorn and Lake Lansing is a commercial center surrounded by family-oriented residential neighborhoods. Updates to retail and office buildings continue, but a cohesive vision is not apparent.

Carriage Hills Today. Underutilized retail space and an expansive parking lot characterize the interior of the shopping center. The credit union and gas station along the periphery have been modernized, yet a main draw of commercial or recreational interest remains absent from the area. With a large population living in close proximity to the center, there is great potential for retail and activity in a close-knit mixed use development.

A Re-Imagined Mixed Use Destination tomorrow. Taking advantage of the surrounding population, the Carriage Hills plan brings life in the form of resident-focused activity nodes surrounded by family-oriented retail and restaurants.

The updated street grid and building forms will encourage walkable living for existing residents on the periphery as well as new residents living above storefronts and offices. Carriage Hills will provide the amenities necessary for families to live within the center, and the excitement necessary to draw in visitors from the Lansing region.



Perspective View ▲
 Bird's Eye View ▶





2020 Budget - *draft*

EDC Balance 12.31.2019 **\$47,466**

REVENUE

Issuers fees (Burcham Retirement Village/2020) \$10,000

Interest income \$100

Total Revenue **\$10,100**

EXPENSES

Community Outreach and Promotion \$2,000

Community Projects \$15,000

Total Expenses **\$17,000**

EDC Balance 12.31.2020 **\$40,566**



December 2, 2019

Dear Prospective Sponsor,

In collaboration with other local Chinese groups and Meridian Township, the Greater Lansing Chinese Association (GLCA) is organizing the 2020 Chinese New Year Celebration event in **Meridian Mall, Okemos, on February 26th, 2020.**

The upcoming event will include stage performance, cultural exhibits and other traditional Chinese cultural activities. We anticipate that it will attract thousands of local residents in the Greater Lansing area, as one of the year's greatest events in our community. In the meantime, we invite you to this event to further introduce the products and services you provide to this community. A free promotional stand will be provided by us.

GLCA has successfully organized this annual event since 2013, with strong continuing support from PNC Bank, Meridian Township, Michigan State University, Lansing Community College and many other businesses and organizations.

To have a successful event again for 2020, we will need the strong support from you – important member of this community. One way to support this event is the sponsorship, which will provide necessary resources. At the same time, the sponsorship will provide unique opportunities for you and your organization to engage audiences and build goodwill in the community.

On behalf of GLCA, I would like to invite you and your organization to become a sponsor of the 2020 Chinese New Year Celebration. Attached are the sponsor benefits package and a list of previous sponsors who continue the sponsorship this year.

GLCA looks forward to establish and maintain a mutually beneficial partnership with you and your organization, as we celebrate the Year of the Rat in 2020 with the peace and prosperity for all. If you have any questions or would like to receive additional information, please contact Ying Liu at 586-256-0684 or yyarimia@yahoo.com. Please make the check payable to "Greater Lansing Chinese Association" or "GLCA". Our mailing address is "740 w Lake Lansing Rd, Ste 700, East Lansing, MI 48823"

Sincerely,

Yi Shi

Chair, 2020 Spring Festival Gala Planning Committee

Enclosure 1: Sponsor Benefits Packages

Enclosure 2: Continuous Sponsors

Enclosure 1

Sponsor Benefits Packages

As the organizer of the event, we do our best to promote the sponsors.

Thus, sponsors should benefit in many ways, including the following:

- Onsite signage and names on printed material
- Media exposure from local television stations, radio stations, magazines and newspapers
- Onsite product promotion
- Positive publicity to your organization
- Brand awareness and loyalty of customers.
- Leadership in corporate social responsibility.

Exclusive Sponsor for a Specific Industry: \$5,000

- Exclusive sponsorship guarantees the sole sponsor status from a specific industry and offer all benefits listed in Gold Sponsorship package.

Gold Sponsor: \$2,500

- Advertising board around the center stage
- Your own promotional booth in prime location
- Brochure and other promotional materials at main booth
- Listing on the event promotional materials

Silver Sponsor: \$1,500

- Your own promotional booth in prime location
- Brochure and other promotional materials at main booth
- Listing on the event promotional materials

Bronze Sponsor: \$600

- Your own promotional booth
- Brochure and other promotional materials at main booth
- Listing on the event promotional materials

Enclosure 2**Continuous Sponsors**

- Greater Lansing Chinese Association
- Meridian Township of Michigan
- PNC Bank
- MSU Asian Study Center
- MSU Confucius Institute

